

BTR RESIDENTIAL OPERATIONAL MANAGEMENT PLAN



BUILD-TO-RENT RESIDENTIAL AND COMMERCIAL
DEVELOPMENT

**Former Chadwicks Site, Greenhills Road,
Walkinstown, Dublin 12**

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SUBMITTED ON BEHALF OF:
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1.0 Development Description

Steeplefield Limited intend to apply to An Bord Pleanála for a Strategic Housing Development at the Former Chadwicks Site, Greenhills Road, Walkinstown, Dublin 12. This Build-to-Rent Residential Operational Management Plan is designed to present the outline parameters for the resident and operator experience for the proposed Build-to-Rent development. The report has been prepared with Ireland's best practices in mind.

The proposed development comprises the demolition of a number of existing low-rise disused industrial units on site and the construction of a mixed-use residential Strategic Housing Development on the site. More specifically, the development will comprise of 4 no. 5-12 storey blocks accommodating 633 no. Build-to-Rent apartments, a 360sqm childcare facility, 1330sqm of commercial space, and 1,293 sqm of internal communal amenity space to serve residents of the development.

The 633 no. apartments proposed will be 'Build-to-Rent' and will comprise the following mix: 292 no. 1-bed apartments, 25 no. 2-bed (3P) apartments, 255 no. 2-bed (4P) apartments, and 61 no. 3-bed apartments. Residents will have access to ancillary BTR resident's support facilities and BTR resident services and amenities solely within these blocks, 5,196 sqm of external communal amenity space as well as a centrally located public park located between Blocks B and C.



Figure 1.0 CGIs of the proposed development

The primary vehicular access will be provided off Greenhills Road to the northeast, and secondary access for emergency vehicles and services will be provided off the road to the south of the subject site via newly created vehicular entrances. These entrances will also provide access to undercroft car parking areas accommodating 398 no. car parking spaces, 21 no. mobility car parking spaces, 5 no. go-car spaces, and 15 no. commercial/unloading spaces. Bicycle parking for 1,035 no. bicycles will be provided in secure parking facilities located within the undercroft parking areas for residents with an additional 316 no. bicycle parking spaces provided for visitors at ground level. The BTR Residential Operational Management Plan ensures the proposed development is professionally managed by a dedicated residential management team located on-site.

Unit Type	No. of Units
1 Bedroom Apartments	292
2 Bedroom Apartments	280
3 Bedroom Apartments	61
Total	633

Table 1.0 Unit mix of the proposed development

More specifically, the proposed development, as per the description contained within the statutory planning notices, provides for:

(i) The demolition of the former Chadwicks Builders Merchant development comprising 1 no. two storey office building and 9 no. storage/warehouse buildings ranging in height from 3 m – 9.9 m as follows: Building A (8,764 sq.m.), Building B (1,293 sq.m.), Building C (two-storey office building) (527 sq.m.), Building D (47 sq.m.), Building E (29 sq.m.), Building F (207 sq.m.), Building G (101 sq.m.), Building H (80 sq.m.), Building I (28 sq.m.), and Building J (44 sq.m.), in total comprising 11,120 sq.m.; (ii) the construction of a mixed-use Build-to-Rent residential and commercial development comprising 633 no. build-to-rent apartment units (292 no. one-beds, 280 no. two-beds and 61 no. three-beds), 1 no. childcare facility and 10 no. commercial units in 4 no. blocks (A-D) ranging in height from 5 to 12 storeys as follows: (a) Block A comprises 209 no. apartments (102 no. 1 bed-units, 106 no. 2 bed-units and 1 no. 3-bed units) measuring 5 - 10 storeys in height. (b) Block B comprises 121 no. apartments (53 no. 1 bed-units, 45 no. 2 bed-units and 23 no. 3 bed-units) measuring 8 - 10 storeys in height. (c) Block C comprises 130 no. apartments (38 no. 1-bed units, 71 no. 2-bed units and 21 no. 3-bed units) measuring 8 - 12 storeys in height. (d) Block D comprises 173 no. apartments (99 no. 1 bed-units, 58 no. 2 bed-units and 16 no. 3 bed-units) measuring 6 - 10 storeys in height. All apartments will be provided with private balconies/terraces; (iii) provision of indoor communal residential amenity/management facilities including a co-working space, communal meeting room/ work space, foyer, toilets at ground floor of Block A; gym, changing rooms, toilets, resident's lounge, studio, laundry room, communal meeting room/ work space, multi-function space with kitchen at ground floor of Block B; games room with kitchenette, media room, co-working space, resident's lounge, communal meeting room/ work space, reception area, management office with ancillary staff room and toilets, toilets, parcel room at ground floor of Block C; (iv) the construction of 1 no. childcare facility with dedicated outdoor play area located at ground floor of Block A; (v) the construction of 8 no. commercial units at ground floor level of Blocks A, B and D, and 2 no. commercial units at second floor level (fronting Greenhills Road) of Block C as follows: Block A has 3 no. units at ground floor comprising 79.46 sq.m., 90.23 sq.m., and 121.39 sq.m., Block B has 1 no. unit at ground floor comprising 127.03 sq.m., Block C has two units at second floor comprising 120.85 sq.m. and 125.45 sq.m., and Block D has 4 no. units at ground floor comprising 84.45 sq.m., 149.77 sq.m., 155.48 sq.m. and 275.59 sq.m.; (vi) the construction of 3 no. vehicular entrances; a primary entrance via vehicular ramp from the north (access from Greenhills Road) and 2 no. secondary entrances from the south for emergency access and services (access from existing road to the south of the site) with additional pedestrian accesses proposed along Greenhills Road; (vii) provision of 424 no. car parking spaces comprising 398 no. standard spaces, 21 no. mobility spaces and 5 no. car club spaces located at ground floor level car park located within Block A and accessed via the proposed entrance at Greenhills Road, a two-storey car park located within Blocks C and D also accessed from the proposed entrance at Greenhills Road and on-street parking at ground floor level adjacent to Blocks A and C. Provision of an additional 15 no. commercial/ unloading/ drop-off on-street parking spaces at ground floor level (providing for an overall total of 439 car parking spaces). Provision of 4 no. dedicated motorcycle spaces at ground floor level parking area within Blocks C and D;

(viii) provision of 1363 no. bicycle parking spaces comprising 1035 no. residents' bicycle spaces, 5 no. accessible bicycle spaces and 7 no. cargo bicycle spaces in 9 no. bicycle storerooms in ground and first floor parking areas within Blocks A, C and D, and 316 no. visitors' bicycle spaces located externally at ground floor level throughout the development; (ix) provision of outdoor communal amenity space (5,020 sq.m.) comprising landscaped courtyards that include play areas, seating areas, grass areas, planting, and scented gardens located on podiums at first and second floor levels; provision of a communal amenity roof garden in Block C with seating area and planting (176 sq.m.); and inclusion of centrally located public open space (3,380 sq.m.) adjacent to Blocks B and C comprising grassed areas, planting, seating areas, play areas, water feature, flexible use space; and incidental open space/public realm; (x) development also includes landscaping and infrastructural works, foul and surface water drainage, bin storage, ESB substations, plant rooms, boundary treatments, internal roads, cycle paths and footpaths and all associated site works to facilitate the development. This application is accompanied by an Environmental Impact Assessment Report (EIAR).



Figure 2.0 CGIs of the proposed development



Figure 3.0 CGIs of the proposed development

2.0 Management Strategy

This report is designed to demonstrate the measures which have been considered to effectively manage and reduce costs for the benefit of the owners and the environment with the objective of improving the overall living experience for all residents while adopting best practices in cooperative living to reduce the impact on the environment.

This is in reply to Section 6 of the Sustainable Urban Housing; Design Standards for New Apartments-Guidelines for Planning Authorities (2020).

