

Client:

HOMELAND
SILVERPINES LIMITED

**Proposed
Development:**

ST. JOSEPH'S HOUSE
AND ADJOINING
PROPERTIES,
BREWERY ROAD AND
LEOPARDSTOWN ROAD,
DUBLIN 18

**ESTATE &
COMMON AREA
MANAGEMENT
STRATEGY
REPORT**

24th September
2021



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Introduction

Executive Summary

Aramark Property were instructed by Homeland Silverpines Limited, to provide a report on the estate management strategy to communicate the plan for public realm maintenance & common area management of their proposed residential development scheme St. Joseph’s House and adjoining properties.



Post construction, a controlling management company will be established and the public realm within the scheme will remain open and be accessible to the public 24/7. The main challenge for the developer will be to maintain a secure, peaceful and attractive environment on a 24/7 basis for the occupiers to enjoy.

The constitution of an overarching management company will be drafted by legal counsel to reflect the ownership structure of proposed units. 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 will contribute to this based on their apportionment. Each owner 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.

The proposed development will consist of 463 apartment units of varying types located in six blocks.



Above: OMP Architect site plan

The Scheme

Development Description

The subject site extends to an area of approximately 2.58 hectares and is generally located to the south of Leopardstown Park; to the east of residential development at Silverpines; north of residential development known as 'The Chase'; and to the north - west of a number of larger detached houses along Leopardstown Road.

The development will consist of a new residential and mixed-use scheme to include apartments, residential amenity space, a café and a childcare facility.

APARTMENTS:

BLOCK A	49 units	(22)
BLOCK B	88 units	(46)
BLOCK E (St. Joseph's)	9 units	(9)
BLOCK C	115 units	(54)
BLOCK D	157 units	(63)
BLOCK F	45 units	(43)
TOTAL	463 units	

The proposed development will consist of 463 no. apartment units in the form of 6 no. residential blocks (Blocks A-F). The density proposed is 179 units per HA.

Each new build residential unit (in Blocks A, B, C, D and F) has an associated area of private open space in the form of a terrace/balcony. Open Space proposals for St. Joseph's House (Block E) include a mixture of private terrace/balcony areas and communal open space areas.

Public open space is also proposed in the form of external residential amenity spaces, play areas, courtyards and gardens. The development will provide:

The development will consist of a new residential and mixed use scheme to include apartments, residential amenity space, a café and a childcare facility as follows:

- The demolition of 10 no. properties and associated outbuildings at 'Madona House' (single storey), 'Woodleigh' (2 storeys), 'Cloonagh' (2 storeys), 'Souk El Raab (2 storeys), 'Welbrook' (2 storeys), 'Calador' (2 storeys), 'Alhambra' (2 storeys), 'Dalwhinnie' (2 storeys), 'Annaghkeen' (2 storeys) and 'The Crossing' (single storey) (combined demolition approx. 2,291.3 sq m GFA)
- The refurbishment, separation and material change of use of Saint Joseph's House (a Protected Structure, RPS No. 1548) from residential care facility to residential use and a childcare facility; and the construction of a new build element to provide for an overall total of 463 no. residential units, residential amenity space and a café as follows:
 - Block A (5 storeys) comprising 49 no. apartments (13 no. 1 bed units, 33 no. 2 bed units and 3 no. 3 bed units);
 - Block B (4 - 7 storeys) comprising 88 no. apartments (28 no. 1 bed units, 57 no. 2 bed units and 3 no. 3 bed units);
 - Block C (5 - 7 storeys) comprising 115 no. apartments (26 no. studio units, 26 no. 1 bed units and 57 no. 2 bed units and 6 no. 3 bed units);
 - Block D (5 - 10 storeys) comprising 157 no. apartments (36 no. studio unit, 40 no. 1 bed units and 81 no. 2 bed units), residential amenity areas of approx. 636 sq m and a café of approx. 49 sq m;

