

OPERATIONAL STUDENT MANAGEMENT PLAN

Ladys Lane Student Accommodation

Proposed 350-bed Purpose-Built Student Accommodation (PBSA)

Ladys Lane, Limerick

Prepared on behalf of the proposed operator

Lanehunt Ltd

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1. Introduction

1. This Operational Student Management Plan relates to the proposed purpose-built student accommodation (PBSA) development at Ladys Lane, Limerick. It sets out the principles and procedures that will govern the day-to-day operation and management of the scheme once it is complete and occupied.

Approach

2. The applicant intends to engage a dedicated student accommodation operator with an established record of managing PBSA schemes across Ireland, the UK and mainland Europe, so that the residence is run to a professional and consistent standard.
3. On-site teams will be backed by specialists at regional and head-office level. This central support gives the house team access to additional knowledge and skills and helps deliver a service that is consistent and in line with recognised good industry practice.
4. The operator will work in partnership with the local universities and colleges to deliver a valuable and reliable student experience, dovetailing with each institution's pastoral care arrangements and ancillary services so residents move easily between academic life and home life.
5. On-site management teams play a vital role in supporting residents and act as a link between college life and home life. The people appointed to the scheme will combine experience, enthusiasm and empathy in equal measure, and will regularly go the extra mile for their residents.
6. The management company's objective is to ensure the scheme has a positive influence on the area, working alongside local residents' associations, community safety officials, third-level institutions, Limerick City and County Council, An Garda Síochána and the fire service.

Core Management Principles

7. The guiding aim is to provide a well-designed, professionally managed building that offers residents a safe and secure home in an environment that supports study, integrates into its neighbourhood, and adds positively to the supply of student housing in Limerick.

This gives all stakeholders confidence that:

- residents have a safe, well-maintained place to live;
- licence agreements are properly issued and enforced;
- the management team is present and available for face-to-face contact with residents, parents, neighbours and other stakeholders;
- strong working relationships are built with the local universities and colleges; and
- a sense of personal responsibility and civic engagement is encouraged among residents.

2. General Management Plan

Residence Details

1. The proposed residence is located on Ladys Lane in Limerick city centre. The scheme will deliver 350 student bed spaces across a mix of unit types, served by dedicated student amenities.
2. It is anticipated that the scheme will become operational in 2029.

Student Profile

3. The city-centre setting is well placed to attract students attending Mary Immaculate College (MIC), the University of Limerick (UL), the Technological University of the Shannon (TUS) and other third-level institutions in and around Limerick.
4. The cluster apartments are well suited to undergraduates and international students beginning college life and forming friendships that last.

Service Delivery — The Team

5. The on-site team at the PBSA residence will typically comprise a Property Manager, a Leasing and Marketing Manager, a Facilities Manager, a Maintenance Technician, Community Assistants, Wardens and Housekeepers.
6. Customer-facing services and the day-to-day running of the residence will be delivered by the on-site management team, who will be responsible for customer service, local sales and marketing, licence management, rent collection, health and safety, and maintaining local relationships.
7. The house team will be supported by regional and head-office teams with expertise in marketing, finance, operations and health and safety. The operations function maintains a standard-of-performance manual that provides the framework for delivery at residence level.
8. The Property Manager reports to the Operations Manager. All members of the on-site team receive full training, including an induction and a structured management development programme.
9. Every team member has annual key performance targets covering hard measures such as lettings and arrears, and softer measures such as customer satisfaction and building management.
10. Performance-related bonuses are linked to a range of KPIs, ensuring the team gives proper attention to every aspect of their role.

Reception Services

The reception and management office will generally be open and staffed from 09.00 to 17.00 Monday to Friday, 10.00 to 15.00 on Saturday, and on Sunday afternoons during certain weeks of the year. It provides a point of contact for:

- reporting repairs;
- delivery and collection of parcels;
- licensee disputes and complaints;
- organising social events;
- general local information and signposting to specialist services; and
- sales and marketing enquiries.

On-site security will be available on a 24-hour basis.

At busy points in the year — for example, arrivals week — reception hours will be extended to provide additional evening and weekend cover.

Licence Management System

11. To keep the service transparent and easy to access, the management company will operate an integrated online student portal and licence management system.
12. The portal lets students book their room, manage their deposit, report repairs and complete and review their accommodation's condition report and inventory online, 24 hours a day.
13. Automating these routine administrative tasks frees the house team to focus on customer-facing services, while giving the head-office team visibility of activity across the residence.

Licence Agreement and Handbook

14. The licence agreement clearly sets out the respective responsibilities of the licensee and the managing agent.

Alongside the licence agreement, every licensee receives an online handbook offering guidance and useful information on matters such as:

- security;
 - what to do in an emergency;
 - house rules;
 - room inspections;
 - repairs and maintenance; and
 - the code of conduct — "being a good neighbour".
15. Each licensee is required to provide a guarantor who agrees to ensure the licensee complies with all the conditions set out in their licence agreement.

Security

16. Security arrangements are tailored to the nature, size and location of each residence. At the PBSA scheme the management company will provide a visible but unobtrusive presence through a combination of CCTV, access control and 24-hour on-site personnel.

