



**CLIENT:**  
**GLENVEAGH LIVING LTD**

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**PROJECT NAME:**  
**CASTLEFORBES SHD**

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**PROPERTY MANAGEMENT**  
**STRATEGY REPORT**

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**NOVEMBER 2020**



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**SECTION I**  
INTRODUCTION

## Section 1 Introduction

### Executive Summary

Aramark Property were instructed by Glenveagh Living Ltd, to provide a report on the property management strategy for the public realm maintenance & management of their proposed mix-use development at Castleforbes Business Park, Sheriff Street Upper, North Dock, Dublin 1.

Post construction, it is envisaged the new development will form a controlling management company. As with any large mix-use scheme, the main challenge for the developer will be to maintain a secure, peaceful and attractive environment on a 24/7 basis while each occupier in the development carries out their business.

The constitution of an overarching management company will be drafted by legal counsel to reflect the different types of ownership. Ultimately the constitution will set out the basis to which the different stakeholders contribute to the shared areas of the estate. This is a typical structure utilised in estates which are made up of differing owners, tenants, residents and the wider community.

It will be necessary to construct a service charge matrix and each owner or tenant will contribute to this based on their apportionment. Each owner / tenant will be legally contracted to contribute to the service charge regime.

The intention of this report is to set out the management strategy for the scheme post construction in order to demonstrate how once operational, the mechanics of the property management and public realm maintenance will work in practice and be maintained to the highest standards.



## Development Description

The development will consist of the demolition of all structures on the site and the construction of a mixed use residential development set out in 9 no. blocks, ranging in height from 1 to 18 storeys, above part basement/upper ground level, to accommodate 702 no. build to rent residential units, retail/café/restaurant units, cultural building, creche and residential tenant amenity.

The site will accommodate car parking spaces, bicycle parking, storage, services and plant areas. The residential buildings are arranged around a central open space (at ground level) and raised residential courtyards at upper ground level over part basement level. Ground floor level uses located onto Sheriff Street and into the central open space include a cultural building, retail/restaurant/cafe units, and tenant amenity space.

Two vehicular access points are proposed along Sheriff Street, and the part basement car parking is split into two areas accordingly, accommodating bicycle parking spaces, car parking spaces, plant, storage areas and other associated facilities. The main pedestrian access is located centrally along Sheriff Street with additional access points from East Rd and from the eastern end of Sheriff Street.

The application also includes for a pocket park on the corner of Sheriff Street Upper and East Rd to be provided as a temporary development prior to additional future development on this part of the site. A detailed development description is set out in the Statutory Notices.



Schedule of Accommodation

## Subject SHD Application

	(no)	%age
<b>MIX SUMMARY (ALL RESIDENTIAL COMPONENTS)</b>		
Studios	100	14.2%
1 Bed Apartment	406	57.8%
2 Bed Apartment	169	24.1%
3 Bed Apartment	15	2.1%
2 bed Duplex	8	1.1%
Live/Work	4	0.6%
<b>TOTAL RESIDENTIAL UNITS</b>	<b>702</b>	<b>100%</b>

**DEVELOPMENT SUMMARY**

Gross Site Area	24,400	
Development Area:	18,600sq.m	1.860ha.
TOTAL RESIDENTIAL UNITS:	702	
DENSITY:	377	units per hectare
Plot Ratio	3.38	
Site Coverage		
CAR PARKING SPACES:	179 spaces	
	<b>Ratio: 0.25</b>	
BIKE PARKING SPACES:	1,010 bikes	

Resi Amenity 1263.9

**Non Residential**

Cultural Block	2859.5
Montessori	469.6
Retail	1154.2
<b>Total</b>	<b>4,483.3 sq.m</b>

Ancillary Spaces (bins/comms/plant) 340.4 sq.m

Residential (levels 00 - lev 14) 56,937.5 sq.m

**Total Development -G.I.A** **63,025.1 sq.m**

Source: Architects Design Statement



# **SECTION 2**

## **RELEVANT EXPERIENCE**

## Section 2 Summary of Relevant Experience

Aramark Property is the largest dedicated property management provider in Ireland, with over 40 years' experience in residential, office, retail, and mixed-use developments. Some of our relevant case studies on major schemes that involve residential management would be:

- Beacon South Quarter
- Fernbank
- Opus
- Capital Dock

Our role within these developments includes the property management of the common areas, internal demises and estate areas as well as management of some individual stakeholder's properties. Each estate has several interested parties and it is Aramark's role to maintain the estate and common areas to a high standard as well as meeting the requirements of the different interested parties.



