

9 September 2026

SCRUTINY COMMITTEE – 17 SEPTEMBER 2026

A meeting of the Scrutiny Committee will be held at 6pm on Thursday 17 September 2026 in the Council Chamber at the Town Hall, Rugby.

Members of the public may view the meeting via the livestream on the Council's website.

Dan Green
Chief Executive

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Minutes

To approve the minutes of the meetings held on 15 January, 19 March, 21 May and 16 July 2026.

2. Apologies

To receive apologies for absence from the meeting.

3. Declarations of Interest

To receive declarations of:

(a) disclosable pecuniary interests as defined by the Council's Code of Conduct for Councillors;

(b) other registrable interests as defined by the Council's Code of Conduct for Councillors; and

(c) non-registrable interests as defined by the Council's Code of Conduct for Councillors.

Note: Councillors are reminded that they should declare the existence and nature of their interests at the commencement of the meeting (or as soon as the interest becomes apparent). If that interest is a disclosable pecuniary interest, the Councillor must withdraw from the room unless one of the exceptions applies.

4. Transformation Programme 2026/27.
5. Town Centre Regeneration Delivery Plan.
6. Overview and Scrutiny Work Programme.

Membership of the Committee:

Councillors Kedward (Chair), Downes, Henderson, U Mistry, New, Pullin, Thompson, Trimble and Willis

If you have any general queries with regard to this agenda please contact Linn Ashmore, Democratic Services Officer on 01788 533522 or email linn.ashmore@rugby.gov.uk. Any specific queries concerning reports should be directed to the listed contact officer.

Agenda No 4

AGENDA MANAGEMENT SHEET

Report Title:	Town Centre Regeneration Delivery Plan
Name of Committee:	Cabinet
Date of Meeting:	3 August 2026
Report Director:	Strategic Director - Place
Portfolio:	Growth and Investment
Ward Relevance:	Town Centre
Prior Consultation:	Town Centre Working Group, Legal and Governance and Finance and Performance.
Contact Officer:	Helen Nightingale
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Key Decision:	No
Corporate Priorities:	This report relates to the following priority(ies): ☒ A Healthier Rugby – To support people to live healthier, longer, and more independent lives. ☒ A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre. ☒ A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change. ☒ A Fairer Rugby – To reduce inequalities and improve housing across the Borough. Corporate Strategy 2025-2035 ☐ This report does not specifically relate to any Council priorities but
Summary:	This report seeks Cabinet approval of the Rugby Town Centre Regeneration Delivery Plan and accompanying Social Value Framework. The Delivery Plan sets out a 10-year route map to revitalise Rugby town centre, identifying seven opportunity parcels and a phased programme of public, private and partnership led interventions. The Social Value Framework underpins the Delivery Plan by ensuring that regeneration is not

solely focused on physical development, but also delivers measurable and lasting social, economic and environmental benefits for local people. It establishes the case for a proactive Council role in enabling regeneration, securing critical assets where necessary, pursuing external funding, procuring a long-term development partner, and delivering early improvements through public realm, wayfinding, meanwhile uses, business support initiatives and community-led social value outcomes.

**Local Government
Reorganisation Implications:**

Local Government Reorganisation may affect future asset acquisitions, the inclusion of the Town Hall as a site, asset ownership, decision-making arrangements and the Council's capacity to deliver major capital projects. The Delivery Plan recognises this uncertainty and proposes a flexible, phased approach which protects the Council's ability to maximise the value of its town centre assets and respond to future governance arrangements.

Financial Implications:

There are no financial implications arising directly from this report. However, the Delivery Plan identifies opportunities with a potential Gross Development Value of up to £140 million and potential additional Gross Value Added of approximately £41 million per annum. Many projects will require further feasibility, business cases and external funding support before delivery commitments are made. Any future expenditure, acquisitions, procurement activity or capital commitments will be subject to separate approval through the Council's normal governance and budget processes.

**Risk Management/Health and
Safety Implications:**

No risks as a direct result of this report. There are risks associated with the future delivery of opportunity areas and will be managed through phased delivery, further technical work, business case development, procurement controls, legal advice, project governance and ongoing engagement with landowners, partners, businesses and communities.

Environmental Implications:

Full assessment contained in Appendix 3.
Summary of implications:
The Delivery Plan supports greener town centre regeneration through improved walking and cycling connections, better public realm, greening

opportunities, reuse of existing buildings, sustainable travel improvements and higher-quality, town centre living. Future schemes will be expected to support the Council's environmental priorities and respond to climate adaptation, energy efficiency and sustainable design objectives.

Legal Implications:

No legal implications as a direct result of the Delivery Plan and the Social Value Framework. Legal implications will arise in relation to land acquisition, asset disposal, procurement, planning, subsidy control, property agreements, compulsory purchase powers where required, High Street Rental Auctions and future development agreements. Legal advice will be obtained at each relevant stage and any specific legal commitments will be brought forward through the appropriate decision making route.

Equality and Diversity:

Please find further details in Appendix 4. However, to summarise the Delivery Plan is supported by a Social Value Framework which places community benefit, inclusion, health and wellbeing, skills, housing affordability, youth provision, accessibility and community cohesion at the centre of regeneration. Equality impacts will be considered as individual projects progress, including engagement with communities, businesses and service users.

Options:

Option 1: Endorse the Delivery Plan and Social Value Framework and support a proactive, partnership-led delivery approach to Town Centre Regeneration;

Option 2: Do not endorse the Delivery Plan and Social Value Framework, which would reduce the Council's ability to coordinate investment, pursue funding and progress priority regeneration projects.

Recommendation:

- (1) The Town Centre Regeneration Delivery Plan and accompanying Social Value Framework be approved; and
- (2) the Delivery Plan recommendations be implemented to proceed with a partnership-led delivery model with the Council having a proactive role in enabling phased town centre regeneration.

Reasons for Recommendation:

To provide a clear basis for phased regeneration and coordinated town centre delivery.

Cabinet - 3 August 2026

Town Centre Regeneration Delivery Plan

Public Report of the Strategic Director - Place

Recommendation

- (1) The Town Centre Regeneration Delivery Plan and accompanying Social Value Framework be approved; and
- (2) the Delivery Plan recommendations be implemented to proceed with a partnership-led delivery model with the Council having a proactive role in enabling phased town centre regeneration.

1. EXECUTIVE SUMMARY

- 1.1 This report seeks Cabinet approval of the Rugby Town Centre Regeneration Delivery Plan and accompanying Social Value Framework. Together, these documents provide a clear route map for moving Rugby town centre regeneration from strategy into delivery, setting out how the Council can coordinate investment, unlock key sites, support economic growth and ensure that future development delivers lasting benefits for residents, businesses, visitors and communities.
- 1.2 The Delivery Plan sets out a 10-year programme to revitalise Rugby town centre and support delivery of the Rugby Town Centre Vision 2035. It identifies the spatial priorities, sequencing, delivery requirements and partnership approach needed to bring forward a coordinated programme of regeneration activity.
- 1.3 The plan identifies seven opportunity parcels: Town Hall, North Street East Car Park, St Andrew's Quarter, Cultural Quarter, Albert Street, Rugby Central, and Rugby Art Gallery and Museum / Little Elborow.
- 1.4 These sites provide the basis for a phased programme of public, private and partnership-led investment to improve the town centre offer, deliver new homes, support jobs, enhance public spaces, strengthen cultural and community activity, and improve connectivity.
- 1.5 Three priority investment projects are identified as having the greatest catalytic potential: Rugby Central, St Andrew's Quarter and the Cultural Quarter.
- 1.6 These projects are expected to play a central role in driving footfall, supporting housing delivery, creating new destinations, improving connections and attracting long-term partner investment.

- 1.7 The accompanying Social Value Framework underpins the Delivery Plan by ensuring that regeneration is not focused solely on physical development or financial return. It provides a priorities-based approach to delivering community benefit, informed by local data, desk-based research, stakeholder engagement and feedback from community organisations.
- 1.8 The Delivery Plan is not, in itself, a commitment to spend. It provides a framework to guide future feasibility work, business case development, funding bids, land assembly, procurement and delivery decisions.
- 1.9 Individual projects will be subject to further approvals through the Council's normal governance and budget processes.

2. INTRODUCTION

- 2.1 The purpose of this report is to present the Town Centre Regeneration Delivery Plan (Delivery Plan), to turn the Council's regeneration ambitions into a clear, practical programme for delivery. The work is intended to ensure that the right development happens in the right locations, in the right order, so that regeneration delivers the greatest economic, social and community benefit.

3. BACKGROUND

- 3.1 The Delivery Plan was commissioned to create a strategic, implementable delivery plan for Rugby town centre's main regeneration projects, setting out the critical path, sequencing, and delivery requirements for each project.
- 3.2 Overall, the purpose is to move Rugby town centre regeneration from strategy into deliverable, investable action.

4. SOCIAL VALUE FRAMEWORK

- 4.1 The Rugby Town Centre Social Value Framework has been prepared to ensure that regeneration in the town centre delivers benefits beyond physical development and financial return. It provides a priorities-based approach to social value, informed by local data, desk-based research, stakeholder engagement and feedback from community organisations. The framework identifies the social, economic and environmental outcomes that future development should support, helping to ensure that investment responds to local need and creates lasting benefit for Rugby's communities.
- 4.2 The framework is structured around eight key themes:
 - Housing affordability and homelessness;
 - Crime and safety;
 - Education,
 - Employment and skills;
 - Children and young people;

- Environment;
- Economic resilience;
- Community cohesion; and
- Health and wellbeing.

- 4.3 Across these themes it identifies local challenges, opportunities for intervention and indicative initiatives that can be developed through partnership working. These include mixed and affordable housing options, safer and more inclusive public spaces, youth provision, skills and employment support, sustainable transport and environmental improvements, stronger community networks, and measures to improve health, wellbeing and access to services.
- 4.4 The Social Value Framework has a direct relationship with the Town Centre Regeneration Delivery Plan. While the Delivery Plan sets out the spatial, investment and delivery route map for the town centre, the Social Value Framework provides the community benefit lens through which projects should be developed, tested and delivered. It will help ensure that the seven opportunity parcels and wider regeneration programme contribute to the Council's priorities for a healthier, thriving, greener and fairer Rugby.
- 4.5 In practical terms, the framework should be used alongside the Delivery Plan to shape business cases, funding bids, procurement requirements, planning discussions, stakeholder engagement and project governance.
- 4.6 It provides a consistent basis for developers, investors, the Council and community partners to demonstrate how proposals will contribute to local outcomes, respond to evidence of need, involve stakeholders and embed social value from the earliest stages of design through to construction, occupation and long-term stewardship.
- 4.7 By linking the Delivery Plan with the Social Value Framework, the Council can ensure that future regeneration is not only deliverable and investable, but also inclusive, evidence-led and partnership-based. This will help secure long term benefits for residents, businesses and visitors, while supporting a town centre that is more resilient, connected and responsive to the needs of current and future communities.

5. DELIVERY PLAN

- 5.1 The Rugby Town Centre Delivery Plan sets out a 10-year programme to revitalise the town centre and support delivery of the Rugby Town Centre Vision 2035.

'Rugby Town Centre will be the first choice for Rugby residents and visitors. It will be vibrant, resilient and a community focal point, supported and characterised by a strong daytime and night-time economy, a culture of entrepreneurship, and a thriving hub of independent and national-brand businesses. We will deliver a place

and a mix of uses that puts people first, celebrates Rugby's heritage and contributes positively to the lives of our community creating a prosperous and sustainable place that we can all be proud of.'

