

DRAFT OPERATIONS MANAGEMENT PLAN



103 YAGERS LANE, SKINNERS SHOOT

AUGUST 2024

Prepared By: Maggie Scheiber (Proponent) and Rosalie Stollery (Architect)

BYRON SHIRE COUNCIL
Development Application
APPROVED PLAN
DA No. 10.2024.24.1
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TO BE AMENDED IN
ACCORDANCE WITH
CONDITIONS OF
CONSENT

INDEX

1. EXECUTIVE SUMMARY	3
2. INTRODUCTION	4
3. DEFINITION OF AN OPERATIONS MANAGEMENT PLAN	5
4. PROJECT AND BUILDING DESCRIPTION	6
5. VISION STATEMENT	8
6. MISSION STATEMENT	8
7. GOALS AND MAJOR INITIATIVES	10
8. ORGANISATIONAL OVERVIEW	12
9. HOURS OF OPERATION	13
10. RESTAURANT OPERATIONS MANAGER (MAGGIE SCHREIBER)	13
11. FINANCIAL REPORTING	15
12. NOISE MANAGEMENT	15
13. SAFETY AND SECURITY	15
14. WASTE MANAGEMENT	16
15. MARKETING	16
16. LIQUOR LICENSING	16
17. QUEUING OF PATRONS	16
18. CCTV SURVEILLANCE SYSTEM	17
19. FIRE PREVENTION/EVACUATION	17
20. FLOOD EVACUATION MANAGEMENT	17
21. COMPLAINTS HANDLING AND RESOLUTION	17
22. EXAMPLES OF SIMILAR PROJECTS IN THE AREA	18
23. CONCLUSION	18

1. EXECUTIVE SUMMARY

This Draft Operational Management Plan (OMP) has been prepared to support a Development Application to Byron Shire Council (DA 10.2024.24.1) for a proposed restaurant and artisan food industry at 103 Yagers Lane, Skinners Shoot. The Draft OMP illustrates the intended framework for the management and operation of the proposed development.

The Draft OMP will be updated following receipt of Development Consent to incorporate relevant requirements of the consent conditions.

The management duties involve daily meetings with staff and on-site checking over 3 main areas:

- Restaurant and the extension of its operation in the Artisan Food and Drink Industry area
- Supply of on-site food production for the Restaurant and Artisan areas
- Weekly meetings and maintenance plan management with the on-site building and garden maintenance team

Table 1 indicates how many hours are required for each activity within these three groups, whilst **Table 2** demonstrates how the responsibilities are woven into the daily schedule.

2. INTRODUCTION

The following Draft Operational Management Plan has been prepared by Rosalie Stollery of Rosalie Stollery Architects Pty Ltd and Maggie Schreiber, proponent and manager of the proposed Restaurant and Artisan area at 103 Yagers Lane, Skinners Shoot.

The purpose of this management plan is to outline the various responsibilities of the proponent and on-site manager of the project, Ms Maggie Schreiber, and to demonstrate that she can successfully fulfill her role in the operation of the proposed development.

Figure 1. illustrates the location of the 33 acre site at the end of Yagers Lane, along with the existing on site abandoned piggery sheds and effluent dams.

