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Dundrum Central Mental Hospital – Management Strategy Report **March 2022**

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1. Introduction

a. Executive Summary

Savills have been requested by the Land Development Agency to provide a report for the property management strategy for their proposed residential development at Dundrum Road, currently occupied by the Central Mental Hospital.

The aim of this report, as pointed to by both An Bord Pleanála and Dun Laoghaire Rathdown County Council, is to set out the management strategy for the development, including its community areas / facilities, public spaces, residential amenities and apartments, upon completion and move-in of the first residents. It will explain how the development will be operational and how the management and maintenance teams will integrate ensuring that the development is maintained to the highest of standards. A key challenge for a development of this scale is to ensure that it is kept to the highest standards and remains safe for residents and local users. This will be the main priority for the management team.

b. Development Description

The Land Development Agency intend to apply to An Bord Pleanála (the Board) for a 10-year permission for a Strategic Housing Development with a total application site area of c.9.6 ha, on lands at the Central Mental Hospital, Dundrum Road, Dundrum, Dublin 14.

The development will consist of the demolition of existing structures associated with the existing use (3,736 sq. m), including:

- Single storey former swimming pool / sports hall and admissions unit (2,750 sq. m);
- Two storey redbrick building (305 sq. m);
- Single storey ancillary and temporary structures including portacabins (677 sq. m);
- Removal of existing internal sub-divisions/ fencing, including removal of security fence at Dundrum Road entrance;

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- Demolition of section of porch and glazed screens at Gate Lodge building (4 sq. m);
- Removal of walls adjacent to Main Hospital Building;
- Alterations and removal of section of wall to Walled Garden.

The development will also consist of alterations and partial demolition of the perimeter wall, including:

- Alterations and removal of section of perimeter wall adjacent to Rosemount Green (south);
- Formation of a new opening in perimeter wall at Annville Grove to provide a pedestrian and cyclist access;
- Alterations and removal of sections of wall adjacent to Dundrum Road (including removal of existing gates and entrance canopy), including reduction in height of section, widening of existing vehicular access, provision of a new vehicular, cyclist and pedestrian access;
- Alterations and removal of section of perimeter wall adjacent to Mulvey Park to provide a pedestrian and cyclist access.

The development with a total gross floor area of c. 106,770 sq. m (c. 106,692 sq. m excluding retained existing buildings), will consist of 977 no. residential units comprising:

- 940 no. apartments (consisting of 53 no. studio units; 423 no. one bedroom units; 37 no. two bedroom (3 person) units; 317 no. two bedroom (4 person) units; and 110 no. 3 bedroom units) arranged in 9 blocks (Blocks 02-10) ranging between 2 and 6 storeys in height (with a lower ground floor to Block 03 and Block 10, resulting in part 7 storey), together with private (balconies and private terraces) and communal amenity open space provision (including courtyards and roof gardens) and ancillary residential facilities;
- 17 no. duplex apartments (consisting of 3 no. 2 bedroom units and 14 no. 3 bedrooms units located at Blocks 02, 08 and 09), together with private balconies and terraces.
- 20 no. two and three storey houses (consisting of 7 no. three bedroom units and 13 no. 4 bedrooms units) and private rear gardens located at Blocks 02, 08 and 09).

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The development will also consist of 3,889 sq. m of non-residential uses, comprising:

- Change of use and renovation of existing single storey Gate Lodge building (reception/staff area) to provide a café unit (78 sq. m);
- 1 no restaurant unit (307 sq. m) located at ground floor level at Block 03;
- 6 no. retail units (1,112 sq. m) located at ground floor level at Blocks 03, 06 and 07;
- 1 no. medical unit (245 sq. m) located at ground floor level at Block 02;
- A new childcare facility (463 sq. m) and associated outdoor play area located at ground floor level at Block 10; and
- A new community centre facility, including a multi-purpose hall, changing rooms, meeting rooms, storage and associated facilities (1,684 sq. m) located at ground and first floor level at Block 06.

Vehicular access to the site will be from the existing access off Dundrum Road, as revised, and from a new access also off Dundrum Road to the south of the existing access.

