



Management Plan



Broadstone
Dublin 7



November 2020

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What is shared living

01



Shared living means enjoying the company of others in the community.



Shared living includes lifestyle facilities in the complex.



Shared living means enjoying the social side of life does not have to be organised, impromptu interactions are often more fun.



Shared living community is environmentally conscious and our city centre only locations mean environmentally friendly travel is assumed.



Shared living means work places for our community is not limited to desks and offices, it can happen in so many locations within the complex.



Shared living in Hendrons means the uninterrupted rooftop views are shared by all of the residents.



Shared living roof gardens and courtyards are ideal for spontaneous social sports.



Shared living is maximising the use of technology to increase efficiency in the management and suits the lifestyle of all of the residents.

The idea of CityLiving shared living

02

What is CityLiving shared living?

- Contemporary design-led shared living for the environmentally conscious in Ireland's leading multi-society cities.
- Living in an inclusive community with likeminded people benefiting from flexible living patterns and rental terms.
- Perfect for young thrusting professionals in cutting-edge health, creative, technology and advanced industries working long, demanding and irregular hours.
- With the worldwide trend towards co-working for new recruits, graduates, interns, placement and seasonal employees, shared living blends a lifestyle with workstyle with typical tenancy lengths being flexible and expected to be between 6 and 12 months.
- Corporate and block bookings will be seamlessly integrated into the sales and marketing division.
- Today's live life expectations are exceeded with theatre kitchens, group dining, external social amenity space, gyms, pilates studios, sky lounges, cinema, laundry, dedicated 24/7 concierge, workstyle spaces, games experience rooms, e-scooter availability, community hubs and generous public spaces and facilities creating greater social inclusion within the residence but also importantly with wider local community.
- Residents will have the best of both worlds, with ensuite bathrooms and kitchettes providing personal living space and the shared resident amenities creating the opportunity to socialise with other residents.
- Careful thought has been designed in to the accommodation layout of the bedrooms to ensure single occupancy living in studio style bedrooms, ensuring isolated living for those that need at times to cocoon safely in the comfort of their own sustainable space.
- The shared living lifestyle choice brings immersive organised events carefully and thoughtfully created in the CityLiving HendronsLife programme, responding and tailored to residents' needs and wishes – creating real value for money. CityLiving have also engaged with the local community and established a CommunityLife programme for integrating the CityLiving way of life for the benefit of the local community during the day.
- Advanced building technology meets everyday practical use, keeping residents safe and sound, enjoying high speed broadband connectivity and 24/7 security giving peace of mind.
- Shared living is the most carbon friendly way to live today in Ireland's cosmopolitan cities. CityLiving is committed to sustainable development and management, and we promote car free developments and actively encourage the simple and efficient use of public transport and e-scooters. Swapping car parking spaces for better amenities gives CityLiving the ability to deliver much more for the residents as well as environmental sustainability.
- Sustainability is incredibly important to shared living residents, that is why CityLiving help design environmentally conscious practicalities in to the buildings we manage. Design, layout, functionality, facility and service deliverability purposes are designed in to the schemes to enhance the environmental credentials and deliver to our residents a way of championing the environment. Traditional city centre apartment blocks tend to have excess of car parking on the ground and lower ground levels, We work with developers and design teams to engineer what would traditionally be car parking to be living accommodation, creating space throughout the building to expand larger living areas and giving increased manoeuvrability around the building for larger laundries, cinemas, gyms, cafes, bigger areas for bike parking and e-scooter charging and also creating space for outdoor living elements and greater amounts of natural light.
- CityLiving are determined to grow the environmentally sustainable shared living concept, a sector of the local city centre housing market that will be key to freeing up traditional apartments and houses for people of greater need, young families, couples, and increasingly the elderly.
- CityLiving are reaching out to deliver even greater choice, diversity and alternative vibrancy to city centre living.

CityLiving - who will be living with us

03

Core Residents

The scheme will cater for the evolving needs of the existing population of Dublin providing an alternative housing solution to a house share. For an international worker coming to Ireland for the first time the prospect of finding a place to live is daunting. CityLiving makes it possible for an international worker to move to Dublin into a ready-made community of like minded young professionals. CityLiving is a fabulous start to experience life in Dublin. The accommodation is modern, safe and secure. Social events are organised and the amenity space makes it easy to have spontaneous get togethers.

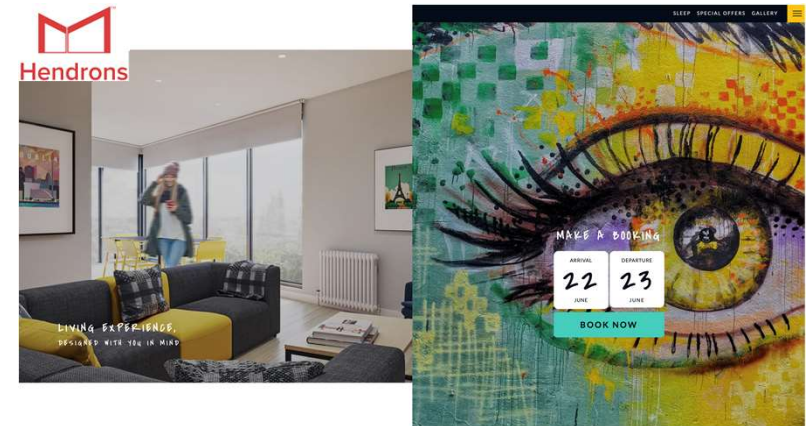
Wherever possible, we aim to forge close links with the key employment providers in the towns and cities where we operate. This may take the form of structured partnership agreements, or simple referral arrangements.

Annually we perform a full market analysis for each of the sites as part of the update of the asset plan, by completing competitor analysis, market analysis, planned development pipeline, pricing, general operating and environmental scanning. The pricing strategy is presented, agreed with the client and launched in 12 month cycles (anniversary of the build completion date). Base pricing is then set with the intention of achieving 100% occupancy.



Non Core Occupants

While core revenues will be generated from shared living medium and multi annual lets it is likely from time to time that gaps may occur between occupancies. Subject to planning permission we have the capability to flex our existing short term letting systems to fill gaps that may arise from time to time.



In addition as previously referenced our network of partnership and regular interaction will enable us to tap into short term requirements these companies and agencies may have from time to time and ensure that we can capitalise on this when inter tenancy gaps occur for us.

Background to CityLiving

04

CityLiving is a newly formed operator of shared living developments in the UK and Ireland. Our intention is for this operator to be an exclusive property manager for this platform.

CityLiving is owned and founded by James McGrath and Jamie Eustace, and will be a subsidiary of Mezzino (mezzino.com), which has been operating in the student, residential and hospitality business since 2010. CityLiving will use the same back-office infrastructure, including our accommodation management system, facilities management system and building Hub portal.