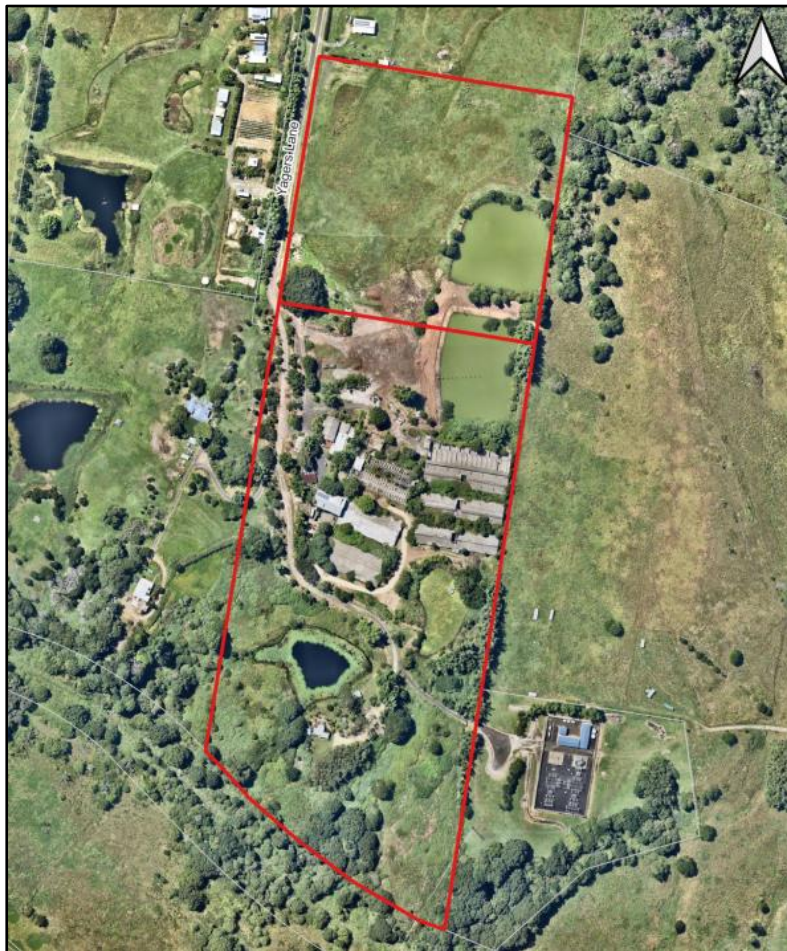


Fig 1. Site Location – 103 Yagers Lane, Skinners Shoot

Ms Schreiber has lived on site for nearly 20 years and has improved the natural environment from a grassed environmental wasteland supporting unused infrastructure and abandoned buildings of the largest piggery in the southern hemisphere, to a sustainable flora and fauna sanctuary, and will continue to do so as part of the overall plan for the property.

She has cared for and maintained the property for decades and shall now continue this work with the transformation of some of the existing piggery buildings into an intimate 45 seat restaurant and a new associated 15 seat Artisan Food and Drink industry space.

As well as Maggie's experience in maintaining the property she has also worked extensively in the restaurant industry from setting up for restaurant dining, to floor manager, to office operation, so is well qualified for the manager role.

3. DEFINITION OF AN OPERATIONS MANAGEMENT PLAN

This plan is a draft Operations Management Plan only, as depending on the outcome of the Development Application process, conditions may be applied that effect the contents of this plan.

A fully detailed Operations Management Plan will be developed and implemented as part of the overall management/business plan for the restaurant operation in the future.

The project has a strong sustainability focus at its core and so an efficient operation of the restaurant, its food production, processing and waste management is essential to these core values.

A Restaurant Operations Management Plan is fundamental to overseeing the daily tasks needed to keep the restaurant running at optimal level, it is not about the manager doing everything themselves.

It is, however, the managers responsibility to keep staff up to date with clear tasks and goals assigned to each one of them on a daily, weekly and monthly basis. This will be done via a Staff Management Plan and will be part of the employment contract for each staff member.

Communication will be clear and open.

The premises will be strictly 'reservation only'. There will be no access to the restaurant or Artisan area for the general public on a 'drop-in' basis. This will substantially ensure that both spaces run smoothly with no unforeseen patronage. Daily usage of produce can therefore be easily planned in advance and this shall flow on into ordering and stocktaking disciplines on an operational level.

Two separate buildings will be constructed on site to comprise the Artisan Area, within which, gourmet food products will be manufactured by the restaurant chef and sampled by a maximum of 15 patrons where they can 'meet and greet' the maker. A small display & sales space will be provided adjacent to the main building. This area will provide the main retail space for the Artisan Industry. Sales will focus on goods produced within the main building. Internal layout of the artisan Area spaces can be seen in Figure 3 below.

Buildings will be built from low maintenance materials such as concrete, recycled timber and stone to reflect the project goals for a sustainable project both during the build and into the future.



