

BUILD TO RENT OPERATIONAL MANAGEMENT PLAN

FOR

**GLEN ABBEY COMPLEX,
BELGARD ROAD,
COOKSTOWN INDUSTRIAL ESTATE,
DUBLIN 24, D24 W2XA**

FOR

SQUARE FOOT PROPERTY SERVICES LIMITED

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1. Proposed Development

Square Foot Property Services Limited, intend to apply to An Bord Pleanála for permission for a strategic housing development at this site located at the Glen Abbey Complex, Belgard Road, Cookstown Industrial Estate, Dublin 24, D24 W2XA on a site area of c.0.91ha. The development will consist of the following:

- Demolition of the existing single storey industrial and commercial office buildings totalling c.4,628sqm;
- Construction of a Build-to-Rent Housing Development comprising 170 no. apartment units and crèche arranged in 2 no. blocks across 4- 7 storeys over basement car park (total gross floor area c.13,880sqm excluding basement);
- The residential development consists of: 9 no. 1 bedroom/2 person studio apartments (c.37-38sqm each); 94 no. 1 bedroom/2 person apartments (c.45-58sqm each); 2 no. 2 bedroom/3 person apartments (c.69sqm each); 34 no. 2 bedroom/4 person apartments (c.73- 83sqm each); 24 no. 2 bedroom/4 person duplex apartments (c.93sqm each) and 7 no. 3 bedroom/5 person apartments (c.91-98sqm each) with north, south, east and west facing terraces/balconies throughout;
- Internal communal amenity spaces at ground and fourth floor levels comprising reception, gym, lounge, cinema/tv room, events rooms and ancillary areas (totalling c.508sqm);
- External communal open space including children's play areas and informal amenity spaces at ground floor level between Blocks A and B. Communal roof garden at fourth floor level. Total external communal open space c.1,005sqm; • Public open space at ground floor level to the east and south of Block B totalling c.1095sqm;
- 1 no. creche (c.163sqm) with associated outdoor play area at ground floor level (c.75sqm);
- 73 no. car parking spaces comprising 64 no. basement spaces, 4 no. accessible parking spaces and 5 no. visitor spaces at surface level;
- 354 no. bicycle spaces comprising 264 no. resident spaces at basement level and 90 no. visitor spaces at ground floor level;
- Reconfiguration/removal of existing car parking to the north of the site and access road resulting in a total of 28 no. car spaces serving the adjoining site;
- All associated plant including heating centres, gas room, water storage room, break tank room, comms room and bin storage at basement level, ESB substation and switch room at ground level and circulation spaces and stair and lift cores throughout;
- Vehicular/pedestrian access to the east from Belgard Road. Fire/emergency vehicle and pedestrian access to the south from Colbert's Fort;
- All associated site development and infrastructural works, services provision, foul and surface water drainage, extension to the foul network, access roads/footpaths, lighting, landscaping and boundary treatment works

2. Summary of Managing Agents relevant experience

Estate Management Company & appointed Managing Agents which will have to provide experience in:

- Preparation of annual service charge budget for the development common areas
- Fair and equitable apportionment of the Annual operational charges in line with the MUD Act
- Engagement of independent legal representation on behalf of the RMC in keeping with the MUD Act - including completion of Developer RMC Agreement and transfer of common areas
- Transfer of documentation in line with Schedule 3 of the MUD Act
- Estate Management
- Third Party Contractors Procurement and management
- RMC Reporting
- Accounting Services
- Corporate Services
- Insurance Management
- After Hours Services
- Staff Administration

3. Estate Management Structure

Robust legal and financial arrangements shall be prepared as part of the development to ensure that the Estate is properly managed, with effective and appropriately resourced maintenance and operational regimes.

The Multi-Unit Developments Act, 2011 (MUD Act) sets out the legal requirements regarding the management of apartment developments. In this regard it is advised that when granting permission for such developments planning authorities attach appropriate planning conditions that require:

- Compliance with the MUD Act,
- Establishment of an Residents Management Company (RMC) and
- Establishment and ongoing maintenance of a sinking fund commensurate with the facilities in a development that require ongoing maintenance and renewal.