At the PBSA residence there will be:

- secure gates requiring a fob or card for entry, so that only authorised people can access the scheme;
 - secure building entrances requiring a fob or card, so that only authorised people can enter the building;
 - a door-entry system that does not allow residents to release the main entrance from individual flats — residents must meet their visitors at the main door; and
 - full-colour IP-based CCTV covering, as a minimum, the entrances, external areas, lifts, office, reception, bin store, common rooms and student foyer, with footage relayed to monitoring screens in the office, remote internet log-in, and a minimum of four weeks' storage.
17. The management company will work closely with the local Gardaí and will encourage the local liaison officer to visit regularly, meet the on-site team and become a familiar presence at the residence. We will support active participation in local community safety fora and other initiatives aimed at reducing crime and improving security for students.
 18. All team members, including Residential Assistants (RAs), complete an induction so they are fully familiar with the management company's on-site procedures.

Out of Hours

- 19.** The out-of-hours service will be provided by the management company's in-house personnel. These staff form an integral part of the property team and are familiar to residents, rather than being a different face on every shift.
- 20.** A mix of wardens, customer service agents and overnight support staff will maintain an on-site presence, act as first responders to emergencies, and carry out regular patrols of the building's interior and exterior. Shift patterns will be adjusted continually to meet the needs of the community.
- 21.** The management company will maintain an escalation procedure allowing the on-site team to reach senior colleagues, up to the most senior operations leadership, in the event of a significant incident out of hours.

Communal and Open Areas

- 22.** Alcohol consumption in communal and open areas will be prohibited at all times.
- 23.** The operator will apply an escalation process to address anti-social behaviour and will work closely with the universities and their disciplinary procedures.

Health and Safety

- 24.** The health and safety of residents is paramount. The management company will partner with suitably qualified professionals to obtain competent health and safety advice.
- 25.** The fire alarm system will be monitored by the house team and supported by a remote monitoring centre. Where permitted, an investigation delay will be programmed in to allow the on-site team to minimise false alarms, with the cause-and-effect logic balancing fire safety against unwanted signals. Out-of-hours responses to activations will be handled by the out-of-hours team.

Residents complete an induction on arrival. The fire-safety element requires each resident to confirm that they will:

- familiarise themselves with the evacuation route and assembly point on arrival;
 - leave the building immediately for the agreed assembly point when the alarm sounds;
 - raise the alarm and call the fire brigade if they discover a fire;
 - not tamper with smoke detectors or other fire-safety equipment; and
 - keep flat corridors and communal stairwells and corridors free of obstructions.
- 26.** The operator will also invite the local fire officer to attend student induction sessions, where students are given guidance on potential fire hazards in the home. The fire service and house team will explain the consequences of raising false alarms.
 - 27.** The fire alarm hardware will be specified to support the associated fire management plan.

The management team is responsible for carrying out and recording a range of routine checks, including:

- weekly fire alarm tests;
- weekly call-point and firefighting-equipment inspections;
- monthly emergency lighting checks;
- monthly water-temperature checks;
- weekly fire-door inspections; and
- routine health and safety inspection and audit of the building.

Specialist contractors will be appointed to carry out the following:

- lift inspections;
 - annual full system tests of the fire alarm;
 - annual full-duration tests of the emergency lighting;
 - water sampling for Legionella, including an annual tank clean;
 - CCTV and security-alarm maintenance; and
 - servicing of automated gates and doors.
- 28.** A full record of testing will be maintained to provide an audit trail. Records of statutory testing and completed actions are held within the management company's compliance system and the on-site health and safety files.
 - 29.** External consultants will carry out a range of risk assessments in line with industry regulations to ensure legal compliance and the safety of licensees. The management company will review the relevant guidance regularly to keep pace with best practice.

Risk assessments include:

- fire;
- Legionella; and

- workplace.

- 30.** The licence agreement and handbook prohibit candles and any device that has a flame or generates heat or smoke. Smoking is not permitted anywhere in the building, including bedrooms, kitchens and communal areas.
- 31.** Termly fire evacuation drills will be held so that all residents understand the procedures and assembly points. The house team carries out formal room inspections three times a year to confirm that equipment is being used as intended and that there are no health and safety breaches.

Maintenance

- 32.** Maintenance is a key driver of resident satisfaction if not managed well. We operate a tiered approach that delivers a responsive, value-for-money maintenance service.
- 33.** The operator will keep an approved list of small local contractors, enabling minor issues to be dealt with quickly and cost-effectively, which supports good resident satisfaction.
- 34.** For larger or more specialist work, the operator will draw on approved regional or national contractors.
- 35.** Residents can report repairs through the online portal or directly to the management team. The operator then assesses each report and grades it as Emergency, Urgent or Non-Urgent.

Target response times are as follows:

Urgency	Timescale	Includes
Emergency repairs	Within 24 hours of being reported	Any repair needed to avoid danger to residents' health and safety. E.g. loss of power supply, sewage overflow.
Urgent repairs	Within 5 working days of being reported	Any repair that materially affects residents' comfort or convenience. E.g. broken handrails, a faulty electrical fitting such as a microwave.
Non-urgent repairs	Within 28 days of being reported	Any repair that does not fall into the two categories above. E.g. a single light or power-point failure within a room, sticking doors or windows.

