Student Management Plan
Rialto Student Accommodation,
South Circular Road, Dublin

Prepared for Shipseybarry

Private & Confidential
June 2019

CRM
STUDENT COMMUNITIES
PROFESSIONALLY DELIVERED

Contents

Executive Summary

This document outlines CRM Student's (CRM) proposed management strategy for the Rialto accommodation scheme. CRM are the UK's largest student accommodation management company, managing over 22,000 beds across the UK in schemes ranging from 30 bedrooms to 807. It is anticipated that CRM will be opening its first schemes in Ireland in 2020.

The document focuses on several areas, all of which are fundamental to the scheme's management and operation. Where relevant, examples from other similar schemes have been cited in order to demonstrate the specific needs of the student audience.

This document covers:

1. The National Code of Standards – ANUK

   a. CRM are a board member of the Code which provides a stringent outline of how the scheme should be run offering peace of mind to the owners, the local community and the student residents

2. The approach to managing the scheme including

   a. How CRM have been involved with the scheme for a number of months and have significantly contributed to its design

   b. How managing a student scheme presents different challenges to those of a residential scheme, where security and the local neighbours play a significant part

   c. CRM's proposed outline of the staffing provision for the scheme

3. The approach to travel management

   a. How the students can take individual responsibility for their travel choices and how the scheme can positively contribute

   b. How through careful management any disruption on move-in weekends can be minimised

   c. How the move-out process has significantly less impact on the local area than move-in

4. The safety and security of the students

   a. CRM's approach to out-of-hours emergencies and 24/7 coverage of the scheme

   b. CRM's recommendations for the Rialto site and how the design can significantly contribute to the students' security and safety in areas such as:

      • The design

      • The landscaping

      • Operations

   c. How CRM manage the Health and Safety processes at the Rialto site

5. The processes for the day to day management of the scheme

   a. How CRM deal with the students during their tenancy

   b. How the pastoral care of the students will be managed

Introduction and Background

CRM Students Limited has been asked by Molaga Capital to complete a student management report to support its planning application for the redevelopment of the Rialto site. The development of the site will include partial demolition of the existing building and erection of new student accommodation building comprising of 317 beds over 313 rooms, associated facilities and associated external works.

The student housing proposed would be managed by a dedicated and experienced operator and in this instance it is proposed that CRM would be responsible for the full-time management of the Rialto site on behalf of the owner. CRM is a provider of specialist property management solutions throughout the UK and additional information on our services is detailed at *www.crm-students.com*.

CRM has extensive experience managing purpose built student accommodation. We currently provide management services for over 22,000 beds across nearly 120 sites throughout the UK. CRM are currently working with developers on 12 sites which equates to over 2500 beds. As such, we have a wide exposure to the various institutions in Dublin as well as strong insights into the needs and wants of students within the city. It is hoped the CRM will be managing these beds, but this is subject to contract negotiations.

CRM manage a range of student accommodation throughout the UK. We operate a number of large scale developments within commercial and residential locations such as Grand Felda in London and The Hub in Dundee. Understanding and managing the interactions between the tenants and the other occupiers within the area is a key focus of CRM's day-to-day offering.

Our management philosophy is to provide a safe and caring environment in which our student tenants and our staff can live and work, whilst taking into account the sensitivities of the local area and community. This is important in the context of the Rialto site as the existing area is mainly occupied by commercial and residential units. We employ a good neighbour policy and believe that consultation is the most effective way in managing local requirements and local relationships.

As part of this policy the local CRM staff actively seek to be part of and work with local groups to ensure we are a significant element of that local community. We welcome representatives from the local community to the student accommodation schemes we run, subject to operational demands.

We are proud of our close working relationships with a large number of the UK's leading universities, both at senior level and on day-to-day working basis. In Canterbury we house 471 from Kent University and 240 from CCCU. We regularly consult with these institutions to ensure that we manage all our schemes in a method which is matching the Universities' aspirations as well as matching the ever-changing demands of the students.

