



CONTACT

Andrew Duggan Director aduggan@ethosurban.com 02 9956 6962

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This document has been prepared by:



Luke Feltis 2 November 2021

This document has been reviewed by:



Luke Feltis 2 November 2021

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Ethos Urban Pty Ltd
ABN 13 615 087 931.
www.ethosurban.com
173 Sussex Street, Sydney
NSW 2000 t 61 2 9956 6952

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1.0 Introduction

1.1 Purpose

This Plan of Management (PoM) has been prepared in support of a proposed hotel development as part of Phase B/C of the Liverpool Civic Place development at 44 Scott Street, Liverpool. This PoM outlines hotel management policies, addresses security protocols for the operation of the proposed development, and it establishes a framework for how ongoing operations are to be managed on site by the future operator (refer to **Section 1.2**).

The proposed hotel building is a component of the Liverpool Civic Place Phase B/C Stage 2 DA, which comprises:

- Construction and use of a 24 storey commercial office building, comprising:
 - Lower ground and upper ground retail floor space;
 - 19 commercial office levels; and
 - Mid and top of building plant levels.
- Construction and use of a 9 storey hotel building, comprising:
 - Ground level retail floor space; and
 - 8 hotel levels containing 84 rooms.
- Construction of a 4 level basement, including:
 - 151 parking spaces;
 - Motorcycle, bicycle parking spaces and end of trip facilities; and
 - Loading dock facilities;
- Landscaping and public domain works including:
 - a pocket park fronting Scott Street; and
 - an east west through site link connecting George Lane to the central public plaza; and
- Extension and augmentation of services and infrastructure as required.

This PoM explains how the premises will be operated to meet obligations associated with the hotel's management policies, the safety and security of the hotel's guests and to minimise impacts on neighbours.

1.2 Operator

At this stage, a hotel operator has not been secured for the building. Notwithstanding this, the future hotel operator will be required to adhere to the policies and procedures outlined in this PoM. It is noted that the PoM will be a responsive document which continues to be refined with detailed input from the future hotel operator, and this should be reflected in an updated PoM to be finalised prior to the issue of an Occupation Certificate. It is acknowledged that the ongoing success of this hotel in the Liverpool market is to an extent reliant on quality management and resident experience, therefore Built acknowledge that the appropriate management of the facility is paramount.

1.3 Objectives of the PoM

The objectives of the PoM are as follows:

- Provide an easy to follow document that outlines how the hotel will be managed and maintained in a manner that provides for a high standard of accommodation for all occupants.
- To ensure that management policies and procedures support the successful operation of the hotel as a responsible and responsive member of the Liverpool community.
- Ensure that all servicing of the hotel is carried out in a coordinated, safe and managed manner, with minimal disruption to the surrounding area.
- Ensure that vehicle access and traffic generation associated with the hotel has a minimal impact on the local road and parking network.
- Create an environment that is safe and non-threatening to staff, hotel guests and other members of the community.
- Ensure hotel guests are served in a responsible, friendly and professional manner by trained staff.
- Ensure all employees receive training on their responsibilities and have a sound understanding of management procedures adopted by the operator.
- Minimise the impacts of the operation of the premises on hotel guests and the community and to respond to community concerns promptly and professionally.

1.4 Implementation

The PoM is a responsive document which can be updated to respond to changing regulations, procedures and practices. All staff and management at the hotel will be provided with a copy of the PoM and briefed on the requirements as part of the employment induction process. A copy of the PoM will be available on site at all times.

The hotel adheres to the following rules of operation at all times:

- Comply with all regulatory approvals (refer section below);
- Comply with its House Policies (emergency and evacuation procedures, cash handling and the like); and
- Ensure compliance with this PoM.