**BEACON SOUTH QUARTER**



**FERNBANK**



**OPUS**



**CAPITAL DOCK**





# **SECTION 3**

## APPOINTMENT OF PROPERTY MANAGING AGENT

### **Section 3 Appointment of Property Managing Agent & Associated Responsibilities**

#### **Appointment of Property Managing Agent and Associated Responsibilities**

The timing of the appointment of an experienced property management agent by the applicant and subsequent engagement between the agent and the developer would be recommended to take place at least nine months in advance of completion. Our experience shows that the successful outcome on completion can be aided when a property management agent is in place in order to consult and advise on the operational management strategy.

The property managing agent would be appointed to manage the estate and common areas on behalf of the future owners to ensure that the scheme is well managed, and the development is maintained to an extremely high level in line with the planning application for this scheme.

The property managing agents will be responsible for setting the service charge budget for the common areas and the estate. In order to effectively manage the estate and common areas an annual budget would be billed to the owners on a quarterly in advance basis to ensure enough funds are received to enable effective management of the estate.

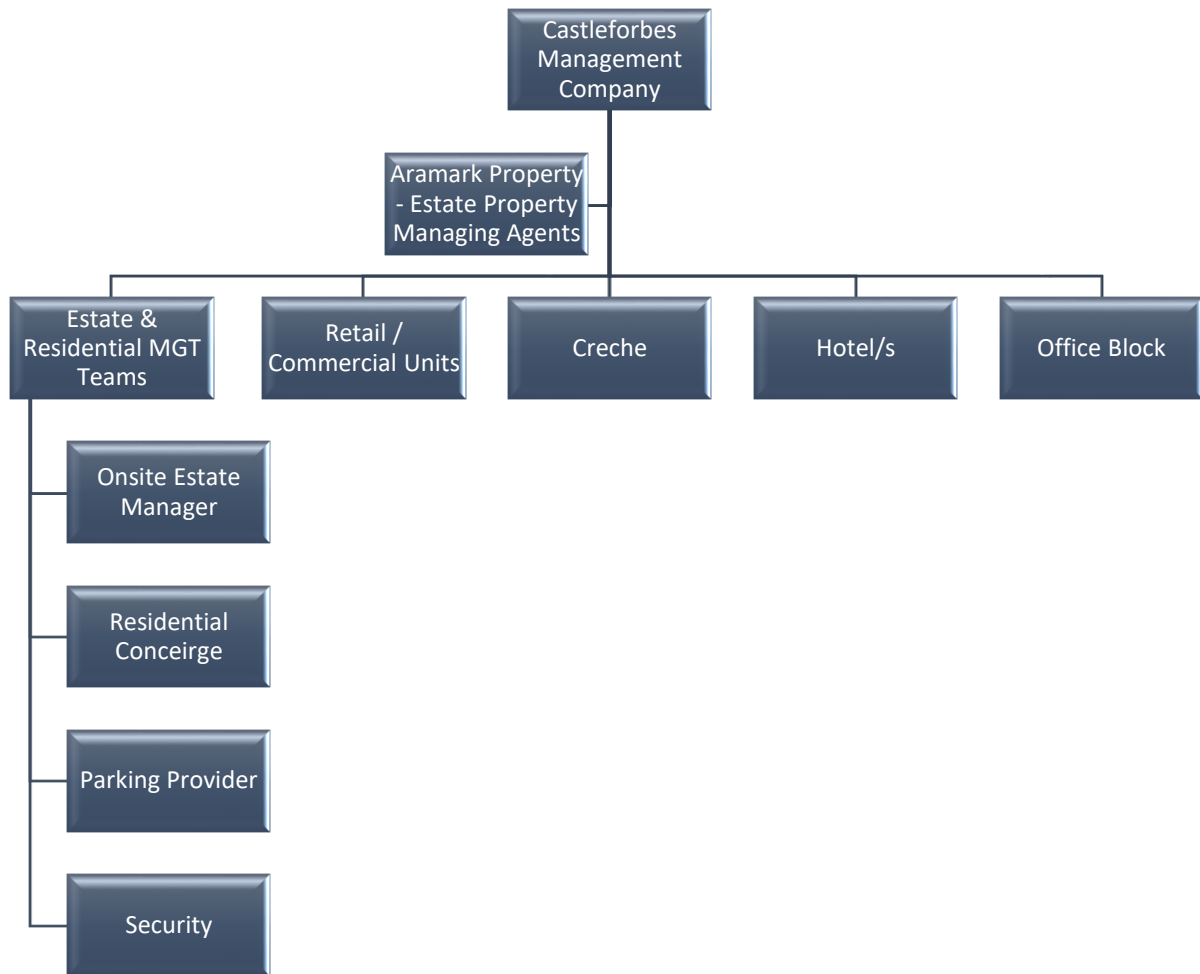
#### **Proposed Management Company Structure**

