



## Property Management Strategy Report

In respect of a:

### Strategic Housing Development

at *'Harold's Bridge Court'*, Harold's Cross Road & Greenmount Lane,  
Harold's Cross, Dublin 6W.



Prepared by:

**Delphi Design  
Architecture & Planning**

On behalf of the applicant:

**The Adroit Company Ltd.**

**July 2022**



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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 in Harold's Cross, Dublin 6W.

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 Strategic Housing Development (hereafter 'SHD') being put forward for permission, and as described in the public notices, is as follows:

**The Adroit Company Ltd. intends to apply to An Bord Pleanála for permission for a strategic housing development on a site that includes lands at 'Harold's Bridge Court' and No.s 1-3 Clare Villas, located at Harold's Cross Road & Greenmount Lane, Harold's Cross, Dublin 6W. The site is bounded: (a) to the north, by the rear of existing dwellings (No.s 1-8a Parnell Road & No. 20 Greenmount Lane) and commercial development (i.e. "Greenmount Office Park") fronting onto Parnell Road, (b) to the south and east by commercial development i.e. "Greenmount House" and "Argus House" office buildings, and residential development i.e. "Boyne Court", (c) to the east by Harold's Cross Road, and (d) to the west by Greenmount Lane and to the south-west by Limekiln Lane.**

**The proposed development provides for 194 no. dwellings comprised of studio, 1, 2 & 3 bed apartment units in 4 no. 2-9 storey blocks (Blocks A-D). The development also includes 1 no. commercial / retail unit (c.175m<sup>2</sup>) at ground floor level of Block A, 1 no. creche (142.2m<sup>2</sup>) at ground floor level of Block C and 22 no. artist work studios and exhibition space (1,958m<sup>2</sup> GFA) at ground & 1<sup>st</sup> floor level of Block D, all on a site area of 1.01Ha.**

**Permission is sought for the demolition of all existing buildings on site (c. 5,356m<sup>2</sup>), i.e. (a) 4 no. 3 storey duplex residential buildings (i.e. 48 no. dwellings, c. 3,542m<sup>2</sup>) and 2 no. 1 storey detached dwellings i.e. No.s 49 & 50 (c. 40m<sup>2</sup> & 41m<sup>2</sup> respectively) all within Harold's Bridge Court, (b) 3 no. 2 storey houses at No.s 1-3 Clare Villas (c. 331m<sup>2</sup> in total) and (c) an existing warehouse (c.1,248m<sup>2</sup>) and ancillary structures (c.154m<sup>2</sup>) fronting onto Greenmount Lane.**

**Vehicular access to the proposed development will be via Harold's Cross Road, utilizing the existing entrance to Harold's Bridge Court. Limited vehicular traffic will be allowed enter the site from Greenmount Lane, with no vehicular traffic progressing through the entire development. Pedestrian and cyclist access is proposed via Greenmount Lane, Limekiln Lane and Harold's Cross Road.**

**The proposed development consists of the following:**

**Block A is a four to seven storey building accommodating 56 no. dwellings comprised of 29 no. 1 bed & 27 no. 2 bed apartments. Block A also includes 1 no. commercial / retail unit (c.175m<sup>2</sup>) at ground floor level, with a communal amenity room (c.35m<sup>2</sup>) and 2 no. communal roof gardens (c.144m<sup>2</sup> & c.39m<sup>2</sup>)**



respectively) on the 6<sup>th</sup> floor. Bin and bicycle stores, sub-station & switch room are accommodated at ground floor.

Block B is a two-three and five-nine storey building accommodating 56 no. dwellings comprised of 2 no. studio units, 20 no. 1 bed, 32 no. 2 bed & 2 no. 3 bed apartments. Block B also includes a communal amenity room (c.53m<sup>2</sup>) on the 3<sup>rd</sup> floor, with a communal roof garden (c.164m<sup>2</sup>) also on the 3<sup>rd</sup> floor. Bin and bicycle stores are accommodated at ground floor.

Block C is a four to eight storey building accommodating 57 no. dwellings comprised of 15 no. 1 bed, 39 no. 2 bed & 3 no. 3 bed apartments. Block C also includes a 1 storey creche (142.2m<sup>2</sup>) at ground floor level, with associated outdoor play space (c.233m<sup>2</sup>), bin stores at ground floor level and a communal amenity room (c.50m<sup>2</sup>) on the 7<sup>th</sup> floor, with a communal roof garden (c.169m<sup>2</sup>) also on the 7<sup>th</sup> floor.

