

A photograph of a woman and a man in a city street. The woman is on the left, leaning against a bicycle. She has short dark hair, is wearing a white tank top, a brown leather vest with fringe, and brown boots. The man is on the right, sitting on a bench. He has a beard, glasses, and is wearing a denim jacket, dark jeans, and black shoes. They are looking at each other. The background is a blurred city street with buildings and a hanging plant.

The Arboury, Belgard Road, Tallaght, Dublin 24

Operational Management Plan

iiv consult

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Applicant

Landmarque Belgard Development Company Limited

Development Description

The site of c.0.898 ha is located at the former ABB Site, Belgard Road, Tallaght, Dublin 24, D24 KD78. The site is bound by Belgard Road (R113) to the east, Belgard Square North to the North and Belgard Square East to the west and Clarity House to the south.

The proposed development will consist of:

1. Demolition of all existing structures on site (with a combined gross floor area of c. 3625 sqm)
2. The construction of a mixed-use residential development set out in 3 No. blocks including a podium over a basement, ranging in height from 2 to 13 storeys (with core access above to roof terrace), comprising: 334 no. residential units of which 118 No. will be Build to Rent (BTR) residential units, with associated amenities and facilities across the development, 4 No. retail/café/restaurant units and 3 no. commercial spaces associated with the 3 no. live-work units (723 sqm combined), Childcare facility (144 sq.m.), 670 No. bicycle parking spaces including 186 visitor spaces; 117 car parking spaces (including 6 disabled spaces) are provided at ground floor and basement level.

The overall development has a Gross Floor Area of 29,784 sq.m.

Two (2) podium residential courtyards and three (3) public accessible pocket parks, two (2) to the North & one (1) to the South.

Linear Park (as a provision of the Tallaght Town Centre LAP) providing safe public pedestrian and cycling access between Belgard Rd and Belgard Square East

3. Of the total 334 residential units proposed, unit types comprise:

Block A (Build-to-Rent)

91 no. 1 bed units

1 no. 2 bed 3 person units

26 no. 2 bed 4 person units

Blocks B & C

2 no. live-work studio units

102 no. 1-bed units

12 no. 2-bed 3 person units

88 no. 2-bed 4 person units including 5 no. duplex units

1 no. 2-bed 4 person live-work unit

11 no. 3-bed units

4. All associated works, plant, services, utilities, PV panels and site hoarding during construction

Purpose and Scope

This report has been developed with information provided by the Applicant, in support of the application for a 334-unit residential development at the ABB site on Belgard Road, Tallaght, Dublin 24. The developer intends for this development to significantly enhance the local area through creating a new professionally owned and managed rental community.

This report is designed to provide specific detail on how the development will be managed, the experience for residents and, ultimately, ensuring that a successful community is facilitated through design and operations.

About LIV

LIV Group is headquartered in Leeds, UK and operates in the United Kingdom and Ireland.

LIV Group was established in 2008 to provide corporate residential management services for the banking sector, specialising in Block Management, Facilities Management and Lettings. In 2014, LIV transitioned into the UK's Build-to-Rent (BTR) sector and has since been the first to introduce a dedicated operating model that defines every stage of a development from acquisition to operation. Together our people, skills and experience have helped us develop a market-leading advisory and management capability, which is increasingly recognised as delivering the best BTR-specific model for the UK private rented sector. In 2016, LIV Consult was created to provide bespoke and specialist consultancy advice to the BTR market in the UK and internationally and is currently advising on the development of more than 35,000 BTR homes in developments from high-rise apartment communities to suburban masterplans as well as some of the UK & Ireland's foremost BTR developments.

Today, LIV is based in 4 offices across Ireland and the UK, and working internationally within advisory, delivery and capital funding roles. Its market-leading operational model is informed by our wealth of experience in having managed residential assets for over 12,000 properties in over 250 residential sites throughout the UK. LIV currently has delivered operational management on nearly 3,000 BTR homes including both urban and suburban developments including some that we have overseen from the initial advisory stage through to their operational management. LIV occupies a unique position in having live operational schemes in both urban and suburban locations as case studies to inform our continually developing BTR approach to consultancy in the UK & Ireland.