- Block E (St. Joseph's House) (2 storeys) comprising 9 no. apartments (8 no. 2 bed units and 1 no. 3 bed units) and a childcare facility of 282 sq m with associated outdoor play areas of approx. 130 sq m;
- Block F (3 - 6 storeys) comprising 45 no. apartments (23 no. studio units, 10 no. 1 bed units; and 12 no. 2 bed units);
- Open Space (approx. 9,885 sq m)
- 259 no. car parking spaces (232 no. at basement level and 27 no. at surface level)
- 968 no. bicycle spaces (816 no. at basement level and 152 no. at surface level)
- 10 no. motorcycle spaces (all at basement level)
- Vehicular Access
- Basement Areas
- Substations and Switch Rooms
- All associated site development works

Proposals for vehicular access comprise 1 no. existing vehicular access point via Silver Pines (an existing all movement junction onto Brewery Road) and 1 no. new vehicular access point at the general location of 'Annaghkeen' at Leopardstown Road (a new Left In / Left Out junction arrangement). The new access point along Leopardstown Road will replace 9 no. existing access points at 'Woodleigh', 'Cloonagh', 'Souk El Raab', 'Welbrook', 'Calador', 'Alhambra', 'Dalwhinnie', 'Annaghkeen' and 'The Crossing'.

New pedestrian and cyclist linkages are proposed through the site, which provide permeability to Leopardstown Road and the adjoining Greenway. Proposals also provide for the relocation of an existing bus stop along Leopardstown Road.

St. Joseph's house, which is proposed to be converted into residential units is given suitable importance within the overall hierarchy of buildings. Its formal setting is re-established through the reconstruction of a large formal forecourt and green and its curtilage is protected through the retention of existing mature pine trees and landscape features including the introduction of private formal gardens around the house.

The design rationale is to create and deliver a high quality sustainable residential development within this strategic infill site, which respects its setting and maximises the site's natural attributes while achieving maximum efficiency of existing location and infrastructure.

Proposed Units

463 residential units (apartment) units, in the form of 6 no. residential blocks (Blocks A-F) as follows:

Unit Mix	no	%
Studio	85	18.4%
1 beds	117	25.3%
2 beds	248	53.6%
3 beds	13	2.8%
	463	100%

Density

Residential Density proposed at this site is set out as 463 units on a 2.58 ha site. This equates to 179 units per ha and is considered a modest approach to the site and its context located proximate to the Green Luas Line.

Car Parking

The scheme will provide a total of 259 car parking spaces.

Bike Parking

The development will provide for a total of 968 bicycle spaces.

Location & proximity to Key Infrastructure

The site is located within 600m from both Sandyford and Central Park Luas stops as well as having a Quality Bus Corridor along Leopardstown Road. The Proximity to Sandyford & Central Park also serves to provide nearby employment and Amenities local to the site.

Zoning

The subject site is zoned 'A' - "To Protect and/or improve residential amenity".

The Dun Laoghaire Rathdown County Development Plan 2016-2022 is the relevant statutory planning context for the subject site. In addition, we note that the Apartment Guidelines (2020) also provide for guidance on Apartment Development, which will be considered as part of any proposal that progresses.



Above: aerial view of proposed scheme from south east

Our Experience

ARAMARK PROPERTY IS IRELAND'S LARGEST DEDICATED PROPERTY MANAGEMENT COMPANY

Aramark Property's core business is property, asset management and advisory services. We have been providing clients with management services and strategic advice on office, retail, residential, leisure, and mixed use schemes for over 70 years

Aramark Property are unique in having a long-term track record managing residential properties in addition to having a separate commercial property division. We are therefore able to bring the professionalism and rigor required in terms of management, financial reporting and sustainability initiatives to the residential OMC management field.

To support our core property and asset management functions, we also have a building consultancy division and a specialist procurement team. Within our business our property management team is also supported by other professionals including energy specialists, M&E engineers, HR, Legal, and Health & Safety advisors, Development consultancy support team and Sustainability services team.

