

Cookstown Crescent

Units 66 & 67 Fourth Avenue, Cookstown Industrial Estate, Tallaght, Dublin 24

October 19

**Build to Rent Operational
Management Plan**



**CUSHMAN &
WAKEFIELD**

Company Profile

Cushman & Wakefield is a leading global real estate service firm that helps clients transform the way people live, work and shop.

The firm's 43,000 employees in more than 70 countries provide deep local and global insights that create significant value for the occupiers and investors around the world.

Cushman & Wakefield is among the largest commercial real estate service firms with revenues of €5 billion across core areas of agency, leasing, management services, capital markets, facility services (C&W services) global occupier services, Investment & asset management, project and development services, tenant representation, and valuation and advisory.

\$5b
revenues



A Solution Driven Team



Introduction

Cushman & Wakefield (C&W) have been retained as Management Consultants on the Cookstown BTR development.

C&W's role is to provide expert advice to ensure all long-term management and maintenance matters are considered at the design stage, the construction stage and the operational stage of the project.

As a top 3 global firm, C&W currently manage in excess of 4 billion square feet of real estate worldwide. This extensive experience will ensure that best practice advice, research and management expertise will be available throughout the project.

Design & Construction Stage Advice

C&W will be providing advice on the following areas:

- Security & Safety post completion
 - Traffic Flow / Management (in line with Mobility Plan)
 - Car Park Management – Occupiers & Visitors
 - Delivery Management and Restrictions (in line with Delivery & Service Plan)
 - Performance Management Building Information Modelling – flow process
 - Completion of Strategy Reviews;
 - Welfare Facilities – Amenities spaces, communal lockers, bike stores
 - Landscape Design & Management
 - Public Realm Management & Event Scheduling
 - Waste Management & Movement
 - Fire & Life Safety
 - Vertical Transportation
 - Engineering
- Formation of an annual service charge regime to include, cleaning, landscaping, refuse management, maintenance of life safety systems, security etc of the communal areas
- Fair and equitable apportionment of Annual operational charges

Operational Stage Services

Once Cookstown is operational, C&W will be appointed as property managers to ensure best practice property management services are available to support the promotor with their aspiration to deliver a world class BTR scheme. Of utmost importance to the continued success post completion will be the management regime put in place. C&W will be responsible for the provision and procurement of the following services:

- Concierge
- On-site Maintenance Manager
- On Site Facility Manager
- Landscape maintenance
- M&E preventative maintenance
- Management of Amenity Spaces

The Concierge will oversee the site based team and will ensure that the Delivery & Service Plan for the development is adhered to, monitored and reviewed post occupation. The Concierge will also appoint specific duties within the team including;

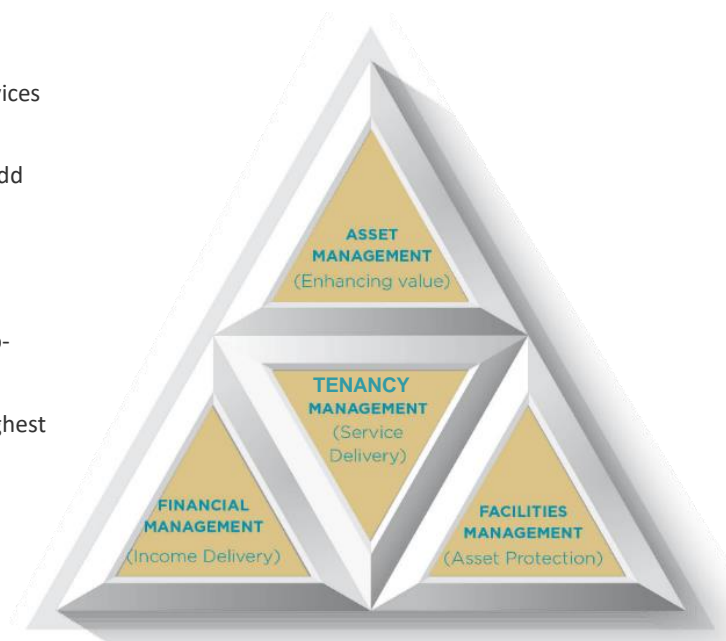
- Access Management
- Goods In/ Servicing Management
- Waste Management