- 5.2 The Delivery Plan provides a practical framework for guiding regeneration, coordinating investment and bringing forward a series of linked projects that will strengthen Rugby's role as a vibrant centre for residents, businesses and visitors.
- 5.3 The plan is built around a clear ambition: to create a people-focused, well-connected and prosperous town centre that celebrates Rugby's heritage while embracing new opportunities for housing, culture, enterprise, leisure and community life. It recognises Rugby's strong foundations, its strategic location, historic assets, established independent business base, growing population and strong transport connectivity, but also the need for targeted intervention to address underused sites, fragmented connections, outdated premises and gaps in the current town centre offer.
- 5.4 Seven opportunity parcels were identified:
1. Town Hall
 2. North Street East Car Park
 3. St Andrew's Quarter
 4. Cultural Quarter
 5. Albert Street
 6. Rugby Central
 7. RAGM and Little Elborow
- 5.5 Taken together, the opportunity parcels have the potential to deliver up to 600 homes, 20,000 sq ft of community and civic uses, 40,000 sq ft of enhanced retail and leisure, two new public squares, generate up to £140 million gross development value (GDV), contribute around £77 million gross value added (GVA) per year to the local economy, and support approximately 785 net additional jobs.
- 5.6 The Delivery Plan framework is underpinned by a set of guiding principles, including the Vision, the Council Strategic Priorities (fairer, greener, thriving and healthier) and then the Social Value Framework which will run through every project delivered as part of Rugby's regeneration.
- 5.7 The Social Value Framework is important because it provides the mechanism for translating regeneration investment into community benefit. It requires future schemes to respond to evidence of local need, involve stakeholders, value the outcomes that matter to residents, and identify practical initiatives that can be delivered through partnerships with local organisations. This approach will help ensure that social value is considered from the earliest stages of project development through to construction, occupation and long-term stewardship.
- 5.8 The framework therefore underpins both the Delivery Plan and future regeneration by acting as a shared set of priorities for the Council, developers, investors and community partners. It will support business case development, funding bids, procurement requirements, planning discussions and project governance by providing a clear basis for demonstrating how regeneration

proposals contribute to local outcomes, reduce inequalities and deliver long-term value beyond financial return.

- 5.9 The seven opportunity parcels each play a different role in achieving the wider vision. These include the redevelopment of Rugby Central as the town centre's key catalyst site; the creation of a Cultural Quarter around John Barford multi-storey car park, Brotherhood House and Old Market Place; the heritage-led transformation of St Andrew's Quarter; and further opportunities at the Town Hall, Albert Street, North Street East, and Rugby Art Gallery and Museum / Little Elborow.
- 5.10 The plan identifies three high-priority investment projects:
- Rugby Central
 - St Andrew's Quarter
 - Cultural Quarter
- 5.11 These are considered the most catalytic opportunities for driving footfall, supporting housing delivery, improving connectivity, creating new destinations and attracting long-term partner investment.
- 5.12 Importantly, the plan is not starting from scratch. It builds on a number of initiatives already underway, including public realm improvements, a new wayfinding system, place branding, the Unity Hub, enhancements to the outdoor market, the town centre shop front grant scheme and high street rental auctions.

6. FINANCIAL IMPLICATIONS

- 6.1 The Delivery Plan is not, in itself, a commitment to spend. It sets out a framework to guide future investment, funding bids, land assembly, procurement and delivery decisions. Individual projects will be subject to further feasibility, business case development, funding strategies and formal approval before expenditure is committed.
- 6.2 The opportunity parcels have an estimated combined GDV of up to £140 million. The Delivery Plan indicates potential economic benefits of approximately £77 million Gross Value Added per annum, representing an increase of around £41 million per annum, and approximately 785 net additional jobs over the 10-year period. These figures demonstrate the scale of opportunity but will require further testing as projects move into detailed delivery.

7. CONCLUSION

- 7.1 The Delivery Plan provides a clear route map for moving Rugby town centre regeneration from strategy into delivery. It recognises the town centre's strengths, including its heritage, connectivity, independent businesses, cultural assets and growth context, while setting out practical interventions to address underused sites, fragmented connections, dated premises and gaps in the retail, leisure, cultural, community and housing offer.

- 7.2 Endorsing the Delivery Plan will enable the Council to coordinate regeneration activity, support early interventions, develop investable projects, pursue funding opportunities and work with a long-term development partner and wider stakeholders to deliver phased, people-focused regeneration over the next decade.
- 7.3 The Social Value Framework strengthens this approach by making clear that successful regeneration must deliver benefits for people as well as places. It provides a consistent structure for embedding community priorities into future projects. By using the framework alongside the Delivery Plan, the Council can ensure that future regeneration is inclusive, evidence-led, partnership-based and capable of delivering lasting benefits for Rugby's communities.

8. OPTIONS AVAILABLE

Option 1: Approve the Delivery Plan and Social Value Framework and support a proactive, partnership-led delivery approach to Town Centre Regeneration;

Option 2: Do not approve the Delivery Plan and Social Value Framework, which would reduce the Council's ability to coordinate investment, pursue funding and progress priority regeneration projects.

Option 1 is the recommended option in order to provide a clear basis for phased regeneration and coordinated town centre delivery.

Name of Meeting: Cabinet

Date of Meeting: 3 August 2026

Subject Matter: Town Centre Regeneration Delivery Plan

Originating Department: Place

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

The background papers relating to reports on planning applications and which are open to public inspection under Section 100D of the Local Government Act 1972, consist of the planning applications, referred to in the reports, and all written responses to consultations made by the Local Planning Authority, in connection with those applications.

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A



Rugby Town Centre

Delivery Plan





Regent Street from Jubilee Gardens



Contents

1.	Introduction and Purpose	4
	Rugby Revitalised: A delivery plan to regenerate our town centre	4
2.	The vision and opportunity	6
	The vision	6
	The opportunity	6
	Overview of Rugby Town Centre	10
	Market opportunities	14
	We’ve already started...	18
3.	The Delivery Framework	24
	Overview	24
	Tier 1 – Strategic Priorities	26
	Tier 2 – Social Value Framework	29
4.	Opportunity parcels	32
	Overview	32
	Parcel 1 – Town Hall	34
	Parcel 2 – North Street East	38
	Parcel 3 – St Andrew’s Quarter	42
	Parcel 4 – Cultural Quarter	46
	Parcel 5 – Albert Street	50
	Parcel 6 – Rugby Central	54
	Parcel 7 – Rugby Art Gallery and Museum and Little Elborow	58
5.	Route map for regeneration	62
	Overview	62
	Summary of investment priorities	64
	Action plan	67
6.	Conclusion	68

1. Introduction and Purpose

Rugby Revitalised: A delivery plan to regenerate our town centre

This is a delivery plan to guide the regeneration of Rugby town centre and support Rugby Borough Council’s (‘the Council’) strategic priorities to deliver the Rugby Town Centre Vision 2035.

Rugby borough has experienced significant housing, employment and population growth in the last two decades, most notably on the periphery of Rugby town. This is a result of its central position within the country and its connectivity. It is a recognised hub to major national employers, which has historically driven growth and led to more recent development and expansion.

Now is the time to refocus on Rugby town centre. The opportunity for it to become a vibrant hub for the Rugby community, employers and visitors with a strong emphasis on its historic legacy and future growth opportunities.

There is tremendous scope for: revitalised town centre living, placing wellbeing at its heart; upgrading its destination retail and leisure experience; better supporting the thriving creative and arts scene already here; improving active travel linkages to key transport interchanges, employment districts and residential areas.

Rugby Town Centre Vision 2035

‘Rugby Town Centre will be the first choice for Rugby residents and visitors.

It will be vibrant, resilient and a community focal point, supported and characterised by a strong daytime and night-time economy, a culture of entrepreneurship, and a thriving hub of independent and national-brand businesses.

We will deliver a place and a mix of uses that puts people first, celebrates Rugby’s heritage and contributes positively to the lives of our community creating a prosperous and sustainable place that we can all be proud of.’

Source: Rugby Town Centre Regeneration Strategy 2024

It is Rugby Borough Council’s intention to identify a long term development partner to support the redevelopment of major capital projects within identified opportunity parcels. The Council also wishes to promote and guide all interest and investment into the town centre across the array of exciting opportunities that exist.



The purpose of this Delivery Plan is...

To promote the diverse opportunities for redevelopment:

- Provide an overview of the network of identified opportunities which can collectively come together to deliver sustainable long term change in the town centre.
- Set a route map and programme of the steps required to achieve the town centre vision.

To guide and inform investment prioritisation:

- Provide a guide to developers, investors, and organisations outlining the key town centre development priorities and the guiding principles of their delivery.

To unlock deliverable solutions:

- Outline the proactive role the Council wishes to play in driving the process of change, alongside public and private sector partners and organisations.

This is a 10 year plan to revitalise and deliver a town centre which aptly flies the flag for this wonderful market town and all that it offers. We should be proud of Rugby town centre and ambitious for its future.



Town Hall towards Caldecott Park



North Street towards Clock Tower



Market Place

2. The opportunity

Over a 10 year period, across seven opportunity parcels, this Delivery Plan aims to deliver:

Over **600** residential units; up to **40,000 sq ft** of enhanced retail and leisure

up to **20,000 sq ft** of community and civic uses

15,000 sq ft of creative/maker spaces; upgrade a 450 capacity events venue

improve business support functions and flexible workplace offer

deliver 2 new public squares at key gateways – east (play and wellbeing) and west (cultural events)

bring back into use significant **heritage assets**

improve public realm and wayfinding to better connect valued assets and green spaces, prioritising pedestrians

establish a **vibrant** meanwhile use events programme

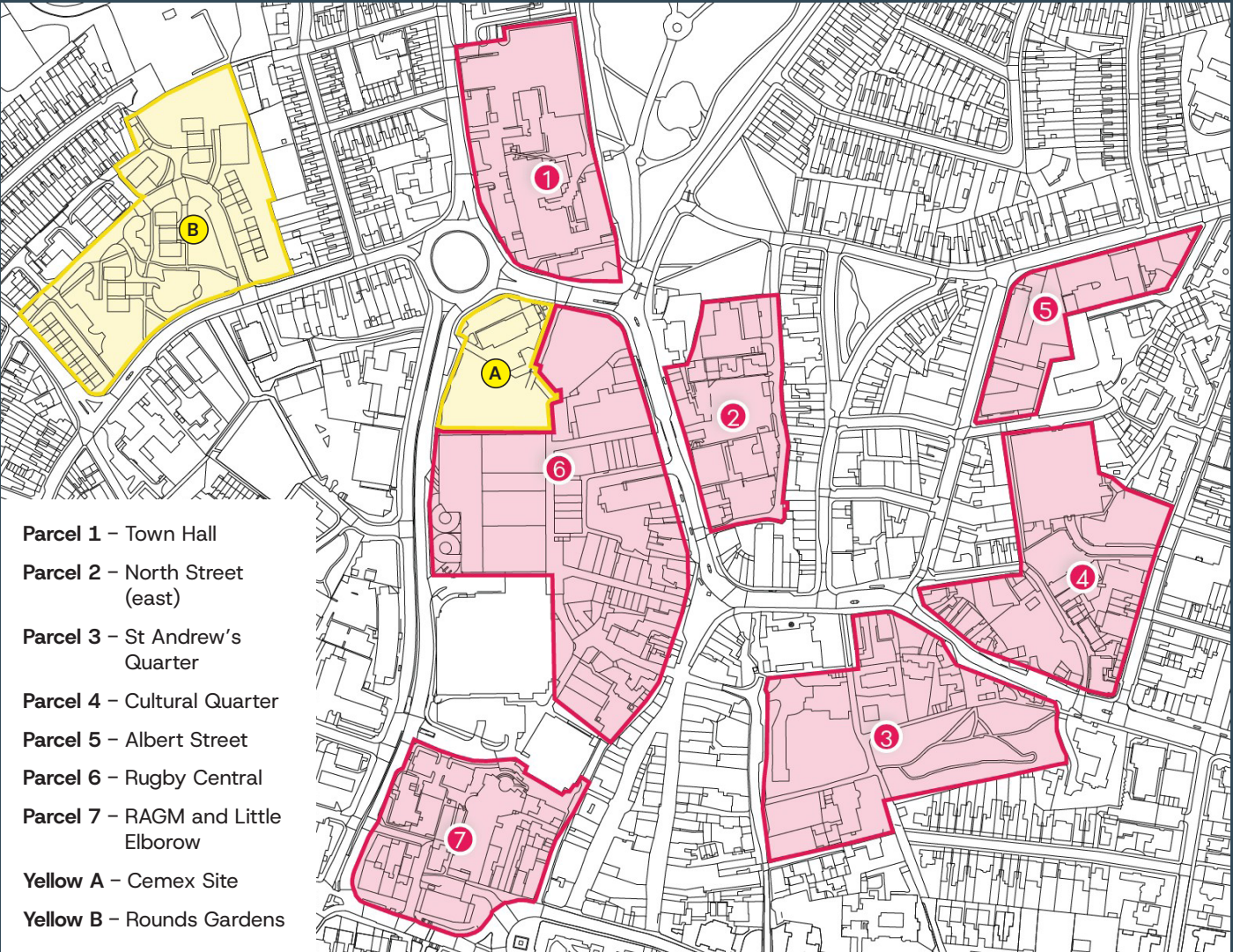
Opportunity parcels identified across the town centre have scope to deliver a total Gross Development Value of up to £140million. Gross Value Added (GVA) of the combined proposals across the town centre will generate £77million per annum to the local economy, an increase of £41million per annum.

