

GAA

Global
Apartment
Advisors

‘Blackpitts’, Dublin 8, Ireland

Purpose-Built Student Accommodation Operational Management Plan



June 2025

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1. Introduction

1.1 Report Content / Overview

GAA has prepared this report on behalf of the applicant, Blackpitts Residence Unlimited Company, regarding 'Blackpitts', Dublin 8, Ireland.

This Student Accommodation Management Plan provides an overview of the long-term outline management strategy and the operational processes and policies that will be put in place to ensure the effective administration and supervision of the proposed student accommodation residences at Blackpitts (hereafter referred to as 'the development').

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

The report also details the proposed resident services, amenities, and support facilities.

1.2 GAA Overview

GAA provides global asset management and advisory services to the rental housing sectors (student, co-living, multifamily/BTR, senior). It brings 40+ years of rental housing industry expertise, including direct experience on large-scale real estate schemes.

GAA offers a wide range of advisory services and has deep expertise in the sector's operations and property management aspects, including optimising building design for operations. This includes working with developers and their teams to focus on building specifications, with an eye on long-term maintenance and generating operational cost efficiencies.

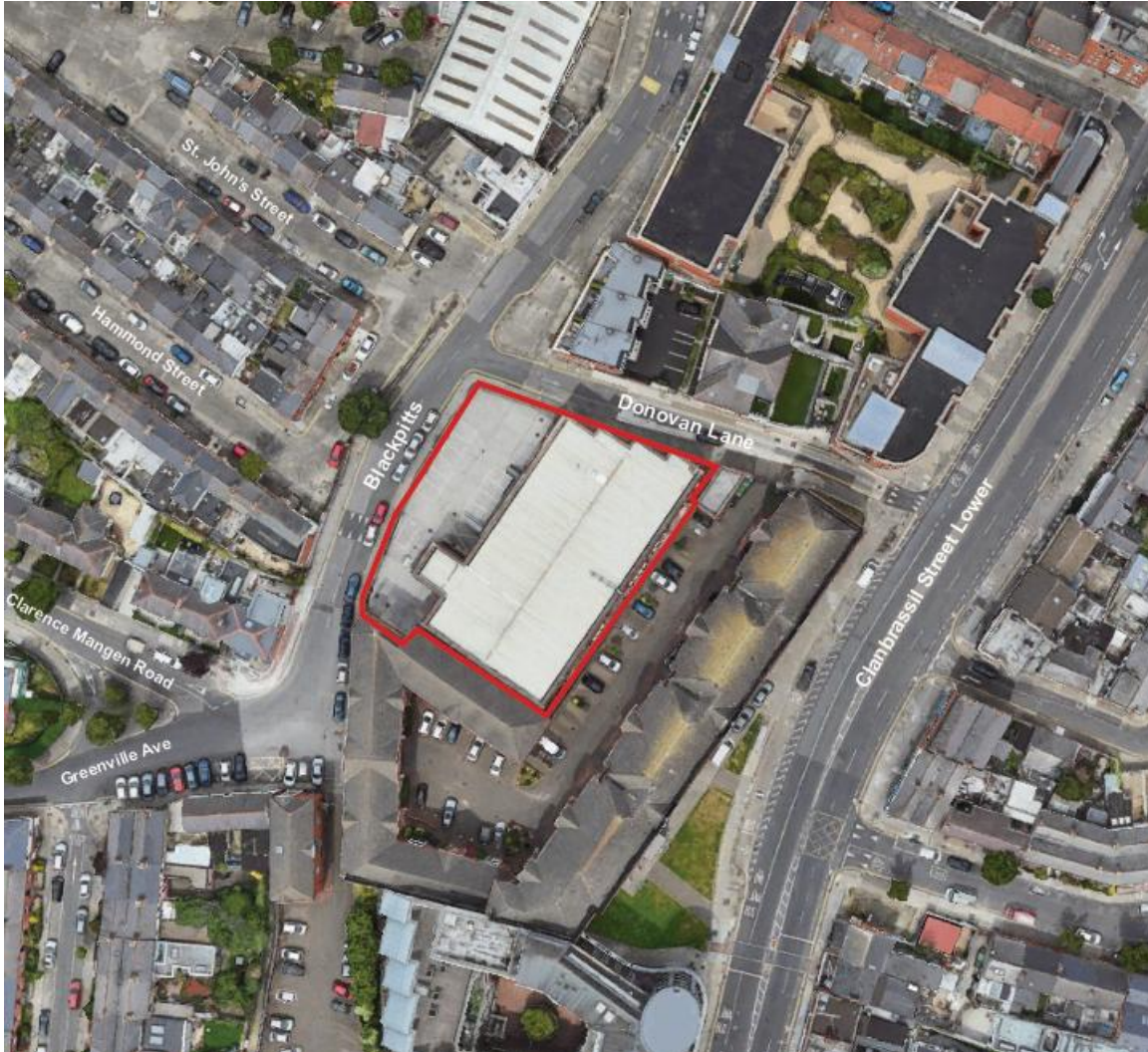
London-based GAA is the only advisory firm focusing exclusively on the rental housing sector globally. It leverages best practices from the US and other global markets to benefit clients, including many of the world's leading real estate institutions.

1.3 Site Location

The subject site is located at Blackpitts, bounded by Donovan Lane to the north and Greenville Parade to the south, within the Dublin 8 postal district. It occupies a prominent corner plot with frontage onto Blackpitts Street and comprises approximately 0.19 hectares. The site is approximately 2.1 km southwest of Dublin City Centre and is well connected to the broader city through established roads, cycling, and public transport networks.

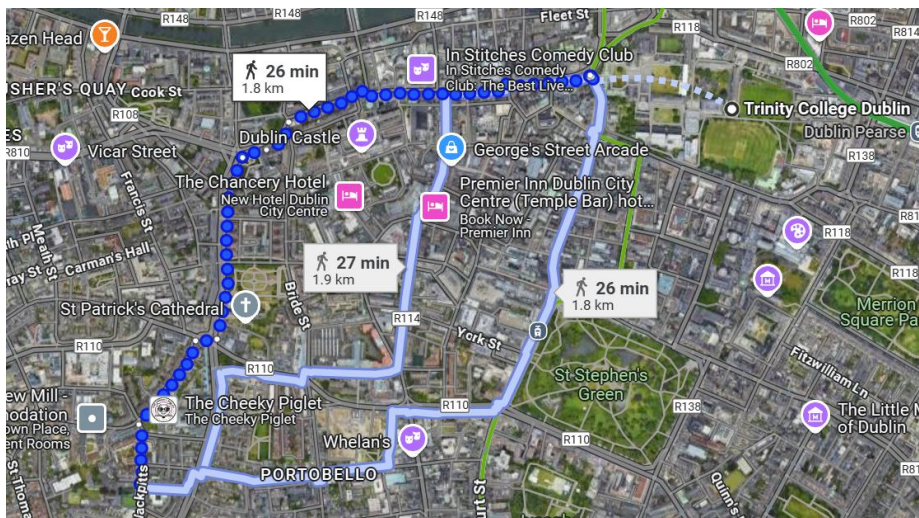
The surrounding area has undergone notable regeneration recently, with several contemporary residential and student accommodation schemes delivered nearby. Historically industrial, Blackpitts and its surrounding streets now comprise a mix of uses, including housing, student residences, commercial spaces, and educational facilities. The site's location within a maturing, mixed-use city neighbourhood makes it well-suited for student accommodation.

