

# Student Management Plan

PROPOSED STUDENT ACCOMMODATION SCHEME AT BELGARD  
GARDENS, BELGARD ROAD AND BELGARD SQUARE NORTH,  
TALLAGHT, DUBLIN 24

ON BEHALF OF ATLAS GP LTD. – DECEMBER 2018

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# 1. Introduction

## **Student Management**

This *Student Management Plan* provides an overview of the management processes and policies which will be put in place in order to ensure the effective administration and supervision of the proposed student accommodation residences at Belgard Gardens, Tallaght, Dublin 24.

The Plan will apply to both the student housing and the communal spaces proposed and designed to limit the impact of the operational of the building on the site and surrounding area, such as those related to servicing and refuse collection.



Figure 1. Proposed block layout illustrating position of the Student Residences in green

Well managed student accommodation should integrate within the local area and add to the local community, both economically and socially. The management of student accommodation is a specialist service. This is to ensure that the student housing element can be appropriately managed and meet the needs of the local environment, as well as the student tenants.

The purpose-built student housing proposed would be managed by a dedicated and experienced operator who would be responsible for the full-time management of the scheme on behalf of the owner. During the pre-planning phase of the project, the applicant consulted with potential student operators and their agents, who provided direct advice and experience of the operational, design and specification needs of a purpose-built student residence.

If a grant of planning permission is forthcoming, Atlas GP Limited will construct the student residences and a Student Accommodation Provider will then appoint a Management Company to manage and oversee the day to day operation of the residence. Where the proposed management of the residence differs significantly from that set out in this Report, the Council will be notified in writing in advance.

Unlike residential flats, where only the physical infrastructure is managed, in student accommodation there are many additional areas which need to be constantly addressed such as:

- Students on different courses who choose to live in the same building
- Students will expect on site staff to respond to problems of behaviour and noise from others
- Students will expect assistance from site staff on property and also personal issues
- Student sites are seen as high risk by the fire services and others and require intensive and detailed H&S and fire management strategies
- Given that this may be their first experience of living on their own, students can have a laissez faire attitude towards security and both active and passive methods of securing the site must be utilised.

### **Relationship with Institute of Technology Tallaght**

The map below illustrates the proximity between the site and the Institute of Technology Tallaght which is located 300m to the east of the site with a direct connection via the Belgard Road. Tallaght University Hospital is located 250m to the west of the site connected via Belgard Square North road.



Figure 2. Proximity between Belgard Gardens student residences and Institute of Technology Tallaght

The Institute of Technology Tallaght was established in 1992 and offers degree and postgraduate courses as well as adult education courses across its 45-acre campus. The enrolment for ITT in the 2015/2016 academic year was 5,020 and the institution offers a wide variety of courses (over 32 undergraduate programmes and 8 postgraduate programmes) and caters for persons who may be working simultaneously with a large number of courses also offered in a part-time capacity.

According to data provided by Future Analytics Consulting, total registered enrolment has increased from 3,700 in 2010 to 5,020 in 2016/17 demonstrating an increase **+35%** over the past 6-7 years. Given the status afforded to ITT within local and county policy, this student population is likely to increase into the future which will place pressure on rental accommodation in the area.

## 2. Overview of the Proposed Student Residences

There are a total of 403 no. bed spaces comprising 354No. type 1(standard), 13No. type 2(ambulant disabled) and 36No. studios.

The clusters / house units are split as follows:

8 bed cluster – 29No.

7 bed cluster – 15No.

6 bed cluster – 1No.

4 bed cluster – 10No.

Studio cluster – 10No.

Each bedroom will have a private ensuite with a shared kitchen/ dining/ living area between each house unit, together with additional student amenities (study rooms, gym, games room/lounge, group kitchen, laundry facilities, secure bike parking, gym etc.) and supporting infrastructure such as central access lobby, administrative facilities and reception area. An internal landscaped courtyard at podium level will provide a space for students to meet and relax.

The scheme has been designed to be fully compliant with the Universal Access Regulations and will obtain a Disability Access Certificate proving appropriate facilities for those of limited mobility:

BLOCK B2	GIA	NIA (student accom)	NIA (residential amenities)	NIA (commercial)	NIA (creche)	Efficiency
Level 00	2078	372	847.9			56.2%
Level 01	2067	1771.1				86.0%
Level 02	2067	1791.3				88.0%
Level 03	2067	1791.3				88.0%
Level 04	2067	1791.3				86.9%
Level 05	2067	1791.3				86.9%
Level 06	250	198				79.6%
Level 07	250	198				79.6%
Level 08	250	198				79.6%
<b>TOTAL</b>	<b>13163</b>	<b>9902.3</b>	<b>847.9</b>	<b>0</b>	<b>0</b>	<b>81.3%</b>

Figure 3. Student Residences Schedule of Accommodation

The design of the scheme enables students with diverse age/ course/demographic/culture to live together, whilst at the same time, the large communal areas allow mixing beyond just the individual house cluster or floor. The design of the scheme provides a considered architectural response to the site and wider environs, with significant value added through the communal facilities and kitchen.