Figure 3. Plan Layout of the Artisan Area

5. VISION STATEMENT

It is important that a Vision Statement for the project be noted and reviewed by all staff to ensure that the owner's vision for the project is clearly understood.

This approach will also help to maintain the highest of operating standards and to aid in minimizing misunderstandings during the future operation of the project.

The vision for the restaurant and its auxiliary Artisan area is to create:

- The intensive environmental rehabilitation of what was once the largest piggery in the southern hemisphere,
- an exceptional experience that reminds us of the inherent connection between ourselves, the earth and our sustenance...
- A place of environmental sensitivity and aesthetic beauty in architecture, landscape, interiors and food
- To be powered 100% by solar power, supply its own water, grow vegies and fruit on site for the restaurant and Artisan area and manage its own waste towards a closed loop operational system.
- A sanctuary to protect, manage and restore the natural environment and biodiversity of Byron Bay.
- A place for the entire shire to be proud of.

6. MISSION STATEMENT

All personnel shall be committed to the vision statement above and how to bring the owner's vision into place via the mission statement.

Input into the mission statement shall be encouraged from all levels of management.

The mission statement for the project and as it relates to the operations management plan can be divided into 4 parts:

i) Purpose of the project – what is the proposed use?

The purpose of the project is to provide a high quality, intimate restaurant lead by a chef that shares the project's fundamental philosophy of "nature first".

The restaurant will have an extended purpose of sharing surplus site grown produce in the Artisan area.

Another aspect of the project's purpose is to provide an experience of the senses for those that visit the site.

This sense experience is on many levels and includes taste, visual, sound, experiencing a sense of space, connection with nature and a sense of serenity.

The whole site will be a botanical encounter, with many different examples of both natural and man-made experiences while visiting the Restaurant and Artisan areas.

There will also be many 2D and 3D art installations for patrons to appreciate as they travel through the site.

The project's purpose is to slow the visitor down by creating a place where they want to linger. To show how by being immersed in nature and beauty of place, we can feel a change in ourselves, one which patrons will want to reproduce once they leave the site and return home.

ii) Underlying Philosophy – why does the project exist?

It exists to help show and feel the benefits of being in nature and how we can encourage a change in our lives with lasting benefits on a day to day basis through this interaction.

The Restaurant and Artisan spaces provide a platform to demonstrate these beneficial interactions with nature and beauty.

iii) Services and products supplied

The services provided include:

- Being able to experience an intimate dining experience using locally grown and sourced produce, prepared by highly skilled chefs of international standard
- Being given the opportunity to share in the chefs' skills and process via the Artisan area and its intimate interaction in a space of only 15 guests, in a café style space
- Sharing invaluable knowledge from the chefs on what to do with excess seasonal produce
- Being able to witness a closed loop system of energy, water production and waste management first hand and be given the tools to replicate this at home via the Artisan area facility auxiliary to the restaurant.
- To be able to see first hand how small beautiful garden areas can influence our wellbeing
- To witness the benefits in valuing the visual arts

iv) Who will use the facility

It is important for the staff to be familiar with who will be using the facility. These will include:

- Those attending the intimate 45 seat restaurant during the lunch or dinner.
- Those attending the Artisan area that have booked a "meet and greet" with the chef. These patrons will be catered for in the Artisan area which has a maximum limit of 15 patrons and will be in a café style casual format.
- Those attending the Artisan area via the booking system when no meet the chef is programmed for that time slot. The maximum limit of 15 patrons also applies here and the format shall also be that of a casual café.
- All areas available to those visiting the premises will be accessible to both abled and disabled patrons.

7. GOALS AND MAJOR INITIATIVES

Prescribed goals document how the Mission Statement is to be achieved

The Restaurant and Artisan Area will provide a lighthouse facility demonstrating sustainable practices and respect for the environment during its build, its ongoing maintenance and daily operations.