Some of our relevant case studies on major schemes that involve common area and estate management are listed below:

- ✓ **The Irish Life Centre, Dublin 1**
- ✓ **Capital Dock, Dublin 2**
- ✓ **Fernbank, Dundrum, Dublin 16**
- ✓ **Georges Quay, Dublin 2**
- ✓ **Cherrywood, Dublin 18**
- ✓ **Parts of the IFSC such as Georges Dock 2,3,4 & IFSC House**
- ✓ **Beacon South Quarter, Dublin 18**
- ✓ **Tallaght Cross West, Co. Dublin**
- ✓ **Riverside 4 – SJRQ Estate, Dublin 2**

Our role within these developments includes the property management of the common areas, estate areas as well as management of some individual stakeholder's properties.

Each estate has a number of interested parties and it is Aramark's role to maintain the estate to a high standard as well as meeting the requirements of the different interested parties.

We Know Estate & Block Management

<h2 style="font-size: 48px; margin: 0;">70+</h2> <p style="font-size: 18px; margin: 0;">years in business</p>	<h2 style="font-size: 36px; margin: 0;">Our Quality Standards</h2> <p style="font-size: 14px; margin: 0;">ISO 9001:2015 Q Mark accredited company</p>	<h2 style="font-size: 48px; margin: 0;">5000</h2> <p style="font-size: 14px; margin: 0;">residential units currently under management</p>
<div style="text-align: center;"> <h3 style="margin: 0;">Our Accreditations</h3> <p style="font-size: 10px; margin: 0;">PSRA Licenced Property Managers Society of Chartered Surveyors Ireland (SCSI) Royal Institute of Chartered Surveyors (RICS)</p> </div>	<p style="font-size: 14px; margin: 0;">System we operate</p>	<div style="text-align: center;"> <h3 style="margin: 0;">Finance Team of 40</h3> <p style="font-size: 10px; margin: 0;">SOX Compliant environments</p> <p style="font-size: 10px; margin: 0;">Functions: Accounts payable Accounts Receivable Client Reporting</p> </div>

Track Record

Case study 1 – Beacon South Quarter

THE ASSET: ONE OF LARGEST MIXED USE DEVELOPMENTS IN IRELAND, WITH OVER 900 APARTMENTS AS WELL AS 4000M2 OF OFFICES.

OUR ROLE: Property Management agents since 2012.



Case Study 2 – Six Hanover Quay

THE ASSET: SIX HANOVER QUAY IS A STRIKING NEW RESIDENTIAL BUILDING INCORPORATING 120 CONTEMPORARY APARTMENTS IN THE HEART OF DUBLIN DOCKLANDS OVERLOOKING GRAND CANAL DOCK. THE SCHEME INCORPORATES AMENITIES FOR TENANTS.

OUR ROLE: Build to Rent Property Management Block Agents since 2019.

Our Role includes:

- Meeting with client and Developer to review handover process and timelines
- Input into resident amenity provision
- Consultation with fit-out contractor and design architect to ensure appropriateness of all fixtures, fittings and equipment.
- Advance hiring of all staff specific to the development
- Preparation of Concierge and Building Management software for residents to access services and log maintenance requests on-line and by way of a Six Hanover Quay App.
- Preparing contracts for tender for all hard and soft services.
- Review and consultation with legal team to formulate leases, notices, house rules etc.



Appointment of Property Management Agent & Associated Responsibilities

Early Engagement Recommended

The timing of the appointment of an experienced property management agent by the applicant, and subsequent engagement between the agent and the landlord/property owner would be recommended to take to place at least six months in advance of practical 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 with the design team and advise on the operational management strategy.

Strategy

It is understood that the Berwick residential units are being built to sell to individual purchasers and, as such, it will become a Multi-Unit Development and will be required to establish an Owners Management Company (OMC) in compliance with the Multi-Unit Developments Act 2011 (The MUDs Act).

The Multi-Unit Developments Act 2011 regulates the ownership and management of the common areas of Multi-Unit Developments. The Act provides that before a developer sells any units:

- ✓ **An owners' management company (OMC) must be set up, and**
- ✓ **The common areas of the development must be transferred to the OMC to manage**

A Multi-Unit Development is a development in which there are at least 5 residential units and the units share facilities, amenities and services. In practice, the majority of multi-unit developments are apartment blocks, but the Act also covers groups of houses that share common facilities and have an OMC.