Figure 4. Proposed Student Residences B2 – Ground Floor Plan

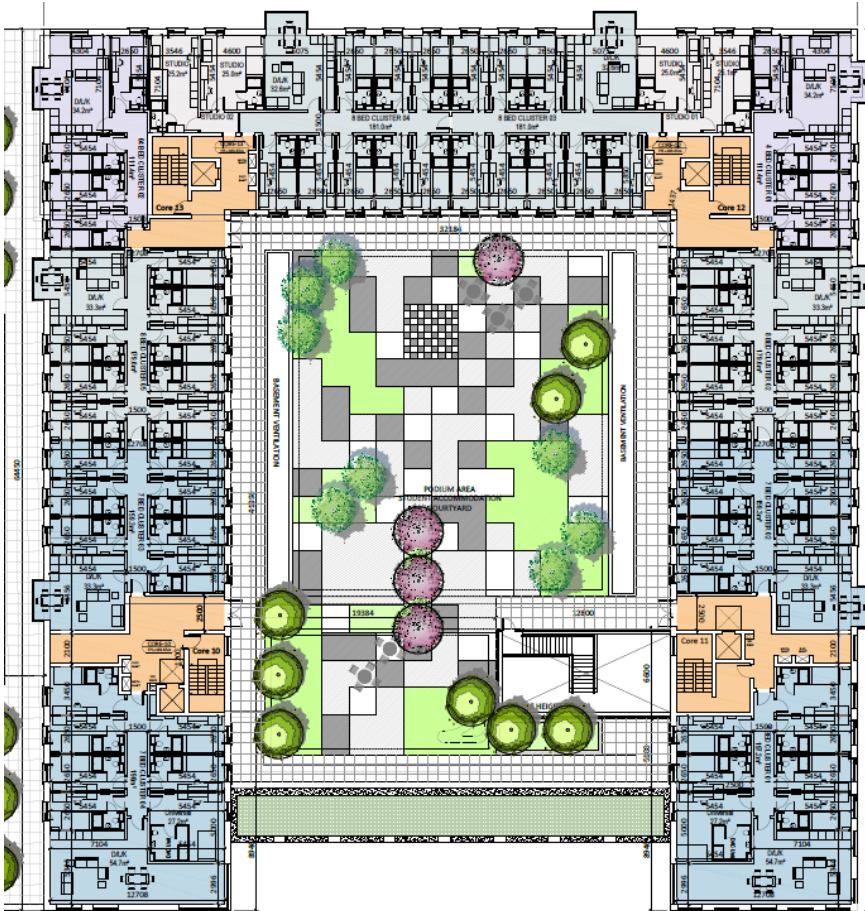


Figure 5. Proposed Student Residences B2 – First Floor Plan

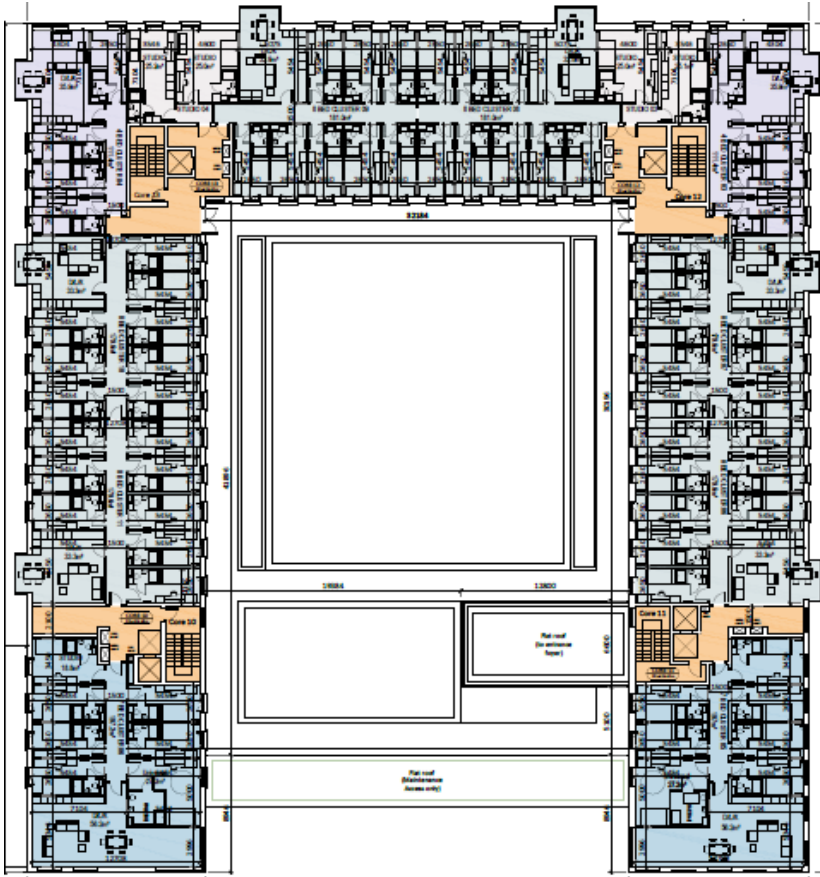


Figure 6. Proposed Student Residences B2 – Second and Third Floor Plans

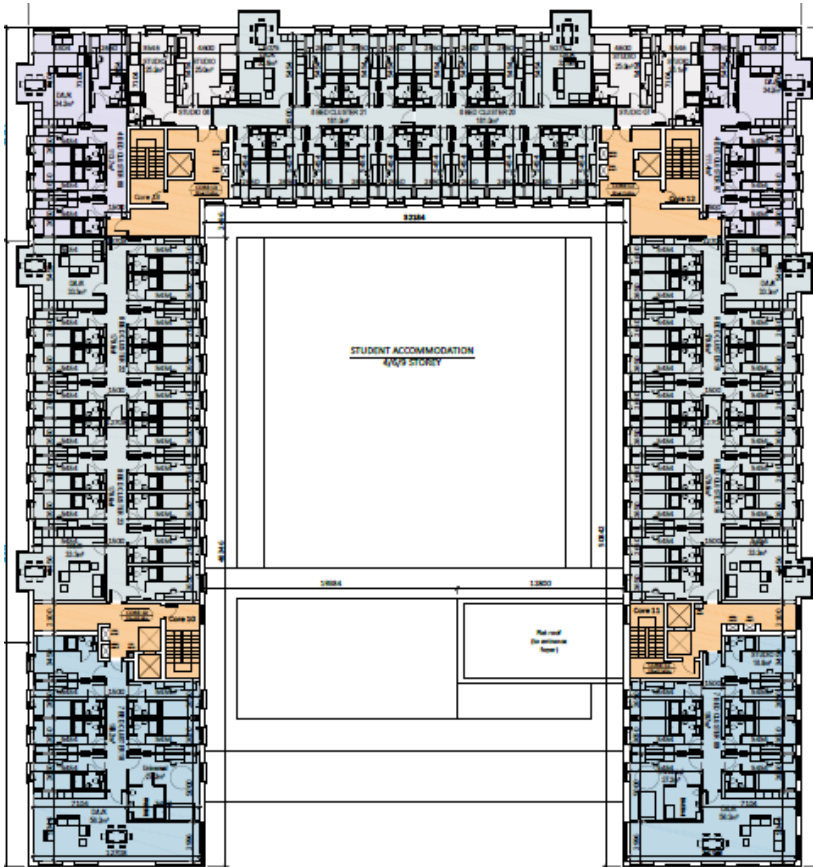


Figure 7. Proposed Student Residences B2 – Fourth and Fifth Floor Plans

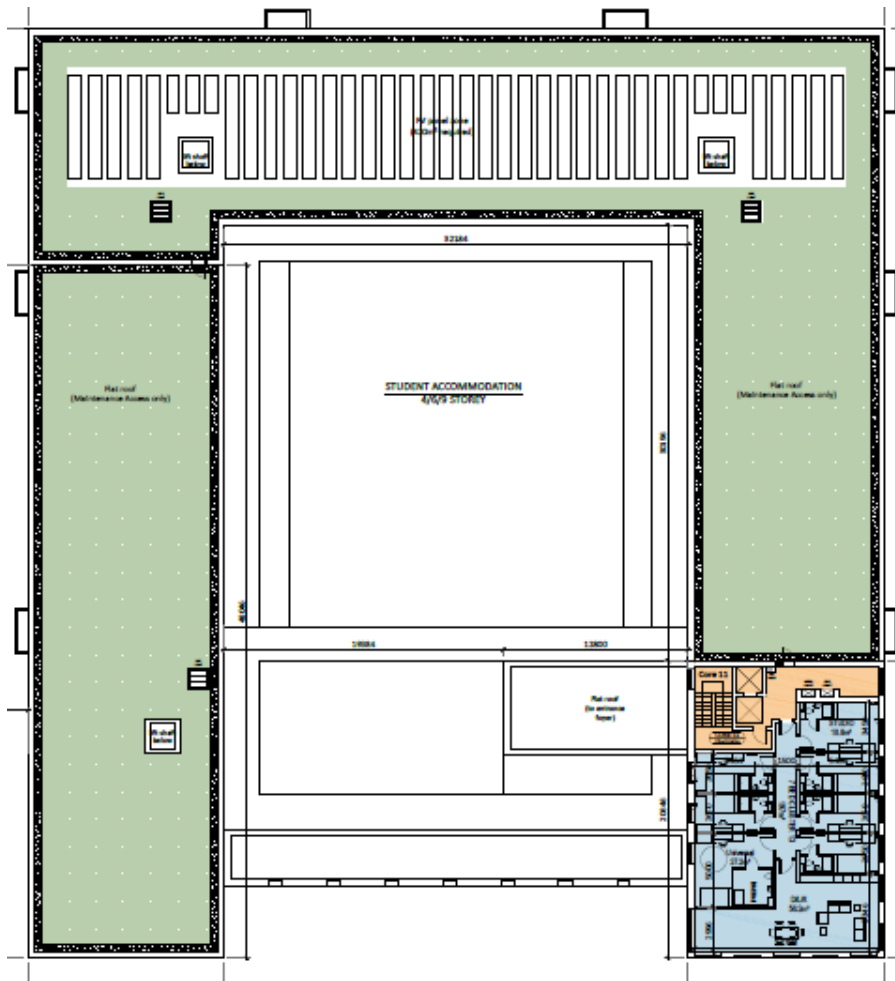


Figure 8. Proposed Student Residences B2 – Sixth, Seventh and Eighth Floor Plans

The student accommodation scheme will also provide excellent activity along Belgard Square North and turning the corner onto Belgard Road. The primary entrance to the scheme will be located along the Belgard Square North frontage and will feature a range of active uses including a gym, common room and multimedia room which will animate the streetscape which will be created by the scheme.



Figure 9. Proposed Student Block 2



### 3. Staffing and Management

The proposed student residences will benefit from a 24/7 management strategy, which will reflect the needs of key stakeholders:

<b>Students</b>	A key driver for choosing purpose built accommodation is the visibility and accessibility of management and maintenance staff
<b>Local Residents</b>	With visibility of the site and its staff, residents will be comforted in knowing whom they can contact should there be any antisocial behaviour adjacent to the scheme
<b>Academic Institutions</b>	A strong management team ensures that pastoral and other associated issues are dealt with earlier and more successfully

The Management Company will appoint an in-house professional management team which will oversee the day-to-day operation of the student accommodation residence 24 hours a day / 7 days a week. The building will be staffed 24 hours a day to ensure efficient and effective management of the residences and to ensure that residing students have access to on-site staff. The team will comprise a full-time Building Manager supported by part-time assistant personnel.

