



Borough of Telford and Wrekin

Cabinet

Thursday 12 February 2026

Housing Investment Programme - Update & Business Plan

Cabinet Member:	Cllr Carolyn Healy - Cabinet Member: Neighbourhoods, Planning & Sustainability, Cllr Richard Overton - Deputy Leader and Cabinet Member: Highways, Housing & Enforcement	
Lead Director:	Ross Cook	
Service Area:	Prosperity & Investment	
Report Author:	Kate Callis – SDM Housing Investment Programme Service Delivery Manager	
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Wards Affected:	All Wards	
Key Decision:	N/A	
Forward Plan:	Not Applicable	
Report considered by:	SMT - 13 January 2026 Business Briefing - 22 January 2026 Cabinet - 12 February 2026	

1.0 Recommendations for decision/noting:

It is recommended that Cabinet:

- 1.1 Note progress made in relation to the delivery of the Housing Investment Programme including;
 - Delivery of 669 dwellings across sixteen sites, with a further 121 under construction, bringing the portfolio to 790 and providing homes for over 1,750 local people.
 - Diversification of the portfolio to include smaller, larger, accessible and adaptable properties to ensure resident's needs are met as they change over time.

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- Delivery of low carbon homes on sustainable sites, incorporating solar panels, EV chargers, biodiversity improvements and blue and green infrastructure.
- Regeneration of circa 48 acres of brownfield land, equivalent to 27 professional football pitches.
- Providing a high-quality tenancy and property management service, with 86% of tenants confirming they would recommend Nuplace to friends and family.
- Generating net cumulative income to the Council of £13.8m to help protect frontline services and securing capital growth of 31% against the £93m invested (2024/25).

1.2 Consider and approve the draft Housing Investment Programme Business Plan 2026 as set out in Appendix 1 including investment in a further circa 300 new and refurbished additional homes

1.3 Delegate authority to the Chief Executive as Chair of the Housing Investment Board to implement the proposals contained within this report and the associated Business Plan 2026.

2 Purpose of Report

2.3 This report presents for consideration and approval a new Business Plan for the Housing Investment Programme, which includes a series of pipeline schemes for investment.

2.4 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 tenth year of operation, the programme seeks to;

- Respond to the borough's housing need for quality private 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.

Against these objectives, this report provides:

- An update on progress over the previous two years, against planned developments identified within the programme's previously approved Business Case.
- An update on the performance of the property and tenancy management service.
- Financial outturn for 2024/25.

2.3 In addition, the report presents for consideration and approval a new Business Plan for the Housing Investment Programme, which includes a series of pipeline schemes for investment.

3 Background

3.3 Nuplace's housing portfolio currently comprises of 669 homes across sixteen sites, with a further 121 under construction, bringing the portfolio to 790 homes.

3.4 Of these, 75 are affordable homes, available at 80% of open market rent, with the housing investment programme also enabling the delivery of a further 399 affordable dwellings by housing association partners.

3.5 As approved in 2020, In accordance with the 2020 Business Case, development has latterly been focussed on diversification of the portfolio away from purely suburban new build schemes to include complex refurbishment schemes including The Gower, Former Nursery Ketley, Limes Walk and 1 Walker St, furnished apartments (Station Quarter) alongside large scale mixed tenure schemes (Wild Walk, New College).

3.6 Alongside this, Nuplace continue to deliver an increasing number of accessible and adaptable homes within schemes, allocated to older people or those with a demonstrable need. This is further supported through adaptations to existing properties in response to Occupational Therapist recommendations. Both actions are enabling the Borough's residents to live independently in Nuplace homes for longer, and as their needs change over time.

3.7 Homes developed over this Business Plan period have also helped to contribute towards the Council's low carbon commitments with properties incorporating a range of low carbon technologies including PVs, EV charging points, Air Source Heat Pumps and heat recovery with Nuplace completing their pilot of "Future Homes" properties at Wild Walk, Muxton. A number of low carbon retrofit enhancements are also under review.

3.8 Nuplace's portfolio continues to grow, offering local people a broad range of property types and sizes, in locations across the Borough with circa 1,750 residents now estimated to be living in Nuplace properties.