Information available here: <https://www.liv-group.co.uk/>

1.0 Management Structure

1.1 Responsibilities

The Arboury development will be managed by the operational team 5-6 full time staff including Resident Services Managers and Site Technicians on-site during the working hours of a typical week: 8:30am – 5:30pm from Monday to Saturday. It is likely that there will be 24-hour on-site presence for security purposes and any events in the evening.

The key responsibility for day-to-day operations will be from the Resident Services Managers (RSM) who will be the customer-facing representative for the Operator. The RSM will be supported by part-time staff Resident Services Assistant for holidays and coverage when the RSM is not available.

All lettings will be published on Daft.ie and residents will also be attracted to the community through social media advertising. The lettings experience of potential residents will be handled through Head Office for the more formal tenant referencing process. The Head Office will receive all enquiries, complete background checks and will be responsible for the management of leases. The RSM is supported by an Asset Management team member based in the Head Office who will facilitate all third-party contracts and service providers.

In addition, there will be an on-site leasing team, which can accept inquiries at very short notice and will be available to show potential residents apartments and the marketing suite.

2.0 Customer Service

2.1 On site Management Team

The operational requirements of a residential development are extensive. We are expecting that the community will have at least 5-6 staff on site including a General Manager, 2 x Resident Services Managers and 2 technicians / maintenance staff. In addition to the presence of the full-time staff, residents will also be able to communicate with the management team through the white-label app which encourages communication on events, maintenance alerts and other notifications.

3.0 Leasing and Tenant Management

3.1 General

3.1.1 Discipline

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

3.1.2 Living Together

Residents will be encouraged to live harmoniously with each other and forge friendships in shared interest clubs. In the event of disagreements between residents, the RSM will facilitate any conflict resolution within the conditions of their contract.

3.1.3 Personal Belongings

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

3.1.4 Respect

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

3.1.5 Health and Safety

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

3.1.6 Illegal Drugs and other Illegal Substances

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

3.2 Move-in & Move-out

3.2.1 Arrival Procedure

The main reception will be located at the ground floor level of Block A. Residents arriving at reception will be greeted by the Resident Services Manager for initial (and subsequent) lettings viewings as well as during the move-in process. Residents will be provided with their keys upon successful finalisation of all aspects of their tenancy agreement. The management team will assist with the booking of lifts for move-in and all other logistics. It is expected that residents will avail of the loading bay along Belgard Square North or use the undercroft car park to unload their belongings for transportation to their new home.

3.2.2 Move-Out Procedure

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

3.2.3 Furniture

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

3.2.4 Concierge Service

The development will feature a 24-hour concierge located in the main reception. Their responsibilities include welcoming all visitors, residents and collecting oversized parcels when received. It will also be their responsibility to greet all third-party service providers who may be visiting the community. The concierge team act as the public-facing team for potential residents who may be enquiring about renting.

3.2.5 Security and Access Control

The development's access control system will be detailed during the detailed design process, post-planning, however security for residents will be of paramount importance for the management team and Asset Manager.

Across the site, there are number of areas that will be only accessible to the public during restricted hours to prevent nuisance being caused to residents through noise. All access points to the property (entrances etc) will be properly lit and will have fob only access.

Public realm will be monitored through CCTV systems overseen by the on-site staff when they are on site and an external service provider outside of working hours.

4.0 Development Facilities & Operational Management Strategy

4.1.1 Set Down Area / Unloading Area

The Resident Services Manager will oversee the delivery and unloading of materials and items from the loading bay located along Belgard Square North. Residents will be provided with a time slot ahead of move-in and move-out to manage traffic effectively. Residents will be able to avail of “Move in” trolleys to transport their belongings to their individual apartments.

4.1.2 Post

Each block will have post boxes for residents within the entrance foyers. These areas will be accessible to Residents and the postal services without the need for a tradesman entrance button. If deemed necessary, a fob will be provided to An Post which will be restricted to allow access into the reception / lobby areas only. Residents are able to collect their post with their post box keys.

4.1.3 Parcel Storage

The development will feature a parcel management system with an emphasis on security and ease of access for delivery personnel. A parcel system (e.g., Bringme boxes or similar) will be located in a designated Parcel Store Room in Block A. This will be a centralised parcel storage facility for the entire development. Once a package is delivered, Residents will be notified and will be provided with a 4-digit code through the Resident App. Oversized packages will be held by the RSM in the management office.