The Developer will establish an Residents Management Company (RMC) – which will be a company limited by guarantee having no share capital. All future purchasers will be obliged to become members of this RMC. RMC will in turn appoint a Estate Management Company & Property Management Agent to manage all aspects of the development such as resident management, operational management and facilities management.

4. Establishment of “Estate Management Company”

A property management company will be engaged at an early stage of the development to ensure that all property management functions are dealt with for the development and that the running and maintenance costs of the common areas of the development are kept within the agreed Annual operational budget.

The property management company will enter into a contract directly with the RMC for the ongoing management of the built development apart from the Creche and the internal communal amenity spaces. Note This contract will be for a maximum period of 15 years and in the form prescribed by the PSRA.

The residents management company shall establish a building investment fund / sinking fund for the purpose of discharging expenditure reasonably incurred on:

- (a) the refurbishment,
- (b) improvement,
- (c) maintenance of a non-recurring nature, or
- (d) advice from a suitably qualified person

The occupier of each unit in the development (including a person who is the developer or building contractor of the development) shall be obliged to make payment to the sinking fund of the amount of contribution fixed in respect of the unit concerned.

The contributions made to the sinking fund shall be held in a separate account and in a manner, which identifies these funds as belonging to the sinking fund and such funds shall not be used or expended on matters other than expenditure on maintenance of a non-recurring nature where:

- (a) the expenditure relates to a matter in respect of which expenditure is not generally incurred in each year,
- (b) it is certified by the directors of the residents management company as being expenditure on maintenance of a non-recurring nature, and
- (c) the expenditure is approved by a meeting of the members of the residents management company as being expenditure of a non-recurring nature.

The Estate Management Company will be formed as a separate legal entity for the sole purpose of management of the estate shared common areas. The entity will be formed prior to the sale of the development so as the structure and legal entity is set out prior to occupiers moving in. In order to effectively maintain the development, the Estate Management Company will then be responsible for manage the operational, financial and legal aspects associated with the estate common area management. Estate Management Company will also be responsible to appoint suitable operator of the creche to ensure it is available upon occupiers moving in.

4.1 Appointment of Property Managing Agent and Associated Responsibilities

Property Managing Agent shall focus on overseeing the daily operations of the residential properties and associated areas. Keeping things running smoothly will maintain the value of

the properties and high standard of services. To do this effectively, they will need to work closely with the residents of the property.

Main tasks performed by a property manager shall include but not limited to:

- Drafting lease agreements
- Collection of rent and other charges
- Attending to the maintenance requests of clients
- Paying the ordinary operating costs of the property
- Enforcing property rules and regulations
- Financial reporting
- Risk management

4.2 Summary of cost headings and areas covered by the estate service charge budget

The budget to be estimated based on Estate Management Company's & Managing Agents experience based on similar properties.

After the first year of management, when the actual cost of services and running the property is available, the budget will be revised to ensure that the most cost-effective contractors have been employed and the residents are receiving all the property management services that are needed.

Table 1. Service Charge Budget Template

REF	ELEMENT	FREQUENCY	BUDGET
1	ROOFS		
1.01	Inspection /Maintenance of roof covering incl. insulation to main roofs		
1.02	Inspection /Maintenance of parapet details		
1.03	Inspection /Maintenance of roof access hatches		
1.04	Inspection /Maintenance of Specialist Roof Systems - Fall arrest		
2	ELEVATIONS		
2.01	Decorate plaster finishes to apartment core & bin storage		
2.02	Minor repairs and preparation for decorations of rendered areas (if applicable)		
2.03	Inspection /Maintenance of exit/ entrance doors		
2.04	R Inspection /Maintenance of Rainwater goods		
2.05	Recoat powder coated Finishes to balconies		
2.06	Periodic Maintenance and overhauling of external fixings		
2.07	Inspection /Maintenance of Balcony floor finishes		
3	STAIR CORES & LOBBIES		
3.01	Decorate Ceilings		
3.02	Decorate Walls		
3.03	Decorate Joinery		
3.04	Inspection /Maintenance of fire doors		

