



## WELLINGTON PLACE PLAN

### *Indicative Action Plan*

**March 2023**

<b>Version</b>	<b>Purpose</b>	<b>Date</b>
1	To accompany publication of WPP	15 March 2023
2		

Note:

The Delivery Strategy and Action Plan are working documents, updated periodically in collaboration with partners.

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## PART 1: DELIVERY STRATEGY

At a town-wide scale the delivery programme for the Place Plan will be coordinated and led by the Council. The Council's role will be to establish and lead the governance structure, undertake direct activities and infrastructure projects, and coordinate activities undertaken by the private sector and third sector.

### Funding

At a Programme level the funding could come from a number of sources:

- Government regeneration and transport funding including Levelling Up Fund, UK Shared Prosperity Fund, Brownfield Land Release Fund, Department for Business, Energy and Industrial Strategy (BEIS), Department for Transport (DfT) and Network Rail.
- Regional funding via Head of the South West Local Enterprise Partnership (HoTSW LEP) – which is not directly accessed by the Council.
- Historic England, Lottery, Arts Council, Environment Agency and other specialist national funders for heritage, cultural and environmental projects.
- Research and Development and innovation funding – funding to business and for infrastructure from UK Research and Innovation (UKRI) and government research bodies.
- Climate Change and Carbon Reduction – various sources of project funding through government and its agencies.
- Council funding – through revenue and capital programmes including borrowing and recycling land receipts.
- Public Sector asset base - this should be coordinated through the local authority's One Public Estate Programme liaising with the Programme Board to ensure all public sector landowners are using their asset base to meet the objectives of the Place Plan and to create joint service efficiencies – it includes all public sector assets national and local government, national agencies, blue light services, education and NHS.
- Private sector investment including planning contributions. Many private sector growth projects will be viable and there will be a light touch requirement to ensure they are adding value and contributing to the Place Plan. Other projects may have marginal viability and risk which require public interventions to facilitate delivery. Planning contributions from developers including direct works, S106 and CIL should be prioritised in accordance with Place Plan. Private sector investment will cover a wide range of sectors – developers and landowners, funding institutions, infrastructure providers, retailers and occupiers, start-ups SMEs and large companies, and public - private partnerships.

- Short-term projects provide an opportunity to seek funding through grass roots organisations, charities and community initiatives.

### **Management capacity and governance**

The Council will need the expertise and capacity in-house to lead the project over several years with external support as required. A dedicated governance structure for the project will ensure accountability and transparency, particularly as the Council is committing to strong community involvement in the governance structure.

The Council will require a multi-departmental resource, including: planning, heritage, economic development, transport and climate change.

### **Delivery commentary on key themes**

#### ***Overview***

The Place Plan sets out six key themes and spatial strategies. These provide a clear structure for the various priorities and projects which will drive the implementation of the Place Plan. This section provides an overview of the main delivery considerations relating to each of the themes.

The phasing of key projects is then set out alongside a summary Action Plan. It is envisaged that the Action Plan and projects will be developed further by the Council and their key delivery partners as part of the process of developing the Local Plan.

#### ***An accessible place***

Improving transport infrastructure is at the heart of the Place Plan and it is important to set the tone for the programme by undertaking short term improvements which establish the basis for the prioritisation of larger infrastructure projects in the future.

The Council will develop policies and work closely with delivery partners including house builders and developers to deliver these improvements to infrastructure.

The Council will also seek to establish a high bar of quality to ensure that infrastructure outcomes are in accordance with the guidance set out in the Place Plan.

#### ***A town rooted in its setting***

It is important to strengthen the independent character of Wellington's economy as part of the area's distinct character. Projects and interventions should seek to generate greater critical mass, and, where appropriate, clustering.

The Council will continue to work with the Town Council and partners on town centre enhancements including markets and events.

Other opportunities include the re-purposing of underused buildings for activities such as farm shops, craft, and local workspace uses. Where viability is challenging, the Council will explore to support these activities, such as exploring a small property conversion programme. Developers will be encouraged to provide low cost workspace for these sectors.

Businesses looking to expand in the artisan food and farm shop sectors will be encouraged to raise awareness and liaise with the wider Somerset industry networks for sources of support.

Funding for this theme may also be available as part of larger scale regeneration bids for the town, such as the Levelling Up Fund.

### ***Celebrating our industrial and commercial heritage***

The town is fortunate to have a combination of modern workspace on business parks next to the motorway, and characterful, historic employment areas in the town centre and at Tonedale, therefore appealing to a wide range of occupiers and sectors.

The relocation of major employers Relyon and Swallowfield to a more suitable out of town location remains a long term ambition thereby releasing a key area for high density mixed-use regeneration. Suitable sites should be kept under review for this.

