



Operational Risk Management and Martyn's Law Compliance in the Pre-Opening Phase of the Proposed Copr Bay Hotel

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(BMTP5019)

Operations Management Plan

Submission Date: Tuesday 28th April 2026

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OPERATIONAL RISK ASSESSMENT

CONSULTANT MANAGER



01

Operational risk assessment & pre-opening readiness – I specialise in identifying and advising on key operational risks that must be addressed prior to hotel opening.

02

Compliance & emergency preparedness ensuring Martyn's Law requirements and emergency response planning are fully embedded for a safe, compliant, and guest-ready opening.

(Source: AFCPE Career Center.. 2023)



COPR BAY RESORT HOTEL

Overview:

The Copr Bay hotel in Swansea is a proposed 150-bedroom development forming part of a wider regeneration scheme. The hotel will feature a rooftop bar overlooking Swansea Bay and is expected to accommodate approximately 40,000 guests annually. The project is planned to be financed through a combination of private investment and funding support from the Welsh Government. (WalesOnline, 2024).



(Source: Swansea Council, 2025)

IMPORTANCE OF PRE-OPENING RISK ASSESSMENT

01- Prevents safety and operational failures before launch

02- Ensures legal and regulatory compliance is achieved early

03- Reduces financial and reputational risk

04- Improves staff readiness and operational consistency

03- Weak escalation

05- Supports a safe, smooth, and successful hotel opening

(Source: Investopedia, 2025)

KEY THEORIES

SWOT Analysis



Internal	Strengths	Weaknesses
	Prime location	Untested operations
	New facilities	Staffing gaps
External	Opportunities	Threats
	Tourism growth	Competition
	Local development	Economic & regulatory risks

(Source: Näpänkangas, 2026)

PESTLE Analysis



Factor	Details
Political	Government regulations (e.g. Martyn's Law)
Economic	Tourism demand; Economic conditions
Social	Changing customer expectations; Travel trends
Technological	Booking and IT systems; Cybersecurity risks
Legal	Health & safety, licensing, compliance
Environmental	Sustainability expectations; Environmental impact

(Source: Makos, 2024)

KEY THEORIES

SWOT Analysis

SIX SIGMA

DMAIC



- **D – Define:** Identify the problem and what needs improving
- **M – Measure:** Collect data on current performance
- **A – Analyse:** Find the root causes of the problem
- **I – Improve:** Implement solutions to fix the issue
- **C – Control:** Maintain improvements and prevent the problem from returning.

(Source: Six Sigma Institute. n.d.)

(Source: Six Sigma Institute. n.d.)

KEY OPERATIONAL RISKS

Internal Risks

- Operational risks (staff errors, housekeeping, maintenance, guest injuries)
- Financial risks (budgeting, cash flow, fraud)
- Strategic risks (pricing decisions, brand positioning, innovation choices)
- Technological & cyber risks (system failures, data breaches, Wi-Fi misuse)
- Reputation & brand risks (service quality, reviews, PR handling)

(Source: Resolver, 2024)