This management plan does not provide the details of the social and economic benefits the proposals would bring.

National Code of Standards

CRM are Board Members of the Code of Standards for privately owned/managed student accommodation blocks. The Accreditation Network UK (ANUK) has been established with the full backing of the Department for Communities and Local Government (DCLG) to ensure standards within privately run schemes are maintained at the highest level.

Full details of the code are available on *www.anuk.org.uk.*

The Managers of the code and its enforcement are reported to Government as required by statue on an annual basis.

It is normal practice for CRM to register schemes that it manages with ANUK on behalf of its Owner. Compliance with the code ensures that both tenants and site managers enjoy the benefits of good practice. Protocols and procedures are part of the Code and are normally put in place to identify and resolve issues as quickly as possible; ANUK accreditation is displayed within the communal areas of registered scheme and within all our literature.

University Vice Chancellors are advised by their own body, Universities UK, to only use ANUK accredited schemes when recommending private sector accommodation.

It is hoped that ANUK, or similar, will be rolled out in Ireland so that students can take benefit from this stringent code of standards.

Complaints

At CRM, regardless of the reason people may want to make complaints, we have in place a structure which allows complaints to be escalated as required.

All customer complaints (from clients, tenants, suppliers or other third party) are acknowledged on day of receipt and followed up within five working days. The process is managed by the Accommodation Manager.

All complaints are logged within the complaint log. Details to include; dates, responsibilities, follow up action taken and resulting outcome.

All complaints received, either verbally or in writing, are to be acknowledged in writing by the Accommodation Manager on the day of receipt, wherever practicable.

Accommodation Manager to respond to complainant in writing within a maximum of 5 working days from the date of receipt of the original complaint. Copies of the response, report and correspondence to be forwarded to all parties involved.

The Regional Operations Manager will review each and every complaint and ascertain if there is an underlying issue at the site; be it design or staff related.

Should any complaint not be resolved to the satisfaction of the complainant, then the complaint will be escalated to the Operations Director, before being further escalated to the Managing Director. Again, the same four stages are covered.

The key members of staff (within the Accommodation office) will also be fully trained in the dispute process as promoted by the Residential Tenancies Board.

The CRM Approach to Managing the Rialto Site

The management of student accommodation is a specialist service. Unlike residential flats where only the physical infrastructure is managed, in student accommodation there are many additional areas which need to be constantly addressed:

- Students on courses together who choose to live in the same building
- Students will expect on site staff to respond to problems of behaviour and noise from others
- Students will expect assistance from site staff on property and also personal issues
- Student sites are seen as high risk by The Fire Services and others requiring intensive, detailed Health & Safety as well as Fire Management strategies

Given that this may be their first experience of living on their own, students often have a *laissez-faire* attitude towards security and both active and passive methods of securing the site must be utilised.

A growing focus, not only of educational institutions but of the students themselves, is with regards to the 'student experience'. With the management of over 22,000 student bedrooms across the UK CRM is well positioned to provide advice to the architects who have been responsible for the design of the proposed development. CRM is the leading provider of student property management services, and as such is frequently asked to consult on similar schemes to the Rialto site. Currently we work with the University of Bangor and Imperial College, London.

CRM has been asked to provide a management solution for management and letting of the Rialto. This is to ensure that the student housing element can be appropriately managed and meet the needs of the local environment, as well as the student tenants.

The Rialto site is likely to attract student tenants who are seeking good-quality accommodation at attractive prices and are looking for a student experience living with others. The cluster design of the scheme enables students with diverse age / course / demographic / culture to live together.

Demand for purpose-built student accommodation across the country has increased significantly in the last few years. Students are no longer prepared to accept poor-quality, poorly-maintained and poorly-located accommodation. The Rialto site with its range of public transport links and simple connections by bike will address these important needs.

Many developments, in areas where rental prices are high for traditional student housing (terraced houses of multiple occupants type accommodation) such as we see in Dublin. Developers are moving towards offering only studio rooms, however, we are seeing a strong demand for affordable accommodation from students. This is also reflected in anecdotal evidence from universities, who are becoming concerned that only wealthy students can attend their universities and colleges due to the price of accommodation.

