



## Borough of Telford and Wrekin

### Business & Finance Scrutiny Committee

Wednesday 30 September 2026

### Wellington Market Regeneration – Progress Update

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|---------------------------------|-----------------------------------------------------------------------------|
| <b>Cabinet Member:</b>          | Cllr Ollie Vickers - Cabinet Member: Jobs, Transport & Digital Connectivity |
| <b>Lead Director:</b>           | Ross Cook – Executive Director: Place                                       |
| <b>Service Area:</b>            | Prosperity & Investment                                                     |
| <b>Report Author:</b>           | Dawn Toy – Head of Service: Regeneration & Investment                       |
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| <b>Wards Affected:</b>          | All Wards                                                                   |
| <b>Key Decision:</b>            | Not Key Decision                                                            |
| <b>Forward Plan:</b>            | Not Applicable                                                              |
| <b>Report considered by:</b>    | Business & Finance Scrutiny – 30 September 2026                             |

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#### 1.0 Recommendations for noting:

It is recommended that Scrutiny Committee:-

- 1.1 Notes the progress being made in relation to the delivery of the regeneration of Wellington Market.

#### 2.0 Purpose of Report

- 2.1 The purpose of this report is to provide members of the Business & Finance Scrutiny Committee with a progress update on the regeneration of Wellington Market. The report highlights completed phases of work, progress against the construction programme, investment in the historic fabric of the building, stakeholder engagement activity, communications and the opportunities emerging from the regeneration programme.

#### 3.0 Background

- 3.1 The regeneration of the historic Wellington Market is a strategic project within Wellington's Regeneration Vision. In 2023, the Council was successful in securing Local Regeneration Fund grant funding to support its purchase and a full

refurbishment. The success of the Council's bid for funding reflected the importance of the market and the role it plays in supporting the local economy and in attracting visitors to Wellington.

- 3.2 The funding package secured is enabling significant investment into both the fabric and appearance of the building, alongside extensive repairs to help ensure the market's long-term survival and sustainability. The project is intended to retain and improve the market as a retail, food and leisure hub, providing quality spaces for existing and new independent businesses. It also seeks to increase visitor numbers and dwell time, create a stronger sense of arrival, improve accessibility and circulation, and preserve the market's historic features. The project represents one of the most significant investments in Wellington town centre in recent years and is central to creating a more vibrant, resilient and sustainable market for future generations.
- 3.3 To support business continuity, the market remains operational while the works are progressing. Delivery is therefore being structured in phases, with temporary moves and sequential handovers used to release work areas.
- 3.4 To date, 24 traders have been accommodated in new or refurbished purpose-built units, with further units and associated façade improvements being delivered through the remaining phases. Alongside this, approximately 50% of the roof replacement and insulation works are complete.

## **4.0 Summary of main proposals**

### **Progress to Date**

- 4.1 Following acquisition of the market, the Council undertook extensive surveys which identified both opportunities and challenges within the building. This work enabled the Council to develop a comprehensive regeneration programme that not only addresses legacy maintenance issues and fire-safety requirements but also creates a modern, sustainable market environment capable of supporting future growth. Alongside this, market specialists Next Phase and architects Group Ginger were appointed to refine the preliminary operational and design proposals put forward as part of the original grant application.
- 4.2 Stakeholder engagement has been integral to the overall design of the market, which has been developed around a range of 6 stall typologies. This approach allows accommodation to be tailored to different business types and trading requirements, improving flexibility and supporting long-term occupancy. The approach also considered the grouping of uses, the position of food and beverage (F&B) operators, the fresh-food offer and the movement of customers through the market. Consideration was also given to the future operation of the market, providing the opportunity for the F&B operators and the bar to open independently from the main market hall.
- 4.3 Refurbishment works to the fabric of the market hall consist of an external roof replacement, an upgraded internal roof covering with internal insulation, an updated Heating, ventilation and air conditioning system alongside the replacement of exiting entrance doors. As Wellington Market falls within the

Wellington Conservation Area, these works have been required to carefully consider and protect the historic character of the building and its surroundings.

- 4.4 The final design of the investment works was developed through extensive stakeholder engagement and consultation activities, which also informed the phased delivery programme. Planning consent was secured for the final designs in 2025.
- 4.5 PaveAways Ltd, who have extensive experience in working on historic buildings, were appointed as the design and construction partner and are delivering the investment works.
- 4.6 Since works commenced, 24 traders have moved into new or refurbished units and around 50% of the roof replacement programme has been completed. New customer facilities have been delivered and the Cow Shed food and beverage area has opened. Several refurbishment phases have also been completed and handed over. Importantly, market trading has continued throughout the works. This represents a significant achievement given the complexity of delivering major construction works within a live trading environment.