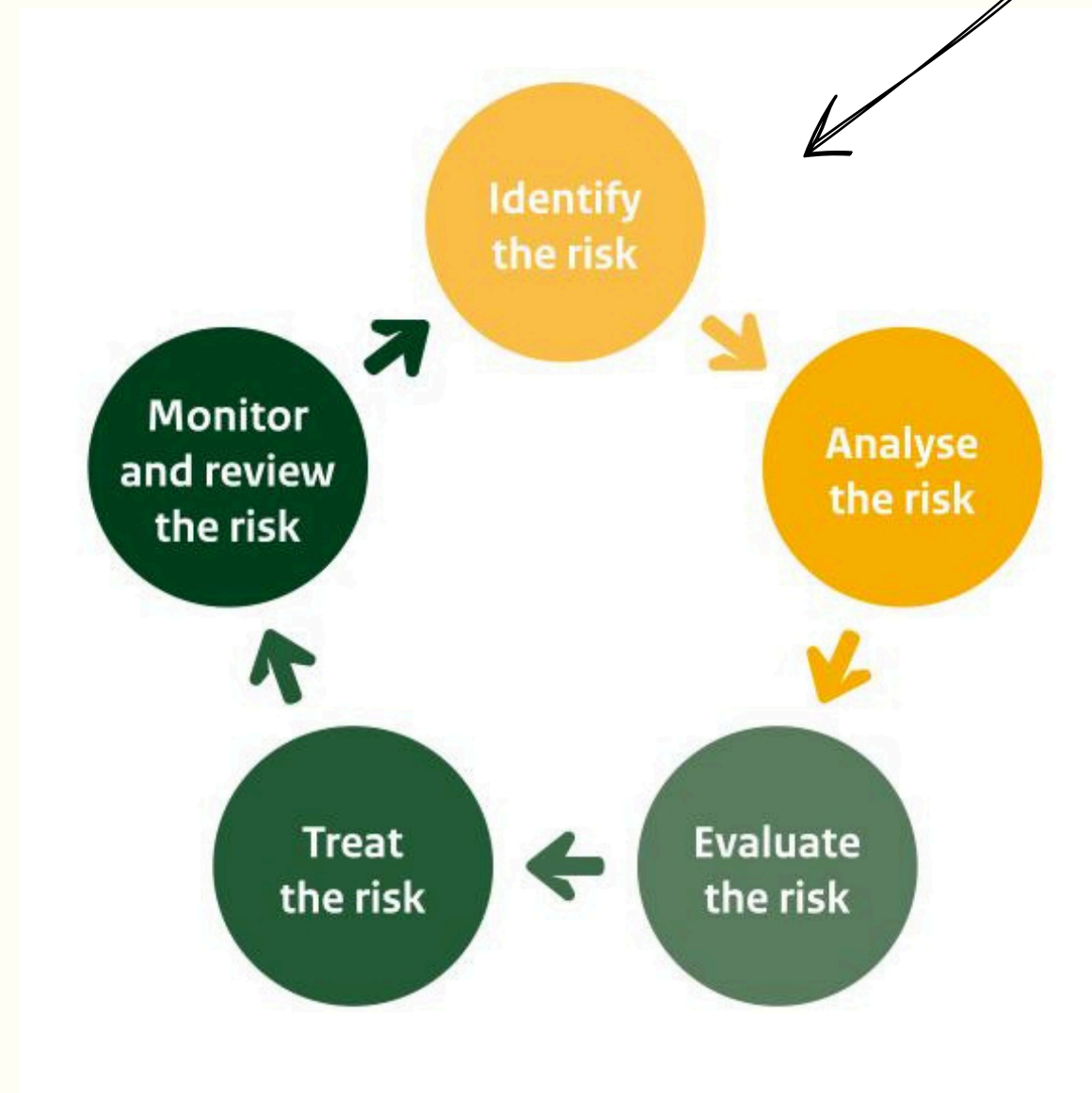
External Risks

- Compliance & legal risks (laws, regulations, licensing requirements)
- Environmental & disaster risks (floods, fires, pandemics, earthquakes)

(Source: Resolver, 2024)

KEY THEORIES

Risk Management Process



(Source :Acorn Tourism Consulting, 2024)

- Implement risk management before opening
- Identify and assess risks (likelihood and impact)
- Review risks before and after controls
- Focus on fire safety, IT, cybersecurity, staffing, and guest security

(Source: CBI, 2024)

RISK PRIORITISATION MATRIX



Risk Management Process			
Likelihood ↓ / Impact →	Low	Medium	High
High	Moderate (e.g. staff training gaps)	High (e.g. booking system failures)	Extreme (e.g. fire evacuation failure)
Medium	Low (e.g. minor supplier delays)	Moderate (e.g. housekeeping staffing shortages)	High (e.g. security procedure weaknesses)
Low	Low (e.g. minor cosmetic issues)	Low (e.g. non-essential amenity delay)	Moderate (e.g. rare system downtime)

COMPLIANCE

- Meet fire safety regulations
- Secure all licences and permits
- Implement food safety standards
- Keep documents audit-ready
- Ensure adequate insurance cover
- Assign clear risk accountability
- Comply with health, safety, and legal requirements
- Carry out regular compliance audits

(Source: HM Government, 2006)



(Source: TWM Fire Protection, nd)



MARTYN'S LAW

- Proposed UK counter-terrorism law (Protect Duty)
- Aims to improve safety in public venues like hotels
- Focuses on terrorism risk prevention and response
- Requires risk assessments and emergency planning
- Staff training for security incidents is essential

(Source:POD, n.d.)