The scheme at the Rialto site seeks to ensure that shared accommodation is provided. This is enabled through the provision of various sizes of cluster-type en-suite rooms.

Site management for the Rialto site

General management

The site will benefit from a 24/7 management strategy provided at the Rialto. This will include the management via a CRM team, with the site team core hours varying depending on the needs of service; for example across the move-in period, these times would need to be extended.

At this stage, given the room numbers in the Rialto, we anticipate the provision of the total management team would include the following:

- Full-time Accommodation Manager
- Full-time Assistant Accommodation Manager
- Full-time Maintenance Operative

On-site staff would be employed directly by CRM and all aspects of personnel are managed by CRM's Human Resources department. Our recruitment philosophy is to always seek to employ the site staff from the local community or within reasonable travel distance. Whilst this provides an economic benefit locally, the site team also then has a greater understanding and empathy with the local community, as they often live locally.

We would also have contracted staff for cleaning, employed from the local area.

The site will benefit from a 24/7 management strategy, which will reflect the needs of:

The student

A key driver for choosing purpose built accommodation is the visibility and accessibility of management and maintenance staff

The local residents

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

The institutions

A strong management team ensures that pastoral and other associated issues are dealt with earlier and more successfully.

Site Management for the Rialto site

The Accommodation Manager

The pivotal role within the scheme, the Accommodation Manager will be responsible to the students, the owners of the scheme, the neighbours and CRM's management team. Responsible for the property, the Accommodation Manager is a highly qualified individual with a wide-ranging skillset from within the hospitality industry.

Typical Job Description

Reports to:
Regional Manager / Senior Management

Purpose:
To manage the on-site accommodation team, ensuring good budgetary control, that the buildings are maintained to a high standard, excellent customer service is delivered and that 100% wellbeing is achieved.

Key Responsibilities:

- Develop and maintain good links with the Universities served by the Rialto, such as Trinity, DCU, DIT and UCD. These relationships should be developed at all levels.

- Be the key liaison between Griffith College, Dublin International Foundation College and other local universities for CRM and the scheme

- Ensure that the wellbeing, both physical and mental, of the students is at all times placed at the forefront of everything we do

- Keep up to date competitor analysis, of rent levels, services offered and promotions

- Ensure the buildings are maintained to a high standard, that statutory testing is carried out and that the requirements of health and safety legislation are met

- Ensure that the scheme's residents are positively contributing to the local environment

- Monitor and control expenditure and to ensure best value is maintained by testing prices, reviewing procedures and being innovative in solving problems.

- Ensure that the communal areas and landscaping are clean and in good condition

- Ensure that the buildings and occupants security is maintained at all times

- Ensure that good tenancy management is in place, including rent collection, arrears management, repairs standards, and enforcement of the terms and conditions

- Ensure that a positive and well-liked community is built and that a full events calendar and social media is produced

- Ensure that regular room inspections are undertaken and that appropriate re-charges are made for damage and missing items

- Ensure that there are appropriate plans in place for the management of check-outs, deep cleaning and arrivals

- Ensure excellent customer service is maintained, complaints are handled appropriately and that regular feedback from customers is undertaken

- Ensure that appropriate levels of staff are maintained and that key cyclical tasks can be undertaken

- Being part of the out-of-hours rota for emergencies

Site Management for the Rialto site

Skills, Experience & Qualifications:

- Good organisation skills and must be able to demonstrate the ability to manage their own work load without detailed supervision

- A confident communicator both oral and written, and be able to communicate effectively with a broad range of people

- A good understanding of Health and Safety legislation relating to the management of residential accommodation

- Experience of managing residential accommodation

- Knowledge of Landlord and Tenant Legislation

- Ability to use own initiative and make decisions when required

- Excellent customer service skills

- Experience of working in a team environment

- Proficient in a variety of software packages, such as Microsoft Word, Outlook, and Excel, etc.

