

# **DELIVERING THE WHEAT QUARTER**

JANUARY 2018



## DELIVERING THE WHEAT QUARTER

This application has been submitted by Icen Projects Ltd on behalf of the applicant, Plutus Estates (WGC) Ltd and Metropolitan Housing Trust, for a mixed-use redevelopment to create a new civic, residential and business quarter at land known as the former Shredded Wheat Factory, off Bridge Road and Broadwater Road in Welwyn Garden City. The description of development is as follows:

***Creation of a mixed-use quarter comprising the erection of up to 1,340 residential dwellings including 414 (31%) affordable dwellings (Use Class C3); 114 extra care homes (Use Class C2); the erection of a civic building comprising 494 sq.m of health (Use Class D1), 494 sq.m of community use (Use Class D1), 1,232 sq.m of office (Use Class B1) and 646 sq.m of retail (Class A1/A2/A3/A4/A5); alterations, additions and change of use of Grade II Listed Building and retained Silos to provide 5,096 sq.m of flexible business floorspace (Use Class B1), 265 sq.m Combined Heat and Power (Sui Generis), 2,494 sq.m International Art Centre (Use Class D1), 1,226 sq.m Gymnasium (Use Class D2), 1,576 sq.m of restaurant/coffee shop/bar (Use Class A1/A3/A4/A5), Creche/Day Nursery of 644 sq.m as well as a Network Rail TOC Building of 364 sq.m; plus associated car parking, access, landscaping, public art and other supporting infrastructure.***

This joint venture has been formed in order to deliver a better planning outcome for all parties and to facilitate the immediate delivery of an important gateway site that, whilst housing-led with significant quantum of affordable housing, is mixed-use in character, type and emphasis.

The applicants seek to deliver significant parcels of development in advance of Welwyn Garden City's centenary celebrations in 2020 and are striving to complete the entire development within a 4-year period. Accordingly, the applicants have begun focusing on the delivery of the first phases of development, which include the delivery of affordable housing and the renovation of the Listed Building.

The application site is considered to be vital to the Council's priorities in respect of providing mixed and balanced communities, ensuring overall housing delivery, facilitating holistic urban regeneration, and providing a diverse array of new social and economic opportunities from new development.

This document explains the applicants approach to site delivery and management, and comprises the following:

- Phasing Delivery Plan;
- Estate Management Strategy
- Welwyn Garden City Living Well Centre Proposal Document;
- Public Art and Museum Document;
- Footbridge Refurbishment Brief; and
- Footbridge Cost Model

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Living Well Centre

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# ESTATE MANAGEMENT STRATEGY

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# Estate Management Strategy

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The Wheat Quarter  
Former Shredded Wheat Factory Site  
Welwyn Garden City



# Estate Management Strategy

Former Shredded Wheat Factory

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## 1.0 Introduction

This Estate Management Strategy has been prepared on behalf of Plutus Estates (WGC) Limited and Metropolitan Housing Trust in relation to the redevelopment of the Former Shredded Wheat Factory, Welwyn Garden City. It has been designed to provide a clear framework to ensure that a high quality environment, once provided, is managed and maintained resulting in an inclusive public enjoyment and use across the whole of the development in the short, medium and long-term.

It will ensure that all Public Realm is managed, maintained, repaired and renewed to a high standard wherever appropriate or necessary to be safe and accessible for use and enjoyment by all members of the public, as well as residents and occupiers. This will be reflected in the leases granted, so it is clear from the outset that the public realm for the scheme will be managed as one through an Estate Management Company via an Estate Service Charge.

It is anticipated that elements of the site will be disposed, either during the development process or on completion of the development. This Estate Management Strategy will therefore outline key considerations from a management perspective, to ensure that the ongoing management and maintenance of the Estate is of a high quality and consistent across the different ownerships. The strategy applies to the whole development area (North Site and South Site), working with Metropolitan Housing Trust (MHT) who will ultimately be responsible for managing component parts of the South Site. The non-adopted Public Realm and infrastructure to be delivered over the North and South sites is set out in **Section 2.0**.

The general arrangement and landscaping plans shown in **Appendix 1** show the extent of the North and South sites, including the public realm to be delivered.

The redevelopment of the whole site will require an effective management structure to be established which evolves as the phases come forward, ensuring the high quality nature of any non-adopted infrastructure and public realm delivered, is maintained following completion and a comprehensive and co-ordinated approach is taken.

It is recognised that the long term success of the Former Shredded Wheat Factory in terms of economic growth and performance of the asset will be significantly influenced by its reputation as a desirable and sustainable environment.

The most important elements of this long term management philosophy will be enshrined within the Estate Management Strategy including access and safety, maintenance, cleaning and lighting and will accord to the principles of good estate management. It will be a collaborative effort between the developer, MHT and any long leasehold plot owners to ensure that the Strategy is performed, which will be effected by each party having a share in the Estate Management Company.

This document provides:

- A definition of the Estate under management
- An explanation of the proposed approach to the Estate Management Strategy including the overall vision and key principles, but also establishing minimum standards to be enforced;
- Details of the structure for the proposed management of the site via an Estate Management Company
- An outline of the proposed method of recovering Estate management and maintenance costs

## 2.0 The Estate

The Estate is made up of the North and South sites comprising residential (C3) including two assisted living (c2) Blocks and one over 55 rented Block, retail (A1-A5), commercial offices (B1), leisure and community and health (D1 and D2) uses.

The Public Realm for the whole scheme and Commercial element of the North side of the scheme will be retained by Plutus Estates (WGC) Ltd, while some residential Blocks may be built out and managed by third parties. The residential element of the South side of the scheme will be built out and managed by the Metropolitan Housing Trust. The Public Realm for both the North and South of the scheme will be managed and maintained as one, to the same service level to ensure a consistent quality across the estate, in accordance with a Design Code. The Design Code will also be applicable to all Blocks under separate ownership, so the residential occupier landscaped gardens within the Blocks are managed and maintained to the same level.

The extent of the public realm is shown on the Landscaping Masterplan in **Appendix 1**. The semi-private hard and soft landscaping within the individual residential Blocks red line boundaries will not form part of the public realm and will be managed by the Block owner. The individual residential Block owners will be required to keep the buildings in good repair and landscaping well maintained as designed within the long leasehold agreement when transferred to the Block owner.

The public realm will comprise hard and soft landscaping including all roads, pathways, artwork, community gardens, wildlife area, skate park and water features as outlined in the Landscaping Masterplan in Appendix 1. The split between the sites is as follows:

### North Site

- Goodman Square / The Wheat Quarter
- The Grain House
- Sensory community garden
- Louis de Soissons' Garden
- Reiss Walk
- Water feature
- Former rail tracks
- Wildlife area
- Skate park
- Internal roads and footpaths
- Art and Museum Hub
- Cycle and customer car parking
- Network Rail Bridge and Lift

### South Site

- The Weave
- Internal roads and footpaths
- Cycle and car parking
- Formal play areas
- Informal play areas
- Roche Garden



## 3.0 Vision and Key Principles of the Estate Management Strategy

### Vision

The vision for The Wheat Quarter is to deliver a unique destination for people to live, work and spend their leisure time. The redevelopment of the former Shredded Wheat Factory community elements is due to complete in 2020, which coincides with Welwyn Garden City's centenary year in which the town will be celebrating its origins in the Garden City Movement.

The Wheat Quarter will be built on the original principles on which Welwyn Garden City was founded: sustainable development, creating a sense of community, promoting health and wellbeing, and benefitting from commercial activity.

### Key Principles

This Estate Management Strategy aims to create a management ethos based upon community, heritage and innovation to inform the future management and maintenance of the completed development. In order to achieve this, we set out below the Strategy's Key Principles:

- Maintaining and enhancing investment value
- Encouraging stakeholder engagement
- Creating a sense of community
- Promote site heritage
- Creating a robust Estate Management Structure to ensure a high level of control over the quality and consistency of public realm management and maintenance
- Ensuring a safe, secure and inclusive environment
- Creating and implementing appropriate mechanisms for the recovery of management and maintenance expenditure
- Clearly define assets that form part of the public realm
- Set clear boundaries and lines of responsibility
- Identify a clear exit strategy for Master Developer

