

Property Management Strategy Report

In respect of:

Strategic Housing Development

at former De La Salle national school and associated lands, located north of Ballyfermot Road, Ballyfermot, Dublin 10.



Prepared by:

**Delphi Design
Architecture & Planning**

On behalf of the applicant:

Dwyer Nolan Developments Ltd.

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1.0. Introduction

1.1. This Property Management Strategy Report describes the processes and practices to be implemented for the effective management of the proposed residential development on Ballyfermot, Dublin 10.

1.2. Post construction, it is envisaged the new development will establish an Owners Management Company (hereafter OMC), which will enter into a contract directly with a Property Management Company for the ongoing management of the completed development. As with any residential scheme, the main challenge for the developer will be to maintain a secure, peaceful and attractive environment on a 24/7 basis while each resident in the development goes about their own business.

1.3. The intention of this report is to set out the management strategy for the scheme post construction, in order to demonstrate how once operational, the mechanics of the property management and public realm maintenance will work in practice and be maintained to the highest standards.

2.0. Development Description

2.1. The SHD being put forward for permission, and as described in the public notices, is as follows:

Dwyer Nolan Developments Ltd. intends to apply to An Bord Pleanála for permission for a strategic housing development on a site of c. 8.3 hectares located at the grounds of the former De La Salle National School, Ballyfermot Road, Ballyfermot, Dublin 10.

The application site is bounded to the south by Ballyfermot Road (R833), to the east by The Steeples residential estate, to the north by the wooded margin of the Chapelizod Bypass (R148), and to the west by Lynch's Lane and other adjoining institutional lands.

The application site contains a Protected Structure i.e., the De La Salle National School Central Classroom Block, including 2 no. staircase towers, 2 no. flanking single storey loggia and principal paired entrance gate piers only (RPS Ref No. 8784).

The development will consist of the following:

- (1) Demolition of: (i) the east and west wings of the former national school (c. 1,250m² & c. 1,244m² respectively); (ii) existing buildings / shelters on site (c. 1,818m²); (iii) the rear return of the Protected Structure (c. 121m²) & 2 no. flanking single storey loggia (c. 100m²); and (iv) the Mount La Salle "Monastery" building (c. 1,700m²).
- (2) Renovation and change of use of the 2 storey Protected Structure, forming part of proposed Block A, from previous educational use to (a) proposed childcare use on the ground & first floor (c. 1,005m²), with associated outdoor play space to the rear (c. 256m²), and (b) community use (c. 92m²) on the ground floor. The development also seeks permission for the relocation of the principal paired entrance gate piers on Ballyfermot Road inwards (northwards) to the site.
- (3) Construction of 927 no. apartments & duplex / triplex units comprised of 325 no. one bed, 538 no. two bed, & 64 no. three bed dwellings, 1 no. commercial unit and 1 no. retail / café unit in 8 no. blocks (Blocks A-H) ranging in height from 2 to 13 storeys. The breakdown of individual blocks is as follows:
 - Block A consists of: (i) the 2 storey Protected Structure, and (ii) a 2 to 5 storey building located to the rear of the Protected Structure consisting of 69 no. apartments, including terraces at the ground floor



and terraces/balconies at all upper levels, comprised of 26 no. one bed, 41 no. two bed, & 2 no. three bed dwellings. At ground floor level 2 no. communal amenity rooms (c. 65m² & c. 65m² respectively) are provided, along with bin stores, and bicycle storage areas (Total: 128 no. internal bicycle spaces). Communal open space (c. 857m²) is provided in the centre of Block A. Block A also includes internal stair core access to shared basement level with Block H.