## Phasing and Programme

- 4.7 The diagram below illustrates the phased delivery programme. Areas shown in red, orange and yellow have been completed, green represents the current construction area and blue and purple represent future phases. The remainder of Section 4.7 provides a more detailed update.



- 4.7.1 Phase 1 successfully delivered 12 new permanent trading units across internal and external areas of the market, establishing the foundation for the wider transformation programme. The phase was completed in February 2026 and enabled a number of traders to move from temporary accommodation, into high-quality permanent premises. Careful stakeholder engagement and temporary relocation arrangements ensured continued trading throughout the works.

New toilets were also delivered for market customers offering modern clean and energy efficient facilities including disabled provision and baby change facilities.

The completion of Phase 1 provided visible evidence of the market transformation programme and allowed a number of businesses to relocate into modern, purpose-built accommodation designed to support future growth



**Pammy, Drack's Den said: "We've got 3D printing that my husband does. We sell a lot of crystals and a lot of homemade stuff and sun catchers and all sorts. We haven't moved very far.... and I'm really chuffed. When I open up in the morning, I look and go yeah, I'm proud of what we've done. If you do come and visit us, it'll take you hours. All my regulars have come back and I've seen lots and lots of new faces, which is good."**

**Drack's Den, TF1 and iRepair outside their new units.**

- 4.7.2 Phase 2 completed June 2026 and marked a significant milestone in the delivery programme through the completion and occupation of the Cow Shed food and beverage destination. Six new trading units have been delivered in consultation with the traders within a dedicated building alongside new customer toilet and baby change facilities. Alongside the Cow Shed, the damaged canopy has been removed and replaced with a larger structure. This area remains part of the construction area supporting the final phases of the works but once complete will provide an improved covered outdoor space for events with additional seating.

The first new gondola-style trading unit was also installed as part of phase 2 and is now home to Top Fruits.



**Steve, Top Fruits said:**

**“I like my gondola style stall because it’s all open plan and more accessible. All the customers are positive, and everyone likes it. When the market is all finished it will be superb.”**

These improvements have enhanced the overall customer offer and introduced a more contemporary market environment that supports both existing and future occupiers.

The Cow Shed introduces a new food and beverage destination to Wellington Market, broadening the overall offer, extending customer dwell time and creating opportunities for future events and evening economy activity.



**Anu, Red Dragon said**

**“I’m overwhelmed and really happy. There is so much positive feedback, and the most important thing is I’m seeing lots of new faces, which is really positive. We are loving it here, it’s fantastic and the good thing about the food court is when people come in with families. You can have a curry, have a burger, can use all traders.”**

4.7.3 Phase 3 completed late August 2026 delivering a substantial area of the new trading environment, providing 13 new units. These were a mix of bespoke ‘over the counter’ deli style units, traditional lock up stalls and the second gondola-style trading units for Sweets Galore. Roof refurbishment works also continued throughout this phase.

Early feedback from traders occupying completed areas continues to be positive, with businesses reporting improved presentation, greater accessibility and increased confidence in the future direction of the market.



**Aiden, Malcolm Wickstead Butchers said:**

**“ We’re looking forward to seeing you all from our new stall, it’s looking brilliant.”**

Despite the complexity of the construction programme, traders have continued to operate successfully through carefully managed temporary arrangements, working with the Council to find interim solutions that meet regulatory requirements. Deli counters affected by the phase 3 works were moved to temporary location into the newly completed storeroom, fitted out to Environmental Health standards pending the completion of their new units.



**Lisa, Lesley's Larder – trading from their temporary unit said**

**“ We’re going to have an absolutely fantastic market at the end of this. There’s big changes but it’s important to focus on the end game as it’s going to be fantastic”**

4.7.4 Phase 4 enabling moves are now underway including temporary relocations alongside the commencement of works to deliver a further 11 new units.

4.8 Refurbishment works to the structure and fabric of the market hall are being undertaken broadly in line with the phased approach within the market hall to minimise disruption wherever possible. Whilst external roof replacement works

can be undertaken via external access points, upgrading the internal roof covering with internal insulation requires internal scaffolding to reach a safe working height.