Our Approach and Methodology for the Delivery of Management Services

We will offer

- Intelligent, connected property management services that will protect and maximise your asset
- Real occupier insight to drive tenant loyalty and add value to your brand
- Customer-focused service delivery that will differentiate the Cookstown development
- Integrated accounting services that deliver end-to-end solutions
- An experienced senior team committed to the highest standards of service delivery
- A structured mobilisation process that ensures a seamless transition throughout the project



We will provide



Service we focus every day on supporting our clients through the delivery of exemplary services (client-centric, technology optimised, expert teams, thought leadership, standardisation and best practice)



Timeliness, Quality and Standardisation work and projects are programmatically controlled, delivered and completed in an expedient manner with a quality focus



Continuous Improvement, pushing the envelope to continually improve and find new ways to drive performance



Information, we use class-leading technology to generate real-time reporting and data that are informative, drive performance and support business strategy and planning



Leasing & Tenancy
Management



Facilities
Management



Financial
Management



Building
Consultancy



Strategic Energy and
Sustainability

Scope of Management Services – Completed Development

Property & Facilities Management are core business divisions for Cushman & Wakefield. We aim to provide clear advice, support and added value throughout the life cycle of the property to ensure that each asset grows and matures to reach its maximum potential.

Our bespoke approach includes:

BUILDINGS MANAGEMENT

Experienced team who have a flexible customer focused approach

Our Management team for Cookstown will have a proven capability and will give 100% commitment to support all occupants.

We go beyond delivery of the foundation management functions.

Through access to all of our service specialists we offer expert solutions focused on driving value and service delivery.

FRONT OF HOUSE SERVICES

Creating a truly memorable customer journey

Cushman & Wakefield are committed to providing a welcoming, first class service to all clients and visitors which will enhance the building brand and reputation.

We can self-deliver all aspects of the front of house service to ensure a consistent and exceptional level of service is provided.

This will deliver an exceptional world class service to occupiers and visitors.

CUSTOMER EXPERIENCE

Working in partnership with occupiers, our customers

We learn from our customers about their requirements and expectations.

We use these findings to provide the right service delivery for you.

We measure and gather feedback to continue to understand changing needs, ensure we are delivering and identify if there is a need to improve. We contact you directly to give you the opportunity to provide feedback.

This ensures we work with you to build a strong working relationship going forward.

FACILITIES MANAGEMENT

*Experienced professional facilities team who engage and work with **our** customers*

Our facilities team prides itself on the experience and knowledge they bring to any building.

The team is committed to providing a comprehensive value for money service that meets all statutory requirements and adopts best in practice standards.

Our facilities team will provide a customer focused service and support to the building management team at the completed development.

Scope of Management Services – Completed Development

PROCUREMENT AND CONTRACTOR MANAGEMENT

Aligning our service culture

Our specialist procurement team will ensure we have approved and vetted service partners in place who are aligned with our service culture.

Creating preferred suppliers who not only meet our high standards and ethics but also have a proven track record when it comes to a performance based approach.

Working as a team with the FM and the building management team to deliver a one team approach.

ENGINEERING STRATEGY

Protecting clients and customers by reducing risk whilst ensuring value for money

We have the knowledge and experience to not only provide invaluable technical advice but to also manage risk and to provide environmental and energy efficient sustainable solutions.

FUTURE PROOFING BUILDING DESIGN

Enhancing asset value

We understand properties, facilities and future requirements.

Our team have the unique expertise to advise and support you to ensure you have workable solutions to deliver efficiencies and reduce operating costs.