3.9 Lettings across the portfolio remain strong, with voids for the financial year 2024/25 contained at approximately 0.84%, which is significantly below the budget assumption of 3%.

- 3.10 Upon completion of the current 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.
- 3.11 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.

Case Study – Supporting our Care Leavers

Delivery of Nuplace’s extensive development programme has been supported by leading housebuilder and residential led regeneration partner, Lovell Partnerships Ltd. This collaboration has led to Lovell becoming an established member of Telford’s Care Leavers Covenant, supporting the Council’s Care Leaver’s programme in a number of ways. This has included the donation of show home furniture to support Care Leavers in their transition from the Council’s Shared Lives programme into independent living and more recently, the donation of gift vouchers and oodles for Care Leavers’ Christmas hampers. This initiative has been enabled through a pooled social value budget set up by Station Quarter development partners, Nuplace, Lovell and Legal & General Affordable Homes.

- 3.12 At an operational level, tenancy and property management continues to be delivered through the Council under a Housing Management Agreement, ensuring high service standards. The adoption of the One Housing System (OHS) has helped streamline operations and support real-time reporting. A robust planned maintenance and sinking fund strategy is in place to maintain asset quality over the long term. Continuous improvement is driven by tenant feedback and annual satisfaction surveys with the 2025 survey confirming that 86% of tenants would recommend Nuplace to their family and friends.
- 3.13 Nuplace generates income to the Council from a variety of sources, including services supplied and interest on debt finance. Since starting and to date, Nuplace has generated a cumulative net incremental income of £13.8m to the Council to 2024/25.
- 3.14 Against the £93.082m invested into sites at 31 March 2025, the Nuplace asset portfolio has an investment value of £122.8m, representing a 31% capital increase.
- 3.15 Strategic direction is provided by the Housing Investment Programme Board, chaired by the Chief Executive, with Terms of Reference and associated delegations in place to ensure robust viability criteria are applied to all schemes, ensuring financial sustainability and compliance with subsidy control rules.
- 3.16 With a proven track record of delivery over 10 years, the outlook for the Housing Investment Programme is positive. In this context, a new Business Plan has been prepared which sets out a pipeline of schemes which seeks to expand Nuplace’s

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portfolio. Circa 158 of these homes are deliverable within existing budget approvals, representing a capital investment of £34.8m.

- 3.17 Delivery of a further possible 145 homes will require additional budget approvals. Scheme implementation will be prioritised based on deliverability and viability. Collectively, these schemes will further diversify Nuplace's geography, housing type and mix, deliver additional accessible and downsizer homes, provide more low carbon homes on sustainable sites and focus on brownfield land and the refurbishment of empty properties.

4 Summary of Main Proposals

- 4.1 Since the Housing Investment Programme commenced in 2015, it has delivered 669 homes across sixteen sites, including 75 affordable dwellings. These 1-, 2-, 3-, 4- and 5-bedroom dwellings comprise of apartments, terraced, semi-detached and detached houses and bungalows, providing diversity of choice and location. These homes are estimated to provide high quality housing for an estimated 1,750 of the Borough's residents. Table 1, summarises schemes completed (green) and underdevelopment (amber), with further details provided on a scheme-by-scheme basis below.

Site	1 bed	2 bed	3 bed	4 bed	5 bed	Total	Affordable Units by Others	Adaptable / Accessible	Low Carbon (PV/EV)	Future Homes Standard	Status	
Pool View (Randlay)	0	13	18	0	0	31	0	0	0	0	Completed 22/07/2016	
Woodland Walk (Madeley)	0	13	85	3	0	101	0	0	0	0	Completed 22/10/2016	
The Oaklands (Dawley)	0	32	15	0	0	47	0	0	0	0	Completed 11/05/2018	
Miners Walk (Madeley)	0	36	17	0	0	53	0	0	0	0	Completed 31/08/2018	
Blossom Walk (Hadley)	0	19	6	0	0	25	3	0	0	0	Completed 12/03/2018	
Springfields (Newport)	0	25	8	0	0	33	33	0	0	0	Completed 18/04/2018	
Coppice Court (Snedshill)	0	21	13	5	0	39	6	0	0	0	Completed 10/05/2019	
Rowan View (Snedshill)	0	10	21	6	0	37	0	39	0	0	Completed 09/04/2021	
Maple Fields (Dothill)	4	15	20	15	0	54	2	0	19	0	Completed 08/02/2021	
Southwater Way (Malinslee)	4	18	16	8	0	46	11	0	0	46	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	57	13	0	0	0	0	Completions to end October 2025
1 Walker Street (Wellington)	9	0	0	0	0	9	0	0	0	9	0	Completed 16/10/2025