3.05	Inspection /Maintenance of carpets (stairwells & lobbies)		
3.06	Replace entrance mats		
3.07	Replace nosing		
3.08	Inspection /Maintenance/ Replace of ceramic floors tiles		
5	M&E SERVICES		
5.01	General - Internal relamping		
5.02	Inspection /Maintenance of Internal light fittings & PIR sensors		
5.03	Inspection /Maintenance of External light fittings (lights at entrance lobbies)		
5.04	Inspection /Maintenance of smoke detector heads		
5.05	Inspection /Maintenance of manual break glass units		
5.06	Inspection /Maintenance of Fire alarm panel		
5.07	Inspection /Maintenance of lift car and controls		
5.08	Inspection /Maintenance of AOV's		
5.08	Inspection /Maintenance of security access control installation		
5.09	Sump pumps Maintenance		
5.10	Inspection /Maintenance of External Mains Water connection		
5.12	Inspection /Maintenance of Electrical Mains and Sub Mains distribution		
5.13	Inspection /Maintenance of Emergency Lighting		
6	EXTERIOR		
6.00	Landscape Maintenance & Cleaning – Public Areas		
6.01	Landscape Maintenance & Cleaning – Private Areas		
6.02	Repaint car parking		
6.03	External boundary treatments - Recoat powder coated Finishes to railings		
6.04	Replace cobble block areas		
6.05	10 year cutback & thinning of trees. Overhaul landscaping generally		
6.06	Replace CCTV provision		
6.07	External Handrails and balustrade		
6.08			

A month before the end of the financial year, the annual budget is prepared using historic costs from throughout the year. The budget is then circulated amongst property residents, inviting constructive comments for possible adjustments prior to invoicing. Unforeseen deficits may call for an excess levy. Residents will be advised of any deficit as soon as it is known. Funds not spent in any category will remain in the bank account for the property and will either be set off against future charges or be placed in reserves.

A Five Year Budget Forecast is also prepared and presented at the Annual General Meeting, if the lessees require or hold an AGM. Building Life Cycle report shall be used to prepare a life time dilapidations schedule for each managed property, ensuring the sinking fund for the future works is in place.

The forecast includes both regular services and long term planned maintenance for each block or housing estate. The forecast shall be reviewed each year and forms the basis of the annual budget.

5. Estate and Public Realm Management

The following section is breaking down the project into individual sections to clearly describe the proposed management of the Estate.

5.1 Management of the public open space and resident open space

A key component of the development will be the generous level and quality of the residential amenity offering throughout. Residents will enjoy both private amenity space, in the form of balconies or terraces in each apartment. Managing agent shall ensure that the public and residents only areas of this development are regularly and efficiently maintained.

The architecture and landscape design of the scheme will work together to make a high-quality coherent scheme. Particular attention has been paid to the materials used in those parts of the public realm that will be well used such as central public space and streets that connect the public open space with the rest of the surrounding area and streets beyond.

The Architects have carefully reviewed the amount of sunlight reaching the development and have optimised how the orientation will affect the amenity of the occupants. Larger apartments and large areas of glazing on facades all given adequate compensation for the dual aspect ratio.

Detailed landscaping design is provided in 'Landscape Report' prepared by CSR. The landscape contractor / gardener employed by the Managing Agent shall prepare detailed maintenance plan based on 'Landscape Report' and this should be approved by CSR to ensure longevity of the planting.

Landscaping maintenance along the road junctions shall ensure proposed planting does not impact negatively upon visibility. The proposed public areas envisioned to be a flexible contemporary public spaces. The areas with a robust materiality of precast and ground, in-situ concrete paving allowing for a flexibility of use. Residential apartment units adjacent providing passive surveillance over the newly created public realm.