- It will be a facility that promotes local creativity in design and interior fitout extending to the finest detail of cutlery and fabric selections.
- The Restaurant and Artisan area will operate together, one supporting and benefiting from the other. These are not two separate businesses, they are owned and operated by the same owner.
- The surrounding gardens will offer inspiration to those that visit the Restaurant and Artisan area.
- The project will provide employment for locals of the very highest in training and standard that will provide a platform for future employment for the youth of the area.
- It is the proponents long held intention to show that it is possible to propose a project that respects nature while at the same time not forsaking the necessity of financial profitability.

The major initiatives to achieve these goals will be expanded in the Final Operations Management Plan at a later date after consultation and planning with the head chef, vegie grower and maintenance plan leader.

Each initiative will:

- Be specific to a goal
- Be attainable – challenging but not too difficult
- Have a time line to suit a specific activity
- Address specific issues such as efficiency, wastage, planning ahead for seasonal produce
- Have clearly defined outcomes
- Be quantifiable using clearly defined performance indicators such as:
 - o Daily attendances and patron profile information
 - o Weekly checks of cash flow, operating costs, number and nature of complaints received, number and nature of injuries that occurred
 - o Monthly checks of financial reports, attendance figures, service and maintenance checks
 - o Quarterly checks of stock levels, gross profit margins on various product lines for the Artisan area, satisfaction ratings via social media.
- Delegate responsibilities beyond the manager to the three team leaders being, head chef, lead vegie grower and maintenance person
- Be used as a day to day management tool

Together these initiatives will form an action plan showing:

- What has to be done
- When it has to be done
- Who will do it

For the purposes of this Draft Operational Management Plan, these initiatives have been listed against an approximate time allowance per week. This assists in demonstrating that the operational management of the proposed Restaurant and Artisan areas can be managed within a standard 40 hour work week by the manager living on site.

As stated above, this manager will be the proponent, Ms Maggie Schreiber, noted as 'MS' in the table below:

TABLE 1. TABLE OF RESPONSIBILITIES FOR MS

WHAT HAS TO BE DONE	WHO WILL DO IT	MS DESIGNATED HRS/WK
RESTAURANT & ARTISAN AREA Menu planning, planting schedule, excess food processing	MS, Chef & grower	5
ARTISAN AREA SET UP AND CLOSE	MS	5
VEGIE GROWING Checking planting schedule is being followed, designating produce to restaurant or Artisan area	MS, Grower	5
BUILDING & LANDSCAPING MAINTENANCE PROGRAMME	MS, Maintenance person	0.5
CHECK BUILDING AND LANDSCAPE MAINTENANCE STATUS	MS	2.0
MANAGING FINANCIAL BUDGETS & MONITORING COSTS & CASH FLOW	MS, Financial planner	5
MANAGING INVENTORY & ORDERING SUPPLIES	MS	4
ENSURING STAFF HAS REQUIRED TRAINING, REGISTRATIONS,	MS	1.5
MAINTAINING FOOD SAFETY & SANITATION PRACTICES	MS	1
MONITOR WASTE MANAGEMENT	MS	1
MONITOR NOISE MANAGEMENT	MS	1
BOOKINGS	MS	2.5
COMPLAINTS	MS	1
STAFF INJURIES & HEALTH CHECKS	MS	1
MARKETING & BUILDING CUSTOMER RELATIONS	MS	2.5
MONITOR POWER SUPPLY FOR SELF SUFFICIENCY	MS	1
MONITOR WATER USEAGE FOR SELF SUFFICIENCY	MS	1
TOTAL HOURS PER WEEK FOR MS*	MS	40hrs

It is reasonable to expect that Ms Schreiber can oversee the work necessary to run the 45 seat restaurant and small Artisan space, during her 40 hour week as listed in Table 1 above, once this Action Plan is in place.

As for all small business operations, occasionally unusual situations may arise, and it is conceivable that from time to time some additional hours may be required to those listed above.

8. ORGANISATIONAL OVERVIEW

The restaurant at 103 Yagers Lane, Skinners Shoot is a small business operation that will operate 5 days a week for lunch and dinner sittings only.