The breakdown of staffing is as follows:

- The Residence Manager will be on-site during core times Monday to Friday and will be available on a reactive basis at all other times throughout the week.
- A Support Staff Manager will be on-site part-time during weekends/ weekday evenings.
- Out of hours support will be provided by approved student wardens and an on-call member of management.
- Evening cover will be provided by a security team on an on-call basis.
- Maintenance operatives and cleaning staff will be employed on a part-time basis.

Increased management support will be provided as required during particular periods e.g. move in / move out days. All staff will be employed by the Management Company and will be supported as required by third parties.

The regular on-site staff will be responsible for the implementation of the Student Management Plan policies and procedures and will be the main point of contact for all external organisations and neighbours. It is envisaged that staff will regularly move throughout the building to monitor and appropriately manage student activity.

### 4. Staff Facilities

Staff facilities will be provided throughout the student residence blocks as follows:

- Staff kitchen
- Staff office with dedicated toilets
- Manager's office
- Parcel storage and collection area

## 5. Security Arrangements

### **Security**

Security is an important requirement when considering development proposals and is especially relevant in this instance given the close proximity of the site to existing residential units. A fundamental requirement of the scheme is therefore a visibly secure site for the use of occupiers.

Security procedures will be in place throughout the site and within the student accommodation residences. All residents will be provided with a key fob which will give access to the student communal amenity spaces, communal laundry facilities, bin store, cores and house units. Key fobs will be registered with individual student details and a clause will be included within the student's tenancy agreement requiring that key fobs are not passed to other students / people. On termination of the tenancy, the key fob will expire and will be returned to the front desk. Should a key fob be lost or stolen, the Management Company will deactivate the key fob remotely

The proactive management of the extensive communal student amenity areas throughout the student blocks is critical to ensuring both student and staff safety and security. Many active and passive methods can be employed to ensure these amenity spaces are safe and secure environments:

- Controlled electronic entry to individual blocks and communal areas
- Controlled "opening hours" of certain areas
- 24-hour monitoring and recording of CCTV where appropriate
- Areas which are sensitive in terms of sound, or disturbance to other student residents, would be sealed utilising the door-entry system.

### **Managing Visitors**

Students will be permitted to bring visitors into the property however they will be responsible for them whilst they are on the property, including any damage or disruption they may cause. Visitors may be required to sign-in and out at reception and visitor access will be strictly controlled between 11pm and 7am.

Visitors of student residents will be required to use the intercom system which will be located at each entrance to the block. The intercom system will allow the visitor to communicate with the student's house unit. The student will then be required to go to the block entrance in order to open the door for their visitor. A security company will be retained by the Management Company and will provide on-call and out-of-hours supervision of the premises. The buildings and grounds will be monitored by CCTV.

### **Out of Hours Management**

Given the size of the scheme and the obvious proximity to existing homes as well as Tallaght Town Centre, Tallaght Hospital, Institute of Technology Tallaght and The Square Shopping Centre, it is imperative that the site benefits from a strong and robust service throughout the 24-hour period.

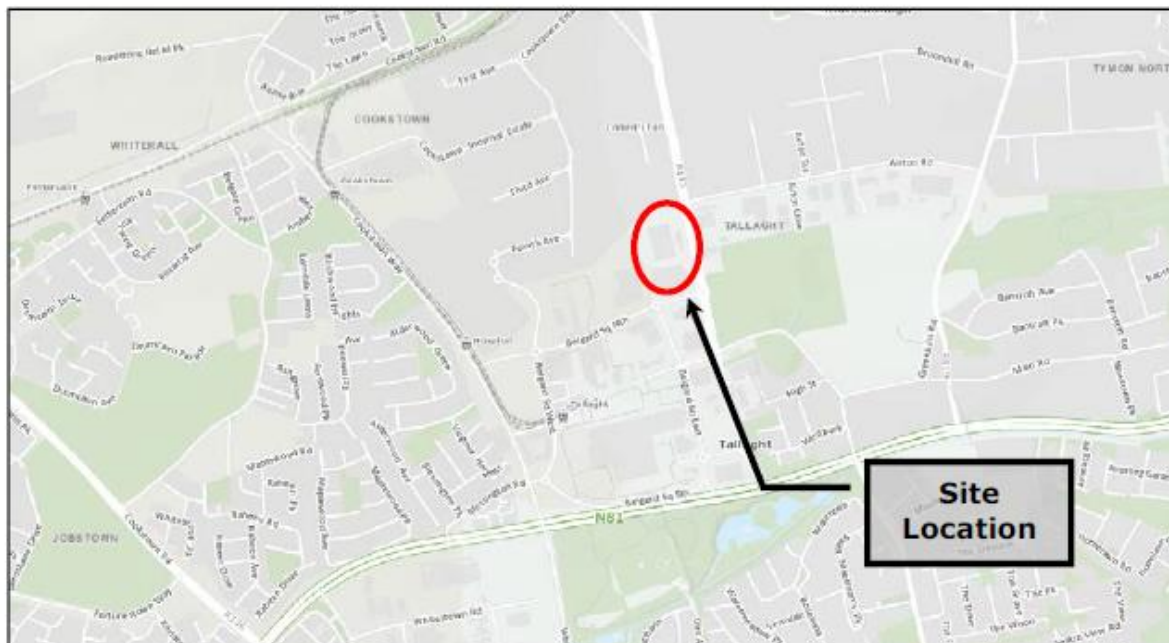
### **Maintenance**

Maintenance issues will be dealt with on a priority basis, with life or building risk issues being repaired and made good as soon as possible; this service will be provided by specialists identified during the mobilisation phase of construction.