The immediate context includes existing residential properties to the south and east, converted warehouses and mixed-use buildings to the west, and laneways with low-rise dwellings to the north. The area also benefits from strong visual and functional connectivity to the broader South City area.

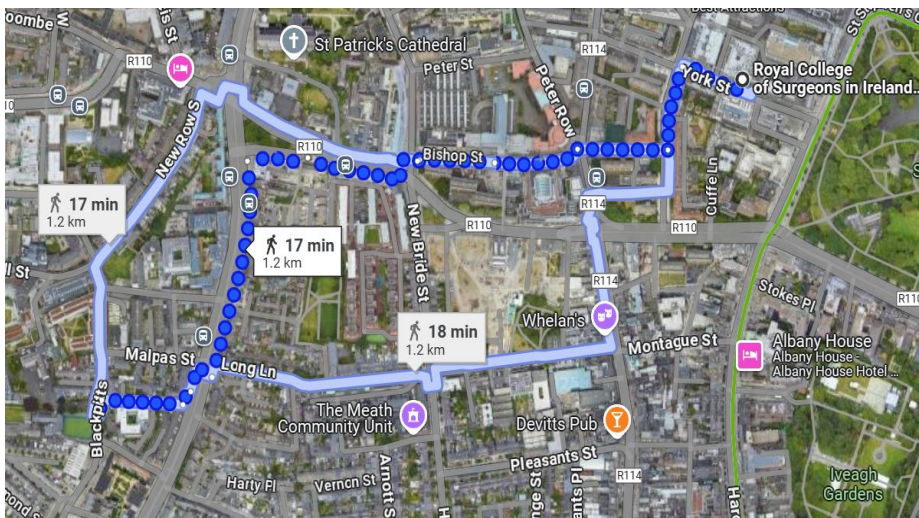


Importantly, the site is within walking distance of several major academic and healthcare institutions, including:

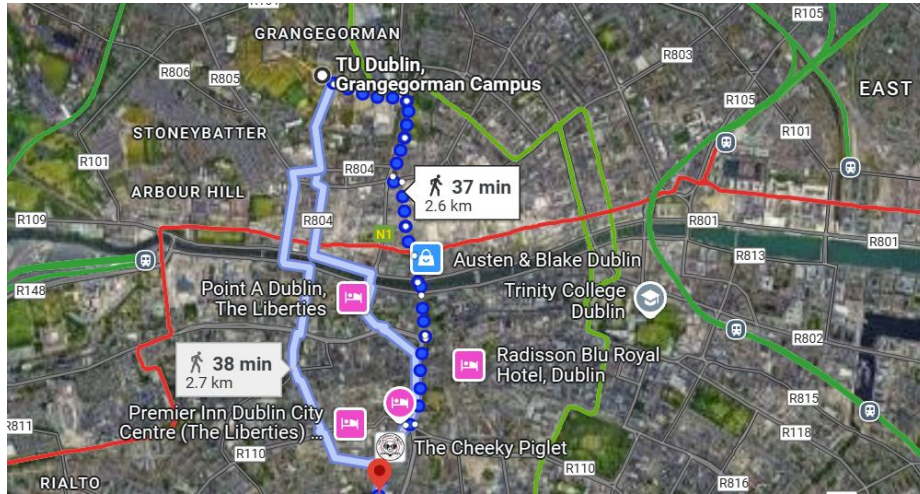
- Trinity College Dublin (TCD) – approximately 1.8 km



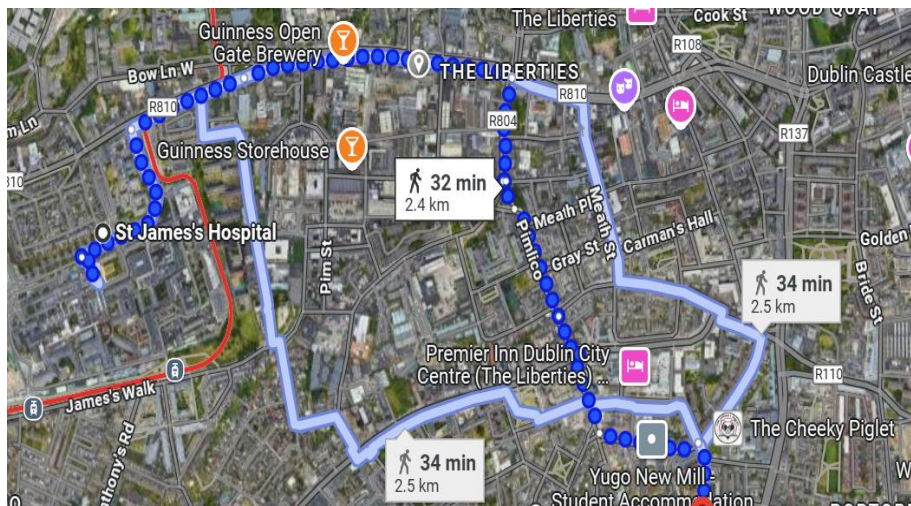
- Royal College of Surgeons in Ireland (RCSI) – approximately 1.2 km



- Technological University Dublin (TU Dublin), Grange Gorman Campus – approximately 2.6 km



- St. James's Hospital (affiliated with TCD) – approximately 2.5 km



These institutions support a wide range of undergraduate and postgraduate education, with substantial concentrations in healthcare, biomedical sciences, and clinical placements. The site's proximity to these learning centres makes it suitable for purpose-built student accommodation.

The site is served by excellent public transport. Multiple Dublin Bus routes operate within walking distance, including along Clanbrassil Street, Cork Street, and Patrick Street, providing access to the city centre and suburbs. The Luas Red Line can be accessed at Fatima Stop, approximately 1.1 km away, while the area is also served by several Dublin Bikes stations, supporting active travel options. The walkable, compact urban form of Dublin 8 and proximity to key services make the location ideal for a sustainable, car-free student lifestyle.

1.4 Development Description

Planning permission is sought for a Large-Scale Residential Development delivering 213 student residential units arranged around a central landscaped courtyard. The building ranges in height up to six storeys over a basement level. The development includes all associated internal and external amenity space,

cycle parking, landscaping, bin storage, plant and maintenance areas, and pedestrian and servicing access.

The proposed development will comprise:

- No. of units: 213 no. bedrooms within 32 clusters. Each cluster will include a communal kitchen and dining space.
- Car parking: 1 no. accessible on-street parking space located at ground level.
- Cycle parking: 272 no. cycle parking spaces comprising:
 - 160 long-stay stacked spaces in basement
 - 78 Sheffield stands (including 14 for staff) in basement
 - 12 cargo/oversized spaces in basement
 - 22 visitor Sheffield stands at surface level

1.5 Resident Facilities

The proposed development includes a range of internal and external facilities for residents' use.