Significant progress has been made to the preservation of the historic market building, with approximately 50% of the roof renewal programme now complete. The works are addressing longstanding maintenance issues while improving the building's energy efficiency, environmental performance and long-term resilience. Completed works include major structural repairs, replacement roof coverings, improved insulation and upgraded roof lights. These improvements will enhance the long-term sustainability, energy efficiency and resilience of this important historic asset.



**Pictures showing completed external roof coverings with new roof lights and internal eco-friendly Hereklith wood/wool insulation material.**

- 4.9 As the works inside the market hall are being carried out sequentially enabling the market to continue to trade, moving dates between phases are being timed around trader commitments and key trading periods. Whilst Phase 4 remains programmed for completion in late 2026 and overall practical completion remains targeted for Spring 2027, programme dates remain subject to the coordination of trader moves and construction activity within a live trading environment.

### **Stallholder Engagement and Communications**

- 4.10 Good2Great were appointed by the Council to support stakeholder engagement, which has been integral to the design and delivery process. Engagement has included initial meetings with the full trader group, workshops, and a rolling programme of one-to-one meetings to discuss stall types, general arrangements and bespoke requirements, including power and fit-out needs. This engagement has covered both temporary and permanent moves to support business continuity and help maintain seamless trading arrangements wherever possible.
- 4.11 Weekly progress updates are being shared with traders via WhatsApp updates and email to ensure consistent message on logistics, access and timing. Direct communications also include trader letter updates and a specific email address to enable traders to direct any project related queries.

- 4.12 To support the 'business as usual' messaging, wayfinding has been maintained throughout the works in and around the market with "Find a trader" signage refreshed as phases and temporary locations have changed.
- 4.13 In addition to the wider programme of marketing and promotion for the market, the Council has made available individual promotional support to traders through a dedicated Communications Officer: A programme of "Talking Heads" videos featuring traders moving into completed areas is gaining momentum as the project progresses alongside the regular Council led 'Talking Head' project updates.
- 4.14 Social media training, business mentoring and merchandising support is also being made available to traders through Sally Themans at Good2Great.



**Nicol Dwyer Operations Director of Digbeth Dining Club meeting with some of the traders from the newly opened Cow Shed. Sharing her operating experiences and ideas (arranged by Good2Great).**

- 4.15 The positive and collaborative relationship established with traders has been a key factor in the success of the project to date and has enabled the Council to maintain programme momentum while supporting business continuity.
- 4.16 The regeneration programme is intended not only to improve the physical environment of the market but also to strengthen its long-term commercial sustainability through improved facilities, an enhanced customer experience and the attraction of new businesses.

### **Next Steps/Future Opportunities**

- 4.17 The immediate priority is to progress Phase 4 construction, maintain clear trader and customer wayfinding, and prepare for the remaining phases. Work will also continue on the future market offer, including potential operating arrangements for the new bar and Cow Shed space, events and evening activity. These opportunities remain under development and will be brought forward as proposals are refined.
- 4.18 A particularly encouraging outcome of the investment programme has been the growing interest from prospective occupiers. The market has attracted enquiries from new independent businesses seeking opportunities within the regenerated space, alongside existing traders looking to expand their operations. This early

interest suggests increasing confidence in both the market and Wellington town centre as a destination for investment and business growth. This interest will be reviewed as the works progress to completion with a view to ensuring a good mix and range of traders to attract and sustain footfall into the market. Units are currently being held vacant to assist with temporary relocation requirements and facilitate the acceleration of the project where possible.

- 4.19 An opportunity exists to reconfigure 5 Market Street (formerly occupied by the post office) into smaller retail units whilst retaining the original access into the market from Market Street. As part of the Council's continued commitment to the regeneration of the Market, this opportunity is being explored.

### **Project Completion**

- 4.20 As completion approaches, communications activity will increasingly focus on celebrating progress, showcasing trader success stories and building anticipation for the fully regenerated market. Practical completion is targeted for Spring 2027 and will mark the culmination of a transformational investment in one of Wellington's most important community and economic assets.
- 4.21 Detailed opening and launch arrangements will be confirmed alongside the final works programme and future operating proposals.
- 4.22 The regeneration of Wellington Market continues to make strong progress, with multiple phases completed, significant improvements delivered to both the trading environment and historic building fabric, and positive engagement maintained with traders throughout. The project is demonstrating how major investment can be successfully delivered within a live market environment while protecting existing businesses and creating opportunities for future growth. The increasing interest from prospective traders provides early evidence of confidence in the market's future and the wider regeneration of Wellington town centre.
- 4.23 The project is continuing to deliver against its core objectives of preserving a historic asset, supporting existing traders, improving the customer experience and creating opportunities for future business growth.