There will be 1.3 sittings at each service, i.e lunch and dinner. Access to the restaurant is strictly via on line bookings only. Once the maximum number of bookings (45 plus 15 repeat bookings) is received for a sitting, no additional bookings will be able to be made.

A full time head chef will be employed, with a number of part time and casual staff, dependent upon demand, employed as kitchen and wait staff as well as a floor manager who will greet guests upon arrival.

The restaurant will operate with an on premise liquor license, intended to allow the service of beverages with meals. The required RSA certification will be held by the owner of the premises, and any staff who will be involved in the service of alcohol will be required to obtain this qualification.

The Artisan Food and Drink Industry space is a small space catering to a maximum of 15 patrons via bookings only. Again, once the maximum number of patrons is reached for a time slot (15), no additional bookings will be able to be made.

The on-line booking system for both spaces makes the operation of the two spaces very easy to manage on the days that they are both open around the lunch time slots.

The Artisan area is an extension of the Restaurant space and will also be overseen by the head chef. This is because, he will plan his menus in advance so that produce can be grown to suit his projected requirements and surplus will be processed and tasted in this area. The Artisan area will be part of the head chef's responsibilities as part of his restaurant duties.

In the case of excess produce being left from each growing period, the chef will then determine what he will be focusing on in the Artisan area in terms of using the produce to avoid waste and offer suggestions to patrons at the meet and greet sessions in the Artisan area of how they can use fresh produce across the seasons.

The Artisan industry is an extension of the restaurant operation. It is not a separate stand alone business venture requiring additional supervision from the on-site manager, Ms Schreiber.

This is not an unusual relationship in paddock to plate dining experiences where minimum wastage is a goal of the establishment. The Artisan space merely provides a separate space for those not going to the restaurant to be able to sample some of the products used in the restaurant, in a more relaxed café type atmosphere.

Ms Schreiber already has a close association with a vegie grower of rare and heirloom varieties, that is versed in the aims, objectives and goals for the project and has much experience in growing to a seasonal menu. He is capable of working alone with little guidance from Maggie apart from the scheduled meetings set out in the Action Plan to be finalized at a later date.

Building and garden maintenance will be undertaken in accordance with the plan set up with the builders and landscape crew upon completion of the works and carried out on a regular basis. Ms Schreiber will check items requiring attention as part of her daily routine as noted.

9. HOURS OF OPERATION

Restaurant

Open Wednesday to Sunday from 12noon for lunch and close at 11pm with an early 10pm close on Sunday.

The restaurant seats 45 people in the Dining area, however, there will be a maximum of 60 people at the premises when waiting/lingering of an additional 15 patrons is added to this 45. At no time will there be more than 60 patrons in the Restaurant area.

Artisan Area

Open 7 days 10am to 3pm for meet and greet the chef and simple café meals. Maximum capacity 15 people.

10. RESTAURANT OPERATIONS MANAGER (MAGGIE SCHREIBER)

The role of the Restaurant Operations Manager is to lead the restaurant, it is not necessary for the manager to prepare the food or greet the guests, this will be done by restaurant staff carefully chosen by Maggie and the head chef for the restaurant.

Every day is different in the running of a restaurant, routines may change depending on the season and the business's priorities.

Recruiting the right people for head roles is paramount to operations management over the three main categories of the project:

1. Head Chef
2. Vegie growing for the restaurant
3. Maintenance of the low maintenance building and landscaping.

Maggie already has key personnel for each of these roles who are highly talented and internationally acclaimed to assist in making the management of the project as easy as possible. They are standing by ready to start planning, should the Council grant DA approval.

In addition to these three areas, the operations of the restaurant will be carefully financially planned to assist in keeping operations streamlined and ensure revenue targets are met. This will be checked regularly by both Maggie and the head chef during their regular scheduled meetings.

As Operations Manager Maggie's key areas of responsibility will be:

- Outlining the Long Term vision and short term goals, ensuring that the restaurants vision aligns with its daily operations
- Team Management - Maggie will ensure that the team is well trained, motivated and works in harmony
- Check customer satisfaction and gauge the restaurant's performance and pinpoint areas of improvement
- Look at ways for improvement to ensure that the restaurant stays competitive and profitable.