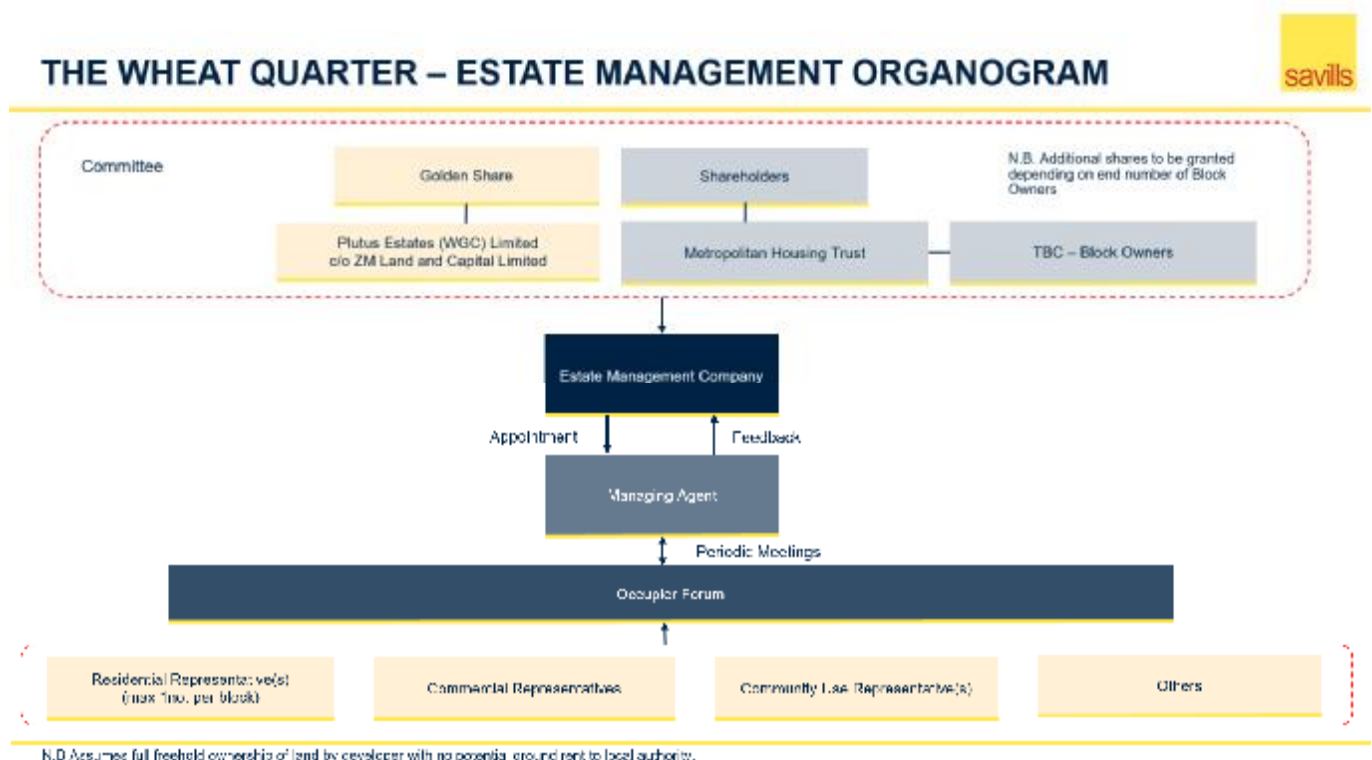
## 4.0 Estate Management Company

It is intended that a not for profit Estate Management Company (Estate ManCo) will be set up to manage the Estate Management services such as administering the Estate Service Charge and procuring contracts that can be undertaken by the Estate ManCo, or can be contracted out to a managing agent. The Estate ManCo will act as the decision making body for the strategic running of non-adopted public areas of the Estate.

The Estate ManCo will be controlled by a main board of directors responsible for managing the company, with representatives from plot owners and occupiers. The Developer will hold a Golden Share, giving it ultimate rights to outvote other shareholders. As the development comes forward and plots are sold, Estate ManCo shares will be allocated to new plot owners.

### Structure

The organogram below outlines the proposed Estate ManCo structure for The Wheat Quarter taking in account the various stakeholders both short and long term.



There is no doubt that good management can make a real difference and there are clear benefits of having a single point of management control.

The importance of establishing a robust and comprehensive management structure, where everyone is committed to implementing a long-term management approach commencing from the very outset of the development programme, is recognised.

# Estate Management Strategy

## Former Shredded Wheat Factory

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### Accountability and Powers

The Managing Agent, on behalf of the Estate ManCo, will negotiate appropriate contracts to maintain the estate in accordance with the management contract agreeing the scope of services, reporting and performance measures for each agreement, ensuring value for money and transparency.

The financial records for the Estate together with all invoices relating to the running of the Estate will be open to inspection by tenants, if required by appointment, and in accordance with statutory requirements.

Periodic Occupier Forum meetings shall be held to discuss management issues and meeting minutes will be available to all occupiers.

### Administration / Key Responsibilities

The Managing Agent, on behalf of the Estate ManCo, shall be responsible for:

- Rent Collection including ground rent as applicable
- Service Charge collection
- Recruitment and staffing
- Estate maintenance issues
- Service and maintenance contracts
- Service charges and annual accounts
- Estate insurance claims for common parts
- Breaches of the lease
- Proposed changes of ownership or sub-letting

A detailed scope of service will be agreed to ensure that the high standards of service delivery and efficient property management meet the needs of all.

### Funding

The Estate ManCo will be set up as a not for profit company. All management and maintenance expenditure relating to the Estate Common Areas will be recovered via a Service Charge arrangement with all occupiers. The Estate Service Charge regime is detailed further in **Section 5.0**.

Depending on the level of pre-sales and pre-lettings achieved at the scheme, the Developer or investors may initially be required to pump prime the Estate Service Charge to account for the need to run and pay for contracts such as cleaning and security during a period in which the number of units occupied is not enough to cover the Estate expenditure.

### Reporting

Purchasers/investors of freehold and leasehold properties/Blocks will be informed about Estate ManCo at the outset of sales negotiations and provided with briefing notes setting out its role and responsibilities.

The briefing note will include details of public and private infrastructure, services and amenity land and will include details of the Service Charge budget.

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Periodic meetings will be held between the Estate ManCo directors and the Managing Agent to monitor, review and discuss the maintenance of the estate and ensure that the role of Estate ManCo continues to be actively communicated to existing and prospective occupiers

Annual general meetings (AGM) to which all Estate ManCo Directors on behalf of the stakeholder investors will be invited to ensure their inclusion in the running of the Estate. Minutes from the AGM will be circulated to all occupiers.

## 5.0 Estate Charges

The purpose of this section is to set out the long term funding arrangements to secure the ongoing viability of the management of the public realm. This does not include adopted structures or individual residential Block management and maintenance recharges.

Service delivery is to be based on the principle that Service Charges will be fully recoverable for the public realm.

### Service Charge Estimates

The managing agent will be responsible for the production of annual financial budgets for the running costs of the Estate for the various phases in accordance with the lease. Budgeting will be set on the basis of pre-specified service levels and costs obtained via a competitive tendering exercise for each service category. Items of a cyclical nature or major repairs/refurbishments would be maintained via a collection of funds towards a reserve fund, separately referred to below. There will be separate budgets for:

- Estate Services – benefitting all occupiers across the public realm estate
- Block Services – shared by residential occupiers within their Plot, Building or Block (where applicable)
- Commercial Services – shared by commercial occupiers (as applicable)

It is anticipated that individual residential Blocks will be managed by the plot owner and therefore budgets for the running of all internal and external services within the plot red line boundary will be produced by the owner.

The proposed annual budget estimates and Service Charge for each accounting year will be presented to the Estate ManCo for approval. Instalments will be demanded quarterly in advance on commercial units and half yearly in advance for the residential occupiers. Should any unbudgeted expenditure arise in year, the EMC will be able to recover this from leaseholders/freeholders in accordance with the covenants within the freehold and leasehold documentation.

### Apportionment basis

The proportion applied will be calculated for each residential Block / commercial floorspace as a percentage of the whole estate and in accordance with the apportionment schedule. The total charge will be broken down and allocated to each unit following a formula to be set and agreed by the Estate ManCo which would vary by unit size, unit type, tenure, and use.

### Annual reconciliation

At each year end, on completion of the audit of the management company's accounts, each occupier will receive a reconciliation statement showing any credit or debit balance on their Service Charge account.

### Reserve fund

To finance future anticipated expenditure on the communal areas [e.g. major repairs and replacements], tenants will be required to contribute an annual sum, which will be collected as part of the Service Charges. The sums to be collected for the reserve fund will be determined by the company based on the planned preventative maintenance plan for the estate, whose decision shall be final. The sums, which are not refundable, will be held by the managing agent in a separate trust fund account, and used in accordance with the covenants contained in the lease.

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### Affordable Housing

The Estate Service Charge in relation to the affordable units to the South of the scheme is tenure blind, on the basis all occupiers across the whole Estate benefit from the same services which must be fair and reasonable as per the Service Charge Code of Practice.

### VAT

It is assumed that the Estate ManCo will elect to waive the exemption from VAT on commercial property and will charge VAT inclusive Service Charge on residential plots.

### Set Up Budget

It is important to stress that the initial equipping of the scheme in readiness for the practical completion of the first plots must be funded by developer as capital expenditure to follow best practice models for commercial and residential Service Charge Codes of Practice. Typical set up items include:

- Recruitment costs for the Estate manager/ team
- Staff costs for the Estate manager/ team prior to scheme completion
- Cleaning & Security Mobilisation
- Refuse equipment
- Spares
- Initial risk assessments for Health & safety, Fire, Equality Act
- Estate Office/ Estate Staff Welfare/ furniture and associated IT and telephone systems

### Empty Units and Service Charge Concessions

The Landlord will pay the Estate Service Charge for any void plots or empty properties awaiting redevelopment. Similarly, if there are any forms of concession where the Service Charge is capped or lower than the apportionment due then the Landlord pays the difference between the two amounts.

### Other Funding Sources

The Estate ManCo will work on opportunities to develop new revenue streams and uses to meet the needs of the occupiers within the Estate. This could include for example, events such as farmers markets and seasonal markets, commercialisation units (kiosks, RMUs etc. See section 7.0 for further information.)

Should any commercialisation / non-core income streams take place in the Common Parts, a contribution to the Service Charge is to be made by the owner to reflect the benefit and use of the services (e.g electricity, cleaning, rates). Best practice for the owner is to clearly state the policy with regard to miscellaneous income within the development. Transparency is required at all times.

The rules are as follows:

- If the item is not funded by the Service Charge, nor does it use any services, 100 per cent of the income goes to the owner.
- If the item is funded by the Service Charge, the income is credited to the Service Charge .
- If the item uses some of the services and/or needs support from the site team who are being paid via the Service Charge, a contribution is to be made to the Service Charge in accordance with the policy.

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It is recommended that it remains solely at the Estate ManCo's discretion to offset income against Estate costs in the Service Charge, however by virtue of the extent of the public realm and proposed community uses, it would be beneficial for the income generated from the public realm to be offset against the running costs for the Estate to keep the Service Charge as low as possible.

### Marketing

Any marketing associated with the scheme would be covered within the commercial Service Charge budget which would. In line with industry standards, 50% of marketing costs are recovered via the Service Charge and 50% are covered by the landlord.

### Buildings Insurance

Arranging and maintaining adequate buildings insurance cover for the Estate office is the responsibility of the landlord. The managing agent will collect the insurance rent from occupiers separately from the Service Charge, and account to the landlord for these sums.