Personal Attributes:

- Highly-motivated and focused individual, comfortable dealing at all levels and empathetically with residents and members of the public

- Results-orientated and takes ownership of responsibilities and displays pride in work carried out

- Thorough understanding of Health & Safety legislation and the impact of the works being undertaken

- Excellent leadership and inter-personal skills

- A good sense of humour with the ability to apply common sense

- Excellent communication skills displaying sensitivities to and understanding students' needs

- The ability to organise and meet deadlines and targets

- Experience in facilities management, property management or hospitality sectors

- Must be pro-active and able to use initiative in order to make the site the best available

- Can maintain confidentiality

- Resilient in outlook

Site Management for the Rialto site

The Assistant Accommodation Manager

The Assistant Accommodation Manager is much more than support for the Accommodation Manager. The Assistant Accommodation Manager and Accommodation Manager operate as a team and are hired to provide a wide range of skills. Should the Accommodation Manager have any weaknesses in their skillset, the Assistant Accommodation Manager will have a particular strength in this area, such as social media or M&E.

Typical Job Description

Reports to:
Accommodation Manager / Regional Manager

Purpose:
To manage the on-site accommodation team, ensuring good budgetary control, that the buildings are maintained to a high standard, excellent customer service is delivered and that 100% wellbeing is achieved.

The varied role involves:

- Ensuring a warm, welcoming environment to students, parents and visitors to the sites

- General support to the Accommodation Manager and job cover in his/her absence

- Liaise with the Accommodation Manager in responding to tenant queries and maintenance issues throughout the academic year

- Working with the Accommodation Manager to ensure the sites are safe environments in which to live and work

- Working to a set budget

- Assisting with the marketing, lettings and promotion of the accommodation

- Undertaking regular inspections of flats

- Undertaking routine daily/weekly safety inspections and updating the web-based safety management system

- Establishing and developing working relationships with suppliers and contractors Supporting the site team

- Being part of the out-of-hours rota for emergencies

- Supporting the management of the site in compliance with Irish national standards and good practice

- Working with University accommodation team delivering a quality service

- Supporting the Accommodation Manager in liaising with Griffith College, Dublin International Foundation College amongst other local universities staff including attending regular meetings with relevant bodies, such as the accommodation or estates teams at DIT, DCU, Trinity and UCD.

Applicants should possess:

- Excellent leadership and interpersonal skills

- A good sense of humour with the ability to apply common sense

- Good level of computer literacy using Microsoft Word, Excel and Outlook

- Excellent communication skills displaying sensitivities to and understanding students' needs

- The ability to organise and meet deadlines and targets

- Experience in facilities management, property management or hospitality sectors

- Must be pro-active and able to use initiative in order to make the site the best available

Site Management for the Rialto site

The Maintenance Operative

Often the first person to interact with a student, the Maintenance Operatives must be skilled in fixing non-specialist faults across the scheme, but must also be personable and aware of cultural differences.

Typical Job Description

Maintenance Operative

Responsible to:
Accommodation Manager

Department:
Maintenance

Personal Attributes:

- Good communication skills
- Honesty and reliability
- Flexible approach
- Team player
- Computer literate
- Maintenance skills, preferably with specialism or interest in woodworking, mechanical or locks
- Diligence

Qualifications:
- GCSE (or equivalent) English grade C or above

Other Qualities:
- Good communication skills
- Ability to work independently and as part of a larger team
- Smart appearance

Overall Purpose:
- Provision of a safe and secure environment and excellent customer service.