- Attend regularly scheduled meetings as below to ensure smooth running of the 3 main areas listed above.

Some of these roles will already be achieved prior to the restaurant opening and some will be ongoing and managed via the daily schedule set out in **Table 2** below.

Ultimately there are no typical days in restaurant operations management, however, the table below shows a guide to a typical day co-ordinating and interacting with the head chef for the restaurant and small artisan area, food grower, bookings/accounts etc and maintenance teams.

**TABLE 2 - MANAGER TIME ALLOCATION- TYPICAL WORK DAY, 8AM TO 5.30PM
(with 2 scheduled breaks)**

HOURS/DAY	TIME	WORK TO BE UNDERTAKEN
1	8-9am	Check quality of produce picked that day and directing distribution to Restaurant or Artisan areas, Check waste management from previous day
1	9-10am	Set up Artisan area for workshop/demonstration and ensure everything in order for the day
0.5	10-10.30	Briefing with chef and grower re the day's bookings, seasonal supply and programme check
1	11-12.00	Office Admin, ordering of non food items
1.5	12.30-2.00pm	General oversee maintenance programme of buildings, landscaping and garden area Check cleaning of spaces throughout the day
1	2.30-3.30pm	Check stock, Supervise clean of Artisan area, Close up Artisan area.
0.5	3.30-4.00pm	Meet with chef re dinner service
0.5	4.00-4.30pm	Marketing/advertising/socials
1	4.30-5.30	Be aware of bookings for next day for Artisan and Restaurant, plus catch up as required
	Extra while living on site	Night time sound monitoring via noise measuring equipment located at on site residence for periodic noise check
TOTAL 8hrs		

While Maggie will work the standard 40 hour week as above, she will remain on call for the additional 2 days, Monday and Tuesday, when the Restaurant is closed in case she is needed in the Artisan Area those days.

A Customer Service Plan, Human Resources Plan and Financial Plan will be developed and prepared by Maggie and the head chef to ensure it runs smoothly and makes a profit as part of the future planning of the restaurant.

These plans will substantially help in the operation of the restaurant and artisan area and will be essential time saving tools to assist Maggie in the manager role.

11. FINANCIAL REPORTING

Restaurant managers require commercial awareness and work closely with the head chef to forecast the financial budget, set periodic sales targets and need to be aware of the profit and loss statement (P&L).

A Financial Plan will be set for the restaurant and artisan areas to follow and time has been allocated for this to be undertaken with the chef on a weekly basis.

12. NOISE MANAGEMENT

In order to minimize any noise arising from the operation of the premises, the following controls will be implemented via the Noise Management Plan. The plan will be in place prior to opening and all staff will abide by its requirements which may include:

- a) Work practices will be implemented to minimize noise impacts
- b) Clear and defined acceptable rules for patrons
- c) Adherence to responsible service of alcohol regulations
- d) Strategies to promptly deal with and address noise complaints
- e) Details of performance evaluating procedures for example noise monitoring and checking work practices and equipment

In addition to having a Noise Management Plan to assist the onsite manager and simplify her role, the building and surrounding topographical shapes help considerably in reducing the noise impact of the project and so will also help reduce time spent on this element of the operations management.

13. SAFETY AND SECURITY

Safety and Security procedures are as follows:

- At all times staff greeting customers will be aware of the maximum number of patrons permitted on the premises
- All access to the site will be via bookings only so this will lesson the role of staff and manager to spend excess time checking this aspect of the operation
- Staff greeting and farewelling customers will ensure that customers do not leave the premises with open bottles or glasses
- Staff greeting customers at the door will not permit any intoxicated person to enter the premises and will bring to the notice of the floor manager on duty any persons on premises who may be considered intoxicated
- Signage will be in place to remind patrons leaving both the restaurant and artisan area to exit the premises quickly and quietly
- CCTV will be installed in appropriate locations and maintained in an operational state at all times.