It is Glenveagh Livings Ltd intention that the development will be run by a management company which will in turn appoint a property management agent to manage the common area and estate of the development.

The purpose of this management company will be to establish a controlling entity that will assume ownership over the development post construction phase. This will ensure the estate common areas, public realm and shared areas of the development are retained as the legal responsibility of this Management Company.

The constitution of the management company will be drafted by legal counsel and the shareholding will be made up pro-rata by the apportionment of the apartments and owners that occupy the scheme. The management company will retain control of all shared areas and external public realm. Each building as it is finished will contribute to the cost of running the common areas, it will be necessary to construct a service charge matrix and each owner will contribute to this based on their apportionment to the overall estate. Each owner / tenant will be legally contracted to contribute to the estate service charge regime through leasing arrangements established.

**Proposed Structure – Hierarchy of Title**



**Legal Entity**

The Management Company will be formed as a separate legal entity for the sole purpose of management of the shared common areas. The entity will be formed prior to a sale of the independent blocks or units and prior to the rental / sale of the commercial units within the development so as the structure and legal entity is set out prior to any lease implementation. In order to effectively maintain the development, the Management Company will then be responsible for appointing an independent property management agent to manage the operational, financial and legal aspects associated with the common area management.



# SECTION 4

AMENITY  
CONSIDERATIONS  
& MANAGEMENT

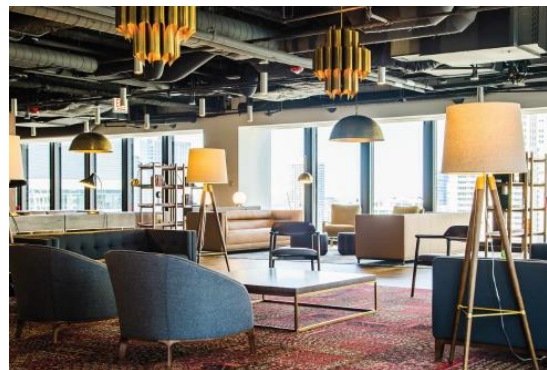
## Section 4 Amenity Considerations & Management

### Considerations

The development has been designed with quality of amenity space as a central consideration for both residents and the wider community. The proposals combine a varied mix of uses, ranging from retail, to cultural and community uses to support the new residential community.

Throughout the scheme there are several areas which are dedicated to resident and community use. Ranging in size and functions, these include;

- Resident Amenity Spaces (To include gym, co-work, lounge etc)
- Public Plaza's
- Community Centre
- Creche
- Retail Units



The intent is to engage the community and raise awareness of environmental and sustainable issues, as well as providing childcare facilities for the community and providing a space that the community can engage with. A wide range of public spaces such as open green spaces are accessible and linked to each other by a well thought through network of pedestrian paths throughout the entire scheme.

The Cultural Building will have an open floor plate which allow for various different events and activities as required by the local community. Examples of these are:

- Workshops
- Events
- Yoga Classes
- Exhibitions
- Community Events
- Workspace Startups
- Food market



Source: Architects Design Statement

## Cultural Management

There are several communal areas in the development that have the ability and provision to be used as curated spaces which could be used for potential external entertainment and events. Some possible events could include; street performances, dancing, market stalls and cultural type performances focused around seasonal events such as Christmas, Easter and Halloween. Flexibility should be allowed by the management team to consider each event and other possibilities in the future.



## Management of Estate Community and Amenities

### Management Offices

The development will have a designated management office and concierge suite, this office will focus on management of the residential blocks as well as the overall estate and the overarching management of the scheme, with an emphasis on security, pedestrian access, waste marshalling area, parcel deliveries, car parking, events management and community and stakeholder engagement.