1.5 Site and Locality Details

The site is located at 44 Scott Street, Liverpool within the Liverpool City Council Local Government Area, as illustrated in **Figure 1**. The site is located approximately 300m south west of Liverpool Railway Station and is also in the vicinity of a number of regionally significant land uses and features including Liverpool Hospital, Westfield Liverpool, Western Sydney University Liverpool Campus, the Georges River and Biggie Park public open space as illustrated in **Figure 1**.

The Phase B/C site to which the PoM relates comprises a total site area of 4,002.5m². The Phase B/C site has three primary road frontages, including a primary frontage to Scott Street (32m frontage) to the north, George Lane (40m frontage) to the east and Terminus Street (26m frontage) to the south. An aerial photograph of the site is shown at **Figure 2**.

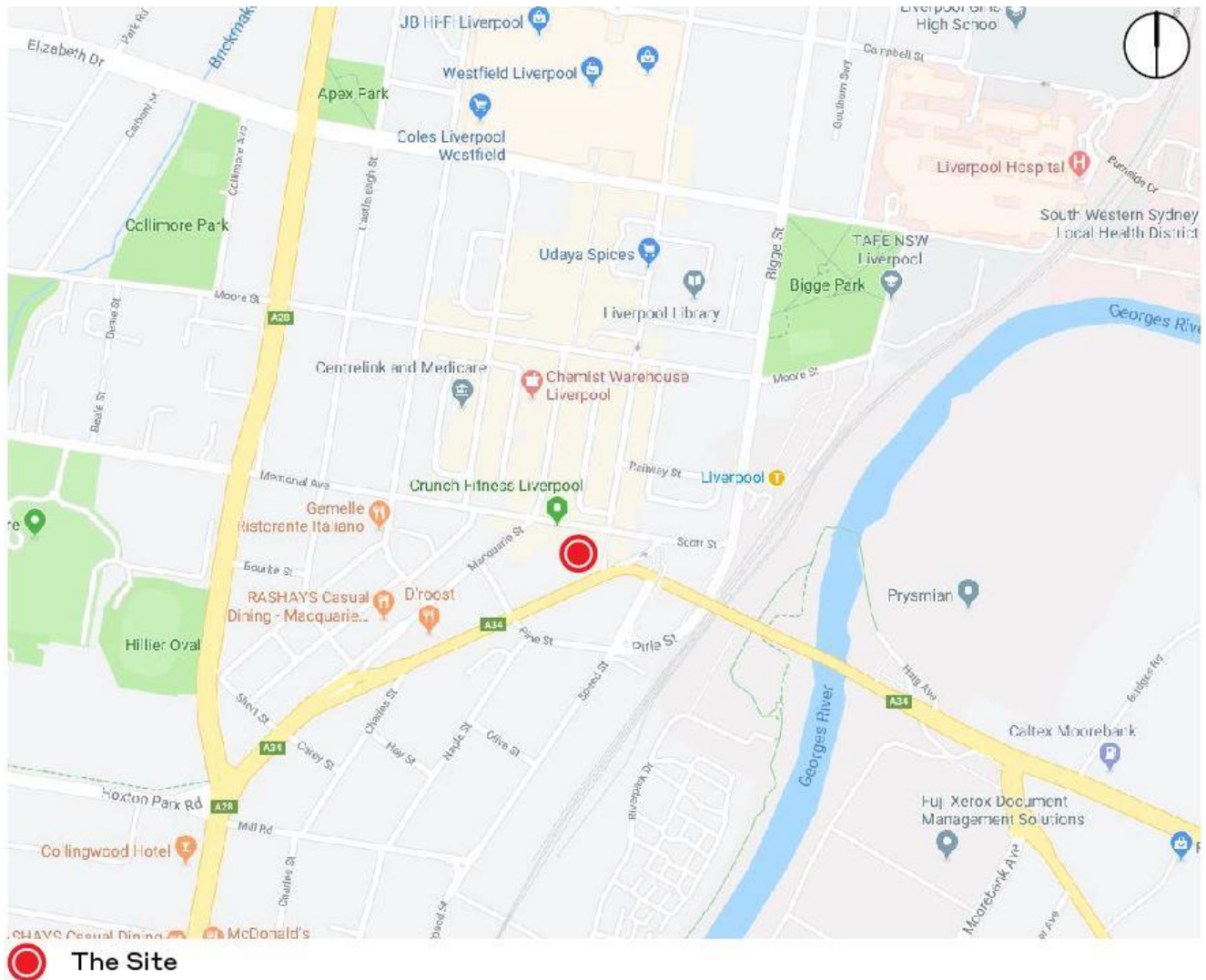


Figure 1 Site location
Source: Google Maps and Ethos Urban

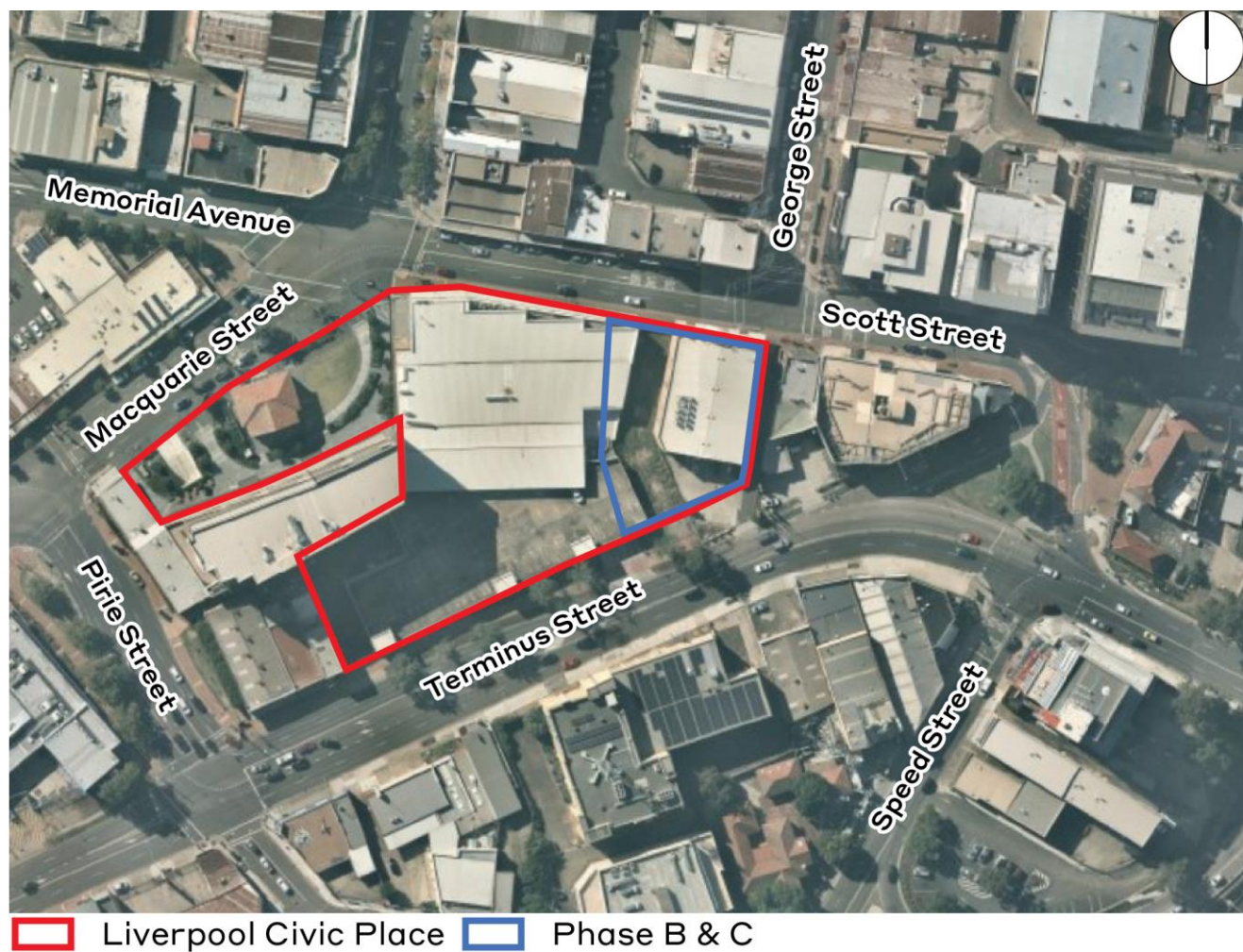


Figure 2 Site Aerial

Source: Nearmap and Ethos Urban

2.0 Operational Management Plan

2.1 Overview

The operation of the hotel is to have regard to:

- Ensuring maximum occupancy requirements are not exceeded.
- Waste minimisation, storage and collection procedures.
- Staffing arrangements including the number of staff to be employed.
- Any proposed shuttle service providing a pick-up and drop-off service to guests, including details of the timetable and set down arrangements;
- Maintenance and cleanliness of the premises.