In addition, the Act provides for some rules in relation to developments with between 2 and 4 residential units and it applies to mixed commercial and residential developments to a certain extent.

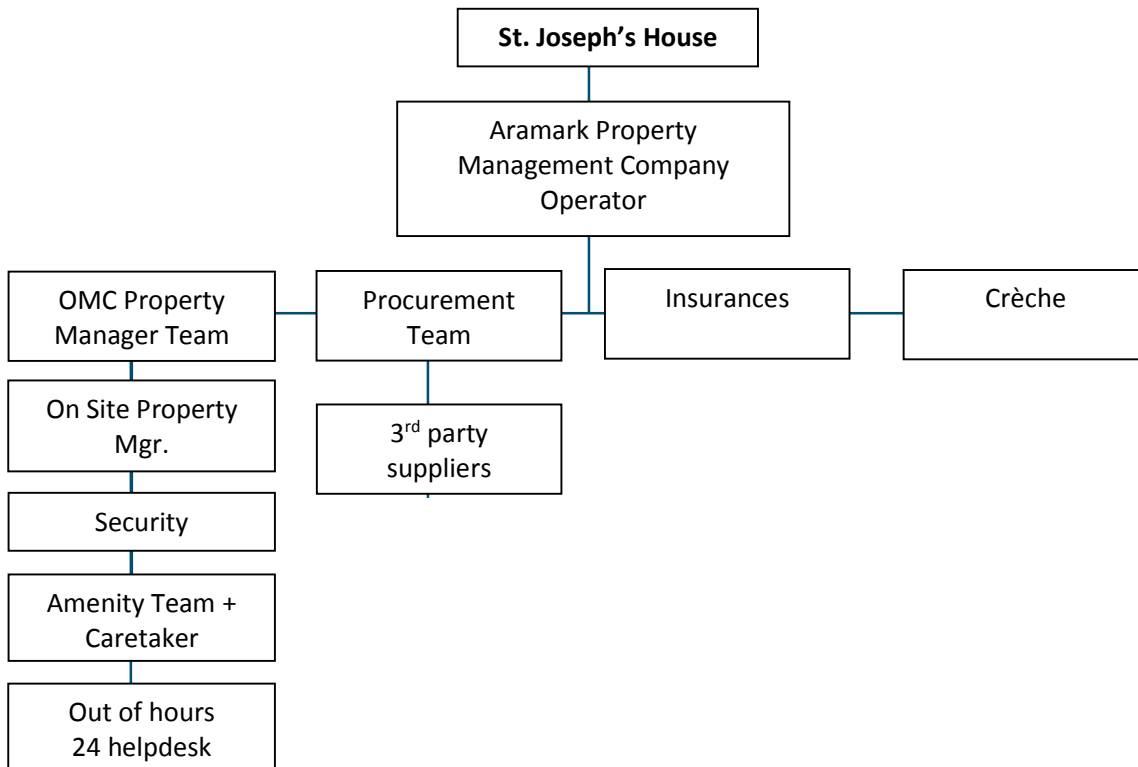
BEFORE ANY UNIT IN A MULTI-UNIT DEVELOPMENT CAN BE SOLD, THE DEVELOPER MUST:

- ✓ Establish an owners' management company. The common areas of the development must be transferred to that management company and this must be done at the expense of the developer.
- ✓ Enter into a contract with the owners' management company which outlines the responsibility of each to the other and deals with issues such as compliance with statutory requirements, completion of the common areas (for which the developer remains responsible), retention money (usually, money retained by the company to ensure that the developer completes the project) and dispute resolution. (The OMC must have separate legal representation in the negotiation of the contract.)
- ✓ Supply a certificate under the Building Control Acts from a suitably qualified person regarding compliance with fire safety in the development.
- ✓ Do all things that are reasonably necessary to ensure that the unit owner enjoys the rights and amenities necessary for the reasonable use and peaceful occupation of the units.
- ✓ Provide the OMC with a schedule of documents in line with Schedule 3 Section 31.2 of the Act.