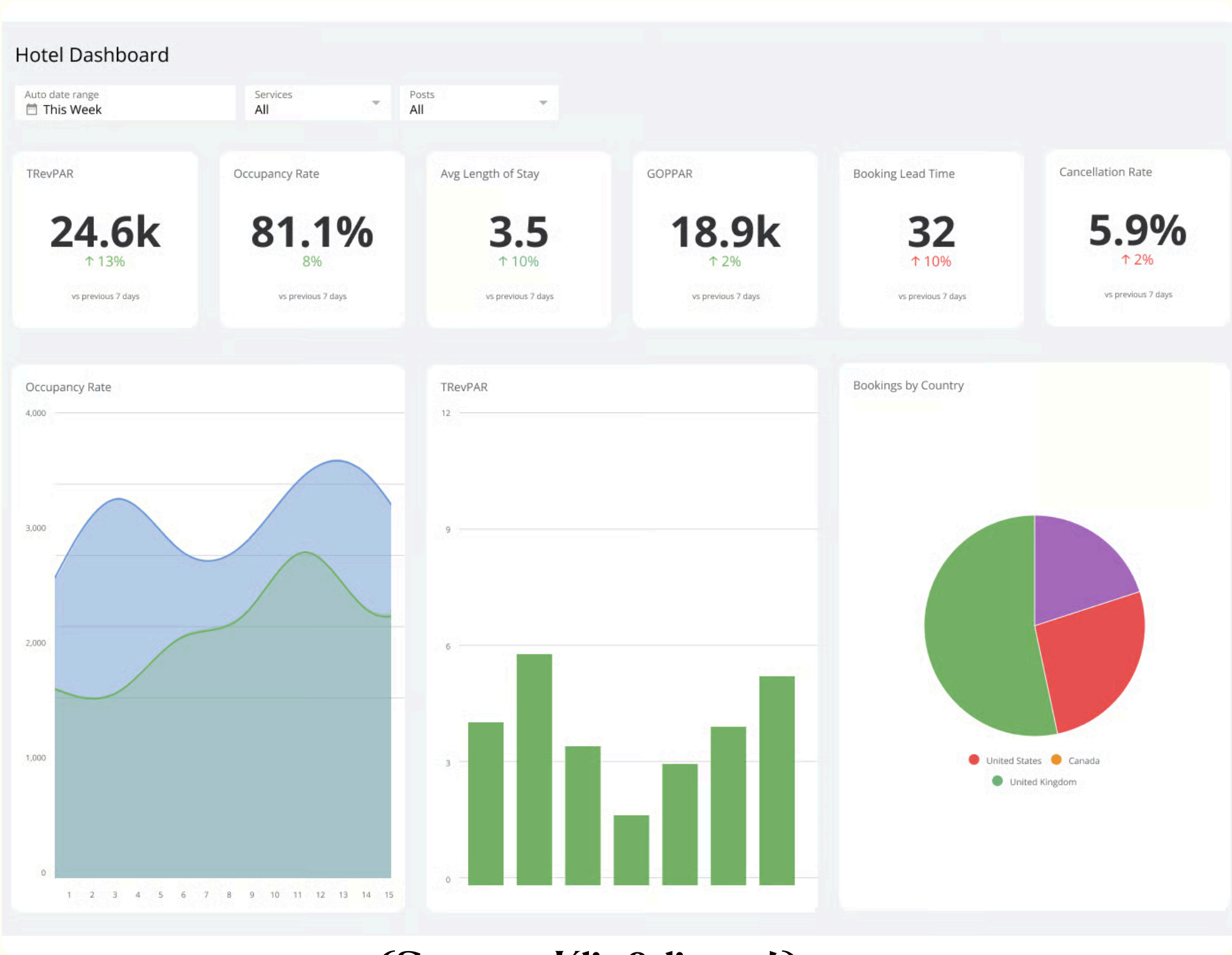
TYPICAL OPERATIONAL RISK ISSUES

01- Incomplete staff training

02- Untested emergency plans

03- Weak escalation procedures

04- Poor contractor handover



(Source: Klipfolio. n.d.)



(Source: Swansea Council,
2025)



Source: Singh, n.d))

Conclusion

- 01 Risks must be addressed before opening
- 02 Operational readiness is critical
- 03 Compliance ensures safety and confidence
- 04 Goal: safe, successful hotel opening



(Source: Shutterstock. n.d.)

RECOMMENDATIONS

01

Full operational risk assessment

02

Emergency scenario testing

03

Staff competency sign-off

04

Compliance validation checks

05

Embed Martyn's Law into operations



(Source: Swansea Council, 2025)

Get in Touch

Thank you for your time today. I hope you found this presentation useful.

Please do not hesitate to contact me should you have any further questions or wish to discuss the content in more detail. I look forward to hearing from you.

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SPEAKER NOTES

Slide 1- Cover Page

Slide 2- My Role

- My role-Assess operational readiness for a safe and successful opening
- Identify risks that could impact operations
- Review safety systems, staffing levels, compliance, and key processes
- Advise the project team on actions needed to close gaps before launch

(AFCPE CAREER, 2023).