### Public Liability, Engineering and Claims Excess Insurance

The Service Charge will include a provision for public liability insurance relating to incidents that may occur in the public realm, engineering insurance for common M&E plant and lifts and claims excess insurance.

### Collection of Service Charges and Measures to Recover Monies not Paid or in Arrears

The mechanism for collecting Estate Service Charges will be as follows:

- Within 30 days of Service Charge demand letters being sent, if no payment has been received a first reminder letter will be sent.
- If 30 days later no payment has been received a second reminder letter will be sent, advising that if payment is not received within 14 days the matter will be handed to debt collectors/solicitors.
- If no payment after 14 days a letter will be the debt collectors/solicitors advising that the matter is to be lodged at Court.

Should commercial occupiers or residents default on payment, vacate their property or should any other unforeseen eventuality take place resulting in non-payment of contributions to the Estate ManCo, it will be the responsibility of the Estate ManCo (via the Managing Agent) to pursue the outstanding contributions in the first instance. Failing that, legal proceedings will be pursued by the Estate ManCo for the breach of covenant.



## 6.0 Non-Profit Making / Community Uses

As it is not envisaged that community assets such as the Art and Museum Hub, Gallery, Footbridge and Community accommodation will be let on commercial terms, long term, the Estate ManCo will be responsible for their management and maintenance. It is anticipated that the developer will have to pump prime these uses initially for a term of 5 years. They will contribute to the Service Charge on the same basis as other retailers and occupiers within the Estate. It is anticipated that other income streams throughout the Estate, through commercialisation, marketing, advertising and events will assist in offsetting the Service Charge costs to minimise their occupational costs as far as possible, to allow community uses to thrive.

## 7.0 Assessment of Public Realm Viability

### Commercialisation Strategy

We have reviewed commercialisation opportunities on the North Site to assess the viability of the public realm. The vision is to enliven the public realm with pod retail units, offering services that are useful to tenants and business users. The revenue generated from the annual rental level will be credited to the Service Charge, to contribute towards the running costs of the public realm area.

The key principles are as follows:

- Target sectors that offer useful services to tenants and business users
- Food and coffee are obvious choices for consumers who are looking for grab 'N' go snacks for breakfast, lunch and dinner
- Services such as bike repair are especially popular and current. Making this accessible will be a true benefit for tenants and workers in the area and it is anticipated that this will be linked to the Motorcycle Museum
- We recommend a group offer of street food operators (between 3 and 5 pitches at any one time). This keeps the offer fresh and introduces exciting new products for everyone to enjoy
- Keeping units unique and bespoke to each individual retailer will keep costs lower and rotation of retailers much easier, it will also help keep the area vibrant.
- Farmers Market
- Classic Car parades and shows

Suggested Commercialisation Sites:






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Suggested Retail Offer and Income Projection (subject to negotiation):

Retail Offer	Description
<p>Bike Shop</p> 	<ul style="list-style-type: none"><li>Location – site 3</li><li>Use – bike shop or similar service offer such as key cutting, shoe repair or laundry</li><li>Requirements – 32amp power x 2, Wi-Fi, (50mm drainage optional)</li><li>Dimensions – 4m x 4m x 3m</li></ul>
<p>Coffee Shop</p> 	<ul style="list-style-type: none"><li>Location – site 1</li><li>Use – coffee shop / grab N go</li><li>Requirements – 32 amp power, Wi-Fi, drainage</li><li>Dimensions – 3m x 2m x 2.5m</li></ul>
<p>Barber shop</p> 	<ul style="list-style-type: none"><li>Location – site 4</li><li>Use – barber pod or similar</li><li>Requirements – 32 amp power and drainage</li><li>Dimensions – 4m x 3m x 2.5m</li></ul>

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Retail Offer	Description
<p data-bbox="113 427 462 454">Street food – rotational schedule</p>  Two photographs of food trucks. The top photo shows a modern wooden food truck with a menu board and a person standing outside. The bottom photo shows a red vintage fire truck converted into a food truck, parked on a street with trees in the background.	<ul style="list-style-type: none"><li data-bbox="798 853 1476 913">▪ Location – site 2 (3-5 sites) each operator rotating on a weekly basis</li><li data-bbox="798 920 1310 949">▪ Use – multiple street food/grab and go food</li><li data-bbox="798 956 1209 985">▪ Requirements – 13amp power x 5</li><li data-bbox="798 992 1150 1021">▪ Dimensions – 2m x 2m x 2m</li></ul>

## Summary

The units above would be held on a short term licence (1,3,6 or 12 months) and occupiers would be responsible for running costs and business rates. These pods may be subject to planning and further advice on this would be sort.

There may also be opportunities for digital advertising subject to a site survey by various agencies upon or close to site completion.

A summary of projected annual revenues is below. The year one projection assumes that there may be an initial rent free offer to attract interest from operators.

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### Marketing / Placemaking Strategy

A Marketing and Placemaking Strategy has been drafted to complement the commercialisation offer above, and enliven the public realm on the North Site making The Wheat Quarter a vibrant and exciting place in which to work and live.

Key principles of this strategy are below:

- Visiting themed markets throughout the year would generate income that would allow for animated, creative events to be produced.
- A night market would attract the after work crowd and promote a sense of evening economy to compliment any bars and restaurants
- At the weekends other unique markets include the classic car boot sale that runs alongside quality food traders by British Street Food
- An outdoor cinema is a great concept, and could be complemented by add on attractions such as food and drink stalls and other events such as crazy golf, live classical music to film, yoga classes, ping pong tables.

### Suggested Placemaking Sites



### Suggested Placemaking Opportunities

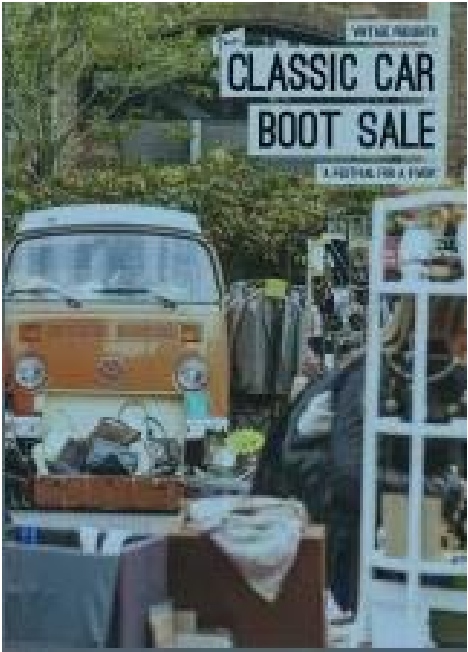

Suggestion	Description
Goodman Square – Events/Markets	<ul style="list-style-type: none"><li>▪ Location – site 2</li><li>▪ Use – a mix of visiting markets that are themed, i.e. food, antiques, night market</li><li>▪ Requirements – 32 amp power x 2, access to flowing water and drainage of water, lighting</li></ul>



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Suggestion	Description
 A photograph of a classic car boot sale. A white sign with black text reads "CLASSIC CAR BOOT SALE". Below the sign, a vintage orange and white Volkswagen van is parked. The van's front is open, and various items are displayed on the ground in front of it. A person is standing next to the van, and a white shelving unit is visible to the right.	
<p data-bbox="113 1108 292 1133">Outdoor Cinema</p>  A photograph of an outdoor cinema event. A man in a dark suit stands with his back to the camera, facing a large screen. The screen displays a black and white image of a person in a hat. In the foreground, there is a drum set and other musical equipment. The scene is lit with stage lights.	<ul style="list-style-type: none"><li>▪ Location – projected onto Grade 2 listed Silos / Louis De Soissons Gardens</li><li>▪ Use – outdoor cinema, classical music, bar/food, community garden &amp; events</li><li>▪ Requirements – 32 amp power, water source</li></ul>

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Suggestion	Description
<p>Brand Promotion</p> 	<ul style="list-style-type: none"><li>▪ Location – site 2</li><li>▪ Use – pop up short term brand promotions</li><li>▪ Requirements – 13amp power</li></ul>



## 8.0 Ongoing Management – Quality and Consistency

### Quality and Consistency of Management

It is recognised that a significant proportion of the South Site will be managed by MHT and the plots within the North Site may be disposed to third parties in line with the owner's strategy. It is, however, essential that the high quality of the original development is maintained consistently over the whole scheme. A Design Code will therefore be implemented, to set out the base level design and maintenance standards that the developer expects all present and future stakeholders to uphold.

### Management and Maintenance Principles

The landscaped areas will be managed and maintained in line with Section 11 of the Landscape Design Statement (LDS) prepared by Bradley Murphy Design, a copy of which is included at **Appendix 2.0**. The LDS sets out the maintenance operations that will be undertaken under warranty by the installation contractor for the first 12 months, and operations to be carried out into the future by the appointed Landscape Contractor on behalf of the Estate Management Company in the Estate common areas. This will support the following objectives for the maintenance of the landscaped areas to the highest standards:

- To facilitate an efficient and sustainable landscape management and maintenance regime through the lifetime of the development
- To provide a safe, high quality external environment for all site users
- To maintain a robust and visually appealing landscape setting;
- To ensure that the landscape develops in a manner commensurate with the original design intentions
- To ensure the successful establishment and continued growth through to maturity of the trees and other planting identified on the Landscape Proposals
- Through best horticultural practice to ensure all plants are regularly maintained to promote growth and vigour.
- To ensure that existing retained trees and boundary vegetation are monitored and managed in accordance with the Landscape Design Statement
- To ensure that all hard surfaces, street furniture and play equipment are regularly inspected and maintained in good working order.
- Health and safety of operatives and the public is considered at all times.
- Tidiness is maintained all year round through the careful removal of litter and weeds and through selective thinning, mulching and replacement of plant failures.
- That all management and maintenance practices consider issues of sustainability, particularly through the responsible use of natural resources.
- Shall be managed either directly or via contracting out, with appropriate Service Level Agreements and Key Performance Indicators.