The services building will provide a meeting place for residents, additional security, and a central hub where key estate and resident management services will be offered. For the management team, it provides a single space or base from which these elements can be pooled and managed efficiently.

### **Onsite Estate Manager**

The on-site estate manager would also be responsible for overseeing and coordinating resident / tenant move in/out strategy in terms of deliveries, loading bay etc.

The service would operate from the services space provided. The onsite estate manager would be responsible for achieving a sense of community within the scheme.

The Onsite Estate Management Team will be primarily responsible for the following: -

- Management and implementation of the parking and mobility strategy;
- Management of lease agreements and operational budgeting for the effective management of the common areas;
- Management of contractors and other requirements of efficient building and estate operation;
- Co-ordination of stakeholder and community events and engagement;
- Ensuring that the appropriate standards for resident and tenant behavior are upheld, creating a secure and friendly environment.
- Management of delivery strategies to ensure full access to facilitate deliveries for all stakeholders as required.

### **Concierge Team**

The development will have a designated concierge office. The opening hours are envisaged to be from 08.00 to 20.00 Monday to Friday, Saturday - Sunday 09.00 to 14.00.

Contact details of the key onsite Management Team will be shared on move-in, which include a centralised mobile phone number. It is intended that residents will also be able to communicate with the Management Team via a dedicated building website/portal. This will encourage communication on events, maintenance alerts and other notifications.

The Residential Concierge Team will be primarily responsible for the following: -

- Resident communication;
- Management of the move-in and move-out process;
- Management of contractors and other requirements of efficient building operation;
- Co-ordination of post/parcel deliveries;
- Co-ordination of resident events and engagement;
- Ensuring that the appropriate standards for resident behavior are upheld, creating a secure and friendly environment.
- Work closely with the estate managing agent





# SECTION 5

Summary of Cost Headings  
Included in the Service Charge  
Budget

## **Section 5 Summary of Cost Headings Included in the Service Charge Budget**

The operational service charge budget will cover all aspects of the estate and common area management. Please see a brief overview of the services we would anticipate would be covered:

### **Management Costs**

- This aspect of the budget would cover any direct management of the estate and common areas. This includes the managing agent's costs, any on site staffing costs, the company audit fee and any other consultancy works that may be required.

### **Utilities**

- Any costs incurred for water usage (from any water feature or watering of the landscaping), electricity (public lighting etc.) and gas (if any).
- Energy conservation has been incorporated into the design in many ways. Measures such as LED lighting systems including a specification that all internal common light fittings, where safely practical, have been designed to include passive infra-red sensors (PIR's).

### **Soft Services**

#### **Security**

- This element of the budget will allow for any Security Guarding or patrol requirements that may be required outside of the onsite staff teams working hours. It will also make a provision for the maintenance and repair to any security systems including CCTV, access control systems amongst others.

#### **Cleaning**

- The cleaning of the external and internal common areas will be covered under this section. It is vitally important that the estate common areas are kept as clean as possible and any vandalism or graffiti is addressed as quickly as possible.
- The maintenance schedule will be put in place and will ensure common areas are checked and cleaned daily.
- Any common furniture, water feature, sculpture and litter bins will form part of the cleaning and maintenance protocols which will be defined by the appointed agents.

- Window cleaning and external façade cleaning carried out 2 – 4 times per annum using boom lift, cherry picker, abseiling or reach and wash system where appropriate.
- Any common areas with furniture and litter bins will form part of the cleaning and maintenance protocols.

### **Waste Management**

- Bin stores will be regularly inspected to ensure the area is clean, secure and free from hazards. The residents and tenants will take all waste and recycling to this location for disposal.
- Facilities and guidance to residents will be provided to ensure high levels of recycling/brown bin recycling and reduction of waste. Residents will be required to segregate waste within their own units. This will be closely monitored by the onsite resident's management team.
- Signage will be posted on or above the bins to show which wastes can be put in each receptacle. Residents will be informed by the management company where they are required to deposit their waste and fobs/keys for access to their dedicated storage areas will be provided.

#### **Collections:**

- Collections frequency and designated collection points to be confirmed.

