

# DOMAGROUP

## **PLAN OF MANAGEMENT LITTLE NATIONAL HOTEL**

**Hotel Operation including 187 rooms, gym,  
& Small Bar**

**Address:** 42 Honeysuckle Drive, Newcastle NSW 2300

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# DOMAGROUP

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<b>Revisison</b>	<b>Date</b>
A	February 2020
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## 1 INTRODUCTION

### 1.1 PURPOSE

This Plan of Management (PoM) has been prepared for the proposed mixed-use Development located at 42 Honeysuckle Drive, Newcastle NSW 2300. The PoM relates only to the Little National Hotel and the Level 1 bar, and to no other component of the development. Doma Holdings (Honeysuckle) Pty Ltd recognise the need to ensure the safety and security of guests, staff, workers and the greater community in which the proposed development will exist. Safety and security issues of the proposal have been considered carefully to ensure the utmost safety of staff and guests.

The PoM is consistent with the principles of Crime Prevention through Environmental Design (CPTED) as described in the Crime Prevention and the Assessment of Development Applications guideline prepared by the former NSW Department of Urban Affairs and Planning (now Department of Planning and Environment).

CPTED aims to create the reality (or perception) that the costs of committing crime are greater than the likely benefits. This is achieved by creating environmental and social conditions that:

- + Maximise risks to offenders (increasing the likelihood of detection, challenge and apprehension);
- + Maximise the effort required to commit crime (increasing the time, energy and resources required to commit crime);
- + Minimise the actual and perceived benefits of crime (removing, minimising or concealing crime attractors and rewards); and
- + Minimise excuse making opportunities (removing conditions that encourage/facilitate rationalisation of inappropriate behaviour).

The policies and procedures outlined in this PoM will help to make the premises a safe, efficient and pleasant environment in which to work and visit. Additionally, the safety and security issues addressed in this PoM have been devised to ensure the amenity of neighbouring properties is maintained at all times during the operation of the premises.

### 1.2 STAFF REVIEW

Prior to commencing work at The Little National, all staff will be made familiar with this Plan of Management, during their employment induction. Once made familiar all staff required to sign a register stating they have been acquainted with the Plan. The register is to be kept with this plan.

### 1.3 OPERATION OF PLAN OF MANAGEMENT

The Little National Hotel is to operate in accordance with this Plan of Management and may be amended following consultation with required authorities. A copy of the Plan of Management and development consent is to be kept on premises and available upon request by persons in a position from Police and Council Officers.

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## **2 THE SITE**

The site is located in the Newcastle City Centre, within the Honeysuckle Precinct. The site is legally identified as Lot 22 DP 1072217 and is more colloquially known as 42 Honeysuckle Drive, Newcastle NSW 2300.

### **2.1 OPERATION**

The PoM is a dynamic document which can be updated to respond to changing procedures and practices.

All staff and management at the Doma Hotel's operation will be provided with a copy of the POM and be briefed on the requirements as part of the employment induction process. A copy of the POM will be help on site at all times

### **2.2 OPERATIONAL HOURS**

The Little National Hotel will operate 24 hours a day, 7 days a week, whilst the bar and terrace area are expected to operate between 6:00am and 12:00 midnight Monday to Saturday, and 6.00am to 10.00pm on Sunday.

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## 3 SECURITY AND SAFETY

The security and safety of employees, hotel guests and the general public are highly valued by DOMA.

### 3.1 SURVEILLANCE

#### 3.1.1 CCTV CAMERA SYSTEMS

CCTV surveillance cameras will be installed in and around the premises in strategic places including but not limited to the hotel lobby, gymnasium, library, carpark and corridor areas. The system installed will utilise automated recording technology, long video storage capacity, video motion detection and advanced camera technology. In turn this will ensure the Hotel's CCTV will allow clear video resolution and coverage.

All cameras will operate 24 hours a day. The surveillance tapes / videos will be kept for a minimum of 1 month for viewing by the Police as required. The quality of the images filmed will satisfy Police requirements. The Hotel management will be trained to view and burn CCTV at the request of Police.

TV monitors are located within the premises in the management office located on the ground floor of the Hotel, which will allow management to monitor the activities on the camera.