Structure

An Owners Management Company will be established to own and look after the common areas and shared services of the proposed development. The estate management company will essentially be a corporate entity formed for the purpose of managing and administering all shared physical spaces within the Estate.

It is intended that all the costs associated with the management, operation and servicing of these communal shared physical spaces and services, will be provided for under an Estate & Common Area Service Charge Budget. The below diagram confirms the structure proposed for operational management:



Approach

The property management agent would be appointed to manage the estate external and internal common areas. External areas include the basement areas, the amenity spaces, the public areas to include the play area, the public open space, communal courtyards and forecourt spaces. Internal common spaces include the hallways, stairwells, passenger lifts and roof areas.

The property management agent's role on behalf of the owners, is 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.

Service charge

The property agents will be responsible for preparing and setting:

- ✓ An annual operations budget for the common areas of the estate.
- ✓ An apportionment account for billing of costs to the respective owners
- ✓ An annual audit within 3 months of each financial year end.

In order to effectively manage the estate, an annual budget would be billed to each owner on an annual in advance basis to ensure enough funds are received so as to enable effective management of the estate.

Health & Safety

The property management agent will ensure the completion of annual risk assessments, audits and reviews. The property manager will ensure Health and Safety compliance with all requirements, legislative compliance and our own systems which are accredited to OHSAS 18001:2007 and ISO 14001:2015.

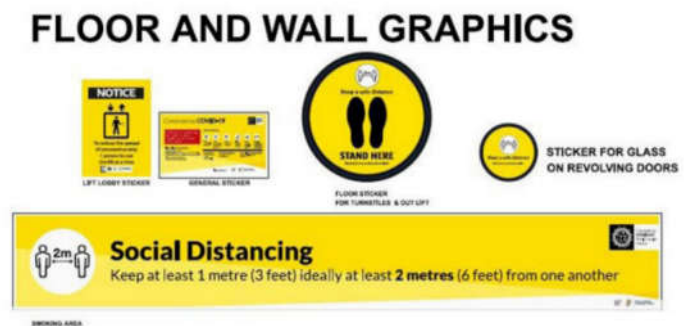
The property management agent will also ensure that contractors used for management and maintenance are fully insured and registered prior to undertaking any works on site. Upon arrival to buildings, the property manager will ensure contractors will be requested to sign in and will be provided with a Permit to Work before any works can take place.

Sustainability

We promote environmental sustainability in buildings we manage to minimize negative impacts on society, the environment and the economy. We put in place green cleaning policies and monitor and track waste and utility consumption as examples of promoting sustainability through operational management.

Covid 19

On February 29th the first case of COVID-19 in Ireland was confirmed and since then social and business life in Ireland has changed to an unprecedented degree. For properties under our control, we communicate daily with building occupants and clients regarding health and safety and social distancing concerns and issues.



Examples of key actions include:

- ✓ COVID-19 reporting protocols
- ✓ Building access protocols in the event of lockdown
- ✓ Installation of additional signage to promote social distancing.
- ✓ Implementation of one-way traffic flows on stairways
- ✓ Lift usage protocols.
- ✓ Provision of Guidance notes issued to tenants and building occupiers to cover COVID-19 cases in buildings
- ✓ Contingency plans in the event of property manager or building manager or key contractor infection

Tenant Amenity Considerations & Management

The development has been designed with quality of tenant amenities as a central consideration. The below section is a brief overview of the amenities that will be available to residents and how they will be operated and managed.

The 463 units proposed will ensure a sustainable level of footfall through the tenant amenity areas. The residential tenant amenity / club house space is located in Block D and will extend to c.636 sqm and will include the following:

- ✓ shared kitchen
- ✓ Multi-purpose space
- ✓ Library / reading room,
- ✓ Lounge area,
- ✓ Concierge area,
- ✓ Office area
- ✓ Post room,
- ✓ Fitness club
- ✓ co-working space

Concierge Area & Lounge

The development will have a designated reception area, this zone will focus on management of the external/estate management with an emphasis on the shared amenity spaces, security, surveillance of basement areas, pedestrian access, waste marshalling area etc.