The team has a excellent track record having seamlessly integrated over 4,500 beds spaces onto our management platform and consistently achieved occupancy levels approaching 100% across all our sites. Our model is fully scalable, and our track record is unblemished. Mezzino are regulated by Royal Institution of Chartered Surveyors (RICS) in Ireland and the UK. In addition, we are regulated in Ireland by the Property Services Regulatory Authority (PSRA), adhering to their code of conduct and obliged to act in a professional manner with clients, customers, suppliers and relevant third parties.

As well as 4,500 student beds, CityLiving's parent, Mezzino, currently manage three residential assets in the UK representing 450 units (c.700 beds) and also a significant number of commercial (public house, supermarket, estate agent and café) tenants within the assets in various locations.

Our platform is customisable, dynamic, fully scalable and developed to meet any client need.



Management Team



Jamie Eustace

BSc (Joint Hons), ACA (Managing Director)

Jamie is a Chartered Accountant with over 10 years property experience. After graduating from UEA with a degree in Business Finance & Economics, Jamie spent 8 years in Audit & Assurance at KPMG, one of the 'Big 4' international accountancy practices. He subsequently served as Finance Director at Plusnet plc, an internet service provider which floated on AIM with a market capitalisation of £75m. Following this, Jamie was appointed Group Finance Director at Life Property Group – a Leeds based property development & construction company. Over the course of the next 5 years he raised funding in excess of £30m and completed projects with a GDV in excess of £60m, primarily in the residential property sector. Following the property crash, Jamie worked as Head of Finance for ESG, a private equity-backed skills & training provider where he successfully refinanced the business with £25m of new funding. Jamie joined Mezzino as Finance Director in July 2012, became Managing Director in 2016, and is a 50% shareholder in the business.



James McGrath

BSc (Hons), MRICS (Business Development Director)

James is a Chartered Surveyor with over 14 years property experience. After graduating from Oxford Brookes University in Commercial Real Estate Management, James spent 4 years at Fisher Hargreaves Proctor (a Top 50 Midlands based firm of Property Consultants) where he qualified as a Chartered Surveyor in 2003. He has subsequently worked in Investment Sales at Lace Market Properties, and latterly as Investment Surveyor at Cubic Property Holdings an offshore property developer which invests in UK property assets. James saw an opportunity in the market for high quality, low cost student accommodation management. He set up Mezzino back in 2010, and is a 50% shareholder in the business.



Gareth Wilson

MCIOB (Group Facilities Director)

Gareth is a Chartered Construction Manager with over 10 years property experience. After diversifying from Mechanical Engineering into Commercial Property Management with DTZ back in 2008, he operated as a Senior Facilities Manager for the North West Regional Team before moving into the student sector as Head of Facilities Management with The Mansion Group in 2012. As a member of the Business Management Team, he was responsible for delivering Facilities Management Services to a portfolio of almost 10,000 student beds across the UK and for the Project Management department of The Mansion Group which delivered a number of partial and complete refurbishments. Gareth Joined Mezzino as Group Facilities Director in April 2020.



Karl Reinhardt

BSc (Hons), FIHI (Operations Director - Ireland)

Karl is an experienced manager with over 20 years experience in various senior management roles in the Irish hospitality and student accommodation sector. Prior to joining Mezzino Student Living Karl was General Manager of the multi award winning Brooks Hotel in Dublin and its sister property in Galway The Connemara Coast Hotel, CEO of the Irish Hotel and Catering Institute, Director of Professional development at National College of Ireland and most recently General Manager of Campus Residences at National University of Ireland, Galway. Karl holds an Honours Degree in Management from Trinity College Dublin, a Higher Diploma in Hospitality Management from TU Dublin, an Advanced Diploma in Management Accounting from the Chartered Institute of Management Accountants has studied Strategy and Marketing in Cornell University and a Fellow of the Irish Hospitality Institute.

The CityLiving approach to Operating Structure

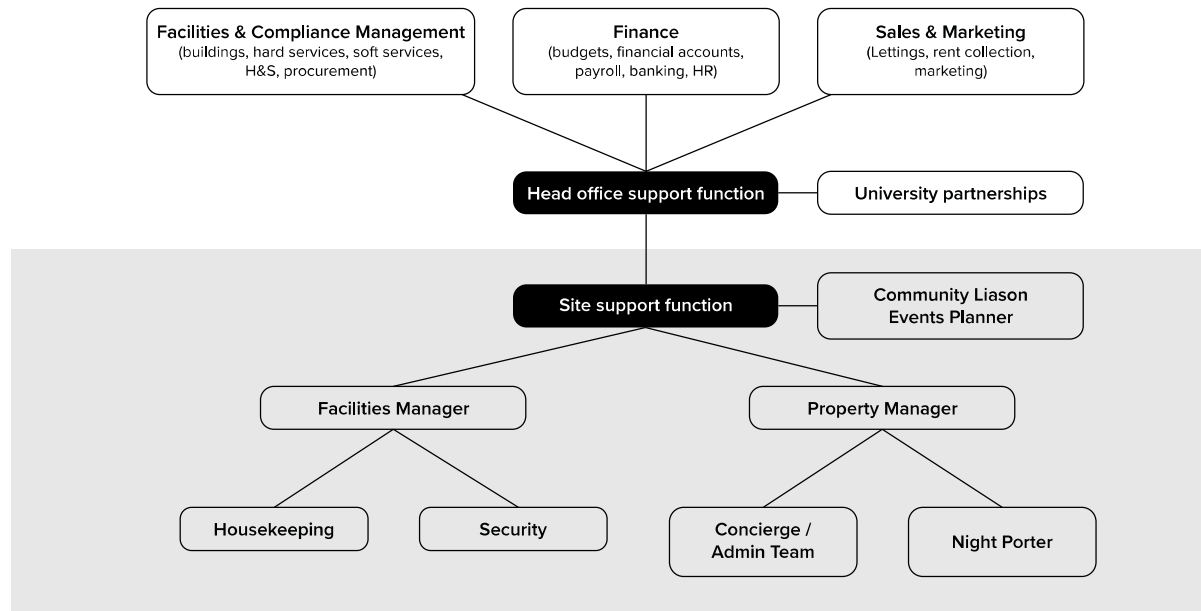
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Operations & Property Management

Our efficient management structure and effective use of ICT systems (utilising our bespoke and wholly owned web-based Accommodation Management System – ‘AMS’ and full CAFM Facilities Management Software – ‘FMS’) allows us to work and manage efficiently and effectively. Both our AMS and FMS systems are fully capable of handling an asset that is designed and operated as shared living accommodation.

