



Belcamp Hall, Malahide Road, Dublin 17

Gerard Gannon Properties

BTR Operational Management Plan
May 22



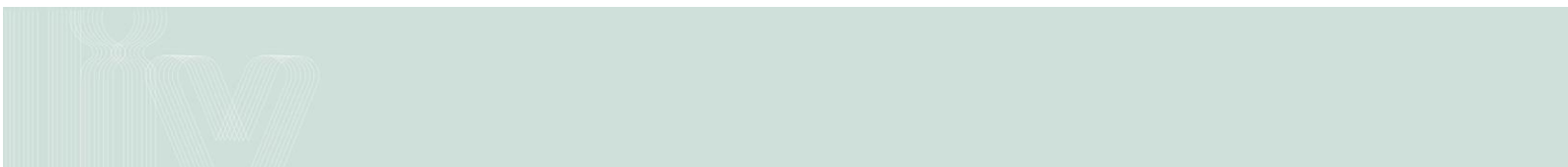
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Contents

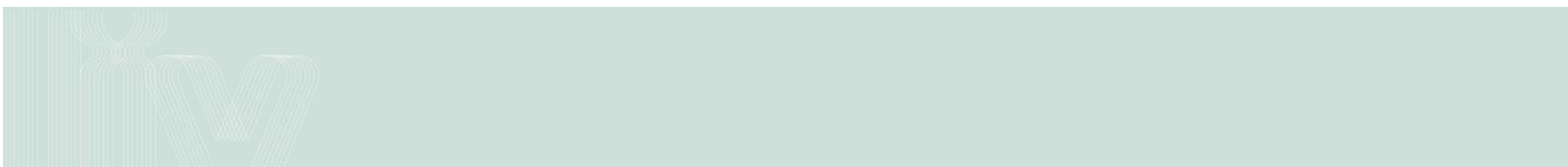
Contents	2
Purpose and Scope	5
Development Description	5
1.0 Management Structure	7
1.1 Responsibilities.....	7
2.0 Customer Service	7
2.1 On-Site Management Team.....	7
3.0 Leasing and Tenant Management	8
3.1 General.....	8
3.1.1 Discipline.....	8
3.1.2 Smoking.....	8
3.1.3 Living Together	8
3.1.4 Personal Belongings.....	8
3.1.5 Respect.....	8
3.1.6 Health and Safety.....	8
3.1.7 Illegal Drugs and other Illegal Substances	8
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



4.1.1 Set Down Area/Unloading Area.....	10
4.1.2 Post.....	10
4.1.3 Parcel Storage	10
4.1.4 Car Parking.....	11
4.1.5 Car Sharing Club	11
.....	11
4.1.6 Bicycle Storage	11
4.1.7 Bicycle Maintenance Area	12
4.1.8 Staff Welfare.....	12
4.1.9 Landscaping and Management of External Areas.....	12
4.2 Children/ Play Areas.....	12
4.2.1 Marketing.....	14
4.2.2 Social-Media.....	14
4.2.3 Smart Building Technology	14
4.2.4 Lease Length and Contract Terms.....	14
4.2.5 Management of Leasing Suite	14
4.2.6 Leasing of Furniture.....	14
4.2.7 Home Working	14
4.2.8 Management of Communal Facilities	14
4.2.9 Customer Experience	15
5.0 Operation and Management of Resident Amenity	15
5.1.1 Lounge/Social Space	15
5.1.2 Meeting Rooms/ Bookable Space	16
5.1.3 Media/Entertainment Room	16
5.1.4 Gym/ Fitness Studio.....	16



5.1.5 Work Pods.....	16
6.0 Building and Operational Management Strategy	17
6.1 Fire Strategy.....	17
6.1.2 Waste Management & Recycling	17
7.0 Soft Services	18
7.1.1 Cleaning and Pest Control.....	18
7.1.2 Window Cleaning.....	18



Purpose and Scope

This site specific BTR Operational Management Plan has been developed with information provided by the Applicant, Gerard Gannon Properties, in support of the application (outlined below). The Applicant intends for this Build to Rent development in Dublin 17 to stand-out and offer a best-in-class, purpose-built rental community for the local area.

This Management Plan 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. The Plan will be developed further prior to opening of the development in conjunction with the appointed Managers.

Development Description

A 10-year planning permission is sought by Gerard Gannon Properties for a proposed Strategic Housing Development on lands at Belcamp Hall (protected structure), Malahide Road, the R139 road and Carr's Lane, Belcamp, Dublin 17. The proposed development will consist of the construction of 2,527 no. residential units comprising houses, apartments and duplex units, 2 no. childcare facilities; 3 no. cafés/restaurants; 18 no. retail/commercial units; and all associated engineering and site works necessary to facilitate the development.