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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 '25
2 Walker Street (Wellington)	4					4	0	0	0	4	0	Due to Complete - Autumn 2026
Station Quarter (Telford Town Centre)	53	54	10	0	0	117	0	72	29	117	0	Phase 1 (84 units) - March 2026 Phase 2(33 units) - March 2027
Telford & Wrekin Homes (Pipeline)	0	20	20	4	1	43	0	0	0	0	0	Target end 2026
Total	89	356	330	58	2	833	75	399	71	293	18	
Percentage	11%	43%	40%	7%	0%	100%	9%		9%	35%	2%	

Table 1: Housing Investment Programme Schemes

4.1.1 Wild Walk, Muxton

Nuplace's 66 homes within the Wild Walk scheme off Donnington Wood Way in Muxton, reached practical completion in December 2024. All Nuplace properties are now occupied, with some tenants having been in residency for over a year given the phased nature of handovers. The remainder of this 329 dwelling scheme, including the Extra Care facility and retirement living block being delivered for Housing Plus Group (formerly Wrekin Housing Group) is expected to be completed in early 2026 and will see the delivery of 186 affordable and 77 open market sale homes, alongside Nuplace's private rent offering.



4.1.2 The College, Wellington

Nuplace's 20 private rent homes, at this mixed tenure scheme on the former New College site, were completed in January 2025. All properties are now occupied with tenants benefitting from the low carbon design features including PV panels and EV charging points. Nuplace homes are complemented by the retirement living scheme being delivered for Housing Plus Group, and comprising of 102 affordable homes, available for occupation from early 2026.



“I’m really excited to be moving into my new home in time for Christmas, it’s going to be a wonderful new start for me and my family.” (Chrissy Plot 13)



4.1.3 1 Walker Street, Wellington

This scheme to restore the iconic former YMCA building at the heart of Wellington, commenced on site in 2024 and completed in October 2025. Supported by Towns Investment Funding, the project has delivered 9 high quality apartments for Nuplace, alongside retail space on the ground floor. These stand out apartments were launched to the market at the end of May and are now fully occupied.



Exterior of the building, post refurbishment



Interior restoration to Nuplace apartments

4.1.4 Oakengates Theatre Quarter

This scheme, completed in October 2025, involved the conversion of redundant ancillary space above commercial units into 10, 1 and 2 bed apartments and was also supported by Towns Investment Funding. The scheme directly responds to housing need, particularly in relation to the delivery of one bed apartments as reflected by the strong lettings received since launch at the end of May 2025, with

all apartments now occupied. The scheme will support the important regeneration of this local centre, ensuring the space remains active and vibrant throughout the day and into the evening.