Scope of Management Services – Completed Development



Property Management

- Staff management
- Asset enhancement
- Service charge consultancy
- Engineering coordination
- Procurement
- Contractor management
- Performance management
- Help desk
- Inspections
- Health and safety
- Risk management
- Audits
- Budgets
- Development advice
- Data management
- Insurance Services
- Environmental Review
- Project advice



Financial Management

- Service Charge Administration and Collection
- Cash Management
- Supplier payments
- VAT reports
- Credit control
- Lease data analysis
- Cash flow forecast
- Banking
- Data management
- System Set Up & Coordination.
- Management Company Administration
- Statutory Payments



Building Consultancy

- Building surveys
- Cost consultancy
- Space planning
- Due diligence
- Dilapidations
- PPM advice
- Capital allowances
- Fit outs
- Design work
- Project management



Strategic Energy and Sustainability

- Energy/carbon reduction
- Cost benefit analysis
- Strategic advice
- Renewable options
- Investment appraisals
- Sustainability audits
- Environmental management systems
- Advice on planning and construction
- Compliance services
- Green financing

Mobilisation Program

Our Mobilisation program for Cookstown will break down into a series of work streams (typically – commercial, account management, service delivery, people, IT, data, communication, reporting and performance management) required to mobilise the scope of services successfully. There will be key areas of interaction between all stakeholders on issues such as:

- Aligning goals and objectives
- Agreeing IT system linkages, data feeds and processes
- Issue escalation and resolution
- Facilitating the governance process, including timetables for meetings and reporting
- Liaison with suppliers
- Agreeing a performance management process
- Communicating the benefits associated with the integrated model
- Execution

Patrick Hogan will lead the entire program and will be supported on each work stream by the dedicated team.

Patrick will take responsibility for liaising with all stakeholders to ensure a smooth process throughout.

Our Mobilisation program would commence well in advance of PC. From there we will move into handover of the cores, snagging and show apartment fit outs. Viewings and Pre Lets will then commence followed by Staff appointments, further fit outs, occupation and management mobilisation.

Facilities & Amenities – Completed Development

The completed development will incorporate a number of Residents Amenities spaces and these will include some/ all of the below services;



Gym



Laundry Service



Dining Area



Business Pods



Bicycle Lockers



Additional Storage Areas



Residents Car Share



Cinema



Library Area



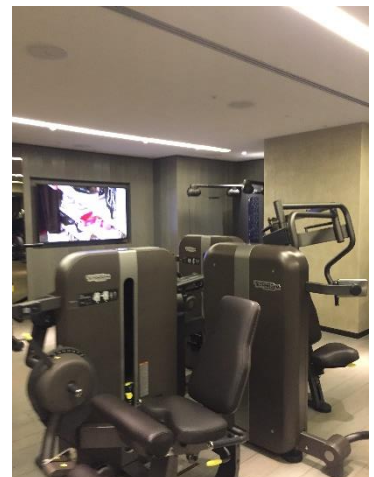
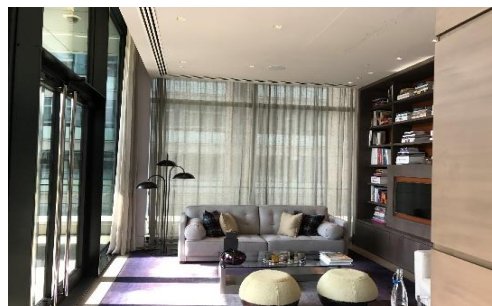
Residents Lounge



Games Room



Membership Club



These services will be managed and monitored through the on site team and such rules as required will be put in place in ensure proper order.

Facilities & Amenities

Concierge/ Customer Care Services

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

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

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

Each Apartment will have a direct link to the Concierge/ Customer Care via their intercom but also through a dedicated Concierge Management System. For the Cookstown project, we propose the use of the “**Building Link**” software and further details of the benefits and abilities of this system are set out in our Technology and Innovation section.



Indicative Staffing & Operation Model

The provision of the right, appropriately qualified staff will be paramount to the success of the completed development.

Estate Manager

Role to include;

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

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

Customer Care Agent

We propose that initially the Estate Offices would operate 12 hours Monday to Friday and 8 hours Saturday and Sunday with the role to include;

