

A photograph of a man and a woman in a city street. The woman, on the left, has short dark hair and is wearing a white tank top, a brown fringed vest, and dark pants. She is leaning against a bicycle. The man, on the right, has a beard and glasses, wearing a denim jacket and dark pants. He is standing with one leg raised. The background is a blurred city street with buildings and a hanging plant.

Mc Grath Group

Palmerstown, Dublin 20

BTR Operational Management Plan

March 2020

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Purpose and Scope

This report has been developed with information provided by the Developer, Mc Grath Group, in support of the application for a 250 unit Build to Rent development at Palmerstown, Dublin 20. The developer intends for this BTR development enhance the local area through creating a new community, whilst integrating with the local residents through the provision of open facilities.

This report is designed to provide specific detail on how the development will be managed, the experience for residents and, ultimately, ensuring that a successful community is facilitated through design and operations.

Development Description

The BTR development located at Kennelsfort Road Lower, Palmerstown, Dublin 20, has been designed to encourage interaction and community amongst residents. The development will comprise of 5 no. apartment blocks providing 134 x 1 beds and 116 x 2 beds. The scheme provides blocks laid out over 3 – 8 storeys, with high levels of amenity space, open space and landscaping.

A comprehensive community staffing strategy will be delivered to curate spaces and community events - including gym workouts, yoga and fitness classes, games area, library area, cinema nights, regular curated social events, regular resident meetings, tea and coffee facilities, superfast wifi, security, concierge, events such as - running club, fitness, yoga, book clubs, private parties and dining. Block A will house a private roof terrace, cinema, gym, lounge area, TV space and workspace.

About LIV

LIV Group is headquartered in Leeds, UK and operates in the United Kingdom and Ireland.

LIV Group was established in 2008 to provide corporate residential management services for the banking sector, specialising in Block Management, Facilities Management and Lettings. In 2014, LIV transitioned into the UK's Build-to-Rent (BTR) sector and has since been the first to introduce a dedicated operating model that defines every stage of a development from acquisition to operation. Together our people, skills and experience have helped us develop a market-leading advisory and management capability, which is increasingly recognised as delivering the best BTR-specific model for the UK private rented sector. In 2016, LIV Consult was created to provide bespoke and specialist consultancy advice to the BTR market in the UK and internationally and is currently advising on the development of more than 35,000 BTR homes in developments from high-rise apartment communities to suburban masterplans as well as some of the UK & Ireland's foremost BTR developments.

Today, LIV is based in 4 offices across Ireland and the UK, and working internationally within advisory, delivery and capital funding roles. Its market-leading operational model is informed by our wealth of experience in having managed residential assets for over 12,000 properties in over 250 residential sites throughout the UK. LIV currently has delivered operational

management on nearly 3,000 BTR homes including both urban and suburban developments including some that we have overseen from the initial advisory stage through to their operational management. LIV occupies a unique position in having live operational schemes in both urban and suburban locations as case studies to inform our continually developing BTR approach to consultancy in the UK & Ireland.

Information available here: <https://www.liv-group.co.uk/>

1.0 Management Structure

1.1 Responsibilities

The BTR development at Kennelsfort Road Lower, Palmerstown will be managed by the operational team with resident services managers on-site during the working hours of a typical week: 8:30am – 5:30pm from Monday to Saturday. It is likely that there will be 24-hour onsite presence as well for security purposes and any events in the evening. In addition, there will be an on-site presence in the publicly accessible cafe space which is anticipated to be open into the early evening and at weekends.

The key responsibility for day-to-day operations will be from the Resident Services Managers (RSM) who will be the customer-facing representative for the Operator. The RSM will be supported by part-time staff Resident Services Assistant for holidays and coverage when the RSM is not available. It is expected that a community of this scale is likely to have 3 permanent staff on site at various times through the course of the day and evening.

All lettings will be published on Daft.ie and residents will also be attracted to the community through social media advertising. The lettings experience of potential residents will be handled through Head Office for the more formal tenant referencing process. The Head Office will receive all enquiries, complete background checks and will be responsible for the management of leases. The RSM is supported by an Asset Management team member based in the Head Office who will facilitate all third-party contracts and service providers.

In addition, there will be an on-site leasing team, which can accept inquiries at very short notice and will be available to show potential residents apartments and the marketing suite.