Management will ensure the system is maintained in good working order. Management will also ensure that the coverage will be operated with due regard to the privacy and civil liberties of all persons within the Hotel. If it is discovered at any time that the equipment is not in full operating order all reasonable steps will be undertaken to repair the system as soon as practicable.

#### 3.1.2 LIGHTING

Perimeter lighting will be provided around the hotel to enable clear vision and will be designed in such a manner so as to prevent concealment and shadowing. The standard of lighting will not only reduce the fear of crime in accordance with Australian lighting standards, but also serves to provide clear identification of activity using the high technology CCTV cameras proposed.

Broken light fixtures and bulbs within the premises and car park will be replaced within 24 hours.

#### 3.1.3 CLEAR SIGHT LINES/VISIBILITY

The Little National Hotel has been designed to maximise clear sight lines. The building will incorporate the maximum use of natural surveillance and will minimise potential obstructions such as physical barriers to ensure these clear sight lines. This is demonstrated at the ground floor lobby of the Hotel, which faces directly out to building entrance, ensuring a clear line of sight to the hotel entrance.

### 3.2 ACCESS CONTROL

The building will utilise an intruder alarm, access control and CCTV systems to monitor access within the site and Hotel.

#### 3.2.1 HIGH RISK AREAS

The Little National Hotel has been designed to minimise the potential for the creation of a hostile environment. Therefore, access will be designed to restrict certain areas which are designated "secure area", for example this includes the linen and waste rooms, which can hold chemical cleaning products. The secure area will be achieved through the implementation of security hardware such as locks.

## 3.2.2 SIGNAGE

Clearly identifiable signage will be installed in and around the Hotel to indicate which areas are open to hotel and which areas are restricted.

The signage includes the car park, which will assist with anticipated vehicle and pedestrian flows within the carpark. Warning signs, at strategic locations are to be placed around the Hotel, at entry / exits to warn people of security measures.

A sign at the entry of the premises advising surrounding residents of the Honeysuckle area to forward any complaints regarding the operation of the Hotel to the Duty Manager will be provided. The sign will include a phone number and state that complaints can be made 24 hours a day / 7 days per week. All reasonable endeavours will be used to answer the telephone.

## 3.2.3 SECURITY

High quality door and window locks are to be fitted to all openings. The locks will comply with the BCA.

## 3.3 SPACE MANAGEMENT

Routine maintenance checks and reporting will be carried out by personnel employed at the hotel to ensure the property is maintained and to reduce the likelihood of crime or vandalism. Landscaping will be maintained in a manner that communicates an alert and active presence.

Furthermore, robust materials are proposed to be used where possible to mitigate against potential malicious damage. Any vandalism or graffiti should be repaired and removed promptly by staff or contractors.

## 3.4 TOILETS

Common toilets for staff and hotel guests use will be clearly sign posted.

End of Trip facilities are located on the ground floor near the gymnasium. The facilities are located to maximize sight lines, are well lit and are in an area which generates an overall sense of safety to the user, particularly females, children and elderly.

## 3.5 GYMNASIUM

The gymnasium located on the ground floor of the Hotel, will be kept clean and maintained to a high standard.

To ensure safety to guests using the gym facilities, routine monthly maintenance checks will be undertaken by a trained staff member. If a piece of equipment is deemed unsatisfactory in regard to safety, staff will endeavour to immediately take the equipment out of the gym or place a 'BROKEN-DONOT USE' sign on the equipment.

If a guest using the facilities injures themselves on the equipment, a report will be made and placed in a register. Furthermore, guests can alert staff at the ground floor lobby to safety concerns with the equipment. If there is deemed a problem with the equipment as stated above Staff will endeavour to remove or place a sign on the equipment.

## 3.6 EJECTION OF PATRONS

The following procedure will apply to all staff and security personnel (if applicable) that are involved in the removal of a person from the Hotel who is intoxicated, drunk or disorderly:

- + Verbal communication with the customer(s) will occur;

- + The Duty Manager will be instructed to contact Police for assistance in removing any customer who exhibits anti-social or violent behaviour;
- + An Incident Report will be completed following an altercation and/or disturbance stating all the relevant information for reference purposes; and
- + The use of exclusion notices under the NSW Enclosed Lands Act is available if required to exclude people.