- Block B is a 2 to 8 storey building consisting of 128 no. apartments & duplex units, including terraces at the ground floor and terraces/balconies at all upper levels, comprised of 55 no. one bed, 67 no. two bed, & 6 no. three bed dwellings. At ground floor level 1 no. communal amenity room (c. 71m²) is provided, along with bin stores, bicycle storage areas (Total: 235 no. internal bicycle spaces), 1 no. commercial unit (c.107m²), and undercroft parking for 58 no. car parking spaces. Podium level communal open space (c. 827m²) is provided at first floor level with additional communal open space (c.137m²) in the form of a roof garden provided on the fifth floor.
- Block C is a 2 to 7 storey building, over part basement level, consisting of 101 no. apartments & duplex units, including terraces at the ground floor and terraces/balconies at all upper levels, comprised of 28 no. one bed, 61 no. two bed, & 12 no. three bed dwellings. At ground floor level 1 no. communal amenity room (c.147m²) is provided, with an associated outdoor terrace. Block C caters for a part basement level (c. 3,049m²) comprised of 93 no. car parking spaces, bin stores, bicycle storage areas (Total: 220 no. bicycle spaces) and plant room. Communal open space (c. 583m²) is provided in the centre of Block C.
- Block D is a 4 to 7 storey building consisting of 189 no. apartments & duplex units, including terraces at the ground floor and terraces/balconies at all upper levels, comprised of 68 no. one bed, 106 no. two bed, & 15 no. three bed dwellings. At ground floor level 1 no. communal amenity room (c. 156m²) is provided, along with bin stores, bicycle storage areas (Total: 469 no. internal bicycle spaces), ESB / plant rooms, and undercroft parking for 103 no. car parking spaces. Podium level communal open space (c. 1,867m²) is provided at first floor level.
- Block E consists of 2 no. 2-3 storey buildings catering for 22 no. apartments & duplex / triplex units comprised of: (i) 1 no. 2-3 storey building comprised of 8 no. two bed & 2 no. three bed dwellings, and (ii) 1 no. 2-3 storey building comprised of 10 no. two bed & 2 no. three bed dwellings. Private open space for Block E is provided in the form of rear gardens for lower ground floor / ground floor units and balconies on the first floor.
- Block F is a 2 to 10 storey building, over basement level, consisting of 121 no. apartments & duplex units, including terraces at the ground floor and terraces/balconies at all upper levels, comprised of 57 no. one bed, 61 no. two bed, & 3 no. three bed dwellings. At ground floor level 1 no. communal amenity room (c. 76m²) is provided. Block F caters for a basement level (c. 1,838m²) comprised of 68 no. car parking spaces, bin stores, and bicycle storage areas (Total: 190 no. bicycle spaces). Communal open space (c. 530m²) is provided to the rear (north) of Block F with additional communal open space in the form of roof gardens provided on the sixth and eighth floors (c. 250m² & c. 265m² respectively).
- Block G is a 2 to 10 storey building consisting of 154 no. apartments & duplex units, including terraces at the ground floor and terraces/balconies at all upper levels, comprised of 39 no. one bed, 99 no. two bed, & 16 no. three bed dwellings. At ground floor level 1 no. communal amenity room (c. 82m²) is provided, along with bin stores, bicycle storage areas (Total: 320 no. internal bicycle spaces), plant rooms, and undercroft parking for 69 no. car parking spaces. Podium level communal open space (c.



1,597m²) is provided at first floor level with additional communal open space in the form of roof gardens provided on the fifth floor (c. 210m² & c. 90m² respectively) and eighth floor (c. 170m²).