Management and maintenance regimes should be subject to periodic review with appropriate specialist contractors to ensure that the objectives are being achieved in the most efficient and expedient manner and to ensure that high standards are being maintained. Maintenance operations and schedules should also be reviewed / refined regularly to suit changes such as the specific growing needs of particular species or groups of plants, improvements in equipment and horticulture, climatic conditions, etc.

Co-ordination of works and activities is essential, particularly in relation to health and safety of the public. The Estate Management Company shall maintain an annual schedule of planned maintenance and no additional activities should occur without the prior approval of the on site management team.

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## Standards

All maintenance is to be carried out to the highest standards, using appropriately trained and skilled operatives. All materials, workmanship and horticultural practice, shall comply with the appropriate British Standards current at that time. For specialist items such as safety surfacing and play equipment, reference must always be made to the manufacturer's recommendations and standards.

## Street Furniture and Artwork

The site wide artwork, seating, bins and wayfinding should provide a consistent presentation to the public, and as prescribed within the respective cleaning and access strategies, replacement and renewals should retain this consistency.

## 9.0 Safety and Security

Creating a secure and safe environment for all those who live, work and visit The Wheat Quarter will be central to the responsibilities of the Estate ManCo. The Estate ManCo will be responsible for organising patrol, surveillance and response as appropriate.

### Safety

Safety is a key measure of any scheme's success and The Wheat Quarter is no different. The scheme will be built to Secured by Design standards allowing for natural surveillance and using the design to assist with crime prevention. The car parking will be reviewed by Park Mark to ensure that it complies with British Parking Association standards. Lighting will be maintained at an appropriate level and there will be site wide CCTV linked back to a remote monitoring office and recorded in line with the Data Protection Act.

### Environment

The development has been designed in line with the Equality Act with all parts of the Estate being accessible to all. The accessible sensory garden will create a safe space which will include raised beds at wheelchair level, a Chamomile lawn, directional paving for the visually impaired and a planting strategy incorporating sound, scale and colour.

To deter anti-social behaviour and maximise security and safety, the following 'Estate principles' will be put in place:

- No skates/roller skates other than on the designated paths and skate park area
- No alcohol or drugs in the public realm
- No smoking in covered areas
- No congregation of large groups

### Security Team

There will be a security presence on site who will be SIA (Security Industry Association) accredited.

The primary functions of the team will be to:-

- Act as ambassadors, actively offering guidance to visitors, residents and occupiers
- Provide a sense of security and safety
- Act as a deterrent to would be 'trouble makers'
- Uphold 'Estate principles' and manage unruly/anti-social behaviour in a manner which does not compromise the safety of other customers
- Minimise risks to members of the public, staff and other visitors during a major incident
- Undertake periodic patrols to maintain security integrity

Individual development plots and occupiers may employ dedicated security personnel and systems. Close liaison and passing of intelligence will be important in maintaining a safe and secure environment.

## 10.0 Communication

During the development construction it will be essential to engage with stakeholders and the wider community. Regular progress updates will be issued via the development website, as well as display boards visible to members of the public.

Post development, a variety of methods will be used to ensure that the Estate ManCo engages with plot owners and occupiers to ensure that the role and position of the Estate ManCo is fully understood.

Both written and verbal communication will be used to inform stakeholders and occupiers in the Estate's development and its maintenance and upkeep.

For example:

- Potential purchasers of freehold and leasehold properties will be informed about the Estate ManCo at the outset of sales negotiations and provided with briefing notes setting out its role and responsibilities
- The briefing note will include details of public and private infrastructure, services and amenity land and will include details of the Service Charge budget and the way in which this will grow incrementally as the various development phases come forward
- Periodic meetings will be held between the Estate ManCo directors and the Managing Agent to monitor, review and discuss the maintenance of the Estate and ensure that the role of Estate ManCo continues to be actively communicated to existing and prospective occupiers
- Annual general meetings to which all Estate ManCo Directors and Stakeholders will be invited to ensure their inclusion in the running of the Estate.
- Details of the Estate Rules and Regulations will be made clear to all new owners / occupiers via an Estate Handbook
- Service Charge budgets to be communicated within the timescale indicated in the relevant RICS Service Charge Code of Practice (residential and commercial).

### Occupier Forum

The creation of an Occupier forum will encourage the formation of a Wheat Quarter community, and shared responsibility for the Estate. Being close to the occupiers will help ensure that the service provision is tailored to meet the genuine needs of the Estate and adapts as those needs change.

### Community Website

Consideration should be given to use of the internet site as a key resource for residents and businesses to be able to make the most of the facilities and amenities available.

## 11.0 Community

### Engagement

Both the community living and working in the immediate vicinity of The Wheat Quarter, as well as the new community that will move in, will be critical to the long term success of the development. It is essential that the community is engaged throughout the entire development process, and play a central role in the ongoing management of the Estate.

Engagement with the community will create a sense of ownership. This will help to instil respect for the public realm and a desire to protect and look after the local environment. All of the above will assist in creating a sense of place for The Wheat Quarter.

In addition to ongoing engagement, there are some key considerations for Estate Management that will contribute to successful community development and integration.

### Local Employment

The management of the Estate will create a large number of jobs, including cleaners, security personnel, management team members, and gardeners. Recruitment for these roles will be developed in a way that will aim to maximise potential employment of people living locally to the site.

The Estate ManCo will also work with relevant community bodies, and retail and business occupiers to support the development of employment opportunities for local people.

### Community Facilities

Facilities for the community within the Masterplan will form an integral part of the development. The Estate ManCo will work closely with the organisations responsible for the management community facilities to ensure cooperation in service delivery to the Estate and its occupiers and wider community.

# Estate Management Strategy

Former Shredded Wheat Factory

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## Appendices

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## Appendix 1.0

### GA Plans and Landscaping Masterplan

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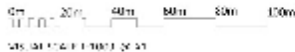






**1 North Site - Typical Upper Floor**  
1:1000 @A1

Rev	Topic	Date	Rev
01	Self-Insured Retention	11/16/10	01
02	Policy Subrogation	12/13/10	02



ColladoCollinsArchitects

Dr. Wang is a senior research scientist at the Center for Environmental and Estuarine Science (Chesapeake Biological Laboratory), University of Maryland System, P.O. Box 38, Pottsdam, MD 21122. He can be reached at 410/326-7329 or wang@umces.edu.

Philas Estabro, DVM, DABVP, L. et al and  
Interpolaron, Inc. and Trax

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## She Wasn't the First

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## Appendix 2.0

### Landscape Design Statement: Section 11 - Management & Maintenance

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# 11 MANAGEMENT & MAINTENANCE

“Good-quality landscape is highly cost effective. It is a relatively low-cost part of any development scheme and pays dividends in added sales values, increased rates of sales and positive customer perceptions.”

Profitable Places, Landscape Institute, 2014

The establishment and future success of the landscape is largely dependent on the standard and frequency of the subsequent maintenance and management it receives.

The development will be controlled by a management company, funded by a service charge levied on the entire scheme. The company will control, service and maintain all of the communal areas, including open spaces, car parks and common parts as well as maintaining external envelopes of the buildings. This is to ensure that the entire scheme is maintained to a very high standard, reflecting the quality of the architecture and the landscaping.

Key objectives for maintenance and management include:

- To facilitate an efficient and sustainable landscape management and maintenance regime through the lifetime of the development;
- To provide a safe, high quality external environment for all site users;
- To maintain a robust and visually appealing landscape setting;
- To ensure that the landscape develops in a

manner commensurate with the original design intentions;

- To ensure the successful establishment and continued growth through to maturity of the trees and other planting identified on the Landscape Proposals;

A successful maintenance plan comprises two components; establishment maintenance for the first 5 years, followed by ongoing maintenance.

Establishment Maintenance;

To ensure the successful establishment of trees and planting, operations stated on the following pages are necessary for a minimum of 12 months after Practical Completion. After Final Completion has been certified, the appointed Landscape Contractor /Estate Management Company will be required to carry out these operations for a minimum period of 4 years.

Ongoing Maintenance & Management;

It is recommended that the Estate Management Company will undertake the following relevant operations listed as well those listed in the Estate Management Strategy' document.



## 11.1 Tree Planting

### ESTABLISHMENT MAINTENANCE

- Maintenance of a weed free area around the base of each tree;
- Watering to ensure moisture levels are maintained appropriate for optimum growth;
- Application of a slow release fertiliser around the base of all trees to ensure soil fertility is maintained;
- The removal of any vandalised, unhealthy or dead specimens as soon as possible and replacement with trees of the same size to those adjacent, during the next available planting season;
- Inspection, adjustment and maintenance of anchors, stakes and ties;
- Removal of any items that have been attached to trees
- Re-firming of trees after strong winds, frost heave or other disturbances;
- Pruning to remove dead, dying or diseased wood.
- Remove suckers and formatively prune if necessary to achieve natural shape, healthy growth and to favour a single leader; and
- Topping up mulch at the end of the rectification period to achieve a 75mm layer.

### ONGOING MAINTENANCE

- The formative pruning of specimens to achieve optimum growth rates and maintain a good shape, clear of any vehicular or pedestrian circulation routes; and
- Top up mulch annually to achieve 75mm layer

Maintenance Operation	Frequency	Time of year when maintenance operation is required or number of operations required											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Weed control around base of each tree	4 x Annually				1		1		1		1		
Re-firming of trees	As required	All Year											
Apply slow release fertiliser to base of tree	Annually			1									
Selective pruning for optimum growth	Annually												
Removal of items attached to trees	As required	All Year											
Pruning (general)	As required												
Replace damaged / vandalised / unhealthy stock	Annually												
Watering of area to ensure moisture levels are appropriate	As required												
Top up mulch	1 x Annually			1									

## 11.2 Ornamental Shrubs & Herbaceous Planting

### ESTABLISHMENT MAINTENANCE

- Control and removal of weeds;
- Carry out application of a slow release fertiliser to ensure soil fertility is maintained;
- Pruning of shrubs for floral, foliage and stem colour effect and to remove weak, dead and diseased branches;
- Pruning of species to ensure correct form; plus to promote flowering/berry production/retention (where appropriate);
- Remove dead growth and trim herbaceous perennial and ornamental grass plants, avoiding damage to any new shoots that have emerged;
- Remove any failed, vandalised, unhealthy or dead specimens as soon as possible and provide replacements to the same size as those adjacent, during the next available planting season;
- Watering of plants to ensure moisture levels are maintained appropriate for optimum growth;
- Removal of litter from all planting beds to maintain site in a tidy condition.
- Top up mulch annually to achieve a 75mm layer.