Management of the development will comprise 2 phases:

Design & Construction Stage Advice	Operational Stage Services
<p>The management company will be providing advice on the following areas:</p> <ul style="list-style-type: none"> • Security & Safety post-completion • Traffic Flow / Management (in line with Mobility Plan) • Car Park Management – Occupiers & Visitors • Delivery Management and Restrictions (inline with Delivery & Service Plan) • Performance Management Building Information Modelling – flow process • Completion of Strategy Reviews; <ul style="list-style-type: none"> o Welfare Facilities – Amenities spaces, communal lockers, bike stores o Landscape Design & Management o Public Realm Management & Event Scheduling o Waste Management & Movement o Fire & Life Safety o Vertical Transportation o Engineering <p>Formation of an annual service charge regime to include, cleaning, landscaping, refuse management, maintenance of life safety systems, security etc of the communal areas.</p> <ul style="list-style-type: none"> • Fair and equitable apportionment of Annual operational charges 	<p>Once the development is operational, a property management company will be appointed as property managers to ensure best practice property management services are available to support the promotor with their aspiration to deliver a world-class PRS scheme. Of utmost importance to the continued success post-completion will be the management regime put in place. The management company will be responsible for the provision and procurement of the following services:</p> <ul style="list-style-type: none"> o Concierge o On-site Maintenance Manager o On-Site Facility Manager o Landscape maintenance o M&E preventative maintenance o Management of Amenity Spaces <p>The Concierge will oversee the site based team and will ensure that the Delivery & Service Plan for the development is adhered to, monitored and reviewed post-occupation. The Concierge will also appoint specific duties within the team including;</p> <ul style="list-style-type: none"> • Access Management • Goods In/ Servicing Management • Waste Management

In reviewing the management strategy for the completed development, the development has been assessed based on a single owner whereby all apartments are rented, together with a break-up sale development whereby an OMC will be required for the scheme. That being said, the application is for a Specific BTR development and therefore SPPRs 7 and 8 do directly apply in this instance.

3.0 Facilities and Amenities

The common areas of the completed development at the development will include;

- The external walls, foundations and roofs and internal load-bearing walls the entrance halls, landings, lifts, lift shafts, staircases and passages
- The access roads, footpaths, kerbs, paved, planted and landscaped areas, and boundary walls Architectural and water features

- All ducts and conduits, other than those within and serving only one unit in the development
- Cisterns, tanks, sewers, drains, pipes, wires, central heating boilers, other than such items within and serving only one unit in the development
- All indoor communal residential amenity/management facilities including a co-working space, communal meeting room/ workspace, foyer, toilets at ground floor of Block A; gym, changing rooms, toilets, resident's lounge, studio, laundry room, communal meeting room/ workspace, multi-function space with kitchen at ground floor of Block B; games room with kitchenette, media room, co-working space, resident's lounge, communal meeting room/ workspace, reception area, management office with ancillary staff room and toilets, toilets, parcel room at the ground floor of Block C;
- Resident and Community multi-use area
- Management and security
- Other areas that are from time to time provided for common use

3.1 Management Services & Obligations

These services will be managed and monitored through the on-site team and such rules as required will be put in place to ensure proper order. Management will provide services required to the estate and detailed in the title documents of all units. In addition to the prescribed services, The management company will be best positioned to provide additional services to improve the living experience for all residents on the estate. The services identified for the proper maintenance and upkeep of the residential development at the development include;

- Insurance
- Life Safety Systems, Fire Prevention & Protection
- On-Site Staff & Facilities
- Energy Consumption & Management
- Waste Management
- Fitness Centre Management
- Residents Multi-Function Areas
- Co-working areas
- Post & Parcel Delivery
- Resident Storage
- Maintenance
- Landscaping & Grounds
- Sinking Fund

4.0 Mobilisation Strategy

The management company will complete a mobilisation plan that is a high-level indicative approach and will be used to form the basis of a more comprehensive mobilisation plan in due course. This will be subdivided into a full breakout of a sub-plan for all the sites.