The provision of on-site property manager, static security and caretaker during the week and at weekends will ensure ample security and management of the scheme and amenity areas.

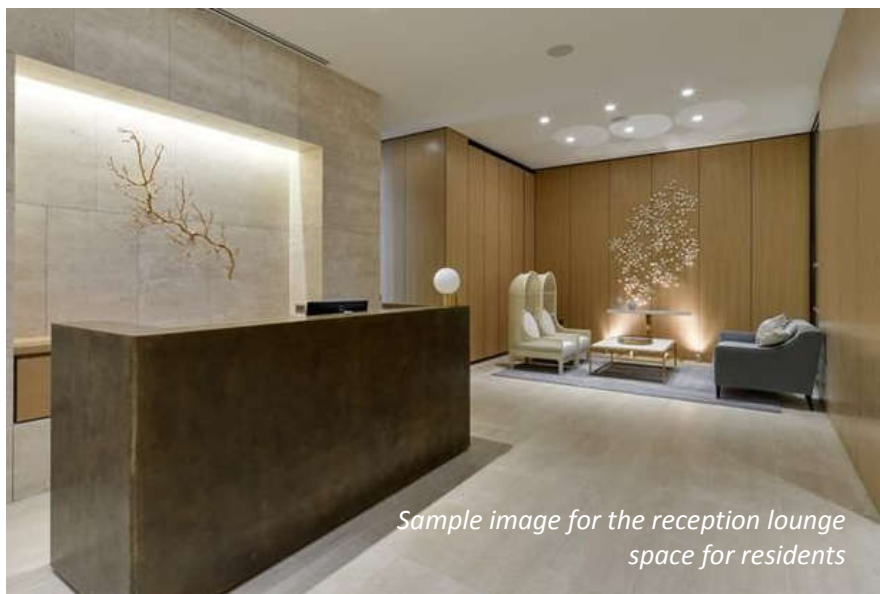
Receptionist / Concierge / Amenity Events Co-Coordinator

We would envisage a receptionist / concierge type service within the completed development.

The concierge would be able to deal with initial resident queries and direct as needed to the amenity spaces, security or the on-site management team.

The concierge / reception amenity service would operate from the reception space provided for in Block D.

The concierge / receptionist would be responsible for achieving a sense of community



Sample image for the reception lounge space for residents

within the scheme and organising events in the residential amenity spaces.

An example of the events organising in such a scheme with these facilities available would be nights for residents, wine/cheese tasting nights, book club evenings, wellness talks etc.

On Site Caretaker

There would also be a caretaker on site during the day time hours, who would have responsibility for ad hoc duties including checking entry points to the development, minor repairs and maintenance tasks. These tasks would be both common area and indeed day to day repairs required internally in each apartment e.g. repairs to taps, door handles etc.

The caretaker would be fully supported by skilled third party technicians who would be responsible for all equipment, electrical maintenance and life safety system maintenance. The caretaker would ensure prompt response time to all maintenance issues ensuring the development is maintained to an acceptable standard.

Property Manager

We would also recommend that there be an on-site property manager presence during 'normal' working hours 9am – 5.00pm weekdays to deal with issues which are escalated from the caretaker and concierge on a daily basis.

The on-site property manager would ultimately be responsible for the standard of service provided by the other on site staff and indeed all third party contractors. The scale of the scheme allows for a high level of coverage across all levels of on-site staff.

Summary of Service Charge Cost Headings and Maintenance Protocol

The operational service charge budget will cover all aspects of the estate and common area management. The planned amenity spaces will be defined as common area.

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. 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).
- Electric charge points for EV's are also catered for in the design.

SOFT SERVICES

Security

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

Cleaning & Waste

The cleaning of the external and internal common areas will also be covered as will the provision of waste management services which covers litter bins the common areas and any waste generated by the occupiers.

It is vitally important that the common areas are kept as clean as possible and any vandalism or graffiti is addressed as quickly as possible. The maintenance schedule will ensure common areas are checked and cleaned daily, with window cleans and external façade cleaning to include 2 x annual visits per annum.