2.0 Customer Service

2.1 On site Management Team

The operational requirements of a BTR development are extensive. We are expecting that the community will have at least 3 staff on site as well as the staff employed by the cafe. Residents will also be able to communicate with the management team through the white-label app which encourages communication on events, maintenance alerts and other notifications.

3.0 Leasing and Tenant Management

3.1 General

3.1.1 Discipline

All residents will be required to sign a tenancy agreement which outlines their responsibilities to avoid disrupting the comfortable enjoyment of the property by any other fellow tenants and the escalation procedures relevant if this is not adhered to.

3.1.2 Smoking

The community itself will be smoke free, with designated smoking areas to be located around the development (TBC) but avoiding all air intake locations. Residents will be encouraged to make healthy lifestyle choices and the rooftop terrace will be an integral part of this strategy.

3.1.3 Living Together

Residents at Palmerstown will be encouraged to live harmoniously with each other and forge friendships in shared interest clubs. In the event of disagreements between residents, the RSM will facilitate any conflict resolution within the conditions of their contract.

3.1.4 Personal Belongings

Residents at Palmerstown will take personal responsibility for their belongings and will be requested to not leave them in the communal areas for fire-safety / evacuation reasons but also to avoid management operations risk.

3.1.5 Respect

The community will incorporate a charter for residents to adhere relating to mutual respect between residents and also between residents and management team.

3.1.6 Health and Safety

The management team will ensure that all areas where residents are not able to access (rooftop terrace etc) or areas where third-party operatives are undertaking services to the property are kept secure to avoid safety concerns.

3.1.7 Illegal Drugs and other Illegal Substances

There will be a zero-tolerance policy for the development relating to illegal drugs and illegal substances.

3.2 Move-in & Move-out

3.2.1 Arrival Procedure

Residents arriving at reception, along the internal road at the eastern boundary of the site, will be greeted by the Resident Services Manager for initial (and subsequent) lettings viewings as well as during the move-in process. Residents will be provided with their keys upon successful finalisation of all aspects of their tenancy agreement. The management team will assist with the booking of lifts for move-in and all other logistics.

3.2.2 Move-Out Procedure

Residents choosing to leave the property will be subject to a third-party check of the property condition in order to clarify any damage and subsequent release of deposit (if taken).

3.2.3 Furniture

All of the apartments will be let with furniture as standard, thus reducing the major of heavy-load movement in the on-site lifts.

3.2.4 Concierge Service

Palmerstown will feature a 24-hour concierge located in the main entrance. Their responsibilities include welcoming all visitors, residents and collecting all parcels when received. It will also be their responsibility to greet all third-party service providers who may be visiting the community. The concierge team act as the public-facing team for potential residents who may be enquiring as well.

3.2.5 Security and Access Control

Palmerstown access control system will be detailed during the detailed design process, post-planning, however security for residents will be of paramount importance for the management team and Asset Manager. Across the site, there are number of areas that will be only accessible to the public during restricted hours to prevent nuisance being caused to residents through noise. All access points to the property (entrances etc) will be properly lit and will have fob only access.

Public realm will be monitored through CCTV systems overseen by the on-site staff when they are on site and an external service provider outside of working hours.

4.0 Development Facilities & Operational Management Strategy

4.1 Post and Parcel Delivery

Palmerstown will feature a parcel management system to ensure that security and ease of access are prioritised. A parcel system will be located in reception with the potential for an overflow packages to be stored in the management office located behind the reception.

4.1.2 Set Down Area / Unloading Area

The Resident Services Manager will oversee the delivery and unloading of materials and items to near the main concierge entrance. Residents will be provided with a time slot ahead of move-in and move-out to manage traffic effectively. Deliveries will also be taken for the cafe from this space.

4.1.3 Car Parking

A total of 125 car parking spaces are located on site. 120 are located at basement level and a further 5 are at surface level. This includes 26 x electric vehicle charging points, 2 x go car parking spaces and 5 x disabled parking spaces. Access to the parking area is via a ramp situated between blocks B & C. Access to this area will be through a steel gate with a remote-control access system or Automatic Number Plate Recognition (ANPR) system.

4.1.4 Bicycle Storage

The development provides for 276 bicycle spaces in total, 250 spaces at basement level and 26 surface spaces. A cyclist ramp will provide residents with access to the basement.

