



Borough of Telford and Wrekin

Business and Finance Scrutiny Committee

Wednesday 30 September 2026

6.00 pm

Council Chamber, Third Floor, Southwater One, Telford, TF3 4JG

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Committee Members:	Councillors G Luter (Chair), J Kaur (Vice-Chair), B Carter, L Lewis, R Mehta, S Syrda and R Tyrrell
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	To receive the draft report from the Innovative Approaches to Alternative Accommodation Working Group	
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BUSINESS AND FINANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Business and Finance Scrutiny Committee held on Wednesday 24 June 2026 at 6.00 pm in the Council Chamber, Third Floor, Southwater One, Telford, TF3 4JG

Present: Councillors N A M England (Chair), J Kaur (Vice-Chair), G Luter, S Syrda and R Tyrrell.

Also Present: Councillor O Vickers (Cabinet Member for Jobs, Transport & Digital Connectivity).

In Attendance: G Ashford (Strategic Planning, Inward Investment and Business Support Group Manager), A Hickman (Democracy Officer), R Phillips (Head of Registrars, Public Protection, Legal & Democracy) and P Starkey (Lead Democracy Officer).

Apologies: Councillors L Lewis and R Mehta.

BFSC1 Declarations of Interest

None.

BFSC2 Minutes of the Previous Meeting

RESOLVED – that the minutes of the previous meeting held on 11 March 2026 be confirmed as a correct record and signed by the Chair.

BFSC3 Terms of Reference 2026/27

The Head of Service: Registrars, Public Protection, Legal & Democracy presented the report which invited the Committee to review and reconfirm its Terms of Reference for the 2026/27 municipal year.

Members were advised that it was a constitutional requirement for each scrutiny committee to review its Terms of Reference at the first meeting of the municipal year and that each Committee had been delegated authority to approve their own terms of reference.

It was noted that there were no proposed changes.

RESOLVED – that the Terms of Reference for the Business & Finance Scrutiny Committee for the 2026/27 municipal year be approved.

BFSC4 Business & Finance Scrutiny Work Programme 2026/27

The Head of Service: Registrars, Public Protection, Legal & Democracy presented the draft work programme for the 2026/27 municipal year.

Members were advised that the work programme had been developed through consultation with SMT, Scrutiny Chairs and elected Members and reflected the Committee's priorities for the coming year. It was noted that the programme remained flexible and items could be added or amended should new issues emerge during the year.

Members discussed the ongoing joint working group review into innovative approaches to alternative accommodation and agreed that future work should concentrate on meeting the Borough's identified need for single occupancy accommodation.

In response to questions raised regarding the future direction of the working group, the Head of Service: Registrars, Public Protection, Legal & Democracy advised that officers were seeking further guidance from Members to inform the next workshop session.

Members suggested that the next stage of the review should focus on identifying suitable Council-owned and brownfield sites, assessing the viability and affordability of different delivery models, while considering opportunities to repurpose existing assets.

Members requested that the Wellington Market Regeneration item be scheduled at the earliest opportunity in order to receive an update on progress and scrutinise the outcomes of the Council's investment.

Members discussed the Housing Investment Programme update scheduled for September 2026 and expressed an interest in undertaking a site visit linked to the programme. Officers advised that consideration would be given to arranging a visit and exploring opportunities for Members to view recently completed developments.

RESOLVED – that the Business & Finance Scrutiny Work Programme for the 2026/27 municipal year be approved.

BFSC5 Pride in Our High Street

The Cabinet Member: Jobs, Transport & Digital Connectivity introduced the report and highlighted the success of the Pride in Our High Street (PIOHS) programme over the past decade.

Members heard that the programme had supported the regeneration and revitalisation of local high streets through targeted interventions. The Cabinet Member: Jobs, Transport & Digital Connectivity explained that more than 130 new businesses had been supported, over 100 eco and digital grants had been awarded and significant levels of private sector investment had been leveraged through the programme. The Borough's town centres were continuing to perform strongly, with vacancy levels remaining significantly below the national average.

The Invest Telford Team Leader delivered a presentation outlining the key achievements of the programme. The Committee heard that approximately £725,000 of public investment had helped leverage around £2.46m of private sector investment, supporting the creation of more than 440 jobs.

Members were advised that the current offer included start-up grants, trial grants, façade grants, eco grants, digital grants and diversification grants, all designed to support business growth and improve the long-term resilience of the Borough's high streets.

Officers reported that only 24 retail units across the Borough's town centres were currently vacant, compared with approximately 98 vacancies if national vacancy rates were applied locally. Members also heard how the programme benefited from extensive cross-Council working and engagement with local businesses.

The presentation included several examples of businesses supported through the programme, including Book Nook and Baked Bean in Ironbridge and Sweet Little Things Bakery and Tea Room in Madeley. Members welcomed the report and praised officers for their work in supporting local businesses and revitalising town centres across the Borough.

Members commented positively on the visible improvements that had taken place in Wellington and other borough towns, noting that increased occupancy levels, investment in the public realm and support for independent businesses had helped create stronger community-focused high streets and encouraged wider economic activity. The importance of continuing to support micro-businesses and entrepreneurs was also highlighted, with Members noting that smaller businesses often had the flexibility to respond quickly to changing market conditions and played a key role in sustaining local economies.

Questions were raised regarding support for communities that did not have traditional high streets, including Priorslee and other residential areas with limited local retail provision. Members also sought clarification on whether additional interventions could be targeted at local centres.

In response, the Group Manager: Strategic Planning, Inward Investment & Business Support explained that whilst the programme maintained a strong focus on the Borough's principal town centres, support had begun to extend into local centres where opportunities arose, including recent investment in Donnington, and officers would continue to explore opportunities elsewhere.