Procuring Works

- 36.** We run an online purchase-order system; no works or supply of goods or services proceed without a purchase order. Contractors and suppliers email their invoices, which are matched automatically against the relevant order. The order originator must confirm satisfactory receipt of the goods or services through the system before any invoice is paid.
- 37.** All contractors must sit on the management company's approved list, and their performance is monitored against response times, quality and customer service.

Housekeeping

- 38.** Residents are responsible for cleaning their own flat, including bedrooms and shared kitchens.
- 39.** The operator will clean all common areas on the published schedule set out below.

Area	Frequency
Reception / foyer	Daily
Social spaces	Daily
Corridors	Weekly

Area	Frequency
Staircases	Weekly
Lifts	Daily
Windows	Annual
Deep cleans	Annual

- 40.** Deep cleaning and window cleaning are undertaken by specialist contractors and tendered annually.
- 41.** The annual summer deep clean of rooms is generally outsourced because of the volume of work required in a short window. We tender early in the year to secure the best contractors and the time slots we need, and we assess tenders on quality as well as price, since this work strongly influences the new intake's first impressions.
- 42.** All hazardous substances are used and stored in line with the Control of Substances Hazardous to Health (COSHH) requirements. A register is held for the residence and reviewed during health and safety audits.

Post and Deliveries

- 43.** The regular postal service will have access to deliver to the postboxes in the reception area.
- 44.** For all other deliveries, the courier is received by the house team in line with our post policy: we notify the resident and, on production of ID and signature, hand over the item.

Management of Anti-Social Behaviour

- 45.** The management company operates a four-tier escalation process to address anti-social behaviour and works closely with the universities and their disciplinary procedures.
- 46.** As professional operators we recognise our primary responsibility to ensure the premises do not generate excessive noise or disturbance. This section sets out the procedures we intend to follow to minimise, as far as possible, any disturbance to local residents from activity in and around the community.
- 47.** Residents are expected to behave considerately throughout their stay and, as a last resort, may be removed from the building where their behaviour breaches their licence agreement. Noise from the building, its external amenity areas and its exits is monitored closely by the management team, and feedback from residents and neighbours alike is always welcomed to help maintain high standards. This is handled directly by the on-site management team.
- 48.** A member of the property team will always be on site during office hours, and local residents are encouraged to speak with the management team about any concerns relating to residents of the building. A management telephone number will be published so neighbours can report issues, including after hours, and the team will make itself available to meet local residents to discuss concerns about the residence or its occupants. Neighbours may also raise complaints by telephone or email. Serious breaches by residents can result in removal from the building.
- 49.** To reduce the scope for anti-social behaviour, residents will be advised of quiet hours between 10pm and 7am, during which no external noise should be audible from bedrooms or flats and residents are asked to move promptly from the grounds to their flat on arrival. CCTV monitoring of the grounds and regular checks by the out-of-hours team support compliance with this policy.
- 50.** Anyone affected by anti-social behaviour should first report it to the team member on duty so that immediate action can be considered. That team member escalates the matter to the Property Manager, who investigates — including meeting any residents involved to hear their account. Where behaviour is found to be anti-social, the Property Manager issues a formal warning against repetition, referencing the

licence agreement and resident handbook the student agreed to on taking up residency. Other measures, where permitted by law, can include withdrawal of guest privileges and damage charges. Continued or serious anti-social behaviour may be escalated to the Regional Manager and Operations Director, who may decide to issue a notice to quit or begin the removal process.

Complaints Procedure

- 51.** Residents and neighbours are encouraged to raise any complaint or grievance in person with a member of the house team, by telephone or at reception, and we will do our best to resolve matters at this first point of contact. Where that is not possible, complaints should be put in writing and will be dealt with accordingly. Any complaint sent to head office is redirected to the relevant house team to investigate in the first instance.

Third-Party Services — Information Technology

- 52.** Residents will receive a high-speed broadband service, provided by a specialist contractor, giving them the connectivity they need for their studies. The service includes unlimited upload and download, data backup storage, a dedicated student portal and a free 24/7 helpdesk.

Summer Lettings

- 53.** Under the Planning and Development (Housing) and Residential Tenancies Act 2016, 'student accommodation' is defined as a building used to house students that may also be used as tourist or visitor accommodation outside academic term times.
- 54.** Consistent with that definition, and given that the academic year leaves rooms available over the summer, it is intended to accommodate tourists and other visitors outside term time, typically from June to August. Such use will be subject to the same management and operational procedures set out in this plan.

3. Travel Plan

1. This Travel Plan has been prepared primarily for residents of what is a car-free development, and its measures are set in that context. The emphasis is therefore on encouraging and actively supporting walking, cycling and public transport. Much of what is proposed applies equally to the small number of staff employed at the residence.
2. Responsibility for implementing and managing the Travel Plan rests with the Property Manager based at the PBSA residence, with oversight from the Operations Manager.

Key Benefits of the Travel Plan — Benefits to the Individual

To engage residents and promote the Travel Plan successfully, it helps to set out the benefits to the individual. Using non-car modes can bring a range of benefits, including:

Improved Health

Walking and cycling deliver clear health benefits. The Irish Heart Foundation notes that around 30 minutes of walking or cycling a day can roughly halve the risk of heart disease.

Cost Benefits

Highlighting the savings available from choosing modes other than owning and running a car is likely to appeal to students facing pressure on their finances.

