

A man and a woman are standing on a city sidewalk, facing each other in conversation. The woman, on the left, has short dark hair and is wearing a white tank top, a brown fringed vest, and dark pants. She is leaning against a black bicycle. The man, on the right, has a beard, glasses, and a mohawk, and is wearing a denim jacket, dark jeans, and black shoes. He is gesturing with his right hand. The background is a blurred city street with buildings and a hanging plant on the right.

# White Heather, Dublin 8

BTR Operational Management Plan

**liv** consult

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## Applicant

U and I (White Heather) Limited

## Development Description

Permission is sought by U and I (White Heather) Limited for a Strategic Housing Development at the White Heather Industrial Estate, South Circular Road, Dolphin's Barn, Dublin 8 and No. 307/307a South Circular Road, Dublin 8 and an industrial building at 12a St James's Terrace. The 1.535ha site is bounded by the Grand Canal to the south; Our Lady of Dolours Church and residential dwellings on the South Circular Road to the north; Priestfield Cottages to the east; and residential dwellings at St James's Terrace to the west.

A new residential neighbourhood development of 335 no. units is proposed to make efficient use of this residentially zoned site, which benefits from high-quality amenity space along the Grand Canal and access to high-quality transport links. The site benefits from the opportunity to access the existing Dolphins Barn neighbourhood facilities, as well as enhancing the connectivity of the area for the Dublin 8 community as a whole. A core principle of the proposed residential scheme is to put residential amenity and recreation to the fore, opening up the site and the local area to the Grand Canal.

The proposed development is intended to provide for a vibrant and diverse community, while delivering a connected residential neighbourhood which knits in to both the established and the emerging residential developments in the area. High-quality landscaping and public realm, with a focus on the creation of distinctive character areas is proposed. A new street will run east-west across the north of the site and the creation of a new public space at the heart of the proposed scheme will connect to a publicly accessible linear park along the canal to the south. Permeability is a key feature of the proposed pedestrian realm, including a mix of dedicated and shared surface areas through the site with a c. 190 m continuous amenity strip along the Grand Canal Linear Park.

The entrance to the scheme will be from the existing junction at the South Circular Road, which will be reconfigured and upgraded. The existing access road at St James's Terrace will provide pedestrian access only to the development. Car parking is proposed at undercroft and at surface levels, with a number of dedicated car sharing spaces in convenient locations. Covered and secure bicycle storage facilities are located at undercroft and at surface level, adjacent to block entrances. A sustainable travel approach has been adopted, particularly with regards to access to Dublin City Centre, with the Luas (850m) and Dublin Bus stops adjacent to the development site. The City Centre area is also accessible by bicycle and walking, at approximately 10 and 30 minutes respectively.

The proposed residential mix includes a combination of studio units, 1-bedroom apartments, 2-bedroom apartments units within 7 no. blocks and a terrace of 3-bedroom townhouse units. A change of use of an existing residential building at 307/307a South Circular Road to be used as a shared workspace. The proposed Part V social housing requirement is provided at 10% in 2 no. discrete blocks within the proposed scheme. This high-quality Build to Rent scheme will also include 2 no. cafés and a 2-storey creche unit, while the residents will also have access to residential amenity areas at ground floor level and at fifth floor level with access to a roof terrace area overlooking the canal. A landscaped square will be accessible to the public, with private open space and amenity areas for the residents also provided including children's play areas and roof level terraces. Building heights range from 2 no. to 10 no. storeys, with finger blocks arranged in a north-south direction and height tapering down from the centre of the site to the boundary.



## 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 3,500 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 BTR development at White Heather will be managed by the operational team with resident services managers 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 onsite 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. It is expected that a community of this scale is likely to have 4-5 permanent staff on site at various times through the course of the day and evening.

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 BTR development are extensive. We are expecting that the community will have at least 4-5 staff on site including a General Manager, Resident Services Manager, Mobility Manager and 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 at White Heather 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 also 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 3. 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.

### **3.2.2 Move-Out Procedure**

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

### **3.2.3 Furniture**

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

### **3.2.4 Concierge Service**

White Heather 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 adjacent to the entrance to Block 3. 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

The central amenity block will have post boxes for residents at lower ground floor levels for Blocks 2 & 3.

Blocks 1,4,5,6, and 7 will have post boxes in their own entrance lobbies at ground floor.

The houses at T09 will have post boxes at their private entrances.