Members noted that vacancy figures represented a snapshot in time and that many units were only vacant temporarily between occupancies. The Group Manager: Strategic Planning, Inward Investment & Business Support advised that several vacant units in Newport were already under offer and vacancy levels across the Borough continued to remain significantly below national averages.

The Committee sought further information regarding the emerging Elevate Programme. The Cabinet Member: Jobs, Transport & Digital Connectivity explained that the next phase of support was currently being developed and would focus on increasing footfall, activating town centre spaces, driving local spending and supporting business growth. Members were advised that further details would be brought forward later in the year.

Members also highlighted the challenges faced by some businesses once initial start-up support had ended and suggested that additional support for business sustainability and growth beyond the start-up phase could be beneficial.

The Committee welcomed the update and noted the continued success of the programme.

BFSC6 Chair's Update

The Chair advised that the next meeting of the Committee would take place on 16 September 2026.

On behalf of the Committee, the Chair thanked the Head of Service: Registrars, Public Protection, Legal & Democracy for his support to scrutiny and wished him well in his new role at Shropshire Council.

The meeting ended at Time Not Specified

Chairman:

Date: Wednesday 30 September 2026



Telford & Wrekin
Co-operative Council

Protect, care and invest
to create a better borough

Borough of Telford and Wrekin Business & Finance Scrutiny Committee 30 September 2026

Housing Investment Programme - Update Report

Cabinet Member:	Cllr Carolyn Healy - Deputy Leader and Cabinet Member: Neighbourhoods, Planning and Sustainability. Cllr Nathan England – Safer Streets and Better Housing.
Lead Director:	Ross Cook – Director Place
Service Area:	Prosperity & Investment
Report Author:	Kate Callis – Head of Service - Housing Investment
Officer Contact Details:	Tel: 07800 671876 Email: kate.callis@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	N/A
Forward Plan:	Not Applicable
Report considered by:	Business & Finance Scrutiny Committee - 30 September 2026

1.0 Recommendations for decision/noting:

It is recommended that Scrutiny Committee:-

- 1.1 Note progress made in relation to the delivery of the Housing Investment Programme to September 2026 and financial performance for the year 2025/26.

2.0 Purpose of Report

- 2.1 The Housing Investment Programme (HIP) is a strategic programme, established to meet identified housing need through the delivery of a portfolio of properties for predominantly private rent. Nuplace Ltd is the Council's chosen delivery vehicle for the programme, incorporated in 2015 and in its twelfth year of operation. The programme seeks to;

- Respond to the borough's housing need for quality rental homes and places to live and support the Council's ambitious growth agenda and major investment into the Borough;
- Raise the standard of rental provision in the Borough, both in terms of the quality of the rental homes and the quality of the landlord service;
- Enhance the Council's knowledge and expertise of housing delivery and management, through the use of in-house resources to undertake the development, management and maintenance of the portfolio of rental properties;
- Generate a long term income stream for the Council that can contribute towards the protection of frontline services otherwise affected by budgetary constraints;
- Stimulate local economic growth through job creation during both the construction and operational phases of the Programme;
- Regenerate brownfield and stalled sites; and
- Transform existing housing stock through the delivery of the Telford & Wrekin Homes Programme, established in 2021.

The report presents an update since the previous report to Scrutiny in June 2025, including:

- Progress against planned developments.
- Progress against pipeline developments identified in the updated Housing Investment Programme Business Plan, approved at Cabinet in February 2026,
- Out turn financial performance for the year 2025/26.
- Customer satisfaction and performance of the property and tenancy management service.
- Social Value outcomes.

3.0 Background

- 3.1 As of the date of this report, Nuplace's housing portfolio comprises **759 homes across seventeen sites, with a further 37 homes under construction**, which once complete will bring this latest phase of development to a conclusion, culminating in the delivery of 796 homes.
- 3.2 Of these, **75 are affordable homes, available at discounted rents**, with the housing investment programme also enabling the delivery of a further 399 affordable dwellings by housing association partners.
- 3.3 During the year, major schemes including The Gower, 1 Walker Street, Limes Walk, the former Nursery at Ketley Bank and Denmark House at Station Quarter have been completed and are now fully occupied or in the process of welcoming new residents. The Telford & Wrekin Homes portfolio has **expanded to 63 properties**, providing additional housing opportunities across the Borough.
- 3.4 The completion of developments at **Station Quarter and 2 Walker Street** will see this current phase of diverse and complex schemes reach a conclusion,

paving the way for the delivery of further pipeline schemes identified within the Programme's revised Business Plan, approved at Cabinet in February 2025.

- 3.5 This includes schemes at Phoenix, Brandon Avenue, Southwater Core and further expansion of the Telford & Wrekin Homes Programme, with the potential to deliver approximately **300 additional homes** over future years, subject to detailed viability assessment and approval.
- 3.6 Nuplace's portfolio continues to diversify, offering local people a broad range of property types and sizes, including apartments, family homes, bungalows and accessible housing. It is estimated that **more than 2,000 residents** are now living in Nuplace properties across the Borough.
- 3.7 Lettings across the portfolio remain strong, with **voids for the financial year 2025/26 contained at approximately 2.18%%, which is below the budget assumption of 3%.**
- 3.8 Upon completion of the next suite of schemes, the programme will have resulted in the **regeneration of over 47.94 acres of brownfield land and refurbished or converted 4,656 sqm of redundant floor space**, addressing stalled sites and bringing back into use redundant and underused premises.
- 3.9 Through bespoke Social Value Plans, developed on a site by site basis, projects are contributing positively towards strategic and local social value outcomes linked to **employment, training, apprenticeships, supply chain development and the delivery of a range of community projects.**
- 3.10 Nuplace generates income to the Council from a variety of sources, including services supplied and interest on debt finance. **Since 2015/16 Nuplace has generated a cumulative net incremental income of £15.8m to the Council to 2025/26.**
- 3.11 Against the **£102.18m invested into sites at 31 March 2026**, the Nuplace asset portfolio has an investment value of **£135.4m, representing a cumulative 32.5% capital increase.**

4.0 Summary of main proposals

4.1 Housing Market Context

- 4.2 Since the last update to Scrutiny in 2025, the construction industry, financial markets and housing sector have continued to evolve in response to changing economic conditions and significant legislative reform. Whilst inflationary pressures and interest rates have begun to stabilise, both the development and management of residential property remain subject to an increasingly complex regulatory environment. Key factors are summarised below.