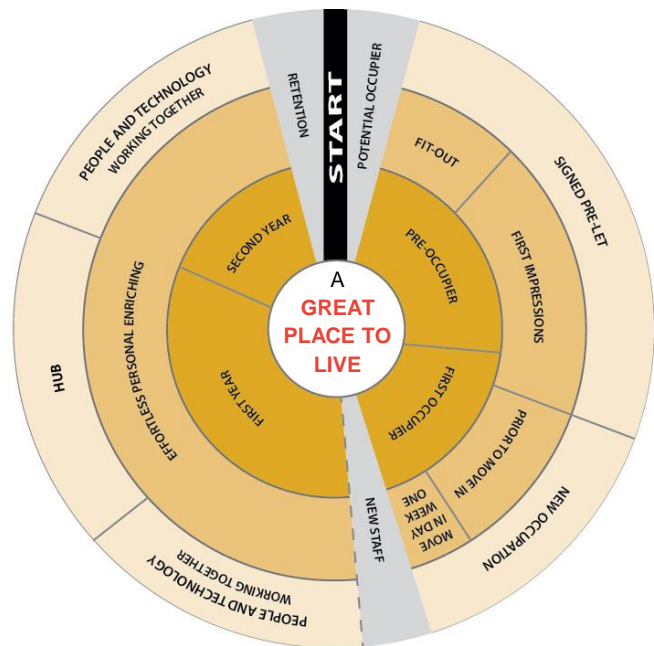
- *Welcoming residents upon arrival in a friendly and efficient manner*
- *Acting as a point of reference*
- *Understanding our residents needs and offering them customised solutions*
- *Acquire extensive knowledge of the development and the surrounding amenities and services*
- *Delivering parcels to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

We anticipate that this role and the operation times of the Estate Office will evolve as the buildings occupies and services are finalised. With this in mind and given the requirement for shift work, we propose that this service would be sub contracted to a 3rd party firm.

Innovation & Creativity

Cushman & Wakefield is committed to being at the forefront of the ever-evolving demands of BTR development management. We understand the demands of residents, visitors and investors and provide leading edge customer engagement, social and digital media, customer service and community engagement.

Most importantly, we constantly strive to **innovate**. We use matrixes that are measurable and we seek and act upon resident and client feedback. We develop asset management plans and seek to review with you, the client, on an annual basis.



A sample of the technology we will seek to deploy within Cookstown will include;



Building Link

We have partnered with Building Link on a number of residential schemes to date and recommend that this is the Technology Platform that should be deployed across the Glenveagh Living portfolio.

Building Link is a powerful, customisable platform and currently services over 1.35 million residential units around the world.



The system offers many management tools including;

 Package Tracking	 Key Tracking	 Maintenance & Work Orders	 Visitor Permissions and Staff Instructions
 Resident Profiles with Expandable Custom Fields	 Document Library	 Amenity Reservations	 Building-Wide Calendar
 Asset Tracking	 Management Analytics	 Employee Management	 Parking Spaces and Vehicle Management

Seamless & Effortless Communication

 Emergency Phone/SMS Broadcast System	 Automatic Email Notifications	 Building-Wide Surveys	 Digital Signs: Electronic Displays for Packages & Announcements
 Shift Log	 Emails and Recipient Lists	 Building Directory	 Resident Directory
 Bulletin Board	 Scrolling Announcements	 Autodialer for the Front Desk	 Board-Only Library/Discussion Area

Innovation & Creativity

The system also incorporates;

Tenant Occupation Support – move in, meter readings, inventory checklist, operational manuals, Tenant Handbook, ongoing communications

Powerful Dashboard including – Unit Look Up, Maintenance Request trends, Package Tracking, Amenity Space Usage trends

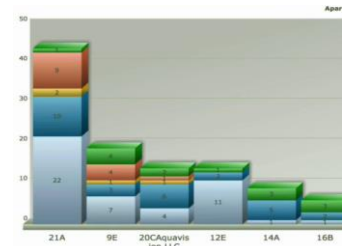
Robust Customisation including – Permission Types, Maintenance Categories, Delivery Types – Create “My Cookstown”

Mobile Applications – Building Link on the Go

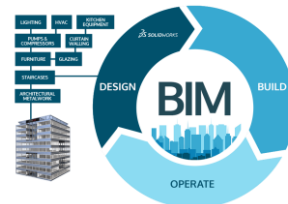
Keylink - biometric employee identification, and seamless integration. It should be a requirement of all leases that keys are held at Concierge for emergencies and to facilitate scheduled inspections.