- Block H is a 3 to 13 storey building, over basement / part undercroft level, consisting of 143 no. apartments & duplex units, including terraces at the ground floor and terraces/balconies at all upper levels, comprised of 52 no. one bed, 85 no. two bed, & 6 no. three bed dwellings. At ground floor level 2 no. communal amenity rooms (c. 170m² & c. 89m² respectively) are provided, with associated outdoor terrace spaces, along with bin stores, bicycle storage areas (Total: 400 no. bicycle spaces), plant room, ESB substation, and 1 no. retail / café unit (c.71m²). Block H caters for a basement level (c. 4,696m²) comprised of 134 no. car parking spaces which provides for internal stair core access to Block A. Podium level communal open space (c. 457m²) is provided at first floor level with additional communal open space in the form of roof gardens provided on the second floor (c. 262m² & c. 237m² respectively).
- (4) The development provides for open spaces in the form of: (i) multi-use playing pitches (1.16 hectares) located in the north-west of the development with access off Lynch's Lane, and (ii) public open space (0.91 hectares) located between Blocks B, C, D, G & H, which combined caters for 2.07 hectares of open spaces representing 25% of the site area. In addition, 2 no. public plaza areas are also catered for: (a) to the south of Block A, fronting onto Ballyfermot Road (c. 0.14 hectares), & (b) between Blocks A & H (c. 0.06 hectares), along with a running / fitness trail along the northern / western boundary of the development (c. 0.14 hectares).
- (5) The development includes an area of 0.5 hectares reserved for a future school site in the south-west of the development, at the junction of Ballyfermot Road and Lynch's Lane.
- (6) Vehicular access to the proposed development is from 2 no. access points as follows: (i) from Lynch's Lane to the west, and (ii) from Ballyfermot Road to the south. The development also includes for a pedestrianised street, accessed from Ballyfermot Road, located between Blocks A & B.
- (7) The proposed development also provides for (i) all associated site development works, above and below ground, (ii) hard & soft landscaping, boundary treatments & green roofs, (iii) public lighting, (iv) signage, (v) plant (M&E) & utility services, (vii) undercroft, basement & surface car parking, including EV, disabled & car share spaces (Total: 687 no. car parking spaces), (viii) motorcycle parking (Total: 26 no. motorcycle parking spaces), (xi) undercroft, basement & surface bicycle parking, including for external bicycle stores, cargo bike spaces & visitor spaces (Total: 2,249 no. bicycle parking spaces), and (x) bin storage areas.

The application contains a statement setting out how the proposal is consistent with the objectives of the Dublin City Development Plan 2016-2022, and also contains a statement indicating why permission should be granted for the proposed development, having regard to a consideration specified in section 37(2)(b) of the Planning and Development Act, 2000, as amended, notwithstanding that the proposed development materially contravenes a relevant development plan or local area plan other than in relation to the zoning of the land.

An Environmental Impact Assessment Report (EIAR) and a Natura Impact Statement (NIS) have been prepared in respect of the development proposal and accompany the application. The application, together with the Environmental Impact Assessment Report and Natura Impact Statement, may be inspected, or purchased at a fee not exceeding the reasonable cost of making a copy, during public opening hours at the offices of An Bord Pleanála and Dublin City Council. The application may also be inspected online at the following website set up by the applicant: www.delasalleshd.ie.



2.2. The residential element of the development consists of 927 no. dwellings in 8 no. blocks comprised of the following mix dwellings:

- 325 no. 1 be dwellings,
- 538 no. 2 bed dwellings,
- 64 no. 3 bed dwellings.

Table 2.1 below details a breakdown of the proposed residential mix:

Block	Proposed No. of Dwellings	No. of 1 bed	No. of 2 bed	No. of 3 bed
A	69	26	41	2
B	128	55	67	6
C	101	28	61	12
D	189	68	106	15
E	22	0	18	4
F	121	57	61	3
G	154	39	99	16
H	143	52	85	6
Totals	927	325	538	64

Table 2.1: Proposed Residential Mix

2.3. The development also provides for 1 no. childcare facility, c.1,005m², in Block A, 1 no. community use unit, c. 92m², located in Block A, 1 no. commercial unit, c.107m², located in Block B and 1 no. retail / café unit, c.71m², located in Block H. All of these proposed non-residential uses create for active frontage at important locations on site.

Table 2.2 below provides for a breakdown of the proposed non-residential uses.

Non-Residential	Gross Floor Area (m ²)
Childcare Facility (Block A)	1,005
Community Use (Block A)	92
Commercial Unit (Block B)	107
Retail / Café Unit (Block H)	71
Total Gross Floor Area	1,275

Table 2.1: Proposed Non-Residential Uses

2.4. The development undercroft, basement & surface car parking, including EV, disabled & car share spaces (Total: 687 no. car parking spaces), (viii) motorcycle parking (Total: 26 no. motorcycle parking spaces), (xi) undercroft, basement & surface bicycle parking, including for external bicycle stores, cargo bike spaces and visitor spaces (Total: 2,249 no. bicycle parking spaces).