4.2.1 **Legislative Changes**

- **The Building Safety Act 2022** continues to represent the most significant reform of building safety legislation in a generation. The Act introduced a new regulatory framework for the design, construction and occupation of buildings, including the establishment of the **Building Safety Regulator (BSR)**. The regime is now fully operational, with the BSR overseeing enhanced gateway approval processes, duty holder responsibilities and competency requirements across the construction sector. Whilst Nuplace's current development programme includes a limited number of higher-risk buildings, the legislation has increased compliance, design and assurance requirements across the wider development industry and will continue to influence the delivery of future schemes.
- **The Renters' Rights Act 2025** represents the most significant reform of the private rented sector in more than 30 years. The first phase of implementation came into force on 1 May 2026, abolishing Section 21 "no fault" evictions and replacing fixed-term assured shorthold tenancies with a system of periodic tenancies. The legislation also introduces strengthened rights for tenants, including provisions relating to rent increases, pets and discrimination against households with children or those in receipt of benefits. As a professional landlord with a strong focus on housing standards and tenancy management, Nuplace has been well positioned to respond positively to these changes.
- The Government has also confirmed its intention to strengthen housing quality standards within the private rented sector through the future extension of **Awaab's Law** and wider reforms aimed at ensuring hazards and property defects are investigated and addressed within prescribed timescales. These measures will further increase expectations around property management, maintenance and landlord accountability across the sector.

In summary, evolving legislation places greater emphasis on compliance, resident safety, housing quality and professional landlord services. Whilst this presents additional responsibilities for landlords and developers, it aligns closely with Nuplace's existing commitment to delivering high-quality homes supported by responsive tenancy and property management services.

4.2.2 **Financial Markets**

- **Interest Rates:** The UK base interest rate has been held by the [Bank of England](#) at 3.75% since December 2025. After peaking at 5.25% in 2023, rates trended downward through 2024 and 2025, but further cuts have stalled due to global energy shocks and renewed inflationary pressures. As a consequence of this interest rates that Nuplace can achieve on debt finance remain challenging and will have a significant influence on the cost of delivering and operating new housing schemes.
- **Construction Industry Inflation:** UK construction cost inflation has stabilised from post-pandemic peaks, showing moderate annual increases around 2.6% to 3.8%. However, lingering supply pressures, energy costs, and high wage demands in specialised trades mean inflation

remains a structural challenge rather than a purely cyclical one. Ongoing pressures associated with labour availability, materials and energy costs continue to drive cost increases across the sector, requiring careful management of development budgets and project risks.

- **Development Viability:** Development viability continues to be challenged by the cumulative impact of borrowing costs, construction inflation and increasing regulatory requirements. This has reinforced the importance of securing external grant funding, maximising procurement efficiencies and maintaining a strong focus on scheme design and value for money.

4.2.3 Housing Market

- **Private Rents:** Demand for privately rented homes across Telford & Wrekin remains strong, with rental growth continuing despite wider economic uncertainty. Average monthly private rents increased from £797 in June 2025 to £859 in June 2026, representing annual growth of 7.7%, significantly above the West Midlands average of 4.4%. Continued demand for good quality rental accommodation, combined with constrained housing supply, has supported rental growth across the borough.
- **House Prices:** The owner-occupier market has shown signs of stabilisation following a period of higher interest rates and reduced transaction volumes. The average house price in Telford & Wrekin was £217,000 in May 2026, broadly unchanged from the previous year. Whilst house price growth has slowed, values have remained resilient, reflecting continued demand for housing within the borough and Telford's relative affordability compared with many neighbouring areas.
- **Housing Demand:** Demand for both home ownership and private rented accommodation remains strong, driven by the borough's continuing population and employment growth, strategic location and relative affordability. This ongoing demand continues to support the case for investment in a diverse range of housing products, including family homes, apartments and accessible accommodation, across a variety of tenures.

Within this context, the development team have worked hard to drive schemes forward to completion, working to maximise grants that are available to support schemes and driving as much efficiency as possible in the projects in respect of layout, programme etc. to compensate for high interest rates and construction costs. Section 4.3 below outlines recent achievements.

4.3 **Schemes Completed & Under Development**

Table 1 below summarises schemes completed (green), now in delivery (amber) or at feasibility stage (blue), with the remainder of Section 4.2 providing a more detailed update against each scheme.