Time Savings and Convenience

For many of the everyday journeys students make, walking, cycling or public transport is often quicker than driving. Being able to choose between modes depending on the destination — college, the city centre or a night out — is frequently more convenient than relying on a private car.

Environmental Awareness

Building awareness that travel choices affect the local and global environment helps residents appreciate their surroundings and contribute to protecting them.

Benefits to the Universities

Benefits to the universities include:

Increased Attendance

Students who walk or cycle more tend to enjoy better health and wellbeing, which helps reduce absenteeism.

Reduced Congestion and Pressure on Campus Parking

Fewer single-occupancy trips to and from campus ease traffic levels and reduce demand for parking on or near the campuses.

Benefits to the Community

The Travel Plan also aims to benefit the wider community:

Improved Air Quality

Fewer vehicles mean less pollution and better air quality. Road transport is a major source of emissions, and reducing car use contributes to improvements in both local and global air quality.

Reduced Traffic Levels

Lower traffic levels give the community a less congested and more pleasant environment overall.

3. A copy of the Travel Plan is provided to all residents as part of their licence agreement to encourage sustainable modes of transport.
4. Secure cycle stores provide a substantial number of cycle parking spaces for residents and visitors.

Parking Management Strategy

Given the site's city-centre location close to a wide range of third-level facilities, its unit mix, its immediate proximity to public transport options, and the quality of local pedestrian and cycle infrastructure, residents and visitors can readily rely on sustainable transport.

In support of this strategy:

- the student welcome pack sets out local public transport services, timetables, ticketing, discount options, bike hire, walking and cycling routes, nearby services and the public parking available in the vicinity;
- the licence agreement makes each resident aware of the relevant Smarter Travel campus initiatives states clearly that dedicated parking is not available.

Start and End of Term

5. The following procedure will be used by the operator for the arrival and departure of residents at the start and end of the academic year.
6. Before arrival, all residents are emailed a welcome pack confirming the arrival arrangements and move-in procedure. It includes details of travel from key airports and main-line rail stations. Limerick cities main train and bus terminal, Colbert station is located directly opposite the proposed scheme.
7. Residents are encouraged to spread out their arrival by taking up the option to arrive up to one day before their licence start date at no extra charge.
8. Residents are encouraged to book their arrival online through the portal and to reserve a time slot, so arrivals are staggered and managed.
9. Given the site's proximity to public transport, driving to the development is generally discouraged. Check-in and check-out at the start and end of term are scheduled and coordinated to avoid conflict at the site.
10. Residents arriving by car with family or friends are given information about local car parks in advance, along with directions to the residence from the various public parking hubs.
11. To keep move-in running smoothly, additional resources are deployed to manage congestion, direct residents quickly to their check-in point and help with unloading.
12. Move-out is managed in a similar way to move-in, with residents asked to confirm their preferred move-out date and time slot. Move-out is generally less constrained, as departures tend to be spread over a longer period.
13. Unlike some traditional halls, residents here will not need to clear all their belongings at Christmas and Easter, reducing traffic associated with the residence, as residents are more likely to travel home by train or coach than by car.

Travel Movements Whilst in Occupation

14. The house team at the residence will actively promote non-car travel, with a clear understanding of the options available for the main journeys residents make while living at the scheme.
15. The residence is well located to allow a wide range of everyday journeys to be made on foot, by bike or by public transport, whether to the city centre or to the university and college campuses.

Pedestrian Routes

The city-centre location places the residence within easy walking distance of the city's third-level facilities as well as shops, services and social amenities. Convenient walking and cycling links, together with frequent bus services, connect the scheme to the wider University of Limerick campus at Castletroy.

Public Transport

The residence is well served by regular public transport, with frequent bus services along the nearby corridors linking the city centre, the university and college campuses and the wider region.

- 16.** Updates to the public transport network or services will be shared through social media and on noticeboards in the reception area.
- 17.** Travel home during the academic year is expected to be undertaken largely from Colbert Station, the city's central bus and rail station, which is a short walk from the residence.
- 18.** The house team will also promote Transport for Ireland initiatives and encourage the use of Leap cards and the various online resources and mobile apps.

Monitoring of the Travel Plan

- 19.** The Travel Plan will be monitored annually for a period of five years. A baseline survey will be carried out within six months of first occupation. The Property Manager will conduct the survey to identify the main modes of transport used by residents.
- 20.** The survey results will be shared with residents and with Limerick City and County Council.
- 21.** Following each survey, the Travel Plan measures will be reviewed to ensure they remain effective in encouraging sustainable travel.

4. Community Engagement Plan

1. This Community Engagement Plan has been prepared in the context of the 2017 National Student Accommodation Strategy, which offers guidance on community and voluntary activity and the concept of 'being a good neighbour — respecting the local community'.

In relation to developers of purpose-built student accommodation, the guidance suggests that:

"Developers and managers of PBSA will be encouraged to develop and work on community engagement projects with a view to strengthening their role and acceptance in the community."

"All developers and managers of PBSA should put in place an appropriate management plan in order to minimise potential negative impacts of the development and its occupants on surrounding properties and neighbourhoods, to create a positive and safe living environment for students, and to develop and enhance the neighbourhoods in which they are situated for the betterment of the whole community."