### ONGOING MAINTENANCE

- Heavy pruning of overgrown shrubs;
- The selective removal of shrubs and other plants from planting beds to prevent overcrowding and to ensure plants achieve their natural form and growth habit;
- Top up mulch annually to achieve 75mm layer.

Maintenance Operation	Frequency	Time of year when maintenance operation is required or number of operations required											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Weed control and removal	4 x Annually				1		1		1		1		
Apply slow release fertiliser	Annually			1									
Pruning of shrubs & removal of dead growth	Annually												
Selective pruning of shrubs for optimum growth	Annually												
Pruning operations and trimming of herbaceous & ornamental grass species	Annually												
Replace damaged / vandalised / unhealthy stock	Annually												
Watering of areas to ensure moisture levels are appropriate	As required												
Removal of litter from planting beds	As required												
Top up mulch	1 x Annually			1									



## 11.3 Hedging

### ESTABLISHMENT MAINTENANCE

- Control and removal of weeds;
- Carry out soil fertility tests to determine if an application of a slow release fertiliser is required;
- Trimming to maintain neat appearance, encourage bushy growth down to ground level and maintain hedge at desired height;
- Remove any failed, vandalised, unhealthy or dead specimens as soon as possible and provide replacements to the same size as those adjacent, during the next available planting season;
- Watering of plants to ensure moisture levels are maintained appropriate for optimum growth;
- Removal of litter to maintain site in a tidy condition;
- Top up mulch annually to achieve a 75mm layer



### ONGOING MAINTENANCE

- Continuation of establishment maintenance requirements

Maintenance Operation	Frequency	Time of year when maintenance operation is required or number of operations required											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Weed control and removal	4 x Annually				1		1		1		1		
Test soil fertility and is required apply slow release fertiliser.	Annually			1									
Trimming & cutting	1 x Annually									1			
Replace damaged / vandalised / unhealthy stock	Annually												
Watering of areas to ensure moisture levels are appropriate	As required												
Removal of litter	As required												
Top up mulch	1 x Annually			1									

## 11.4 Amenity Grass

### ESTABLISHMENT MAINTENANCE

- Regular mowing;
- Trim edges to hard standing, planting beds & tree pit mulch circles;
- Control and removal of aggressive self seeded weeds;
- Application of a slow release fertiliser as necessary to ensure soil fertility is maintained at appropriate levels;
- Watering to ensure moisture levels are maintained appropriate for optimum growth;
- Repair damaged or failed areas by re-seeding and top dressing
- Removal of litter to maintain the site in a tidy condition



### ONGOING MAINTENANCE

- Continuation of establishment maintenance requirements.

Maintenance Operation	Frequency	Time of year when maintenance operation is required or number of operations required											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Mowing of grass areas	As required												
Trim edges to hard standing and tree mulch circles	As required												
Replacement of damaged or worn grass areas by seeding and top dressing	As required												
Application of selective herbicide	1x Annually				1								
Weed removal by hand	As required												
Watering of area to ensure moisture levels are appropriate	As required												
Removal of Litter	At time of each grass cut or maintenance visit												
Application of slow release fertiliser				1						1			



## 11.5 Species Rich Grassland

### ESTABLISHMENT MAINTENANCE

- Regular mowing within the first growing season and removal of arisings;
- Cutting 2 x annually after first growing season;
- Cutting regime to vary in different areas by varying time and height of cut to help with habitat creation and encourage species diversity e.g. 1-4 cuts per year with timing to allow seeding of most species to occur before first cut;
- To protect reptiles, only cut grassland during conditions when reptiles are active and able to move away from machinery (air temperatures above 8 °C). Cut in one direction to encourage movement of reptiles into adjacent suitable habitat and avoid trapping reptiles in the path of machinery.
- Trim edges to hard standing and tree pit mulch circles;
- Arisings to be used on site to create compost heaps and hibernacula;
- Watering to ensure moisture levels are maintained appropriate for optimum growth;
- Repair damaged or failed areas by re-seeding; and
- Removal of litter to maintain the site in a tidy condition.

### ONGOING MAINTENANCE

- Continuation of establishment maintenance requirements

Maintenance Operation	Frequency	Time of year when maintenance operation is required or number of operations required											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Mowing in first growing season	As required												
Cutting after first growing season	2 x Annually												
Watering of area to ensure moisture levels are appropriate	As required												
Repair of damaged & failed areas	As required												
Removal of Litter	At time of each maintenance visit												

## 11.6 Climbers

### ESTABLISHMENT MAINTENANCE

- Control and removal of weeds;
- Carry out application of a slow release fertiliser to ensure soil fertility is maintained;
- Pruning of climbers to avoid unwanted spreading across features within the building elevation such as windows, ventilation louvres and doors, and to encourage upward growth;
- Pruning of protruding growth to ensure a neat and tidy form that stays close to the building elevation;
- Remove dead growth avoiding damage to any new shoots that have emerged;
- Remove any failed, vandalised, unhealthy or dead specimens as soon as possible and provide replacements to the same size as those adjacent, during the next available planting season;
- Watering of plants to ensure moisture levels are maintained appropriate for optimum growth;
- Removal of litter to maintain site in a tidy condition.
- Top up mulch annually to achieve a 75mm layer.

### ONGOING MAINTENANCE

- Pruning of protruding growth and to prevent undesired spreading;
- Top up mulch annually to achieve 75mm layer.

Maintenance Operation	Frequency	Time of year when maintenance operation is required or number of operations required											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Weed control and removal	4 x Annually				1		1		1		1		
Apply slow release fertiliser.	Annually			1									
Selective pruning of climbers for optimum/ desired growth	Annually												
Replace damaged / vandalised / unhealthy stock	Annually												
Watering of areas to ensure moisture levels are appropriate	As required												
Removal of litter	As required												
Top up mulch	1 x Annually			1									

11.7 Green Roof

ESTABLISHMENT MAINTENANCE

- Maintenance in line with manufacturer's guidance
- Application of organic slow release granular fertilizer
- Removal of leaves and debris
- Removal and control of weeds
- Inspection and clearance of outlets and drains
- Inspection and testing of irrigation
- Replace localised failed plant material



ONGOING MAINTENANCE

- Continuation of establishment maintenance requirements

Maintenance Operation	Frequency	Time of year when maintenance operation is required or number of operations required											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Weed control and removal	As required			1							1		
Removal of unwanted debris and leave litter	2 x Annually			1							1		
Inspection and clearance of gutter and drains	2 x Annually			1							1		
Replace damaged / vandalised / unhealthy stock	As required			1							1		
Application of fertiliser	Annually			1									





## 7. Delivery

## 7.1. Proposed Phasing

### Phasing Plan

The proposed redevelopment of both the North and South site at Broadwater Road is proposed to be delivered in three Phases.

**Phase 1:**

Seeks to provide the beating heart to the scheme as well as a mix of Affordable and Market residential by means of introducing the following core elements to the North & South site

- Upgraded and refurbished **Pedestrian bridge** with a new public stair & lift to provide DDA compliant access to the station and the town centre of Welwyn Garden City.
- The public realm and Highway designs for **Goodman Square and Hyde Way** effectively providing a new front door to the eastern parts of the city and a key pedestrian route.
- **Block 1;** The Louis de Soissons Civic Building where the ambition is to open this in time for the WGC Centenary. This will provide Healthcare, Community, Office and cafe restaurant space.
- **Block 2A&B;** 114 Residential units and associated parking
- **Block 4;** Renovated former Production hall with Nursery, Leisure, office and Conference facilities.
- **Block 5;** Renovated former Grain, Boiler House, Silos and Garages to host the Art & Museum Hub, Energy Centre, Cafe and restaurant spaces.
- **Block 6E;** 28 Residential units and associated parking.
- **Block 8;** 131 Residential units and associated podium amenity and parking
- **Block 11;** 101 Residential and Assisted Living units and associated podium amenity and parking

**Phase 2:**

Provides the central spine to the South site in form of the Weave naturalistic park. Four more residential and assisted living blocks are provided as part of the second Phase of works.

- **Eco Habitat** as buffer to Block 3 to the railway and Bridge Road
- Block 2C; 35 Residential units and associated podium amenity and parking
- Block 3; 114 Residential units and associated podium amenity and parking
- **The Weave** central spine park to the South site
- **Block 10;** 107 Residential units and associated podium amenity and parking
- **Block 12;** 101 Residential units and associated podium amenity and parking
- **Block 13;** 98 Residential units and associated podium amenity and parking

**Phase 3:**

Seeks to provide the beating heart to the site as well as a mix of Affordable and Market residential by means of introducing the following core elements to the North & South site

- **Mews** vehicular and pedestrian link on axis of the original Production hall entrance.
- **Block 6;** 239 Residential units and associated parking
- **Block 7;** 281 Residential units and associated parking
- **Block 9;** 105 Residential units and associated podium amenity and parking

**KEY:**

Phase 1



Phase 2



Phase 3









## **Executive Summary**

The WGC Living Well Centre (LWC) aims to provide a range of health and wellbeing services, targeted at all socio-economic groups primarily focussed toward Welwyn Garden City residents, but with a range of provision which could also attract people from outside the area including local business employees.

