A woman with short dark hair, wearing a white tank top and dark pants, is leaning on a black bicycle. She is looking towards a man on the right. The man has a beard, glasses, and is wearing a denim jacket and dark jeans. He is sitting on a metal stool and looking back at the woman. The background is a blurred city street with buildings and a hanging plant.

Cookstown Castle, Tallaght, Dublin 24

BTR Operational Management Plan

liv consult

Contents

Applicant	5
Development Description	5
Purpose and Scope	5
Development Overview	5
1.0 Management Structure	7
1.1 Responsibilities.....	7
2.0 Customer Service	7
2.1 On site Management Team.....	7
2.2 Partnerships	7
3.0 Leasing and Resident Management	8
3.1 General.....	8
3.1.1 Discipline.....	8
3.1.2 Living Together.....	8
3.1.3 Personal Belongings.....	8
3.1.4 Respect.....	8
3.1.5 Health and Safety.....	8
3.1.6g Illegal Drugs and other Illegal Substances.....	9
3.2 Move-in & Move-out	9
3.2.1 Arrival Procedure.....	9
3.2.2 Move-Out Procedure.....	9
3.2.3 Furniture.....	9
3.2.4 Concierge Service.....	9
3.2.5 Security and Access Control.....	9
4.0 Development Facilities & Operational Management Strategy	10

- 4.1 Post Delivery..... 10
- 4.1.2 Parcel Storage..... 10
- 4.1.3 Set Down Area / Unloading Area..... 10
- 4.1.4 Car Parking..... 10
- 4.1.5 Bicycle Storage..... 11
- 4.1.6 Bicycle Maintenance Area..... 11
- 4.1.7 Staff Welfare.....12
- 4.1.8 Landscaping and Management of External Areas.....12
- 4.1.9 Child-friendly Landscaping.....12
- 4.2 Marketing12
- 4.2.1 Social Media.....12
- 4.2.2 Smart Building Technology12
- 4.2.3 Lease Length and Contract Terms12
- 4.2.4 Management of Leasing Suite(s).....12
- 4.2.5 Leasing of Furniture.....13
- 4.2.6 Home Working13
- 4.2.7 Management of Communal Facilities13
- 4.2.8 Accessibility for Wider Community Use13
- 4.2.9 Customer Experience.....13
- 5.0 Operation and Management of Resident Amenity.....14**
- 5.1.1 Resident’s Lounge/ Clubhouse 14
- 5.1.2 Café 14
- 5.1.3 Amenity Space Rental..... 14
- 5.1.4 Gym.....15
- 5.1.5 Yoga Studio15
- 5.1.6 Resident Lounges/Tv/ Games Rooms15
- 5.1.7 External Roof Gardens16

6.0 Building and Operational Management Strategy 17

6.1 Fire Strategy.....17

6.1.2 Waste Management & Recycling.....17

7.0 Soft Services 17

7.1 Cleaning and Pest Control17

7.1.2 Window Cleaning..... 18

Applicant

Joseph Costello, Absolute Limousines Ltd and Boherkill Property Development Ltd.

Development Description

(i) Demolition of the existing industrial buildings; (ii) construction of a mixed-use development featuring: (a) 1104 no. 'build-to-rent' apartments in 4 no. blocks varying in height from four to eleven storeys; and (b) 4 no. commercial units at ground floor level of Blocks B and D, 1,500sqm of office space across first to sixth floor levels of Block D and a crèche, with associated outdoor play area, at ground floor level of Block C; (iii) road, junction and streetscape upgrade works along First Avenue, Cookstown Road and Old Belgard Road, including the installation a signalized junction at the intersection of First Avenue and Cookstown Road and Old Belgard Road and Cookstown Road; (iv) construction of 3 no. new roads and 1 no. pedestrian/cycle link to the Belgard Luas Stop; (v) construction of a public plaza in the south-western corner of the site; and (vi) associated site and infrastructural works are also proposed which include: foul and surface water drainage; attenuation tanks; lighting; landscaping; boundary fences; plant areas; ESB substations; internal hard landscaping, including footpaths and street furniture; and all associated site development works.