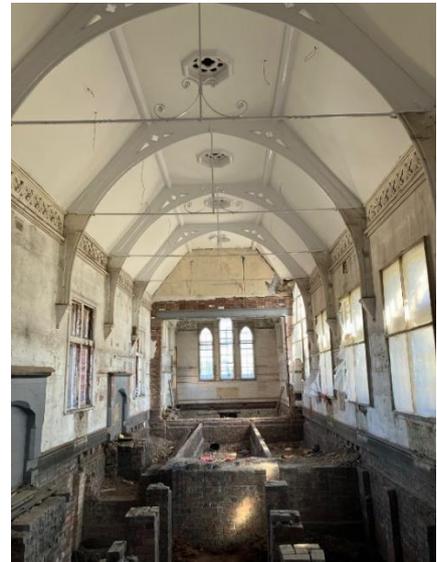


4.1.5 The Gower, St Georges

Works include the conversion of the Grade II listed building into x3 two bed dwellings, alongside a community hall and offices for St Georges & Priorslee Parish Council. Viability has been supported by the delivery of x10 two bed new build dwellings to the rear of the listed building. The residential element of this ambitious scheme were completed in December 2025, with completion of the Parish Council Offices to follow in 2026. The project has seen historic features restored to deliver a fantastic scheme, which will safeguard this building's future at the heart of the St Georges community.



Intricate restoration of roof detailing.



Restoration of the community hall.



Grade II listed building with new build dwellings to the rear.



Iconic windows following restoration

4.1.6 Former Nursery, Ketley Bank

Works to restore and preserve this historic locally listed building through conversion into 7 homes, alongside the delivery of 21 new build homes, commenced on site in 2024. With a number of properties already handed over and occupied, the development is on track to reach completion in early 2026. The scheme offers private rent, affordable and accessible accommodation, catering for a range of housing needs as well as meeting Nuplace's low carbon objectives through thermal insulation, PVs and EV chargers. Delivery has been supported through an application to WMCA's brownfield fund, which was successful in securing £448k of grant.



New build bungalows



Internal kitchen fit out



Aerial view of the development site showing conversion of the existing building

4.1.7 Station Quarter, Telford Town Centre

Delivery of the residential component of this ambitious mixed use town centre regeneration scheme, commenced on site in September 2024, with the construction of 84 furnished apartments, complemented by a residents lounge and co-working space. This was closely followed in January 2025 by the commencement of works to deliver 33 town houses. With the apartment scheme having “topped out” in July 2025, it remains on target to reach practical completion in Spring 2026. A detailed marketing strategy has been developed to support the launch of this “city living” offer and is now live. Alongside the 117 private rent homes for Nuplace, Legal & General Affordable Homes (L&GAH) are delivering a further 72 homes for shared ownership and affordable rent.

Collectively the scheme encompasses a range of low carbon housing types and tenures; from 1 bedroom apartments to 3 bedroom town houses including accessible and adaptable dwellings. Delivery has been supported through WMCA grant amounting to £4.725m across both the Nuplace and L&GAH elements.



Denmark House apartments at Station Quarter

4.1.8 2 Walker Street

Works have now commenced on the demolition and rebuild of 2 Walker Street, Wellington to create x4 apartments for Nuplace alongside retail space on the ground

floor. The scheme will breathe new life into the high street and deliver much needed one bedroom homes. Works are due to complete in Autumn 2026.



4.1.9 Telford & Wrekin Homes

Established in June 2021, the Telford & Wrekin Homes (TWH) programme has gathered pace over the previous 12 months, with a further 32 homes being acquired and refurbished. This brings the total number of properties acquired through the programme to 57, with properties ranging in size from 1 to 5 bed and located throughout the borough as illustrated below. A further 6 properties are currently undergoing refurbishment with completion by end of March 2026, with works currently being scoped on a further 10. 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 open market acquisitions where intervention has significantly improved the property and tenancy management services being provided.

TWH properties continue to be let at a mixture of private and social rents, and used wherever possible to support wider council objectives including the provision of temporary accommodation, support for foster families etc, with targeted acquisitions to suit end user requirements being reviewed monthly with colleagues in the



commissioning team. Moving forward the programme will also seek to prioritise

housing for veterans with a commitment being made to secure a number of homes, with a specific allocation policy for veterans, over the next 12 months.

4.2 Raising the standard of rental provision, both in terms of the quality of the rental homes and the quality of the landlord service, in the Borough;

With a growing portfolio, Nuplace continues to prioritise high-quality property and tenancy management. At an operational level, services are delivered through the Council under a Housing Management Agreement, ensuring consistently high standards. Additional resources have been secured across teams to support delivery, while the adoption of the “One Housing System” has streamlined operations and enabled real-time reporting. A robust planned maintenance and sinking fund strategy is in place to safeguard asset quality over the long term, and continuous improvement is driven by tenant feedback and annual satisfaction surveys.