Geo Sensors – Aware-FC monitors residential fitness centres, letting residents look at a dashboard from their home to see which exercise equipment is available.

Residents Passport - Identifies each resident by name, picture, apartment number, move-in date or any other data field in the BuildingLink database. Can also be used as a “cashcard” for operation of laundry services etc



Other examples of Innovation & Creativity that will be embraced include;



Management Systems & Procedures

We will use a number of property management focused systems and components, to create a resilient, innovative and holistic technology platform, which underpins our superior property management service.

We offer;

- Extensive Data & Financial Management systems with detailed analysis and tracking of costs allocated to each building.
- Bespoke Client Management information tailored to agreed KPIs at property and portfolio level in accordance with specific reporting requirements.
- Casework Management System which holds service contract details, SLAs/KPIs, planned maintenance and provides performance monitoring. By holding all this data in one system, it creates a platform and data hub that can ensure exposure to risk is managed and quality service levels are adhered to and best value is achieved.
- Dedicated Document filing and retrieval system



Detailed Reporting

Our platform provides a significant suite of standard monthly reports which can include;

- Client Statement Reporting
- Cash Summary
- Receivable Summary
- Cheque Register
- Write Off Report
- Tenant Deposit Balances
- Trial Balance
- General Ledger
- Balance Sheet
- Income Statement
- Accrued and Prepaid Income
- Accrued and Prepaid Expenditure



Tenancy Management

Our tenancy management system will deliver;

- Lease Administration
- Critical Dates tasks and Notification
- RPZ automatic rent increase calculations
- Arrears collection
- Online Payments
- Online Tenant Portal
- Real Time Analytics

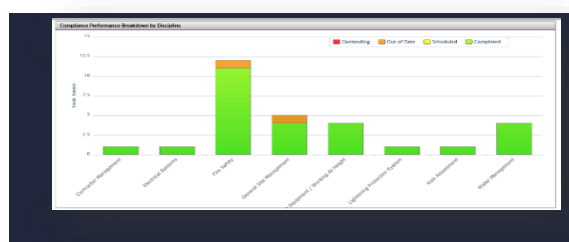


Risk Management

Our service aims to protect properties and assets while delivering cost savings for you.

To deliver our services across multiple properties, we use RAMIS, our web-based task driven IT platform.

RAMIS has been specifically developed to provide flexibility and accessibility in use. It is a configurable system and can hold service contract details, SLAs/KPIs, planned maintenance and provides performance monitoring.



Sub-Contractor Selection & Management

Cushman & Wakefield's procurement team provides an innovative supplier vetting and procurement service with access to economies of scale.

The procurement process uses a contractor vetting process designed to provide high quality suppliers subject to ongoing performance management particularly in sustainability and Health & Safety. The procurement process is transparent and auditable and focuses highly on appropriate specification levels with client/occupier involvement.

We implement performance based contracts thus managing supplier risk and delivering best value. It provides a unique vehicle not only to obtain bulk discounts on procurement, but also the performance management of FM contracts ensuring both effective operational performance and 'value for money' through the service charge.

Contracts are only granted to suppliers who have committed to our standards and KPIs (including environmental standards).

We have partnered with Safe Contractor to evaluate and measure our sub-contractors and their ability to meet service standards, quality assurance and Health & Safety obligations. Annual checks carried out on all contractors include;

- Insurance Levels
- Health & Safety Policy
- H&S Arrangements
- PPE
- Emergency Procedures
- Qualifications
- Accreditations



We deliver savings through procurement based on:

- transparency
- robust processes
- contractor vetting
- reduction of risk
- economies of scale
- framework agreements
- commitment to standard key performance indicators (KPIs)
- commitment to environmental standards

We use a purchase order management system, which integrates seamlessly into our property management system. This system handles the creation of the order, linked to service charge coding and allocation. Orders are approved through a workflow system which automatically routes the order to the approver with sufficient authority to cover the total order value.

Management Systems & Procedures

After Hours Service & Procedures

One of the key modules of our system is a service desk which we operate on a 24/7 basis. This takes all reactive calls from occupiers related to facilities management issues. The system is pre populated with all the suppliers for each location we manage and for each service.