Block D is a four to five storey building accommodating 25 no. dwellings comprised of 1 no. studio unit, 16 no. 1 bed, 7 no. 2 bed & 1 no. 3 bed apartments. Block D also includes 22 no. artist work studios and exhibition space (1,958m<sup>2</sup>) at ground & 1<sup>st</sup> floor level, and communal open space (c.124m<sup>2</sup>) at 2<sup>nd</sup> floor level. Bin and bicycle stores are accommodated at ground floor.

The proposed development provides for public open space (c.1,355m<sup>2</sup>), hard and soft landscaping & boundary treatments. Communal residential amenity areas and open spaces are provided for in the form of communal roof gardens and communal rooms associated with the individual blocks. Additional communal open space is provided at ground level totalling c.577m<sup>2</sup>. Private open spaces for the proposed dwellings are provided as terraces at ground floor level of each block and balconies at all upper levels.

Car parking is to be provided in the form of surface and basement level car parking (65 no. spaces in total). Blocks B & C are located above the proposed basement, which accommodates 58 no. car parking spaces (including EV parking), 4 no. motorcycle spaces and 426 no. bicycle parking spaces (inclusive of 8 no. cargo bike spaces & 48 no. electric bicycle spaces). There are an additional 7 no. surface level car parking spaces proposed (including 4 no. club car spaces), and 50 no. surface bicycle parking spaces. Bicycle parking is also accommodated at ground floor level within Blocks A, B & D (104 no. spaces in total).

The proposed development includes for all associated site development works above and below ground, bin & bicycle stores, plant (M&E), 2 no. sub-stations, public lighting, servicing, signage, surface water attenuation facilities etc.

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.

The application 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.haroldsbridgecourtshd.ie](http://www.haroldsbridgecourtshd.ie).



**2.2.** The residential element of the development consists of 194 no. dwellings in 4 no. blocks comprised of the following mix dwellings:

- 3 no. studio dwellings,
- 80 no. 1 bed dwellings,
- 105 no. 2 bed dwellings,
- 6 no. 3 bed dwellings.

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

Block	Total No. of Dwellings	No. of Studios	No. of 1 beds	No. of 2 beds / 3 person units	No. of 2 beds / 4 person units	No. of 3 beds
<b>A</b>	56	0	29	3	24	0
<b>B</b>	56	2	20	3	29	2
<b>C</b>	57	0	15	2	37	3
<b>D</b>	25	1	16	5	2	1
<b>Total</b>	<b>194</b>	<b>3</b>	<b>80</b>	<b>13</b>	<b>92</b>	<b>6</b>

**Table 2.1: Proposed Residential Mix**

**2.3.** The development also provides for 1 no. childcare facility, c.142.25m<sup>2</sup>, in Block C, 1 no. commercial / retail unit, c.175m<sup>2</sup>, located in Block A, as well as 22 no. artist work studios and exhibition space in Block D. All of these proposed non-residential uses create for active frontage at important locations within the site.

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

Non-Residential	Gross Floor Area (m <sup>2</sup> )
Childcare Facility (Block C)	142.2
Commercial / Retail Unit (Block A)	175
Commercial Studio Workshop floorspace	1958
Total Gross Floor Area	2,275.2m <sup>2</sup>

**Table 2.1: Proposed Non-Residential Uses**

**2.4.** The development caters for basement & surface car parking, including EV, disabled & car share spaces (Total: 65 no. car parking spaces), motorcycle parking (Total: 4 no. motorcycle parking spaces), basement & surface bicycle parking, including for external bicycle stores, cargo bike spaces and visitor spaces (Total: 580 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 with 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 Team**

**4.1.1.** The development will have a dedicated management team, which will focus on overall estate management, with an emphasis on security, surveillance of basement, pedestrian access, waste management and parcel deliveries. The team will play a significant role in assisting in the establishment of community, providing a central point of information for all residents in each apartment block, located in the resident communal room. It is envisaged that the team will be able to deal with initial resident queries and direct as needed. They will also be responsible for achieving a sense of community within the scheme and organizing events in the residential amenity spaces.

### **4.2. Onsite Caretaker**

**4.2.1.** 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.

### **4.3. Out of Hours Repair Reporting**

**4.3.1.** 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. Postal Deliveries & Parcel Storage**

**6.1.1.** 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.

### **6.2. 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 proposed residential amenity units will be up to the eventual operator as to the function of the space; however, the design of same 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

**6.2.2.** With the exception of Block D, all the proposed blocks include for internal communal amenity rooms. External communal amenity spaces (including roof gardens on Blocks A, B and C) and private open spaces in the form of terraces on the ground floor and terraces/balconies on all upper floors.

**6.2.3.** 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.

**6.2.4.** Roof gardens are provided in Blocks A, B and C which will offer recreational meeting areas for residents to socialise and enjoy rooftop views of Dublin City.