Housing Investment Programme – Update Report

Site	1 bed	2 bed	3 bed	4 bed	5 bed	Total	Affordable Units by Nuplace	Affordable Units by Others	Adaptable / Accessible (M4(2) & M4(3)b)	Low Carbon (PV/EV)	Future Homes Standard	Status
Pool View (Randlay)	0	13	18	0	0	31	0	0	0	0	0	Completed 22/07/2016
Woodland Walk (Madeley)	0	13	85	3	0	101	0	0	0	0	0	Completed 22/10/2016
The Oaklands (Dawley)	0	32	15	0	0	47	0	0	0	0	0	Completed 11/05/2018
Miners Walk (Madeley)	0	36	17	0	0	53	0	0	0	0	0	Completed 31/08/2018
Blossom Walk (Hadley)	0	19	6	0	0	25	3	0	0	0	0	Completed 12/03/2018
Springfields (Newport)	0	25	8	0	0	33	33	0	0	0	0	Completed 18/04/2018
Coppice Court (Snedshill)	0	21	13	5	0	39	6	0	0	0	0	Completed 10/05/2019
Rowan View (Snedshill)	0	10	21	6	0	37	0	39	0	0	0	Completed 09/04/2021
Maple Fields (Dothill)	4	15	20	15	0	54	2	0	19	0	0	Completed 08/02/2021
Southwater Way (Malinslee)	4	18	16	8	0	46	11	0	0	46	0	Completed 26/08/2022
Wild Walk (Donnington)	4	26	21	15	0	66	0	186	18	66	18	Completed 05/12/2024
The College (Wellington)	0	8	12	0	0	20	0	102	0	20	0	Completed 23/01/2025
Telford & Wrekin Homes (Complete)	3	15	36	2	1	63	13	0	0	0	0	Completions to 16/03/26
1 Walker Street (Wellington)	9	0	0	0	0	9	0	0	0	9	0	Completed 16/10/2025
Theatre Quarter (Oakengates)	7	3	0	0	0	10	0	0	0	10	0	Completed 03/10/2025
The Gower (St Georges)	0	13	0	0	0	13	0	0	0	0	0	Completed - December '25
Former Abacus Nursery (Ketley Bank)	1	15	12	0	0	28	7	0	5	21	0	Completed - January '26
Station Quarter	48	36	0	0	0	84	0	72	4	84	0	Completed 15/05/26

Housing Investment Programme – Update Report

(Denmark House)												
Station Quarter (Low Rise)	5	18	10	0	0	33	0	0	25	33	0	Due to Complete Jan 27 - Jun 27
2 Walker Street (Wellington)	4	0	0	0	0	4	0	0	0	4	0	Due to Complete - December 2026
Telford & Wrekin Homes (Pipeline)	0	15	15	6	1	37	0	0	0	0	0	Target end 2027
Phoenix Rise (Dawley)	0	20	27	3	0	50	0	88	22	50	0	Planning consent August 2026 / Due to Complete - March 2029
Brandon Avenue (Shawbrich)	6	13	11	2	1	33	0	8	18	33	33	Planning Submission - Autumn 2026
Southwater Core	16	26	0	0	0	42	20				42	Pre app - Autumn 2026
Station Quarter - Plot 1	31	25	0	0	0	56					56	
Total	142	435	363	65	3	1014	95	487	93	343	149	
Percentage	14%	43%	36%	6%	0%	100%	9%		9%	34%	15%	

Table 1: Housing Investment Programme Schemes

4.3.1 1 Walker Street, Wellington

The restoration of the iconic former YMCA building in the heart of Wellington was successfully completed in **September 2025**. Supported by **Towns Fund Investment Funding**, the scheme delivered **nine high-quality apartments for Nuplace within the existing building**, alongside retail space at ground floor level. The development provides a unique residential offer within a landmark town centre building, bringing a prominent historic asset back into active use and contributing to the ongoing regeneration of Wellington town centre.



4.3.2 Theatre Quarter, Oakengates

This scheme, supported by **Towns Fund Investment Funding**, was successfully completed in **October 2025**, and saw previously underutilised space above retail units at Limes Walk, converted into **10 high-quality apartments**. The development has expanded the range of housing available within the local area, particularly one-bedroom accommodation, and has been well received by the market.

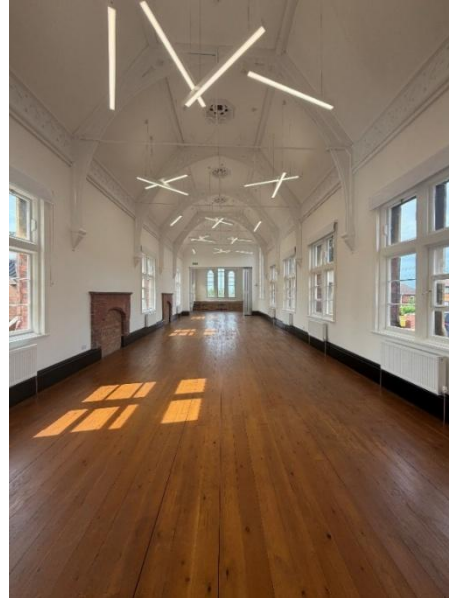
The project has made effective use of redundant town centre space, bringing additional residential activity into Oakengates and complementing wider investment in the local centre. The introduction of new homes above existing commercial premises has helped to strengthen the vitality of the area while making best use of an existing building.



4.3.3 The Gower, St Georges

The refurbishment and conversion of this Grade II listed building has transformed a long-vacant heritage asset into a vibrant and sustainable development at the heart of the St Georges community. Through the careful restoration of its historic features, the project has preserved the character and significance of the building while securing its long-term future.

The scheme has delivered **three high-quality apartments for Nuplace within the existing building**, alongside **10 new two-bedroom homes**, with all **Nuplace residential units completed in December 2025**. The development also provides new office accommodation and a purpose-built community hall, which was completed and leased to **St Georges & Priorslee Parish Council in July 2026**. The project represents a significant investment in the area, successfully combining heritage conservation, new housing delivery and enhanced community facilities to create a long lasting legacy for local residents.



4.3.4 Former Nursery, Ketley Bank

Works to restore and preserve this historic building, alongside the delivery of new-build homes, have now been successfully completed, with the **final handover of all plots taking place in January 2026**. The scheme provides private rent, affordable and accessible accommodation, catering for a range of housing needs whilst also meeting Nuplace's low-carbon objectives through thermal insulation, PVs and EV chargers.