Against each service there are defined service level agreements (SLAs) which measure the time to contain and the time to complete the works.

Our operators are fully trained although outsourced to specialist third party. Our 24-hour service desk provides, a single communication point for occupiers to use. We can also offer a personalised telephone number service which will be answered with a dedicated greeting if this of interest.



Management of On Site Personnel

As documented previously, there will be a number of staff engaged across this portfolio and we envisage that there is potential for a combination of contracted employees through both Cushman & Wakefield and other sub-contractors.

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

- Advertisement and recruitment of all staff
- Confirmation of character records
- Execution of contracts of employment
- Review of workmanship standards of all contracted tasks
- Instruct and arrange required training
- Oversee work activities to ensure they are executed in a productive, efficient manner
- Arrange and implement holiday cover
- Support and train all staff on delivery of services
- Confirm adequate equipment and clothing
- Arrange remuneration, including payslips, record all tax and social security deductions and statutory returns
- Comply with all statutory obligations
- Undertake regular performance reviews and provide feedback

Health & Safety Management

We are fully aware of the need to effectively manage risk and to comply with statutory requirements to protect the reputation of Cookstown.

We believe that the 6 key steps to maintaining statutory compliance are:

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

If these controls are managed effectively then this will lead to a number of benefits, including:

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

Insurance Administration & Claims Procedure

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

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

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

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

We will also administer any claims on the policy during the course of the year. This process is agreed in advance with both the Management Company and the relevant broker. Our in-house management system, RAMIS, logs and tracks all claims and incidents in one location on one database. This allows for outstanding management control in real time.

Procedure for House Rule Management

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

For the Residential OMC, the MUD ACT 2011 introduced empowerment to the OMC to introduce new rules deemed necessary to protect the overall interest of the development.

Regular reminders will be issued to all occupants in relation to House Rules and we have standard procedures and protocols in place to deal with House Rules breaches.

Long Term Planning

Long Term Planning

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

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

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

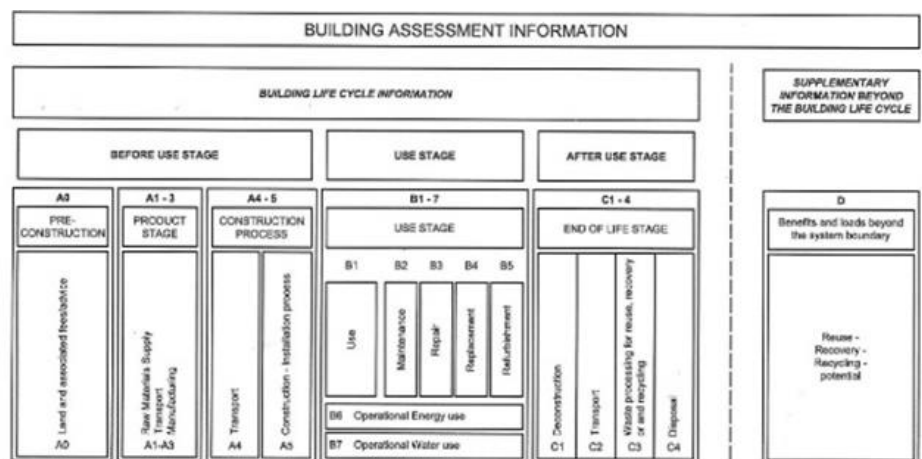
We carefully manage sinking funds so that there is always funding in place for any future works requirements.

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

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

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

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



Key
 1 Highest severity of consequence of failure
 2 Anticipated severity of consequence of failure
 3 Lowest severity of consequence of failure
 4 Minimum service life
 5 Most likely service life
 6 Maximum service life

Your Management Team

For the purpose of this high level document, we have outlined below our suggested approach and staffing arrangement. This will be refined as the project and services get defined and refined over the coming months.

Core Team

Patrick Hogan in his capacity as Contract Director will lead both the Leasing and Estate Team within Cushman & Wakefield for each project and will provide a senior interface to the design and construction team.

Patrick will also direct our Mobilisation Manager; **David McCarthy**, who will be responsible for initial management handover, compliance, tendering and instigating (as required) all PPM contracts for both hard and soft services.