Purpose and Scope

This report has been developed with information provided by the Applicant, Joseph Costello, Absolute Limousines Ltd and Boherkill Property Development Ltd. in support of the application for a 1,104 unit Build to Rent development at Cookstown Castle, Tallaght, Dublin 24. The Applicant intends for this BTR development to significantly enhance the local area through creating a new vibrant rental community, whilst integrating with the local Residents through the provision of open facilities such as a Café, Creche and extensive landscaped open spaces.

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 Overview

The proposed development has been designed to encourage interaction and community amongst Residents. The development will comprise of 4 no. apartment blocks (A, B, C and D), providing 148x Studios, 460x 1 beds, 451x 2 beds and 45x 3 beds. The scheme provides blocks laid out over 4 – 11 storeys, with high levels of amenity space, open space and landscaping. Amenity provision will include the following:

- Gyms
- Stand alone Lounge/ Clubhouse
- Yoga/ Pilates Studio
- Resident Lounge/ TV/ Games Room
- Cinema/ Multimedia Room
- Roof Top Terraces and Lounges
- Private Events/ Party Spaces
- Bookable Kitchen/ Dining Space
- Designated Home Working Areas



A comprehensive community staffing strategy will be delivered to curate spaces and community events - including gym workouts, yoga and fitness classes, and regular curated social events, tea and coffee facilities in the communal areas, superfast Wi-Fi, as well as the security, concierge services.

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 over 12,000 properties in over 250 Residential sites throughout the UK. LIV has delivered operational management advice 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 proposed development 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. Each block will have a dedicated RSM to ensure effective and efficient on-site management. 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 retail spaces and café, which are 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 6-8 permanent staff on site at various times through the course of the day and evening. Roles will include a building manager, maintenance staff, leasing staff, night porters, cleaning staff and the RSMs.

All lettings will be published on Daft.ie and Residents will be attracted to the community through social media advertising. The lettings experience of potential Residents will be handled through the Operator management lettings team for the more formal tenant referencing process. The Lettings Team 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 who will facilitate all third-party contracts and service providers. In addition, we expect to provide an on-site leasing team, which can accept inquiries at very short notice and will be available to show potential Residents to show apartments and the marketing suite.

2.0 Customer Service

2.1 On site Management Team

The resident services team will have a prominent and active on-site presence. Contact details of the key on-site management team will be dealt with upon appointment, but they will be provided with a mobile phone for the provision of swift service to Residents and other facilities to communicate swiftly with the asset management team. Residents will also be able to communicate with the management team through the white-label mobile smartphone app which encourages communication on events, maintenance alerts and other notifications.

2.2 Partnerships

The Residents will benefit from the use of transportation options through on-site relationships including an electric car club, provided by Go-Car or a similar operator. Several car parking spaces will be allocated to operate the shared vehicle scheme. This is a successful way of reducing car dependency and a CGI rendering of the Go-Car fleet is presented below.



Source: Go-Car

3.0 Leasing and Resident 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 Living Together

Residents at Cookstown Castle will be encouraged to live harmoniously with each other and forge friendships in shared interest clubs e.g. Running clubs, movie nights, games nights. In the event of disagreements between Residents, the RSM will facilitate any conflict resolution within the conditions of their contract.

3.1.3 Personal Belongings

Residents at Cookstown Castle 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.

3.1.4 Respect

The community will incorporate a charter for Residents to adhere to relating to mutual respect among Residents, as well as towards the onsite management team.

3.1.5 Health and Safety

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

3.1.6g 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

Each block will contain a Reception/ Concierge area where Residents 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 minimizing the major of heavy-load movement in the on-site lifts.

3.2.4 Concierge Service

Cookstown Castle will feature concierge located in the Reception area of each block. Their responsibilities include welcoming all visitors, Residents and collecting all parcels/ deliveries when received. It will also be their responsibility to greet and take details of 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

Cookstown Castle's 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 or mobile phone (resident app) 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 Delivery

Each Block within the scheme will feature a post management system to ensure convenience for Residents. Post boxes will be situated within each reception and the areas will be accessible to the postal services without the need for a tradesperson 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.