Key Duties/Responsibilities:

- To respond to emergency situations and liaise with the University's representatives at DIT, DCU, Trinity and UCD / local resources
- Adhere to all security procedures and systems
- As part of shift routine, check doors, windows, lighting and perimeter
- Manage key handling
- Report maintenance incidents to the Accommodation Manager and H&S Manager as required
- Provide support and assistance to other members of the Hall team
- Provide a helpful, courteous and friendly approach to all residents, both current and prospective.
- Carry out repairs and maintenance duties in a productive manner and to a high standard, when necessary liaise with sub contractors enabling repairs to be carried out quickly and efficiently
- Tender sub-contractors as required
- Ensure contractors comply with the terms of their agreement including any SLAs, PQQs etc.
- Assist in the general administration duties of the site as directed
- Assist in monitoring and maintaining the cleanliness of the site and property to a high standard
- Ensure all relevant Health & Safety regulations are complied with
- Any other tasks as deemed necessary

Accreditation:
- Applicants will be required to have current Garda clearance (in line with National Vetting Bureau (Children and Vulnerable Persons) and permission to work in Ireland.

Site Management for the Rialto site

The scheme has been configured with a student reception area. From here, our site staff will provide the main focal point for post and reception services. Furthermore, it will provide both a visible management staff presence and a clear point of contact for residents and visitors.

The behaviour of residents and their enjoyment of their stay at this scheme will be influenced by the quality and standard of their living environment; clean, good quality, well maintained and safe environment engenders a real sense of respect and appropriate behaviour. It is recommended that to maintain a good quality living environment, all communal areas of the building including the common rooms and laundry will be cleaned regularly and monitored via CCTV. The residents are, as part of their away from home experience, responsible for maintaining the cleanliness of their rooms and kitchens and this is ensured through a programme of flat inspections and advice from site staff.

Travel management

As an element of CRM's continued contribution to reducing the environmental impact of new buildings we actively encourage the use of alternative travel methods than the car. We have worked with a number of local authorities throughout the UK on developing Travel Plans.

The nature of the student accommodation is such that the academic year is typically spread over nine rather than twelve months and there is an annual turnover of student residents. It is therefore considered difficult to influence and establish a change in travel habits over a long period of time. As such, specifically for residents of the student accommodation, the Travel Plan (created from the Mobility Plan which will be submitted as part of the planning application for the Rialto scheme) has a strong focus on presenting informative material which can be made available prior to, and again upon first arrival, of a student resident's stay. It is relevant also that car parking provision is limited to two proposed accessible spaces only, in order to encourage a car-free lifestyle for student residents at the outset.

During our management of previous schemes, we have recommended that within our welcome information we provide students with details of local public transport services, timetables how to purchase tickets, discount cards etc.

We are very experienced in producing a Student Travel Pack which is sent to all tenants (usually electronically) prior to moving in, which highlights the opportunities to reduce the environmental impact, both on a global scale, as well as locally, from their daily commute. This can include items such as; bike storage, a car share scheme, discounted travel cards, as well as clearly indicating that it is a breach of their tenancy agreement to bring a private car with them.

At any CRM site, where parking is not provided, and the bringing of cars is discouraged, we are highly conscious of the tenants' behaviour. We often work with the relevant Council department to ensure that permits are not issued to any residents and if necessary terminate their tenancy.

Site Management for the Rialto site

Our site manager is our nominated travel coordinator who will produce biennial reports on the site's impact on traffic. This is a common approach across many sites within the CRM portfolio.

In terms of the provision of accessible parking spaces, we find the most efficient method of management is through effective communication. During the booking process, prospective tenants inform us of any issue which may affect their room allocation or any other aspect of their tenancy. The accessible rooms, as well as the accessible spaces are allocated on a case by case basis. The same methodology of communication is applied for visitors who may require the use of the accessible spaces. We would require that wherever possible, at least 24 hours notice is provided in order to allow accurate monitoring and control of the accessible spaces.

Move-in process

Unlike university owned accommodation there is no specific date when all applications for privately owned / managed accommodation need to be received. Typically, the private hall market is a very gradual market, with a steady stream of bookings typically from November through to a peak period in August, following the publication of A level results.

Prior to move-in, we usually issue welcome packs, which are distributed electronically to all students. These packs include details of the site and how it is run, advice on living with us and local information; if required a hard copy is also provided at check in. The preparation of this information enables a swift and largely trouble free process enabling CRM to welcome students and direct them to their rooms quickly and efficiently.