Proposals will bring an approximate net additional increase of 785 jobs, supported by increased footfall and vibrancy of the town centre over a 10 year period.

Rugby town centre has the foundations to thrive with key gateways, celebration of existing assets and a range of underutilised areas. There is scope for investment and a step change in the scale of ambition and premium value drivers.

The opportunity is to work with the market to channel investment in the right areas to bring about cohesive, positive change and stitch the town centre better together. It is to encourage a greater mix of integrated solutions in a centre with a strong identity, putting people first.

Town centre opportunity parcels



Source: Node



Key Themes

REVIVED
REJUVENATING
RENEWING
REPLENISHED
RE-ANIMATED
REFRESHED
RECONNECTING
RESTORING



Heritage and legacy

Rich in heritage, legacy and historic assets; to be used to create focal points and connections across the town centre



Growing businesses and employment

Strength of businesses and operators already here and thriving; continue to support them, address the gaps and disconnects between commercial pockets and deliver opportunities to catalyse business growth and inward investment



Identity and arrival

Greater emphasis on identity and sense of arrival; key nodes/gateways into the town centre, connectivity to the train station, travel to and through the town centre, and consolidation of the town centre footprint



Diversifying uses

Build resilience in the town centre through introducing greater diversity of uses/users; unlock vacant underutilised assets for new opportunities (living/cultural/community/retail/leisure)



Accessibility and wayfinding

Pedestrian priority, wayfinding and public realm improvements essential to enhance the town centre's identity and accessibility

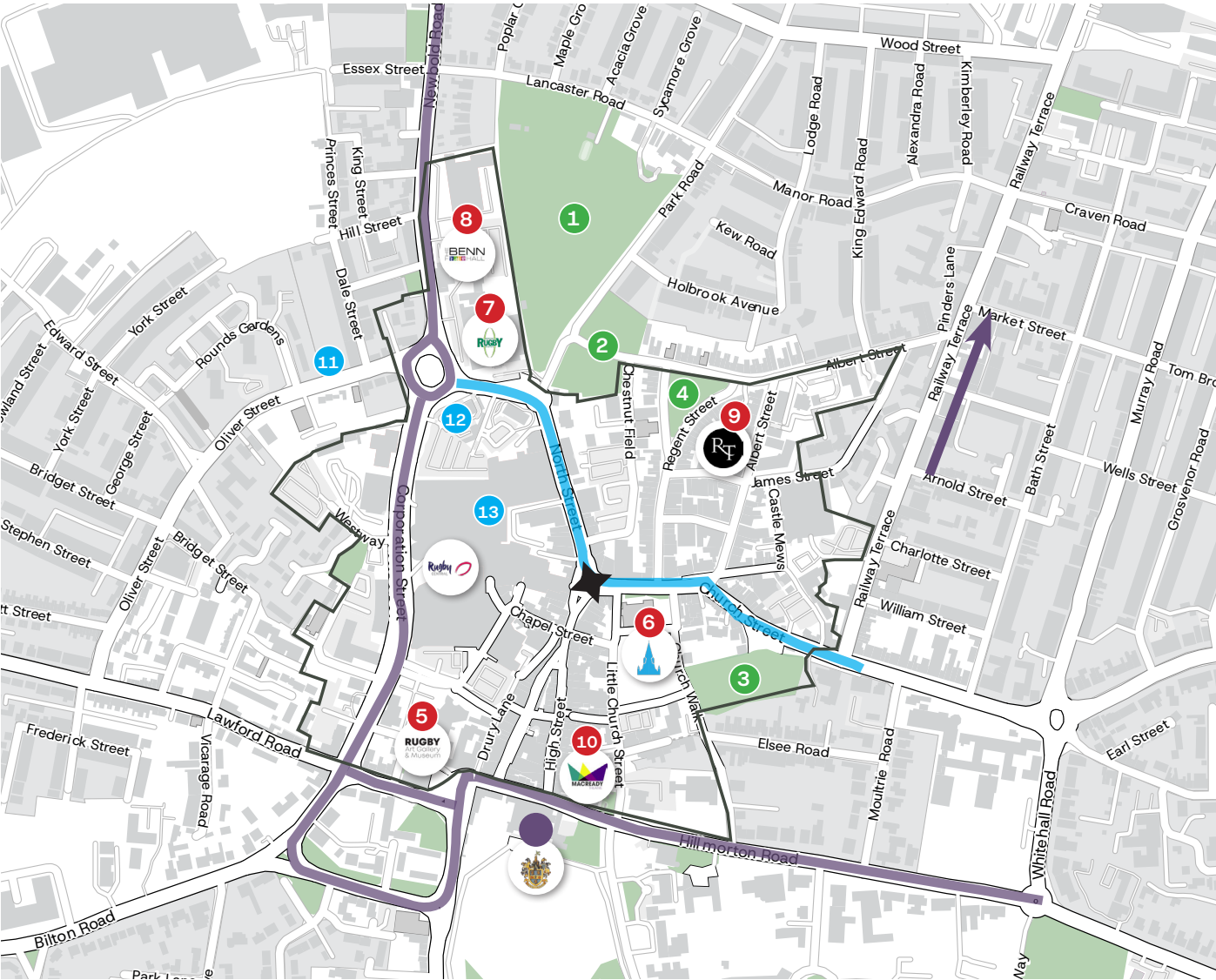


Culture and creativity

Cultural emphasis better supporting creativity across the centre, servicing the needs of the makers, artists and musicians and providing hosting spaces for events

Overview of Rugby Town Centre

Town centre - key assets and infrastructure



- | | | | |
|---|--|--|---|
| <ul style="list-style-type: none">— Rugby town centre boundary— Key arterial routes— Town centre spine★ Clock Tower● Rugby School➔ Towards Rugby Train Station | Parks / green spaces <ul style="list-style-type: none">1 Caldecott Park2 Chestnut Fields3 St Andrew's Gardens4 Jubilee Gardens | Cultural and Civic assets <ul style="list-style-type: none">5 Rugby Art Gallery and Museum6 St Andrew's Church7 Rugby Borough Council Town Hall8 Benn Hall9 Rugby Theatre10 Macready Theatre | Commercial and residential redevelopment <ul style="list-style-type: none">11 Rounds Gardens site12 Cemex site13 Rugby Central Shopping Centre |
|---|--|--|---|

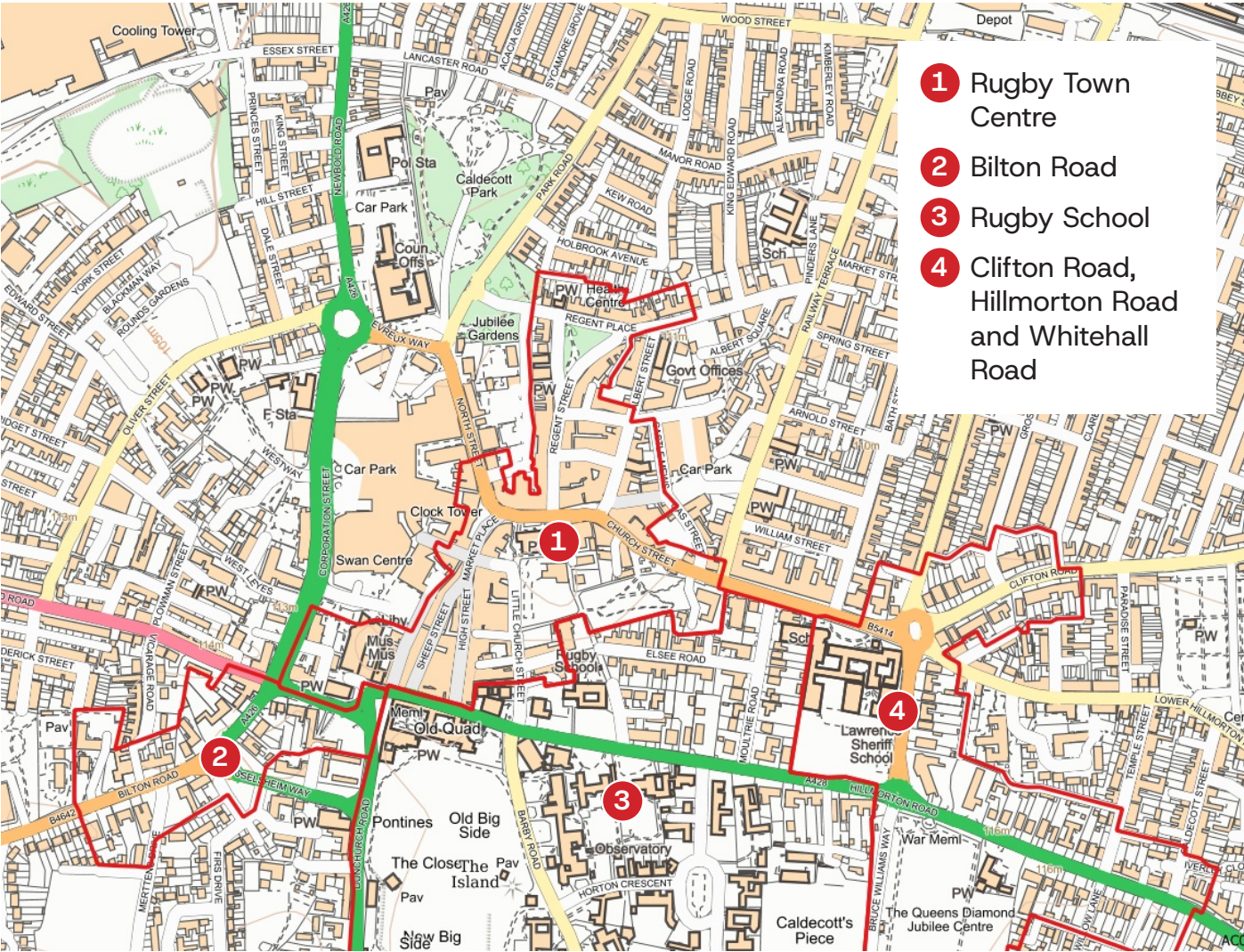
Heritage

The Rugby Town Centre Conservation Area covers the majority of the commercial centre of the town, from Edwardian suburbs north of Jubilee Gardens down to Rugby School to the south. There are three additional conservation areas south of the town centre.

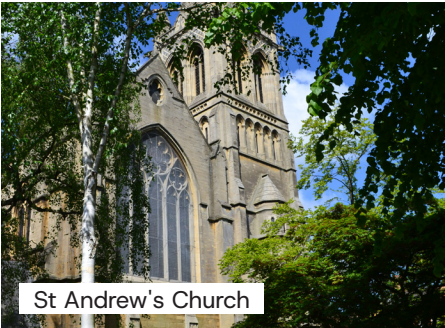
At the central core of the town centre is the Grade II* listed St Andrew's Church and its surrounds, which is at the confluence of historic streets (Market Place, Regent Street, Albert Street), with the recognisable heritage architecture of Butterfield and others who were integral to the town's evolution.

A noted landmark and integral part of Rugby's heritage is the Rugby School estate.

Rugby Town Centre conservation areas



Source: Rugby Borough Council



Key gateways

There are opportunities to enhance or introduce new gateways for the town centre that become principal nodes, with their own identity and hubs of activities, around which there are an array of potential development opportunities and public realm solutions. These nodes are:

- **North Gateway** – Confluence of Evreux Way, Park Road, North Street and southern entrance to Caldecott Park. Rugby Borough Council's Town Hall and the vacated Cemex site opposite, sit at this Gateway. Rugby Central Shopping Centre, which is heavily underutilised, dominates the town centre on the west side linking the northern and southern parts.
- **South Gateway** – Entrance to the town centre from south-west point – Elborow Street, Bloxham Place, Warwick Road leading to Rugby School. Rugby Art Gallery and Museum is a noted regional asset which is situated at this location, but with an unremarkable setting.
- **East Gateway** – The need to make new routes on the east side, being the most direct route to the station, requiring improved wayfinding and a new landmark development delivered around Railway Terrace, Castle Mews and Gas Street.