About Cortland Property Management & Cortland Consult

Cortland Property Management (formerly known as LIV Group) is headquartered in Leeds, UK and operates in the United Kingdom and Ireland.

Cortland Property Management was established in 2008 to provide corporate Residential management services for the banking sector, specialising in Block Management, Facilities Management and Lettings. In 2014, Cortland 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, Cortland Consult (formerly 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, Cortland Consult 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://cortland.co.uk/services/build-to-rent/>

1.0 Management Structure

1.1 Responsibilities

The BTR element of Belcamp Hall (Block 1 and 4) will be managed by an on-site operational team with resident services managers on-site during the working hours of a typical week: 8:30am – 5:30pm from Monday to Saturday. The community will feature 24-hour onsite presence as well for security purposes and any events in the evening.

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.

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 operational requirements of a BTR development are extensive. We are expecting that the communities at each of the Blocks 1 and 4 will be staffed as below.

- Block 1- 273 Units – 3-4 staff members onsite
- Block 4- 285 Units – 3-4 staff members onsite

The onsite staff will include a General Manager, 2 x Resident Services/Community Managers and 2-3 technician/ maintenance staff. In addition to the presence of the full-time staff, residents will also be able to communicate with the management team through the white-label app which encourages communication on events, maintenance alerts and other notifications.

Given the proximity of the two blocks, synergies between resident management and services will be provided by the onsite team.

3.0 Leasing and Tenant Management

3.1 General

3.1.1 Discipline

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

3.1.2 Smoking

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

3.1.3 Living Together

Residents at Belcamp Hall will be encouraged to live harmoniously with each other and, given the precedent of other UK & Ireland Build to Rent communities, will forge friendships in shared interest clubs. In the event of disagreements between residents, the RSM will facilitate any conflict resolution.

3.1.4 Personal Belongings

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

3.1.5 Respect

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

3.1.6 Health and Safety

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

3.1.7 Illegal Drugs and other Illegal Substances

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

3.2 Move-in & Move-out

3.2.1 Arrival Procedure

The main reception/concierge will be located at the ground floor level of Block 1 directly accessible by the new entrance off the R139 road. A secondary reception area for Block 4 will be located at the Ground Floor of Block 4. Residents arriving at the main entrance of Block 1 will be greeted by the Resident Services Manager for initial (and subsequent) lettings viewings, tours of the amenities, as well as during the move-in process.

The main leasing suite will be located at ground floor level of Block 1, in the main reception and will be used for all Resident meetings and subsequent information. Move – in will be facilitated by the RSM during business hours, 08.30am to 5.30pm, Mondays to Saturdays. 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. It is expected that residents will avail of the loading bays located at in the car park adjacent to the reception area, and designated car spaces in the car park to unload their belongings for transportation to their new home.

3.2.2 Move-Out Procedure

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

3.2.3 Furniture

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

3.2.4 Concierge Service

The blocks will benefit from a 24-hour concierge located in the main entrance of Block 1, at ground floor level, a secondary concierge will be located on ground floor of Block 4 for the convenience of the residents living in this Block. Their responsibilities include welcoming all visitors, residents and collecting all parcels when received. It will also be their responsibility to greet all third-party service providers who may be visiting the community. The concierge team will also act as the public-facing team for potential residents who may be enquiring.

3.2.5 Security and Access Control

The development'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 feature two levels of security prior to the entry to individual units.