All areas will be accessible to Residents and the postal services without the need for a tradesman entrance button. If deemed necessary, a fob will be provided to 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) will be located in a designated Parcel Store Room at lower ground floor level of Block 3. 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 106 car parking spaces are located on site, these are located at podium level and at surface level. Access to the parking area is via a ramp situated between blocks B & C. Access to this area will be through a



steel gate with a remote-control access system. A provision for EV charging points has been made with an allocation of 10 EV spaces at surface and podium level.

#### **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. There are 7 dedicated Car Sharing spaces in the White Heather scheme.

#### **4.1.6 Bicycle Storage**

The development provides for 556 secure bicycle spaces in total, which equates to 1.6 spaces per unit. The spaces will be available across the development at both surface and undercroft level. A pedestrian ramp will provide residents with access to the undercroft.

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 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 terrace on the 5<sup>th</sup> floor of Block 3 will be regularly inspected and kept in order. A 12-month defects period will also be in place for any landscape defect works completed.

### **4.2 Children's Play Areas**

The development will include a communal outdoor space with an enclosed area providing children's play equipment. The maintenance will be the responsibility of the landscape maintenance contractor which will be overseen by the Operator.

#### **4.2.1 Marketing**

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

#### **4.2.2 Social Media**

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

#### **4.2.3 Smart Building Technology**

Specific smart building 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.

#### **4.2.4 Lease Length and Contract Terms**

Tenancies will be registered with the Residential Tenancies Board with 12-month tenancies available as standard. Longer tenancies up to 3 years may be facilitated based on demand.

#### **4.2.5 Management of Leasing Suite**

The leasing suite will be contained within the management office at ground floor level of Block 3. The on-site team will have the responsibility of staffing the leasing suite where potential residents will meet to discuss terms of the lease, pricing and availability of rental homes once they have visited the communal facilities and wider development.

#### **4.2.6 Leasing of Furniture**

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

#### **4.2.7 Home Working**

The community is placing a key focus on the facilities available to residents in order to successfully work from home, and in the communal areas. Each apartment/ house will have designated space for residents to work from home. In addition, amenity space in the form of meeting rooms/ bookable space are provided at ground floor of Block 3. A change of use of an existing residential building at 307/307a South Circular Road will provide further shared workspaces for residents. Furthermore in times of good weather, residents will be able to use the courtyards and the roof terrace as additional working space.

#### **4.2.8 Management of Communal Facilities**

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

#### **4.2.9 Accessibility for Wider Community Use**

Given the site's location fronting onto the Grand Canal, the development will act as a link for the local community to access the Canal. It is intended that the public will be able to traverse the Canal Square, which is situated between Blocks 3 and 4. An additional pedestrian route will be accessible at St James Terrace. All public links to the canal will be passively supervised.

#### **4.3 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 to with a central resident amenity hub within Block 3, at ground and fifth floor levels. 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 3.

### Ground Floor:

#### 5.1.1 Business/ Meeting Hub

The ground floor amenity space will include a Business/ Meeting Hub overlooking the central courtyard. This area will include individual desks and private meeting space. Tea and coffee facilities will be available. This space will be adaptive and multi-functional for use as a social space in the evenings and at weekends.

#### 5.1.2 Amenity Space Rental

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 and Yoga Studio

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. In addition to the gym area, there will be a flexible Yoga space with high quality design and interiors.

#### 5.1.4 Canal Café

A canal café will be located at the southern end of Block 3 overlooking the Grand Canal. The Café will be a welcoming space for the residents and public to enjoy the scenic surrounds.

### Fifth Floor:

#### 5.1.5 Private Dining/ Kitchen

The private dining room/ kitchen 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. High quality kitchen facilities will be available. Cleaning of this private space 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. This space may also be used for resident events such as wine tasting or a cooking demonstration.

### 5.1.6 Cinema/ Media Room

A cinema/media 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.

### 5.1.7 Coffee Dock/ Bar

The coffee dock/ bar will provide tea/ coffee facilities for residents to avail of whilst using the lounge and roof terrace. This space will be maintained and cleaned by the onsite staff.

### 5.1.8 Resident Lounge & Library

One of the key features of the development will be the fifth-floor lounge with access onto the roof terrace. The lounge will be an open space with sliding doors opening onto the south facing terrace. The lounge will include a Library nook which will allow people to read/ study/ relax during the day.

### 5.1.9 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. 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

## 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 located in the undercroft beneath Blocks 2 & 3 and at surface level for Blocks 1, 4, 5, 6 & 7. The on-site management team will have the responsibility of moving the waste containers to the collection point at, as designated in the Operational Waste Management Plan. It is anticipated that DMR, MNR, glass and organic waste will be collected on a weekly basis.

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 at all times to maintain the reputation of the development.

### 7.1.2 Window Cleaning

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