- Ensuring the ongoing workability of emergency systems including lighting and smoke detectors, sprinkler systems, and air conditioning.
- Ensuring staff are trained in relation to the approved Emergency Management and Evacuation Plan.
- Ensuring the placement and composition of furnishing and fittings achieve the appropriate fire safety requirements.
- Ensuring premises are regularly checked to ensure fire safety including that all required exits and egress paths are clear and free of locks and obstructions.
- Safety and security of staff, tenants and guests.

The hotel ensures senior management is responsive to the following:

- Requirements of the NSW Police Service.
- Requirements of officers of Liverpool City Council, who may visit the premises from time to time in the performance of their statutory duties. They are to be afforded courtesy and issues raised by them are to be addressed in a sensible and prompt manner.
- The hotel recognises the need to ensure the safety and security of staff, guests and the greater community in which the hotel resides.

2.2 Hours of Operation

The hotel will operate 24 hours a day, 7 days a week.

2.3 Hotel Accommodation

The hotel will be made up of 84 rooms (including 9 adaptable rooms).

2.4 Patron Arrival

The lobby will be clearly themed and identified and will be monitored by hotel staff at all times to allow for appropriate management of guest check-in/outs and building related enquiries. The internal shared way to the west of the site will be utilised as a pick up and drop off zone. This is an appropriate location as it is a private road and the hotel is small scale, therefore will not generate a high volume of pick up and drop offs. In addition, these periods will be spread throughout the day and night reflecting the inherent nature of a hotel use.

2.5 Checking In/Out

All guest bookings and check in/out services will be carried out in the reception area and will be tracked by a property management software system used to monitor and regulate hotel bookings.

2.6 Access

Access to the hotel rooms and the upper level amenities will only be available via secured electronic key cards. Each card will only allow access to their corresponding level and communal facilities (e.g. Level 3 cards will not be able to access Level 4). Guests who require parking will be directed to the Liverpool Civic Place basement public car park.

2.7 Maximum Stay – Hotel Rooms

The maximum permitted length of stay for the hotel rooms is three (3) months.

2.8 Security

The hotel entries, lobby and common areas will be monitored 24 hours a day via CCTV monitoring, as well as by trained hotel staff during operating hours. The proposal is a boutique hotel, as such will not generate the need for full time security staff. Security staff will be employed on an as needs basis.

The hotel operator will set a high priority on the training and development of its team members. Further, it recognises that its continued and increased success within the hotel market is to an extent dependent upon the provisions of trained motivated team members at all levels and in all positions. In this way, guest safety is paramount.