Slide 3- Context

- Provide consultancy advice on key risk management issues for the new Swansea resort hotel.
- Consider impact of Swansea Copr Bay development and increased visitor demand.
- Apply risk management theory to ensure a safe, compliant, and successful launch
- Include consideration of Martyn's Law in planning.
(Wales Online, 2024)

Slide 4 - Importance of Pre-Opening Risk Assessment

- Pre-opening risk assessment is critical for safe and successful launch
- Identify and address operational issues early
- Reduce legal and financial risks
- Ensure full compliance before opening
- Improve staff readiness and service consistency
- Support controlled and safe launch across departments
- Key areas include:
- Venue setup and logistics
- Staffing and training
- Equipment readiness
- Operational procedures
- Insurance and compliance
- Risk identification
- Emergency planning

(Investopedia,2025)

Slide 5- Key Theories- (PESTLE & SWOT ANALYSIS)

- Use PESTLE and SWOT frameworks for risk management

- PESTLE factors:

- Political/regulatory changes affecting demand

- Economic pressures on pricing and occupancy

- Social trends (personalised and sustainable stays)

- Technological requirements for digital operations

- Legal compliance obligations

- Environmental sustainability expectations

(Näpänkangas. 2026)

- SWOT analysis:

- Strengths: location, service quality

- Weaknesses: staffing, system readiness

- Opportunities: tourism growth, hospitality technology

- Threats: competition, economic uncertainty

(Makos. 2024)

Slide 6- Key Theories (Six Sigma)

- Recommend Six Sigma to reduce operational risk
- Use DMAIC process to improve performance
- Identify and fix issues in check-in and housekeeping
- Improve efficiency and reduce errors
- Strengthen operational procedures
- Ensure consistent service delivery during and after launch

(Six Sigma Institute. .n.d.)

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Slide 7-Key Operational Risks

- Internal risks: staffing, training, guest safety, IT systems, service delivery
- Operational issues: health and safety, contractor handovers, guest flow, system reliability
- External risks: supply chain issues, compliance changes, demand fluctuations, security risks
- Financial and ethical risks must be monitored through forecasts, audits, and reviews
- Poor management will impact safety and performance.

(Resolver, 2024)

Slide 8 – Key Theories (Risk Management Process)

- Implement structured risk management process before opening
- Identify potential risks
- Assess likelihood and impact
- Evaluate risks before and after controls
- Key focus areas: fire safety, IT systems, cybersecurity, staffing, guest security

(CBI, 2024)

Slide 9 – Risk Prioritisation Matrix

- Categorise risks by severity
- Extreme risks: must be resolved before opening
- High risks: escalated to management
- Moderate risks: managed through procedures and training
- Low risks: monitored through routine checks

(Trail, 2024)

Slide 10 – Common Issues

- Ensure compliance before opening
- Fire safety regulations must be met
- All licences must be in place
- Food safety standards implemented
- Insurance must reflect operational risks
- Documentation must be complete and audit-ready
- Clear responsibility across leadership, management, staff, and partners
- Key dependencies to test: people, processes, systems

(HM Government, 2006)

Slide 11 – Martyn's Law

- Martyn's Law focuses on protection against terrorism threats in public venues
- Requires emergency plans, trained staff, and security procedures
- For Swansea hotel:
- Conduct risk and vulnerability assessment
- Train staff for security incidents
- Implement tested emergency procedures
- Compliance must be practical, not just documented
- Ensures safety of guests and staff

(POD, n.d)

Slide 12 – Typical Operational Risk Issues

Common risks include:

Inconsistent staff training

Poor communication between departments

Incomplete risk assessments

Low incident reporting

Cost-cutting affecting maintenance and systems

Recommendations:

Standardised training from day one

Clear communication and escalation routes

Updated risk register

No-blame reporting culture

Investment in safety, maintenance, and systems

(Kilpfolio, n.d)

Slide 13 – Conclusion

- Full risk management plan required before opening
- All risks (Operational, financial, safety, IT, external) must be identified and controlled
- Continuous monitoring and review of risks
- Operational readiness is as important as construction completion
- Ensure full compliance including Martyn's Law
- Staff training and security measures must be in place from day one
- Goal: safe, compliant, and successful hotel launch

Slide 14- Recommendations

- Complete a full operational risk assessment before opening
- Ensure all hazards are identified and controlled
- Test emergency procedures through practical simulations
- Build staff confidence in responding to real incidents
- Provide formal training for all employees
- Sign off staff as competent before launch
- Fully verify compliance across all departments
- Embed Martyn's Law requirements into daily operations
- Ensure a safe, legal, and compliant opening

Slide 15-Closing Statement

- Thank you for your time today
- I hope you found this presentation useful
- Please feel free to contact me with any further questions
- I am happy to discuss the content in more detail if needed
- I look forward to hearing from you