Staffing at each site is ultimately dependant on number of bed spaces (and any client specific requirements). Hendrons will require a dedicated on-site team of 9 employees headed by a property manager, overseen by our Irish Operations Director and supported by our existing Head Office function. CityLiving will look to employ from the local community.

Hendrons Site Operating Structure



CityLiving HendronsLife programme – our unique approach to shared living

06

HendronsLife – for life within the Hendrons

Emerging research has proven how valuable a role a co-ordinated resident life programme plays in ensuring a positive resident experience in shared living developments and how this can differentiate properties. Recognising that we are not merely 'providing a roof over people's heads', CityLiving have developed a unique programme 'HendronsLife' to support and engage our residents. The residents we want living in Hendrons are the type who will invest in the enjoyment of the building and the amenities on offer, not be transient short stay dwellers.

The programme is built around four core pillars, entertainment & activity, wellbeing, knowledge and sense of community. While the programme will be heavily influenced by residents interests it will likely include a mix of regular events such as:

- Movie nights in our cinema.
- Table quizzes.
- Topical 'soap box' presentations.
- Socially responsible community activities.
- Group excursions.
- 'Come dine with me' nights.
- Festive celebrations.
- Regular Yoga, Pilates and mindfulness groups.
- Charitable activity.

The aims of the programme are:

- To build a vibrant and engaged community.
- To be viewed as an operator who is relevant, and who understands and places importance on the positive and transformative role a programme of events and activities can play in the wider residential experience.
- To provide our residents with numerous free opportunities to meet other residents, get to know the property team and feel part of a caring community and get involved in the wider community.
- To build and improve upon relationships with leading corporate employers and their key departments by leveraging the programme to seek out opportunities to support campaigns and events of importance to them.
- To improve the experience of living in our properties by gathering data on the success of the CityLiving HendronsLife programme via resident surveys, focus groups and anecdotal feedback and utilising all feedback to improve the experience of living in our properties.

Hendrons CommunityLife – for engaging with the wider community

The City Living HendronsLife programme extends further than a unique approach to shared living in the Hendrons building, it extends beyond in to the local community. At CityLiving we are formulating a Hendrons CommunityLife programme designed to engage with all elements of the local community, encouraging as much social interaction cross community as possible.

Cityliving are engaging with the community representative covering the locality of Hendrons. Within the Hendrons building there are facilities that CityLiving will welcome the local community to use during the day as a local amenity to the local community:

- Bookable Area within the Hendrons Lobby area for events and social gatherings.
- Hendrons Café will be open to the public between the hours of 8:00 – 18:00. From 18:00 til 23:00 the Hendrons Café and Lobby social area will have bookable sections for group dining, private dining and meetings.
- The Hendrons Café will also be bookable by the local community for clubs and societies.
- Classes will be run by external tutors (owner business operators) for fitness classes in the TRX studio for the public to participate in.
- The Gym will be bookable by the local community all of the time.
- CityLiving will also be offering to the community classes provided by external tutors in the yoga, pilates and Dance Studio.

All resident and community participants in the Hendrons facilities will be able to book appointments and classes via the Hendrons Hub.

The Hendrons Hub will also be the focal point for all resident and community event marketing as party of the HendronsLife and CommunityLife programme marketing.

To ensure Hendrons is fully integrated as possible for the local and wider community to access the community amenity facilities, CityLiving will use cityliving.ie to help signpost public bookings via a dedicated Hendrons Chatbot who will handle not only bookings enquiries for living in Hendrons but also for group bookings and further information on classes and availability of table bookings.



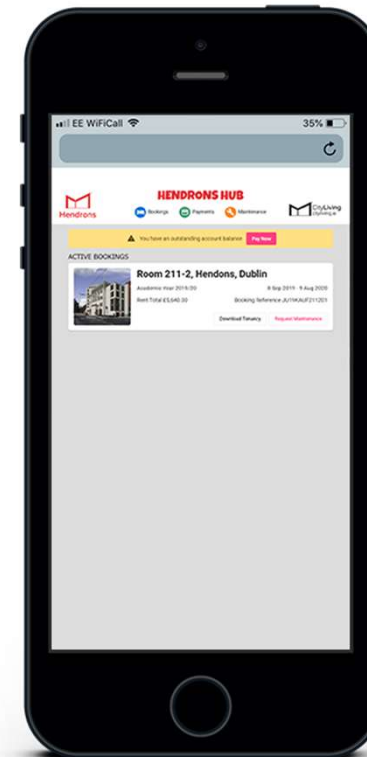
CityLiving HendronsLife programme – our unique approach to shared living

cont'd 06

Hendrons Hub

At the heart of the HendronsLife programme will be the Hendrons Hub. The Hendrons Hub is a self-serve system, purely functional to enhance the HendronsLife experience when living in Hendrons and also to enable greater efficiencies in the asset management of Hendrons.

- Each resident will be invited to download and register for the Hendrons Hub app during the early stages of applying for accommodation.
- A dedicated Hendrons software platform that will handle all elements of their resident experience journey while living in the building.
- The Hendrons Hub processes the residency agreement documentation, e-signing, issuing of invoices and provides a portal for the tenants to make payments (linked direct to our dedicated client rent account for Hendrons).
- Tenants can use the Hendrons Hub to request maintenance and also login to see maintenance progress and escalations.
- Visiting members of the public using any of the community facilities within Hendrons building will automatically be notified when initially accessing the WIFI to download and join the Hendrons Hub, creating a wider local Hendrons community as part of the Hendrons CommunityLife programme.
- The Hendrons Hub will be a channel for notifications of events, public space booking platform and marketing channel for the Hendrons building.
- The Hendrons Hub will enable residents to connect with other residents through the hub as well as being a live information feed, 24 hour connection to the hospitality staff and night porter services.
- To ease greater connection between the residents, the Hendrons hub will also allow functionality so residents can see who is booked in to specific room types and events. Equally the Hendrons hub will prevent room and event over crowding.



A new way of living – way of life

Identity

CityLiving brings a new way of living to Dublin. Convenient, comfortable and connected. We have created an identity, a way of life for the residents living and breathing the Hendrons way of life.

The distinctive red used in the logo draws on the alignment of the current red Hendrons lettering on the protected structure and the red flashes on the building in the proposed plans for the future, ensuring heritage and inclusion is cast in to the future of the building and continues distinctively in the local community.

The property

Hendrons is formed from a sensitive conversion of a protected structure on part of the site and a replacement of dilapidated existing buildings with new build shared living accommodation across the rest of the site, creating 280 shared living studios. There are extensive communal spaces on the ground floors which include Hendrons café and Lobby. Located on the lower ground floor are the resident and community access facilities including, TRX studio, yoga, Pilates and dance studio, cinema, residents laundry, bike storage and E-Scooter charging stations. The Hendrons building also offers the CityView lounges, SkyLounge and Roof Farm located on the rooftop.