All staff will be trained in relevant security measures. Staff initiation and ongoing training days will be held on a regular basis to reinforce safety and security procedures for each of the businesses. Training will ensure that in the event of a robbery, theft or anti-social behaviour, staff acts in a manner to best protect themselves and the guests. Employees will be encouraged to report any suspicious activity or persons in and around the area to the Management and / or Local Police.

Individual, secure, lockable storage facilities will be provided within each hotel room to allow guests to individually store key travel items within the room. An additional secure baggage store area will be provided near the hotel reception. The entire development will be secured by electrical key cards restricting and controlling access for hotel guests and staff.

2.9 Management of Large Groups

The proposal contains 84 rooms, and the hotel will employ approximately 15 staff with approximately 5 management staff on site at any one time. The proposal is a boutique hotel, as such is not envisaged to generate large groups of people.

The lobby will be clearly identifiable and will be attended by trained staff to ensure the efficient management of patron check-in/outs and building related enquiries. Hotel management will monitor staff rostering schedules to ensure an appropriate ratio between the total number of staff and guests is managed, particularly during peak arrival and departure times.

The lower ground floor has been carefully designed with one access point to the hotel reception space, baggage storage, as well as adjoining retail tenancies for guest use as illustrated at **Figure 3**. During peak periods, it is envisaged that guests will occupy these spaces, as such significant queuing is not expected.

More specific patron management measures include:

- Management and staff will take all reasonable steps to ensure that the behaviour of guests entering and leaving the premises and whilst at the premises, does not detrimentally affect the amenity of the neighbourhood.
- If necessary, signage will be prominently displayed at the premises requesting that guests upon leaving do so quickly and quietly having regard to the amenity of the area.
- Management will ensure guests are directed to suitable nearby transport including trains, buses and taxis to promote the orderly movement of groups during peak trading periods.
- Groups who are being overly noisy will be asked by staff to quieten down.

- Management will develop and implement practices relating to the management of large groups attending the premises to minimise the potential for adverse impacts.



Figure 3 Lower Ground Floor Plan showing the hotel building to the north east

Source: FJMT

2.10 Public Transport

The site's central location and range of public transport options encourages travel by public transport and foot. The hotel will contain maps that show the close proximity of key destinations and the area's transport hubs for visitors who may wish to visit using public transport.

2.11 Deliveries and Servicing

Deliveries and servicing to the hotel will occur in accordance with the following key principles:

- Deliveries of goods and services, and collection of waste and other materials is to occur via the loading dock accessed from the shared zone off Scott Street.
- 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.
- Deliveries and collection of linen/laundry is to occur between the hours of 7am and 10pm, 7 days per week.
- Delivery vehicles that service the site are to be no larger than a small rigid vehicle (i.e. 6.4m length).
- The hotel's Management are responsible for coordinating delivery and servicing times to ensure that overlapping of delivery vehicles does not occur. This could include allocation of delivery windows for specific service providers.

- 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.

Figure 3 above illustrates the proposed loading dock configuration.

2.12 Staffing

The hotel will employ approximately 15 staff full-time with approximately 5 management staff allocated per shift. Additional part-time staff/contractors may be present on the site at any one time, such as security staff, as needed.

2.12.1 Recruitment Policy

It is the hotel's policy to recruit the best person possible for the job, irrespective of colour, race, sex, sexual orientation, pregnancy, physical impairment or marital status and to encourage promotion from within the hotel.

2.12.2 Equal Employment Opportunities

The hotel fully supports the Federal, State and local Governments' policy of equal opportunity for all persons. This policy is based on the principles of equity and fairness embodied in the government's anti-discrimination legislation. The objectives of this legislation are to eliminate and ensure the absence of discrimination in employment and to actively promote equal employment opportunities for minorities, men, women, and the physically impaired.

2.12.3 Training Policy

The hotel will strive to set a high priority on the training and development of its team members, nurturing excellence in everyone. Further, it recognises that its continued and increased success is dependent upon the provisions of trained motivated team members at all levels and in all positions.