### **6.3. Landscaped Communal Open Space**

**6.3.1.** 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.

**6.3.2.** 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.



## **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 and is submitted as part of this SHD planning application – please refer to same. The Property Management Company 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** Five (5 no.) Waste Storage Areas (WSAs) for the proposed development i.e. residential use have been provided for as follows:

- One (1 no.) WSA has been allocated for the use by residents of Block A, it is located at ground floor level in Block A.
- Two (2 no.) WSAs have been allocated for use by residents of Block B. One (1 no.) WSA is located at ground floor level in Block B and one (1 no.) is located at basement level in Block B.
- One (1 no.) WSA has been allocated for the use by residents of Block C, it is located at ground floor level in Block C..
- One (1 no.) WSA has been allocated for the use by residents of Block D, it is located at ground floor level in Block D.

**7.1.3** For the proposed Crèche - one (1 no.) WSA has been allocated for use by the crèche unit. This WSA is located externally at ground floor level adjacent to Block C. For the proposed retail unit - one (1 no.) WSA has been allocated for use by the retail unit. This WSA is located at ground floor level in Block A. For the proposed artist work studios - one (1 no.) WSA has been allocated for use by the work studios. This WSA is located at ground floor level in Block D. The locations of all WSAs can be viewed on the architect’s drawings submitted with the planning application – please refer to same.

**7.1.4** 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.

#### **7.1.5 Waste Collection**

There are numerous private contractors that provide waste collection services in the DCC area. All waste contractors servicing the proposed development must hold a valid waste collection permit for the specific waste types collected. All waste collected must be transported to registered/permited/licensed facilities only.

All bins from the proposed development will be brought to a staging area by the waste contractor or facilities management prior to their respective collections. Bins will be returned to their respective WSAs immediately following collection. The staging area is located adjacent to the roundabout between Blocks A and B. The basement level carpark is insufficient in height for a refuse truck to access, therefore all waste will be collected at grade. The location of this staging area can be viewed on the submitted site layout plan drawing. A tracking exercise for waste vehicles is included in Appendix 1 of the submitted OWMP – refer to same.

The staging area is such that it will not obstruct traffic or pedestrians (allowing a footway path of at least 1.8m, the space needed for two wheelchairs to pass each other) as is recommended in the Design Manual for Urban Roads and Streets (2019).



It is recommended that bin collection times/days are staggered to reduce the number of bins required to be emptied at once and the time the waste vehicle is onsite. This will be determined during the process of appointment of a waste contractor.

Please refer to the Appendix at rear of this report to see letter enclosed from Thornton Waste regarding the proposed development.

## **7.2. Mechanical & Electrical Systems Maintenance & Management**

**7.2.1.** The Property Management Company 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 Management Company will ensure that a maintenance contract is in place for each system with a suitable contractor and routine maintenance checks are carried out in accordance with manufacturer guidelines. The developer will provide commissioning certificates and warranty arrangements 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 Management Company will instruct an independent and comprehensive Risk Assessment to be completed by an approved surveyor prior to occupation. The Property Management Company will effectively manage risk and to comply with statutory requirements to protect the health and safety of the occupants of the development. The Operator will complete a risk register upon receipt of the Fire Risk and General Risk Assessments.

**7.3.2.** 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 nominated 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 Management Company 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 Management Company 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 Management Company.



## **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.

## **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 Property Management Company 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.

## **9.0. Parking & Mobility Management**

**9.1.** The development has provided for 65 no. car parking spaces and 580 no. 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 4 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 530 secure internal bicycle parking facilities within the development, with 50 no. parking stands/spaces provided at grade / surface 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 4 no. GoCar / Car Share spaces in the development, providing an additional transportation option for residents.



## APPENDIX



Unit S3B  
Henry Road  
Parkwest Business Park  
Dublin 12  
Tel: (01) 623 5133  
Fax: (01) 623 5131  
Email: [info@thorntons-recycling.ie](mailto:info@thorntons-recycling.ie)  
Web: [www.thorntons-recycling.ie](http://www.thorntons-recycling.ie)

The Adriot Company  
120 Rathgar Road  
Dublin 6

11<sup>th</sup> May 2022

**Ref: 206-01/19/LW/16**  
**Re: Waste collections Harolds Cross Bridge**

To whome it may concern,

Thorntons Recycling wish to confirm that we will collect domestic waste from above site address from 6 pm to 2am daily if required

Should you have any queries in relation to the above please do not hesitate to contact the undersigned.

Yours sincerely,

  

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Peter Hanifin  
Account Manger

Directors:, Paul Thornton, Shane Thornton  
Registered Office: Unit S3B Henry Road, Parkwest Business Park, Dublin 12  
Company Reg. No. 072366 Padraig Thornton Waste Disposal Ltd t/a Thorntons Recycling  
VAT No. IE4537333I

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