## 6. Move in / Move Out Strategy

### Travel / Mobility Management

The proposed student residences are situated adjacent to the Institute of Technology Tallaght (ITT) and is well served by a range of public transport options (Luas, Dublin Bus etc.) which provide it with direct connections to a broader range of academic institutions including DIT Grangegorman, Trinity College and UCD. The short walking distance between the student residences and ITT will dramatically reduce students need to travel in connection with their education.



*Figure 1: Site Location Map*

<b>Route</b>	<b>Description</b>
27	Clare Hall – Jobstown
49	Pearse Street – Tallaght (The Square)
54a	Pearse St. – Ellensborough / Kiltipper Way
56a	Ringsend Rd. – Tallaght (The Square)
65	Poolbeg St. – Blessington / Ballymore
75	The Square Tallaght – Dun Laoghaire
76	Chapelizod – Tallaght (The Square)
76a	Blanchardstown Centre – Tallaght (The Square)
77a	Ringsend Rd. – Citywest

*Table 1: Local Dublin Bus Services*

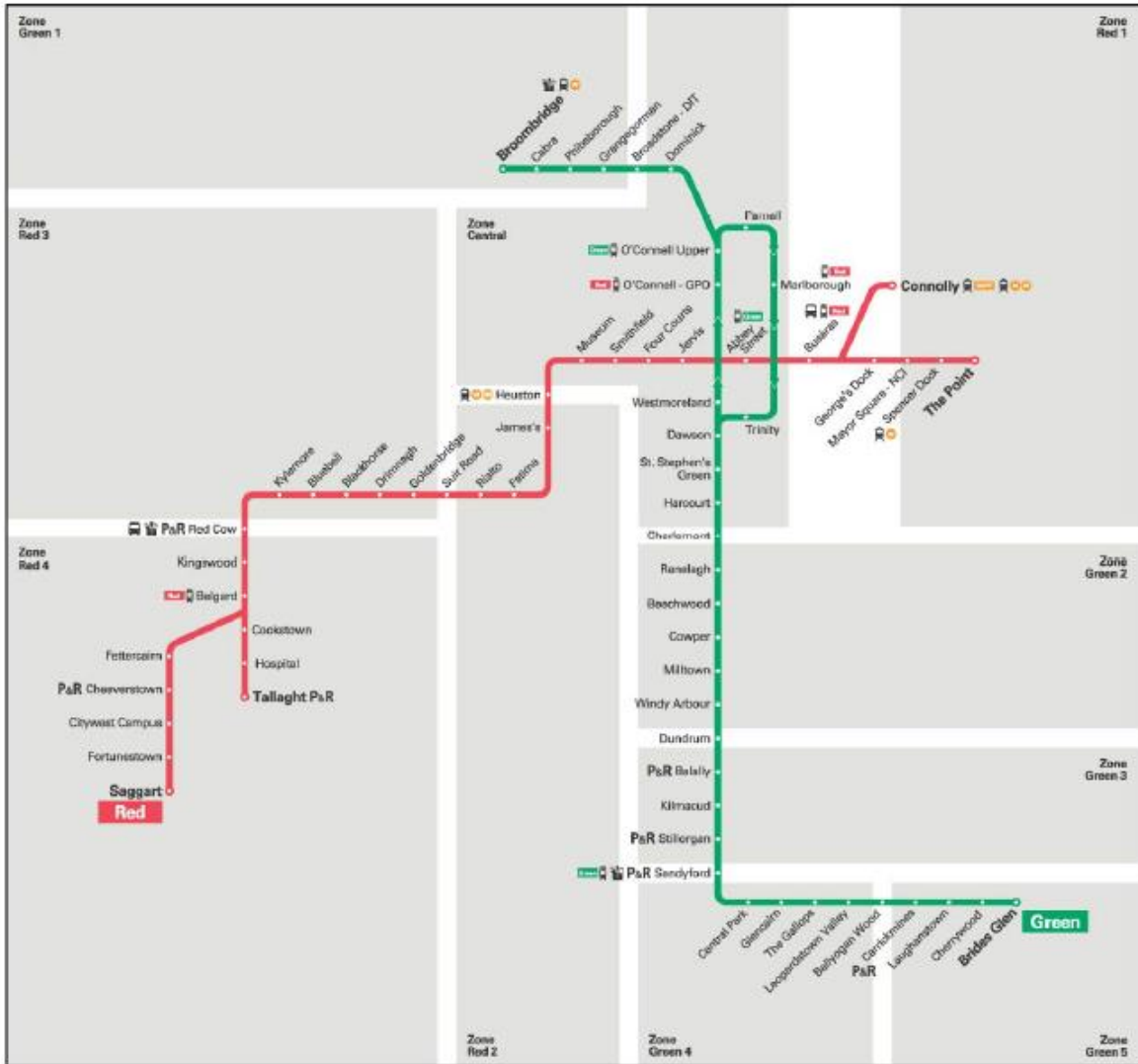
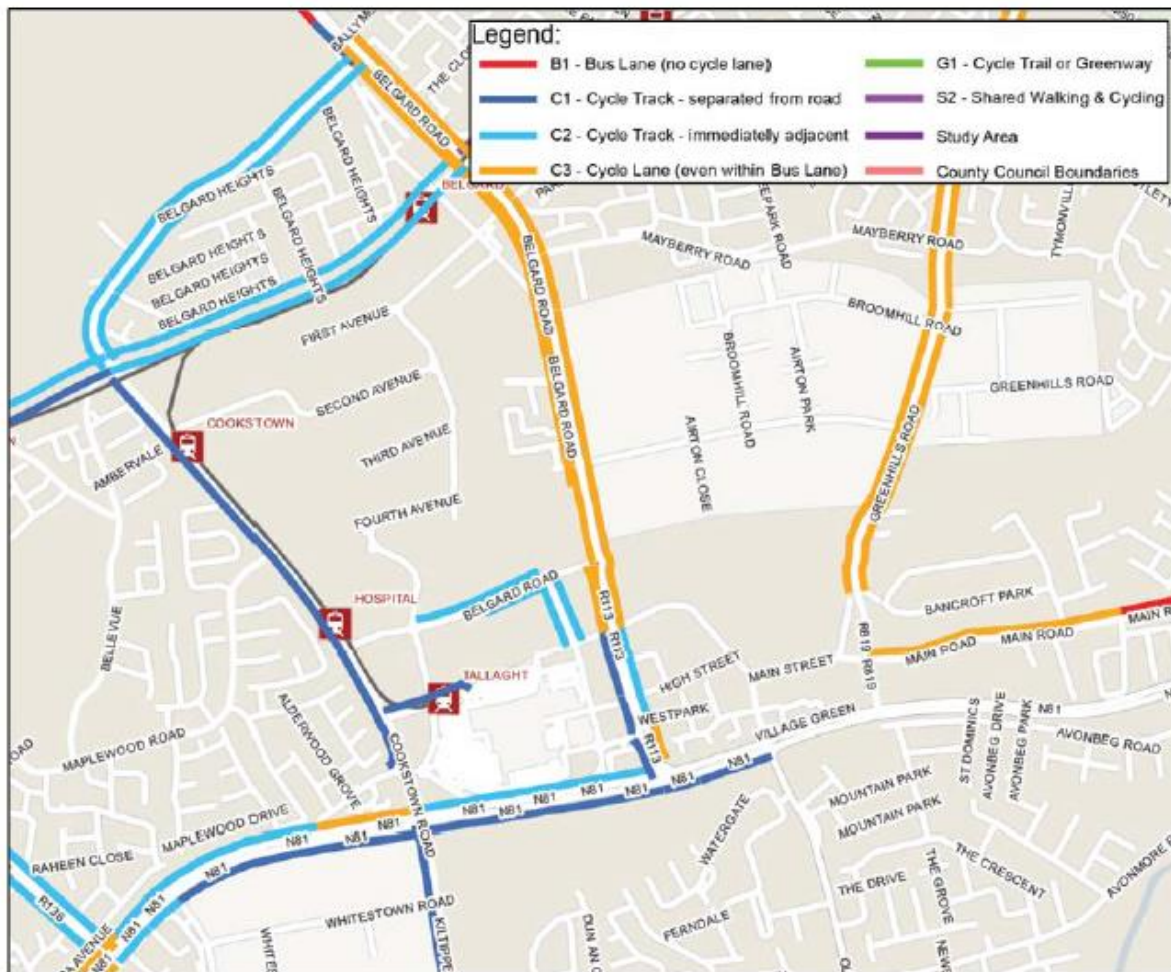