4.2.1 Tenant Satisfaction

Providing a high-quality housing product and management service continues to be a key priority for the Housing Investment Programme. Feedback from a number of sources, including the annual tenancy survey, is used to drive continuous improvement in terms of property development, property management and tenancy management functions. A total of 121 tenants responded to the Nuplace satisfaction survey undertaken in January 2025 with key findings including:

- 79% of people moved to their Nuplace home from another part of the Borough.
- 21% of people were new to the Borough, moving predominantly from the West Midlands.
- 38% said their previous home was bigger (indicators suggest downsizing)
- 74% tenants consider their Nuplace home as their forever home
- 86% of tenants would recommend Nuplace to their family and friends
- When asked what they most like about having Nuplace as a landlord, responses included: Security, friendly and reliable staff, affordable, quick response times, no unnecessary interference.

4.2.2 Property Development

A number of enhancements have been made to Nuplace properties over the development period to respond to customer feedback and improve property performance. These include; enhanced garden and drainage specifications with robust inspections and tenant guidance, gifting carpets on new schemes to provide flexibility, full compliance with Nationally Described Space Standards and innovative storage solutions, and the installation of low-carbon technologies such as PV panels and electric vehicle charging points on all new build schemes. Nuplace is also exploring options to implement a retrofit programme across the earliest estates as well as properties within the Telford & Wrekin Homes programme to further reduce carbon emissions and minimise energy costs for all tenants.

Case Study – Delivering Continuous Improvement to Gardens

Across a number of earlier Nuplace schemes, persistent issues with waterlogged gardens were being reported by tenants. Gardens had been installed in accordance with recommended guidelines, but a combination of underlying ground conditions, topography and aspect were causing some gardens to accumulate water.

In response to this Nuplace implemented a significant programme of remedial works, with these being informed by seasonal inspections undertaken by an independent contractor and members of the Nuplace Team. Works have included the installation of additional drainage, rotavation, re-turfing and in some cases astro-turfing in areas where topography, shading and underlying soils are preventing grass establishment.



To avoid these issues recurring on new scheme, upgrades to gardens and associated drainage are now reviewed and implemented on a plot-by-plot basis to the local drainage and ground conditions and ensure that gardens are fit for purpose from day one. These specification enhancements are supported by a robust inspection process during installation and following occupation, with tenants receiving a simple garden aftercare guide as part of the move in process. Tenants are required to sign to confirm they have understood the initial and ongoing responsibilities for garden establishment and maintenance. This approach has significantly reduced issues with gardens with any matters now dealt with through inspection by the Council's Property Management team.

4.2.3 Property Management

At the outset of the programme a robust planned maintenance programme was developed and costed to ensure that there is a sufficient sinking fund in place to enable properties to be properly maintained. As the properties age, the implementation of these planned maintenance programmes is becoming increasingly important and requirements are regularly reviewed alongside condition surveys and captured within the Housing Management Agreement.

Reactive maintenance continues to be managed by Telford & Wrekin Council's Property Management Team, in accordance with service requirements set out within the approved Housing Management Agreement. Additional capacity has recently been secured within the team, enabling minor repairs to be dealt with in house, along with greater oversight and scrutiny of services being delivered by external contractors.

A tender for a new housing-based repairs and maintenance contract is currently underway, to facilitate a contract start in April 2026. This tender exercise has been undertaken in acknowledgement of the growing housing portfolio held within the Council and through Nuplace and seeks to drive best value through efficiencies as well as improved service for Nuplace and their tenants. Performance of external contractors, continues to be monitored against a series of KPIs including repair turnaround (24 hour, 5 day, 15 day), re-let turnaround time (10 days), first fix etc.

4.2.4 Tenancy Management

In 2025, the One Housing System (OHS), was adopted by the Tenancy Management team as a single application software, designed to streamline operations within the service and enhance efficiency across both housing management and housing solutions. The adoption of the OHS has significantly improved efficiency and workflow, with tenancy management officers previously relying heavily on manual data storage across various spreadsheets and software systems, increasing the risk of human error and inconsistencies with recording information.