### **5.0 Alternative Options**

- 5.1 This is a progress report for noting. The Council has obligations pursuant to the capital regeneration grant funding. No alternative delivery option is proposed through this report. The phased approach remains necessary to deliver the refurbishment while supporting continued trading and access within the market.

### **6.0 Key Risks**

- 6.1 The principal delivery risks are the logistical complexity of undertaking construction in a live market, coordinating temporary and permanent trader relocations, maintaining safe customer and trader access, and completing works without undermining the message that the market remains open for business.

- 6.2 There are also programme and cost risks arising from design coordination, existing-building conditions, the timing of trader information and fit-out requirements, and the sequencing of later phases. These risks are managed through phased planning, regular project and progress meetings, value engineering, health and safety monitoring, direct engagement with affected traders and ongoing communications.

## **7.0 Council Priorities**

- 7.1 The regeneration and investment into Wellington market supports the following Council priorities:

Everyone benefits from a thriving economy.

All neighbourhoods are a great place to live.

- 7.2 The regeneration of Wellington Market is already helping to secure the long-term future of a key town-centre asset. The investment is supporting existing businesses, creating opportunities for new enterprises, improving the visitor experience and strengthening the role of Wellington as a destination for shopping, food, leisure and community activity. In doing so, it directly contributes to economic growth, increased footfall, town-centre vitality and community pride.

## **8.0 Financial Implications**

- 8.1 Wellington Market forms part of a wider Wellington Regeneration project, fully funded in the approved capital programme, and which received £9.807m of Local Regeneration Fund grant funding from the government. Delivery is being managed through the approved project governance and budget-control arrangements. The completed value engineering exercise has informed the scope and sequencing of the works. The project remains within the approved capital funding envelope, any material financial implications arising from final delivery or future operational will be reported through to the appropriate governance route and included in financial monitoring reports.
- 8.2 The works to reconfigure 5 Market Street are outside of the existing project scope so additional funding would need to be identified if this was to progress.
- 8.3 Rental concessions are being provided to support traders within the market directly impacted by the regeneration works including before and during temporary relocation and post permanent location.

## **9.0 Legal and HR Implications**

- 9.1 The Council has the power to carry out the activity referred to in this report, including through the general power of competence under the Localism Act 2011. Legal advice has supported property, licence, procurement, construction and occupation matters and will continue to be obtained as required. There are no additional HR implications arising directly from this progress report.

## **10.0 Ward Implications**

- 10.1 The works are located within Wellington and directly affect the local town-centre ward and its businesses, visitors and residents. The wider economic and visitor benefits are intended to be felt across the borough.

## **11.0 Health, Social and Economic Implications**

- 11.1 The project is intended to support economic activity by retaining and improving the market, supporting independent businesses and attracting additional visitors. Improved layouts, facilities and accessibility should also support a safer and more inclusive customer experience. Construction impacts are being managed through phasing, wayfinding, trader communications and access planning.

## **12.0 Equality and Diversity Implications**

- 12.1 The design and delivery approach includes improvements to accessibility and circulation through the market. Continued engagement with traders and users will be used to identify and address barriers affecting people with protected characteristics (specific aspects of a person's identity defined by the Equality Act 2010).
- 12.2 Any future operating, events or opening proposals will continue to consider inclusive access, communication needs and the impact on different users.

## **13.0 Climate Change, Biodiversity and Environmental Implications**

- 13.1 The project is restoring and reusing an existing historic market asset. Environmental considerations include the performance of the refurbished fabric and services, waste management during construction, and the accessibility of the market within the town centre. Any further environmental implications will be addressed through the remaining design, construction and operational planning.

## **14.0 Background Papers**

N/A

## **15.0 Report Sign Off**

| <b>Signed off by</b> | <b>Date sent</b> | <b>Date signed off</b> | <b>Initials</b> |
|----------------------|------------------|------------------------|-----------------|
| Exec Director        | 8/9/2026         | 15/09/2026             | RC              |
| Finance              | 4/9/2026         | 11/09/2026             | ER              |
| Legal                | 4/9/2026         | 04/09/2026             | EH              |