## **3.7 HOLD UP PROCEDURE**

### **3.7.1 IN THE EVENT OF AN ARMED ROBBERY**

Primary advice to staff is to remain as calm as possible. Other advice is as follows:

- + Contact 000 as soon as possible after incident;
- + Staff are instructed to comply with the demands of the offender's;
- + Assess the situation and remain calm;
- + Focus on the offender/s making mental notes of their "appearance" with particular attention to;
  - o Any distinguishing features such as clothing, scars, tattoos;
  - o Weapon if used, such as firearm, bladed weapon; and,
  - o Any language, accent, nicknames or speech peculiarities;
- + Move slowly. Only do this with safety. Advise of any sudden movements you have to make;
- + Observe the direction taken after the bandit leaves the premises;
- + Look to see if a motor vehicle is being used and note any occupants; and
- + Separate staff involved to ensure they do not discuss the incident with anyone other than the Police and Senior Management.

### **3.7.2 MONEY HANDLING**

An independent security company will be employed to undertake all movement of cash to and from the premises. There will be no cash movements from the premises by the staff at any stage. There will be no movement of monies from the premises by Security Personnel at night.

### **3.7.3 THEFT**

In the event that theft occurs involving a guest, every effort must be made to assist the guest in any way possible, i.e. forms, police report, telephone calls. All personal information must be recorded on the Incident Report Form in case any items are recovered at a future time.

Incidents involving staff members must also be documented on the Incident Report Form and any necessary policy reports must be completed. A list of all items missing must be recorded.

The theft of any property on the premises must be reported to the police for insurance purposes. All thefts must be documented clearly and concisely on an Incident Report Form.

## **3.7.4 WEAPONS**

Weapons of any type, i.e. knives, firearms, etc., will not be permitted at any time, unless in the hands of authorised personnel or Police.

## **3.7.5 ANTISOCIAL BEHAVIOUR**

The premises will adopt a zero-tolerance approach to antisocial behaviour at the premises.

Below are the safety measures which are to be put into place:

- + Having a well illuminated common areas and car park areas; and
- + Deterrent signage alerting guests that the area is under video surveillance;

## **3.8 LANDSCAPING**

The site landscaping is designed not to create pockets or enclosures whereby victims could be entrapped but to help integrate the built form into the site and surrounds. The proposed landscaping scheme avoids vegetation that impedes the effectiveness of outdoor lighting. It will be maintained regularly to communicate an alert and active presence.

## **3.9 STATE HEALTH & SAFETY REGULATORY AUTHORITY**

Any Notice / document / request that are raised by a State Health & Safety Regulatory Authority Inspector must be immediately communicated to the OHS Manager who will then ensure that all other appropriate personnel are informed. The OHS Manager will then develop an Action Plan / Actions with responsibilities to address the issue raised.

## **3.10 FIRST AID STAFF TRAINING**

At all times a staff member proficient and appropriately certified in first aid qualification will be on duty to respond to a medical incident on the premises. Appropriate equipment such as Automated External Defibrillator devices and first aid kits will be available with staff trained in their use.

## **3.11 CLEANING**

Hotel staff will ensure as far as practical that the premises is kept in a clean and tidy condition both internally and externally to the extent of the building that is managed and controlled by the hotel. Cleaning of both internal and external areas of the hotel will be undertaken by cleaning staff. It should be noted that this is generally limited to the ground floor level and that the management and clearing of the upper floors will be managed by the residential apartment component of the building.

## **3.12 DEALING WITH GRAFFITI**

The premises will comply with common policy in relation to all Graffiti. Any damage to property by way of Graffiti will be removed from the site within 24 hours of being noticed.

## 4 LEVEL 1 BAR OPERATION

### 4.1 LIQUOR LICENSE

The proposed small bar at 42 Honeysuckle Drive, Newcastle will operate in accordance with a hotel liquor license which will be progressed upon determination of the base building development. The liquor license will dictate maximum patron numbers for the bar, including terrace area, the below numbers are subject to the approval of a liquor license and will be amended within this PoM if required:

Bar: 200 indoors maximum at any one time.