The implementation of OHS now provides an end-to-end system, by centralising information for a seamless and cohesive flow of data to enhance cross-service collaboration and produce accurate real-time reports, promoting a culture of teamwork and improving the customer service to tenants. The importance of this end-to-end system will become increasingly important as the portfolio continues to grow.

These improvements ensure the homes being delivered by Nuplace are continuously evolving to meet emerging requirements and fulfil customer needs, ensuring that it remains a desirable rental product.

4.3 Social & Added Value

Nuplace's extensive development programme, delivered through longstanding partnerships with developers such as Lovell and Housing Plus (formerly Wrekin Housing Group), and an established local supply chain, has enabled a greater focus on social value outcomes over the latest phase of development, with development partners on specific schemes seeking, wherever possible, to pool social value budgets to maximise outcomes. Social value activity has focussed on corporate objectives of employment and training, as well as delivering benefits to the community within the locality of Nuplace's development sites. A detailed breakdown of social value outcomes against the current development programme is included in Appendix 1 of the Business Plan, with some case studies detailed below.



Hannah Parton

Site Management Trainee

Hannah started her career in construction as a management trainee at the Wildwalk Site in Muxton. Since then, she has gone on to complete an apprenticeship degree. Hannah was keen to pursue a career in construction and break the mould in what has traditionally been a male-dominated space. She has found her time at Lovell to be incredibly positive saying "it's the people" that make it.



Refurbishment of a memorial garden at Shortwood Primary School



Funding for Saturday in the Square, Wellington

4.4 Summary of Programme Update

Overall, the programme is performing strongly against the original objectives, delivering homes which directly meet housing need, whilst delivering significant added value. Delivery and operational structures have undergone review with additional capacity added to support the growth of the programme.

4.5 Housing Market Context: Market, Policy & Regulatory Conditions

Since the last report brought to Cabinet in 2024, the construction industry, financial and housing markets have stabilised but the implementation of key legislative changes has and will continue to impact on both the development and operation of the portfolio. Key factors are summarised below:

4.5.1 Market Conditions

The UK private rental market has experienced sustained growth over the past decade, driven by supply constraints, affordability pressures, and regulatory changes. Telford & Wrekin remains relatively affordable compared to national averages, but has seen above-regional growth, particularly in family-sized homes. Nationally the supply of rental homes is up by 15% to 18% year on year and whilst there has been an easing in tenant demand this still remains above historic norms

resulting in continued anticipated rental growth at a national level of between 3-4% in 2026.

Within the Borough, private rental properties make up 21.2% (16,500) of all households, up from 16.5% in 2015, making private rent the second largest tenure after owner-occupation and an increasingly important component of the housing sector.

4.5.2 National Policy & Regulatory Context

The UK private rented sector is undergoing its most significant regulatory overhaul in decades. The Renters' Rights Act 2025, combined with energy efficiency mandates and compliance reforms (The Building Safety Act 2022 and Energy Efficiency & Sustainability Legislation), aims to improve tenant security, housing quality, and transparency. These changes will reshape landlord obligations, tenancy structures, and enforcement mechanisms over the next decade. However, Nuplace is well set to respond to these legislative changes and currently operates and makes investment decisions in accordance with these requirements.

4.5.3 Fiscal Factors

Alongside regulatory, legislative and policy considerations, a range of fiscal factors have impacted on build to rent development over the previous five years, with higher interest rates having increased borrowing costs for Nuplace, making development debt more expensive and reducing project viability. This has been compounded by construction costs, which have increased by 15-20% since 2020 and are expected to continue to rise by circa 2.7% in 2026. Nationally, construction starts for BTR fell by over 50% in 2023 compared to 2022 illustrating the challenging market conditions faced over this period.

Despite these conditions, Nuplace have continued to progress a development pipeline, supported by external funding from WMCA and central government with Nuplace successfully securing £5.633m of WMCA grant to support the delivery of 263 dwellings across three sites. With base rates expected to continue to fall into 2026, viability for schemes should improve, supporting Nuplace's development pipeline.