Figure 2: Luas Network Map<sup>1</sup>

Tallaght - Eastbound Towards Connolly or The Point											
Monday - Friday				Saturday			Sunday & Bank Holidays				
	Min	Avg	Max		Min	Avg	Max		Min	Avg	Max
05:30-07:00	10	14	20	06:30-10:00	12	15	20	07:00-12:00	10	13	20
07:00-10:00	3	8	10	10:00-16:00	12	12	13	12:00-19:00	10	10	11
10:00-16:00	9	9	10	16:00-19:00	10	11	13	19:00-23:00	10	11	12
16:00-19:00	9	9	10	19:00-00:00	3	11	15				
19:00-00:00	6	10	15								

Figure 3: Luas Tallaght Stop Operating Frequencies<sup>2</sup>



**Figure 4: Local Cycle Infrastructure<sup>3</sup>**

Figures 10. Public Transport Infrastructure serving the site – Bus, Luas, Cycle tracks

To reduce the environmental impact of the travel and mobility patterns associated with the proposed student residences, no on-site car parking is to be provided for the student accommodation and the use of alternative public transport methods will be actively encouraged. The location of the development site provides considerable opportunity for a high pedestrian activity. The proximity of the proposed student residences to both Tallaght IT and Tallaght University Hospital means walking will be an attractive option for the majority. In addition, the nearby facilities within a short walking distance of the development site, such as The Square Shopping Centre, reduces the need to travel long distances for common, everyday trips which in turn will facilitate a positive modal shift away from the car.

The scheme has made generous provision for secure student bike parking and storage in the basement and in a number of locations at grade. Full details of what steps are being taken to increase the attractiveness and practicality of student travel by public transport are set out in the *Mobility Management Plan* prepared by O’Connor Sutton Cronin Consulting Engineers. As part of this Plan, the Student Accommodation Manager will also be the Mobility Manager or nominated travel coordinator for the student accommodation residences. It should be noted that the mobility management plan calls for an evaluation after 6 months, so if the plan isn’t working, it can be amended.

It is also recommended that within the welcome information pack, students are provided with details of local public transport services, timetables how to purchase tickets, discount cards etc.