The management of the scheme is therefore committed to a community engagement plan consistent with national and local policy that supports the successful integration of the scheme into the surrounding city-centre area.

Key Benefits of the Community Engagement Plan — to the Individual

Encouraging residents of the scheme to be good neighbours and to get involved in the local community brings a number of individual benefits:

Personal Responsibility

Developing awareness of one's own behaviour, and its effect on others, fosters a stronger sense of personal responsibility.

Civic Awareness

Taking part in community volunteering builds a greater awareness of the socio-economic issues facing the community and adds to students' extracurricular development.

Career Building

Volunteering creates opportunities for young people and can be a valuable addition to a curriculum vitae.

Mental Health

With mental health an increasing concern among students, volunteering and community engagement offer a way to step back from the pressures of coursework or finances and can support individual wellbeing.

Benefits to the Universities

Benefits to the universities include:

Improved Relations with the Local Community

University management is often held to account over local grievances about student behaviour, particularly where students live in unsupervised private rented accommodation near campus. A managed scheme with a code of conduct focused on preventing problems, rather than relying on disciplinary measures, helps address this.

Improved Profile of the University

Involvement in voluntary initiatives — for example those led by a Students' Union — reflects well on third-level institutions that increasingly market themselves to a growing number of international students choosing to study in Ireland.

Benefits to the Community

The Community Engagement Plan also aims to benefit the wider community:

Reduction in Anti-Social Behaviour

By guiding residents on matters such as noise and by restricting parties and large gatherings, the scheme can reduce the impact of noise, disorder and other nuisance on surrounding residents.

Environmental Improvements to the Area

Voluntary activity around street cleaning, planting and general environmental improvement can create a more attractive public realm for long-term residents and students alike.

Social Benefits

The proposed scheme sits within an established part of Limerick city, residents of the scheme will have the chance to volunteer on initiatives supporting older residents in the area, helping to counter social isolation and ease pressure on stretched public services.

Key Elements of the Community Engagement Plan

Information Packs

On moving in, residents will receive the management company's code-of-conduct guidebook, setting out policies on noise and other disturbance. The guidebook will also flag volunteering opportunities and relevant local community organisations.

Students' Unions

The management company will liaise with the students' unions of the local third-level institutions, including MIC, UL and TUS. The relevant students' union will be invited to speak at the residence at the start of term and to encourage new residents to get involved in societies and volunteering. Where practical, shared amenity space within the scheme will be made available for meetings or initiatives requested by a students' union.

Community Liaison

A member of the management team will make themselves known to the relevant Limerick City and County Council coordinator for the area and to the Local Community Development Committee (LCDC), who can provide introductions to local community and residents' associations. The liaison officer will share their contact details with local group leaders and will commit to attending meetings as required where residents wish to raise concerns.

5. Waste and Recycling Plan

Overview

1. Waste management can be costly if handled poorly, so we take a structured approach to minimise both cost and environmental impact.
2. Residents are responsible for bringing their waste to the designated bin stores. We actively promote recycling and the use of specialist banks for clothing and other recyclables to divert as much as possible from landfill, in line with the waste contractor's requirements.
3. Waste and recycling volumes are monitored so we can identify trends and take corrective action when needed.
4. Waste generated by residents is stored within each unit in refuse and recycling bins. Residents are responsible for taking their refuse to the main bin store, using the lifts or stairs, and depositing it in the wheeled Eurobins provided.
5. We keep management handling of bins to a minimum, as this adds significant cost. All waste and recycling is held in a secure, purpose-built bin store accessible from the ground floor.

Capacity

Refuse storage requirements are based on the following:

- BS 5906:2005 Waste Management in Buildings — Code of Practice;
 - the Southern Region Waste Management Plan;
 - the Department of Housing, Local Government and Heritage's Sustainable Urban Housing: Design Standards for New Apartments — Guidelines for Planning Authorities (2022).
6. The refuse stores are located at ground-floor level, adjacent to the student amenity space.

Recycling

7. To maximise recycling and recovery and minimise landfill, storage for mixed and recyclable waste is provided within each studio and apartment and within the main ground-floor bin store.
8. Recyclables — paper, cardboard, cans, plastics and bottles — are collected in a proportion of the bins provided. These are clearly labelled to advise occupants which materials can be placed in the mixed-recycling bins.
9. At the end of each licence period we encourage the reuse of goods by running a recycle-and-reuse campaign in conjunction with a local charity.

6. Student Welcome Pack

Overview

Every resident receives a Student Welcome Pack containing key information on the day-to-day operation of their accommodation, travel options, the relevant Smarter Travel campus initiatives, and the Mobility Management Plan (MMP) process — including the measures implemented, their objectives, annual mode-of-travel targets and the annual travel survey to be completed. The pack covers the following chapters and topics, which are expanded on in this Operational Student Management Plan:

- welcome and introduction;
- registration process;
- student portal and management system;
- your accommodation;
- safety and security;
- health and welfare;
- maintenance;
- housekeeping;
- waste and recycling;
- room inventory;
- post and deliveries;
- pedestrian access, drop-offs and related matters;
- travel options and Mobility Management Plan targets;
- parking management strategy (car, cycle, EV and mobility);
- making a complaint and the behaviour policy; and
- emergency procedures.