### ***Aim and objectives:***

The aim of this facility will be to provide health and wellbeing opportunities through a variety of health and complimentary service options which support both existing statutory and emerging complimentary service options for healthier living.

The objectives include:

- a. Facilities which are easily accessible for all groups
- b. Provided in a community grounded atmosphere which takes account of the varying needs of the local population
- c. The provision of a range of adaptable space options which offer both functionality for health professionals, charities and individual providers, and venue options for conference and special events

Through a design which maximises the opportunities for flexibility, we aim to ensure that the centre has sustainability built into the planning and design which will accommodate local needs far into the future.

### ***Outline Service provision:***

As one of the forerunners in the 'Garden City' movement started by Howard in the early 1900's, Welwyn Garden City and Howard's successor Frederick James Osborn was at the forefront of the 'new town' movement and to this day retains the vision of open space living with public parks.

The Living Well Centre development aims to continue this vision with an opportunity for community based development in outstanding surroundings where people can meet, gain advice, join a variety of classes and therapy options, and have access to excellent health assessment and minor treatment all in one place.

### **Ground Floor - Bar / Café / Restaurant**

This area accessed through the ground floor entrance will host the main refreshments and restaurant area with high quality catering and coffee bar area accessible to all.

### **First floor – Reception services / Community Centre.**

Situated as you enter from the bridge level entrance of the building, it is important to have an open and friendly reception area with staff who want to help visitors. The community area will be linked to the outside patio area for connectivity and combined use as a breakout area & garden relaxation space.

In addition to the modern and comfortable surroundings, our reception staff will have knowledge of all the facilities and support available on-site as well as 'nothing is too much trouble' approach to ensuring that all visitors are treated with the utmost respect and are given accurate and timely information.



## WGC Living Well Centre

For those arriving early for booked appointments (all scheduled through the reception team) there will be a small refreshments lounge where you can relax in comfort until you are guided to the appropriate treatment area, conference or community space

All events management including conference room bookings will be managed through the reception team who are also responsible for organising themed events throughout the year. This approach ensures there is a one-stop point of access for all visitors reducing the need to refer to secondary waiting areas or individual reception desks.

### **Community area**

Situated beyond the reception, the main community areas on the first floor will provide accommodation for a range of community activities. While the main hall will be designed to accommodate larger group activities (e.g. dance classes, Zumba, fitness classes etc) the flexible design will allow the space to be modified to accommodate smaller groups (e.g. community group meetings, voluntary group meetings etc). Also for use as a performance auditorium for all uses from dance / music / training etc. .

The space can be a fully flexible space for all community activities and Conference Facilities

The focus on providing space which provides real benefit to the community will mean this area can be booked for community groups and voluntary organisations ranging from free of charge to a small donation.

### **Second Floor – Complimentary health & wellbeing areas**

Connected to the main community area, there will be a number of individual rooms providing access to complimentary health support available throughout the week covering areas such as;

- Podiatry
- Osteopathy
- Mindfulness therapy
- Massage and reflexology
- Health coaching
- Alexander Technique – a simple solution to many complex and painful health problems
- Biodynamic Craniosacral therapy
- Bereavement counselling
- Art therapy
- Yoga
- Sensory room
- Digital Space for learning & training
- Therapy rooms
- Base for Yellow Book
- Music room

These areas will be available to organisations and individuals on a rented space basis.

### – Practical advice & consultation area

To complete the approach to comprehensive healthy living, there will be a number of consultation areas which throughout the week will provide practical advice and access to supported community services incorporating;

- ICAS – A free and independent service that can help you make a complaint about your National Health Service (NHS) care or treatment
- Money Advice
- SSAFA – Armed Forces charity, exists to relieve need, suffering and distress amongst the Armed Forces, veterans and their families
- Turn to Us – Turn2us is a national charity that helps people in financial hardship to gain access to welfare benefits, charitable grants and support services
- Adult Drug & Alcohol Services
- Macmillan
- Age UK
- Bereavement advice

Representatives and advice staff from these services will be charged discounted rental space rates to encourage a range of advice service available to the public.

### Health services

The area will accommodate a number of consultation areas incorporating contemporary equipment for health professionals in a welcoming environment to put visitors at ease. These areas will have linked assessment areas for diagnostics equipment and will be staffed by appropriately trained health professionals. The range of services will include;

1. GP services with nurse and health assistants either as a private GP practice or utilising a health assessment model
2. Near patient testing to reduce the need for acute based diagnostics
3. A range of standard therapy service; Occupational Therapy, Physiotherapy, Psychotherapy and counselling support
4. Access to mental health and complimentary mental health support through; Advice groups, specialist support services and liaison with statutory mental health provision via Herts Partnership University Foundation Trust
5. Opportunities for specialist health advice in the areas of:
  - a. Child and Adolescent health
  - b. Frailty services
  - c. Learning disability
  - d. Physical disability
  - e. Female health
  - f. Lifestyle advice

The range of NHS provided health options may be limited to agreement with primary care commissioner's and their financial ability to rent and staff the available space with salaried GP's.

## WGC Living Well Centre

However, a second option will be to provide the same or enhanced primary care services on a private basis where you can access a variety of health assessment options and consultations with on-site testing which not only reduces the burden on the local NHS provision, but incorporates the ability to give diagnostic results within the consultation period (usually minutes) as opposed to referring to pathology labs where test results can take a number of hours or days for minor tests.

As evidenced in a variety of wellbeing centres (e.g. Nuffield Health), many people buy a health assessment because it provides welcome reassurance of good health – for others, it's a vital chance to talk about and identify health concerns.

If any serious health issues are found, our health assessment option will quickly and easily refer you to the relevant health experts for the treatment and support you need. You'll get advice tailored just for you, all clearly explained in a personalised report.

This option provides in depth analysis for peace of mind and reduction of future health problems through early detection. With a range of assessment levels there is evidence to show this is becoming a popular alternative for many people.

### Third and Fourth Floor – Office space

The third and Fourth floors will be given over to dedicated office space offering a number of lease and rental options to local businesses and organisations. However, these areas should also attract new business and enterprise to the area with part of the marketing to incorporate the additional facilities available as part of the lease offer.

### **Potential additional considerations:**

We are also in discussion with local and statutory mental health providers to consider options for linking NHS provided services with private and mental health charity organisations. There are a number of models using this approach where complimentary health services support the statutory provision through sessional therapies provided by 'Improving Access to Psychological Therapies' (IAPT).

Finally there is also interest in the development of a specialist cardiology assessment service managed in a similar with private health staff offering assessment, advice and support as 'prehabilitation' or service and advice to treat and preventing diseases of the heart and blood vessels in people of all ages.

### **Location**

The Welwyn Garden City LWC is ideally located for access to the full range of services for all Welwyn Garden City residents, visitors and local businesses. With walking access from the town centre, rail links and good local transport in addition to street level access for all levels of physical ability and age, the site offers readily accessible services in extremely well presented surroundings.

Facilities within the building including lift access, stairs and access to shower facilities in those areas where this is required, are designed for convenience and to ensure this is maintained throughout the visitor experience.

### **Value & Benefits**

## WGC Living Well Centre

Our value proposition is that the centre will bring together the range of health living options in a relaxed atmosphere which provides real value to the community. When people are relaxed, comfortable, and supported, they have the ability to work harder, concentrate better, feel physically, emotionally, and mentally balanced. In turn this creates a healthier population at home in the work place or community in general. Our value proposition is that we help our community become a better place to live and work.

The benefits realised through this approach include improved lifestyle, reduced pressure on existing statutory services, reduced isolation and a community which is better informed with support services accessible from one central location.

### **Implementation Approach**

To ensure the above services are in place and ready to deliver from day 1, we will spend the next 18 months putting together the delivery plan based on a programme approach of Define, Design, Develop and Deliver methodology.

This will include negotiations with local health providers, clinical commissioning groups and private doctors to effect plans within the necessary timescales.

Coordination of complimentary health individuals and organisations to maximise the rented space and develop the service offer as described above.

Work closely with building design professionals and advisors to ensure the floor space layout is conducive to the needs of the public and service providers and that all equipment is in place well in advance of the centre opening.

Hold regular meetings with stakeholders to ensure plans are on track and take mitigating actions where necessary

Establish a management team to ensure the centre achieves the levels of excellence indicated above, from day 1

Having planned milestones for delivery, ensure each step is coordinated with the building development to ensure any programme slippage is factored into delivery.

As a fairly large scale programme of works it should be noted that while the centre will achieve the values and benefits illustrated above, there will need to be a degree of flexibility in service design to allow for the most efficient means of delivery to be considered.

The programme design will allow for a 5 year post implementation plan covering potential additional benefits and service improvements throughout that period.

### **Methodology:**

Based on MSP / Prince 2 principles, the define – design – develop - deliver approach has a proven track record for programmes of this size. In essence this translates to: -

**Define:** As demonstrated in the service outline above but in greater detail, clearly stating what is needed by the end of the programme – what success looks like.

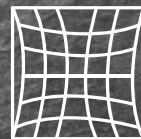
## WGC Living Well Centre

**Design:** The activity needed to ensure all aspects of the programme are clearly linked together via a work breakdown structure, with clear indicative milestones for progression

**Develop:** The phase of the programme which requires identified actions around negotiation, coordination of activity, options consideration, specification amendments and alignment with the milestones identified in the design.