Property Manager

The person co-ordinating and leading the Hendrons shared living team is the property manager. They will lead the interaction with residents on behalf of CityLiving and will ensure the building operates in line with this management plan and other best practice guides. Residents will interact with the property manager and their team as the first point of contact.

The Concierge

Upon entering Hendrons, residents and visitors alike will encounter the concierge desk in the reception area. The concierge will provide support to residents to enhance their experience. For example, the Concierge will assist with greeting building visitors, maintaining the reception communal area and taking delivery of oversized parcels or deliveries requiring signature. An important element of this role is maintaining the schedules for use of the various communal areas and ensuring the areas are ready for Resident's use and members of the public when booked in advance.

All inclusive rent package

The proposed rental structure for residents will comprise an all-in monthly fee which will include rent of studio, use of communal facilities including the gym, high speed internet access, electricity and utility charges (swipe cards in rooms to minimise over usage), waste removal, common area cleaning, concierge service, security and access to events/social groups.

WIFI and Hendrons Hub

High speed WIFI connection will be installed throughout the development for all residents to use. Visiting members of the public will have access to the Communal space WIFI via registration on the Hendrons Hub. Each resident will be invited to download and register for the Hendrons Hub, a dedicated Hendrons software platform that will handle all elements of their resident experience journey while living in the building. Visiting members of the public using any of the public access facilities will automatically be notified when initially accessing the WIFI to download and join the Hendrons Hub. The Hendrons Hub will be a channel for notifications of events, public space booking platform and marketing channel for the Hendrons building.

Security of Tenure

All residents will be provided with a fully compliant Tenancy Agreement offering flexible terms from 1 week through to 12 months or longer.

Security

Restricted access control using designated SMARTair app will be implemented throughout Hendrons. Residents and authorised visitors will be required to 'tap' in and out of the building and communal areas such as the TRX studio, SkyLounge, dance studio etc using their mobile phone or smart watch. Registered visiting members of the public who are verified via the Hendrons Hub that have made bookings to use the public community spaces will also have the ability in a controlled way to tap for access to the desired areas of visit. This access control will be linked to the Building Management System (BMS). CCTV will also be utilised throughout the communal and service areas. All CCTV and BMS data recorded will be managed and securely stored in accordance with GDPR regulations.

Hendrons Café & Lobby

The welcome lobby on the ground floor provides informal meeting space fitted out with comfortable sofas, tables and chairs. The area will predominantly be used for quick conversations and neighbour interactions. To create better communities the Hendrons Café also shares this area and is going to be the main communal area of the building shared by members of the public. Sections of the Café can be booked for neighbourhood meetings and social groups. The Concierge will be tasked with ensuring facilities are well presented, replenishing consumables and instructing cleaners as necessary. The Concierge will book, on behalf of residents and the public via the Hendrons Hub activities to take place in this area.

Yoga, Pilates, dance and TRX studio

The building has been designed to provide a resident amenity space at lower ground floor. These facilities are for the use of residents and members of the public and will be open for monitored hours. During their induction to the building, participants of these spaces will be provided instructions on how to use the equipment. To be a participant, residents and members of the public will have to register via the Hendrons Hub. Arranging for cleaning and equipment management will be the responsibility of the facilities manager and housekeeping. This space will also provide an area for Yoga, Pilates, dance, TRX or other group activity. Activities will be organised by the building concierge but will be driven by resident requests and feedback. Access to these areas will be monitored on entry with thermal imaging CCTV cameras linked to the access control. The Access control will also limit the numbers of entrants due to current social distancing rules at the time of entry and the additional cleaning requirements due to usage.

Resident Lounge, Kitchen & Dining (LKD)

On each floor of the building a lounge, kitchen and dining area will be available for residents. In addition to in-room cooking facilities, residents will have the option to use the LKD for cooking, dining, meeting people, relaxing and watching TV. The LKD's will be available to all residents but access will be controlled using 'tap'. Daily cleaning of this area to be provided by the Hendrons facilities and housekeeping team. SMARTair technology will be used in conjunction with the manage Hendrons wireless access points to control the numbers of people using the LKD's to ensure social distancing can be achieved throughout the residents use of the facilities.

Each LKD will be designed to reflect a different vibe and themed so the residents can choose the one most suitable to their mood on any given occasion. Some will have more social seating and others will have more formal dining arrangements.

Cinema

To create greater enhanced community feel within the building, we will include the 'Hendrons Cinema' accessed via the Hendrons Hub for updates on showings and bookings. The cinema will be bookable for Netflix parties and can also be used for curated Soap Box nights.

Laundry Facilities

The Hendrons laundry room will be located on the lower ground floor. Residences will not need to wait in the laundry room as the residents will have Laundry View via the Hendrons Hub so they will be able to see the availability of washers and dryers. The laundry will be equipped with modern energy efficient commercial grade washing and drying machine. A laundry service will be available as an optional extra and booking will be through the Hendrons Hub.

Bike Storage

CityLiving understands that many Residents of Hendrons will use the bicycle as their primary mode of transport. With this in mind, the provision of secure bicycle parking was a key design consideration with ample secure bike parking being provided inside the building. The area will be under CCTV surveillance and access to the yard will be controlled using tap in and out.

We will investigate the provision of bicycle sharing, E-bike sharing and E-scooter sharing schemes to further encourage this form of transport.

The bike storage includes a maintenance station alongside a commercial arrangement for maintenance with a local bike shop. A key element of the Bike storage area is to create a biking community so we will be integrating social seating for biker groups to use.



A new way of living - Hendrons amenities cont'd

CityView

On the 4th floor on the southern side & 6th floor on the Northern side there is an external social terrace available for residents to use. Suitable furniture will be provided in these spaces so that the residents can enjoy the panoramic views of Kings Inn and Royal Canal Bank park. Use of this area will be managed to ensure use by Hendrons residents doesn't negatively impact the building's neighbours. The property manager will closely monitor and control these areas. Availability being restricted to pre-agreed times

SkyLounge

This area is a rooftop lounge with panoramic city views. With its south and south westerly aspect, it's a place where residents can meet, relax and enjoy the city views in the evenings as the sun sets. This room doesn't need televisions to entertain, the ever changing sky views provide a background to conversation and socialising. This room is the essence of Shared Living.

Roof Farm

Sections of the flat roof have been designed for residents to cultivate their own fruit, vegetables and herbs, giving a real sense of meaning and to further strengthen the long term resident rather than transient dwellers. The Roof Farm is a great creation of outside amenity space and help Dublin provide increased amounts of Green Space.