Outdoor terrace: 50 outdoors maximum at any one time and staggered during these times as outlined in the amended acoustic report:

Day (7am – 6pm): 50 patrons

Evening (6pm – 10pm): 30 patrons

Early night (10pm – 12am): 15 patrons

Early morning (6am – 7am): No patrons.

(Acoustic Logic, Rev 3, page 23)

Maximum number signage will be displayed clearly in relevant areas.

### 4.2 OPERATION MODEL

The small bar will be incorporated into the operation and management of the proposed Little National Hotel. It is to be located on Level 1 of the mix-used development. The bar can be accessed via the hotel, for use of the Little National guests, as well as being accessible to staff and clients of the commercial premises via the commercial lifts. The small bar is expected to cater mostly for hotel guests, with a predicted 80% of the clientele for the bar being hotel guests.

### 4.3 MANAGEMENT OF BAR

#### 4.3.1 GENERAL OPERATION AND MONITORING PATRON BEHAVIOUR

- + Patron behaviours if it is deemed unreasonable may be refused service, asked to leave and be barred for a period of time warranted by the Licensee.
- + The bar will comply with any noise conditions that may be in place relating to the operations of the premises.
- + The bar operations will be conducted in such a manner as not to unreasonably interfere with, or materially affect the amenity of the neighbourhood by reason of noise, vibration, smell, fumes, vapor, steam, soot, ash, dust, waste water, waste products, grit, oil or otherwise.
- + The Licensee and staff shall take all reasonable steps to control the behaviour of their patrons whilst on the premises. To ensure this, the Licensee shall:
  - o Take all reasonable steps to ensure that venue operations are compliant with Section 125 of the Liquor Act 1982 – Conduct on Licensed Premises, by monitoring and managing patron behaviour;
  - o Ensure that prospective patron behaviour is monitored upon arrival to the bar and those persons observed consuming alcohol external to the venue, behaving in an anti-social manner or causing excessive noise are not permitted entry to the bar;
  - o At the cessation of any bar trade make an announcement advising patrons of the approach of closing time and then making a request for patrons to depart the premises and vicinity quickly and quietly so as to avoid disturbance of the neighbourhood;
  - o Assign staff or security personnel to ensure that patrons, in leaving the vicinity of the venue, do so promptly and as quietly as is reasonably possible;

- Signs will be on display at exits requesting patrons to leave quietly and orderly.
- + Patrons that fail to comply with the small bars behavioural requirements and have been provided correct advice and management and proceed to involve themselves in anti-social conduct causing ejection from the premises will be excluded from attending the venue for a period of time.
  - Any such action will require the duty manager to record such action in an appropriate ledger, acquiring patron details and nature of the incident.
  - Management will establish a schedule of penalties as to maintain consistency appropriate to the level of misconduct.

#### **4.3.2 TRANSPORTATION**

The use of public transportation, taxis and designated drivers as opposed to drink-driving will be encouraged under all circumstances in accordance with RMS, Independent Liquor and Gambling Authority (ILGA) and NSW Police guidelines. Staff can contact taxi service for the direct pickup of patrons if requested.

#### **4.3.3 STAFF TRAINING**

The Hotel will ensure that staff working at the bar have training sessions every 6 months which entail;

- + Crime Scene preservation guidelines;
- + RSA refresher;
- + Intoxication prevention measures;
- + License conditions and Plan of Management; and,
- + License authorisation and venue trading hours.

### **4.4 RESPONSIBLE SERVICE OF ALCOHOL**

It is unlawful to sell or supply liquor to a person who is intoxicated on licensed premises and is unlawful to permit intoxication on licensed premises.

A person is considered to be intoxicated if:

- + The person's speech, balance, co-ordination or behaviour is noticeably affected, and
- + It is reasonable in the circumstances to believe that the affected speech, balance, co-ordination or behaviour is the result of the consumption of liquor.

The Liquor and Gaming NSW has issued Guidelines to assist in the identification of intoxicated persons.

Bring to the attention of the duty manager any person considered to be in or approaching a state of intoxication.

#### **4.4.1 REQUIREMENTS**

- + The Hotel will ensure that all staff involved in the sale and supply of liquor has completed an approved NSW Responsible Service of Alcohol Course and holds a valid NSW Competency Card and/or certificate.
- + The Licensee will maintain a register containing copies of RSA Competency Cards and/or certificates. This register is to be made available for inspection when requested by NSW Police or Inspectors of Liquor & Gaming NSW.