### **Health and Safety**

- The Management Team, post-handover, will design a health and safety strategy and Occupiers' Handbook that will ensure the development has the utmost health and safety standards which ensure the wellbeing of the residents and the staff/contractors that will be managing the development.
- The Handbook will contain protocols for the times of operation, weather events, planned shutdowns of the water etc.
- The amenity areas will be the focal point of the development and will have a specific health and safety focus. The Management Team will work with the insurance surveyors to ensure that this policy is suitable for an area with use of this nature. There will be an individual set of risk assessments and method statements relating to any outdoor areas.
- This document will also govern the protocols for contractors visiting site to carry out works.
- A comprehensive General Risk Assessment to be completed by an appointed surveyor prior to occupation of the building.

### Hard Services

- An allowance will also be made for any maintenance required on plant and machinery. This includes the servicing and management of any pumps, lifts, gates, other items of plant located within the external and internal common areas.
- There will also be a budget for general repairs which will cover basic works such as lighting repairs and any rectification to areas of the common areas that may become damaged or dilapidated.

### **Open Spaces & Landscaping**

- Based on the landscape plans received the garden and outside open space will be of the forefront of management’s maintenance priorities.
- Given the proposed communal garden design and open space it will be essential for an appropriate maintenance schedule to be devised and implemented by the managing agents, with a focus on the planting scheme as envisaged by the landscape architects being maintained and enhanced as the scheme develops.
- There will also be a schedule of maintenance in place for cleaning of hard surfaces and garden features throughout the communal garden areas and open spaces.
- The landscape maintenance schedule will include annual contracts that specify weekly visits by the external contractors and this service will be closely managed and tailored to suit the scheme specifics to ensure a high standard is upheld.
- A policy document will be developed around this process and issued to all residents / tenants of the overall estate.



### Communal Outdoor Spaces

- The outdoor community amenity spaces would allow outdoor events, such as barbecues, outdoor cinema and other events. These would be organised by the on-site team to the benefit of residents and community. Attendance at all community events will be organised and controlled centrally through the estate management team, with the assistance of the on-site security team.



### Green Roofs

- A primary consideration is the requirement allow regular inspections for maintenance visits so of the green roofs and communal areas. This has been incorporated into the design.
- Irrigation not required for high level green roof gardens but access to a water point is advantageous.
- Biodiverse planting on roofs – generally minimal maintenance required however some trimming of grass / pruning of selected plants in summer will be required. A regular inspection of drainage systems to remove unwanted debris will be enforced.
- We propose the initial landscape contractor is retained and contracted for a minimum period of 12 - 24 months post completion to give full chance of thriving over 1-2 seasons.
- Health and safety – lanyards / tie in / safe access points for maintenance workers is all being considered at design level.

### Building Management System (BMS)

- The Building Management System will be maintained in accordance with manufacturer guidelines

### **Access Control**

- Provision for all electronic access control systems including access control devices that control barriers to bicycle storerooms and block entrance doors will be made.
- Residents will also be provided with keys for their apartments. Visitors to the building will be encouraged to dial directly to the apartments via the door entry system and will not be permitted access into the Residential areas without this access being permitted.

### **CCTV**

- Location: CCTV will be in operation in key circulation areas as part of the overall security strategy.
- Monitoring: All CCTV systems shall be configured such that they form one site wide system that can be remotely monitored from the management office.
- Maintenance: Provision will be in place for camera maintenance and routine checks in accordance with manufacturer guidelines.
- GDPR compliance will be paramount.

### **Water Management**

- Cold Water Storage & Feed: The cold-water storage and feed will be maintained in accordance with manufacturer guidelines.
- Risk Assessment: An independent and comprehensive Legionella Risk Assessment and Water Testing will be completed. Both are to be completed by an approved survey prior to occupation.
- Tanks: The water tanks will be maintained in accordance with manufacturer guidelines.
- Pumps: The pumps will be maintained in accordance with manufacturer guidelines.

### **Fire**

- Evacuation:
  - Excavation Strategy / Resident Guide: 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.
  - Signage: Appropriate exit signage will be in place throughout the property.
  - Notices: Notices will be display in high traffic areas advising of the fire action policy.
- Prevention Equipment: The Management Team will ensure FPE is provided following the recommendation from an independent survey.
- Risk Assessment will be instructed to be carried out by an independent and comprehensive Fire Risk Assessment to be complete prior to occupation of the building.