The Operator will be responsible for maintaining the private areas. Individual users will be liable should they choose to store their bicycles in the area and signage will be displayed to ensure liability is clear. Signs will be displayed advising that CCTV is in operation and reminding residents that the Operator are not liable for any items stored in these areas.

4.1.5 Bicycle Maintenance Area

Within the bike storage area, there will be a dedicated maintained space equipped with tyre pump tool station and work bench to assist with any onsite repairs.

4.1.6 Parcel Storage

Oversized items for residents can be redirected to the Concierge where the residents will have access to a parcel storage solution. An example of this type of facility is below.



Source: Bringme

Post boxes will be situated within the reception. This area will be accessible to all Residents and the postal services without the need for a tradesman entrance button. If deemed necessary, a fob will be provided to An Post which will be restricted to allow access into the reception areas only. Residents are able to collect their post with their post box keys. An Post will not be permitted to enter the Residential areas of the building.

The concierge office located on the ground floor behind the reception will be fitted out with parcel lockers with a 4-digit numeric keypad. The on-site management team will be responsible for taking and holding these parcels, and will notify the residents of their delivery and 4-digit code through the Resident app.

4.1.7 Staff Welfare

The resident services managers will have their own lockers, kitchen space and facilities for breaks located in the management office in order to enhance on-site staff wellbeing.

4.1.8 Landscaping and Management of External Areas

The Operator will appoint an approved landscape maintenance contractor to maintain landscaped areas on site. The landscaping and maintenance of external communal areas and the roof terrace will be regularly inspected and kept in order. A 12-month defects period will also be in place for any landscape defect works completed.

4.1.9 Children's Play Areas

The development will include a communal outdoor space with children's play equipment. The areas will be enclosed and will be for the exclusive use of residents. The maintenance will be the responsibility of the landscape maintenance contractor.

4.2 Marketing

Demonstrating to potential residents what they will receive in terms of amenities, customer service and experience is paramount to successful lease-up. At the heart of this strategy is the aim to achieve the highest possible resident satisfaction, which we see as being the best way to ensure a high rate of referrals within any local market.

4.2.1 Social Media

It will be expected that the community will have its own social media pages for residents to connect, and for targeted online advertising campaigns to galvanise interest in the scheme from prospective renters across Dublin, Ireland and overseas.

4.2.3 Smart Building Technology

Specific smart building technology remains to be confirmed during detailed design development, but the Developer anticipates providing significant resident controls on various aspects including smart heating systems, facilities booking systems and integration with external service providers for the benefit of residents.

4.2.4 Lease Length and Contract Terms

Tenancies will be registered with the Residential Tenancies Board with 12-month tenancies available as standard. Longer tenancies up to 3 years and shorter tenancies may be proposed if there is sufficient demand.

4.2.5 Management of Leasing Suite

The leasing suite will be contained within the management office at ground floor level. The on-site team will have the responsibility of staffing the leasing suite where potential residents will meet to discuss terms of the lease, pricing and availability of rental homes once they have visited the communal facilities and wider development.

4.2.6 Leasing of Furniture

Furniture in the BTR development is provided as part of the resident's living cost and is managed by the on-site team.

4.2.7 Home Working

The community is placing a key focus on the facilities available to residents in order to successfully work from home, and in the communal areas. Amenity space in the form of meeting rooms/ bookable space are provided at ground and first floors of Block A. In times of good weather, residents will be able to use the courtyards and the roof terrace as working space.

4.2.8 Management of Communal Facilities

Resident managers will bear the responsibility of ensuring that the communal facilities are kept tidy and clean. For co-working/private meeting spaces, residents will have the responsibility for keeping these areas tidy and presentable throughout usage.

4.2.9 Accessibility for Wider Community Use

It is intended that the café fronting onto Kennelsfort Road Lower will be made welcoming for the local community. The resident- only amenities at this level will be restricted by fob-access, providing access to further areas of the building.

4.3 Customer Experience

Paramount to the success of any residential community is that the needs of residents are catered to swiftly and efficiently by onsite staff. Implementing dedicated app technology will instantly link residents to a range of essential services in the local area.

5.0 Operation and Management of Resident Amenity

5.1.1 Café

There is an integrated café unit on the main façade of the scheme, along Kennelsfort Road Lower, that will give the scheme an active street presence that serves residents within the scheme and the local community. The café will include a seated decking area to the front at street level, which will be designed to be welcoming to passers-by.