**Delivery:** All activity leading up to and including go-live status, post implementation review and reconciliation with the define stage to ensure that what is produced meets the aims of the original plan





# THE SHREDDED WHEAT FACTORY

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FRAMELESS ART HUB VISION  
PUBLIC ART AND MUSEUM

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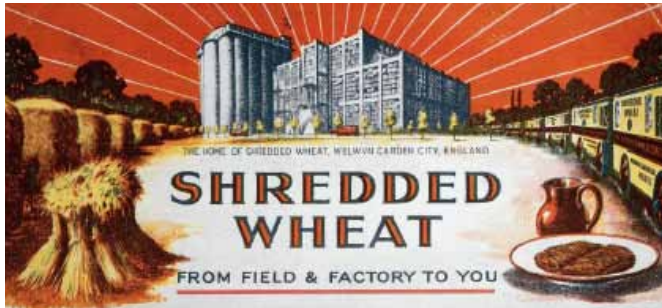
## OUR VISION

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Our vision is to create conditions in which artists can develop their practice and the public can engage with and participate in the creative process of making and living with art. This process is integral to enable us to deliver end product and deliver our artistic strategy. This forms the basis of the whole concept from Gallery | Education | Residencies | Events | Studios; a synergistic combination of activities by collaborating with local | national | international artists, curators and organizations, and providing a setting where imagination | experimentation | dialogue | education and critical engagement are fostered and celebrated at all ages and across all ethnic boundaries.







The celebrated architect Le Corbusier once proclaimed the grain stores of the American Midwest prairies as the epitome of modern form following function. Louis de Soissons' 1925/26 Art Deco complex for Nabisco, The Shredded Wheat Factory represents the anglicised version, a cathedral-like, concrete and glass structure on the edge of a leafy Beaux-Arts planned town.

After laying derelict /empty for 10 years this important group of listed & historic building in WGC are part of the proposed redevelopment of the site known as The Shredded Wheat Site, comprising in excess of 22 acres. We propose to breathe new life into these seminal modernist buildings by creating a unique Art / Museum Hub multidisciplinary space in partnership with Frameless Gallery, London.

With its clean architectural lines, functional industrial space and abundant natural light, the building lends itself perfectly to providing a new home for the arts: multi artists' studios, ceramics / printing and a permanent public contemporary art gallery space, a programme of international art exhibitions, artist residencies, educational community projects / workshops, a collection of newly commissioned outdoor public sculptures by International Artists and a vintage classic motorbike / café racer museum. The intention is to bring these buildings back into full and sustainable use and provide funding to insure they have a long life within the community.

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## THE SPACE

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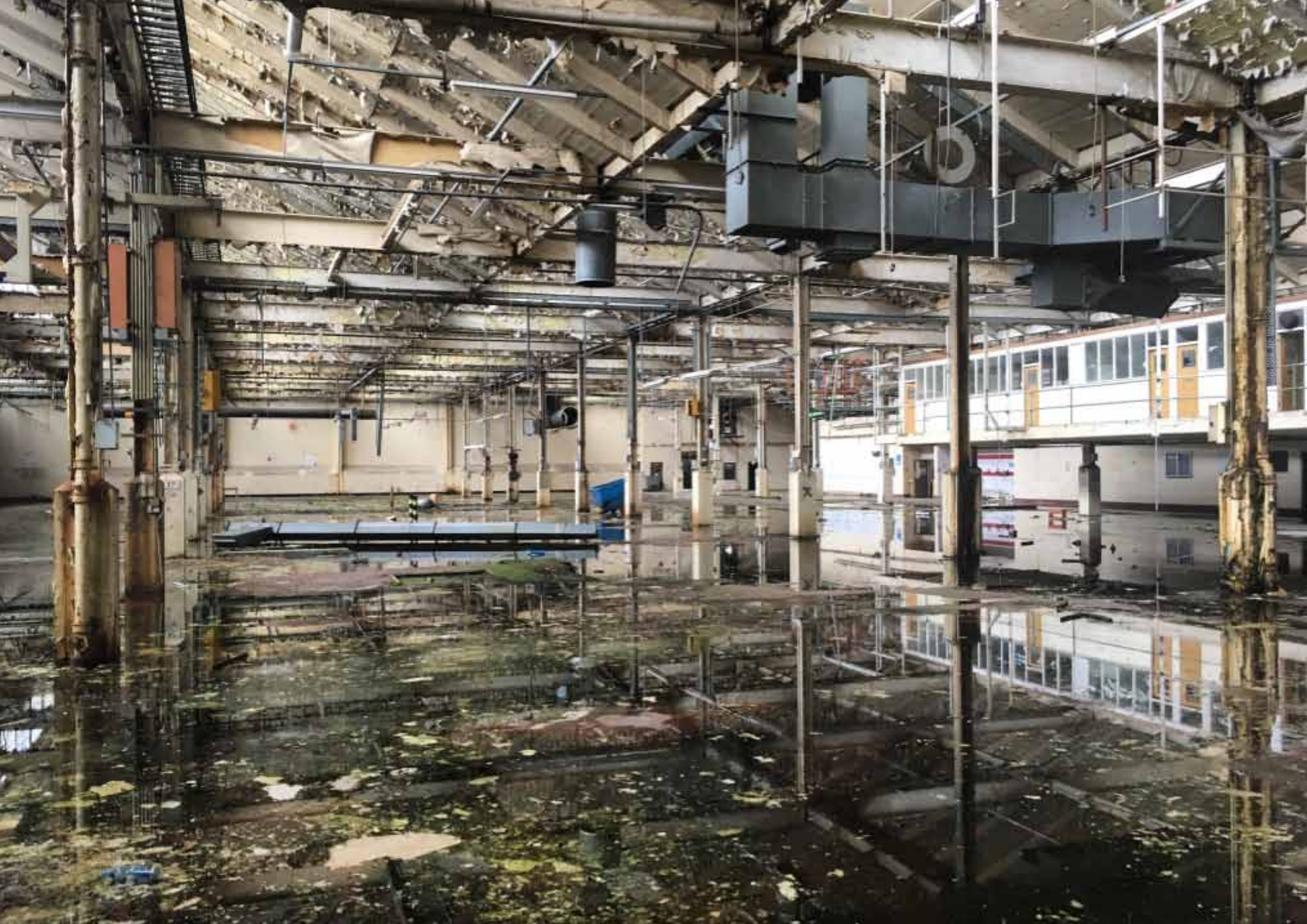
It is Planned that the Boiler House & Silo Space to be utilized for the Art & Museum Hub.













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## THE COLLECTION

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## FRAMELESS GALLERY

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Our mission is to promote and support the very best emerging and established contemporary artists with cutting-edge projects and exhibitions. Working at the grass roots of art-making enables us to access exceptional artworks for private clients and institutions alike. At Frameless Gallery utmost importance is given to the process of discovering, exhibiting and building long-lasting relationships with artists and collectors that strive for excellence, craftsmanship and beauty.

Established in 2006 by art advisor, curator and collector Ciprian Ilie, the gallery grew from a small shop-front space in Shepherd's Market to its current premises in Clerkenwell – now widely acknowledged as the heart of London's creative industries, boasting the highest concentration of design businesses in the world. Accustomed with organising and curating exhibitions all around the globe and always on the look for new and exciting venues, we believe The Shredded Wheat Factory is the perfect setting for the next international art hub and we are very excited to be a part of it from its inception.



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## ARTISTS STUDIO RESIDENCY PROGRAMME

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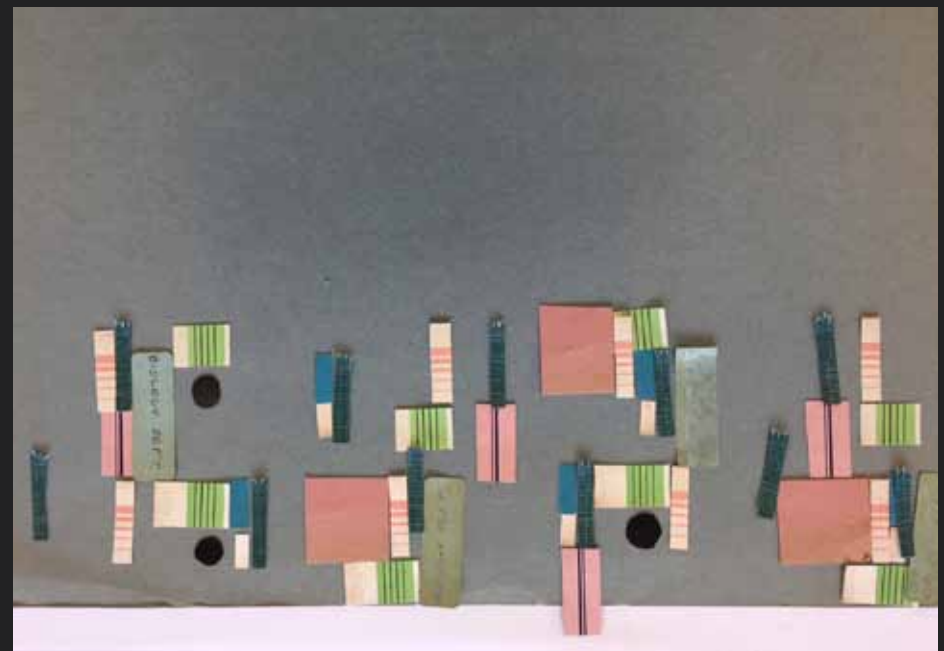
The SWF Artist Studio Programme is created to provide affordable studio space within an international artistic hub and creative community of artists, facilitate career development, and promote public and critical exposure for young up and coming talent. Artists applying for the studio and /or programme are professional artists with a developed studio practice, making work in wide range of media and artistic sensibilities creating a vibrant and diverse community of peers with an enriching impact on the local residents and the wider community of WGC.



Enrolment is available to artists through an application and selection process. Artists will have a private studio for a period of up to two years at below market cost. Residencies duration will be between 6 weeks and 3 months. Visual artists working in all forms of media are eligible. The programme is designed for artists with a developed studio practice and career experience. Applications will be judged solely on the quality of the work as presented.

What is an ARTIST for us the range is vast from visual art / fine art / photography / film / video / sculpture / applied / installation / sound / performance the range is to cover all aspects.

From the artists we would expect commitment / engagement / ambition to develop and progress / willingness to participate in public events / open studio events / promote the Hub / commitment to the development of artists&artisans / willingness to promote the Hub / commitment to mentor / to engage with the Hubs education & artist programmes / be part of the Hubs community and local community.