4.6 Opportunities for Expansion & Diversification of the Programme.

A review of market, policy, legislative and regulatory conditions suggests that demand for good quality private rented homes looks set to remain a key component of the housing market, offering opportunities for further expansion, building on the established portfolio whilst continuing to look for opportunities to strengthen the diversity and geographical spread of Nuplace homes.

A pipeline of schemes has been identified as summarised in the table below with the potential to **deliver a further 158 new homes**. Feasibility work has been undertaken on these sites to varying degrees with a view to determining deliverability and viability.

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Site Name	Number of Dwellings	Land	Status	Est Capital Cost (£m)	Est Start	Est Complete	Scheme Benefits
Former Phoenix School Site, Dawley	50 Nuplace (private rent) 86 Housing Plus Group (affordable) 71 Open Market Sale	TWC	Mixture of Brownfield/ Greenfield	12.3m	Spring 2026	End 2028	Mixed Tenure Specialist Accommodation Community facilities (improved public parking / allotments/play)
Brandon Avenue, Admaston	36 Nuplace (Private rent & affordable)	TWC	Greenfield	8.0m	2026	2027	Mixed Tenure Future Homes
Southwater – Southwater Core	42 Nuplace (private rent/affordable rent)	TWC	Brownfield	8.5m	Spring 2026	Summer 2028	Town Centre living Mixed tenure Potential to secure WMCA grant
Telford & Wrekin Homes	30 (Target 70 acquired by end March 2026)	Various	Brownfield	6.0m	2026	2027	Bringing empty properties back into use Delivering housing for veterans
	158			34.8m			
Station Quarter Phase 2	95	TWC	Brownfield	TBC	2027	2029	Town Centre living Mixed tenure Potential to secure WMCA grant
Telford & Wrekin Homes	50	Various	Brownfield	TBC	2027	2029	Bringing empty properties back into use Delivering housing for veterans

The proposed pipeline of schemes, **deliverable within existing budget approvals, will bring Nuplace’s portfolio to circa 948 units**, although the exact number of additional units within the pipeline can only be determined once further feasibility work has been undertaken. The delivery of a future scheme at Station Quarter, as well as further expansion of the Telford & Wrekin Homes programme, beyond the existing 100 home target, will require further budget allocation and as such it is recommended that further budget approvals are sought once schemes have been prioritised in response to a range of factors including viability, deliverability and impact.

5.0 Alternative Options

5.1 The purpose and function of the Housing Investment Programme remains as set out in the original Business Case and associated Articles. In preparation of the draft Business Plan, a number of pipeline schemes have been considered and evaluate. The sites included within the Business Plan are those considered to be those which are most closely aligned with the original objectives of the Business Case, as well as being viable and deliverable.

6.0 Key Risks

6.1 With the Housing Investment Programme now well-established, risk factors have to some extent reduced, as assumptions within the original and subsequent Business Cases have been tested and refined.

6.2 Despite this, risks are still present and can arise due to a range of external factors. In order to manage risks, risk registers are developed on a scheme by scheme basis and monitored by the Project Manager, with risks formally reported to the HIP Programme Board and considered as part of investment decisions. Risk management is dealt with in detail at Section 9.0 of the draft Business Plan.

7.0 Council Priorities

7.1 The proposals within this report and the associated Business Plan are directly aligned with the priorities set out in the Council's Housing Strategy 2025–2030 as set out below:

- Objective 1 focuses on the creation of safe, clean, green, and integrated communities and seeks to regenerate estates and bring vacant/derelict land back into use, enable sustainable developments and reduce anti-social behaviour. Nuplace's development objectives are perfectly aligned with this, seeking to deliver high quality, sustainable schemes on brownfield sites as evidenced in the preceding paragraphs. Over 35% of Nuplace's existing portfolio is "low carbon" encompassing PVs, electric vehicle charging points and a fabric first approach to design.
- Objective 2 focuses on making the BEST use of our existing homes by championing high standards in the private rented sector and bringing long term empty properties back into use. Nuplace continues to excel as a landlord of choice delivering exemplary developments and providing high quality property and tenancy management services. Though the Telford & Wrekin Homes programme, Nuplace have brought back into use over 50 empty homes and will continue to deliver against this objective to meet a target of 100 homes by the end of 2026/27.
- Objective 3 seeks to provide homes to support and empower our most vulnerable people, enabling them to live independently at home for longer. This Objective is underpinned by the Council's Specialist & Supported Accommodation Strategy, which sets out in more detail the housing requirements for a range of vulnerable groups. This Strategy specifically references the needs for additional care ready housing for older people across all tenures including private rent. Nuplace have and continue to deliver against this objective, incorporating accessible and adaptable housing into all schemes wherever possible with x71 M4(2) and M4(3) homes currently complete or under construction. These homes are linked to lettings policies for people over 55 years of age or with a demonstrable need, with bespoke adaptations being undertaken as part of the development process. In addition, Nuplace fully support adaptations to existing properties and in this way ensure people can remain living independently in Nuplace homes for as long as possible.

The Council's Housing Strategy and Specialist Supported Accommodation Strategy continues to provide clear policy support for the expansion of Nuplace as well as clear guidance as to how this expansion should continue to be focussed.

8.0 Financial Implications

8.1 Financial performance over the previous two years has been positive with the following out turn position being reported for the year ending 2024/25.

- **Rent:** Rental income for the year totalled £5.0m (£4.1m 2023/24) with growth relating to incomes arising from completed developments at Wildwalk and New College as well as expansion of the Telford & Wrekin Homes Programme.
- **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, with voids for the financial year 2024/25 contained at approximately 0.84%, which is significantly below the budget assumption of 3%.
- **Operating Profit:** Operating Profit, before interest and taxation was reported at £3.2m (£2.7m 2023/24), with Directors declaring a Dividend, after interest and taxation, of £302,400.
- **Income to the Council,** arising from the range of services provided to Nuplace has generated net incremental income of £13.8m over the 10 years of operation.
- **Capital Growth:** The total investment into sites, since the company was established in 2015 amounts to £93.082m to the end of March 2025. End of year valuations estimate the portfolio to be worth £122.839m representing a capital growth of £29.756m (32%).

Financial performance and implications are covered in detail at Section 6.0 of the draft Business Plan.

9.0 Legal and HR Implications

9.1 Legal advice has and continues to be provided in relation to both development and operational matters with Legal Considerations and Governance Arrangements covered within Sections 7.0 and 8.0 of the Business Plan.

10.0 Ward Implications

10.1 Nuplace operate 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.

11.0 Health, Social and Economic Implications

11.1 Nuplace homes provide more than a roof over the head, they offer safety, stability and security, provide for household needs and are well connected to community, work and services. With over 1,750 people now living in Nuplace homes, this positive impact is significant and contributes directly to the wellbeing of the Borough's residents. The delivery of an increasing number of accessible and adaptable homes, 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, ensures that people with a range of needs can continue to live independently at home. Pipeline schemes outlined within the Business Plan will continue to provide focus on the provision of accessible and adaptable housing.

12.0 Equality and Diversity Implications

12.1 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.

13.0 Climate Change, Biodiversity and Environmental Implications

13.1 As set out in the report and associated Business Plan, 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.

14.0 Conclusion

14.1 The report and associated Business Plan clearly sets out the achievements made through the Housing Investment Programme over its 10 years of its operation and demonstrates how the programme has adapted positively to meet new demands, whilst maintaining delivery against the original key objectives. This success provides a strong platform from which a new pipeline of possible schemes has been identified, and which will move forward to delivery and implementation subject to approval of the draft Business Plan included at Appendix 1.

15.0 Background Papers

1 Cabinet Report: Housing Investment Programme Update – 04.01.24

16.0 Appendices

Appendix 1 – Housing Investment Programme Business Plan 2026

17.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Finance	06/01/2026	15/01/26	DR
Legal	06/01/2026	15/01/26	EH
Executive Director	06/01/2026	15/01/26	RC