14. WASTE MANAGEMENT

With one of the goals for the project being a closed loop system, most of the waste from both the Restaurant and Artisan areas will be processed on site via composting, mulching of cardboard and paper products and recycling of glass bottles where possible.

Waste to the Council Refuse Facility will be minimal.

Packaging and refuse to be taken to the Council waste facility will be collected from the restaurant and stored adjacent to the restaurant space in the designated refuse store area and taken to the collection point for collection

These days will be easily scheduled and monitored by the operation manager on the designated days.

Waste from the Artisan area will be stored in the nearby shed and taken to the collection point.

As per the Waste Management Plan prepared by ENV Solutions, it is expected that 2 hours per week should be set aside for waste management checking and organizing of receptacles to the collection areas.

15. MARKETING

Several techniques will be employed to market the restaurant business and include social media and paid advertising as well as customer referrals.

As the aim is to use mostly what is grown on the property or sourced locally for protein dishes, being aware of seasonal produce will be intrinsically linked across all 3 areas of management of restaurant and artisan, food growing and site maintenance and reflected in marketing and promotions.

16. LIQUOR LICENSING

The owner of the business will be the licensee, which may not be the on site manager.

The manager will however, be responsible for:

- Ensuring that all wait staff will have completed an approved course in RSA
- The upkeep of an incident register and complaints handling procedure.

17. QUEUING OF PATRONS

There will be no necessity to manage queuing at the Restaurant as bookings will be made at 15 minute intervals only and each booking will mostly be seated prior to the next booking arriving.

Should two bookings arrive at the same time, there is a large foyer area with seating as well as a small seating area adjacent to the open chef station for those waiting to enter the restaurant dining area, which will be managed by the staff greeting the patrons.

18. CCTV SURVEILLANCE SYSTEM

Management will continue to maintain at the premises a quality CCTV surveillance system with coverage of all outdoor areas, carpark and internal areas.

The licensee will maintain a closed circuit television system on the premises with recording to extend from opening time to one hour beyond closing time.

Any recorded images will specify the time and date of the recorded image and will be maintained for 30 days.

Management will ensure that there is always one staff member on site capable of operating the CCTV system in case it is required to be viewed by police or liquor licensing inspectors.

19. FIRE PREVENTION/EVACUATION

The prime concern of the management will be to ensure total safety of all patrons, staff and neighbors.

The manager shall ensure that staff are aware of up to date safety procedures and equipment and that unobstructed access to fire exits is maintained at all times.

Management will ensure that a current list of emergency numbers are clearly displayed around the Restaurant and Artisan spaces.

While this is an important part of the operations management, it requires little ongoing time on a daily basis from the on site manager.

20. FLOOD EVACUATION MANAGEMENT

Flood evacuation procedures will be followed carefully as set out in the Flood Management Plan for the project.

In times of heavy rain, the manager will monitor the forecasts and flood warnings from BOM.

It is not expected that the Restaurant or Artisan area will be open in times of flood or if BOM has issued an upcoming flood warning for the area.

Patrons will be contacted well in advance of their booking time to ensure their safety via the road system.

Should a rain event cause flash flooding while patrons are dining, staff will be well informed of the flood evacuation policy. It is recommended that patrons wait until flash flooding subsides should this occur.

21. COMPLAINTS HANDLING AND RESOLUTION

An incident register will be kept on site for the logging of security related incidents and shall be available for viewing by any member of the NSW police. Neighbours will be provided with contact details for the Restaurant Operations Manager in the unexpected event of offsite disturbance.

22. EXAMPLES OF SIMILAR PROJECTS IN THE AREA

Examples of similar projects within the Byron Shire area are:

- The Hut, Possum Creek
- Frida's Field,

Both these establishments cater for larger numbers of patrons than the proposed Restaurant and Artisan area combined.

23. CONCLUSION

This Draft Operational Management Plan (OMP) has been prepared to support a Development Application to Byron Shire Council (DA 10.2024.24.1) for a proposed restaurant and artisan food industry at 103 Yagers Lane, Skinners Shoot. The Draft OMP illustrates the intended framework for the management and operation of the proposed development.

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