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## INTERNATIONAL EXHIBITION PROGRAMME

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The Frameless Gallery exhibition programme has developed and grown from an YBA (young British artists) concept to a fully international rostrum of young and established artists. As well as organising exhibitions in our London Clerkenwell space, over the last four years we have become very involved with the contemporary art scene in Russia, Brazil and Latin America, organising the first two comprehensive exhibitions of young contemporary Brazilian artists in the UK - Repentista #1 / #2 as well as the first survey of Czech Post-Modernist artists outside Czech Republic and first UK solo exhibition of Louise Fishman (one of the last living American Abstract Expressionists).

We aim to build on our brand and reputation and use our international network of artists, museums, collectors and curators to establish The Shredded Wheat Factory as a truly international Art Hub, with world-class public exhibitions. The space will allow us to grow our vision and curate exhibitions on a much more ambitious scale than in our Clerkenwell venue, which in turn will attract a wider audience, a renewed interest in the area and establish WGC as a new state of the art artistic centre.

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## LOCAL EXHIBITION & HUB PROGRAMME

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The Hub to provide a variety of exhibitions and shows from its artists programme with the emphasis on its local talent to promote and join the international artist hub.





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## PUBLIC ART | SCULPTURE PARK

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Due to the expansive nature of the site and its surroundings we aim to provide a multisensory experience and inspiring working and living environments by accommodating all types of artwork, including large outdoor sculptures, metal work, projections and installations. These will dress and delineate public realm spaces around the Listed buildings and elsewhere within strategic locations on the wider site.







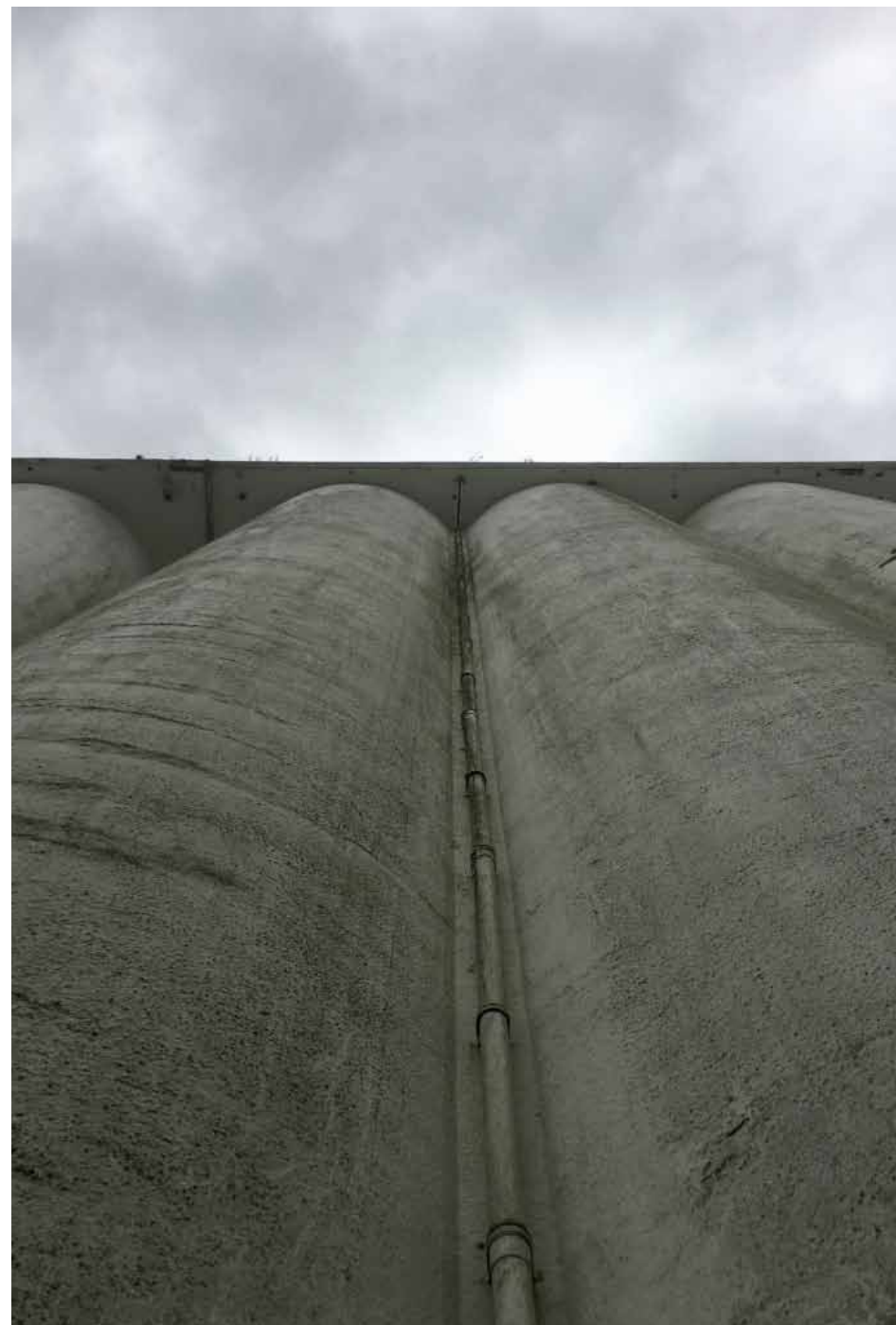
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## THE SILOS

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The silos, like monolith sculptures in their own right, provide an incredibly powerful backdrop for projections and act as an opportunity for creating a curatorial dialogue between their minimal Modernist / Concretist shapes and the large sculptures to be commissioned for the public spaces.

The international artists we have already approached about a potential collaboration for the site have been incredibly excited by the prospect of creating something unique, in dialogue and in keeping with the original Art Deco structures.





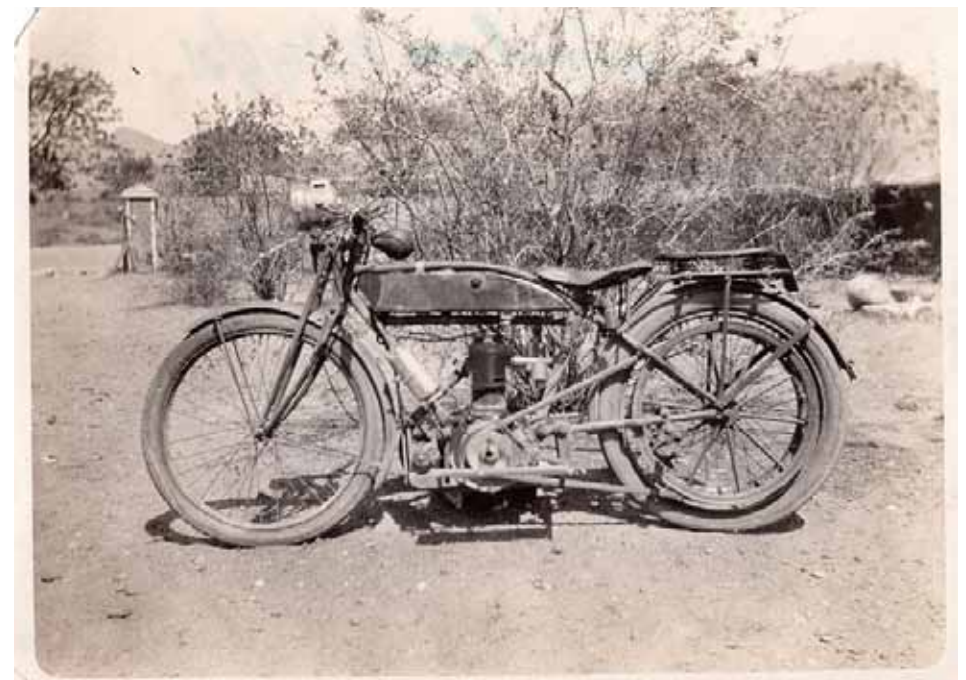
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## CLASSIC MOTORBIKE MUSEUM

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Motorbike production forms an important part of the locality's industrial history. A collection of pre-war racing English & International motorbikes has offered to create a Classic Motorbike Museum which can be housed within the listed buildings. The museum will act as a hub for education & apprentices within the Classic Motorbike Engineering & Repair fields.

- Classic motorbike tours.
- Museum Work Shop training days.
- Classic motorbike training.
- Servicers to local restorers and local historic bike owners.
- Education facilities to schools & colleges for visits and education on all aspects of historic motorcycles from history to repairs.
- Historic Classic car & classic motorbike events / shows twice a year.



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# COMMUNITY PROGRAMME

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## OUR VISION

Our vision is to enable communities within WGC to inform and shape their engagement with their locality by working with contemporary visual artists.

## OUR MISSION

Our mission is to create a meaningful and accessible social arts practice for WGC and beyond.

## OUR PRACTICE

We support artists and communities to co-create and own new artworks by:

1. Working with the best social arts practitioners who prioritise working with people as an integral aspect to their practice.
2. Working with communities in a sustainable way to identify issues that are important to them and can be addressed through contemporary art.

## OUR OBJECTIVES

Our objectives are to:

1. Deliver an expanded co-commissioned gallery programme which will deepen our relationships with our community partners in WGC and surrounding areas;
2. Champion social arts practice and become a critical resource for HE partners, leading practitioners and engaged organisations;
3. Critically investigate the social impact of our place based work so that we contribute to wider sector development and influence policy making in this area;
4. Build a sustainable organisation with diversity and partnership at its heart.

## OUR IMPACT

The work we propose to do in WGC will help increase civic pride and build a positive sense of place.

The work we will do to champion and critically contribute to the development of social arts practice will increase the number of communities that can enjoy this kind of positive cultural experience.

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# PERMANENT CONTEMPORARY ART COLLECTION

OPEN TO THE PUBLIC, FREE ENTRY

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