Resident support facilities:

- Management desk, lobby/reception space with seating (ground floor)
- Parcel room (ground floor)
- Laundry room (basement)
- Waste room (basement)
- Secure bicycle storage (basement)

Resident services and amenities:

- Café/restaurant (ground floor)
- Gym (basement)
- Library/study room (ground floor)
- 2x multi-use room (ground floor and basement)
- Cinema room (basement)
- Kitchen/living/dining area within each cluster

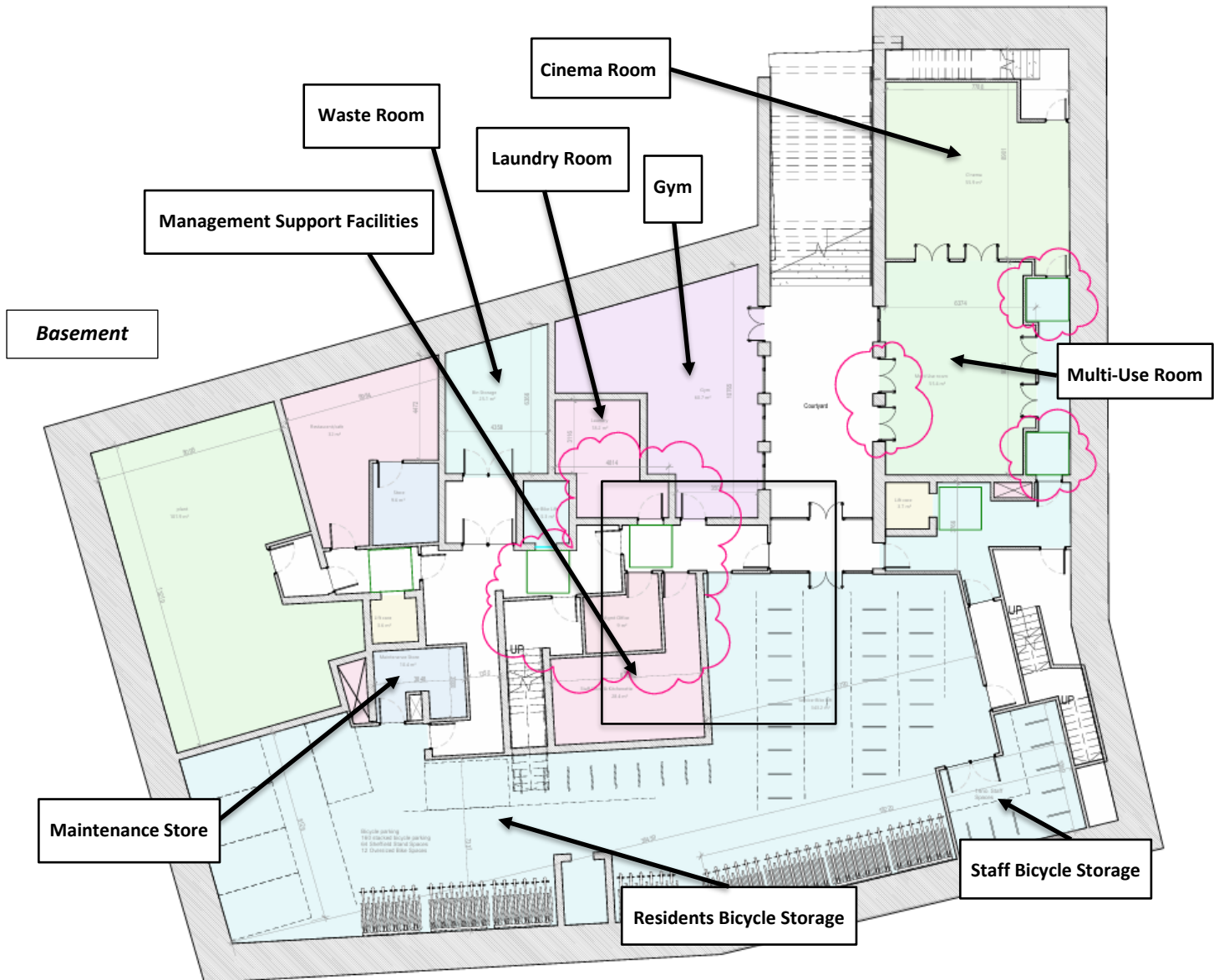
External facilities:

- 2x external courtyard (ground floor and basement)
- Roof terrace

The *reception desk, parcel room, library/study room, multi-use room* and *café/restaurant* will be in the lobby on the ground floor of the building. This area provides the central point of contact for residents and visitors. It is near the main entrance, facilitating easy access to the building and other communal areas.



Management support facilities will be in the basement, in addition to resident amenities including the gym, multi-use room, and cinema room. This area will also include resident facilities such as the laundry room and waste room, as well as bicycle storage for residents and a separate secure bicycle storage room for staff as per the floorplan below:



1.6 Vision

1.6.1 Overview

The vision is to implement an integrated management strategy centred around residents, fostering a vibrant community within this exemplary PBSA development. This approach begins with the initial customer experience, from the first viewing and tour of the property and its amenities.

The resident journey extends well beyond move-in, supported by a dedicated professional management team. A key focus is on delivering thoughtfully designed units that are aesthetically appealing, functional, comfortable, energy-efficient, cost-effective and fully compliant with regulations.

For the long-term owner, the strategy also considers the asset's lifecycle and the sustainable operation of the development. Additionally, the strategy addresses broader management requirements, including waste management, utilities, and public transport connectivity.

1.6.2 Resident Engagement

A key aspect is the efficient handling of repair and maintenance requests, ensuring that issues are addressed promptly to maintain high living standards and resident comfort. The management team will implement a clear communication system, allowing residents to easily report concerns and receive timely updates on resolutions.

Beyond maintenance, the engagement strategy focuses on creating meaningful resident interactions by providing well-designed communal amenities and organising a diverse programme of events. These events will cater to various interests and demographics, ranging from social gatherings and wellness activities to educational workshops and networking opportunities.

Additionally, digital platforms and resident feedback mechanisms will be utilised to enhance communication, promote events, and ensure continuous improvement in community offerings. This holistic approach aims to create an inclusive and dynamic living environment where residents feel valued and connected.

1.6.3 Branding

The branding of the development will serve as more than just a logo or name; it will be a core expression of the development's values, culture, and vision, creating an environment where both residents and on-site staff feel connected and valued. The brand will permeate every aspect of the development, influencing the design, communication, and experience throughout the entire community.

1.6.4 Reflecting the Community's Values

The brand will be built on the principles of inclusivity, sustainability, and modern living, reflecting the aspirations of those who live and work within the development. This will be achieved through:

- **Design Aesthetics:** The visual identity of the development will be carefully crafted to communicate a modern, welcoming, and cohesive atmosphere. This will extend from exterior signage to interior design, ensuring that every space feels part of a unified brand story.
- **Sustainability:** The brand will champion environmentally conscious living, with initiatives and design choices that promote eco-friendly practices and community well-being.
- **Innovation & Quality:** The brand will emphasise the development's commitment to high-quality living spaces and cutting-edge amenities, enhancing the daily lives of residents and supporting their modern lifestyles.

1.6.5 Shaping the Resident Experience

The development's branding will be embedded into the resident experience, guiding interactions with all services, amenities, and on-site staff. This includes:

- **Community Engagement:** The brand will encourage an atmosphere of belonging, where

residents are empowered to connect with each other through events, activities, and shared spaces. Regular community-driven events will be branded in line with the development's identity, fostering a sense of pride and ownership among residents.