The development will also consist of the provision of public open space and related play areas; hard and soft landscaping including internal roads, cycle and pedestrian routes, pathways and boundary treatments, street furniture, wetland feature, part-basement, car parking (547 no. spaces in total, including car sharing and accessible spaces); motorcycle parking; electric vehicle charging points; bicycle parking (long and short stay spaces including stands); ESB substations, piped infrastructural services and connections (including connection into existing surface water sewer in St. Columbanus Road); ducting; plant (including external plant for district heating and pumping station); waste management provision; SuDS measures (including green roofs); attenuation tanks; sustainability measures (including solar panels); signage; public lighting; any making good works to perimeter wall and all site development and excavation works above and below ground.”

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Figure 1 – Site Map with allocated units per block



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c. Schedule of Accommodation

Summary Schedule w/Breakdown

Block	Apartments				Duplex Apartments		Houses		Total	Application	
	Studio	1-Bed	2-Bed (3P)	2-Bed	3-Bed	2-Bed (D)	3-Bed (D)	House (3-Bed)			House (4-Bed)
Block 02	4	68	8	44		3		7	134	SHD	
Block 03	18	58	20	55	10				161	SHD	
Block 04	10	42	8	32	12				104	SHD	
Block 05	5	67		40	6				118	SHD	
Block 06	7	21		5	10				43	SHD	
Block 07		82	1	101	27				211	SHD	
Block 08		9		1			8	7	25	SHD	
Block 09		6		2	3		6	6	23	SHD	
Block 10	9	70		37	42				158	SHD	
Total	53	423	37	317	110	3	14	7	13	977	
%	5%	43%	4%	32%	11%	0%	1%	1%	1%		

Table 1 – Schedule of Residential Accommodation

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Non-Residential Uses (GIA)						
Building	L00 (sqm)	L01 (sqm)	L02 (sqm)	L03 (sqm)	Total	Proposed Use
Gate Lodge	78				78	Café
Block 02	245				245	Medical Centre
Block 03	307				307	Restaurant
Block 03	302				302	Retail
Block 06	1,437	247			1,684	Community
Block 07	810				810	Retail
Block 10	463				463	Creche
Total	3,642	247	0	0	3,889	

Table 2 - Schedule of Accommodation – Non- Residential Spaces (Excluding Management Suite)



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2. Summary of Relevant Experience

Savills has extensive experience in the residential market managing developments similar to the intended development at the current Central Mental Hospital site on the Dundrum Road.

Sites of similar scale include:

- Rostrevor Place, Rathgar, Dublin 6
- U Hansfield, Dublin 15
- Fernbank, Dublin 14

Savills's role in these developments is to manage the development to ensure upkeep of common areas and general maintenance, as well as to manage the tenants. On the tenant management side, tenants are given one point of contact throughout the process, from initial viewing to occupation. The dedicated property manager will deal with all aspects of the tenancies including, but not limited to, contract queries, monitoring of rental payments, issuing of lease renewals and rent reviews and general day-to-day queries. The block management team deliver smart, reliable solutions. Savills have a dedicated Operations Management Platform that allow collaboration between property owners and onsite management to allow for the best development management. In a scheme of owner occupiers, the dedicated property management team will be responsible for the upkeep and running of communal facilities as well as common areas and general maintenance. Their role will be similar to that of a property manager in a rental development, without the other tasks of handling tenants, renewing tenancy agreements, etc. Owner's will pay a service charge for the development / block upkeep and the property manager will be responsible for the collecting of this as well as managing the yearly management budget.

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Figure 2 - Rostrevor Place, Rathgar



Figure 3 – Opus, Hanover Quay



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3. Appointment of Property Managing Agent & Associated Responsibilities

It is optimal to appoint a property management agent prior to the completion of the development in order to ensure that all the necessary procedures and policies are in place for completion, ensuring no delays when the first residents take up occupation.

The property management agent is appointed to oversee the management of the development and the common areas (internal and external) to ensure that the development is well maintained to a high level.

The property manager will have the responsibility of preparing the annual service charge budget and to ensure that all the necessary funds relating to the service charge budget are received.

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4. Amenity Considerations & Management

The proposed development has been designed to establish a new community, creating much needed homes and amenities along with associated public spaces and social infrastructure. The design provides extensive open space for both residents and the wider neighbourhood, integrating features of the existing site such as the walled garden and creating points of connection with the surrounding neighbourhood to improve connectivity for both those looking to access the amenities within the site but also transverse the site using the cycle and pedestrian access routes proposed.

A number of commercial and community spaces are provided for in the design, these are provided throughout the development across the various blocks as indicated by Figure 4 and detailed in Table 3.