However, the check in process itself almost mirrors the booking behaviour of the site. Unlike university owned accommodation, there is no strict start date where all students must be matriculated. This is in part due to the anticipated mix of students at the Rialto site such as postgraduates and international students who will continue to arrive well into October.

With this in mind, we would not expect all tenants to arrive on a single weekend. In addition, it will not be in the interest of the building's administration to have all students checking in for their rooms at the same time.

Although, we would still expect a relatively large contingent of students to arrive on the first weekend of their tenancy. As such, when we despatch the welcome pack, we ask all students to complete a form indicating their date of arrival and time slot when they would like to check in.

Through this methodology, it is made clear to students that the allocation of time slots is for their benefit to ensure a smooth and trouble-free move-in and minimise any localised disruption in terms of vehicular movements. All room allocations for move-in are spread throughout the building to minimise pressure on lifts and stairwells. If students and parents choose to ignore these timings we reserve the right to refuse access until the site is able to accept them.

To assist further in a smooth intake, additional staffing support from head office staff is provided on move-in weekends. The staff are there to assist in directing new students to drop-off and reception areas where they can collect keys and help them unload from cars and provide assistance from taxis or those using public transport.

Site Management for the Rialto site

Where assistance is provided all personal goods will be stored in a secure location on the ground floor. This enables those with cars to unload quickly and move their vehicles. As part of our communication to students and parents prior to move-in, details of public transport are provided. This enables students and in particular parents to pre-plan their journey, travel times and next steps after unloading.

During the move-in period further assistance, support staff and student helpers may also be provided and their hours extended to meet student demand. This is dependent upon how the development lets and local relationships. This is a service and support that many Universities become involved in and can again smooth the process for student move-in.

A series of "Meet & Greet" induction evening events will be arranged during the move-in week. We would try to ensure that this meeting, wherever possible, would be held in conjunction with Fire Service and the Police's community officers. Each may give a short presentation as to life in accommodation blocks and what issues to look out for. This opportunity reinforces the need to be a good neighbour both inside and outside of the accommodation itself, and lets the fire / police service undertake a presentation as to fire / security risks and how to avoid them.

This meeting delivers a strong message regarding acceptable behaviour and how students should live within the community. In many cases we provide students with site-specific safety information and energy saving as part of the welcome pack. These meetings will also offer a chance for the students to meet each other and form friendships outside their cluster.

Move-out process

The move-out is significantly less constrained than the move-in period, as individual courses within Universities finish at different times. In our experience students move-out over an extended period of time at the end of the academic year.

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

We would anticipate this timeframe will extend over a period of weeks as individual courses end. However, this process would be monitored. If concentrations of movements are anticipated over a shorter period, similar measures to the move-in process would be put in place to ensure departures are spread over the course of day(s).

Site Management for the Rialto site

Out-of-hours management

Student housing schemes that we manage are supported by access to a 24/7/365 national call centre.

In case of major incidents, the on site team, day or night, will have access to the telephone numbers of CRM's senior management. Furthermore, a major incident plan for the scheme would be drawn up in advance of operation detailing the following:

- actions in the event of an emergency situation

- responsible persons (hierarchical chart)

- incident criteria

- contact details for relevant personnel, including staff, clients, universities, embassies and contractors (i.e. electrical contractors, plumbers etc.)

CRM can work closely with local authority emergency planning officers to ensure full support in the event of a major incident. Liaison with local emergency planners will begin during the construction of the Rialto site to develop and implement the major incident plan.

Out-of-hours and local neighbours

Our neighbours, typically within 50m, will be issued with a leaflet explaining how to make a complaint. They will also be told how to contact us should an incident require more timely intervention. A phone number to our scheme will be made available for residents and will be displayed on the supplied leaflet as well as on the outside of the scheme.

As with any emergency or incident, our staff will ascertain the nature of the issue and escalate accordingly to either our on call site team, the Accommodation Manager, senior management or the emergency services as required. During the core hours, the same number will also connect local neighbours to the Rialto's Accommodation Manager. Typically numbers are assigned prior to opening when the telecoms provider is known.