The final Student Welcome Pack will be designed, approved and available before the development is complete. It will also inform residents about the relevant Smarter Travel campus initiatives and the full range of travel options — walking, cycling, bus, rail, driving and air travel — with signposting to the relevant institutional and public transport resources, including Transport for Ireland.

7. Fire Safety Management Plan

Statement of Intent

The operator will be committed to the following:

- preventing accidents and work-related ill health;
- meeting statutory requirements as a minimum;
- assessing and controlling the risks arising from our activities;
- providing a safe and healthy environment;
- ensuring safe working and management methods;
- providing effective information, instruction and training;
- consulting employees, residents and visitors on health and safety matters;
- monitoring and reviewing our systems and preventive measures to confirm they are effective;
- setting targets and objectives to build a culture of continuous improvement; and
- ensuring adequate resources are made available for health and safety, so far as is reasonably practicable.

A Fire Safety Management System will be established to deliver these commitments. Everyone in the company has a part to play in creating a safe and healthy environment for all.

Introduction and Scope

1. Fire is a hazard in any part of the premises. Its consequences include risk to the lives, health and safety of relevant persons, damage to or loss of property, and severe disruption to normal activities.
2. Managing fire risk calls for precautions that combine appropriate prevention and protection, tailored to the building's use and occupancy, its inherent fire risks and the legal obligations placed on the employer, occupier, owner or 'responsible person'.
3. This Fire Safety Management and Fire Emergency Plan applies to the residence. Its requirements extend to everyone at the premises — team members, residents, visitors and contractors — whether engaged permanently or temporarily.

So far as is reasonably practicable, and in line with applicable fire safety legislation and standards, the operator will:

- provide and maintain passive and active fire prevention and protection measures appropriate to the building's use, occupancy and activities;
- provide clear, relevant information to team members, residents and visitors through emergency instructions or fire-safety plans and the risks identified by relevant risk assessments;
- provide a programme of fire-safety training;
- carry out and keep under review a fire risk assessment that analyses building and process fire risks, the existing preventive and protective measures, and areas for improvement;
- maintain a programme of works to improve or sustain the existing fire-safety specifications; and
- ensure enough people — whether front of house, night team or others — are present whenever the building is occupied, with responsibility for initiating the fire evacuation procedure and assisting the fire service.

Practical Fire Safety Arrangements

1. As part of a holistic fire safety management system, and in addition to the management actions set out below, both passive and active fire precautions are essential.
2. Passive fire precautions concern the physical characteristics of the premises designed to contain fire through design, construction and layout, to aid communication and to allow safe evacuation. They relate to:
 - the specification, design, construction and inspection of the building, fire doors and escape routes, taking account of the needs of staff, residents, visitors, people with disabilities and contractors;
 - the safe and secure location of building services such as gas and electricity;
 - clear fire-safety signage for escape routes and final exits, in line with health and safety legislation;
 - prominently located fire-action notices — for example at manual call points — informing people what to do in the event of fire; and
 - education and training of staff in fire-safety arrangements, evacuation procedures and drills.
3. Active fire precautions are the features that detect and respond to fire — fire alarm systems, emergency lighting and firefighting equipment. In particular:
 - the installation, maintenance, inspection and weekly testing of fire alarms;
 - the appropriate design, location, operation, monthly inspection and annual testing of emergency lighting for escape routes;
 - the provision, correct type, location and annual maintenance of portable fire extinguishers and fire blankets where required; and
 - an annual fire-safety inspection of the premises.
4. Fire-safety arrangements will be based on recognised health and safety management guidance and the fire safety management strategy (see Appendix).

The main strands of the strategy involve:

- effective planning, organisation, control, monitoring and review of protective and preventive measures;
- fire-safety risk assessments and building audits;
- fire-safety systems and their maintenance;
- fire warden and staff training;
- fire evacuation drills; and
- building design, alterations and commissioning.

Planning

5. Fire risk assessments are a structured way of determining the risk of fire arising from the premises or a work activity and identifying the precautions needed to remove, reduce or manage that risk. The outcome is incorporated into the fire emergency plan.
6. Fire risk assessments are carried out and then reviewed annually, or whenever there is a building or process alteration, a change of occupation or use, or following a fire incident.
7. Risk evaluation and the resulting control measures take account of the practical fire-safety arrangements described above.
8. Assessments consider who could be affected — their numbers, location and physical and mental capabilities. The significant findings are shared with other responsible persons as appropriate.

9. Where appropriate, an individual Personal Emergency Evacuation Plan (PEEP) is prepared for any team member, resident or visitor whose known disability would affect their ability to evacuate safely.

Maintenance of fire-safety systems sits within the fire maintenance contract, which ensures that servicing is carried out in line with applicable fire-safety legislation and approved codes of practice by fully qualified, properly inducted contractors, and which covers:

- the fire detection and warning system;
- emergency lighting;
- firefighting facilities;
- emergency routes and exits;
- fire-safety signs and notices;
- portable electrical appliance testing (PAT); and
- fixed electrical installation testing (every five years).