The tasks which will be completed during the mobilisation process will include:

- Agree on reporting streams and structures for the mobilisation period
- Complete site familiarisations for the full account team
- Confirm Account Teams' clearance levels are compliant with site-specific requirements
- Agree training requirements/content
- Asset identification/verification/criticality assessment
- Establish maintenance and operational procedures
- Compile PPM planners in line with the specifications provided
- Sub-contractor negotiations (including any change of sub-contractors)
- Compile sub-contractor PPM schedule
- Agree performance levels with sub-contractors
- Identify site rules

- Conduct H&S audit and compile procedures – site conditions and put Health & Safety structure in place
- Agree operations procedures
- Audit site for critical single points of failure
- Reactive and call-out services are set up and fully operational
- Agree audit procedure and implement
- Finalise new contractual documentation
- Finalise administration/records procedures
- Agree statutory test and inspections/records; set up e-Logbooks to ensure legislative compliance
- Review existing logbooks and set up logbooks for all sites
- Develop emergency response action plans
- Review and provide a gap analysis on the completeness and accuracy of existing O&Ms and drawings.



Figure 4.0 CGIs of the proposed development

5.0 Staffing Plan

Estate Manager / Concierge

The provision of Estate Manager / Concierge Services has now become the standard across the residential apartment market. Whilst acting as a security presence for the development, the Concierge is also there to make life easy and simple for residents.

A non-exhaustive list of services that will be provided through the Concierge include;

- First Port of Call for any issue
- Deliveries
- Dry Cleaning
- Key Holding
- Reservations
- Community Events Management
- Vehicle Management
- Valet Services
- Chambermaiding
- Visitor Management

Each Apartment will have a direct link to the Concierge/ Customer Care via their intercom but also through a dedicated Concierge Management System.

Initially, it is proposed that Concierge Services will operate 8-12 hours per day and this will be increased/ adjusted as the site matures and more residents take occupation.

Estate Manager

Role to include;

- Play a proactive and leading role in terms of the service, culture, development, team image, systems, procedures and skills.
- Liaising with the Managing Agents
- Rostering
- Scheduling the use of all the facilities with the residents
- Training of all the personnel
- Have detailed knowledge of the building from an operational perspective
- Oversee all communications with the residents i.e., weekly newsletter updates, upcoming events
- Resident Liaison
- Move in/ Out Management
- Understand and own the Health and Safety procedures of the development
- Preparation of annual operational budgets
- Management of contractors
- Managing the logistics of all the services in all the common areas while ensuring the minimum disruption to residents
- Managing the Building Management System App.
- Developing a community within the individual developments

The Ideal Candidate for this role will have a background in Property & Tenancy Management and a minimum of 5 years of experience and qualify for the appropriate PSRA licence. This resource will be an employee of the management company with salary and administration costs recharged through the landlord's operational budgets.

Customer Care Manager

It is proposed that initially, the Estate Offices would operate 12 hours Monday to Friday and 8 hours Saturday and Sunday with the role to include;

- Welcoming residents upon arrival in a friendly and efficient manner
- Acting as a point of reference
- Understanding resident's needs and offering them customised solutions
- Acquire extensive knowledge of the development and the surrounding amenities and services
- Delivering parcels to the residents when necessary
- Answer Phone calls/ make reservations
- Respond to complaints and find appropriate solutions
- Oversight of Amenity spaces
- Administration of Building Link System

It is anticipated that this role and the operation times of the Estate Office will evolve as the building is occupied and services are finalised.



Figure 5.0 CGIs of the proposed development

Maintenance Managers

A Maintenance Manager will be required to address both common area and estate general repairs and maintenance. In addition, this resource will act as the first port of call for repair issues within apartments. To this end, unnecessary 3rd party contractor callouts will be eliminated. As part of this role, the management company will seek to have in place a stock of consumables thus improving reaction times to general issues. The ideal candidate will be a general handyman with a level of electrical, plumbing and carpentry knowledge. It is anticipated that this role will initially be required Monday to Friday for a 40-hour shift. The specific hours of work are to be confirmed.

Third-Party Contractors

In addition to the site staff, a panel of approved sub-contractors will also be required within the portfolio for services to include;

- Life Safety System Maintenance
- Lift Maintenance
- Refuse Management
- Cleaning
- Grounds Maintenance
- M&E system Maintenance
- After Hours Call Outs

6.0 Partnerships

Residents will be able to benefit from the provision of on-site transportation options, including an electric car club operated by GoCar. There will be 5 no. Go Car spaces allocated for the proposed development will reduce the need for private car ownership among residents.