Green spaces

There is a need to improve linkages between the existing green assets of the town centre, which are:

- **Caldecott Park (north)** – An established large and attractive 10 acre park with variety of formal and informal sports facilities and landscaping, a vibrant café and playground. Designated a Queen Elizabeth II Field. Various walking routes linking the town centre to northern residential areas and the train station beyond.
- **Chestnut Fields (north)** – A 1.75 acre green space divided by pedestrian and road infrastructure, with established trees. Includes a sculpture in memory of Frank Whittle, inventor of the jet engine.
- **Jubilee Gardens (north-east)** – This smaller 0.5 acre public garden/green on charming Regent Street marks the site of an ancient British fort, and subsequently of a moated manor house belonging to the de Rokeby family, from whom Rugby town's name is derived. A statue of Rupert Brooke, a poet born in Rugby and a Rugby School pupil is at its centre.
- **St Andrew's Gardens (core/south)** – A former churchyard, including a Garden of Peace (1995) with a Cherry Tree avenue running east-west. Includes vaults of the Bohemian Wratishlaw dynasty and graves of the Caldecott family. Very few headstones remain and it is an underutilised, relatively isolated space, requiring enhancement to improve amenity and safety.

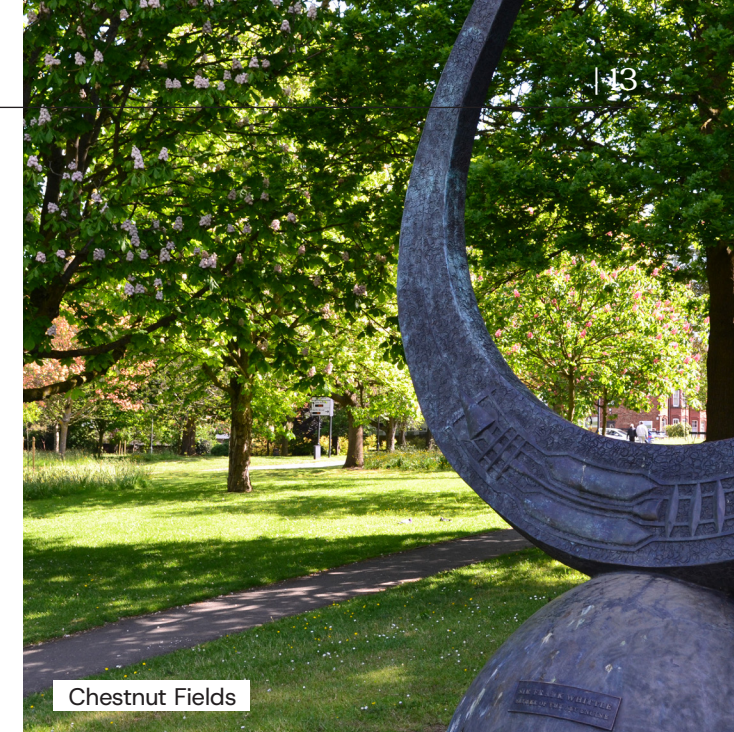


Connectivity

Rugby train station is situated circa 1 mile north of the centre, with its principal pedestrian and cycle connection to the town centre via Railway Terrace/Albert Street. The station provides direct trains to London and Birmingham approximately 5 times an hour, with train times circa 50 minutes and 35 minutes respectively. A second train station is also planned in Houlton which will improve capacity further.

Buses travel through the centre with regular stopping points and connections to the station every 10 minutes. The ease of transition between the town centre and this multimodal gateway is critical. The Rugby gyratory provides some limitations to ease of active travel links from the town centre to the west, which should be addressed.

Easy access to the Strategic Road Network including three motorways, the M1, M6 and M45, along with the key trunk roads of the A5 and A14 has been a major advantage to the Borough and spurred the growth of Rugby town.



Market Opportunities



A legacy for growth

Rugby has always thrived on its central, well-connected position across the road and rail networks alongside an historic legacy rooted in the location of the prestigious Rugby School (est. 1567) and the birthplace of the game of Rugby.

In the 21st century, the town experienced growth to its north adjacent to the M6 and to the south-west in Cawston. Two major sustainable urban extensions are now underway between Cawston and Dunchurch (south-west of Rugby) and at Rugby Radio Station (Houlton) (east of Rugby). These will include over 11,000 homes and 51 hectares of employment space along with new schools, health facilities and community and sporting provision.

Employment demand is high given Rugby's position on the Strategic Road Network and location within the 'Inner Golden Triangle' for logistics. Developments include: Symmetry Park, Rugby; Prologis Park at Ryton upon Dunsmore; and Ansty Park, a premier technology and innovation hub, home to the Manufacturing Technology Centre, part of the High Value Manufacturing Catapult supported by Innovate UK. The recently approved Fraser Campus, the global headquarters for Fraser Group, will add to this employment offer. As a result, engineering, manufacturing and logistics sectors are a key component of the local economy.

Set against a backdrop of continued housing and employment growth, with population projections anticipated to be significantly above the national average, notable market opportunities for the town centre are outlined below.



Retail enhancements

Given the size and affluence of the shopping population and its projected growth in Rugby, the town centre retail and leisure offer is below expected volume and quality. In terms of retail provision, whilst there are notable vacancies across the centre, with initiatives in place to support their improvements, there are also very successful independent businesses thriving in attractive historic street settings, including Regent Street and Market Place.

Demand from national occupiers is currently limited by the scale and quality of retail accommodation available. There is an exciting opportunity to consolidate and upgrade the retail offer across the town centre, to attract a greater mix of national retailers alongside further growth of local independents.

Rugby Central Shopping Centre dominates the west side of the town and is dated and underutilised. The town competes with a range of out of town retail options, signalling a need for improved quality of the retail offer, for which wider placemaking is critical.



Leisure opportunities

The food and beverage market is considered strong in the town, with a high concentration of independents, supported by local events showcasing the quality and range available. Rugby hosts a successful food and drink festival in the spring and autumn. The night time economy is well supported, with a number of pubs hosting and supporting Rugby's live music scene.

There is considered to be demand for an enhanced day time offer, with a requirement for more modern, larger unit cafes (1,500 – 2,500 sq ft) or larger food and beverage offers (2,500 – 5,000 sq ft).

Existing leisure facilities in the town centre include music and entertainment venues such as The Benn Hall, Rugby Theatre and Macready Theatre. A bowling alley and soft play are situated on the first floor of the existing Rugby Central Shopping Centre. Alternative leisure provision is in out of town locations.

Higher quality and more diverse experiential and immersive family friendly leisure opportunities, both indoors and outdoors, would support the offer for the community and visitors, including a desired emphasis on play, sports and wellbeing.

Market Opportunities



Creativity and Makers

Rugby has a thriving arts and cultural community. Rugby Art Gallery and Museum (RAGM) is a successful showcase for the town, county and region, drawing a high numbers of visitors annually via its varied programme of events. It offers a museum, alongside touring exhibition spaces, community activities, and a limited number of workshop/studio spaces for rent, which are in high demand. It also houses Rugby Library. RAGM's external approach, physical setting and connectivity to the wider town centre could be improved.

Creative studio and maker spaces, alongside music rehearsal spaces, are in short supply in the town centre, with only limited dedicated provision and a notable demand. The independently run "Art at the Alex" provides popular studio spaces but is limited in scale.

There is an opportunity to provide a consolidated hub of activity, including creative, maker and rehearsal spaces within the town centre, which meets current demand and offers scope for further growth. Such space would need to be affordable, flexible and will require public sector funding intervention alongside local community support in its operation.



Events

Spaces for major events are principally offered by the following venues: The Benn Hall (480 seat), Rugby Theatre (270 seat), Macready Theatre at Rugby School (250 seat), Rugby Great Central Hall (160 seat), and The Arnold House at Masonic Hall (280 seat).

Benn Hall is a well located, large scale space, with associated car parking, lending itself to a variety of formal conferencing and celebratory functions as well as live music and entertainment events. Scope to upgrade and expand Benn Hall are to be explored to meet ambitions for a larger 600+ capacity venue to attract larger touring shows to the town.

Opportunities to improve external and internal events spaces across the town would be well received.



Revitalised town centre living

Given the majority of new housing development has been on the periphery of Rugby, the town centre offers the opportunity for revitalised, high quality living.

The town centre's ready access to green spaces and historic streetscape provides the backdrop for a diverse mix of living opportunities via conversion of existing assets and redevelopment of surplus land. This should include open market and affordable housing.

The wider housing market in Rugby is characterised by traditional stock, terraced and semi-detached homes. To date, delivery of apartment schemes has been limited in central locations, with traditional housing at competitive sales rates and offering outdoor spaces. There is a recognised opportunity for higher density residential living in the town centre but it would need to be supported by placemaking initiatives to drive value premiums.

There is a need for retirement, care and extra care schemes in the borough with major growth in older households expected.



Civic and Community support

The Council has a strategic objective to improve community support focussed on wellbeing, enterprise and training to foster greater community cohesion and drive the local economy. The town centre should play an important role as a community beacon, offering more diverse means of communication to be inclusive to all, but also provide dedicated venues focussed on community support services.

The civic presence in the town centre is also set to evolve. The Local Government Reform will instigate a review of the Council's own estate needs within the town centre and this Delivery Plan should provide the means to maximise on the opportunities this presents over the next 5 – 10 year period.

In addition, from a local servicing perspective, existing offers such as the Rugby Registration Office are accommodated in constrained assets. There is an opportunity to relocate the Registration Office as a public-facing statutory service at a more accessible, attractive location, maintaining good transport links.

We've already started...

Rugby Borough Council is already underway with a number of town centre improvement projects and further feasibility work, which will continue.

There are identified town centre wide initiatives that are in place to encourage property owners, businesses, investors, and the wider community to support incremental positive change and community cohesion across the town centre.

Notable 'live' projects and initiatives are outlined below.