Delivery was supported through a successful application to the **WMCA Brownfield Fund**, securing **£448k of grant funding**. The completed scheme has brought a historic building back into active use while delivering a range of high-quality new homes, including **adaptable bungalows that respond to**

strong demand for a greater variety of housing options within the local area. By combining heritage restoration with sustainable development principles, the project has enhanced housing choice and created an attractive new place for people to call home.



4.3.5 Station Quarter, Telford Town Centre

Delivery of the residential element of this landmark town centre regeneration scheme has continued to make excellent progress over the last year. A significant milestone was achieved in **May 2026** with the practical completion of **Denmark House**, delivering **84 fully furnished apartments** alongside a residents' lounge and co-working space. The first residents moved into the development in July 2026, creating a new residential community at the heart of Station Quarter and introducing a new rental offer for Nuplace, with apartments benefitting from furniture, Wi-Fi and a range of amenities designed to support modern town centre living. The development also includes access to a **Rent-a-Car** scheme, providing residents with a flexible and sustainable transport option whilst reducing the need for individual car ownership. This complements the town centre location of the scheme and supports wider sustainability objectives.



Construction of the **33 town houses** is also progressing well, with the homes scheduled for handover between January and June 2027. Together, these developments will deliver **117 private rented homes for Nuplace**, providing a diverse mix of accommodation and supporting the continued growth and regeneration of Telford Town Centre.

Alongside Nuplace, **Legal & General Affordable Homes (L&GAH)** are delivering a further **72 homes for shared ownership and affordable rent**, helping to create a balanced and sustainable new community. The scheme includes a range of low-carbon dwellings, from one-bedroom apartments to three-bedroom town houses, including accessible and adaptable dwellings. Supported by **£4.725m of WMCA grant funding**, Station Quarter continues to play a key role in increasing housing choice, attracting new residents into the town centre and supporting the wider regeneration ambitions for Telford.

4.3.6 2 Walker Street

Works are progressing well on the redevelopment of **2 Walker Street, Wellington**, which will deliver **four apartments for Nuplace alongside retail space at ground floor level**. The scheme will bring a prominent town centre

site back into active use, supporting the ongoing regeneration of Wellington and making a positive contribution to the vitality of the high street.

The development will provide much-needed one-bedroom homes in a highly sustainable and accessible location, increasing housing choice within the borough while complementing the wider town centre offer. **Works are ongoing and currently forecast to complete in December 2026.**



4.3.7 Telford & Wrekin Homes

Established in June 2021, the **Telford & Wrekin Homes** programme has continued to grow, with a further **seven homes** acquired to March 2026 bringing the total number of properties to **63**, with homes ranging in size from one to five bedrooms and located throughout the borough. Acquisitions have continued to focus on redundant stock from Housing Plus Group, with purchases taking place following refurbishment to Nuplace specifications. This has been complemented by selective open market acquisitions where intervention has significantly improved both the quality of the accommodation and the tenancy management services being provided.

Telford & Wrekin Homes properties continue to be let at a **mixture of private and social rents** and are used wherever possible to support wider Council objectives, including the provision of temporary accommodation and support for foster families. Targeted acquisitions to meet specific housing needs continue to be reviewed regularly with colleagues in the commissioning team, ensuring the programme remains responsive to local demand and delivers positive outcomes for residents across the borough.



Acquisition of a further 37 homes is included within Nuplace's pipeline to achieve the original 100 home target. However, rising refurbishment costs, interest rates, higher than average voids and repair and maintenance costs across the TWH portfolio continue to make this marginal investment challenging. The opportunity for the Council to continue this programme through its proposed Council House delivery model may present a more viable proposition moving forward, if supported by grant funding.

4.3.8 Former Phoenix Site, Dawley

Phoenix Rise is a major housing-led regeneration scheme in Dawley that will deliver 207 new homes, including 50 homes for Nuplace, across a mixed-tenure and intergenerational development. Planning permission was secured in August 2026, marking a significant milestone for the project and supporting a planned start on site by end 2026. The scheme will provide a diverse range of accommodation, including **one to five-bedroom homes, retirement living accommodation and bungalows**, helping to meet a broad range of local housing needs whilst supporting residents at different stages of life.

Alongside new housing provision, the development will deliver a wide range of community and environmental benefits including **community allotments, improved parking facilities serving local amenities, enhancements to the local highway network and improved public transport connectivity**. Sustainability has been embedded throughout the design, with all homes being fully electric and incorporating energy-efficient technologies, alongside significant investment in green infrastructure and biodiversity enhancements. As one of the largest schemes within the Housing Investment Programme, Phoenix represents a substantial investment in the future of Dawley and will make an important contribution towards housing delivery, community wellbeing and wider regeneration objectives.



4.3.9 Brandon Avenue, Shawburch

Brandon Avenue represents an opportunity to deliver a high-quality, mixed-tenure residential development on a Council-owned site in Shawburch, which has been identified for housing development within the Council's emerging Local Plan. The proposed scheme will provide **33 new homes, including a mix of private rented and affordable accommodation**, with properties ranging from **one to five bedrooms**, to meet a broad range of housing needs. Located close to local services, healthcare facilities and transport connections, the development will create a sustainable and well-connected residential community while making effective use of a public asset.

Following two rounds of pre application advice alongside public consultation, the layout and development mix have been refined to maximise benefits whilst ensuring deliverability. A planning application due to be submitted in Autumn 2026.