Patrick will also take a “hands on and proactive” involvement in the marketing and leasing program which will be managed by **Mandy Meredith**, our highly experience Lettings Manager and her team.

In addition, **Joanne Boswell**, a dedicated and experienced Senior Property Manager, will oversee the day to day operations of common areas post instruction. Joanne will work closely with the Tenant Manager and will oversee the activates of both the Estate Manager and Maintenance Manager.

The finance functions of our contract will be undertaken by our Head of Property Management Accounts, **Orla Ruane**, FCCA. Orla has vast experience in the setup and operation of management accounts and specialises in Fund Management and Reporting. Orla leads a team of accountants who report directly to her on Rent Collections and operational expenditure.

Projects Team

In addition to the Core Team, we have also included for a “Projects Team” within our proposed structure. This team will manage both the initial marketing campaign and the first Letting and occupation process. We also provide for the management of the initial fit out including specifying, tendering and managing the project.

Our team is readily scalable as the Core Team remains constant and team members can be added as further developments within your portfolio come in line.

The “Cookstown” Team



Team Leader Experience & Track Record

Team Leader – Patrick Hogan MSCSI, MRICS



Patrick joined Cushman & Wakefield in 2015 having spent a lot of his career as a Senior Surveyor, Board member and shareholder of O'Dwyer Property Management Ltd where he led and managed a team responsible for a full service offering across Asset Management & Recovery, Residential, Commercial and Facilities Management.

Patrick is a Chartered Surveyor with over 20 years' wide ranging experience in property and facilities management and is a recognised industry expert in investment management, management company structure, formation and determination of the appropriate programme of management and team assembly.

Patrick also undertakes various roles within the industry including a position as a Committee member of the SCSi Property & Facility Management Professional Group and has also recently being appointed to the Communications Committee within the Society.

Patrick has worked on some of the most iconic multi-unit and mixed use schemes built in Ireland in recent years. These include many schemes within the Docklands area and Strategic Development Zones in the greater Dublin area where Patrick's involvement was from development stage to site mobilisation and ongoing management. **In addition Patrick currently sits on a number of Design Teams tasked with the delivery of in excess of 3,000 dedicated PRS Units including City Block 3 and City Block 9 which were recently been bought to the market including approx. 400 residential units.**

Patrick has led major contracts with both national and international clients overseeing the management of annual rent rolls in excess of €40M and the successful management and disposal of assets valued in excess of €400M.

Case Studies



City Blocks 3 & 9

2 of the largest undeveloped assets within Dublin's North Docks.

Design Team appointment by David Carson – Deloitte

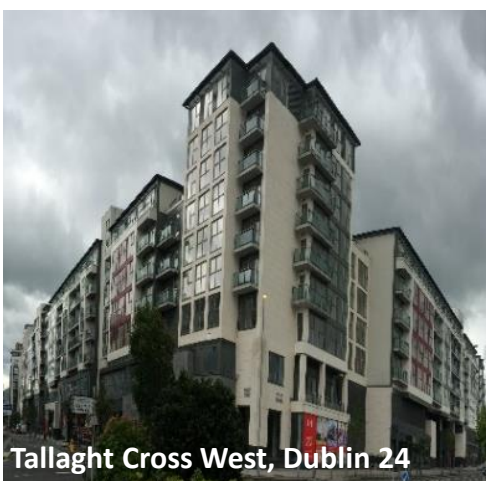
Services Provided & Added Value

Patrick worked as part of the Design Team engage by Deloitte to deliver viable planning permissions for both sites, with the view to site sales post planning.

Patrick's role included;

- Consider the various design options prepared by the architect in terms of site layout, density, unit types etc
- Provide advice on design and operational requirements of multi-family block investors/operators
- Assist design team in determining optimal value engineering
- Consider construction phasing in association with Engineers & Architects

- Advice on optimal management arrangement post completion – both on a phased and completion basis
- Provide draft service charge budgets as appropriate
- Provide feedback to the Client and design team on factors affecting scheme viability



Tallaght Cross West, Dublin 24

Mixed Use development of 507 apartments, 137,000 sq.ft of retail; 131,000 sq.ft office space; 186 bedroom hotel and a 3 level basement and associated office and retail uses.