- **Communication:** All communication, whether digital (via the resident portal) or physical (noticeboards, newsletters, etc.), will align with the brand's tone and visual style. This consistency will help to strengthen the community identity, ensuring that residents and staff alike feel a shared purpose.
- **Onboarding Experience:** New residents will be introduced to the brand through a welcoming package that includes branded materials such as guides, keys, and amenities information. This will ensure that from the moment they arrive, students feel immersed in the development's culture.

1.6.6 Empowering the On-Site Staff

The on-site staff, as the primary ambassadors of the development, will be deeply connected to the brand. Their daily interactions with students and visitors will be an extension of the development's identity. This will be supported by:

- **Staff Training:** On-site staff will be trained to understand the brand's values and vision, ensuring that their behaviour, customer service, and interactions with students reflect the culture of the development.
- **Uniforms & Professional Materials:** Key staff will wear uniforms that align with the development's branding, providing a sense of cohesion and professionalism. Staff materials, such as business cards, badges, and promotional materials, will also carry the brand's identity, and aligned with ESG priorities, to maintain a seamless brand experience.

Ultimately, the brand will serve to foster a sense of pride and ownership among both students and staff. By aligning the development's branding with its core values, residents will feel a deep sense of connection to the place, knowing that they are part of a community that reflects their own values and aspirations. This will be reinforced through:

- **Community Recognition:** Residents who contribute to the community will be celebrated, and their stories may be shared through newsletters or digital platforms, enhancing engagement and connection.
- **Sustainable Practices:** The brand will highlight eco-friendly initiatives and encourage students to participate in sustainability efforts, promoting a sense of collective responsibility.

In essence, the branding of the development will be more than a marketing tool – it will be the heartbeat of the community, influencing its design, culture, and the everyday experiences of everyone who calls it home.

2. Property Management & Operational Considerations

2.1 Structure and Management Strategy

The development will be built and owned by the proposer. The proposed purpose-built student housing will be managed by a dedicated and experienced operator who will be responsible for the full-time management of the scheme on behalf of the owner.

The operating company will begin appointing the on-site staff some nine months before the development's practical completion. The first hire will be the property manager; thereafter, the leasing/front-of-house and maintenance teams will be recruited as the development is completed.

A detailed operational plan will be created over the two years leading to the completion of the development. This will comprise a mobilisation plan, leasing plan, marketing plan, health and safety plan and standard operating procedures.

Service delivery will align with agreed Service Level Agreements and Key Performance Indicators set out in the Property Management Agreement between the operating company and the development owner. The owner will regularly review actual performance.

2.2 On-Site Team

The development is designed with the student rental market in mind and will offer its residents a range of support services and amenities. During regular working hours, a management team will be on-site at a reception desk adjacent to the principal access point to monitor visitors. This will provide a visible site management staff presence and a clear point of contact for residents.

Staff periodically undertake other tasks and move around the building to provide a discreet but effective behaviour monitoring role that enables inappropriate behaviour to be proactively managed. Students' behaviour and enjoyment of their stay are influenced by the quality and standard of their living environment, with a secure, clean, good-quality environment creating respect and appropriate behaviour.

The staff will partner with the local universities' student services teams to ensure that students who need further guidance and support receive it and that any nuisance issues are dealt with promptly and professionally. This enhances the support and intervention offered to students and ensures a cohesive, consistent, and swift approach to managing any resident misconduct.

2.2.1 Staffing & Roles

The development will operate with a whole on-site team. The team will be split between 'front-of-house' and 'back-of-house', overseen by a site property manager.

- **Front-of-House:** The team will be leasing and managing residents.
- **Back-of-House:** The back-of-house team will oversee all maintenance and cleaning and will perform general repairs where appropriate.

The combined team will coordinate:

- Statutory compliance
- Visitor management
- Sales, leasing and marketing
- Resident communication
- Management of the move-in and move-out process
- Management of lease agreements
- Management of contractors and other requirements of efficient building operation
- Co-ordination of post/parcel deliveries
- Co-ordination of resident events and engagement
- Ensuring that the appropriate standards for resident behaviour are upheld, creating a secure and friendly environment.

Security for the property will be maintained by a full-time presence or an outsourced supplier, who will provide regular night patrols.

A maintenance staff member will be on-site to carry out the day-to-day repairs, test passive and active fire prevention systems and emergency lighting and manage contractors. The maintenance staff member will be backed up by specialist subcontractors for gas, electrical testing, lift maintenance, water treatment risk assessments, fire extinguisher and fire alarm maintenance, etc.

The operator will organise any major repairs in collaboration with the landlord. This includes internal and external decoration of communal areas, re-carpeting of communal areas, new furniture for amenity spaces, and roof, window, and fabric works as the building ages. This will ensure that the building is maintained in a safe and good state of repair.

2.2.2 Site Team Availability & Working Hours

The on-site team will operate during standard working hours, with a staff rotation plan in place to ensure availability beyond these hours when necessary. During the 'lease-up' phase, extended evening and weekend coverage may be implemented to accommodate property tours and open days, offering greater flexibility for prospective residents with busy weekday schedules. These opening hours are holding times; this will be finalised closer to the completion of the development.

Residents will be provided with contact details for key on-site management personnel, including a centralised mobile number for easy access.

Additionally, communication with the management team will be facilitated through a dedicated, mobile-friendly building website or portal. This platform will be used for event updates, maintenance alerts, and other important notifications, fostering seamless engagement between residents and the management team.

2.3 Building Tech

The development will benefit from building technology and systems throughout to help manage the building and keep it secure. The operating company will utilise a holistic property management accounting software system to help manage all aspects of the property.

Within this, residents will have access to a resident portal that will allow communication with the on-site team (maintenance, room bookings, etc.) and access to a community page (for events, etc.).

2.4 Building Management Strategy

A detailed management strategy encompassing all development facets will be generated before practical completion. This will dovetail with the buildings' operations and maintenance manuals, which will be made available to the team as the development is completed. This strategy will include items such as the fire strategy, security, out-of-hours procedures/cover, lift maintenance, cleaning, water management, health and safety, pest control, internet, and staff welfare.

To maintain a good living environment, all communal areas of the building, including the study area and the laundry room, will be cleaned regularly and monitored via CCTV. The cluster kitchens will be cleaned by on-site staff, but students will be encouraged to keep these areas tidy to facilitate cleaning. As part of their away-from-home experience, the residents are responsible for maintaining the cleanliness of their bed spaces, which is ensured through a programme of unit inspections and advice from site staff. The development will comply with local and other fire and health and safety HMO requirements.

2.5 Health & Safety

The health and safety of residents, staff, and visitors will be the top priority of the operator. A structured Health and Safety (H&S) strategy will be implemented to ensure full compliance with all relevant legislation and to create a safe and secure living environment. This strategy will outline key policies, risk management procedures, and ongoing safety measures to maintain high safety standards across the development.

2.5.1 Digital Compliance & Risk Management

It is expected that the operator will utilise an online compliance risk management system to provide full visibility of health and safety performance. This system will enable real-time monitoring of compliance status, tracking of safety audits, and ensures that any necessary corrective actions are swiftly implemented. The operator's leadership team will hold weekly meetings with all property teams to discuss the compliance status and support with any actions raised.

2.5.2 Risk Assessment

Comprehensive risk assessments will be conducted regularly to identify potential hazards and mitigate risks. This includes, but is by no means limited to:

- Fire risk assessments and evacuation procedures.
- Legionella risk assessments for water systems.
- Slips, trips, and falls prevention in communal areas.
- Electrical and gas safety checks.
- Manual handling and working at height safety for staff.