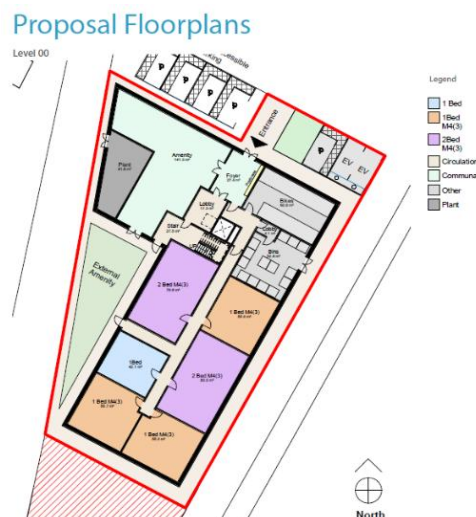
4.3.10 Plot 1 Station Quarter

Plot 1 Station Quarter is located at the heart of Telford Town Centre, at the junction of Ironmasters Way and Lawn Central. Benefitting from outline planning consent, the site is being brought forward for development as part of Nuplace's pipeline for **approximately 56 one and two-bedroom apartments across two four-storey buildings**. Located in a highly sustainable location, the scheme will build on the provision at Denmark House and deliver more modern private rent and affordable homes within easy reach of transport links, employment opportunities, education facilities and leisure destinations, supporting the continued growth of Station Quarter and strengthening Telford Town Centre as a place to live. A submission for pre application advice is due to be submitted in Autumn in order to refine proposals and further test viability which will need to be supported through grant funding.



4.3.11 Southwater Core

This brownfield development plot, adjacent to Southwater Lake has been stalled for some time. The demand shown for high quality town centre living accommodation at Denmark House has provided confidence to bring forward this plot for housing, with proposals having been developed for a 42 dwelling apartment scheme at the heart of Telford Town Centre.



The project is currently being progressed alongside Plot 1 Station Quarter, allowing opportunities to align procurement, design development and construction delivery approaches to maximise efficiencies and improve overall viability. Consideration is also being given to how affordable housing provision and external funding opportunities can be optimised across both sites. A submission for pre application advice is to be made in Autumn 2026.

4.4 Summary of Delivery

The latest phase of Nuplace development has seen the delivery of complex and diverse schemes across the Borough, bringing increased housing choice whilst addressing stalled sites and redundant buildings. With this phase drawing to a close, attention has shifted to progressing pipeline schemes within Nuplace's approved Business Plan. Progress through pre-construction phases, to delivery, will be reliant on continued stabilisation in the sector as well as a softening of interest rates. Alongside pipeline schemes, Nuplace have been approached by a range of developers, hoping to partner with Nuplace on schemes across the Borough. In some cases, these provide opportunity for accelerated growth in the Nuplace portfolio as well as opportunities to secure delivery alongside affordable homes for the Council.

4.4.1 Operational Performance

As the Nuplace portfolio continues to grow, the operational structure has evolved to ensure the high standards of property and tenancy management are maintained across an increasing number of homes. Additional resources have been secured within both the housing management and repairs and maintenance teams, enabling the service to respond effectively to growing demand and maintain a strong focus on customer satisfaction.

The expansion of the repairs and maintenance team has enabled a proportion of works to be undertaken in-house, helping to improve responsiveness, provide greater control over service quality and deliver better value for money.

This approach has supported the efficient delivery of both responsive repairs and planned maintenance activities across the portfolio.

Resources continue to be reviewed and deployed on an as-needed basis, ensuring staffing levels remain proportionate to the size and complexity of the portfolio while maintaining operational efficiency. This flexible approach enables services to adapt to changing demands, supports the continued growth of Nuplace and ensures residents continue to receive a high-quality service.

4.4.2 Tenant Satisfaction

Nuplace's annual tenant satisfaction questionnaire, which seeks to understand tenant profile as well as areas for improvement in Nuplace's development and management service, was undertaken in early 2026, **183 responses were received**, representing just over a quarter of all Nuplace households. Key findings are summarised below:

- **91% of tenants would recommend Nuplace to their family and friends**, an increase from 86% in the previous survey.
- **82% of tenants were satisfied or very satisfied with repairs carried out to their property.**
- **82% of tenants were satisfied or very satisfied with the service provided by their Property Management Officer.**
- **80% of people moved to their Nuplace home from another part of the Borough**, demonstrating Nuplace's role in retaining residents within Telford & Wrekin.
- **69% of tenants consider their Nuplace home to be their forever home.**
- **20% of residents were new to the Borough**, highlighting Nuplace's contribution towards attracting new households to Telford & Wrekin.
- When asked what they most like about having Nuplace as a landlord, common responses included **security of tenure, friendly and reliable staff, responsive repairs and maintenance services, clear communication and the quality of Nuplace homes.**

The results of the survey have been analysed and are being used to identify opportunities for improvement across both the development and management functions of Nuplace. Resident feedback has informed ongoing service enhancements, including additional resource within the repairs and maintenance team, increased in-house delivery of maintenance works and continued learning to influence the design and specification of future developments. Areas identified for further focus include repairs, parking provision and storage within homes.

4.4.3 Social & Added Value

Nuplace's extensive development programme and longstanding relationships with delivery partners, has enabled an increased focus on maximising social value through development activity. Working collaboratively with partners including Lovell and Housing Plus Group, social value initiatives have focused on supporting employment and skills development, strengthening local supply

chains, investing in community projects and promoting environmental sustainability. Significant outcomes delivered through the latest phase of developments include:

Education & Training

- **58 apprentices and trainees** supported across the development programme.
- **36 work experience placements** provided for local people.
- **119 hours of school and college engagement** delivered with local schools and young people.
- **363 hours of support into employment** provided for unemployed residents.
- **24 new and retained jobs created and supported** through the delivery of contracts.



All of the above activity has been accompanied by the **"Built by You"** initiative, an innovative recruitment programme developed through collaboration between the Council, Lovell and Telford College. The programme provides training, qualifications, work experience and employment opportunities to support the next generation of construction professionals and help local people access careers within the industry. In addition, dedicated employability programmes have supported young people not in education, employment or training (NEET) through accredited training, work experience placements and direct pathways into construction careers.