All staff will be trained in relevant security measures. Staff training days will be held on a regular basis to reinforce safety and security procedures. Training will ensure that in the event of a robbery, theft or anti-social behaviour, staff act in a manner to best protect themselves. Employees will be encouraged to report any suspicious activity or persons in and around the area to the Management and / or Local Police.

At all times a staff member proficient and appropriately certified in first aid 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.

2.13 Appraisals

Hotel Management will be required to appraise staff annually. The purpose of these appraisals is to provide feedback on performance and where appropriate, help improve performance. Knowledge, skills, attitude, quality and output of work, maintenance of RSA policies and procedure, grooming, and attendance are all taken into account. Staff will be provided the opportunity to discuss their progress and career objectives and are also able to make comments on the appraisal document. Written appraisal documents are in no way intended to take the place of daily communication that will occur between staff and the Managers. They are meant to formalise and summarise the ongoing informal communication, so there should be no surprises when appraisal time comes around.

2.14 Building Design and Safety Procedures

The building has been designed to ensure the enjoyment and safety of guests.

The lifts will adequately service the guests to travel between the lobby, reception and their hotel floor. Fire stairs have been incorporated into the design as an alternative means of egress during an emergency. Common areas and the hotel rooms will be sprinkler protected and a Building Occupant Warning System (BOWS) will be installed into the building for fire evacuations. All building emergency systems will be periodically tested including lighting and smoke detectors, sprinkler systems, and air conditioning as part of normal operational procedures.

An Emergency Management and Evacuation Plan will form part of the operation of the hotel and all staff and security will be appropriately trained in relation to administering and implementing the Plan.

A range of measures have been implemented into the building to minimise the impact of noise from adjoining neighbours within the building.

The hotel floors will be acoustically treated for both airborne noise and footfall noise to comply with the BCA. Walls between hotel rooms will be designed to comply with the BCA, and all mechanical services will be treated for compliance with Liverpool City Council's criteria. From an operational perspective, all guest behaviour will be supervised by hotel management and integrated security.

2.15 Crime Prevention Through Environmental Design

The PoM is consistent with the principles of Crime Prevention Through Environmental Design (CPTED) by creating environmental and social conditions that:

- Maximise risk 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).
- Minimise excuse-making opportunities (removing conditions that encourage/ facilitate rationalisation of inappropriate behaviour).

The safety and security issues addressed in this PoM are consistent with current policies that ensure the quiet amenity of neighbouring properties is maintained at all times during the operation of the premises. All staff, as part of the induction process, are required to be familiar with this PoM.

2.16 Noise

The new hotel will be managed to minimise the potential of causing a nuisance, or an offensive noise as defined in the *Protection of the Environment Operations Act 1997* to adjoining properties or the public. The following measures will be implemented:

- The hotel will ensure senior management is aware of the operational consequences of the PoM to ensure that it is consistently enforced.
- All staff, as part of the induction process, will be required to be familiar with this Management Plan and will play an important part in maintaining a quiet ambience.
- Guests of the hotel making any significant noise at sensitive times will be asked to reduce their volume and any guests behaving in an unsociable manner will be asked to moderate their behaviour.
- Additionally, the safety and security issues addressed in this Management Plan have been devised to ensure the quiet amenity of neighbouring properties is maintained at all times during the operation of the premises.

Staff will be encouraged to minimise noise whilst on site and always report any negative behaviour. Reports of all noise complaints will be documented in a register and kept on site. Staff will be encouraged to ensure that customers behave in an appropriate manner whilst on the site and do not disturb the neighbourhood when exiting the premises late at night.

The premises will be operated in accordance with noise conditions imposed by local authority as part of any development approval as well as any requirements of the relevant licensing authority. All sound emissions and noise management practices will comply with Council's requirements, the *Protection of the Environment (Operations) Act 1997* and NSW Office of Liquor, Gaming and Racing (OLGR).