- Alarm: The fire alarm panel will be maintained and serviced in accordance with manufacturer guidelines. Each unit will have its own fire alarm system.
- Dry and wet risers: Dry and wet risers will be maintained in accordance with manufacturer guidelines.
- Sprinklers: The sprinklers will be maintained by a suitably qualified professional and serviced in accordance with manufacturer guidelines. The Property Manager will ensure appropriate contracts are in place with a contractor for maintenance of the risers.

## Parking & Mobility Management Plan

### Schedule of Car & Bicycle Parking

	Car Park 1	Car Park 2	Total
Standard Spaces	81	89	170
Accessible Spaces	4	5	9
<b>Total</b>	<b>85</b>	<b>94</b>	<b>179</b>

Land Use		Units / GFA	Proposed Bicycle Parking	
			Short Term	Long Term
Residential	Apartments	698	352	1040
	Live/Work Units	4		
Commercial	Retail	1154m <sup>2</sup>		
	Creche	469.6m <sup>2</sup>		
<b>Sub Total</b>			<b>352</b>	<b>1040</b>
<b>Total</b>			<b>1,392</b>	

Source: DBFL – Parking Strategy

### Car Parking Management Strategy

A residential apartment (702 No.) car parking ratio of approximately 0.25 spaces to every residential apartment has been adopted for this development. A total of 179 No. car parking spaces have been allocated to residents of the development. The residential car parking spaces are located at basement level, in the western and eastern basement car parks where direct access to ‘residential’ core lifts is available.

The management company will ensure an active parking management strategy is regularly enforced in the estate via the on-site estate management team. Car parking spaces will be allocated in accordance with Management Company policies and leasing structure for the development. The letting of an apartment will not guarantee the right to a designated parking space.

Access to the basement parking area will be controlled by a combination of barriers and shutters to ensure unpermitted vehicles cannot gain entry. The barrier will be located on the basement ramp, set back a sufficient distance to ensure queued vehicles do not obstruct either the footpath or carriageway. Access for this area will be facilitated by coded entry and/or Automatic Number Plate Recognition (ANPR) system which will permit only registered vehicles to enter.



The car parking provision for the proposed development (179 No. car parking spaces) is divided between 2 No. internal car park locations within the development. These 2 No. basement level car parks will be accessible via the western and the eastern site accesses on the R101 Sheriff Street Upper.



Visitors to the development will not be able to enter the basement residential component of the car parks. No visitor car parking will be provided given the site's proximity to public transport and surrounding off-street parking facilities.

The recommendation to combat abuse of parking facilities and abandonment of cars is generally to implement a clamping regime. A clamping regime can be tailored to suit the management structure and would start off by engaging in a contract with a preferred supplier.

As a starting point to the clamping regime a comprehensive signage package should be delivered. This will make all residents, tenants and visitors to the scheme aware that parking is prohibited.

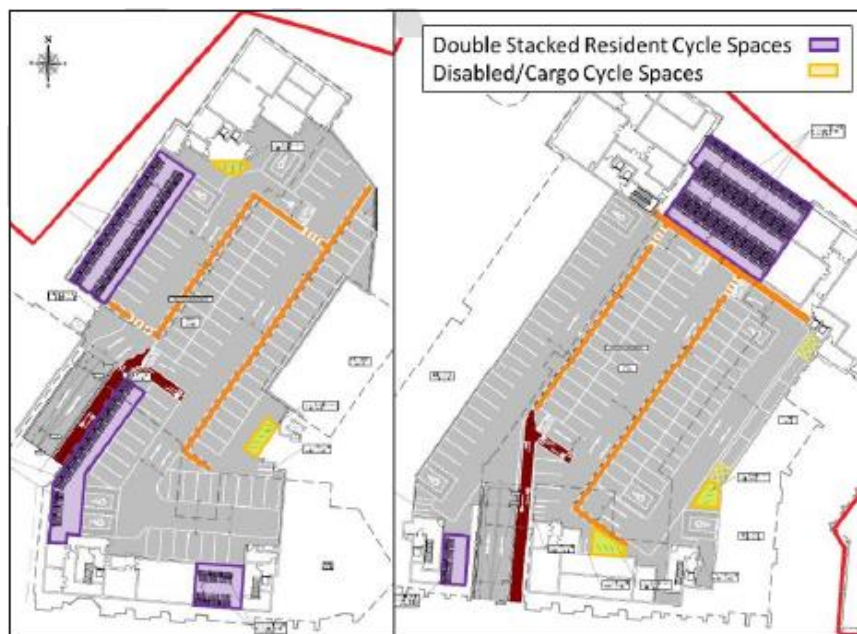
When the residential component of the developed opens and is occupied. Residents will only be able to utilise their allocated car parking space and the onsite management team will provide a permit to the resident who will display it on the window of the vehicle.