Example Parcel Storage - Source: Bringme

4.1.4 Car Parking

A total of 117 car parking spaces are located within the undercroft which is accessed off Belgard Square East. The parking provision includes 6 x disabled parking spaces. Access to the undercroft carpark will be through a steel gate accessed off Belgard Square East, with a remote-control access system or Automatic Number Plate Recognition (ANPR) system.

4.1.5 Car Sharing Club

The development will provide residents with access to a Car Sharing Club with designated spaces for an operator such as Go Car or Yuko. The cars will be for the exclusive use of residents and a booking system will be available

through the Resident App or through the Concierge. The provision of this service will promote sustainable travel as residents will have access to a car when required, eliminating the need for their own private vehicle.

4.1.6 Bicycle Storage

The development provides for 670 bicycle spaces in total, including 186 visitor spaces at podium level and surface level.

The Operator will be responsible for maintaining the private areas. Individual users will be liable should they choose to store their bicycles in the area and signage will be displayed to ensure liability is clear. Signs will be displayed advising that CCTV is in operation and reminding residents that the Operator are not liable for any items stored in these areas.

4.1.7 Bicycle Maintenance Area

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

4.1.8 Staff Welfare

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

4.1.9 Landscaping and Management of External Areas

The Operator will appoint an approved landscape maintenance contractor to maintain landscaped areas on site. The landscaping and maintenance of external communal areas and the roof terraces will be regularly inspected and kept in order. A 12-month defects period will also be in place for any landscape defect works completed.

4.2 Marketing

Demonstrating to potential residents what they will receive in terms of amenities, customer service and experience is paramount to successful lease-up. At the heart of this strategy is the aim to achieve the highest possible resident satisfaction, which we see as being the best way to ensure a high rate of referrals within any local market.

4.2.1 Social Media

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

4.2.2 Smart Building Technology

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

4.2.3 Lease Length and Contract Terms

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

4.2.4 Management of Leasing Suite

The leasing suite will be contained within the management office at ground floor level of Block A. The on-site team will have the responsibility of staffing the leasing suite where potential residents will meet to discuss terms

of the lease, pricing and availability of rental homes once they have visited the communal facilities and wider development.

4.2.5 Leasing of Furniture

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

4.2.6 Home Working

The community is placing a key focus on the facilities available to residents to successfully work from home, and in the communal areas. Amenity space in the form of Co-Working space and Bookable space are provided at ground floor of Block A. In times of good weather, residents will be able to use the courtyards and the roof terrace on Block A as additional working space.

4.2.7 Management of Communal Facilities

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

4.2.8 Accessibility for Wider Community Use

Across the development the wider community will be able to access pocket parks along the northern and southern boundaries of the site at Belgard Square North and a linear park on the southern boundary. The southern linear park will be a car free route and will be a vibrant space for residents and the public. The maintenance of these areas will be the responsibility of the management team in conjunction with the appointed landscaper.

4.2.9 Customer Experience

Paramount to the success of any residential community is that the needs of residents are catered to swiftly and efficiently by onsite staff. Implementing dedicated app technology will instantly link residents to a range of essential services in the local area.

5.0 Operation and Management of Resident Amenity

The development has been designed with a central resident amenity hub within Block A / B, at ground and seventh floor levels. Block B will include an indoor garden at podium level which act as a central connection between the three residential blocks. Block C will house the main lounge area for residents this will be monitored frequently by the management team and will be in use throughout the day for resident events and gatherings. The amenities have been designed based on current resident preferences and all spaces will be designed to be welcoming to help foster community within the development. The centralisation of these amenities allows for ease of management, given the placement of the management office and concierge at the entrance of Block A.

Ground Floor:

5.1.1 Lounge / Work Hub

The ground floor amenity space will include a Lounge / Work-Hub. This area will include individual seating booths and larger communal areas. This space will be adaptive and multi-functional for use as a social space in the evenings and at weekends.

5.1.2 Bookable Space

A portion of the ground floor amenity space is allocated as bookable work and meeting space. This space will be furnished and available during hours to be agreed with the management operator.

5.1.3 Gym

The gym will be available for residents only and will be managed by the RSM. The gym will be available 24 hours a day. Cleaning and facilities management of all equipment will be the responsibility of RSM. The facility will have high-quality equipment and all residents will have to be introduced and compliant with appropriate regulations before use. It will be the responsibility of the RSM to manage and organize the gym inductions for residents' safety when using the equipment.