For common area furniture, gym equipment and litter bins will form part of the cleaning and maintenance protocols which will be defined by the appointed agents.

Resident household waste will also be itemised as a separate schedule. Included in this will be the ongoing management of the proposed mix of waste storage receptacles, to ensure all types of waste including brown waste, glass etc. can be facilitated on site.

- The cleaning of the external common areas will be covered under this section.
- The maintenance schedule will be put in place and will ensure common areas are checked and cleaned daily.
- 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.

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 occupiers and the staff/contractors that will be managing the development.

The handbook will contain protocols for the servicing and treatment of the water features interfacing with the public realm. Times of operation, weather events, planned shut downs of the water will all be included in this document. There is a separate report provided by specialist consultants Barrett Mahoney Consulting Engineers which documents the management and treatment of the water systems.

The gym equipment and amenity areas will be the focal point of the development, will have a specific and important health and safety focus. The property 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 the outdoor gym and play equipment on site.

This health and safety document will also govern the protocols for contractors visiting site to carry out works.

Waste Management

Bin Stores:

Bin stores will be regularly inspected to ensure the area is clean, secure and free from hazards.

The tenants will take all waste and recycling to this location for disposal.

Facilities and guidance to tenants will be provided to ensure high levels of recycling/brown bin recycling and reduction of waste.

Communal bins will be provided throughout the civic area to ensure the estate areas are kept litter free. A daily litter pick will be completed 7 days per week.

Collections:

Collections frequency and designated collection points to be confirmed.

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.

Courtyard Landscaping

Based on the landscape plans received the garden and outside space will be of the forefront of management's maintenance priorities.

Given the courtyard and public areas landscape design, it will be essential for an appropriate maintenance schedule to be devised and implemented by the managing agents, with particular focus on the courtyard 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, garden features etc. throughout the courtyard.

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 tenants.

Security Systems and Access Control

It is envisaged that there will be a centralised location for the monitoring and oversight of security across the development. CCTV will be viewable from this point and it will act as the primary base for the security personnel.

We would also recommend that there be an on-site presence in the form of concierge/caretaker during 'normal' working hours 9am – 5pm weekdays to deal with issues from the residential occupiers issues on a daily basis.

CCTV Cameras

- All estate cameras will be monitored from the management office.
- GDPR compliance will be paramount.
- All CCTV recording will take place in the management office.
- All cameras shall be controlled by a central switching matrix to allow any camera and graphical map to be switched to any monitor via a matrix control keyboard and a graphical touch screen system with icons to identify the location of each CCTV camera.
- A centralized CCTV monitor will be installed in the management office to provide CCTV images as required.
- All CCTV cameras will not be required to be monitored simultaneously

Access Control

- All electronic access control systems including access control devices that control barriers to car-parks, pedestrian gates, block entrance doors etc. will be repeated to the control room.
- Access control system will encompass security features e.g. anti-pass back.
- Access to each individual building will be managed and controlled through the access control system.

Parking & Mobility Management

The concierge and on site management team will perform the function of a mobility manager and will advise residents on travel plans and arrangements i.e. demonstrating how to sign up to Dublin Bikes, use of Go Car/car sharing scheme and local transport connections to include Luas and Dublin Bus. Residents will be able to book taxis via the Building Link app and the mobility manager will also be familiar with other Apps e.g. RealTime Ireland and The NTA Journey Planner, which residents will be able to use to familiarise themselves with local transport providers, routes and relevant timetables etc.

Due to its proximity to Sandyford Luas and the N11 corridor, the site is within very short walking distance of major LUAS and QBC bus routes.

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 scheme can be successfully managed in best practice for the benefit of the residents, the future occupiers and the wider community.

ASSUMPTIONS

Unless otherwise stated in this report, our advices and report have been carried out on the basis of the following General Assumptions. If any of them are subsequently found not to be valid, we may wish to review our advice, as there may be an impact on it/them

That we have been supplied with all information likely to have an effect the property management of the proposed property and estate, and that the information supplied to us and summarised in this report is both complete and correct.