4.0 Development Facilities & Operational Management Strategy

4.1.1 Set Down Area/Unloading Area

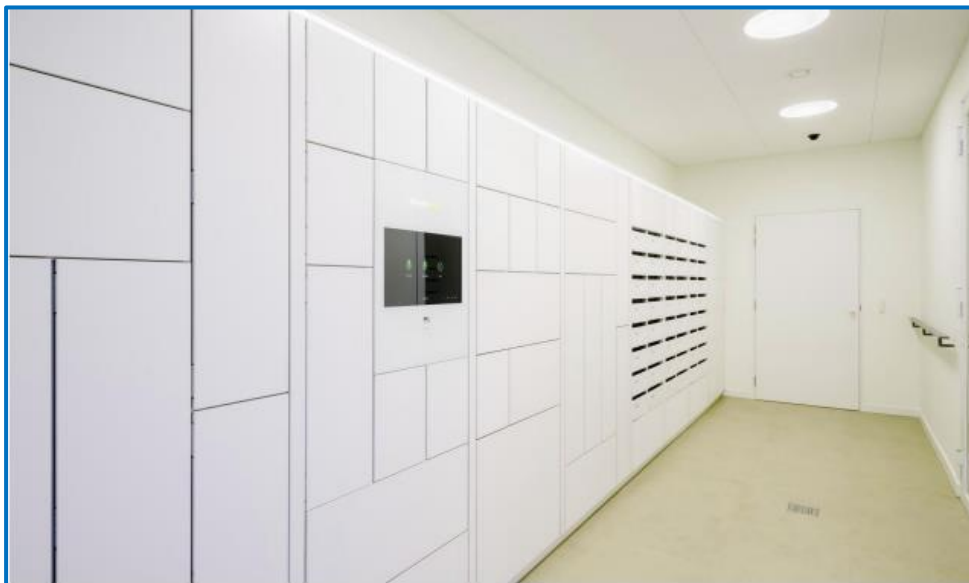
The Resident Services Manager (RSM) will oversee the delivery and unloading of materials and items from the dedicated loading bay which will be conveniently assigned near the building entrances in the car park of Block 1, and Block 4. Both bays are accessed via the new road extending from the existing Northern Cross Road (R139). This will provide easy access to the entrance, reception and central courtyard which provides convenient access to the adjacent blocks. Designated loading bays will be assigned to car parking spaces near lobby entrances which will provide residents with easy access to cores and lifts. Residents will be provided with a time slot ahead of move-in and move-out to manage traffic effectively. Residents will be able to make avail of “Move in” trolleys to transport their belongings to their individual apartments.

4.1.2 Post

The lobbies for individual cores in Block 1 and Block 4 will contain postal boxes for residents. The postal boxes will be located at the ground floor level in the entrance areas. All areas will be accessible to residents and the postal services without the need for a tradesman entrance button. If deemed necessary, a fob will be provided to any postal delivery company which will be restricted to allow access into the reception/lobby areas only. Residents can collect their post with their post box keys.

4.1.3 Parcel Storage

Block 1 and 4 will feature parcel management systems. The Parcel management systems will place an emphasis on security and ease of access for delivery personnel and collection for residents. The parcel management system (e.g., Bringme boxes) will be located in the Concierge/Management Area at ground floor level of Block 1 and also in the ground floor concierge area of Block 4. This will provide dedicated convenient centralised parcel storage for these blocks. Once a package is delivered, Residents will be notified and will be provided with a 4-digit code through the Resident App. Oversized packages will be held by the RSMs in a secure storage area. This will be managed by the on-site team and residents can contact the on-site team to arrange collection of over-sized parcels during on-site working hours or at a pre-arranged time.



Example Parcel Storage – **Source:** Bringme

4.1.4 Car Parking

A total of 284 car parking spaces are located at the ground floor levels of Block 1 and Block 4. Car park Zone 1 is located under the podium of Block 1 and has a capacity of 128 spaces. The parking provision includes disabled parking spaces in both zones.

Car park Zone 2 is located under the podium of Block 4 and has a capacity of 156 spaces. Both car parking zones are accessible to the North via entrances leading onto the new road which extends from the existing Northern Cross Road (R139). Additional surface car parking spaces are provided in designated zones to the South of Block 1 and Block 4, parallel to Northern Cross Road. Access for these areas will be through a remote-control access system or Automatic Number Plate Recognition (ANPR) system and sensor activated lighting will provide appropriate illumination to foster a well-lit and safe environment.

4.1.5 Car Sharing Club

The development will provide residents with access to a Car Sharing Club with designated spaces for an operator such as Go Car or Yuko. The cars will be for the exclusive use of residents and a booking system will be available through the Resident App or through the Concierge. The provision of this service will promote sustainable travel as residents will have access to a car when required, eliminating the need for their own private vehicle.



Source: Go-Car

4.1.6 Bicycle Storage

The development features safe and secure bicycle storage for all apartments at ground level within the footprint of the buildings. Bicycle storage is provided in interior rooms by way of two-tier parking rack systems. Rooms are to be accessible only by residents (fob) and will be well lit and maintained by the management company.

Block 1 features three bike stores providing 656 Bike Spaces in total.

Block 4 features one bike store providing 848 Bike 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.

4.1.7 Bicycle Maintenance Area

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

4.1.8 Staff Welfare

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

4.1.9 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 will be regularly inspected and kept in order. A 12-month defects period will also be in place for any landscape defect works completed.