Community Engagement

Through shared social value funding, development partners have invested **over £79,000 in community projects, charities and local initiatives** across the Borough, delivering lasting benefits for local residents and organisations.

Projects supported have included improvements to **Donnington Wood Infant School, Dothill Primary School, Shortwood Primary School, Telford Sea Cadets, St Matthew's Church, St John Ambulance**, and local community facilities, alongside contributions towards the restoration of the **Dragonfly Play**

Area at Granville Country Park, youth services, environmental projects, STEM initiatives and programmes supporting vulnerable residents. Delivery partners have also provided significant volunteering and fundraising support to local charities, schools, food redistribution programmes and community organisations, helping to create a lasting legacy within local neighbourhoods.



Social value activity has also promoted environmental awareness through school engagement initiatives, sustainability competitions and educational activities designed to encourage young people's interest in environmental sustainability and construction careers.

Economic & Environmental Impact

- **£29.3m spent within local supply chains**, supporting local businesses and employment opportunities.
- **75% of expenditure retained within the local economy**, with the majority of spend directed to SME businesses and local subcontractors.
- **98% of construction waste diverted from landfill.**
- Introduction of innovative low-carbon construction practices, including solar-hybrid site power solutions and the use of sustainable fuels, reducing carbon emissions, fuel consumption and operational costs.

These outcomes demonstrate how the Housing Investment Programme is delivering benefits beyond the provision of new homes, creating opportunities for residents, supporting local businesses, investing in communities and contributing towards the Council's wider economic, social and environmental objectives.

5.0 Council Priorities

The recommendations in this report align with the following Council Priorities:

- All neighbourhoods are a great place to live
- Everyone benefits from a thriving economy; and

- A community-focused, innovative council, providing efficient, effective and quality services.

6.0 Financial Implications

6.1 The information below has been taken from the audited accounts for Nuplace ending March 2026. The accounts continue to show strong performance for the year as detailed below:

- **Voids:** Occupancy across the portfolio has remained high with properties quickly reserved on first let and re-let, with this being reflected in void levels, which were 2.18% in 2025/26 compared to 1.37% in 2024/25, and remain well below the business case assumption of 3%.
- **Rent & Turnover:** Nuplace's turnover increased to £6.2m in 2025/26 from £5.0m in 2024/5. Rents continue to be adjusted in line with market conditions upon re-let and annual rent increases were also implemented in 2025/26.
- **Profit & Dividend:** Profit, before interest and taxation increased in year to £4.2m from £3.2m in 2024/25, with gross profit after interest and before tax of £588k, £448k 2024/25. A dividend of £327.6k was paid to the Council at year end, which has gone towards delivering front line social care services (the balance of profit has been retained within Nuplace to go towards future maintenance of the portfolio).
- **Debts:** Overdue debts continue to be actively managed with payment plans in place, however debt levels have increased. Where tenants have moved out without notice, tracing agents have been appointed in order to support the debt recovery process and where tenants are in situ, legal proceedings have commenced to obtain possession.
- **Planned Maintenance:** The cost of asset and site maintenance in the year increased to £642k (£632k; 2024/25). The majority of this was associated with identified planned maintenance, deep cleaning of external areas and statutory gas and electrical inspections. Ongoing planned maintenance inspections will support the development of the planned maintenance programmes moving forward and allocation and use of the sinking fund.
- **Capital Growth:** The total investment into sites, since the company was established in 2015 amounts to £102.18m to the end of March 2026. End of year valuations estimate the portfolio to be worth £135.9m representing a cumulative capital growth of £33.72m.

7.0 Legal and HR Implications

7.1 The Council has the necessary powers to undertake housing and investment activity of the nature described within this report, subject to individual schemes continuing to be progressed in accordance with the Council's constitutional requirements, relevant statutory powers, procurement obligations and appropriate governance arrangements.

7.2 The Council continues to have regard to the Building Safety Act 2022 and associated regulations which impose enhanced responsibilities in relation to building safety, competence and regulatory compliance. In its capacity as landlord, Nuplace must also ensure continuing compliance with applicable

housing, landlord and tenant, property safety and consumer protection legislation. Further The Renters' Rights Act 2025 introduced relevant reforms to the private rented sector.

- 7.3 Subject to continued compliance with these requirements and the appropriate consideration of legal issues as individual schemes progress, there are no additional legal implications arising directly from the recommendation that the Scrutiny Committee note the progress and financial performance set out in this report.

8.0 Ward Implications

- 8.1 Nuplace are operating in a range of locations across the Borough and in doing so are regenerating stalled and brownfield sites whilst delivering homes that improve housing standards in terms of the property itself but also the management services

9.0 Health, Social and Economic Implications

- 9.1 Nuplace homes provide more than a roof over the head, they are a place that offers safety, stability and security, provides for household needs and is well connected to community, work and services.

Through the direct delivery of well-designed and maintained homes, in sustainable locations, Nuplace is providing people with the base from which they can build and maintain healthy and prosperous lives. With over 2,000 people now living in Nuplace homes, this positive impact is significant and contributing directly to the wellbeing of the Borough's residents. The delivery of an increasing number of accessible and adaptable accommodation delivered or in delivery on recent sites, such as Wild Walk, Muxton, Station Quarter and Ketley, allocated to occupiers who are over 55 or have a demonstrable need, will ensure that people with a range of needs that cannot be met by mainstream housing, have the same access to a home which directly meets their needs and supports independent living.

10.0 Equality and Diversity Implications

- 10.1 Through the delivery of high quality housing across a range of tenures including affordable, social and private rent, alongside the construction of homes which are accessible and adaptable, the HIP is ensuring that people with a range of needs and in a range of financial circumstances can remain living independently at home.