4.1.2 Parcel Storage

Within each block a parcel system will be located in each Reception/Concierge area with the potential for an overflow packages to be stored by the management team in a secure area. 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. An example of this type of facility is below.



Source: Bringme Parcel Storage

4.1.3 Set Down Area / Unloading Area

The Resident Services Managers will oversee the delivery and unloading of materials and items at the concierge entrances. Residents will be provided with a time slot ahead of move-in and move-out to manage traffic effectively. As the units will be let furnished as standard, a streamlined move in/ move out process can be facilitated.

4.1.4 Car Parking

A total of 351 car parking spaces (with c. 17 disabled spaces) are located on site at the ground floor of each block. Provision will be made for electric vehicle charging points and spaces for a car sharing schemes such as Go Car. The parking area for each block will be accessible through a steel gate with a

remote-control access system or Automatic Number Plate Recognition (ANPR) system. Across the development these spaces are broken down as follows:

Block A:	72 (68 Standard and 4 Disabled)
Block B:	57 Standard
Block C:	42 Standard
Block D:	30 Standard
Office:	19 Standard (17 Standard and 2 Disabled)
Surface:	131 (120 Standard and 11 Disabled)

4.1.5 Bicycle Storage

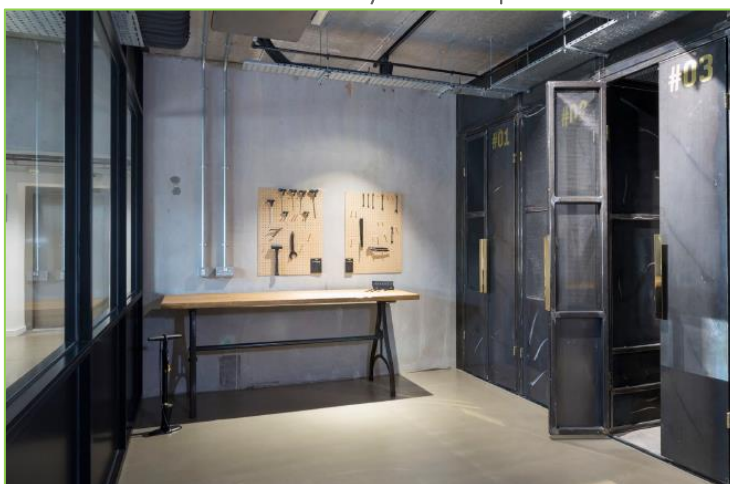
The development provides for 1,860 bicycle spaces in total: 1,464 Resident spaces and 396 visitor spaces. Across the development these spaces are broken down as follows:

Block A:	540 Resident spaces
Block B:	336 Resident spaces
Block C:	336 Resident spaces
Block D:	252 Resident spaces
Surface:	396 Visitor spaces

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. All outdoor spaces will be well lit to ensure Resident safety.

4.1.6 Bicycle Maintenance Area

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



Precedent Image: Bicycle Workshop

4.1.7 Staff Welfare

The Resident services managers will have their own lockers, kitchen space and facilities for breaks in order to enhance on-site staff wellbeing and avail of some privacy.

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 terraces 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 Child-friendly Landscaping

The development will include a communal outdoor space that will be designed to be child-friendly and welcoming as an open space for families. The enclosed courtyards will be furnished with sufficient green spaces and seating, particularly around the Creche in Block C. The maintenance of these areas 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.

4.2.2 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.

4.2.3 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 demand.

4.2.4 Management of Leasing Suite(s)

A leasing suite will be contained within the main reception/ concierge areas, with a main suite in Block B. 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.

4.2.5 Leasing of Furniture

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

4.2.6 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 Lounge/ Workhubs and dedicated spaces in the Concierge/ Reception areas will be made available for private working during the day. In times of good weather, Residents will be able to use the external landscaped courtyards and roof terraces as working space.

4.2.7 Management of Communal Facilities

Resident managers will bear the responsibility of ensuring that the communal facilities are kept tidy and clean. For all lounges, home working spaces and event spaces, Residents will have the responsibility for keeping these areas tidy and presentable throughout usage. Appropriate signage will be displayed to act as a reminder for Residents.