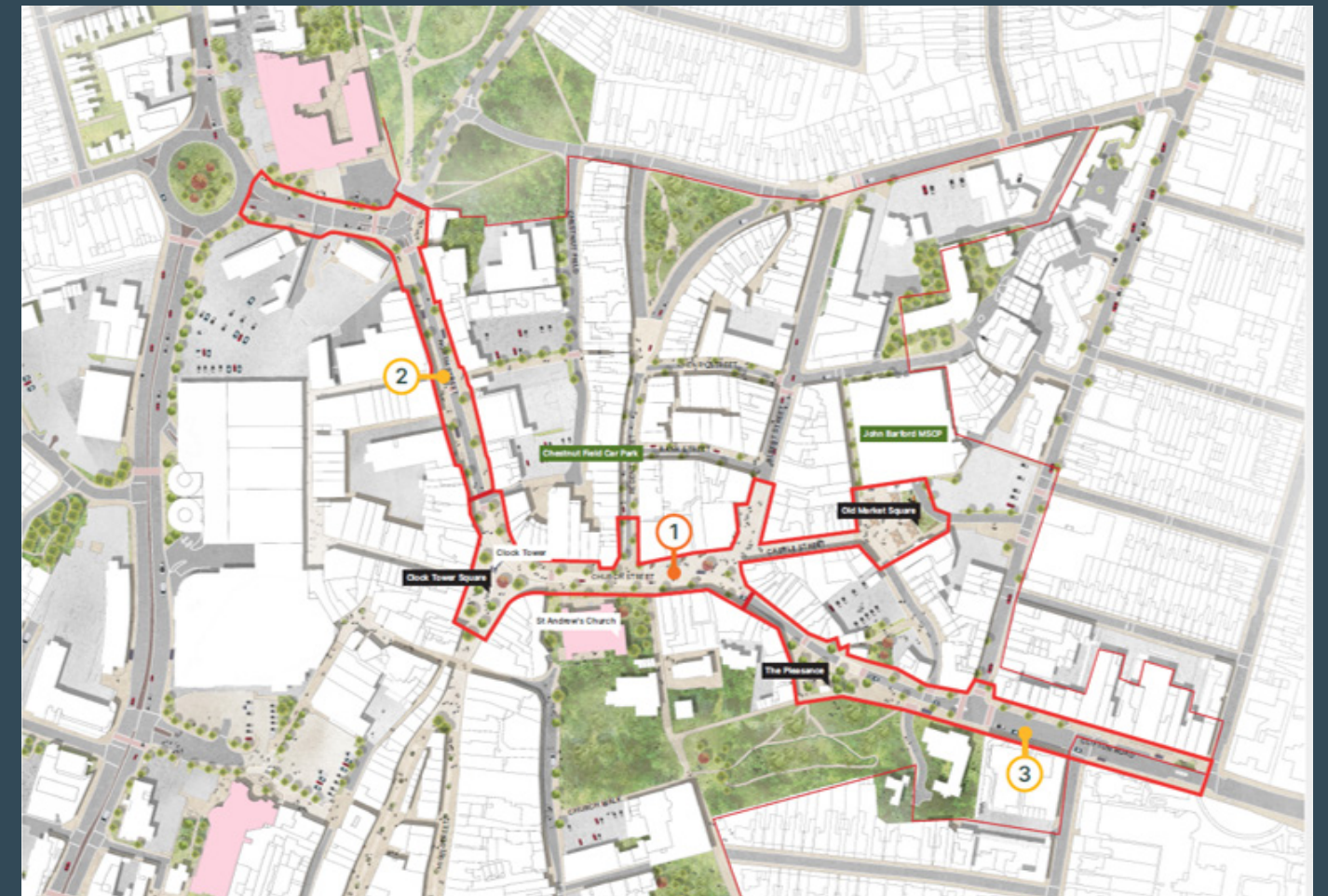
Public Realm Priority Projects



"Create accessible and high-quality places to build civic pride, attract visitors, workers and residents, increase dwell time and improve health and wellbeing"

A range of town centre public realm improvements are set out in the Rugby Town Centre Public Realm Masterplan (March 2025). This includes a multi-phase programme of public realm works focussed on the key route running through the town centre, connecting heritage assets and green spaces.

Public Realm Priority Projects 1 - 3



Source: Rugby Borough Council

The aim of these works is to encourage greater footfall in the main retail areas and rebalance the priority between pedestrians and vehicles. They will form a key component of stitching together the identified opportunity parcels in this Delivery Plan.

The indicative cost of delivering the Public Realm Priority Projects is in the order of £27,500,000 and will come forward in a phased programme. Delivery is subject to funding support.

Progress on wider public realm works to the end of financial year 2025/26 includes:

- An additional entrance to and lighting improvements to Caldecott Park
- Working with St Andrew's Church on improvements to deliver publicly accessible areas around the church to celebrate this historic asset
- Plans underway for extensive seating and planting enhancements on Market Place, Old Market, High Street, Sheep Street
- A Town Centre Traffic Regulation Order Project sets out proposals to extend the pedestrianisation of Sheep Street, High Street, Market Place and Chapel Street.



We've already started...

Wayfinding

A new wayfinding system is being designed for Rugby town centre. This will improve connectivity across the town and link key destinations and routes together.

Existing signage will be removed and new signage will be put in place to better meet the wayfinding needs of both visitors and residents.

The new signs have been developed to respond sensitively to the conservation area whilst also aligning with the newly developed Rugby place brand, creating a cohesive and recognisable identity across the town centre.

Place Brand

Rugby's new place brand has been developed to create a consistent look and feel across everything from signage and digital platforms to printed materials and community engagement projects. The branding hinges around four core values that have been developed with the help of local businesses, community groups and residents:

- A people-centred town – close, connected and convenient
- A town of action – play, perform, participate
- Learning for life – innovation, skills and knowledge
- Stronger together – a community that cares

Projects involving the place branding will be guided by these four values, while new materials promoting Rugby will incorporate the brand's new designs.

By using a shared visual identity, the Council hopes residents, businesses and partners will more easily recognise how different initiatives fit together and contribute to the town's long-term ambitions.

It is also intended to give local people a stronger sense of pride and ownership as improvements are delivered across Rugby.



Henry Street

Car Parking Strategy

To ensure the best use of the Council's assets to support future town centre regeneration, a review of the town centre's car parking provision was completed in 2025. Its focus was to ensure car parking provision continues to meet the needs of the town centre and opportunities for electric charging are maximised.

The review identified an ongoing minimum car parking requirement of up to 1,278 spaces through to 2040 across a range of designated town centre car parks and on street options. This work will inform which Council assets can support alternative development.

Business and Community Hub

The Unity Hub, providing workspace and resources for start ups and early stage businesses, was opened within the Town Hall in March 2025 and has been a success.

There is a proposal for the creation of a larger Business Skills Hub, as part of wider redevelopment, with its aim to foster innovation, drive economic growth and create a sustainable and prosperous business environment. This proposal is fully funded by £10 million secured through a Section 106 contribution.

Outdoor Market

Enhancing the outdoor market offer for the town centre is a considerable focus for the Council to ensure it can more actively play a part in driving footfall and encourage a different offer. Key actions are focussing on the location of the market, trader mix and diversification, attracting new customers and an additional events programme.

Town Centre Frontages Grant Scheme

The Council are committed to a 4 year project to fund improvements to frontages in Rugby town centre with creation of a two stage grant process. £100,000 per annum has been allocated from 2026/27 to 2028/29.



St Andrew's Gardens



Little Church Street

We've already started...

High Street Rental Auctions

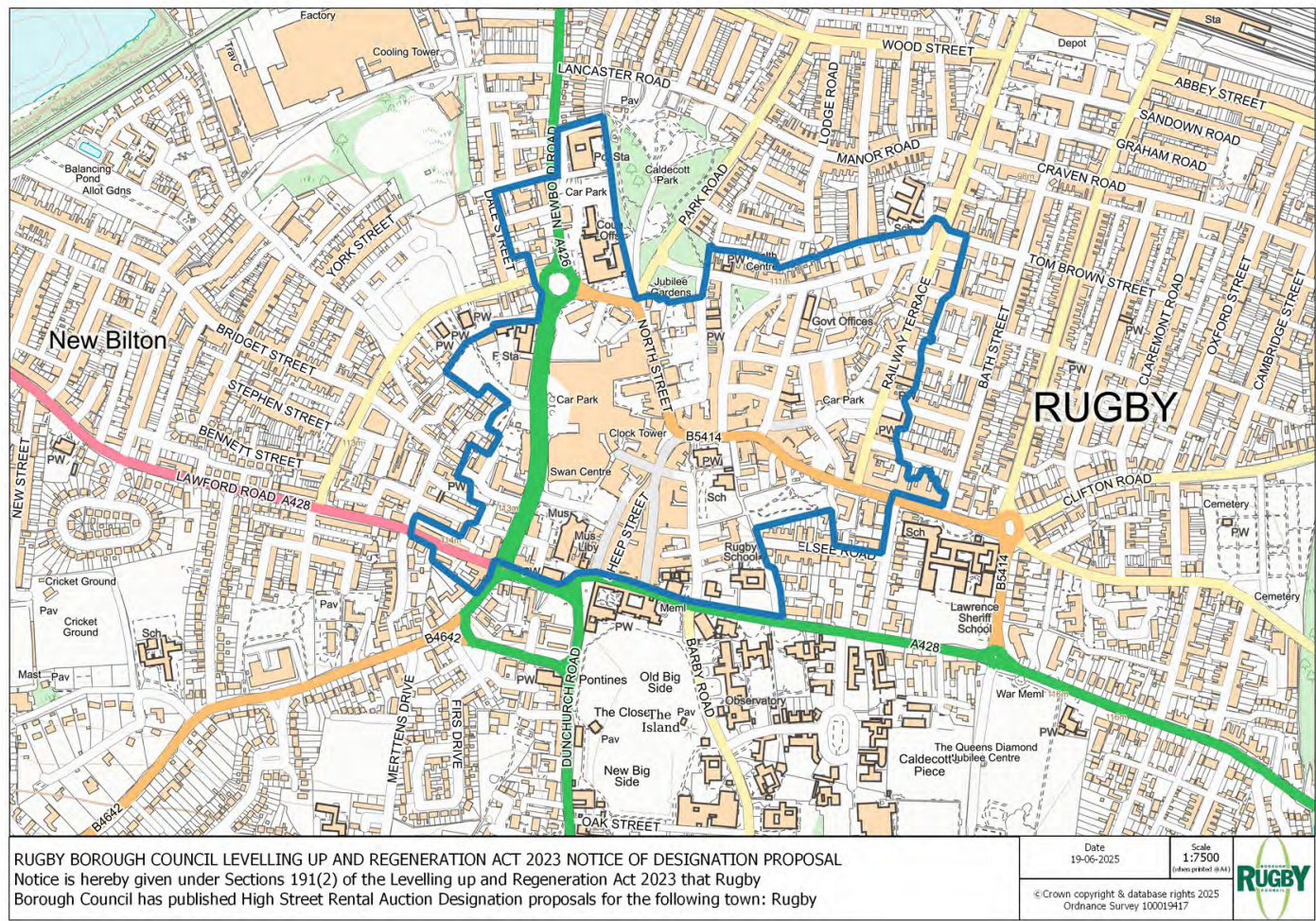
Rugby is one of the first Council’s in the country looking to enact the High Street Rental Auction Powers, which formed part of the Government’s Levelling Up and Regeneration Act 2023.

Its purpose is to address persistently vacant retail units in the town centre and open them up to new tenants.

An HSRA zone has been adopted and a vacancy register has been compiled in order for the Council to enact their powers where required. The Council is currently engaging with owners of key assets.

The process will allow the Council to take impactful steps to help regenerate the town centre by significantly improving the physical condition and look of retails units, and increasing occupancy.

HSRA Zone plan



Source: Rugby Borough Council

Meanwhile Uses

Meanwhile uses have been identified as a key mechanism for delivering immediate social and economic value by activating vacant and under used town centre space, while maintaining momentum ahead of longer term redevelopment. Temporary uses such as pop up shops, community hubs, creative workspaces, and events can enhance vibrancy, increase footfall and improve perceptions of safety during this transitional period.

The proposed approach is underpinned by three core objectives:

1. Activation – by transforming under used space into cultural, creative and community uses that re-attract people to the town centre.

2. Supporting local enterprise – through the provision of affordable, flexible space for start ups, artists, independent retailers and social enterprises.

3. A strong community focus – ensuring meanwhile uses deliver social value by hosting activities, services and amenities that respond directly to identified local needs.

There are clear, site specific opportunities identified within this plan to deliver these ambitions. For example, Parcel 4 (Gas Street area) presents immediate scope for meanwhile uses, including open air markets and event programming, alongside wider opportunities for meanwhile activities within disused town centre retail units.

To support effective delivery, Rugby Borough Council will review the key steps required to curate an effective meanwhile use strategy, including consideration of budget, phasing and delivery timescales. Implementation will be partnership led, with the Council working alongside local organisations to identify and prioritise activities that best respond to local need.

Based on early engagement and assessment of local needs, the following priority meanwhile opportunities have been identified as particularly relevant for Rugby town centre:

- Creation of **community facing infrastructure**, including advice centres offering housing and homelessness support, shared meeting space for voluntary and community groups, and a central community information and coordination hub.
- Establishment of **pop up skills and business hubs** to support aspiring entrepreneurs, SMEs and social enterprises, alongside careers, financial literacy and digital skills support delivered with local partners.
- Provision of **flexible, inclusive space** capable of accommodating SEND friendly workshops, youth programmes and intergenerational activities with local organisations.
- Support for **youth inclusion and wellbeing** through safe drop in spaces and youth clubs offering structured activity, life skills development and mental health support.
- Activation of vacant units through **cultural and creative uses**, including artist workspace, heritage led pop ups, maker markets, and short term creative installations.
- Exploration of **wellbeing and social support uses**, such as social supermarkets and environmental education hubs focused on repair, reuse and the circular economy.

Collectively, these meanwhile initiatives can deliver immediate community benefit, strengthen local economic resilience and reinforce the town centre’s role as an inclusive civic and community hub, while making productive, visible use of vacant space ahead of long term redevelopment.