- + All staff who are involved in with the sale and supply of liquor must have their RSA Competency Card on premises whilst on duty.
- + All staff and management involved with the sale and supply of liquor are accountable for the responsible service of alcohol on the premises.
- + Staff will provide patrons information about transport options and assist in contacting taxi companies to collect patrons at their request.
- + The venue will not serve liquor to any person who is intoxicated.
- + The venue will promote the service of non-alcoholic beverages.

No person under the age of 18 years shall be served liquor at the venue. Production of a document of one of the following classes is, for the purposes of Section 117E of the Act, evidence that a person holding the document is at least 18 years of age, but only if the document bears a photograph of the person and indicates (by reference to the person's date of birth or otherwise) that the person is of or above that age (and only if the document has not expired and otherwise appears to be in force)

## 4.4.2 IDENTIFYING AND PREVENTING INTOXICATION

Management and staff will endeavour to prevent intoxication through the following methods:

- + Ensuring patrons already showing signs of intoxication or approaching intoxication will not be served.
- + Food commensurate to the responsible service of alcohol is available at all times that alcohol is served.
- + Ensuring that low alcohol, non-alcoholic drinks and free drinking water is available whenever alcohol is served.

*Note: These symptoms or signs are not exhaustive and not necessarily conclusive of intoxication.*

**Table 1 - Symptoms of Intoxication**

Speech	Balance	Co-ordination	Behaviour
<ul style="list-style-type: none"> <li>+ Slurring words</li> <li>+ Rambling or unintelligible conversation</li> <li>+ Incoherent or muddled speech</li> <li>+ Loss of train of thought</li> <li>+ Not understanding normal conversation</li> <li>+ Difficulty in paying attention</li> </ul>	<ul style="list-style-type: none"> <li>+ Unsteady on feet</li> <li>+ swaying uncontrollably</li> <li>+ Staggering</li> <li>+ Difficulty walking straight</li> <li>+ Cannot stand or falling down</li> <li>+ Stumbling</li> <li>+ Bumping into or knocking over furniture and people</li> </ul>	<ul style="list-style-type: none"> <li>+ Lack of coordination</li> <li>+ Spilling drinks</li> <li>+ Dropping drinks</li> <li>+ Fumbling change</li> <li>+ Difficulty counting money or paying</li> <li>+ Difficulty opening or closing doors</li> <li>+ Inability to find one's mouth with a glass</li> </ul>	<ul style="list-style-type: none"> <li>+ Rudeness</li> <li>+ Aggression</li> <li>+ Belligerent</li> <li>+ Argumentative/ Quarrelsome</li> <li>+ Offensive</li> <li>+ Bad tempered</li> <li>+ Physically violent</li> <li>+ Loud/boisterous</li> <li>+ Confused</li> <li>+ Disorderly</li> <li>+ Exuberance</li> <li>+ Using offensive language</li> <li>+ Annoying / pestering others</li> <li>+ Overly friendly</li> <li>+ Loss of inhibition</li> <li>+ Inappropriate sexual advances</li> <li>+ Drowsiness or sleeping at a bar or table</li> <li>+ Vomiting</li> </ul>

Speech	Balance	Co-ordination	Behaviour
			+ Drinking rapidly

#### 4.4.3 PREVENTION OF SALE AND SUPPLY OF ALCOHOL TO MINORS

- + Management will ensure that no alcoholic beverage is provided to a patron under the age of 18 by staff members or other patrons.
- + By law parents cannot supply alcohol to anyone under 18 years of age on licensed premises.
- + When alcohol is served at any function or event held in the premises, anyone under the age of 18 must be accompanied by a responsible adult.
- + Proof of age will be required if the patron looks under the age of 25.

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## 5 OPERATIONAL PROCEDURES

### 5.1 WASTE MANAGEMENT

Staff will separate operational waste and recyclables where possible; this will occur within the hotel waste room within the ground floor waste area. Waste and recycling bins will be clearly labelled and identifiable. The bins and hotel waste room will be cleaned by staff with protective gloves. Staff will adhere to the Waste Management Plan which is attached to the development application at Appendix R.