10. Fire warden and team training is provided by the competent person appointed by the operator.
11. Fire evacuation drills are carried out each term. Their purpose is to teach occupants how to evacuate correctly in an emergency and to meet legal obligations. Drills are led by the Property Manager, accompanied by pre- and post-drill briefings, with written records retained.
12. Provision is made for the safe evacuation of disabled people.
13. Evacuation follows the established procedures in the fire emergency plan, and all staff, visitors and contractors are made aware of them.
14. All building design work complies with the Building Regulations and relevant codes and standards. Testing of passive and active fire systems is carried out by the Property Manager or on-site team at agreed times during normal hours and in line with current applicable test standards. All building staff and fire wardens are trained in the use of the system and work from set instructions.
15. The house team reports any fault with the alarm system to their Regional Manager, who forwards the details to the appropriate person.
16. A fire-safety logbook records all tests of passive and active measures, along with training and drills.

Organisation and Control

17. Named responsibility for overall fire safety, maintenance, emergency plans and team training is recorded in the appendices.

Directors will:

- ensure the fire-safety policies and codes of practice that support this plan are in place, properly implemented and reviewed;
- ensure a responsible person is appointed for every premises to oversee and implement fire-safety arrangements, and that they are competent and properly trained;
- ensure arrangements are in place to complete fire risk assessments and reviews, including technical fire-protection surveys where appropriate; and
- ensure fire, security and health and safety arrangements at each premises are complementary.

The Property Manager will:

- ensure fire risk assessments and reviews are carried out for their premises;
- ensure fire alarm and detection systems, emergency lighting and extinguishers are correctly located and properly maintained;

- ensure a robust emergency plan is in place to evacuate everyone safely, taking account of people with mobility, sensory and learning impairments, including temporary ones;
- arrange for the emergency plan to be issued to employees, residents and visitors so they know what to do in a fire, particularly how to evacuate safely;
- arrange for a competent responsible person to be nominated to oversee fire-safety arrangements on their behalf;
- ensure staff are trained in fire-safety procedures reflecting the risk assessment;
- ensure a copy of the current fire risk assessment is readily accessible and its provisions complied with;
- ensure risk assessments are reviewed at least annually or after any building alteration, change of process or fire incident;
- ensure effective arrangements are in place for contacting the emergency services; and
- ensure the fire and rescue service is aware of any significant hazards at the premises.

The Competent Person(s) will:

- assist with preparing and reviewing (at least annually) the fire-safety risk assessments;
- ensure compliance with the assessment's outcomes and that the necessary control measures are implemented;
- prepare and review the emergency plan and ensure it is issued to all staff;
- ensure information on fire-safety arrangements is available to residents and visitors;
- ensure all staff, residents and visitors are inducted on the emergency plan;
- arrange and review fire drills each term;
- set out arrangements for assisting visitors, disabled people and those with temporary impairments to evacuate safely, developing a PEEP where appropriate;
- ensure fire alarms are tested weekly;
- monitor that alarm systems, detection devices, emergency lighting and extinguishers are properly maintained;
- keep the fire-safety logbook up to date;
- ensure fire-action notices and signage are appropriate and current;
- keep escape routes clear and ensure access to extinguishers and alarms is not obstructed;
- ensure annual PAT testing and periodic (five-yearly) fixed-installation testing are carried out; and
- ensure quarterly fire-safety inspections of the premises are completed.

Employees and Residents must:

- be familiar with the emergency plan and cooperate by taking part in drills and observing practical fire-safety arrangements;
- know and cooperate with the responsible person for the premises;
- report any fire-safety concerns to the Property Manager;
- be familiar with all escape routes;
- never wedge open, block or obstruct fire doors;
- know what to do on discovering a fire or hearing the alarm, including how to raise the alarm and call the fire service;
- evacuate promptly to a place of safety without putting themselves or others at risk, and not attempt to tackle a fire unless specifically trained; and
- comply with the no-smoking legislation and policy in place.

Monitoring

The following key performance indicators are used to monitor the effectiveness of the Fire Safety Management Plan:

- the number of fires and fire-related incidents recorded annually;
- achievement of set schedules and timeframes for evacuation drills and building audits;
- the number of fire-service call-outs, measured against cause; and
- the number and nature of enforcement, alteration or prohibition notices from statutory authorities.

Review

- active reviews are carried out annually by the competent person;
- reactive reviews follow any fire-safety event; and
- a review is also undertaken after a fire, after changes to the premises, facilities, procedures, equipment or materials, and after changes in staff or resident numbers, roles or processes.

Fire Emergency Plan

Training and Training Provision

Nominated members of the team, security staff and Residential Assistants will be trained in the use of fire equipment and the fire panel, and identified individuals will be trained for fire-marshal duties. In an evacuation, these staff will register visitors at the assembly point(s).

- nominated staff will receive instruction and training for fire evacuation; and
- nominated staff will ensure visitors and contractors have enough information on the actions to take in an emergency evacuation.

Information Distribution

Residents, visitors and contractors receive a copy of the 'Fire Evacuation Plan for Residents, Contractors and Visitors' on arrival, so they know what to do on hearing the alarm or discovering a fire (see Appendix 1).

What Staff Should Do If They Discover a Fire

- raise the alarm by operating the nearest call point;
- call the emergency services on 112 or 999;
- evacuate to the designated assembly point [location to be confirmed on completion of build] — do not use the lift;
- tackle the fire only if trained and where it is safe to do so;
- if responsible for assisting anyone with a PEEP, act as set out in that plan;
- leave by the nearest exit and do not stop to collect belongings;
- ensure visitors are escorted to the assembly point and close doors en route without delaying escape;
- remain at the assembly point; and
- re-enter only when authorised by the responsible person or attending fire officer.