The Council will use its landholding to drive regeneration of the key historic assets at Tonedale and Tone Works. Historic England are a key partner in helping seek investment.

### ***A high bar for sustainability***

New developments must be high quality, sustainable and zero-carbon, aligning with the Council's Climate Positive Planning Guidance and Districtwide Design Guide.

Where possible, the Council will work with partners to access funding to support the private sector to make transformations to more sustainable outcomes. Government funding for climate change initiatives may be available for this in the future.

For community heat/power networks, the Council will explore opportunities for public-private partnership formation.

Develop Local Plan policy requiring all new development to be zero carbon and climate resilient by 2030.

### ***A welcoming town and centre***

The Council will consider opportunities for informal and formal partnership working to drive the regeneration of the town centre. This could include public-private partnerships between the Council and Registered Social Landlords and housebuilders to deliver the affordable homes

The Council will explore opportunities to use investment to facilitate positive development outcomes. For example, this could include land acquisition and risk sharing on pre-construction budgets to pump-prime the market to undertake new and retrofit development for low carbon, affordable homes.

### ***A resilient town***

It is recommended that further assessments are undertaken by the Council's Economic Development team to look at the skills requirements including specialist heritage and craft skills , needs of the major employers, and links to green industrial growth plans across the County.

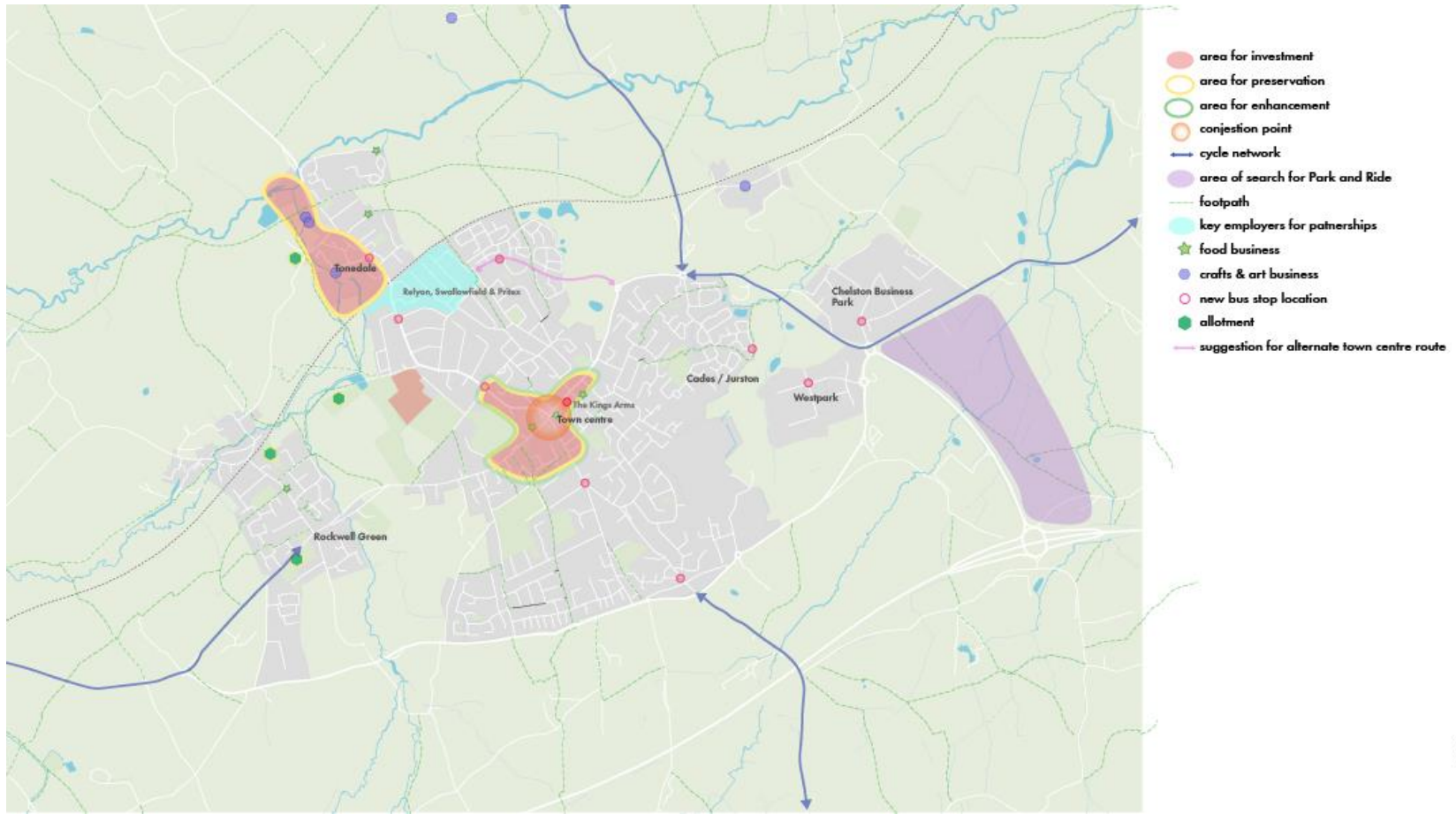
The Council will also consider the preparation of a detailed demand strategy for workspace from start-up and grow-on space to stand alone developments and appropriate mix of heritage buildings like Tonedale and new build at Chelston, and in the strategic growth areas.