3. The Delivery Framework

All onwards town centre projects and initiatives should be developed and designed within a set of guiding principles that form a holistic delivery framework for the regeneration of the town centre. This will ensure that every individual project across the town centre, no matter how small, big, meanwhile, or permanent, is a step towards achieving the overall vision.

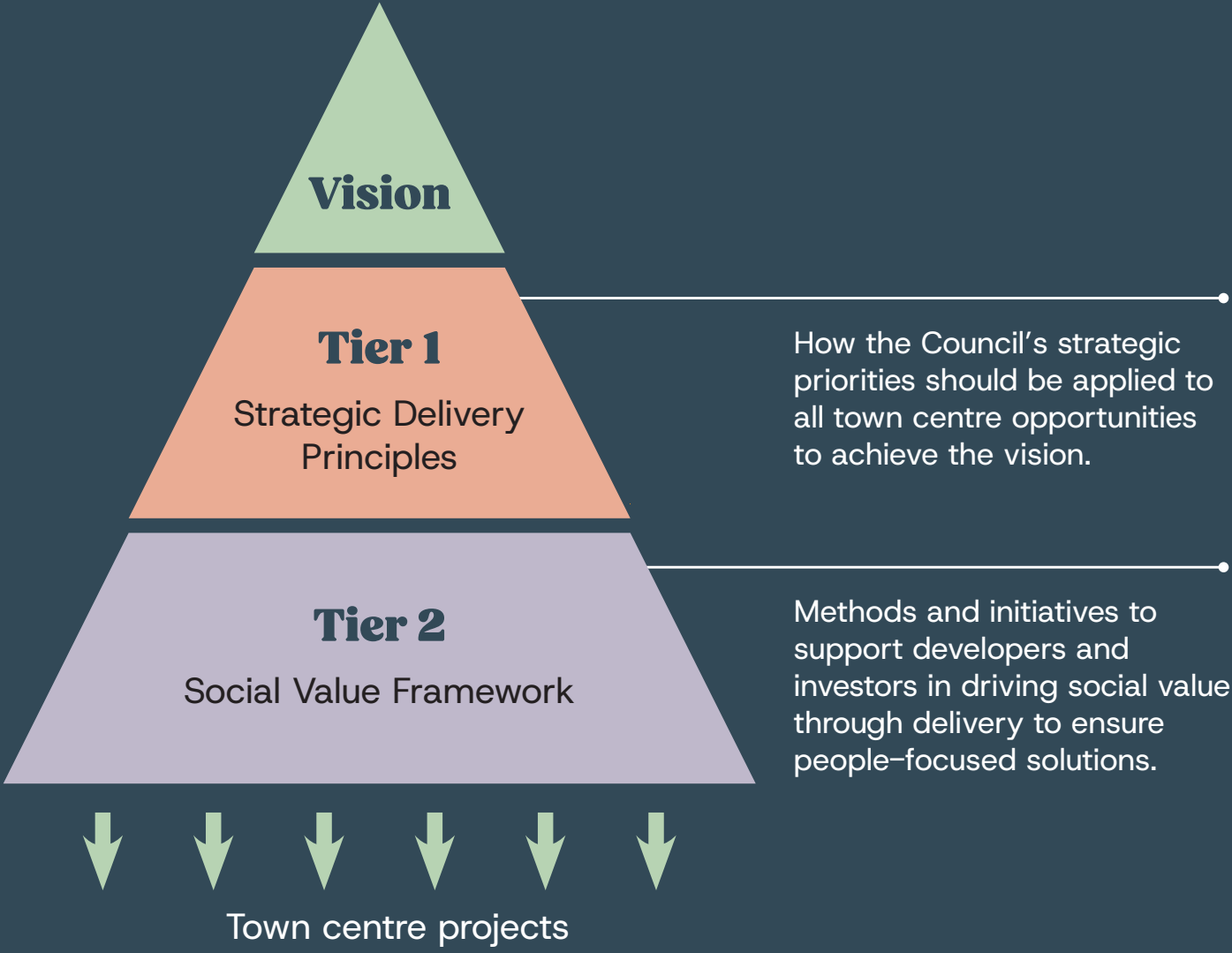
There is a two tier hierarchy for those guiding principles incorporating:



- **Strategic Priorities –**
The strategic priorities for Rugby Borough Council and how they should be applied to the town centre to prioritise areas for investment, including future uses.
- **Social Value Framework –**
Expanding on a key focus of the Strategic Priorities, methods and initiatives to support developers, investors and organisations in driving social value through the delivery of development and project solutions that are people-focussed.

These principles form a framework and measurable parameters to guide investment into the town centre. Delivery strategies for individual parcels or projects should consider ways in which they can best deliver across these guiding principles.

The Delivery Framework will preserve the holistic vision and ensure meanwhile and permanent solutions deliver long lasting economic, social and environmental benefits.



Tier 1 - Strategic Priorities

(Corporate Strategy 2025 - 2035)

Strategic Priority	What it aims to achieve:	Town Centre Delivery Plan principles:
A healthier Rugby	• Improve access to health and wellbeing services for residents, with a focus on prevention • Reduce health inequalities in our communities • Support residents to live well by promoting healthy behaviours and lifestyles • Improve physical and mental health support for young people • Bring together our residents through cultural festivals and community events	A people-centred town (close, connected, convenient) • Deliver quality outdoor spaces throughout the town centre: connected, defined and safe to enjoy • Elevate access to leisure and cultural facilities that bring our community together • Improve communication and collaboration in an accessible way to listen, act and progress the Delivery Plan goals • Work closely with partners to support residents in upskilling and wellbeing through centrally located provision
A thriving Rugby	• A thriving town centre with a mix of retail, leisure, residential and community spaces • Attract and grow innovative and sustainable businesses, benefitting local employment • Support and grow pride in everything great about Rugby borough	A town of action (play, perform, participate) • Develop a cultural quarter bringing together independents in this sector • Diversify the retail, leisure and employment offers across the town centre in an integrated way to meet the needs of residents, businesses and visitors • Recognise the value in meanwhile uses with an expanded local events programme to increase footfall • Encourage opportunities for tourism from day visitors



Strategic Priority	What it aims to achieve:	Town Centre Delivery Plan principles:
A greener Rugby	• Reduce the Council's negative impact on the environment • Support residents, businesses and communities to adapt to the changing climate • Support nature's recovery and increase biodiversity in the borough	Learning for Life (innovation, skills, knowledge) • Council's commitment to drive consolidation and sustainability of own assets and utilise surplus assets to support change • Greening our town centre is a key priority for all solutions • Facilitate sustainable travel opportunities to and through the centre and improve permeability for pedestrians and cyclists • Work with partners to arrive at innovative sustainable solutions through all town centre projects
A fairer Rugby	• Work with our communities and partners to reduce inequality across the borough of Rugby • Improve availability of quality housing to meet local needs • Create safe communities where diversity is celebrated	Stronger together (a community that cares) • Increase scope for quality and mix of town centre living • Meet the care needs across a town centre community • Weave social value principles through all projects



Tier 2 - Social Value Framework

Delivering social value across all town centre projects and initiatives is a core focus, which will support the sustainable, long term success of all the Tier 1 principles. In 2025, a new Social Value Framework ('SVF') was prepared for the town centre in conjunction with key stakeholders and community organisations.

The SVF is a practical guide to developers and investors in how to deliver social impact throughout the development lifecycle of each town centre project. Its aim is to create meaningful, positive impact in collaboration with the incredible organisations and services available in the Rugby community.

Delivery of all town centre projects should respond to the SVF's recommended initiatives.

A summary of the SVF principles and initiatives are below, but all active participants in the regeneration of Rugby town centre should have regard to the full document available here.

The Council will work closely with its Development Partners to ensure delivery of these components as part of the overall vision.



Tier 2 - Social Value Framework

SVF principles	Initiatives to achieve through Delivery Plan projects (temporary and permanent)
Housing affordability and homelessness	• Provide mixed housing options – Include affordable, shared ownership and discounted market sale homes where possible • Deposit support – Put in place initiatives to support rent deposit, bond or guarantee schemes • Future proof housing – Ensure homes meet the highest energy efficiency standards, accessible and adaptable to future needs • Land swaps – Explore opportunities to unlock housing options through swaps and joint ventures
Crime and safety	• Revitalising vacant units – Temporary uses, pop-up shops, or cultural activities, to improve safety, encourage footfall and restore pride • Community engagement for public realm design – Inclusive events through design process to ensure a welcoming environment, secure and connected • Youth engagement and development – Deliver targeted youth engagement programmes • Community Safety Network – Convene a network of professionals and community organisations to identify crime and ASB hotspots and create programmes to address root cause
Environment	• Bus and rail links – Enhancing bus and rail links to reduce traffic pressures and support sustainable travel patterns • Recycling educational workshops – Community recycling initiatives to promote environmental responsibility • Small business, environmental, social and governance support – Encourage collaboration between businesses and the community to improve long term resilience • Cycle routes – Improve the design, lighting and maintenance of cycle routes
Community Cohesion	• Information Hub – Centralised information hub for the town centre • Intergenerational activities – Initiatives to build understanding, combat stereotypes and create stronger sense of belonging • Community based educational workshops – Lifelong learning opportunities to build skills and confidence across all age groups • Inclusive events – Increase understanding, celebrate diversity and promote respect

SVF principles	Initiatives to achieve through Delivery Plan projects (temporary and permanent)
Education, employment and skills	• Digital workshops – Equal access to support • In person networking events – Support confidence building, social skills and career progression, particularly for young people • Employment workshops – Coaching, CV workshops, work experience placements • Growth sector training and up-skilling – Upskill residents within growing sectors in Rugby, such as logistics, construction and green technology
Children and young people	• SEND friendly spaces – Sensory friendly areas, quiet zones, and adaptable play spaces that cater for a range of needs • Affordable sport programmes – Access to sports facilities and programme that are gender-inclusive • Youth club provision – Expanding youth provision through clubs, mentoring schemes and creative programmes • Town centre activation – Utilise innovative placemaking to increase youth participation in the town centre through facilities and events
Economic resilience	• Pop up skill hubs – Aspiring business owners can access guidance, resources and networking opportunities, as well as financial/life skills events • SEND friendly skills workshops – Programmes designed to be responsive to needs of diverse groups, including those with SEND and individuals transitioning between education and work • Career and mentoring opportunities – Retail apprenticeships, inclusive career days to connect residents with local employers • Local cultural pop up events – Initiatives to celebrate local identity, attract visitors and support small businesses • Night time economy – Safer and more inclusive environments across restaurants, entertainment venues and cultural events
Health and wellbeing	• Community transport – Accessible community services to connect people with amenities • Social supermarket – Creation of a social supermarket to support vulnerable groups • Medical facilities – Accessible healthcare provision to reflect Rugby’s growing population • Hospital transport – Reliable and affordable transport options essential for reducing barriers to healthcare and supporting wider wellbeing