Courtyard

The central Courtyard at ground floor area is designed to be interconnecting through the clever design of vegetation creating different external areas for different uses. In the Courtyard are private seating areas, group seating areas and external sports options such as ping pong.

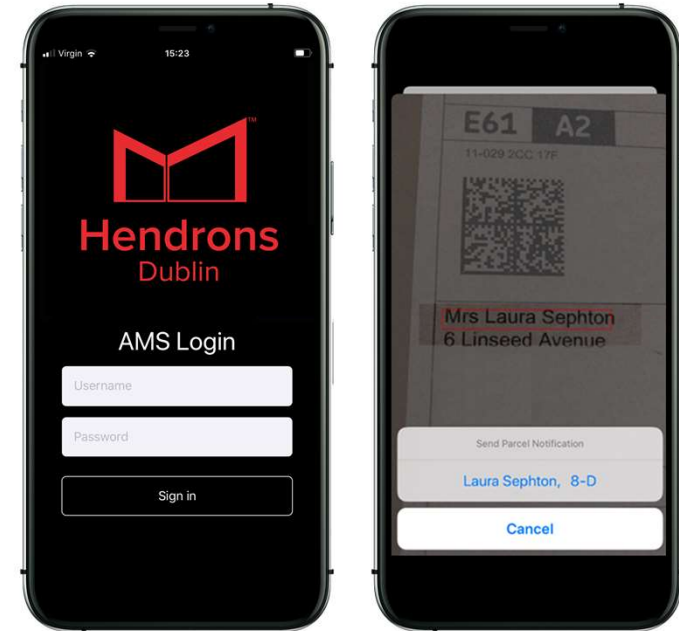


Parcel Delivery

Within the Hendrons lobby there is an area designed for storage of parcels and other deliveries. This service to be provided by the concierge. Built in to the Hendrons Hub is the Hendrons Parcel notification feature.

- Our Hendrons software links a specifically design Hendrons Parcel Notification (HPN) app (loaded on the staff mobile device) to the CityLiving Accommodation Management Software (AMS) system.
- The sproperty team members can take delivery of items from any postal service/courier service. On taking delivery the property team member opens the app and scans the address label. The software recognised the address/name (or there is a manual input for undistinguishable handwriting) and it links the parcel with the tenant on the AMS system and sends the resident a notification via the Hendrons Hub that we have a parcel for them to collect.
- Confirmable times slots for collection of the parcel can be set up, likewise reminders to come and collect can be sent.
- We have also partnered with Sherpr. The Hendrons Parcel Notification has added features so when someone uses Sherpr the Hendrons Parcel Notification feature will instruct the property staff to take the delivery to the registered address (bedroom within the assets) on the AMS system so that the incoming resident already has their item in their studio that they sent via Sherpr in advance.

We are also making available a controlled access area on the roof terrace so residents will in the future be able to take advantage of safe and secure drone parcel deliveries.



Anti-social Behaviour

The prevention and management of anti-social behaviour is a crucial role for the CityLiving team. Our management philosophy is to provide a safe and friendly environment in which residents and staff can live, work and socialise, whilst considering sensitivities of the local and resident community. The on-site team will proactively employ a good neighbour policy. As part of this policy, the on-site staff will actively seek to be part of, and work with, local community groups to become a significant element of the community. Any antisocial behaviour such as excessive noise, caused by residents, that is observed by the management team or reported to them will be actively managed by the team.

Viewings

The majority of residents will arrange their stay entirely online via cityliving.ie, therefore, substantially reducing the number of physical viewings required. However, where such tours of Hendrons are necessary:

- They will be on a pre-designed schedule with a maximum number of people per tour.
- Times for tours will be chosen appropriately, taking into consideration what other events happening in Hendrons.
- Tours will be conducted primarily by the property manager, with assistance of the concierge staff, as appropriate.
- Tours will be predominantly pre-arranged, either online or by phone, but walk-ins will be accepted depending on availability of staff. Registration procedure will include health & safety briefing as appropriate and acceptance of appropriate terms and conditions.

To facilitate as much as possible remote viewings, CityLiving will make available the ability for residents to carryout virtual viewings and 360° tours via cityliving.ie. Bookings will be remotely completed via the Hendrons Hub.

Induction

The induction process provides the essential information that new residents need to know about the building, the welcome packs will be provided through the Hendrons Hub.

Resident Check In

A carefully considered welcome/induction procedure for the residents of the development will be vital to ensure the smooth running and operation of the building in terms of outlining procedures, general management processes and rule and expectations.

The Hendrons Hub will store all of the welcome information and will be available at the time of booking.

The CityLiving AMS and FMS system working in triplicate with the Hendrons Hub support each stage of the booking, check in and resident check out process.

Room turnaround

Part of a resident check out is a room inspection undertaken by the property manager. Planned remedial maintenance is pre-scheduled and undertaken by the facilities team and housekeeping, as well as a deep clean, with the room prepared for the next resident. In periods of pandemic housekeeping will perform suitable enhanced deep cleaning activities.

A new way of living - Operations cont'd

09

Welcome Pack

The property manager is responsible for coordinating the check in process and ensuring every new resident has read and understood the Welcome Pack which will contain the following (not an exhaustive list):

- Access to property via 'SMARTair' app and/or a fob/key-card if preferred by the customer.
- Contact details of all staff involved in the management of the property, times they are available and details of their duties.
- A list of all services to be provided within the building.
- Health and safety procedures to be followed (e.g. fire evacuation procedures).
- Studio inspection procedures (as a component of cleaning).
- Repair reporting procedures.
- Costs of any additional services (fob replacement, laundry, TV/ TV licence, extra cleaning etc).
- Damages procedures and associated costs.
- Complaint procedures.
- Details of the requirements and responsibilities expected of each resident in terms of their behaviour and conduct.
- A comprehensive inventory of their studio and communal area within the studio clusters indicating the state of repair of fixtures and fittings at the time their arrival.
- Once tenancy period commences residents will be requested to check the inventory for accuracy.
- Notice period and procedure.
- Resident payment terms.

Complaints

Residents will also be made aware of the complaint's procedure:

- All customer complaints (from tenants, suppliers or other third parties) are acknowledged on day of receipt and followed up within five working days. The process is managed by the property manager.
- All complaints are logged within the complaint log. Details to include, dates, responsibilities, follow up action taken and resulting outcome.
- All complaints received, either verbally or in writing, are to be acknowledged in writing by the property manager on the day of receipt, wherever practicable.
- The property manager is to respond to complainant in writing outlining a proposed solution to the issues raised within a maximum of 5 days from the time of receipt of the original complaint. Copies of the response, report and correspondence to be forwarded to all parties involved.