As noted in the growth area commentary below, Tonedale/Tone Works is a long term public-private regeneration project which will require multi £m investment including significant public investment. Due to the complexity and timescales of this project, the Council will consider a bespoke public-private governance structure to support the delivery of the project, potentially in the form of a local development company.

Developments in the Chelston area will generally be led by the private sector, with Council influencing the quality and form of developments through the Place Plan and planning policy. For instance it may be a priority to have small units for start-ups, scale-ups and higher value knowledge based sectors rather than distribution sheds, restaurant drive-ins and trade counters. The Council will work with developers to ensure the right balance of sectors.

Wellington's businesses should take advantage of economic growth in Taunton both through the links to sites like Firepool and Nexus 25 business park, and skills and business support programmes. Wellington based knowledge SMEs could benefit from links to this wider supply chain, labour supply, and accessibility between the towns.

The Council will consider the formation of a mechanism to provide dedicated resources and leadership. There is also scope to extend the role of the Community Interest Company and community asset transfer and social enterprise activity in addition to commercially driven development.

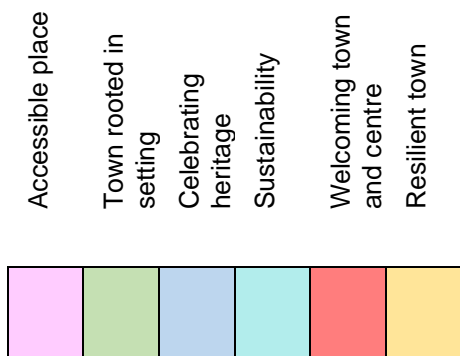




## PART 2: INDICATIVE ACTION PLAN

This Indicative action plan contains a list of 22 potential actions to realise the vision and objectives set out in the Wellington Place Plan. The timescales for delivery will be kept under review and align with the new Somerset-wide Local Plan, once adopted. The impacts and cost implications are as yet only high level in nature and will need to be built on with more detailed work in due course. The Wellington Place Plan document explains the process that has been gone through to produce this indicative action plan. The table below identifies the following for each action:

- The relevant **objective** from the Wellington Place Plan;



- The high-level **impact** either for the district, or corporately for the Council, that an action will have in itself or could lead to;
- Workstream (**B**uilt Environment, **E**nergy, **T**ransport, **I**ndustry Business and Supply Chain, **W**aste, **F**ood and Farming, **N**atural Environment, **W**ater (**Wt**), **E**ducation (**Ed**), **M**iscellaneous);
- **Role** of the Council (**D**eliver, **E**nable, **S**upport, **L**obby);
- Potential high level **cost**; and
- **Priority ranking** (for the top ten).

The Council intends to work with partners to coordinate updates to the Action Plan which has potential to include further information on: delivery partners; roles and responsibilities; options for funding sources; and delivery considerations.

## Actions

Ref	Actions	Objectives	Workstream	Role	Impact	Cost	Priority ranking
1	<p>Prepare a <b>Town Centre Delivery Strategy</b> to:</p> <ul style="list-style-type: none"> <li>• attract investment to the town</li> <li>• identify opportunities to expand the market offer in Wellington</li> <li>• identify opportunities to support SMEs and small-scale innovation</li> <li>• exploit the success of Wellington’s identity as a centre for craft, local food and independent businesses</li> <li>• improve and manage the night time economy</li> <li>• expand the regular market</li> <li>• reduce vacant units through reviewing opportunities for reuse of empty buildings</li> <li>• work with landowners and local businesses to match uses with vacant buildings</li> <li>• promote partnership working across Wellington’s events programme</li> <li>• mapping existing businesses, industries and supply chains</li> <li>• review opportunities for small business and co-working space in the town centre</li> <li>• Identify spaces in the town centre and other strategic locations for local food and craft-based businesses; and small business and co-working space</li> <li>• Identify opportunities to support food production businesses</li> </ul>		I	D	H	M	1