All findings will be documented, and appropriate measures will be taken to address any identified risks.

2.5.3 Fire Safety & Emergency Procedures

A robust fire safety strategy will be in place, covering:

- Installation and regular testing of fire detection systems, alarms, and sprinklers.
- Clearly marked and unobstructed fire exits and evacuation routes.
- Regular fire drills and staff training.
- Emergency lighting throughout the building.
- Provision of fire extinguishers in designated areas.
- Compliance with local fire authority regulations.

Residents will be provided with a Fire Safety Guide upon move-in, detailing emergency procedures and contact information. The closely managed move-in process will ensure new residents have ample opportunity to ask any questions they may have around the fire strategy, in addition to any other queries they may have about the building systems and processes.

2.5.4 Safe Maintenance & Operations

Regular maintenance and inspections will be carried out to ensure a safe and hazard-free environment. This will include:

- Routine building inspections to identify and rectify potential hazards.
- Scheduled lift and escalator maintenance to ensure operational safety.
- Safe contractor management ensuring that third-party service providers comply with H&S regulations and undergo pre-qualification checks before carrying out any work on-site.
- Use of eco-friendly and non-hazardous cleaning products in communal areas.

2.5.5 Health & Wellbeing Initiatives

Beyond compliance, the development will promote resident wellbeing through:

- Indoor air quality monitoring to ensure a healthy living environment.
- Noise management strategies to minimise disturbances.
- Mental health awareness programmes and community engagement events.
- Mandatory first aid training for all external contractors.
- First aid kits and defibrillators in key locations, with trained personnel available on-site.

2.5.6 Incident Reporting & Emergency Response

A clear incident reporting system will be in place, allowing residents and staff to report hazards, near misses, and emergencies. The process will include:

- A 24/7 emergency contact number for urgent issues.
- An online portal for reporting non-urgent health and safety concerns.
- Incident logging and review process to track trends and prevent recurrence.
- Training for staff on emergency response and first aid.

2.5.7 Resident & Staff Training

All staff members will undergo regular health and safety training, including fire safety, first aid, and emergency response protocols. Students will also receive safety guidance through:

- Move-in welcome packs with key safety information.
- Periodic safety awareness campaigns and workshops.
- Digital resources and notifications via the resident portal.

2.6 Leasing & Marketing Strategy

Separate leasing and marketing strategies will be created in advance of practical completion. These will document the entire marketing campaign and avenues for engagement with renters, particularly through the local universities.

The leasing strategy is an accompanying document that articulates the entire leasing process/customer journey: from the first email and/or phone call to the viewing, follow-up, application process, and finally, move-in. A key feature in this strategy will be absolute transparency of the process to prospective renters.

2.7 Policies & Procedures

Behind the building management, leasing, and marketing strategy will be a 'bible' of operational policies and procedures, documenting all the processes for the on-site team. This set of standard policies and procedures will enable clarity and consistency in the way the management team operates and ensure students have a positive and safe experience during their stay.

The policies and procedures cover all aspects of managing student accommodation, from leasing, managing student intake, health and safety, security, and welfare to planning building maintenance, cleaning procedures, and all non-term-time activities.

By implementing these structured policies, the development will maintain a seamless and professional management approach, enhancing both the resident experience and the long-term sustainability of the property.

2.8 Travel/Mobility Management

2.8.1 Car-free Development

Students, except those with disabilities, will not be permitted to bring cars to the site, which will be outlined in the tenancy agreement. There is limited on-street parking, subject to availability, which includes a DAC space.

Students are encouraged to use more sustainable means of transport, such as cycling, walking and buses. The on-site team will emphasise the car ban on booking and at intake and will continue to work with the local universities and residents to enforce this policy.

The development site's location provides considerable opportunity for high pedestrian activity. The central area of the proposed student accommodation in Blackpitts, Dublin 8, offers excellent walkability to key educational institutions such as Trinity College Dublin, the Royal College of Surgeons in Ireland, and

Technological University Dublin's Grangegorman Campus. St. James's Hospital, a major teaching hospital affiliated with TCD, is also within comfortable walking distance. This highly accessible setting encourages active travel modes such as walking and cycling, reducing reliance on private vehicles. Additionally, the site's proximity to essential amenities, cafés, retail, and public transport links further supports sustainable mobility and contributes to a car-free student lifestyle.

2.8.2 Bike Storage

The development actively promotes greener methods of travel and has generously provided for secure bike parking and storage. This includes a separate secure bicycle storage room for staff members.

a) Security & Access

Access to long-term cycle parking stores will be controlled via a secure fob entry system, ensuring only authorised residents can access the facilities.

All stores will have double-door entry points, designed for ease of access while maintaining a high level of security.

b) Cycle-Friendly Facilities

The layout and design of the cycle storage facilities have been developed to maximise the cycle-friendliness of the development. The facilities will include:

- A variety of secure storage solutions, including vertical and horizontal racks to accommodate different bike types.
- Electric charging points for e-bikes and other battery-powered personal transport devices.

2.9 Check-In Management

Student check-in usually takes place over two weeks at the beginning of the academic term. In addition to the principal intake weekends, a proportion of students, particularly those travelling from overseas, will arrive on an ad hoc basis during weekdays. Due to the relatively high volume of students arriving relatively quickly, localised disruption can occur during student intake and occupation. While an infrequent, short-lived, and temporary occurrence, the on-site management team must appropriately control and professionally coordinate the student intake process.

As tenancy agreements are returned, welcome packs will be prepared for each student in the weeks before move-in. The welcome pack will include details of the site and how it is run, health and safety information, advice on living at the development and local information. Preparation of this information will enable a swift and largely trouble-free process, enabling the on-site management team to welcome students and direct them to their rooms quickly and efficiently.

Students will be advised of their arrival time slot, to stagger arrivals throughout the weekend. Whilst it is understood that the nature of transportation makes it very difficult to pinpoint exactly when people will arrive, experience tells us that operating with these slots improves the flow of arrivals and reduces pressure significantly. Each student will be given a set time slot, after which they will have to remove the car from the site and go to the nearest public car park. Students arriving by car will be directed into the

site to keep the street clear. It will be made clear to students that the allocation of time slots is for their benefit to ensure a smooth move-in, ensure sufficient attention and assistance from the onsite team, and to minimise any localised disruption in terms of vehicular movements.

For the key weekends, the flow of new residents moving in will be managed by:

- Bringing in additional staff to manage traffic.
- Providing a specific time slot for arrival and check-in.
- On arrival, students will be given a set period for unloading.
- The site-based team will control traffic onto and through the site to ensure students, parents/helpers move through in less than an hour.
- Trolleys will be hired to assist parents/helpers and students move luggage from the check-in area into the building.

Using this time allocation information, the on-site management team can also liaise with the local Gardaí before busy move-in weekends to alert them to possible intensification of traffic movements at certain times.

As the student accommodation will be fully furnished, a reduced amount of luggage and personal belongings will be required.

2.10 Move Out Process

Student move-out is not so time-constrained as individual university courses finish at different times. Furthermore, many overseas students would be unlikely to return home for any significant time compared with Irish/UK students who may return to their family home during the holidays.