3.0. Development Management

3.1. Property Management Company Appointment

3.1.1. The OMC will engage a suitably qualified Property Management Company at an early stage of the development to ensure that all property management functions are dealt with for the development and to ensure



that all costs associated with and pertaining to the common areas within the site and buildings are kept within the agreed budgets while also ensuring that the development is properly managed, with effective and appropriately resourced maintenance and operations regimes.

3.1.2. The Property Management Company will use best practice policies and procedures to oversee the management of the entire development. The operation of a highly visible management regime is one of the key objectives of the development and is in line with good estate management practices. The Estate Director will be responsible for the overall management of the development and their key responsibilities will be; team management, health and safety, risk management, mobility management, implementation of estate policies and procedures, tenant management, security, cleaning and maintenance.

3.1.3. The following responsibilities will be undertaken by the Management Team once the development is completed:

- Development Management;
- Third part contractor procurement and management;
- Preparation of service charge budget for common areas on an annual basis;
- Responsible for annual operational charges as per the Multi Development Unit Act (MUD Act);
- Preparation of the Building Investment Fund;
- Management of staff;
- Insurance Management;
- Waste Management;
- Management Reporting;
- Accounts Services;
- Commercial Services;
- After hours services.

3.2. Service Charge & Sinking Feud

3.2.1 It will be necessary to construct a service charge matrix and each unit will contribute to this based on their apportionment. Each unit will be legally contracted to contribute to the service charge regime through selling arrangements established. Every element of the development has their own specific use and requirements and these interests will be managed by a professional well-established property management company with a proven track record in schemes of a similar structure.

3.2.2 The Service Charge Budget will be compiled in accordance to the Multi Unit Development (hereafter MUD) Act and will typically cover the following items:

- Insurance;
- General Maintenance;
- Repairs;
- Waste Management;
- Cleaning;
- Landscaping;
- Concierge and Security Services;
- Legal Services;
- Accounts Preparation;
- Property Management Fees;
- Other Expenditures.



3.2.3 As per the outlined requirements in the MUD Act, the Service Charge Budget will also include the allowance of a Sinking Fund. This fund will allow for major maintenance and upgrade costs that may come in the future. This contribution will be agreed annually and reported in the Building Investment Fund report which is prepared by the management team.

4.0. Management of Resident Support Facilities

4.1. Management Offices

4.1.1. The development will have a designated Management Office, which will focus on overall estate management, with an emphasis on security, surveillance of basement, pedestrian access, waste management and parcel deliveries. The provision of a Management Office will play a significant role in assisting in the establishment of community, providing a central point of information for all residents in the development.

4.2. Concierge / Amenity Events Co-Ordinator

4.2.1. A concierge type service will be provided on a 24/7 basis within the development. It is envisaged that the concierge will be able to deal with initial resident queries and direct as needed to the amenity spaces, security or the on-site management team. The concierge will be responsible for achieving a sense of community within the scheme and organizing events in the residential amenity spaces.

4.3. Onsite Caretaker

4.3.1. There will also be a caretaker on site during the day time hours responsible for ad hoc duties, including checking entry points to the development, minor repairs and maintenance tasks. The main task would be common area maintenance. The caretaker will be fully supported by skilled third-party technicians who would be responsible for all equipment, electrical maintenance and life safety system maintenance. The caretaker will ensure prompt response time to all maintenance issues ensuring the development is maintained to an acceptable standard and monitor the emergency access and make it fully accessible should the permanent accesses be blocked.

4.4. Property Manager

4.4.1. There will be an on-site Property Manager presence during '*normal*' working hours, 9am – 5.00pm weekdays, to deal with issues which are escalated from the caretaker and concierge on a daily basis. The on-site Property Manager will ultimately be responsible for the standard of service provided by the other on-site staff and indeed all third-party contractors. The on-site Property Manager will also be responsible for overseeing and coordinating onsite activities and day to day running of the development.

4.5. Out of Hours Repair Reporting

4.5.1. An emergency out of hours maintenance and repair reporting website and or phone line will be in operation for residents to contact in the event of a repair emergency.