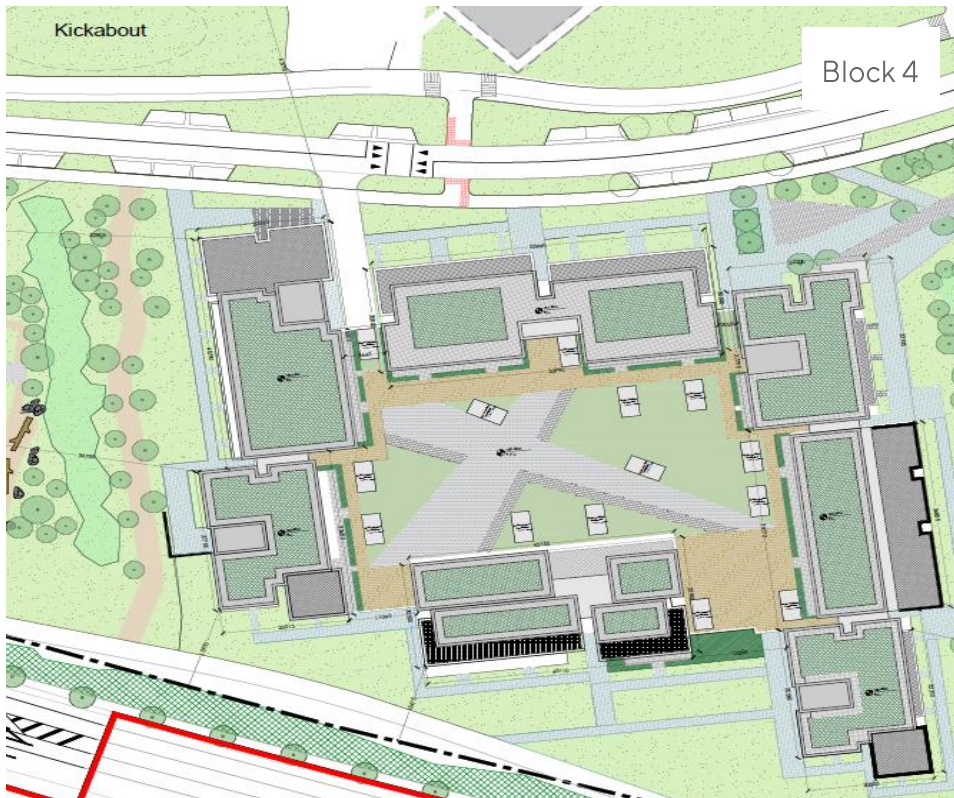
4.2 Children/ Play Areas



The development will include communal outdoor children’s play areas strategically located around the development. Timber play structures and equipment will make up the play zone areas including climbing structures, trails of timber logs and balancing equipment. These areas will be located in the central podium courtyard gardens in Block 1 and 4 (as indicated on the below images). A large children’s playground as well as dedicated kickabout areas and multi-use green areas (MUGA) are strategically located along the Northern periphery of the development blocks overlooking the River Mayne corridor. Children’s play areas are situated where they will be overlooked and can be passively supervised from many points around the development. Extensive open public space (12.5 ha) will be provided across the wider Belcamp Hall development to enhance the Public Realm of the scheme.



Landscaping Plan Block 1- **Source:** Wilson Architecture



Landscaping Plan Block 4- **Source:** Wilson Architecture

4.2.1 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.

4.2.2 Social-Media

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

4.2.3 Smart Building Technology

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

4.2.4 Lease Length and Contract Terms

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

4.2.5 Management of Leasing Suite

The main leasing suite will be contained within Block 1 at ground floor level directly accessible and visible from the entrance from the R139. The on-site team will have the responsibility of staffing the leasing suite where potential residents will meet to discuss terms of the lease, pricing and availability of rental homes once they have visited the communal facilities and wider development.

4.2.6 Leasing of Furniture

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

4.2.7 Home Working

The community is placing a key focus on the facilities available to residents to successfully work from home, and in the communal areas. Resident lounge space enables residents to pursue co-working, dedicated working stations and booths as well as bookable meeting rooms are available in the open plan amenity spaces. Both spaces are located on the ground floor level of Block 1 and Block 4, and accessible from the main entrance/lobby or courtyard. In times of good weather, residents will also be able to use the courtyard as additional working space as well as private terraces.