### **Arrival/ Departure Procedures (Check-In/ Check-Out)**

The nature of the student accommodation is such that the academic year is typically spread over nine rather than 12 months and there is an annual turnover of student residents.

Student intake normally takes place over a period of 2 weeks at the beginning of the academic term. We are aware that localised disruption can occur during student intake and occupation due to the relatively high volume of students arriving in a relatively short time period. While an infrequent, short-lived and temporary occurrence, it is important that student intake is appropriately controlled and professionally managed.

The key element that will require management for this use relates to the mass arrival and departure of tenants site within a short time period at the beginning and end of the school year/terms. It should be noted that as the student accommodation will be fully furnished, a reduced amount of luggage and personal belongings should arise. O'Connor Sutton Cronin Consulting Engineers have prepared a *Mobility Management Plan* for the proposed scheme which sets measures to ensure careful management of key term time arrivals / departures to prevent a significant volume of vehicles arriving simultaneously to transport belongings in bulk. The Plan proposes that, in order to prevent an influx of vehicles to the site at any one time which may congest the local road network, an appointment system be put in place by the student accommodation Management Company whereby tenants are allocated a specific time interval for arrival and unloading/loading and departure at the site. Students would also be informed of parking and loading / unloading restrictions in force around the site. This system would be cognisant of respective start/end of terms dates for different tenants with the move in/move out activities continuously monitored by on-site staff for the duration of these periods. The primary aim for move-in and move-out days will be to minimise disruption and to ensure the timely movement of students to their house units. It is proposed that some flexibility will be provided for students who are unable to attend on the specific arrival weekend e.g. overseas students and for safety, arrival slots will be dispersed across the residence in order to reduce congestion in lifts and stairwells.

Bedrooms will have been allocated and tenancy agreements signed via an on-line programme previously to checking in. Therefore, on arrival, students will collect their key fob and directed to their house unit. Additional staffing will be provided during this period. It is also intended that where universities have block-booked rooms within the residence, they will provide ancillary support staff also. Staff will assist with unloading cars and providing directions within the development. This will ensure that students can move their belongings quickly and efficiently.

Through this methodology, it is made clear to students that the allocation of time slots is for their benefit to ensure a smooth and trouble-free move in and minimise any localised disruption in terms of vehicular movements. It is envisaged that all room allocations for move in are spread throughout the building to minimise pressure on lifts and stairwells. This management procedure will be strictly implemented. In the event that students and parents choose to ignore their allocated timings, the Management can reserve the right to refuse access until the site is able to accept them.

In summary, the move-in process will be detailed to the students via the on-line programme in advance. When rooms are booked by students for upcoming academic terms, the booking process will automatically request an expected time of arrival and subsequently notify the student of their

allocated check in time. In this way, the students given check-in time and estimated arrival time will be automatically coordinated. Using this information, the Management Company can also liaise with Gardai in advance of the move-in weekend in order to alert them to possible intensification of traffic movements at certain times.

A similar strategy will be employed for move-out weekends at the end of the academic term where students will be offered the option to leave their luggage and personal belongings in a secure location within their building. This will reduce the amount of bulk and time arising.

Generally, the move out is significantly less time constrained than the move in period, as individual courses within Colleges and Universities finish at different times enabling student to move out over an extended period of time at the end of the academic year.

All students will be advised, prior to the end of their tenancy period, of the move out procedure and dates on which they would be expected to finally vacate. Appointments will be made to inspect rooms for damage and cleanliness prior to departure and, where necessary, arrangements made to return deposits or use them to offset the cost of damages. However, this process would be monitored on an on-going basis and if concentrations of movements are anticipated over a shorter period, similar measures to the move in process would be put in place to ensure departures are spread over the course of day(s).

### **General Maintenance Servicing**

General servicing for the student accommodation is expected to be very limited as they are self-catering residential units which come kitted-out with basic kitchen, dining and bedding appliances and furnishings, restricted to very infrequent deliveries of furniture or similar. These can easily be accommodated through use of the internal set-down area.

## **7. Settling-In / Living Together**

Following the completion of the weekend check-in, it is intended that the Management Company would facilitate an introduction session within each house unit common room in order to introduce students to the building manager and to staff and to answer any questions which students may have which are not covered by the welcome pack and tenancy agreement. This meeting will also provide the Management Company with an opportunity to discuss good neighbourly conduct with students and to emphasise their responsibilities in terms of respecting fellow students, health & safety and the local community. Generally, Management Companies also provide an on-line portal and community message board which will keep students up to date with all necessary information and to communicate local news and events.

During their stay, the students will use common areas within the property such as study rooms, laundry rooms, kitchen and living rooms, libraries and so will need to be considerate of their neighbours and ensure their behaviour does not give rise to a health hazard or risk to public health.

## 8. Cleaning, Maintenance and Waste Management

An annual maintenance schedule will be put in place by the Management Company. In addition, students will have the means to log any requirements for repairs via a shared portal in addition to reporting issues at the reception desk.

A weekly cleaning schedule will be adhered to by cleaning staff ensuring that the communal amenity space, building entrances and common areas are kept in a clean and safe manner. The cleaning of house-units and bedrooms will be the responsibility of each student, however regular inspections by the Management Company will be carried out with 24 hours' notice provided to tenants. A damage deposit will be retained by the Management Company and utilised for repairs in cases of unreasonable damage. On completion of the tenancy, the Management Company will organise for each house-unit and bedroom to be deep-cleaned prior to the next rental period.

The grounds of the student accommodation residence will be maintained by a caretaker as part of the overall scheme Facilities Management Team.