The property manager will review each and every complaint and ascertain whether there is an underlying issue at the site.

Should any complaint not be resolved to the satisfaction of the complainant, then the complaint will be further escalated to Karl Reinhardt, CityLiving Operations Director in Ireland.

A new way of living - Facilities Management

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This section provides an overview of the services required and the proposed methodology in terms of running CityLiving.

The CityLiving FMS

At the outset a full asset register will be established and loaded onto a Planned Preventative Maintenance (PPM) and Capital replacement facility module. This will allow for PPM works to be planned reducing the requirement for reactive maintenance by amalgamating day to day requests into PPM.

The property manager will ensure a location register for domestic appliances and movable items together with capital replacement of short life items, toasters, kettles, fridges etc.

Tasks will be assigned via FMS including day to day maintenance, domestic appliance maintenance and replacement turn overs, and works while at the same time picking up requests which carry a cost to the resident, linking the system to bill direct via AMS and carry through a charge to the residents account. The Hendrons Hub will notify the resident at every stage of the maintenance request and invoice if appropriate. The Hendrons Hub will also facilitate the payment by the resident online.

Cleaning & Housekeeping

The daytime housekeeping service will focus on the high footfall communal areas, as well as the LKDs, to ensure that high standards are maintained throughout the day by providing a cleaning service on a scheduled, planned and reactive basis as maybe required. Any spillages, litter-picking and requests will be attended to within a reasonable timescale and monitored and recorded using FMS. All other communal areas will be cleaned according to a flexible schedule enabling cleaners to work on specific areas during times when they are not being used by residents. Cleaning will be based on an output specification to ensure that high standards are maintained throughout. Cleaning staff will be encouraged to develop quality routines and to identify opportunities to improve service delivery. Residents will be expected to bring waste from their units to the designated refuse bins. Residents will have the ability to pay additional fees to receive additional studio cleaning, additional linen cleaning and fitting of clean sheets.

Housekeeping will also present an opportunity for CityLiving to monitor the general condition and wear-and-tear of individual rooms. On notification that a resident will be checking out, the facilities manager will work with housekeeping to ensure that rooms are deep cleaned and fully prepared. All processes will be tracked and monitored through FMS.

Security

In addition to night staff at Hendrons, access will be controlled via the SMARTair app, there will be a fall-back system should a resident lose their phone, or the phone is out of power where night staff will allow access via an electronic access control lock system. Entry to and from the building, all common areas and individual suites, will be controlled by the SMARTair app. Residents will be issued with access via the SMARTair app with individual registration to the resident and strictly controlled. The electronic locking system will be able to control the extent of movement throughout the building, as well as the times of access of all residents. As stated previously, CityLiving concierge staff will ensure that the building is secure throughout the day and night.

CCTV will also be utilised to ensure the security of the premises. The development will have a comprehensive internal and external perimeter CCTV installation, with full night vision capability which is a major deterrent in the event of potential antisocial behaviour. Cameras will be remotely monitored, and any data recorded securely stored.

The external door CCTV system and access controlled door systems to the residents areas within the building will use Thermal Imaging Cameras to monitor body temperature linked to the access control system. Anyone displaying a raised temperature will be advised to isolate for a period.

Building Maintenance

The CityLiving facilities team will be readily available to address all minor issues arising at the property. As previously outlined, the facilities team will establish a preventative work system to ensure that a high level of fabric care is achieved throughout the life cycle of the property.

Where room repairs and or maintenance is required, the Hendrons Hub will have the functionality to log the maintenance request and schedule a repair by maintenance staff via the CityLiving FMS.

Enhanced cleaning procedures

The CityLiving housekeeping and facilities teams when circumstances permit will carryout enhanced cleaning, disinfecting and sterilisation of all public, communal and high touch areas of the building in line with current prevailing government guidelines.

A new way of living - Facilities Management cont'd

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Broadband

Service provided will be WIFI, with a 1GB bandwidth connection to the building. The broadband service will be fully managed by a 3rd party provider. This is crucial to the delivery of the product offering as the expected resident profile and members of the visiting public will place huge importance on ready access to high-speed internet.

We will review with the 3rd party broadband providers the structure to highlight weak spots in terms of roaming WIFI and 4g/5g signal and ensure that booster signal points are installed to allow full connectivity throughout the property.

Utilities

CityLiving will seek competitive best practice pricing for the wholesale delivery of utilities to the building. The selection of the utilities provider will not necessarily be on the basis of the cheapest price, other credentials such as environmental sustainability will be considered as part of the quoting process. The residents will have fair usage caps applied to their utilities consumption with an aim to reducing the amount of utility consumption across the building.

Insurance

- Building and Contents Insurance.
- Public and Employers Liability Insurance.

Car Free Environment

Hendrons is designed and located as a car free environment with an emphasis on sustainable travel modes, walking, cycling, scooting, public transport. High levels of secure bicycle parking are provided. It is intended that the development will be subject to a Mobility Management Plan (MMP).

The MMP is a management tool that brings together transport, development occupants and site management issues in a coordinated manner.

The aim of the MMP is to provide more sustainable transport choices.



Reducing our environmental footprint

By living with CityLiving residents will be supporting sustainable living. Hendrons has been designed to meet NZEB (Nearly Zero Energy Building) standards. We are committed to minimising our carbon footprint, which includes building to high levels of insulation & heating using the latest heat pump technology and power provided by wind sourced electricity, which is supplemented by our own solar panels. We target high levels of waste reduction in all our properties and strongly support residents in reducing and recycling their waste. CityLiving are committed to Ireland's Green Hospitality programme and it is our intention that Hendrons will be the first facility of its type to achieve the Ecolabel for its operations.

Waste Management

As part of CityLiving's Green Plan residents will be encouraged through various initiatives to Reduce, Reuse and Recycle wherever possible. Refuse facilities will be accessible and designed with regard to the projected level of waste generation and types and quantities of receptacles required. This will include the separation of waste at source in the kitchen areas where house keeping will remove from the relevant receptacle and dispose in the common area refuse store.

Within the studios, there will be adequate provision for the temporary storage of segregated materials prior to deposition in communal waste storage by the residents.

Management of Health & Safety

CityLiving are extremely vigilant in their approach to health and safety and utilise the services of external specialists to undertake risk assessments of the following areas:

- Fire Risk Assessment
- Health and Safety Risk Assessments
- Water Risk Assessment
- Disease and pandemic Risk Assessment

Internal assessments will be undertaken towards the end of the construction phase and will enable all required safety measures to be put in place prior to occupation. Health and safety, fire and legionella risk assessments will be undertaken by a specialist consultancy prior to occupation so they can assess the operational building. The CityLiving FMS will detail all site risk assessments, safety compliance issues, site specific task management, and will ensure that accurate safety data is maintained and is compliant with legislation. FMS will also host copies of the major incident and emergency evacuation plan.