4.2.8 Management of Communal Facilities

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

4.2.9 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

The development has been designed with a central resident amenity hub within Block 1 and 4. All amenity spaces are conveniently located at ground and first floor levels. For convenience and ease of access the all the amenity spaces will be accessible from the blocks within the courtyard. The amenities have been designed based on current resident preferences and all spaces will be designed to be welcoming to help foster community within the development.

The centralisation of these amenities within the two Blocks allows for ease of management, given the placement of the reception, management office and concierge at the entrance of Block 1 and Block 4. Synergies between the onsite management teams will allow for a greater blend of communities between both blocks as well as the wider Belcamp Hall development.

Resident Amenities will include:

Floor	Block	Amenity
GF	1	Lounge/Social Space
GF	1	Meeting Rooms/ Bookable Space
GF	1	Media/Entertainment Rooms
GF	1	Gym/ Fitness Studio
GF	1	Work Pods
GF	4	Lounge/Social Space
GF	4	Meeting Rooms/ Bookable Space
GF	4	Media/Entertainment Room
FF	4	Gym/ Fitness Studio
FF	4	Multi Purpose Lounge / Work Pods

5.1.1 Lounge/Social Space

Block 1 and 4 will both provide amenity space which will include a Lounge/Evening Social Space. These are located on the ground floor levels, with additional space at first floor level of Block 4. These areas will include individual seating booths and larger communal areas. This space will be adaptive and multi-functional for use as a social space in the evenings and at weekends. Dedicated Tea Stations will provide tea/ coffee facilities for residents to avail of whilst using the amenity spaces.

5.1.2 Meeting Rooms/ Bookable Space

A portion of the amenity space is allocated as bookable work and meeting space. A meeting room has been allocated in Block 1 and 4 on the ground floor. This space will be furnished and available during hours to be agreed with the management operator. Booking these spaces can be done directly with the management team or RSM in each Block.

5.1.3 Media/Entertainment Room

A dedicated Cinema room is provided at the ground floor level of Block 4. This will be an adaptive space with a retractable screen, high quality speakers, moveable furniture such as bean bags. The flexible nature of this space will make it suitable for many uses including resident entertainment, movie nights, social events, sports events, and relaxation. When required for private use bookings can be made directly with the management team.

5.1.4 Gym/ Fitness Studio

There are two gyms located within the each of the Blocks. These will be available for residents only and will be managed by the RSM with fob entry access. The gym will be available 24 hours a day. The facility will have high-quality equipment and all residents will have to be introduced and compliant with appropriate regulations before use.

The dedicated Fitness Studios will provide a space for mat work such as Yoga, Pilates and Strength and Conditioning. The onsite team may engage with local providers to timetable ongoing classes for residents on the building.

Cleaning and facilities management of all equipment will be the responsibility of RSM. It will be the responsibility of the RSM to manage and organize the gym inductions for residents' safety when using the equipment.

5.1.5 Work Pods

Dedicated sound proofed work pods will provide residents with individual working/meeting spaces across the development. These pods will be for individual use only and will provide a private space for phone calls or personal online meetings across the development. Dedicated work pods have been incorporated into the amenity space in both Block 1 and 4 and will continue to facilitate hybrid working for residents from Belcamp Hall.



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

A site wide and building specific waste management strategy which includes the segregation, storage, and collection of waste in secure storage zones will be implemented.

There are two bin stores within Block 1 and Block 4: both situated at the ground level of the respective blocks. The on-site management team will have the responsibility of moving the waste containers to Storage Areas (WSAs) designated in the Operational Waste Management Plan. A Temporary Waste Storage Area (TWSA) has been allocated at ground floor level where waste can be temporarily stored prior to collection. The bin stores will be inspected by the Resident Service Managers at least twice daily to ensure they are secure and free from hazards. The Operator will ensure that the bins are at the designated collection point at the correct time and day of collection.

Building specific dedicated areas for waste storage has been provided on all ground or basement floors within the carpark areas and beneath the building podiums across the development. These areas are located off the central core allowing ease of access for the Residents and ease of collection. Building specific storage areas can accommodate an appropriate number of waste receptacles for general waste, dry recyclables and organic kitchen waste. These areas will be accessible for all.

Waste will be segregated into DMR, Glass, Organic Waste and MNR. All bins/containers will be clearly labelled, and colour coded to avoid cross contamination of the different waste streams. Signage will be posted on or above the bins to show which wastes can be put in each bin. It is anticipated that organic and glass bins will need to be collected on a weekly basis, while DMR and MNR will be collected on a twice weekly basis.

7.0 Soft Services

7.1.1 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.