Precedent Image - Cafe

5.1.2 Amenity Space Rental

The ground floor amenity space is allocated as bookable work and meeting space. This space will be furnished and available during hours to be agreed with the management operator. The bookable space will have kitchen facilities that residents are able to host events such as dinner parties, children's birthday parties and gatherings, providing an extension of their living space outside of their apartments.

5.1.3 Gym

A gym intended for residents will be available at second floor level in block A. The gym will be managed by the RSM and will be available 24 hours a day. Cleaning and facilities management of all equipment will be the responsibility of RSM. The facility will have high-quality equipment and all residents will have to be introduced and compliant with appropriate regulations before use. It will be the responsibility of the RSM to manage and organize the gym inductions for residents' safety when using the equipment. In addition to the gym area, there will be a flexible space on the first floor and at basement level that can be used as a Yoga/ Pilates studio with high quality design and interiors.



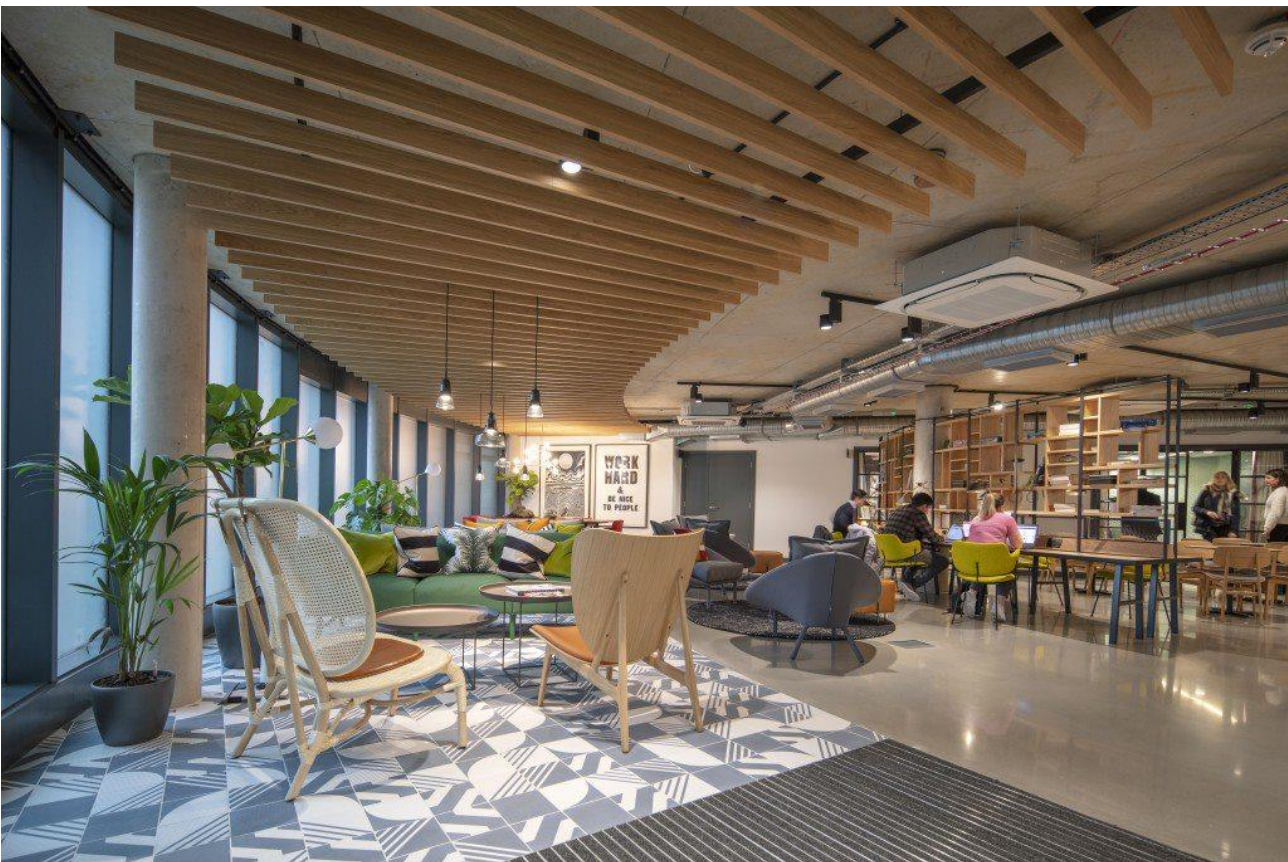
Precedent Images- Gym and Wellness

5.1.4 Meeting Room & Co-working Space

Ample provision has been made at first floor level for meeting space for exclusive use of the residents. These areas will include individual desks and private meeting space. Tea and coffee facilities will be available. This space will be adaptive and multi-functional.