In our experience, students who follow academic term times move out over an extended period at the end of the academic year. Some students may require continued residence throughout the summer recess due to the need to finish research, write dissertations, or take a summer internship.

All students will be advised before the end of their tenancy period of the move-out procedure and the date by which they are expected to vacate. Appointments will be made to inspect rooms for damage and cleanliness before departure, and, where necessary, arrangements will be made to return deposits or use them to offset the cost of damages.

2.11 Non-Term Time Unit Management

The nature of 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. Not all residents will follow the typical undergraduate student calendar, such as postgraduate students doing internships/training. However, the summer is likely to be a quieter occupancy period. As such, there will be a need to implement a separate leasing and management strategy for this time.

There are several strategy options available:

- a) Accommodation for summer education programmes
- b) Short-term holiday lets for students

For either of the two options, the summer residents will be restricted to students only, who will require a short-term lease for a period of 1–3 months. There is no plan to offer short-term leases to anyone not currently in education, as the building design and the staffing strategy have been developed specifically for the student sector.

All summer residents will be required to abide by the same rules and procedures as those in place during term time.

2.12 Unit Allocation

It is advisable to allocate floors and units according to undergraduate or postgraduate status. Not only is this sensible from the point of view of creating a like-minded community and preventing any issues between residents (undergraduate students are likely to be younger and more focused on social activities than postgraduate students who may be working unsociable hours in internships/training), but also this level of separation will aid the operational management of the property in terms of keeping residents who are on a standard term time lease together to be then able to let out units in floors and/or clusters for a short period over the summer, rather than having available units scattered throughout the property.

2.13 Student Relations/Welfare

2.13.1 Anti-Social Behaviour

To respond to noise complaints, the operating company will initiate measures in line with the tenancy agreements to reinforce the need for students to minimise noise disturbance to other students and neighbours. Students will be encouraged to keep noise to a minimum when entering and exiting the building along the principal entrance routes. This message will be reinforced within the tenancy agreement and by the property management team.

On entry to the accommodation, each occupier will be required to sign an Assured Shorthold Tenancy Agreement, which outlines the terms and conditions of their stay and covers matters such as antisocial behaviour, disciplinary procedures, and all aspects of health and safety.

To reduce opportunities for antisocial behaviour, students will be notified of 'quiet hours' between 22:00 and 07:00, during which no external noise should be heard from bedrooms/cluster units. Students will be asked to proceed quickly from the grounds to their cluster unit when arriving at the accommodation residence during these hours. This will assist in the cultivation of a study-positive environment in which residents feel secure and focused.

To encourage appropriate behaviour, all staff moving around the development provide discreet but adequate security and monitor behaviour during the day. To maintain good quality living and working environments for all students, communal areas of the building, including lifts, communal areas, laundry, courtyard, amenity spaces and all entry and exit points will be inspected and cleaned regularly by a cleaning staff. This provides a further effective method for monitoring the welfare and behaviour of the students. As part of their role, the Property Manager and the onsite team will perform daily inspections to ensure that:

- Operational staff are performing in accordance with policies and procedures.
- Supply chain partners are performing in line with applicable service level agreements.

- Students benefit from a good living and learning environment free from the inconveniences caused by poor service delivery and disruptive behaviour.
- Student, university staff and neighbour challenges are dealt with appropriately.

2.13.2 Hygiene

The management team will take responsibility for conducting a general clean of the communal cluster kitchens on a weekly basis, including mopping the floor, changing the bins, etc. However, as a condition of their tenancy, students will be required to clean their communal kitchen facilities after use, i.e., wipe up any spillages, wash up pots and pans, and maintain this shared area in a clean and tidy condition.

The communal areas within the cluster flats will be inspected monthly to control the cleanliness of the property. Should the area fall below the required health and hygiene standard, the management team will issue cleaning orders to all students who share the cluster kitchen. If the level of cleanliness does not sufficiently improve, cleaners will carry out an additional deep clean and recharge the offending students for their deposits. This ensures that the accommodation conforms to hygienic regulations and minimises pest control issues.

At the end of every break in occupation, the rooms will be inspected, repaired, and deep cleaned in readiness for the next student occupier.

2.13.3 Pastoral Care

The management team will actively work with the local universities and seek to build strong personal relationships with their pastoral and mental health support groups. By developing those relationships through clear, honest, and open dialogue, students with problems or difficulties will have a clear and transparent support network.

The management strategy will emphasise pastoral care and mental health awareness, especially for students who may never have lived away from home. Site management will make regular visits to flats for informal chats. At least one of the on-site management team should be a mental health first aider.

2.14 CCTV

2.14.1 Coverage and Placement

The development will be equipped with a 24-hour CCTV surveillance system to enhance security and deter criminal activity. The system will be strategically placed to monitor key areas, including:

- **Building Entrances & Exits:** Ensuring the security of all entry and exit points to track movement and enhance student and staff safety.
- **Cycle Parking Facilities:** Protecting bicycles from theft and damage, with access controlled via a secure fob-entry system.
- **Communal Spaces & Lobbies:** Covering shared areas to help maintain a safe and well-monitored environment.
- **Bin Store & Service Areas:** Reducing the risk of fly-tipping and unauthorised access.
- **Perimeter of the Development:** Providing an additional layer of security to deter trespassing and other security threats.

The CCTV system will utilise high-definition cameras with night vision capabilities to ensure clear footage, regardless of lighting conditions.

Management on-site will treat all breaches of security or anti-social behaviour very seriously. CCTV images and random monitoring of communal facilities will ensure a safe and secure environment for all. Management will reserve the right to close the communal areas if they are found to be misused or in a way that disturbs other students or residents. The management team will also ask students to leave the outdoor areas should the noise level cause a disturbance.

2.14.2 Monitoring & Data Usage

CCTV footage will not be actively monitored in real-time but will be reviewed in response to reports of anti-social behaviour, security incidents, or illegal activity.

Recordings will be stored securely for a specified retention period in line with data protection regulations (GDPR and DPC guidelines).

Only authorised personnel will have access to recorded footage, and footage requests from law enforcement agencies will be handled in compliance with legal requirements.

Clear signage will be displayed throughout the development to inform residents and visitors that CCTV surveillance is in operation.

2.14.3 Privacy & Compliance

The CCTV system will be managed in accordance with the General Data Protection Regulation (GDPR) and Data Protection Act 2018. This includes:

- Conducting a Data Protection Impact Assessment (DPIA) to assess risks and ensure compliance.
- Implementing strict access controls to prevent unauthorised viewing or distribution of footage.
- Providing residents with information on how their data is processed, in line with the development's Privacy Policy.

2.14.4 Incident Response & Security Enhancements

In the event of a security concern, CCTV footage will be reviewed and shared with law enforcement as necessary.

Should patterns of anti-social behaviour emerge, CCTV coverage may be expanded or enhanced in high-risk areas.

If needed, CCTV data may be used to support eviction proceedings or legal action against individuals engaging in repeated anti-social or criminal behaviour.

2.15 Access Control

2.15.1 Secure Electronic Access System

The development will implement an advanced electronic key fob security system to regulate entry and enhance safety for students, staff, and authorised visitors. This system will cover:

- **Apartment Building:** Secure access to all residential entrances, preventing unauthorised entry.
- **Cluster Areas:** Personalised key fob access for each student living in the cluster, ensuring privacy and security.
- **Individual Units:** Personalised key fob access for each student, ensuring privacy and security.
- **Communal Amenity Spaces:** Controlled access to shared facilities such as the cinema, library/study space, multi-use rooms and gym.
- **Bin & Bike Stores:** Secured areas to prevent misuse and unauthorised access, with fob-controlled entry to the cycle parking area.