Key initiatives to minimise noise during normal hours and after hours include:

- Management and staff intervention.
- Noise limiting applications on sound systems and equipment.

- Passive Design noise barriers including screens and curtains.

This operation has been endorsed by Stantec in their Acoustic Impact Assessment at **Appendix Q** of the SEE.

2.17 Waste Management

All guests are to minimise waste and recycle as appropriate. Garbage should only be placed in the waste storage facilities provided. Litter will not be tolerated in hallways.

Waste is to be separated into recyclable and non-recyclable and placed in the split-bins provided in each room. Before each garbage collection day, tenants should empty these bins into the appropriate collection receptacle in the bin room in the basement.

The hotel manager will arrange for the accumulated waste and recycling to be moved to the holding area on street level for collection on garbage day. After collection the onsite manager will arrange for the empty receptacles to be moved back to the bin room in the basement.

2.18 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.

2.19 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.

2.20 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. All appropriate safety alarms will be installed at the building including back to base security which involves the Intruder Alarm System being linked to the security company.

3.0 Security Management Plan

3.1 CCTV Camera

The security and safety of employees and the general public are to be of top priority to the management of the premises.

The hotel will have CCTV surveillance cameras in the premises in strategic places including the building entry points, hotel lobby, loading dock and common areas. This system has automated recording technology, longer video storage capacity and video motion detection.

All cameras will operate 24 hours a day. The surveillance tapes / videos are to be kept for at least 1 month for viewing by the Police if required. The quality of the images filmed are to satisfy Police requirements.

Management will ensure the system is maintained and in good working order. Management is to ensure that the coverage is operated with due regard to the privacy and civil liberties of all persons within the development and in strict accordance with the Privacy and Personal/Information Protection Act 1998.

3.2 General Surveillance

The hotel's employees are encouraged to assist with passive surveillance of all areas of the development and in particular the reception area by providing efficient reporting systems for any security or safety concerns.

Clear lines of sight and lighting will be provided within the lobby and at street level to activate the ground plane, encourage passive surveillance and deter antisocial or criminal behaviour.

The hotel is to undertake a risk assessment analysis on a continual basis to determine the need for security personnel in the hotel.

3.3 Lighting

External lighting will be provided around the building and building entries 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 will be replaced within 48 hours.

3.4 Restricted Areas

Access will be restricted particularly in relation to nominated 'secure areas' such as back of house areas. This will be achieved by the installation of security hardware (locks, etc.).

3.5 Signage

Clearly identifiable signage will be installed in and around the building to indicate which areas are open to guests and members of the public and which areas are restricted.

3.6 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.

3.7 Landscaping

The site landscaping is designed 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 by an external landscape maintenance contractor to communicate an alert and active presence and maintain a high-quality appearance.

3.8 Guest Management

The following are the key principles adopted by the hotel to manage individual patrons and crowds:

- All staff are to be trained with regard to the obligations, practices and procedures of the Hotel.
- All staff, as part of the induction process, are fully briefed on how they should address and caution potentially inebriated or unusually vocal guests in order to minimise the likelihood of disturbing the quiet and good order of the neighbourhood.
- Additionally, the safety and security issues addressed in this PoM have been devised to ensure the quiet amenity of neighbouring properties is maintained at all times during the operation of the premises.
- Hotel employees are encouraged to assist with passive surveillance of all areas of the development.

3.9 Weapons

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

3.10 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 police 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.

3.11 Antisocial Behaviour

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

3.12 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.

3.13 Incident Reporting and 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 of request, if requested.

Staff must not resist a robbery and are required to 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.

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.

3.14 State Health & Safety Regulatory Authority

Any Notice / document / request that is 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.

3.15 Consultation

Built Development Group are 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 PoM remains relevant to the operation of the Hotel and that issues that arise can be managed into the future. A final PoM will be prepared by the future hotel operator to be completed prior to the issue of an Occupation Certificate.