Figure 4 – Site Map showing location of Non-Residential spaces

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Amenity Type	Block	Size
Café	Gate Lodge	78 sq. m.
Medical Centre	Block 2	245 sq. m.
Retail Unit	Block 3	302 sq. m.
Restaurant	Block 3	307 sq. m.
Community	Block 6	1,684 sq. m.
Retail Unit	Block 7	810 sq. m.
Creche	Block 10	463 sq. m.

Table 3 – Non-Residential Spaces (excludes Management suite)

The creche will provide a valuable service to children of residents, but local area residents will also be able to avail of its services. The location of the Management Suite at Block 10 allows ease of access for all residents as it is located close to the entrance along one of the two main access roads.

A community facility with multipurpose hall is proposed in Block 6 providing much needed facilities to the neighbourhood. The design will facilitate community and sporting groups, creating the potential for synergies with existing groups and providing space for both new and existing community and sports groups to come together to enjoy the space and support the development of an integrated community.

This is envisaged to be operated as a publicly accessible community centre, open to the public and operated on a similar basis to other community centres which are successfully operating within the county. Subject to agreement we would expect the centre to be run by an appointed board of management with appropriate representation providing safe, accessible and affordable space to cater for a diversity of community related activities. The LDA have engaged with Dún Laoghaire Rathdown County Council Community and Cultural Development Department in relation to the ongoing management of this unit however, given the proposal is currently at the planning stage, DLRCC considered it to be premature to reach any agreements. The LDA are committed to creating a sustainable, publicly accessible, community centre at this

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location and will seek further engagement with DLRCC at the appropriate time in the process, subject to a successful grant of planning.

a. External Amenity Space

Extensive public open space is provided for within the design providing a variety of spaces for leisure, play areas and biodiversity. External amenity space is provided for each block at podium level or in the form of roof gardens. Maintenance of external amenity space for each apartment block will be the responsibility of the management company with public open space, largely proposed to be taken in charge. Areas not taken in charge by the local authority will be managed by the management company.

A schedule of maintenance will be put in place to ensure the upkeep of these spaces and landscape maintenance plans will be developed in accordance with habitat and biodiversity goals set out in the application.

b. Management of Estate Community & Amenities

The management of the estate will be carried out with the use of Management offices and onsite estate manager when appropriate. In the case of the development being owner occupied, a service charge will be created to cover the costs of the management offices and onsite estate manager as well as covering items including general repairs and maintenance, landscaping upkeep, lift maintenance, security systems (cameras, fobs, etc.), and cleaning (windows, common areas refuse, etc.). Any residents' amenities available on site will also be covered under the service charge. The above amenities and services will be included within the rents paid by tenants in a rental scenario.

(i) Management Offices

The management company will be responsible for the management of the residents within the development as well as the overall estate including security, pedestrian / cyclist access points, waste areas, parcel delivery, car parking, events

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and community and stakeholder engagement. The management company will also be responsible for tenant management of the commercial units on site.

The estate management team has several responsibilities, outlined below:

- Management and implementation of parking and mobility strategy, as Mobility Manager for the development.
- Management of lease agreements and operational budget for the effective management of the common areas
- Management of contractors and other requirements of efficient building and estate management
- Co-ordination of stakeholder and community events and engagement.
- Ensuring that appropriate behaviour standards for residents are upheld, creating a secure and safe environment
- Management of delivery strategies to ensure full access to facilitate deliveries for all stakeholders as required.

c. Heating

A centralised / communal heating scheme is proposed to meet the space heating and domestic hot water requirement for the development, excluding the town houses. The centralised heating scheme is intended to be made up of air-water heat pump(s) with a gas boiler top up if required.

The heat network will be heated by the air-water heat pumps in a centralised location. Hot water is distributed through a heat network, providing space heating and domestic hot water for the complete development. A heat interface unit is located within each dwelling, within this unit a plate heat exchanger transfers the heat from the heat network to the dwellings internal space and domestic hot water system. A management company or a third party ESCO company will bill individually for heat consumed.