The system will integrate audit trail capabilities, allowing management to review entry logs if needed for security purposes.

Proactively managing the extensive communal student amenity areas throughout the building is critical to ensuring 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 the building and communal areas.
- Controlled the 'opening hours' of specific areas.
- 24-hour monitoring and recording of CCTV where appropriate.
- Areas that are sensitive regarding sound or disturbance to other student residents would be sealed utilising the door-entry system.

2.15.2 Resident Access & Key Management

Each student will be issued a personal key fob, which will be individually registered and strictly controlled to prevent duplication or misuse. The onsite team will be able to precisely control the extent of access around the building of all occupants. This can be tailored for larger groups of students living within a specific part of the building to encourage greater interaction and a sense of community.

Mobile Phone Access: Students will also have the option to use their smartphones for door entry, offering a convenient and secure alternative to key fobs.

Remote Deactivation: In the event of a lost or stolen fob, the management team will be able to remotely deactivate the fob to prevent unauthorised access and issue a replacement. If a student loses their mobile device, access permissions will be revoked immediately to prevent security risks.

2.15.3 Guest & Contractor Access

Visitors: Students will be permitted to bring visitors into the property; however, they will be responsible for them while on the premises, including any damage or disruption they may cause. Visitors may be required to sign in (or register beforehand via a link, or have their host register them on the PMS system) and would

wait at concierge until their host collects them.

Temporary Access for Maintenance & Contractors: Approved personnel will be issued time-restricted access credentials for maintenance work or inspections, ensuring security is maintained at all times.

Short-Term Guest Access: Students may request temporary digital keys for approved guests via the resident portal.

2.15.4 Move-Out & Security Procedures

Upon move-out, all key fob and mobile access permissions will be deactivated, ensuring former residents can no longer access the building.

Any unreturned key fobs will be permanently disabled, and new residents will be issued fresh credentials.

2.16 Community Liaison

The operator will ensure that:

- a) A staff member attends the reception desk during office hours.
- b) A management or security team member is on-call outside regular office hours.
- c) Any complaints or concerns which occupants of adjoining properties may have regarding the operation of the residence may be raised with the on-site property manager during office hours by telephone or in writing.

With the site and its staff visible, residents will be comforted in knowing whom they can contact should there be any antisocial behaviour adjacent to the scheme.

2.17 Maintenance

2.17.1 Reporting & Resident Communication

The management team will ensure that all students are fully informed about the procedure for reporting maintenance issues, defects, and faults. This will be facilitated through an online resident portal, which will provide:

- A user-friendly maintenance request system to report issues.
- Live tracking of reported defects, allowing residents to monitor progress and estimated resolution times.
- Automated notifications updating residents on the status of their request.

For urgent or emergency repairs, a 24/7 contact number will be available for immediate assistance.

2.17.2 Timely & Professional Repairs

All maintenance issues will be addressed in a timely and efficient manner. Reported defects will be categorised based on urgency:

- **Emergency Repairs** (e.g., gas leaks, major water leaks, electrical failures) – Immediate response,

available 24/7.

- **Urgent Repairs** (e.g., heating/hot water failure, security concerns, major appliance faults) – Attended to within 24 hours.
- **Routine Repairs** (e.g., minor plumbing or electrical issues, cosmetic defects) – Typically resolved within five working days, subject to contractor availability.

All maintenance and repair work will be carried out by reputable, professionally qualified service providers selected through a rigorous procurement process, ensuring:

- Full compliance with health and safety legislation.
- Adherence to industry best practices and statutory regulations.
- Minimal disruption to residents, with advance notice provided for non-emergency work.

2.17.3 Working Hours for Routine Maintenance

Routine non-emergency maintenance will generally be conducted during standard working hours:

- Monday – Friday: 08:30 – 17:00 (excluding Public/Bank Holidays).
- Any maintenance that may cause noise or disruption will be scheduled with prior resident notification.
- Weekend appointments may be offered for essential work in communal areas or resident units, subject to availability.

2.17.4 Planned Preventative Maintenance (PPM)

A rolling programme of Planned Preventative Maintenance (PPM) will be established to:

- Ensure compliance with statutory safety requirements.
- Prevent major breakdowns by regularly servicing key systems (e.g., lifts, fire alarms, ventilation, heating, and water systems).
- Maintain the aesthetic and structural integrity of the development, covering both internal and external communal areas.
- Minimise unexpected failures, reducing system downtime as well as reducing the need for reactive repairs.

The PPM schedule will be regularly reviewed and updated as new systems or areas are added to the development.

2.17.5 Sustainability & Efficiency

The maintenance strategy will incorporate sustainable practices, including:

- Using energy-efficient equipment for replacements.
- Prioritising eco-friendly materials and non-toxic cleaning products.
- Implementing water-saving and waste-reduction initiatives during servicing.
- Encouraging circular economy procurement of parts and uniforms.
- Encouraging recruitment of local SMEs.

2.18 Cleaning

2.18.1 Scope of Cleaning Services

The management team will oversee the regular cleaning and upkeep of all internal communal areas to ensure a high standard of hygiene and cleanliness throughout the development. Areas covered will include:

- **Communal Cluster Kitchens:** Weekly cleaning to maintain a hygienic environment, including sweeping, mopping floors and waste removal.
- **Library/Study Space, Cinema & Multi-Use Rooms:** Ensuring a clean and welcoming environment.
- **Gym:** Regular sanitation of equipment and high-contact surfaces to maintain hygiene.
- **Roof Terrace & Outdoor Amenity Spaces:** Sweeping, litter removal, and upkeep of seating areas.
- **Lobbies, Corridors & Walkways:** Daily cleaning to maintain presentable shared spaces.
- **Waste Disposal & Bin Storage Areas:** Routine cleaning to control odours, pests, and hygiene standards.

The cleaning schedule will be tailored to the specific needs of each area, with high-traffic zones receiving more frequent attention.

2.18.2 Cleaning Contractor & Quality Standards

Cleaning services will be delivered by a dedicated cleaning contractor, whose staff will:

- Adhere to agreed frequency specifications to maintain consistent cleanliness.
- Follow strict quality standards to ensure all areas meet high hygiene requirements.
- Comply with Control of Substances Hazardous to Health (COSHH) regulations, using only approved cleaning agents.
- Undergo regular training in best cleaning practices, sustainability, and health and safety protocols.

Regular inspections and audits will be conducted to ensure compliance with contractual cleaning standards.

Residents will also have the option to have their rooms cleaned every week at an additional cost.

2.18.3 Sustainability & On-Site Equipment Storage

To support eco-friendly practices, cleaning staff will be encouraged to use sustainable transport methods such as walking, cycling, or public transport. To facilitate this:

- All cleaning equipment, machinery and supplies will be stored on-site, reducing the need for staff to carry heavy or bulky items.
- Environmentally friendly cleaning products will be used where possible to minimise environmental impact.
- Water-efficient and energy-saving cleaning methods will be prioritised.

2.18.4 Window Cleaning Schedule

External window cleaning will be carried out every six months by a professional contractor using appropriate safety and access equipment. Internal window cleaning (excluding individual units) will be included as part of routine cleaning schedules.