The Operational Waste Management Plan prepared by AWN Consulting addresses the waste storage and movement strategy for the student accommodation in Block B2. The plan provides for area waste stations (AWS) on each floor, communal bins and requires students to bring their waste to the AWS, segregate and place in the appropriate bin.

AWS and bins in the communal areas will be clearly labelled to indicate appropriate contents. Cleaning staff will empty bins in the communal areas as required and bring the waste to the Student Accommodation Waste Storage Area (WSA) at basement level via the lifts provided.

The waste generated by the student accommodation will be collected together with the waste from the other residential buildings. Full details of the proposed waste management and collection arrangements are set out in the *Operational Waste Management Plan* submitted with the planning application.

## 9. Anti-Social Behaviour / Student Discipline

The creation of a safe and enjoyable living environment for student residents and the protection of the amenities of local residents will be a priority for the Management Company. The Management Company will work closely with local Gardaí, emergency services, third level institutions and local residents to ensure that student behaviour does not impact other tenants or neighbouring residents. Local residents will be encouraged to engage with the Management Company in respect of any concerns they may have.

### **Good Neighbour Policy**

It is important to employ a good neighbour policy as consultation is the most effective way in manage local requirements and local relationships. If for whatever reason people may want to make complaints, a structure would be put in place which allows complaints to be acknowledged, logged and escalated as required.



## **Code of Behaviour and Conduct**

Student behaviour will be managed and closely monitored through their compliance with their tenancy agreement which they have signed and agreed to prior to moving in to the student accommodation. The responsibilities of each student will be detailed in the welcome pack and tenancy agreement which will must be signed by each student. The creation of noise nuisance will be particularly monitored and addressed.

## **Student Discipline**

A student residence disciplinary procedure would be put in place for all students living within the property and will be enforced by the Management Company to ensure that students are aware of and comply with reasonable standards of behaviour. Misconduct or unreasonable behaviour perpetrated on or within the vicinity of the premises will be dealt with through appropriate disciplinary action in consultation with the relevant academic institution where relevant.

Students will be asked to refrain from smoking on the property as it is illegal to smoke in shared/public areas such as communal terraces / courtyards / lobbies / reception areas/ common areas.

Management staff and security will issue a range of warnings to students where anti-social behaviour is observed or reported. This may range from a verbal / written warning or financial penalty to a formal meeting between the Management Company and student where the student(s) have engaged in serious anti-social behaviour. Persistent instances of anti-social behaviour will result in the early termination of the tenancy and this process will be clearly indicated in the tenancy agreement.

In order to reduce opportunities for anti-social behaviour, students will be notified of 'quiet hours; between 10pm and 7am where no external noise should be heard from bedrooms / house units and students will be asked to proceed quickly from the grounds to their house-unit when arriving to the accommodation residence during these hours. The close monitoring of CCTV on the grounds and regular checks by the security company will ensure compliance with this policy.

## **10. Safety and Crime Prevention**

Students will be provided with information regarding personal safety and crime prevention measures within the welcome pack. Up-to-date information regarding safety issues will be provided to students throughout the year as appropriate. Where necessary, the Management Company will arrange meetings within house units to discuss any issue of particular concerns. The creation of a strong working relationship between the Management Company and local Gardaí will ensure that the safety of students is prioritised. The monitoring of CCTV throughout the grounds and buildings in addition to regular patrols by the security company will reduce opportunities for crime within the development.

## 11. Health and Safety Policy

The Management Company will strictly adhere to its Health and Safety Policy and will utilise the services of a qualified Health and Safety specialist to ensure the minimisation of risk to staff, tenants and visitors. Section 20 of the Safety, Health and Welfare at Work Act 2005 requires that a Safety Statement is undertaken which undertakes the following:

- specify how the safety and health of all employees will be secured and managed
- specify the hazards identified and risks assessed
- give details of how the employer is going to manage his or her safety and health responsibilities, including a commitment to comply with legal obligations, the protective and preventive measures taken, the resources provided for safety and health at the workplace and the arrangements used to fulfil these responsibilities
- include the plans and procedures to be used in the event of an emergency or serious danger
- specify the duties of employees, including the co-operation required from them on safety and health matters
- include the names and job titles of people appointed to be responsible for safety and health or for performing the tasks set out in the statement
- contain the arrangements made for appointing safety representatives, and for consulting with and the participation by employees on safety and health matters, including the names of the safety representatives and the members of the safety committee, if appointed
- be written in a form, manner and language that will be understood by all
- include a review mechanism
- have regard to the relevant safety and health legislation

In addition, fire drills will be undertaken each semester and students will be familiarised with the evacuation protocol. All common areas will be equipped with fire safety equipment including networked fire alarm systems. Specific fire procedures for mobility impaired persons will be prepared.

### 11.1 Plant and Equipment

Repair and maintenance work will be carried out as quickly as possible. Urgent work will be carried out within 24 hours, and seven days' notice will be provided for planned work. All plant and equipment will conform to the relevant safety standards.

### 11.2 Training

All staff members will have necessary qualification and will be provided with appropriate training so as to enable them to undertake their allocated tasks.

## 12. Conclusion

This *Student Management Report* has detailed the policies and processes which will be enacted by the Management Company in order to ensure that students enjoy a quality living environment within the student accommodation residence and that the local community do not experience disruption or annoyance from any student residence. The Management Company will engage fully with the local community, emergency services and local Gardaí and will act quickly to address any issues or concerns which may arise. It is considered that in the majority of cases, students observe the rules and meet their responsibilities as tenants ensuring that they become a positive addition to the local community.