Site Management for the Rialto site

Security

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

It is also relevant that in some instances this will be the first time that a student has been away from parental care and as such they will not necessarily be aware of the potential dangers posed by living in a metropolitan area. Nor fully appreciate how their behaviour can affect others living in the locality.

In the first instance, CRM seek to educate students on security matters. This starts with our Welcome Packs and Meet and Greet meetings mentioned above. If possible, we would want to work in partnership with the Community Support Team from the local police force.

Secondly, we have considered the active measures that we can apply at the Rialto site. As mentioned above, the scheme will have a comprehensive CCTV installation enabling on site staff to monitor remotely the CCTV images and to store images to disc for permanent record should they be required. This will supplement the onsite staff and is not considered to be a replacement for the essential personal presence of responsible staff and security.

Thirdly, the site itself must be made secure. CRM have worked with the architects to provide input into the design of the building and its layout, as well as provide advice on the landscaping and operational aspects of security.

Working with our local neighbours

CRM prides itself on proactively working with and developing a constructive relationship with our nearest residents, businesses and representatives of the local community. CRM views this approach as critical to ensuring that as far as possible, the numerous local interest groups co-exist harmoniously.

In this instance, it will be important that the surrounding local businesses and occupiers can continue to operate and live alongside the scheme. It is expected that CRM would provide a point of contact so that any concerns or issues can be raised for the local management to address. In some similar schemes, we have provided a leaflet which highlights how our management team can be contacted.

It is expected that CRM would actively seek to join any local groups to demonstrate that the tenants at the Rialto are important members of the community. That involvement may include some student representatives so that local occupiers and residents all understand each other and co-exist.

Site Management for the Rialto site

During the tenancy

CRM undertake to allow tenants quiet enjoyment of their rooms but will give at least 24 hours notice to tenants when room inspections are due to take place.

Where room repairs and/or maintenance are required a procedure is in place to log the complaint, and schedule a repair based on the urgency of the work.

Any anti-social behaviour such as excessive noise is actively managed by our site management team and in the following manner:

- CRM publish a comprehensive statement on rules and responsibilities and work with the students to create a social environment where all can live and enjoy their university living experience whilst considering and respecting others

- CRM work actively with Universities. CRM seek to build strong personal relationships within both the University accommodation teams and the pastoral support groups. We like to meet on a regular basis to be close to issues and activities within the Universities involved. By developing those relationships with a clear and honest open dialogue those students who may have problems or difficulties have a clear and transparent support network

As mentioned previously, the comprehensive CCTV system will be a deterrent to potential anti-social behaviour which could give rise to disturbance both within and outside the student buildings.

Code of behaviour and conduct

A student's behaviour is managed and closely monitored through their compliance with the tenancy agreement which they have signed and agreed to prior to moving in to any CRM managed accommodation.

Within the tenancy agreement there are specific clauses regarding what is and what isn't acceptable behaviour for a tenant who is living with us.

Furthermore, a handbook is produced for each and every student that we house. This handbook adds further instruction on the behaviour expected and is provided in a more digestible format.

Site Management for the Rialto site

Breach of acceptable behaviour

Should a student breach what is acceptable then we have a set process:

1. Ascertain the severity of the breach

2. Depending on the severity, we have three options:

    a. Speak directly with the student or students regarding their behaviour; explain how it has affected others and how their behaviour can be improved

    b. Issue a written notice indicating that any further breach would result in a termination of their tenancy. The written notice is also issued to a student's guarantor

    c. End the tenancy and commence the legally- required steps

These three steps are clear, concise and allow the students to be treated correctly and as adults. In the first two cases we would often also mention the behaviour to the student's University pastoral team, as their behaviour may be having other effects.

Pastoral care

CRM also place great emphasis on pastoral care especially for first year students who may never have lived away from home and site management do make regular visits to flats for informal chats. Later in the year, surgeries are established to encourage students with concerns to discuss any issues they may have.