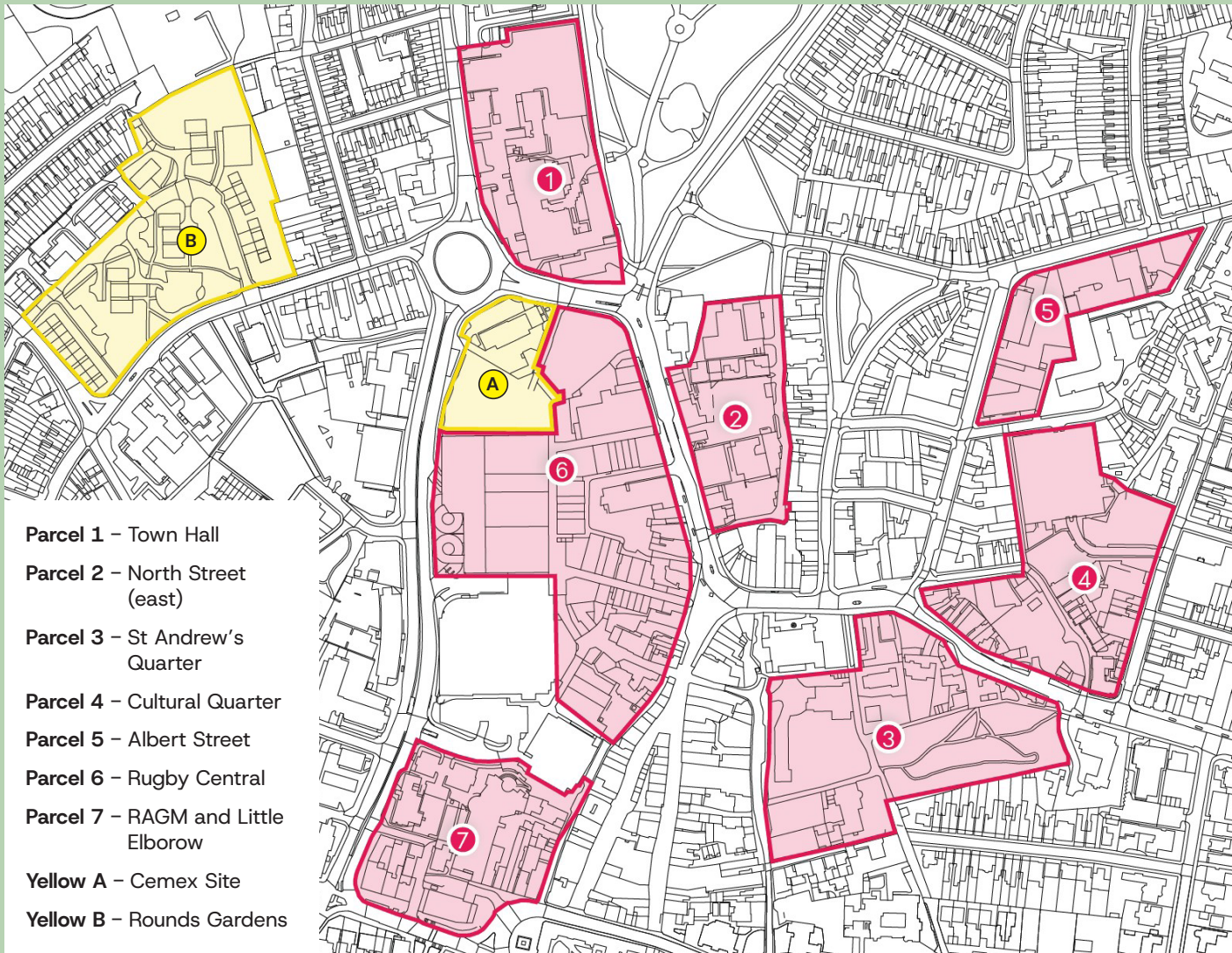
4. Opportunity parcels

Seven opportunity parcels have been identified for the town centre.

Opportunity parcels are areas of the town centre that are priority zones for investment and regeneration. Where possible, the opportunity parcels leverage existing Council land ownerships to support the process of change.

The parcels have been selected as they may be underutilised, strategically located for alternative development or may have a key role in connecting existing town centre assets.

Public and private sector investment should be channelled into those opportunity parcels to respond to the guiding principles of the Delivery Framework.



Source: Node



In this section we outline the delivery methodologies:

- The vision for each parcel
- The key considerations for delivery of each parcel

Across all parcels the aim is to build positive momentum through a range of initiatives. **Success of delivery** is dependent on the bespoke characteristics of each parcel, including ownerships, existing uses, technical and environmental constraints, funding requirements, scale and size of aspirations. Many existing assets and uses will be retained in each parcel, with priority given to those areas within each parcel requiring intervention or enhancement.

Each opportunity parcel has **market-informed solutions**, set principles of change and, in some cases, linkages with other parcels. Where there are public sector owned assets within those parcels, these assets will be leveraged as a catalyst for change.

The opportunity parcels enable a more granular application of the Delivery Framework and provide principal **priority areas for investment**, but the individual projects within those parcels will continue to emerge and evolve within the parameters of the framework.

It is important that development within the opportunity parcels successfully integrates the diverse range of investment and initiatives already under way/planned and optimise the value and benefits of coordinated delivery. For example, where public realm works are planned, they should be integrated and prioritised against the strategies for each parcel.

The identification of the opportunity parcels, and projects within them, are a result of a number of consultation and feasibility exercises commissioned by the Council over the last few years, alongside the recognised market potential.

The projects within the parcels are not a finite list and it is encouraged that more come forward, driven by owners, businesses, developers, investors within the parameters of this Delivery Plan.



The identified projects provide a range of solutions:

- Utilisation of underutilised or vacant sites for redevelopment for residential, retail and creative uses
- Leverage civic assets to unlock opportunities
- Consolidation or relocation of community hubs and centres
- Wayfinding improvements and better connecting existing assets
- Greening solutions for the public realm
- Bolstering existing inward investment through support and integration of “live” projects
- Meanwhile uses and wider social value initiatives

There are critical sites that fall outside the opportunity parcels or the town centre boundary, but should be noted as important for delivery of the overall vision and guiding principles for the town centre. These include:

- **The former Cemex site, Evreux Way** – Planning permission was granted in March 2026 for a £5 million Aldi supermarket of 1,300 sq m, creating 40 jobs and improved pedestrian access to the town centre;
- **Rounds Gardens** – A 2.75 acre cleared former housing site owned by Rugby Borough Council. The aim is to secure a development partner to bring forward residential development.

Parcel 1 - Town Hall

Vision
Caldecott Residential and Civic Quarter – Delivery of a high quality, residential-led mixed use scheme, incorporating upgrade of civic and events function

Parcel 1 Town Hall

Legend

- Site boundary
- Listed building
- The Benn Hall
- Vehicular access
- Green pedestrian movement
- Town centre link
- Retained historic landmark
- Potential retained landmark - Portico
- Proposed residential development
- Key view to St Andrew's Church
- Key view to the listed building
- Sensitive facade
- Existing tree
- Public green space
- Private green space
- Residential/Mixed use beyond the site
- Town centre use beyond the site

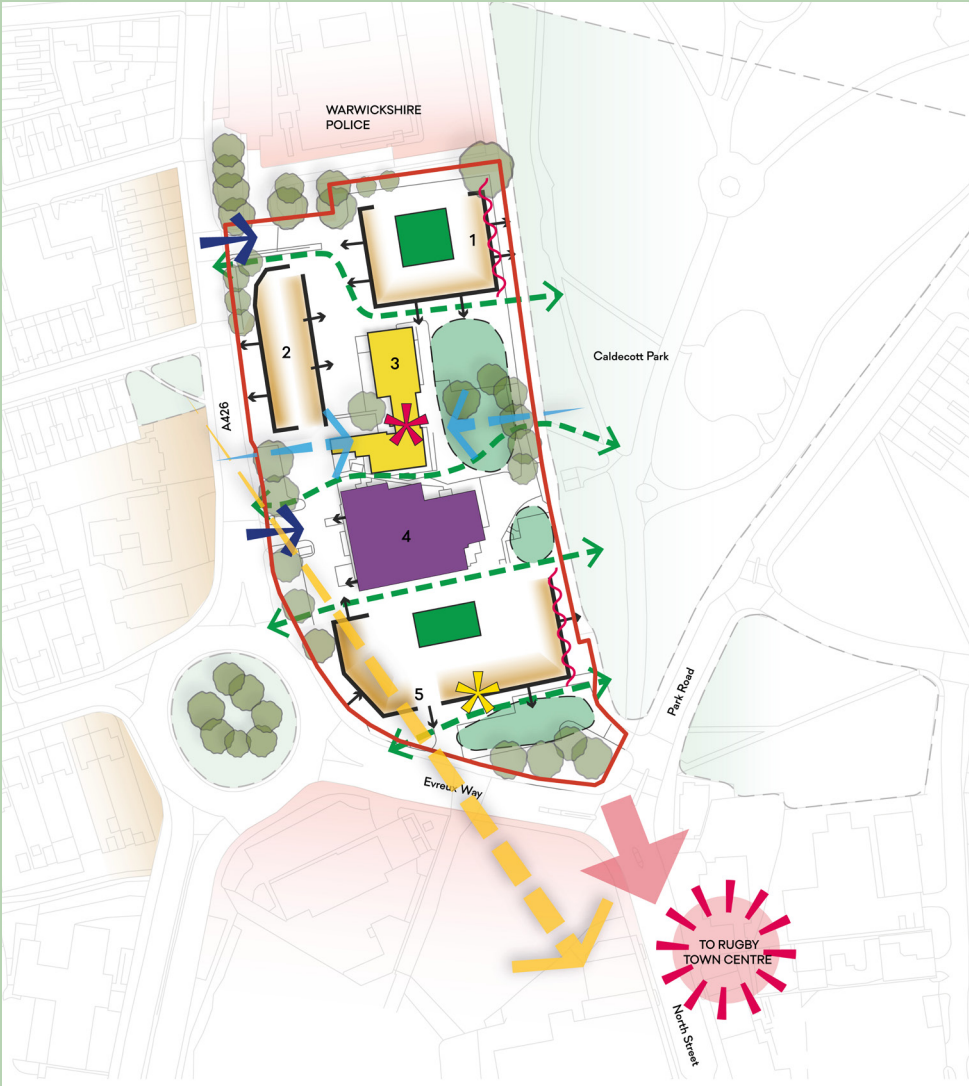
1 Potential residential overlooking park (3-5 storeys)

2 Potential residential overlooking and providing frontage to A426 (3-5 storeys)

3 Retain listed building

4 Retain Benn Hall

5 Potential residential development with landmark building (2-3 storeys)



Parcel size:
4.0 Acres | 1.6 Hectares
Estimated GDV: £48m



Parcel principles	Overview
Site characteristics	Elevated and prominent gateway site, with views over Caldecott Park. Includes (with approximate Gross Internal Areas): - The Town Hall, occupied by Rugby Borough Council (57,090 sq ft) - Benn Hall events venue (450 capacity) - Hope 4 Ltd's Foodbank - Newbold Road Car Park (209 spaces) - Grade II listed assets, The Lawn and the Retreat (21,040 sq ft), currently underutilised
Ownership	- Rugby Borough Council - Hope 4 Limited (charitable organisation)
Project opportunities	- Up to 200 residential units across 3 to 6 storeys - Retention of Benn Hall with upgrades, targeting 600+ seat capacity - Repurposing listed assets for potential Registration Office/other civic functions - Improve pedestrian/cycling permeability through the site, via a new active travel link running from Caldecott Park to Newbold Road - Junction improvements to Newbold Road/Evreux Way/Corporation Street/Oliver Street roundabout to facilitate higher quality gateway environment - Relocate pedestrian crossings on Newbold Road to better align with desire lines
Delivery considerations	- Majority site ownership with RBC - Two phase delivery (north and south); southern, second phase subject to vacant possession strategy of Town Hall - Subject to further feasibility and funding to upgrade Benn Hall and support relocation of civic function - Subject to engagement with Hope 4 Limited regarding potential relocation (to Parcel 7) - Draft Local Plan allocation for Housing (Town Hall parcel)
Key linkages	- Public Realm Priority Projects – Project 2 integration - Rugby Central proximity - Aldi scheme – former Cemex site, opposite the Town Hall - Opportunity Parcel 7 – Current Registration Office location
Timescales	- North parcel (car park): 5+ years - North parcel (existing assets): 3+ years - South parcel (Town Hall): 5+ years