### 5.2 PUBLIC TRANSPORT AWARENESS

Staff members that are working at the hotel during its operation are to be aware and be able to provide information to patrons of the Hotel, of the public transport facilities that are within the area, at all times of the day or night. The public transport facilities in the area, include but are not limited to the following:

- + Newcastle Light Rail;
- + Newcastle Ferry;
- + Heavy Rail train line; and,
- + Newcastle Bus network which can be accessed via the Newcastle Interchange.

### 5.3 NOISE MANAGEMENT

The Duty Manager will closely monitor the following noise management procedures:

- + The Hotel will comply with the relevant acoustics requirements in relation to noise emanating from the Hotel;
- + The Duty Manager will ensure that guests keep noise to an appropriate level upon entering and leaving the Hotel. The Duty Manager will ask guests making any noise to leave quietly and quickly; and
- + Reports of all noise complaints received by the Duty Manager will be documented in a register.

### 5.4 INCIDENT REPORT

An incident register will be held on site. This will monitor any complaints and will be made available to police when requested. All incidents including small bar activities, vandalism and graffiti will be recorded, together with the response time taken to repair or remove the property affected or offending material. The frequency of incidents together with the respective response will be included in the regular site performance reviews to ensure the maintenance of acceptable standards.

Staff must not resist a robbery and are required call the police after the person(s) has left the building, at which time doors are locked. The hotel must stop trading until emergency services arrive.

After a security incident, staff will complete the appropriate incident form and will be provided to Head Office with copies of the CCTV footage of the security incident.

Management will supervise all of the above practices and make sure all measures are adhered to.

## 5.5 INCIDENT/ COMPLAINTS REGISTER

A register is to be kept, which identifies any incidents that may have occurred or complaints that are considered to be worth noting. The day, time and details of the incident/complaint are to be noted within the register. A copy of the register will be made available to the Police within 48 hours upon request if requested.

The entries within the Incident/complaints register will be used as a basis for the review and amendment to this plan of management as required.

A review of the incident/complaints register will be undertaken annually.

## 5.6 COMPLAINTS HANDLING

All staff members will undergo complaints training to ensure that they are skilled in being able to appropriately manage complaints or when they are required to be elevated to a Manager. Generally, all complaints will be dealt with by Managers.

Staff will be trained to handle complaints by teaching them the LAST process – Listen, Apologise, Solve, and Thank.

Staff are trained to know how and when to turn over complaints to Managers.

As a basic course of procedure if a hotel guest or member of the public becomes irate and threatens someone, the following actions should be followed:

1. A Manager will be requested to address the guests concerns and take appropriate action to resolve the situation.
2. If the guest continues to behave in an unsatisfactory or threatening way the person will be asked to leave the premises.
3. If the person refuses, as a last resort, consider calling the police;
4. This incident or complaint would be required to be noted in the complaints register.

Complaints will be handled by management and staff at the hotel. Guests will also have the opportunity to escalate issues to head office.

## 5.7 CLEANING OF THE SURROUNDING PUBLIC DOMAIN

The Manager will ensure that the footpath, gutter, building entry and surrounds clean and clear of litter at all times.

Bins are located through-out the Hotel. This will help mitigate the potential litter impact upon the surrounding environment.

## 5.8 DELIVERY

The loading and unloading of service and delivery vehicles will occur within the designated loading bay on ground floor within the car parking area. All operations on the site will share the loading bay.

The majority of goods delivered, as well as waste collection will occur during off-peak periods, where possible. This will limit any disturbance to guests on the premises or the amenity of the surrounding area.

Access for deliveries and waste collection will not cause any interruption to the flow of external traffic. It will be desirable for all loading and unloading to be undertaken wholly within the premises with no deliveries, loading or unloading occurring on the street.

## **6 CONSULTATION**

The Little National Hotel is committed to ongoing consultation with adjoining property owners, Police and Council to foster a better understanding of relevant operational issues that may arise at the site and would be available to be contacted to discuss potential issues as they may arise.

Ongoing review of this document may be undertaken to ensure that the Plan of Management remains relevant to the operation of the Hotel and that issues that arise can be managed into the future.

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