5.2 Management of the residential units and resident amenities

Residential amenity spaces are provided at ground floor level for exclusive use for the inhabitants. Internal communal amenity spaces comprising reception, gym, lounge, cinema/tv room and events rooms at ground and fourth floor levels. Shared facilities will enhance the offering for residents and create spaces for people to interact helping form a richer community. Resident amenity includes a creche.

The communal open space will provide residential amenity through a play facility catering for older children with adventure type pieces like rope pyramids and younger children with combination units and springers, as well as universally accessible pieces.

The rooftop garden includes shared residential amenity space which will be complimented by an external breakout space with outdoor seating. The courtyard will include multiple external breakout spaces with outdoor seating.

The courtyard will be overlooked by residential units and provide a comfortable and safe space for residents.

5.2.1 Security strategy for the Estate

Security strategy for the site is utilizing Passive surveillance design/ Natural Surveillance. The open spaces will enjoy a good level of natural surveillance from the apartments above so that users of the open space will feel comfortable and safe, creating a strong relationship between the private home and public space will mean that residents will be encouraged to feel a strong sense of ownership over the public realm. This strong sense of ownership will reinforce the safety and security of the public realm by ensuring that anti-social behaviour will not go unchallenged. Additionally, it will lead to the public spaces being better maintained.

"See and be seen" is the overall goal when it comes to Passive surveillance. Layout of the site utilizes the balconies overlooking the public and private communal courtyards. Lighting and landscape play an important role in achieving this and therefore landscape design and maintenance of planting in a way not to interfere with lighting or natural sightlines from public areas and windows. The idea is to give potential intruders the sense risk from the thought that they are being watched.

Well designed & maintained public space will encourage residents to spend time outside through creation of "activity support areas." These include front porches, child-play areas and benches placed in common areas where legitimate users will sit and observe what is happening around them.

5.2.2 Security systems and access control

It is envisaged that there will be access control, gates and CCTV operated by a management company. The landlord areas shall be provided with access control, intruder alarm and CCTV systems at strategic locations within the building. The management company office and reception will be centrally located in Block A lobby. The CCTV system will monitor pedestrian routes and controlled access points as detailed in security/access design at construction stage.

A fully integrated IP CCTV system which will incorporate fixed cameras, LCD monitors and digital recorders will be provided. The CCTV system will be linked back to a central monitoring station at the reception desk where each camera location can be viewed individually or collectively. They will be complete with a fully working multiplexed system installed in a dedicated location and will be colour. Full digital recording and playback facilities will be available. The recording systems shall be fully extendable and shall be complete with a minimum 20Tb hard drive. The extent of coverage would include entrance and exit points, reception area, lift cars, public areas, common rooms and any vulnerable areas. The external cameras shall have an external waterproof vandal resistant housing, heating element and window wiper. The internal cameras shall be vandal resistant.

The systems shall be designed to IS EN 50131 standards and the PSA Code of Practice. Final security strategy for the building is to be developed.

The main entrances will be provided with a video intercom system. Each apartment shall be equipped with an audio intercom hand set. Each audio console module shall incorporate the

facility to allow the occupant to receive a call from the door entry keypad, located at the main external entrance, speak to the person requiring entry.

Access to common areas for the residents will be provided by Fob Access System. The locations of access control equipment shall be as indicated on the layout drawings. All external doors shall use an electric mortise lock. All externally mounted units shall be provided with an appropriate IP-65 housing. All green break glass units are to be the fully resettable type via key operation.

Access control will be provided by Digital Audio/Video Access System from the entrance doors of each to allow access control from each individual apartment to the following areas:

- Main gates
- Main doors to all Blocks

The equipment shall comprise of the following equipment items:

- Digital door panels (apartment block entrance doors)
- 18V DC PSU (one at each door panel)
- Digital audio phones
- Door Lock release

5.3 Maintenance of Apartment corridors/common areas & resident communal areas

Managing agent to adopt Taking in Charge plan to establish the external areas to be maintained.