What Residents and Visitors Should Do If They Hear the Alarm

Anyone with responsibility for assisting a person with a PEEP should act as set out in that plan. Otherwise:

- leave by the nearest exit;
- go to the designated assembly point [location to be confirmed];
- do not stop to collect belongings;
- do not use firefighting equipment unless trained;

- pass any information to the building's responsible person;
- remain at the assembly point; and
- re-enter only when authorised by the responsible person or attending fire officer.

What the Team and Residential Assistants Should Do If They Hear the Alarm

- check the alarm panel to identify where the activation has occurred;
- make their way calmly to the activation area and investigate using safe methods as trained — for example, checking the heat of a door with the back of the hand.

If a false activation has occurred: reset the alarm, advise evacuees it is safe to return, and record the activation in the logbook.

If a fire is discovered: raise the alarm at the nearest call point, call the emergency services on 112 or 999, and evacuate to the designated assembly point [location to be confirmed] — do not use the lift. Trained personnel are to tackle the fire only where it is safe to do so. Anyone responsible for assisting a person with a PEEP should act as set out in that plan, then leave by the nearest exit without stopping for belongings, ensure visitors are escorted out, remain at the assembly point, and re-enter only when authorised.

Contacting the Emergency Services

The emergency services are called by the residence team, a Residential Assistant and/or the person who discovered the fire. The fire alarm will signal the automatic monitoring centre in defined circumstances (details to be confirmed at a later stage), for example where the alarm activates for a set period without being reset, where a second detector or a manual call point is activated, or where a heat detector operates. Mobile phones may be used to call for help once outside the building.

Emergency Services Liaison

- a member of the team, security or a Residential Assistant will liaise with the emergency services on arrival; and
- that person will approach the emergency services to make themselves known.

They will provide specific information such as the type of emergency, the location of the fire, any missing persons, the location of any flammable-material stores and high-risk areas, and any unusual activity such as building works or temporary structures. A building plan highlighting specific risks is located by the fire panel. Escape routes and assembly points are to be confirmed at a later stage.

Personal Emergency Evacuation Plans (PEEPs)

The safe, effective evacuation of disabled people needs careful thought, and procedures must allow for the various scenarios that may arise — for example, arrangements for a disabled person employed in the building will differ from those for a disabled visitor unfamiliar with the layout. Systems that may be used include:

- Progressive horizontal evacuation — used where there is a phased alarm system, moving a person from one fire compartment into another outside the initial evacuation zone. A fire compartment is a part of the building separated from the rest by fire-resisting walls, ceilings, floors and doors of appropriate fire resistance.
- Evacuation by lift — possible only where lifts have a secondary power supply and a structurally protected shaft (evacuation or firefighting lifts), which differ from ordinary lifts.
- Evacuation by stairs — using equipment such as evacuation chairs, generally where people are moving downwards or horizontally.
- Use of refuges — relatively safe waiting areas for short periods, separated from the fire by fire-resisting construction, with a safe route to a final exit and clear signage. A refuge provides temporary space for a person to wait for assistance to evacuate; it is not a place to leave someone indefinitely.

The method of ensuring people with any disability, permanent or temporary, are evacuated or taken to a designated safe refuge until they can be evacuated safely is identified within the relevant PEEP, together with the communication channels used to keep anyone in a safe refuge informed.

Visitors and Contractors

All visitors and contractors are signed in and out using the visitors' book and are made aware of the fire evacuation procedures on arrival. In an evacuation, the responsible person takes the visitors' book to the assembly point and carries out a roll call, and the emergency services are informed of any missing persons.

The Team with Specific Responsibilities

- take overall control of the evacuation;
- ensure others with specific duties have taken the relevant action;
- account for everyone in the premises;
- liaise with the fire and rescue service; and
- initiate any additional response relating to the care of people with special needs.

Re-Entering the Building

The building should be re-entered only when the responsible person or senior fire officer advises it is safe to do so. Where the emergency services have been called, only the senior fire officer can confirm the building is safe to re-enter. If the building cannot be re-entered, the disaster plan should be followed.

Appendix I — Fire Evacuation Plan for Residents, Contractors and Visitors

If you discover a fire:

- raise the alarm by operating the nearest fire alarm call point;
- call the emergency services on 112 or 999;
- evacuate to the designated assembly point [location to be confirmed];
- do not use the lift;
- if you are responsible for assisting anyone with a PEEP, act as set out in that plan;
- leave by the nearest exit, following the green and white emergency-exit signs;
- do not stop or return to collect belongings;
- close doors en route without delaying your escape;
- remain at the assembly point until advised otherwise; and
- re-enter only when authorised by the responsible person or attending fire officer.

If you hear the fire alarm:

Anyone with responsibility for assisting a person with a PEEP should act as set out in that plan. Otherwise:

- leave by the nearest exit, following the green and white emergency-exit signs;
- go to the designated assembly point [location to be confirmed];
- do not stop or return to collect belongings;
- do not use firefighting equipment unless trained;
- pass any information to the building's responsible person;
- remain at the assembly point; and
- re-enter only when authorised by the responsible person or attending fire officer.