7.0 Long-Term Planning

Section 6.13 of the Apartment Guidelines 2018 requires that apartment applications shall:

“shall include a building lifecycle report, which in turn includes an assessment of long term running and maintenance costs as they would apply on a per residential unit basis at the time of application”

“demonstrate what measures have been specifically considered by the proposer to effectively manage and reduce costs for the benefit of residents.”

Carefully managed sinking funds will be maintained so that there is always funding in place for any future works requirements.

Sinking fund requirements vary from development to development and from building to building and the management company will calculate what is required for each element of the development by taking the expected costs of future works and dividing it by the number of years expected to pass before these costs are incurred. This approach ensures that;

- The Management Company fully understand the requirements of the Sinking Fund
- A specialist consultant is engaged to carry out a detailed assessment of the development
- Annual reviews are undertaken
- Proactive plan and schedule is put in place



Figure 6.0 CGIs of the proposed development

The elements of the buildings which should be incorporated into the calculation of the Sinking Fund include;

- Roofs
- Elevations
- Stair Cores & Lobbies
- Basement Car Park
- M&E Services
- Exterior

8.0 Management Systems and Procedures

After Hours Services and Procedures

One of the key modules of the management company's system is a service desk that operates on a 24/7 basis. This takes all reactive calls from occupiers related to facilities management issues. Against each service, there are defined service level agreements (SLAs) which measure the time to contain and the time to complete the works. Operators will be fully trained although outsourced to specialist third parties.

Management of On-Site Personnel

As documented previously, there will be a number of staff engaged across this portfolio and it is envisaged that there is potential for a combination of contracted employees through both the Management Company and other sub-contractors.

In terms of the management of on-site personnel, the proposed process and service will include;

- Advertisement and recruitment of all staff
- Confirmation of character records
- Execution of contracts of employment
- Review of workmanship standards of all contracted tasks

- Instruct and arrange required training
- Oversee work activities to ensure they are executed in a productive, efficient manner
- Arrange and implement holiday cover
- Support and train all staff on the delivery of services
- Confirm adequate equipment and clothing
- Arrange remuneration, including payslips, record all tax and social security deductions and statutory returns
- Comply with all statutory obligations
- Undertake regular performance reviews and provide feedback

Health and Safety Management

The Management Company needs to effectively manage risk and to comply with statutory requirements to protect the reputation of the development. It is considered that the 6 key steps to maintaining statutory compliance are:

- Establishment of policies and procedures
- Auditing and monitoring
- Training and competent staff
- Managing competent contractors
- Measuring performance
- Effective communication between all stakeholders.

If these controls are managed effectively then this will lead to several benefits, including:

- Risk control
- Reduction in operational costs, through accident avoidance, reduced claims and lost time
- Providing added value through engagement with occupiers and external stakeholders.

Insurance Administration

In accordance with the Management Company's covenants contained within the relevant leases (both commercial and the residential head leases), the management company will ensure that clients are advised on the correct level of insurance cover required annually including;

- All Risks
- Public Liability
- Employer's Liability
- Buildings
- Director's & Officer's Liability
- Loss of Rent/ Alternative Accommodation

In addition, each year, circa 8 weeks in advance of renewal the management company will commence negotiations on the renewal of policies including;

- Revised valuation issued to broker
- Review of claims
- Broker places policy to the market
- Broker reports back within 4 weeks
- Renewal terms issued to Client/OMC Directors for approval
- Policy Renewed

Any claims on the policy during the course of the year will be administered by the management company. This process is agreed upon in advance with both the Management Company and the relevant broker. The proposed in-house management system, RAMIS, logs and tracks all claims and incidents in one location on one database. This allows for outstanding management control in real-time.

House Management Rules

House Rules generally rely on voluntary compliance and the covenants are relatively standard and generally restrict certain actions such as excessive noise, use of balconies and the keeping of pets.

For the Residential OMC, the MUD ACT 2011 introduced empowerment to the OMC to introduce new rules deemed necessary to protect the overall interest of the development. Regular reminders will be issued to all occupants in relation to House Rules and the management company will have standard procedures and protocols in place to deal with House Rules breaches.



Figure 7.0 CGIs of the proposed development