Fig. 3 Taking In Charge plan (red hatch areas to be taken in charge)

5.3.1 Hard Services

Mechanical & Electrical

Oversight for the maintenance and servicing of the Mechanical & Electrical (M&E) installations will be the responsibility of Managing Agent. Contractors will be appointed to service the M&E equipment including access control systems, CCTV and other general maintenance contracts required for the upkeep and running of a high-quality residential development.

Lifts

Managing Agent will be responsible for monitoring of lift maintenance contracts and ensuring servicing is completed as per agreed regular intervals and that annual insurance audits are completed, and actions addressed.

Fire Alarm, Fire Preventative Equipment

Managing Agent will appoint a Fire Consultant to maintain, test and service the fire alarm panel and FPE in accordance with manufacturer guidelines.

Water Tanks & Pumps

Managing Agent will appoint an independent contractor to service the Water Tanks and Pumps in accordance with manufacturer guidelines.

5.3.2 Soft Services

Landscaping & Management of External Areas

Managing Agent will appoint a Landscape contractor to maintain and upkeep the landscaped areas of the scheme.

Car & Bicycle Parking

Managing Agent will be responsible for maintaining both the Car and Bicycle Parking areas, with the areas to be inspected at regular intervals throughout the day to ensure they are secure and devoid of issues. Signs will be displayed throughout the zones outlining that CCTV is in operation and being monitored and also advising residents that management are not liable for any vehicles parked in the area.

Cleaning & Pest Control

Managing Agent will appoint and monitor service contractors to undertake daily cleaning of all common areas, amenity space and equipment, as well as regular cleaning of windows and external facades. Likewise, a Pest Control contractor will be appointed by Managing Agent, with regular servicing of the development, common areas, parking areas and bin store to be completed by same.

5.5 Management of the childcare and community uses;

The RMC shall engage with suitable operator of the Childcare facility to ensure this service is available to residents from early stages upon completion.

5.6 Mobility Management Plan (MMP)

Interim Mobility Management Plan was prepared by CURTINS.

RMC shall nominate Mobility Coordinator responsible for the plan implementation for the whole Development. their details will be confirmed and circulated to the Council upon appointment, and prior to the first date of occupation should the MMC change the Council will be notified and the details of the incumbent MMC provided.

The MMC will have overall responsibility for the day to day management and implementation of the MMP. They will be the first point of contact in relation to travel issues. The MC will be responsible for organising information events for the MMP and inviting and informing companies within the development of the events. These events are designed to inform residents on sustainable travel to work and healthy lifestyle habits. The MC will organise four events over the course of the year; 2 large and 2 small events. The theme of these events could change each year. The events will be promoted to the residents within The development through various communication channels.

The main mechanisms of promoting the MMP that will be enforced by the MMC are summarised as follows:

- Promotion and marketing of sustainable modes of travel and in particular, the specific measures and initiatives designed to incentivise staff and residents to utilise sustainable modes;
- Collate and provide travel information on sustainable travel to staff and residents;
- Promotion of the aims and objectives of the MMP;

- Provide up-to-date information on changes to pedestrian or cycle routes and infrastructure, bus and train timetables and infrastructure as necessary;
- Monitor the MMP in accordance with agreed procedures;
- Regularly up-date on the progress towards implementation of the MMP and towards meeting the targets of the MMP;
- Undertake travel surveys in accordance with agreed monitoring procedures (i.e. year 1,3 and 5);
- Liaise with MMC's for surrounding developments to coordinate events;
- in accordance with agreed monitoring procedures; and
- Liaise with the relevant officers at SDCC to ensure that the MMP is implemented effectively.

5.7 Car park & vehicle access management

Car parking to be located in basement parking. The car parking spaces will be allocated to those residents who will rent the spaces from the Management Company. All parking bays will be numbered. The management company will assign parking permits to each parking space and will record vehicle registration associated with each space.