5.0. Building Maintenance

5.1. It is proposed that the maintenance of the development will be managed by a suitably qualified Maintenance Manager who will ensure that all maintenance works is undertaken in accordance with servicing



requirements. It will be the responsibility of the Property Management Company to ensure all maintenance works are undertaken when required and to the required standard.

6.0. Management of Communal Facilities

6.1. Reception

6.1.1. A reception area may be accommodated in Block A, associated with the proposed community use unit measuring c. 31m², which may serve the development as a space for a concierge, package drop-off and collection with the ability to receive and direct visitors.

6.2. Postal Deliveries & Parcel Storage

6.2.1. Post boxes will be situated within the entrance lobby of each apartment block. Postal services will have access to these lobby areas only. Residents will be able to receive their post via individual lockable post boxes. Packages and Parcels may be directed to parcel storage at reception, if residents wish to make use of the service..

6.3. Amenity Spaces

6.2.1. The proposed development has been designed to provide recreation and relaxation amenity spaces to its residents close to home. Communal amenity facilities that can be accommodated in the residential amenity unit will be up to the eventual operator as to the function of the space; however, the design of this unit allows flexibility to facilitate numerous uses. Common amenity uses include:

- Gym
- TV Room
- Co-Working Desks
- Conference Facilities
- Cinema Room
- Library Area / Quiet Zone
- Dining / Entertainment Area

6.3.2. With the exception of Block E, all the proposed blocks include for internal communal amenity rooms and external communal amenity spaces (including roof gardens on Blocks B, F, G & H) and private open spaces in the form of terraces on the ground floor and terraces/balconies on all upper floors. In the case of Block E, rear gardens are provided as private amenity space for duplex / triplex units, with balconies provided for first floor apartments.

6.3.3. Residents can use the community amenity rooms to meet up to and socialise or the spaces can be used for many activities including presentations, workshops or classes. The Management Company will be responsible for managing the leasing or booking of these spaces.

6.3.4. Roof gardens are provided in Blocks B, F, G and H which will offer recreational meeting areas for residents to socialise and enjoy rooftop views of Dublin City.

6.4. Landscaped Communal Open Space

6.4.1. There is ample communal and public open space between the apartment blocks including children's play catered for. These features promote community interaction, enhancing wellbeing, socialising and development



of relationships between neighbours. Given the proposed communal space provision, it will be essential for an appropriate maintenance schedule to be devised and implemented by the managing agents, with particular focus on the planting scheme as envisaged by the landscape architects being maintained and enhanced as the scheme develops. There will also be a schedule of maintenance in place for cleaning of hard surfaces, garden features etc. throughout the communal garden areas and open spaces.

6.4.2. The landscape maintenance schedule will include annual contracts that specify weekly visits by the external contractors and this service will be closely managed and tailored to suit the scheme specifics to ensure a high standard is upheld.

6.4.3 The public open spaces will be managed and maintained by the Management Team save for the playing pitches which will be offered to Dublin City Council for taking in charge.

7.0. Building Operational Management

7.1. Residential Waste Management – Refuse Disposal and Recycling

7.1.1. An *'Operational Waste Management Plan'* (hereafter OWMP) has been prepared by AWN. The Property Manager will coordinate the waste management requirements of the OWMP to ensure residents adopt the attitudes and strategies outlined in the plan. The management team will aid in the success of this and provide regular maintenance of the bin stores as outlined in the OWMP.

7.1.2. The bins stores are located at ground floor level of the individual buildings and in the basement in close proximity to each apartment block core. Residents will be responsible for segregation and delivery of their own waste bags to the bin stores. The Property Manager will inspect the bin stores on a daily basis to ensure they are secure and free from hazards. It is expected that collections will take place on a twice weekly basis for each of the residential waste streams. This will be assessed as operations are up and running.

7.2. Mechanical & Electrical Systems Maintenance & Management

7.2.1. The Property Manager will be responsible for maintenance and servicing of the Mechanical and Electrical (M&E) equipment which is fundamental to the running of the development. The Property Manager will ensure that a maintenance contract is in place for each system with a suitable contractor and routine maintenance are checks carried out in accordance with manufacturer guidelines. The developer will provide commissioning certificates and warranty arrangement with the equipment manufacturer. A full asset register will be compiled in advance of building handover and servicing contracts will be in place prior to completion.