Ref	Actions	Objectives	Workstream	Role	Impact	Cost	Priority ranking
	<ul style="list-style-type: none"> <li>work in partnership with major employers</li> </ul>						
2	Undertake a <b>Wellington Movement and Traffic Study</b> , including: <ul style="list-style-type: none"> <li>Options for removing articulated lorries from the town centre</li> <li>Potential to improve key junctions in the TC</li> <li>Reviewing potential for Park and Ride scheme</li> <li>Options for improvement to bus service coverage and bus rapid transport schemes (see CNCR)</li> <li>Opportunities for on-street EV charging points (see CNCR)</li> </ul>		T	D	H	M	2
3	Re-establish a railway station for Wellington as a transport hub		T	L S	H	H	3
4	Prepare a multi-modal hub concept for the new railway station, including <ul style="list-style-type: none"> <li>considerations for an integrated cycling network and</li> <li>cycle hubs at key locations</li> </ul>		T	D	H	M	4
5	Actively seek funding for Tonedale Mills and Tone Works		B	L D	H	L	5
6	Support a <b>Public Realm Improvement Plan</b> , to consider: <ul style="list-style-type: none"> <li>design options for enhancement of paving surfaces and street furniture</li> <li>creative adaptive reuse of structures</li> <li>facade and shop front improvements</li> <li>a lighting strategy for the town centre</li> <li>explore the potential to create a public space in front of the former PO building</li> </ul>		B I	S	H	L	6

Ref	Actions	Objectives					Workstream	Role	Impact	Cost	Priority ranking
7	Support Wellington's <b>Green Corridor Advisory Board</b> in managing and protecting green spaces, including: <ul style="list-style-type: none"> <li>the Basins</li> <li>Fox's Fields</li> <li>green corridors</li> <li>existing and expanded allotments and orchards</li> </ul>						N	S	H	L	7
8	Invest in walking and cycling infrastructure, including: historic footpaths; cycle connections; and signage (aligning with LCWIP)						T	D	M	M	8
9	Prepare a Strategic Outline Business Case to understand the case for and deliverability of a cycle route between Wellington and Taunton						T	L D	H	M	9
10	Prepare a <b>Somerset-wide skills strategy and action plan</b> to take forward with the Local Enterprise Partnership (LEP) and other partners, to include: <ul style="list-style-type: none"> <li>introducing key Wellington employers into the conversation</li> <li>discussing needs with local higher education institutions, including heritage training and education for local residents; and specific training in heritage conservation and craft skills for local school leavers <i>(see SWT Economic Development Strategy 2020 – 2024)</i></li> </ul>						Ed I	D	M	L	10
11	Build awareness of mechanisms for Wellington Town Council and the community to engage in the development of sports, recreation and open space facilities, through opportunities presented through SASP and development of strategies to support the new Somerset-wide Local Plan						B N	E	L	L	
12	Build awareness and capacity for community projects for:						N	E	H	L	

Ref	Actions	Objectives					Workstream	Role	Impact	Cost	Priority ranking
	<ul style="list-style-type: none"> <li>tree planting</li> <li>rewilding</li> <li>improving biodiversity</li> <li>renewable energy generation opportunities around and nearby the town</li> </ul>										
13	Undertake a study to explore the potential of the waterways in Wellington						N	D	H	M	
14	Review the potential of the former Dolphin Pub for community uses						B	D	H	L	
15	Deliver the Public Realm Improvement Plan, including: <ul style="list-style-type: none"> <li>the landscape design for new public space in front of the former PO building</li> <li>design options for enhancement of paving surfaces and street furniture</li> </ul>						B	D S	H	M	
16	Establish Gigabit digital connectivity for existing and new homes and workspaces (see CNCR) by supporting operators and following statutory guidance <i>“Infrastructure for electronic communications: Approved Document R”</i> .						E	S	H	L	
17	Build awareness of support for businesses, available through the Council and the LEP.						I	S	L	L	
18	Work in partnership with the LEP to support the growth of green economy industries and identify particular opportunities for Wellington						I	D	L	L	
19	Identify local renewable energy projects to support a <b>Somerset-wide Renewable Energy Strategy</b> , including the early identification of opportunities for new neighbourhoods with ground source heat-pumps, hydro-						E	D	M	L	

Ref	Actions	Objectives						Workstream	Role	Impact	Cost	Priority ranking
	electric power and community heating networks (see CNCR)											
20	Develop affordable homes in the town centre: <ul style="list-style-type: none"> <li>• new homes on small sites; and</li> <li>• vacant historic properties retrofitted</li> </ul>						B	D E	H	H		
21	Regeneration at Tonedale Mill and Tone Works as a major employment opportunity						B	D	H	H		
22	Establishing workspace and mixed-uses close to the new railway station						B	E	H	L		
23	Undertake a Review of the Wellington Conservation Area Appraisal						B	D	H	L		