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In a world where virus control is now more important than ever before, shared living provides a safe managed living environment where:

- I. On site staff can promote the prevailing HSE medical advices on social distancing, facemask wearing, personal hand sanitising and ensure facility hygiene standards are of the highest standard.
- II. Technology and access control can perform temperature check on entry, manage people flow, advise residents on numbers in shared facilities and limit the number of people in each indoor amenity as appropriate.
- III. Where house rules and community spirit can facilitate personal isolating and visitor exclusion when required, but community spirit can ensure that isolating is not a lonely experience.

All of this is done in a better structured and better managed environment than is possible in a standard apartment private rental scheme.

A. Introduction

As a responsible property managers, CityLiving are acutely aware of the current Covid-19 (C19) pandemic, its seriousness and the impact that it's having on the way we work, live and enjoy the spaces around us. With more than 10-years' experience in the property management sector managing both student and residential developments we understand how critical our role is in facilitating the safe use of the spaces that we manage.

Currently we are successfully managing 4,500 beds through the pandemic.

Covid-19 has presented CityLiving with challenges across the built estate, and since its worldwide spread, CityLiving has gone through a structured risk management process to identify those groups of people at risk, the level of risk, identified and implemented control measures and CityLiving continues to review them on an on-going basis.

In practice this has meant putting in place processes, procedures and resources to safeguard residents, visitors, our staff and external workers. The exact processes, procedures and resources differ from property-to-property depending on several factors:

- **Inhabitants.** CityLiving properties can have a range of different residents, such as, mature students, young professionals and older people.
- **Property Use.** Some CityLiving properties can have mixed uses (eg. commercial and residential residents/tenants) and this mix needs to be considered in order to minimise risk of contraction and/or transmission.
- **Property Layout.** This factor is key. Within our industry the properties that CityLiving manage can have various layouts, be they studios, cluster flats, halls of residence or domestic-style contained flats, possibly in blocks, or in houses. The exact layout directly effects how we go about managing the risk to the aforementioned groups of people in our properties.

B. CityLiving Hendrons

Layout and Self-Isolation

The CityLiving Hendrons property will be lived in by young professionals, often post-graduates, looking for a more polished, higher quality living experience, with communal, social, working and break out spaces. It will be composed of well-appointed self-contained studio units with their own sleeping space, kitchen space and bathroom space. In addition to this, the property will be fitted with a variety of communal, social, working and break out spaces which can be used by all residents, to enhance their enjoyment of their living experience.

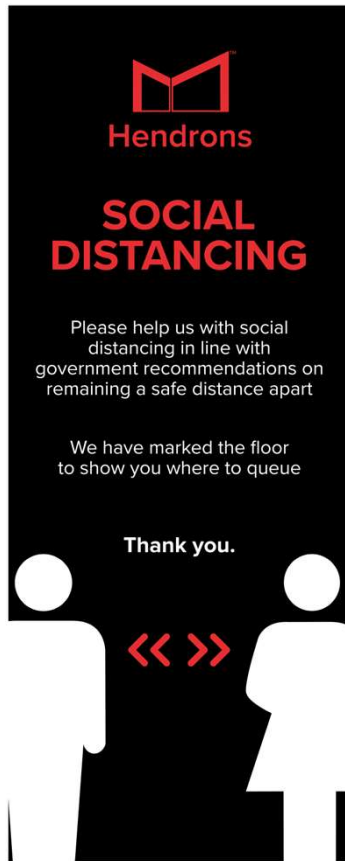
The CityLiving Hendrons property, as it is proposed, is one which is quite straight forward to manage in the context of Covid-19, due to its favourable layout which easily allows the self-isolation of any residents with confirmed cases or self-isolation requirements (such as travelling in from non-air-bridge-agreement countries). On EU colour coded system indicating higher risk.

The layout of this property means that anyone who is required to self-isolate can do so, within their self-contained studio area, safely, with sleeping, kitchen and bathroom facilities. Essentially all the facilities they require to be able to sustainably and safely see out their self-isolation period (10 or 14 days), without coming into contact with any other residents, staff or visitors.

Communal Spaces

The property will feature well equipped communal, social, working and break out spaces throughout. We have found, so far, that these spaces can still be safely utilised providing that local restrictions don't forbid it and providing that Covid-19 safety measures are put into place locally, these include steps such as:

- On way traffic systems put in place where feasible to promote social distancing and reduce contact.
- Limiting the amount of people that use the space, based on risk assessment, so that social distancing can be observed. This may include removing furniture or marking areas out-of-bounds.
- Hand sanitiser stations on entry/exit.
- C19 signage to remind users of basic C19 safety rules and measures (eg. need to socially distance).
- Insist face mask/coverings are worn in internal common areas.
- Possibly curfews applied depending on the type of space.
- Encourage the use of HSE Covid tracker app for all residents.
- Regular touch point cleaning regimes throughout.
- Constant review by CityLiving management in conjunction with site teams to ensure that the space and its users are safe.



Pop Up Banners – reception areas/entrances.



One way signage – reception areas/entrances/corridors/stairs.



A4/A5 Hand Wash instructions – shared bathrooms and kitchens.



Floor Spots



Floor tape – reception areas/lift lobbies/laundry area/bin stores

C. Processes and Procedures

Throughout the course of the pandemic CityLiving have developed and refined a package of Covid-19 processes and procedures, which we have deployed across our managed Estate. The aim of these is to meet Government guidance and law, to support residents and staff, minimise the chance of contraction and/or transmission and where instances of Covid-19 do occur, contain it. They include the following:

- **C19 Safe Check-in process (see Appendix A: C19 Safe Check-in procedure)** – Hendrons has a check-in procedure tailored to the individual site which aims to minimise contact, controls numbers of people, and puts sensible control measures in place such as one way systems, rules and signage. This sets the standard at the beginning of the residency journey for our residents and helps articulate the seriousness of the situation.
- **C19 Training** – The CityLiving staff undertake a short course on Covid-19. This includes the basics of what it is, why it's dangerous, and what we need to do to control its transmission.
- **C19 Confirmed Case Procedure (Appendix B: Covid-19 Procedure for confirmed or suspected cases on-site)** – A detailed procedure that aims to support the individual (or groups), contain them safely and sustainably and reduce the risk of further transmission.
- **C19 Self Isolation Handout** – An informative handout which offers self-isolating individuals (or groups) information, guidance, reiterates the law and explains how to self-isolate safely in their property. It explains how the CityLiving can assist in their self-isolation via facilitating shipping and internet deliveries, regular remote welfare calls and by removing their rubbish for them negating the need for the self-isolator to leave their studio area.
- **C19 Risk Assessment** – A risk assessment which identifies the hazards, appropriate control measures and seeks to reduce overall risk to all groups of people in the property.
- Limiting or preventing external visitors as appropriate during periods where government guidelines stipulate these measures.