85 of the residential spaces will be located within the basement car park, the remaining 5 standard and four disabled bays will be located within external parking areas adjacent to the site. The 28 car parking spaces associated with the industrial units are located to the north of the access road and site and will replace existing spaces. The basement car park will be accessed via a ramp just north of midway along the internal access road.

Residents will be issued with fob to activate automated gates at entry/exit to carpark. It is envisaged that Residential Management company will engage with the residents to address any parking management issues.

The guidance states that 10% of the residential parking provision should feature electric charging points. The remaining spaces should be constructed to be capable of future provision. This will be provided in line with guidance. Therefore 9 parking spaces will feature electric charging points. All car parking spaces within the basement are provided with ducting to allow for 100% electric vehicle charging. Five of the spaces associated with the residential units will be car club spaces, likely to be GoCar.

Periodic patrols of the development's car parking areas will be conducted. Any unauthorised cars parked within the development will be subject to enforcement measures. These enforcement measures will include warning notices and vehicle clamping (with fines levied when appropriate for the release of vehicles). Appropriate signage will be posted within the development, in proximity to car parking spaces, to draw attention to the parking restrictions and enforcement regime in place. The enforcement of car parking restrictions within the development will be the responsibility of a management company.

5.8 Service Vehicles Access Strategy

Servicing approach for the development from traffic point is outlined in CURTINS Report 'Transport Impact Assessment' Delivery and servicing vehicles will enter and exit via the main access onto Belgard Road. A layby area has been incorporated into the landscaping design to

allow vehicles to drop off next to the main entrance. A concierge desk will also be provided here to accept deliveries when residents are not in. Delivery and servicing vehicles will then use the access road to turn around and exit.



Fig. 5 Designated building uses and servicing routes

As one of the ESB substations is located behind locked barrier, a Keysafe shall be installed and the keys required for gaining access to this substation will be stored in the Keysafe.

Refuse vehicles will enter via Colberts Fort and exit onto Belgard Road. Refuse storage rooms are located within 15m of the access road. Detailed Autotrack analysis was also carried out as part of CURTINS report (Appendix B) for the bin trucks access to the bin locations.

5.9 Vehicle sharing operation and management

The Department of Housing’s Design Standards for New Apartments - Guidelines for Planning Authorities 2018 outline: “For all types of location, where it is sought to eliminate or reduce car parking provision, it is necessary to ensure; provision is also to be made for alternative mobility solutions including facilities for car sharing club vehicles.”

RMC will be responsible for setting up a maintenance of the Car club, alternatively agreement with Gocar/Zipcar can be arranged for the development. All residents in the development will

have access to this car club and the car club will also be open to other users and locals within the area.

Car Club spaces will be provided for the development, in general one car club space can replace 10 – 15 residential parking spaces. Exact number to be agreed based on model incorporated.

In addition, a group profile is to be set up on carsharing.ie. This profile will facilitate carpooling amongst residents of Development in hopes of reducing single car usage by the targeted 5% figure.

5.10 Bike storage management

The implementation of the Dublin Transport Strategy will make cycling a likely favoured transport option for a significant proportion of the residents.

Good quality bike storage facilities, in line with current planning policy shall be provided and maintained by the management company. Bike storage facilities shall be secure, covered and well-lit & provided within the proposed development.

Overall bike parking in the development includes 354 no. bicycle spaces. At basement level comprising 264 no. resident spaces and 90 no. visitor spaces.

Entry to the bicycle parking area will be controlled via a fob system, with only pre-authorised residents, or visitors who have been granted passes, permitted to access to the area. The area will also be CCTV monitored.

The Management Company at the proposed development should promote the health and fitness benefits of cycling and its general viability as a method of getting to work cheaply and quickly. In addition, plans of the available on-site facilities for cyclists should be posted on notice boards throughout the development.