If no car parking spaces are available, the future resident will be informed of this prior to occupation of a residential unit. An alternative to car ownership will be available through a car club scheme, this scheme will be implemented and managed by the onsite management team. There are 3 spaces reserved for car club use and 12 for motorcycles.

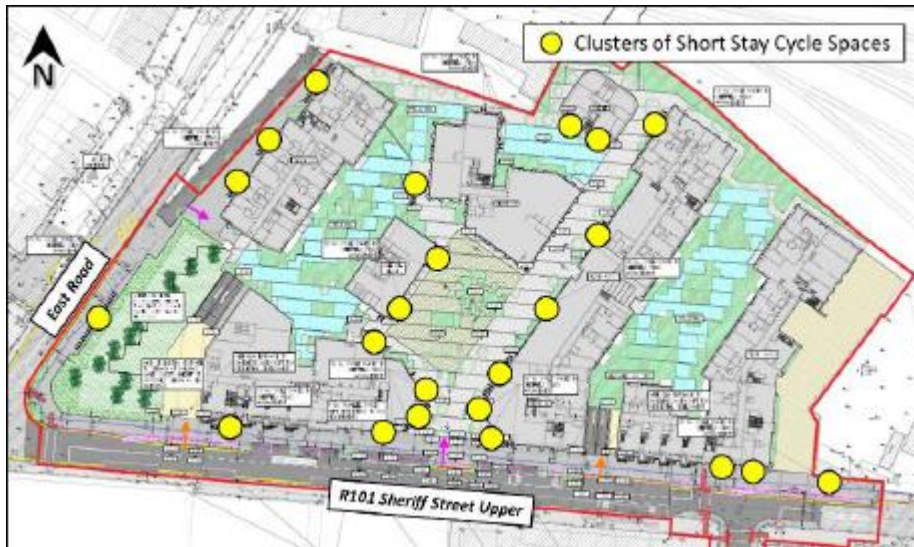
No car parking is proposed to be provided or assigned to the commercial (non-residential) aspects of the scheme proposals which include retail and creche activity. It is noted however, that 7 no. on-street spaces will be provided over the SHD site extents along Sheriff Street Upper. Whilst these cannot be allocated to individual uses on-site, they will be publicly available and subject to a Pay & Display enforcement regime.

### Bicycle Management Strategy

A total of 1,392 cycle parking spaces are provided for both residents and visitors to the development. The proposals include the provision of a total of 1010 no. long term bicycle parking spaces and 30 no. disabled / cargo bicycle parking spaces at basement level and 352 no. short stay visitor spaces at surface level within the subject Castleforbes Development.



We note that the bicycle spaces are to be provided in the basement via stacked parking. A secure facility will assist in preventing theft or abandoned bikes becoming common and taking up spaces, however in the event of significant abandoned bicycles, managing agents typically “cull” bicycle parking by removing abandoned bicycles after a short time has elapsed.



### Mobility Management Strategy

The onsite management team will perform the function of a mobility manager while creating a mobility management plan for the site. The primary duties of the Mobility Manager are:

- To develop and oversee the implementation of the initiatives outlined in the plan
- To actively manage the residential, retail, creche, office, hotel, and visitor car & bicycle parking
- To actively manage the vehicle access routes to incorporate loading, deliveries, drop of visitor parking
- To manage public transport discount fare schemes, cycle promotion schemes and events
- To provide “travel advice and information” to residents.



**SECTION 6**  
CONCLUSION & CONTACT  
DETAILS

## Section 6 Conclusion

Based on the information provided, Aramark Property have considered the schemes proposals. From our experience to date of similar schemes we have set out an overview of how we believe the overarching management of the scheme can be successfully managed in best practice for the benefit of the owners of this scheme, the future occupiers and the wider community.

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### Aramark Key Service Lines



**Document Control Sheet**

<b>Client:</b>	<b>GLENVEAGH LIVING LTD</b>
<b>Project Title:</b>	CASTLEFORBES SHD
<b>Document Title:</b>	PROPERTY MANAGEMENT STRATEGY REPORT

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