D. Summary

At CityLiving, we understand the risk that Covid-19 poses to all the groups of people that use our properties. We have analysed that risk, and have identified the control measures required to meet legislative requirements, but more crucially, keep the people that use our properties as safe as we reasonably can.

Hendrons has a layout which lends itself well to the requirements of Covid-19 management, specifically the occasional need for residents to self-isolate on confirmation of infection, suspecting of infection or perhaps travel from non high risk list countries on the EU colour coded system.

Although Hendrons will have large well-appointed communal, social, working and break out spaces, the studio which residents will sleep in will have all amenities required for individuals to self-isolate, namely sleeping, kitchen and bathroom spaces. With help from the site team, who can carry out regular remote welfare checks, facilitate shopping and internet deliveries and remove waste from residents, then self-isolation can occur unhindered and without an increase in the risk of contraction and/or transmission of Covid-19.

In conjunction to this, as mentioned, the property will have a number of communal, social working and breakout areas. These areas, providing local restrictions don't forbid, can safely be put into use following assessment of the risks and the implementation of sensible control measures to limit the risk of contraction or transmission, such as regular cleaning regimes, limiting numbers of people and using track and trace systems.

Overall with the proper management, the CityLiving Hendrons property poses a relatively low level of operational risk in terms of CityLiving's ability to manage it in the context of the current Covid-19 pandemic. With the right processes and procedures in place, which CityLiving have deployed elsewhere on similar property types, the risk can be understood, controlled, monitored and managed effectively.

E. Appendix A: C19 Safe Check-in procedure

Safe Check-in procedure, is as follows:

- CityLiving standard Signage displayed in reception reminding of the need to socially distance and wear face coverings.
- CityLiving standard hand sanitiser stations to be provided on entrance/exit.
- CityLiving standard track and trace QR code stations to be provided on entrance/exit.
- Physical barriers to be installed where possible in reception to create segregation between students and staff.
- All Residents to notify us of their arrival date and time prior to arrival via established channels, so we can allocate adequately spaced time slots to manage traffic.
- All arrivals to arrive with few other people (max 1-2 others). Arrivals must wear a mask during check-in and socially distance. Hand sanitiser will be available in reception for use by arrivals.
- Signs will be implemented locally, to encourage one-way travel and social distancing where appropriate and possible.
- On arrival the resident will be directed to the designated area of check-in to prevent congestion in reception.
- All check in procedures (that cannot be done online) are to be completed at a safe distance behind a screen in the designated area.
- When more than one resident is checking in students will be asked to wait in a designated area using social distancing and face coverings .
- Residents may pay a premium for upper floors or ground floor or for a South/West/East orientation depending on what they want.
- Residents will then be shown to their studio at a safe distance (only 1 person in a lift at a time).
- Residents will be responsible for transporting their own luggage to the room to prevent any cross-contamination.
- As much information as possible to be issued digitally, to cut down on waste and the chance of cross contamination.
- Welcome packs to outline C19 guidelines and the C10-based support we offer to students as well as self-isolation handout and procedures for reporting suspected or confirmed cases of C19.

F. Appendix B: C19 procedure for confirmed or suspected cases

CityLiving Procedure for positive test/symptoms in Hendrons

In the welcome packs, residents are to be made aware of the need to report immediately (remotely) to the reception, any symptoms that they are showing of Covid-19, as this step is key to swiftly isolating the issue.

If a person does report to the Reception, Covid-19 symptoms, the following steps are to be followed:

- Reception to report the issue immediately to the Facilities & Compliance Manager and update the C19 Cases spreadsheet on the CityLiving Accommodation Management System (AMS).
- Facilities & Compliance Manager to Notify business owners and places of employment if appropriate.
- Accommodation Manager to request the person showing symptoms and anyone in their LKD to remain in their accommodation unit. For a studio, simply remain isolated within the confines of that studio. The infected person for 10-days, and the other occupants for 14-days. It would be advised during that period to maintain a distance from one another, wear face masks, use hand sanitiser, maintain a good hand washing regime and for those showing symptoms, follow health authority advice, which currently is as follows:
 - Get lots of rest.
 - Drink plenty of fluids.
 - Take paracetamol or ibuprofen if you feel uncomfortable.
 - If you have a cough, it's best to avoid lying on your back. Lie on your side or sit upright instead.
 - To help ease a cough, try having a teaspoon of honey. But do not give honey to babies under 12 months.
 - If this does not help, you could contact a pharmacist for advice about cough treatments.
 - Do not go to a pharmacy in person. If you or someone you live with has coronavirus symptoms, you must all stay at home.
 - Try calling or contacting the pharmacy online instead.
 - Reception to report the issue immediately to the Facilities Director.
 - If you're feeling breathless, it can help to keep your room cool.
 - Try turning the heating down or opening a window. Do not use a fan as it may spread the virus.
 - Breathing slowly in through your nose and out through your mouth, with your lips together like you're gently blowing out a candle.
 - Sitting upright in a chair.
 - Relaxing your shoulders, so you're not hunched.
 - Leaning forward slightly – support yourself by putting your hands on your knees or on something stable like a chair.
 - Try not to panic if you're feeling breathless. This can make it worse.
 - If you feel breathless and it's getting worse, get medical advice.
- During this period, CityLiving staff are not to enter the studio of the self-isolating persons for any reasons, be they routine, statutory compliance or reactive maintenance. If anything of this sort is required, actions to be discussed and agreed with the Facilities & Compliance Manager.
- CityLiving will setup a daily welfare check call service with each of the effected persons in the quarantined flat/studio. This is to keep a line of communication open and ensure the residents welfare during this potentially worrying time.
- Arrangements will be made between the residents of the quarantined studio and Reception to facilitate internet shopping. If the residents place orders, site staff can ensure that shopping is brought to their front door for collection.
- Any waste produced by the quarantining flat will need to be double bagged by the resident, and left outside the flat door for 72hrs, before being collected by the site team and disposed of along with the usual rubbish.
- Communal facilities are not to be used by the self-isolating persons. This is to ensure containment of the virus and this includes communal gardens, social space and laundry facilities.
- Confirmed cases to notify reception at the end of their self-isolation period and reception to update the C19 Cases spreadsheet on the CityLiving AMS.
- Any issues, questions, complaints or requests for exceptions to be referred in the first instance to the Facilities & Compliance Manager.

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