2.19 External Area Management

The on-site team will maintain grounds, and management will ensure that all external areas are kept clean, tidy, well landscaped, and free from graffiti, litter, weeds, waste, and other debris.

All signage will be kept clean, legible, and unobstructed, and where illuminating signs are used, they will be maintained by the general building maintenance requirements.

2.20 Post & Parcel Strategy

There will be a dedicated post and parcel strategy, with allocated parcel storage located on the ground floor, conveniently positioned near the entrance lobby and concierge desk. The strategy will comprise the following components:

- **Post Boxes:** Post boxes will be located in the main lobby/reception area in close proximity to the concierge desk.
- **Parcel Room:** The on-site team will manage a dedicated parcel storage room on the ground floor, located close to the reception team.

Postal deliveries will be made directly to the post boxes, with parcels handled by the on-site team and transferred to the parcel room for safekeeping. The on-site management team will accept standard deliveries during regular working hours.

The management team will not take responsibility for:

- **Signed for Items:** Recorded letters/parcels.
- **Lost or Damaged Items:** Any items stored in the communal areas are at the resident's risk.
- **Posting Out/Returns/Collections:** The resident must be present to manage the collection or return of items being posted out.

2.20.1 Parcel Room Size Requirements

Based on 217 student beds (209 single rooms and 4 twin rooms), the property is expected to receive an average of 868 monthly parcel deliveries, peaking at 977 in November and December. This equates to storage space needs for 98 parcels a day. The average time a parcel spends in the parcel room is 6.9 hours; however, many will spend several days awaiting pickup, so the parcel room needs to be big enough to account for this. In addition, the space requirement will only increase as e-commerce grows, so future proofing the property is key.

Based on the average parcel being 30cm wide, it is recommended that the property will need a minimum of:

- 17.6 metres of shelving (it is recommended to have four shelves from floor to ceiling).

- 2.6 square metres of floor space.
- 3.9 square metres of walkway.

This brings the minimum size for the parcel room to be 6.5 square metres. The proposed parcel room on the ground floor is 3.8 square metres, however, additional overflow space can be accommodated in the basement.

2.21 Waste Management & Recycling

The position and capacity of the bin store has been designed to ensure that waste collections are frequent and at times of day that avoid disturbance to neighbours and the risk of odours from food waste.

Bins will be stored in a dedicated waste room located in the basement. The management team will be responsible for moving the bins from the waste room and up to surface level via the service lift for collection. Collection will take place off-road in the designated service area at the time agreed upon with the private waste collection company.

The dedicated cleaning team will keep the bin store and the surrounding areas clear of debris and treat them to minimise the risk of environmental issues such as vermin infestation. A full preventative pest control regime will be implemented at the site.

Students will be required to take their personal waste to the communal bin store, segregate it, and place it in the appropriate bin.

All 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 bin store.

2.21.1 Waste Room Size Requirements

A standard single-bed student room is estimated to generate approximately 44.5 litres of waste per week, which for a 217 bed property (209 single rooms and 4 twin rooms) equates to 9,656.5 litres of waste produced per week. Assuming a weekly collection, the development will require the following type and quantity of waste containers:

	General Waste (37%)	Dry Recycling (50%)	Organic Food / Garden Waste (8%)	Glass (5%)
Total Waste Per Week (litres)	3,573	4,828	773	483
Number of Bins Required	3	4	3	2
Type of Waste Container	1,100 litre bins	1,100 litre bins	240 litre wheelie boxes	240 litre wheelie boxes

However, if the bin store cannot accommodate the proposed quantity of bins, the collection frequency can be increased to twice a week. In addition, additional dry recycling collections may be necessary during the busy move-in period due to an expected increase in cardboard packaging waste.

A detailed Operational Waste Management Plan will be prepared for development, providing further details on collection times/dates.

3. Management Spaces

3.1 Front of House

Lobby & Leasing Space

A primary goal of the lobby space is to make prospective and current residents feel comfortable and engage in discussions with the leasing and management team. The goal is to offer a location to attract and retain residents.

This leasing space will comprise the following components:

- **Seating Area:** A helpful and attractive area for prospective residents and for leasing agents to dwell.
- **Administrative Space & Staff Welfare (Back-of-House):** Administrative office space and staff welfare will be provided.
- **Coffee Dock/Drinks Station:** This is an area where prospective residents can be welcomed with refreshments to enhance the customer experience.

3.2 Back of House & Staff Welfare

Attention has been paid to the spaces that the on-site staff use, both front-of-house spaces and the spaces behind the scenes, the 'back of house'. The on-site staff are at the 'coal face' of delivering customer service, and their spaces are practical and comfortable. The staff need to be looked after, too. These back-of-house and welfare spaces are reasonably sized and well specified, with a decent kitchenette, seating area, lockers, space for desks, filing, and storage.

3.2.1 Staff Welfare Room

A staff welfare room/back-office space is located in the basement to store 'back office' equipment, such as spare keys. The space will include a small kitchenette, a table, and chairs for staff use.

3.2.2 Maintenance Room

A dedicated maintenance storeroom will be located in the basement to store cleaning materials, maintenance equipment, and parts/inventory. No natural light or running water is required. All regulations relating to the storage of chemicals will be adhered to, and applicable health and safety signage will be visible to team members.

4. Resident Amenities & Services

4.1 Amenity Provision

Across the development, residents will benefit from a range of well-considered internal and external amenity spaces, designed to support student wellbeing, community engagement, and everyday convenience.

Internal Amenity:

- Cluster kitchens and dining areas are located throughout the residential floors
- A cinema room for entertainment and social gatherings
- Library/study room
- 2x multi-use room
- Gym
- Restaurant/cafe

External Amenity:

- Communal courtyards
- Roof terrace

4.2 Purpose of the Spaces & Considerations

The scheme's design enables students of diverse ages, courses, demographics, and cultures to live together. At the same time, the large communal areas allow mixing beyond just the individual house cluster or floor.

The proposed range of amenities supports wellness promotion by encouraging resident engagement and forming a community. The aim is to create several areas for the residents to use, either to relax, work, or dine in larger groups. These spaces can be treated as an extension of their bedrooms. These spaces are almost the 'hub' for residents, where they come to meet friends and hang out. If 'clubs' are formed, they can meet here. This is a space to meet and enjoy these moments as a group/community when sports events are on. Resident events will also be hosted here.

The amenities support wellness in several ways:

- A space beyond your immediate bedroom, which is easily accessible, inviting and comfortable.
- Spaces that are quiet zones and support studying.
- Provision of a wide range of external landscaping for the residents.
- And, most importantly, spaces that support social interaction and support mental wellness.

Providing such communal spaces allows residents to gather, socialise, and form friendships and relationships. The team has sought to blend internal and external spaces to support this. Living alone, particularly for the first time, can be lonely for single people, and these shared amenities seek to alleviate this by connecting residents.

The operational team will coordinate events for the residents, but the site team will encourage residents to organise their own and form clubs, bringing together residents with shared interests. These could range from running and cycling to painting and cooking.

The library/study space seeks to support students' need for a space to study or collaborate. The development offers a space that is a break from their cluster area and an alternative space to work from that isn't their immediate home. Free Wi-Fi and tea and coffee facilities will support this space.