5.1.4 Coffee Dock

The coffee dock / bar will provide tea / coffee facilities for residents to avail of whilst using the amenity spaces. This area will be used by the leasing and management team for meetings with existing and future residents.

5.1.5 Media / Games Room

A media / games room will be an adaptive space with a retractable screen, high quality speakers, moveable furniture such as bean bags. The flexible nature of this space will make it suitable for many uses including resident entertainment, movie nights, social events, sports events, and relaxation.

Seventh Floor:

5.1.6 Lounge with Dining / Kitchen Facilities

The ninth-floor lounge will include kitchen facilities which will enable residents to host events such as dinner parties, children's birthday parties and gatherings, providing an extension of their living space outside of their apartments. This space may also be used for resident events such as wine tasting or a cooking demonstration. On a day-to-day basis the lounge will be used as an additional social and workspace for residents, with direct access onto the outdoor south facing terrace.

Cleaning of the lounge will be the responsibility of the residents following any events, whilst the Resident Services Manager will arrange for regular cleaning by the on-site team.

5.1.7 Roof Terrace

The south facing roof terrace will be a vibrant space for residents to meet and socialise with one another. The area will have limited access during the overnight period and will have key fob access. The terrace will have extensive planting and landscaping with some covered areas to allow for use during times of poorer weather.

The roof terrace will be surrounded by multi-stem tree planting specified at a height of 3½ to 4-metres. Three primary species are chosen for their ease of establishment and tolerance of windy exposure, these are *Betula pendula*, *Corylus avellana* and *Acer campestre*. Of these species, two are native and one naturalised in the case of *Acer campestre*. The trees are arranged closely to generate a screen that deflects crosswinds and maintains a comfortable micro-climate within these spaces. Other more ornamental trees also feature in more sheltered areas or where natives can be used as nurse trees to shield from wind.

A glass balustrade will surround the terrace. The glass balustrade will provide an additional wind-breaking measure which, when combined with perimeter tree planting, should ensure that the terrace is sheltered and fully usable even in windy conditions.



Precedent Image - Roof Terrace

5.1.8 Roof Gardens

Blocks C will provide resident roof gardens which will include extensive planting, green walls, herb gardens, seating and play areas. These roof gardens will be an attractive space for residents to un-wind and enjoy the nature. It will be the responsibility of the landscape contractor to maintain the roof gardens.

6.0 Building and Operational Management Strategy

6.1.1 Fire Strategy

A step-by-step guide of what to do in the event of a fire will be provided to the Residents within the Residents Guide. The Operator will ensure FPE is provided following the recommendation from the independent survey. Moreover, the Operator will be responsible for instructing an independent and comprehensive Fire Risk Assessment to be complete prior to occupation of the building. Notices will be displayed in high traffic areas advising of the fire action policy. The fire alarm panel will be maintained by the Operator and serviced in accordance with manufacturer guidelines. Each unit will have its own fire alarm system. Finally, the Operator will be responsible for arranging the servicing and maintenance of the communal sprinkler system. This includes the plant that services the apartments.

6.1.2 Waste Management & Recycling

Bin stores will be in the undercroft at the northern end of the site. The on-site management team will have the responsibility of moving the waste containers to the collection point along the Belgard Road, as designated in the Operational Waste Management Plan.

It is recommended that the bin area is inspected at least twice daily to ensure they are secure and free from hazards. Collections will take place on a weekly basis for each of the residential waste streams. The Operator will ensure that the bins are at the designated collection point at the correct time and day of collection.

7.0 Soft Services

7.1.1 Cleaning and Pest Control

The Operator will be responsible for the management of services contractors for critical elements such as pest control, cleaning, and exterior window cleaning for the residential areas through boom lift, cherry picker and abseiling where appropriate. All external soft landscaped areas will be communal amenity space and as such will be maintained by the appointed contractor. The Operator will appoint a certified pest control contractor to service the estate and shared communal areas, including the bin stores.

The common areas and amenity spaces will be kept clean, presentable, and welcoming always to maintain the reputation of the development.

7.1.2 Window Cleaning

We anticipate that the cleaning cost will be based on a quote by a leading window cleaning contractor. The forecast cost should allow for the external cleaning of all windows and internal cleaning of communal area windows on a regular basis. A Window Cleaning strategy is based on the needs of building to meet Health & Safety requirements and safe working practice, along with ensuring that the front of house is presentable to residents.