7.3. Fire, Health & Safety Strategy

7.3.1. The Property Manager will instruct an independent and comprehensive Risk Assessment to be completed by an approved surveyor prior to occupation. The Property Manager will effectively manage risk and to comply with statutory requirements to protect the health and safety of the occupants and staff of the development. The Operator will complete a risk register upon receipt of the Fire Risk and General Risk Assessments.

7.3.2. Staff will be trained and Residents will receive a step by step guide of the evacuation procedures in the event of a fire. Fire detection & alarm / life safety systems and equipment will be regularly serviced and maintained. Out of hours emergency escalation will be attended to by the security staff. These staff will be adequately trained to have knowledge and understanding of the emergency procedures on site.



7.4. Cleaning

7.4.1. The Property Manager will be responsible for the management of services contractors for critical elements such as pest control, cleaning and exterior window cleaning for the common residential areas.

7.5. Vacant Apartment Management

7.5.1. Where an apartment is vacant, the Property Manager will follow their internally agreed voids process. Prior to occupation, it is considered best practice to ensure the apartments are flush tested on a weekly basis to prevent bacteria build up within the pipework. This is responsibility of the Property Manager.

7.6. Residential Fittings and Equipment Maintenance & Repair

7.6.1. All apartments will be fitted with a kitchen containing a hob, oven, microwave oven, fridge freezer, dishwasher, sink and cooker hood. All apartments will have a utility / store room containing a heat recovery unit and washing machine & dryer or a washer-dryer. The apartment will also have a number of sanitary fittings and wardrobes fitted. These fittings and equipment that fall within the apartments will be subject to maintenance and repair by the owners / residents. Should the need exist for a central laundry facility in the basement, it will be managed and maintained by the Property Manager.

7.7. Residents and Landlord Storage

7.7.1. A number of store rooms are located throughout the development mainly for use by the Management Company in their daily management of the development. Ground floor stores for use by residents will house a number of secure storage lockers. The Property Manager will be responsible for maintaining the storage areas. Individual users will be liable should they choose to store their personal belongings in the lockers provided. Clear signage will be displayed outlining owner's liability.

8.0. Security

8.1. Access will be given to Residents by means of the access fobs or key codes to the individual blocks. In addition, the development will be monitored by the Management Team to ensure that a high level of security is maintained which give the Residents a heightened sense of security and reduce potential costs associated with antisocial behaviour. Lighting of the site will also provide an added sense of security with the Management Team ensuring that all lights are maintained, and bulbs are changed when required.

8.2. It is envisaged that there will be a centralized location for the monitoring and oversight of security across the development. CCTV will be viewable from this point and it will act as the primary base for the security personnel. There will be an on-site presence in the form of Concierge/Caretaker during 'normal' working hours 9am – 5pm weekdays to deal with issues from the residential issues on a daily basis.

9.0. Parking & Mobility Management

9.1. The development has provided for 687 no. car parking spaces and 2,429 bicycle parking spaces. Resident vehicular parking and a secure bike parking will be located at surface and basement level.

9.2. The proposed development will offer occupants travelling to and from the subject site alternative modes of transport other than the need to rely on a car, including the provision of 5 no. GoCar / car sharing spaces. Developing in an area that has strong public transport nodes offers users the opportunity to travel to and from the site using alternative modes of transport.



9.3. Bicycle Storage Facilities

9.3.1. Incorporated within the design is the provision of 2,429 secure bicycle lockers in the basement of the development, at grade / surface level and within the buildings at ground floor level. Not only does this promote the use of bicycles and the health and wellbeing that comes with this use, it adds the security and peace of mind in knowing that it can be stored securely.

9.3.2. The Property Manager will be responsible for maintaining the bike storage areas. Individual users will be liable should they choose to store their bicycles in the cycle parking spaces provided. Clear signage will be displayed outlining owner's liability.

9.4. Car Sharing

9.4.1. It is envisaged that there will be 5 no. GoCar / Car Share spaces in the development, providing an additional transportation option for residents.