5.1.5 Residents lounge

The first-floor meeting space will be adaptive to provide lounge space for residents. The resident's lounge will be an area for relaxing, watching TV and for workspace. This will be a social space that will enable resident interaction.



Precedent Image- Residents' Lounge

5.1.6 Cinema Room

A cinema room will be available at basement level and will have key fob access. The room will be an adaptive space with a retractable screen, making this suitable for many uses including resident entertainment, social events and relaxation.

5.1.7 Games Room

A games room will be available at basement level and will be designed to encourage resident interaction and socializing.



Precedent Image- Cinema and Games Room

5.1.8 External Roof Terrace

A roof terrace will be available on Block A at third floor level. This area will have limited access during the overnight period and will have key fob access. The terrace will have extensive planting and landscaping with some covered areas. The roof terrace is designed to offer passive and active functions and will be flexible for various uses.

The roof terrace will be surrounded by multi-stem tree planting specified at a height of 3½ to 4metres. Three primary species are chosen for their ease of establishment and tolerance of windy exposure, these are *Betula pendula*, *Corylus avellana* and *Acer campestre*. Of these species, two are native and one naturalised in the case of *Acer campestre*. The trees are arranged closely to generate a screen that deflects crosswinds and maintains a comfortable micro-climate within these spaces. Other more ornamental trees also feature in more sheltered areas or where natives can be used as nurse trees to shield from wind.

A glass balustrade will surround the terrace. The glass balustrade will provide an additional wind-breaking measure which, when combined with perimeter tree planting, should ensure that the terrace is sheltered and fully usable even in windy conditions.



Precedent Image- Roof Terrace

6.0 Building and Operational Management Strategy

6.1 Fire Strategy

A step-by-step guide of what to do in the event of a fire will be provided to the Residents within the Residents Guide. The Operator will ensure FPE is provided following the recommendation from the independent survey. Moreover, the Operator will be responsible for instructing an independent and comprehensive Fire Risk Assessment to be complete prior to occupation of the building. Notices will be displayed in high traffic areas advising of the fire action policy. The fire alarm panel will be maintained by the Operator and serviced in accordance with manufacturer guidelines. Each unit will have its own fire alarm system. Finally, the Operator will be responsible for arranging the servicing and maintenance of the communal sprinkler system. This includes the plant that services the apartments.

6.1.2 Waste Management & Recycling

There will be two stores within the scheme at basement level, beneath blocks B and D. The on-site management team will have the responsibility of moving the waste containers to the collection point at surface level (via the segregated ramp), as designated in the Operational Waste Management Plan.

It is recommended that the bin area is inspected at least twice daily to ensure they are secure and free from hazards. Collections will take place on a weekly basis for each of the residential waste streams. The Operator will ensure that the bins are at the designated collection point at the correct time and day of collection.

7.0 Soft Services

7.1 Cleaning and Pest Control

The Operator will be responsible for the management of services contractors for critical elements such as pest control, cleaning and exterior window cleaning for the residential areas through boom lift, cherry picker and abseiling where appropriate. All external soft landscaped areas will be communal amenity space and as such will be maintained by the appointed contractor. The Operator will appoint a certified pest control contractor to service the estate and shared communal areas, including the bin stores.

The common areas and amenity spaces will be kept clean, presentable and welcoming at all times to maintain the reputation of the development.

7.1.2 Window Cleaning

We anticipate that the cleaning cost will be based on a quote by a leading window cleaning contractor. The forecast cost should allow for the external cleaning of all windows and internal cleaning of communal area windows on a regular basis. A Window Cleaning strategy is based on the needs of building to meet Health & Safety requirements and safe working practice, along with ensuring that the front of house is presentable to residents.