4.2.8 Accessibility for Wider Community Use

It is intended that the café at the Corner of Block B, fronting onto Cookstown Road, will be made welcoming for the local community and those travelling by Luas. Further commercial space in the form of a Creche facility in Block C, will also be accessible to the general public.

4.2.9 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

Across the entire development there will be a range of Resident Amenities designed to encourage community and interaction between Residents. As the development will be built in phases, the amenity offering will grow over time in line with the increasing number of Residents. It is intended that Residents will have full access to the amenities across the development and usage will not be restricted to each specific block. Key fob access will be implemented to ensure security throughout the development.

5.1.1 Resident's Lounge/ Clubhouse

At first floor level of Block B, there will be a single storey Clubhouse for the use of Residents. This will be an attractive glazed building overlooking the plaza and will be a multi-functional space, offering space for Residents to work/ socialise during the day or for relaxing and social events in the evening. The Clubhouse will have secure access and it will be the responsibility of the RSM for the Block to maintain this area. The Clubhouse will be available to residents at agreed hours, set by the RSM. The space will include a storeroom and WC facilities.

5.1.2 Café

The ground floor of Block A will include a Resident's Café/Bar. This will be operated by the management team and is positioned along the pedestrian route to the Belgard Luas Stop. The Café/Bar will benefit from an outdoor decking area with seating for residents and members of the public.



Precedent Images – Café

Within the wider development a commercially operated Café/ Bar/ Restaurant will be located in the southern portion of Block B, overlooking the Central Plaza. This will be an active space among extensively landscaped grounds.

5.1.3 Amenity Space Rental

Much of the ground floor amenity space throughout the development will be allocated as event space for home working, private parties, community events and dinner parties. These spaces will be furnished and available during hours to be agreed with the management operator. One function of the bookable space would be to cater for gatherings or children's birthday parties, which would provide Residents with an extended living space outside of the home. A larger meeting/ events room

will be available in the southern part of Block B. This area will be equipped with high quality facilities including dining facilities for Residents to entertain.

5.1.4 Gym

A series of Gyms will be available in convenient locations around the development. The gyms are intended for Residents as part of the Residential amenity space. The gyms will be managed by the RSMs and will be available 24 hours a day. Entry will be through secure fob access. Cleaning and facilities management of all equipment will be the responsibility of RSM and the on site cleaning staff. The spaces will have high-quality equipment and all Residents will have to be compliant with appropriate regulations before use. It will be the responsibility of the RSMs to manage and organize gym inductions for Residents' safety when using the equipment.

5.1.5 Yoga Studio

In addition to the gym areas, there will be a Yoga/ Pilates studio in Block A which will have high quality design and interiors. This will be a well-lit, flexible spaces suitable for many uses.



Precedent Images- Gym and Wellness

5.1.6 Resident Lounges/Tv/ Games Rooms

A series of Resident Lounges will be provided throughout the development at ground floor level and at 7th and 8th floors. These will be multi-functional areas with spaces for relaxing, watching TV and for workspace. These spaces will enable Resident interaction and the formation of friendships. The games area will include activities such as a snooker table, ping pong table and board games. Regular events will be held in this space by the RSM for enjoyment by all residents. As with other onsite communal areas, the maintenance of the lounges will fall within the purview of the onsite management team.





Precedent Images- Residents' Lounge/ Media and Games Room

5.1.7 External Roof Gardens

A series of roof gardens will be provided throughout the development, designed to provide inviting spaces for Residents to relax, exercise, socialise and enjoy the surrounding views. The gardens will be located at the following levels within each block:

- Block A: 7th Floor
- Block B: 8th Floor
- Block C: 7th and 8th Floors

Each garden will be accessed off a Resident's lounge. The roof gardens will have limited access during the overnight period and will have key fob access. The roof gardens will have extensive planting and landscaping with some covered areas designed for passive and active functions.



Precedent Image- Roof Garden

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

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

Each block will have its own Bin Store at Ground Floor Level. Blocks B and C will have separate bin stores in the north and south blocks to facilitate ease of travel for Residents. The on-site management team will have the responsibility of moving the waste containers to the collection point 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.