Services Provided & Added Value

In 2015, Patrick oversaw a team (led on site by Diarmaid Geraghty) which managed the fit out, first letting and tenancy management of all apartments. An aggressive fit out and lettings campaign (including digital marketing) was undertaken over a 16 week period to fully occupy the development at market rents in advance of an asset sale.

In addition Patrick worked as part of the agency team which successfully disposed of the asset for a value in excess of €80M in early 2016.

APPENDICIES

Experience in Managing Similar Schemes

Our local and international management team have many years of experience with some of in Ireland and further afield. A sample of Leasing and Block Management instructions have been included below in addition to the case studies noted earlier in the document;

Development	Description	Services Provided	How We Added Value
Richmond Gardens, Dublin 3 	<p>Mixed use development of 91 apartments as associated ground floor retail units.</p> <p>Acquired by Marathon Fund as part of a portfolio purchase</p>	<p>Tenancy, Leasing and Block Management Services</p>	<ul style="list-style-type: none"> Tenancies Regularised Vacant Units Fitting Out & Leased Rents increased to Market Rates Operational Overhaul of Common Services CAPEX agreed with Client following completion of a CBA.
Robin Hill, Dublin 18 	<p>Development of 51 apartments together with underground car park purchased by Private Client.</p>	<p>Tenancy, Leasing and Block Management Services.</p> <p>The development had been part of a loan book prior to purchase and as such occupancies has not been regularised, vacancies were high and common areas had fallen into a state of dilapidation.</p>	<ul style="list-style-type: none"> Procured a survey of all unoccupied apartments (including all services) and provided a detailed budget to our client to bring to a marketable state. Marketing plan agreed Overhaul of Common areas proposed and costed
Shelbourne Court, Dublin 4 	<p>Development of 70 apartments together with underground car park purchased by Private Client.</p>	<p>Tenancy, Leasing and Block Management Services.</p> <p>Including fit out and first lettings of new phase built in the last 2 years</p>	<ul style="list-style-type: none"> Rent Roll €2M OPEX Management Arrears Management Fit Out Program and First Lettings

Experience in Managing Similar Schemes

<p>Development</p> <p>Lansdowne Place, Dublin 4</p> 	<p>Description</p> <p>Exclusive high end development of c.400 residential units, 150 bed hotel and associated retail units</p>	<p>Services Provided</p> <p>Cushman & Wakefield were appointed as part of the design team to provide property management input with end users input in mind.</p>	<p>How We Added Value</p> <ul style="list-style-type: none"> Residents Amenities Offering – USPs OMC structures, apportionment methodologies and S/c weighting Service Charge Budget preparation Marketing of USPs
<p>Development</p> <p>Hazelbrook Square, Dublin 14</p> 	<p>Description</p> <p>Development of 166 residential units including 97 apartments and 69 houses.</p>	<p>Services Provided</p> <p>Cushman & Wakefield were appointed by Mazars and the OMC to provide management services to the existing apartments together with managing the integration of the new apartments and houses.</p>	<p>How We Added Value</p> <ul style="list-style-type: none"> Arrears management The set-up of a robust service charge structure Operation & Procurement overhaul New site mobilisation BIF Fund Completion Cost savings
<p>Development</p> <p>Marina Village, Greystones</p> 	<p>Description</p> <p>Development of 200 apartments, 200 houses, marina, clubhouses and retail space.</p>	<p>Services Provided</p> <p>Cushman & Wakefield were appointed by Bridgedale initially to provide design input and thereafter to act as Management Agent to the phased development.</p>	<p>How We Added Value</p> <ul style="list-style-type: none"> Practical Design Input Local Authority Interaction OMC structures, apportionment methodologies and S/c weighting Service Charge Budget preparation Management Mobilisation

Cushman & Wakefield

43,000
EMPLOYEES



OFFICES IN MORE THAN
70 COUNTRIES



\$5
Billion
REVENUE



4.3
Billion
SQ FT
MANAGED

ONE OF THE
TOP 3 GLOBAL FIRMS

IN REVENUE
TERMS



\$191
Billion

IN TRANSACTION VALUE



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