11.0 Climate Change, Biodiversity and Environmental Implications

- 11.1 As set out in the report, Nuplace is committed to contributing towards the Council's low carbon agenda and is seeking to lead the way in delivering low carbon, low energy developments.

12.0 Conclusion

- 12.1 The report seeks to summarise the key achievements made through the Housing Investment Programme since the last update report brought to Scrutiny in June 2025, covering development, operational and financial performance as well as social value outcomes. Future development and operational objectives have been clearly set out in a revised Business Plan, approved at Cabinet in February 2026. Delivery against this plan is well underway but will rely on continued stability within the development and housing markets as well as a softening of interest rates as schemes move from pre-construction to start on site.

13.0 Background Papers

- 1 Cabinet Report: Housing Investment Programme Update – 13.02.2026

14.0 Appendices

None

15.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Finance	15/09/2026	21/09/2026	ER
Legal	15/09/2026	21/09/2026	NO
Director	15/09/2026	15/09/2026	RK



Telford & Wrekin
Co-operative Council

Protect, care and invest
to create a better borough

Borough of Telford and Wrekin

Business & Finance Scrutiny Committee

Wednesday 30 September 2026

Wellington Market Regeneration – Progress Update

Cabinet Member:	Cllr Ollie Vickers - Cabinet Member: Jobs, Transport & Digital Connectivity
Lead Director:	Ross Cook – Executive Director: Place
Service Area:	Prosperity & Investment
Report Author:	Dawn Toy – Head of Service: Regeneration & Investment
Officer Contact Details:	Tel: 01952 384333 Email: dawn.toy@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Not Key Decision
Forward Plan:	Not Applicable
Report considered by:	Business & Finance Scrutiny – 30 September 2026

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

Signed off by	Date sent	Date signed off	Initials
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

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Issue / Topic	Brief Description	Directorate	Council Values/Priorities	Format	Meeting Comments
24 June 2026 – Committee Meeting					
Terms of Reference	For the Committee to agree the Terms of Reference for 2026/27.	Policy & Governance	A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item	Constitutional Function.
	Outcomes: Members agreed the terms of reference for the 2026/27 municipal year.				
Work Programme	For the Committee to agree the proposed work programme for 2026/27.	Policy & Governance	A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item	Draft work programme delegated to each scrutiny committee by SMB on 3 June 2026.
	Outcomes: Members agreed the updated work programme for the 2026/27 municipal year.				
Pride in Our High Street	For the Committee to review the impact of the Pride in Our High Street programme and how the scheme has supported local businesses/traders.	Prosperity & Investment	Every child, young person and adult lives well in their community. Everyone benefits from a thriving economy. A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item	Carried over from 2025/26.
	Outcomes: Members received an update on the Pride in Our High Street programme. The presentation outlined the impact of grant funding in reducing high street vacancies, attracting private investment, creating local jobs and supporting business growth through initiatives including start-up, digital, eco and shopfront improvement grants. Members were also provided with case studies demonstrating the positive impact of the programme and were updated on plans for the future development of the new PIOHS Elevate programme.				

Issue / Topic	Brief Description	Directorate	Council Values/Priorities	Format	Meeting Comments
30 September 2026 – Committee Meeting					
Innovative Approaches to Alternative Accommodation Working Group Report Page 42	For the Committee to receive a report outlining the findings of the joint Working Group's review into alternative accommodation to help meet the housing need across the Borough.	Policy & Governance Prosperity & Investment Housing, Commercial & Customer Services	Every child, young person and adult lives well in their community. Everyone benefits from a thriving economy. A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item	Formal report outlining the recommendations from the working group.
	Outcomes:				
Housing Investment Programme - Annual Update (Nuplace)	For the Committee to receive an annual update on the Council's Housing Investment Programme, including key achievements over the last year and current progress of delivery of the programme.	Prosperity & Investment	Everyone benefits from a thriving economy. A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item	Standing Item.
	Outcomes:				

Business & Finance Scrutiny Work Programme 2026/27

Wellington Market Regeneration	For the Committee to receive an update on the Council's investment into the regeneration of Wellington Market focusing on progress to date including programme delivery, engagement with businesses/traders and future plans for completion.	Prosperity & Investment	A community-focussed, innovative council providing efficient, effective and quality services. All neighbourhoods are a great place to live. Everyone benefits from a thriving economy.	Committee Agenda Item	Carried forward from 2025/26.
	Outcomes:				

Issue / Topic	Brief Description	Directorate	Council Values/Priorities	Format	Meeting Comments
4 November 2026 – Committee Meeting					
Leisure Services	For the Committee to receive an update on the Council's leisure service is extending its offer to meet residents needs, including through accessible provisions and targeted programmes to contribute to the Council's wider health, youth and prevention priorities.	Housing, Commercial & Customer Services	Every child, young person and adult lives well in their community. A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item	
	Outcomes:				

Issue / Topic	Brief Description	Directorate	Council Values/Priorities	Format	Meeting Comments
6, 14, 19 January 2027 – Committee Meeting					
Medium Term Financial Strategy (Budget)	For the Committee to consult on the draft budget & policy framework proposals published by the Leader and any alternative proposals developed by opposition groups.	Finance, IDT & People	Every child, young person and adult lives well in their community. Everyone benefits from a thriving economy. A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item	To fulfil the Committee's role as a consultee on the Council's draft budget and to consider any alternative proposals.
	Outcomes:				

Issue / Topic	Brief Description	Directorate	Council Values/Priorities	Format	Meeting Comments
To be scheduled					
Financial Monitoring	For the Committee to receive a report on the Council's Financial Monitoring position for 2026/27.	Finance, IDT & People	Every child, young person and adult lives well in their community. Everyone benefits from a thriving economy. A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item	To be scheduled if requested by Committee.
	Outcomes:				