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This system has many advantages for the development:

- It can provide Part L compliance and meet renewable targets from a centralised location.
- Most system maintenance can be carried out without access to the individual apartments (some maintenance will be required for HIUs).
- Reduces space requirement for plant within the units when compared to individual heating systems.
- Space heating can also be met in common areas by the communal heating system removing the requirement for additional HVAC system and reducing maintenance.
- Future proofs the development as it allows for other renewable gases such as green hydrogen to be used in the future, with minimal changes to the heat network.

d. Security and Access

The scheme has been designed to create a safe neighbourhood, using passive surveillance through the positioning of retail, commercial and play spaces throughout the site. Appropriate public lighting is proposed throughout the development including along the key access routes through the site.

Security will be a key component of the management strategy, particularly in the early stages of the complete development. The aim of this is to make both residents and surrounding locals feel secure with the addition of a large-scale development.

It is foreseen that the initial security offering could comprise of full-time security followed by a phased down approach to include security patrol cars and cameras in key circulation areas within the control of the management company.

Access to each apartment block will be controlled appropriately using fob access at entrance lobbies with intercom systems allowing individual apartments manage guest access. Access control will be installed for resident bin and bike stores also.

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5. Parking & Mobility Management

a. Site Location & Context

The proposed development is located in an accessible area with significant amenities within the surrounding neighbourhood and access to multiple forms of public transport including Dublin Bus routes and the LUAS. The design of the scheme seeks to create a vibrant and sustainable place to live and has sought to give priority to pedestrians and cyclists routes.

A key element of the design is the provision of pedestrian and cycle linkages on the west, north and south sides of the lands, as outlined in Figure 5. These will serve as both amenity routes and access routes to the greater Dundrum and Windy Arbour area. As amenity routes, they will form part of long-distance amenity routes which can connect cyclists from Bird Avenue, through Mulvey Park and the site onto Rosemount Green and Dundrum south or east to Goatstown Road.



Figure 5 – Masterplan Strategy – Movement Diagram

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b. Mobility Management Strategy

A Mobility Management Plan (MMP) is provided as an appendix to the Traffic and Transport Assessment submitted with the application. The purpose of the Mobility Management plan is to establish a formal mobility and traffic management plan dealing with transport modal shift and accessibility. A number of proposals are included in the plan covering cycling, parking, traffic management and bus services and the main initiatives of the LDA to achieve this are outlined as follows:

- (i) To maximise the permeability and efficiency of the design to facilitate connectivity with existing infrastructure.
- (ii) To improve accessibility to public transport and active modes of transport.
- (iii) To reduce reliance on private cars and therefore reduce transport emissions.
- (iv) To work closely with the Local Authority, the National Transport Authority, Irish Rail, Dublin Bus, Transport Infrastructure Ireland, Bus Éireann and all other relevant stakeholders in a partnership model to promote an increased uptake in public transport.

Active mobility is a primary aim of the LDA for this development. Residents' accessibility to public transport services in the area along with the extensive cycle networks will facilitate a reduced reliance on private cars. The allocation of parking spaces for residents is provided in the application throughout the development in addition to the provision of spaces for car sharing services and visitors. Residents will be allocated car parking spaces as part of lease / sales agreements and as noted within the MMP a Welcome Pack will be provided to all new residents to ensure all residents are aware of the travel choices available to them.

The management company will act as Mobility Manager for the site to deliver the Mobility Management Plan.

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c. Bicycle Spaces

Cycle routes are proposed throughout the development, with access through the main access points along the Dundrum Road as well as through Rosemount Green and Annville Park.

There will be 2,376 bicycle spaces located throughout the development, which will be divided between bicycle spaces for residents and communal spaces for visitors.

d. Parking Management Strategy

Car parking is located throughout the development within each block, catered for in either podium/under-croft, and off-curtilage parking. There is a total of 547 spaces for the development with 492 of these allocated to the residential apartments.



Figure 5 – Car Parking Locations



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The management company will actively manage car parking as part of the Mobility Management Plan. Car parking will be allocated to residents as part of lease / sales agreements.

To avoid abuse of parking facilities and the abandonment of cars, the property management company would recommend introducing a clamping regime and fob system where appropriate. This can be tailored by the management agent to suit the development and parking structure that will be in place. A clamping company will be contracted to carry out this work on behalf of the managing agent.

Visitor spaces will be provided for in the development to allow residents of the local area to avail of the retail providers.

6. Conclusion & Contact Details

Savills have considered the details and plans of the proposed development. Based on our previous experience, Savills have set out in this report their opinion on how the overall management of the scheme can be successfully achieved to the highest of standards for the benefit of the residents but also the surrounding neighbourhood.

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