The management team, wherever possible, will build relationships with the University's student support teams. This enables a pro-active approach to pastoral and other behavioural issues which can affect the enjoyment of students and their peers while at University.

Management of Health and Safety

CRM are extremely vigilant in their approach to health and safety. CRM have a dedicated H&S Risk Manager and utilise the services of an external specialist Health and Safety company to undertake risk assessments of student schemes in the following areas:

- Fire Risk Assessment (as part of the Fire Services Act, 1981 & 2003)

- Health and Safety Risk Assessments such as Safety, Health and Welfare at Work Act, 2005

- Legionellosis (water) Risk Assessment in line with the Irish National Guidelines published in 2009.

Comprehensive reports are commissioned annually if required by law and all site safety issues will be managed in house via the specialist companies interactive web based system which will be accessible by the owner in addition to relevant CRM safety personnel. The initial assessments will be undertaken towards the end of the construction phase, and will enable all required safety measures to be put in place prior to student move-in dates.

The system will detail all site risk assessments, safety compliance issues, site specific task management, and will ensure that sites maintain accurate safety data and are compliant with legislation as governed by the Health & Safety Executive. The system will also host copies of the major incident and emergency evacuation plan.

With regards to issues of staff safety and compliance, staff will undertake training in general health & safety issues as appropriate for their area of responsibility. In the highly unlikely event the employees will be required to work during the night they will be eligible for night worker health assessments as required under the Safety, Health and Welfare at Work Act of 2005.

Site Management for the Rialto site

Communal areas

From experience across the CRM portfolio, we will employ a number of methods which can control these spaces; methods which are both passive and active:

- Controlled electric entry to communal areas
- As mentioned previously, these areas would be subject to 24 hour monitoring and recording of CCTV
- Areas which are sensitive in terms of sound, or disturbance to other student residents, would be sealed utilising the door-entry system

Site Management for the Rialto site - deliveries

Servicing the scheme

Servicing the scheme will consist of three main areas

- **Parcel deliveries**

With an increasing number of students buying from online stores and demanding it delivered directly to their home, the delivery of parcels must be considered from a management point of view.

Deliveries will be made via the main door, with the delivery vehicle stopping within the drop off point on South Circular Road. The parcels themselves will be stored in a designated area adjacent to reception, with students being notified by the onsite staff.

As we mobilise the scheme, we will contact the major delivery firms, working with the likes of Amazon, to try and minimize the number of visits per day, which is also beneficial to the local as well as global environment.

- **Waste collection**

Again the collection of waste will be made via the service point on South Circular Road.

On the allotted collection day, our maintenance team will collect the waste from the basement and bring the bins to ground level via the service lift. When collection is due, we will unlock the service door and remove the bins that way.

In order to minimise the impact to residents, both internally and externally, we would want more frequent, less time-consuming collections, where bins are not stored internally or externally outside of the nominated bin store.

- **Food delivery**

Increasingly we are seeing students as the recipients of fast food deliveries from the likes of Dominos, as well as the Just Eat and with UberEats arriving later in 2019, we would see the number of deliveries increase.

Delivery drivers would park within the drop off point and contact the student either by their mobile phone, or via the intercom at the main reception. The student would then pick up the food from the front door.

Summary and conclusions

The Rialto site in the configuration and design proposed in the planning application which this report supports, represents a well designed and well located scheme for students studying in Dublin.

Our goal will be to ensure a complete integration of the scheme with local businesses and residents and this can be well and safely managed by carefully considered, and on the whole, passive security measures. By careful design, strong communications with local stakeholders and sympathetic student management, the scheme can be made a safe place in which to make a home and within an extremely safe environment.

Statement of compliance

CRM fully understand the needs for control particularly around who occupy the rooms at this site. To that end, CRM will only allow individuals who are attending a higher education course at one of Dublin's Higher Education establishments. We will include such a clause within our tenancy agreement, indicating that the individual is in breach of their tenancy should their circumstances change and that they are likely to face eviction.