Parcel 1 – Town Hall

EXISTING



REIMAGINED



Parcel 2 – North Street East

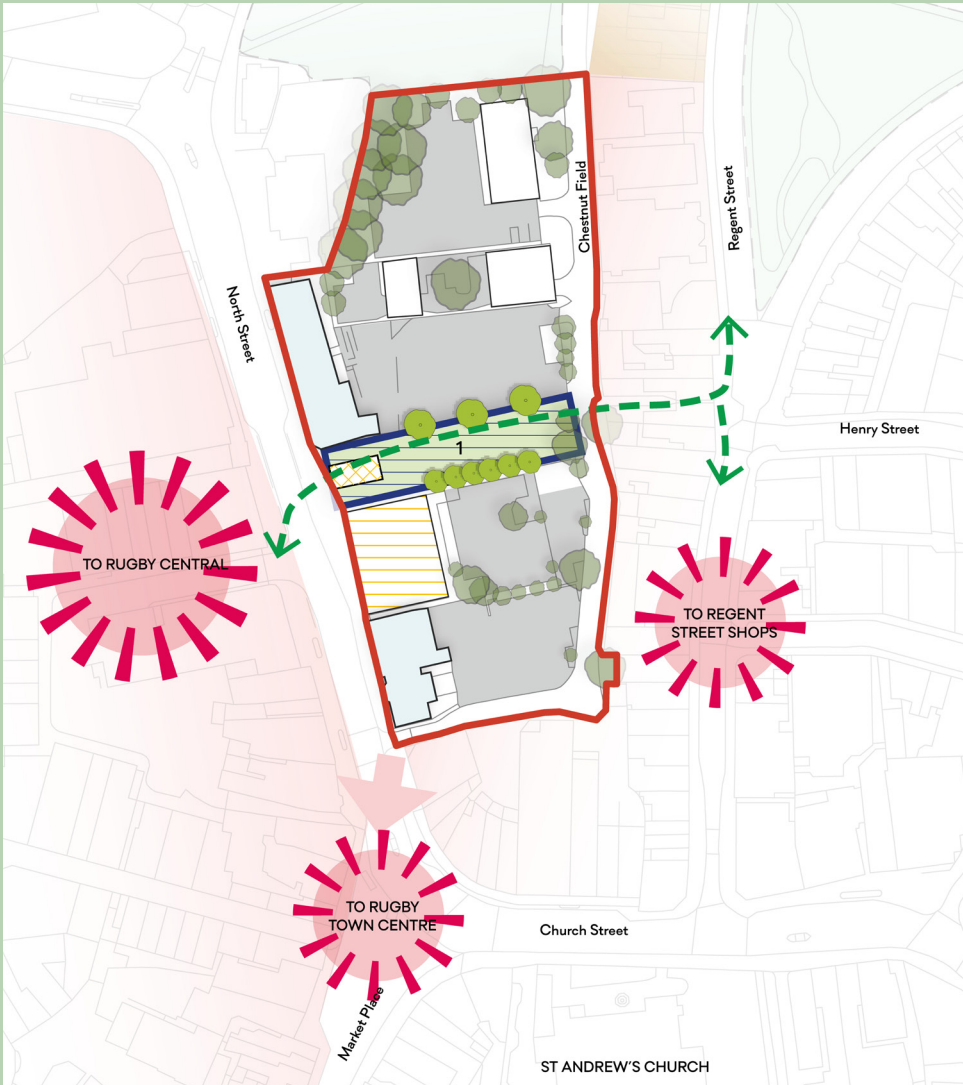
Vision
Greening pedestrian links (east-west) between principal retail areas to improve wayfinding, with future development potential

Parcel 2 North Street east

Legend

- Site boundary
- Positively contributing historic buildings to be retained
- Retained existing building
- Relocation of public toilet
- Potential redevelopment site in the future
- Retained existing car park
- Improved wayfinding link
- Improvement surface/New green link
- Existing tree
- Proposed tree
- Residential/Mixed use beyond the site
- Town centre use beyond the site

1 Improved pedestrian movement between Rugby Central and Regent Street shopping area



Parcel size:
2.8 Acres | 1.1 Hectares



Parcel principles	Overview
Site characteristics	- North Street Car Park (59 spaces) provides a central, concealed car park to the rear of North Street and Regent Street frontages, accessed from Chestnut Field (40 spaces) - An existing alleyway links through to the attractive retail offer at Regent Street - An accessible toilet on the west side with route through to North Street and Rugby Central beyond - North Street frontages underutilised and require improvement
Ownership	- Rugby Borough Council (car park) - Multiple private ownerships – properties fronting North Street
Project opportunities	- Improve connectivity and permeability between Rugby Central and Regent Street through new green walkway running east-west and application of other wayfinding principles to improve safety/security - Longer term potential for redevelopment/enhancement of North Street frontages
Delivery considerations	- Removal of public toilet, to be re-provided as part of Rugby Central redevelopment - Public realm works subject to funding with aim for public sector delivery alongside Priority Public Realm Works (Project 2) - Future development potential of North Street frontages (southern half) on a piecemeal basis, subject to ownerships and occupier strategies - Potential loss of car parking in the future to facilitate redevelopment - Scope to tighten carriageway on North Street to enhance pedestrian environment and walkability. - Rugby Central redevelopment proposals critical for east-west movement (relocation of servicing access to Rugby Central would be preferable to reduce flows of servicing vehicles along North Street)
Key linkages	- Parcel 6 – Rugby Central - Priority Public Realm Works – Project 2 - Regent Street shops– partake in wider range of meanwhile events, incorporating Jubilee Gardens
Timescales	- New pedestrian link – 0 – 2 years - Future redevelopment – 5+ years

Parcel 2 – North Street East

EXISTING

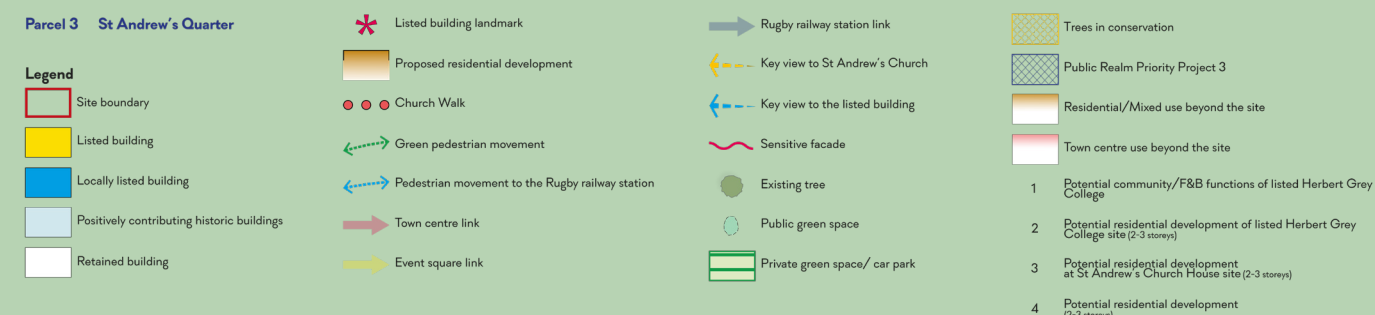
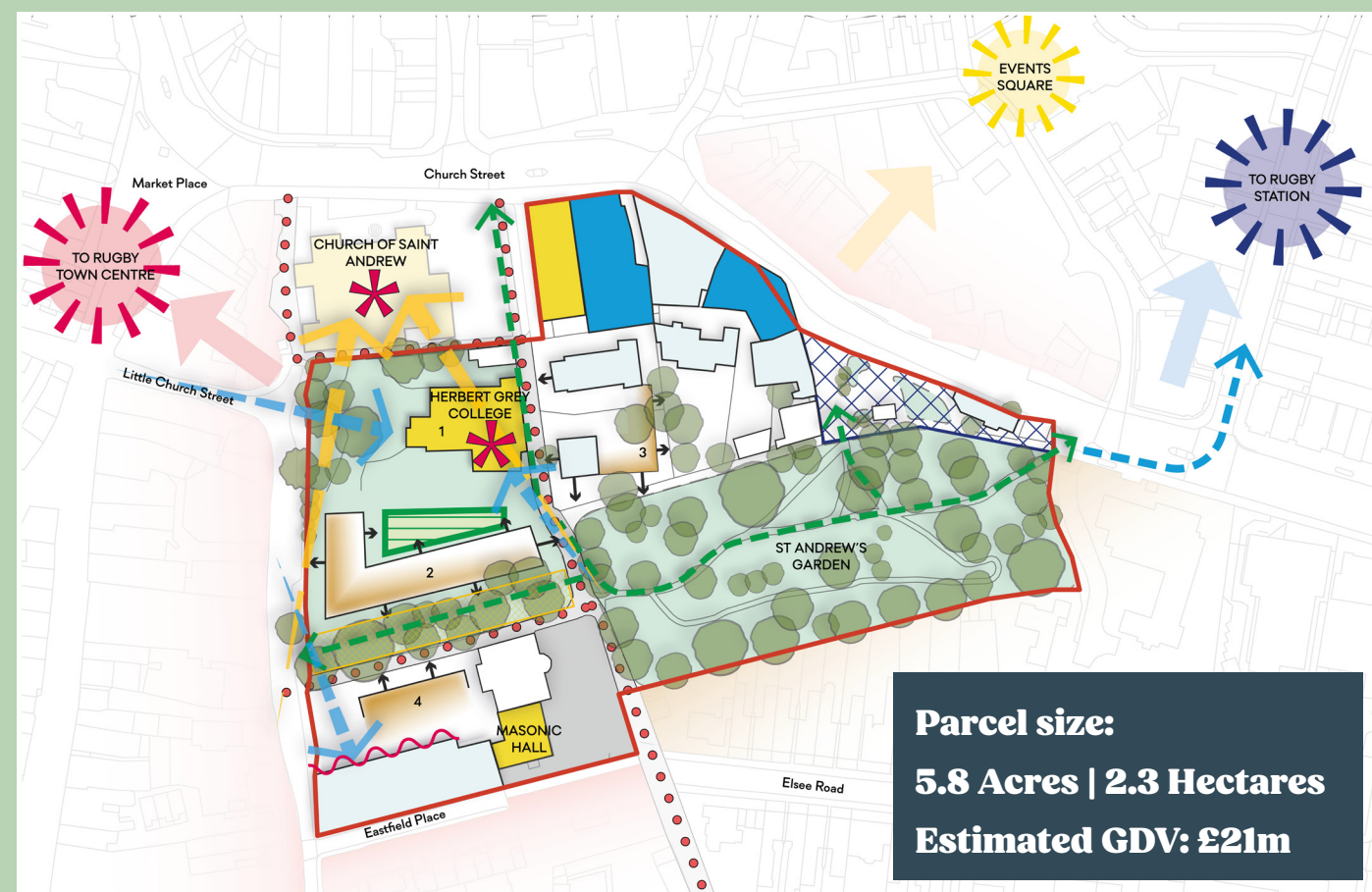


REIMAGINED



Vision

Re-awaken the historic core. Heritage led, high quality town centre living, with an upgrade of St Andrew's Gardens and supporting community and leisure uses



Parcel principles	Overview
Site	- Situated to the rear of St Andrew's Church, the historic core of the town centre and established leafy setting - Attractive Church Walk provides a north-south pedestrian spine, passing through the parcel, and leads south to Rugby School - Redundant Grade II listed Herbert Grey College (12,110 sq ft) with wall lined grounds, alongside vacant St Andrew's Church House (5,048 sq ft) and Marjorie Hume House (3,488 sq ft) (total site area: 1.8 acres, approximate floor areas only) - St Andrew's Gardens has no active frontages and is underused, but provides a key linkage through to Church Street and Gas Street to the north-east of the parcel - Mix of surrounding uses including residential, public houses and Arnold House (Masonic Hall)
Ownership	- Rugby Borough Council – St Andrew's Gardens - Private owner – Herbert Grey College, Church House, Marjorie Hume House
Project	- Residential conversion potential (Herbert Grey) with active ground floor uses - New build residential development of up to 100 units (3 –5 storeys), with multi-generational living and mix of tenures - Up to 6,000 sq ft of community or cafe functions - Opportunities for active frontages to new developments, overlooking St Andrew's Gardens, improving surveillance - Enhancements to St Andrew's Gardens to encourage positive use throughout the day
Delivery	- Required acquisition of the Herbert Grey College and surrounding assets - Listed building considerations and Conservation Area. Note previous planning consent (R18/1811; expired) for demolitions, conversions and extensions to existing buildings, plus construction of new buildings to provide 78 extra care residential units, 52 bed care home and ancillary Wellbeing Centre - Masterplan of whole parcel including St Andrew's Gardens necessary to ensure holistic delivery and wider town centre connectivity - Technical considerations regarding use of existing gated access to College site to facilitate movement in and out of new development, noting Little Church Street is relatively narrow - Public sector partners' support would be required for community function / café - Meanwhile use potential – St Andrew's Gardens offers potential to deliver targeted seasonal and community wellbeing events
Key linkages	- Priority Public Realm Project's 1 and 3 - Consideration of route through to Opportunity Parcel 4 (Gas Street)
Timescales	- Acquisition: 0 – 3 years - Meanwhile use: 0 – 1 years - Development delivery: 2 – 5 years



Parcel 3 – St Andrew's Quarter

EXISTING



Church House and Marjorie Hume House



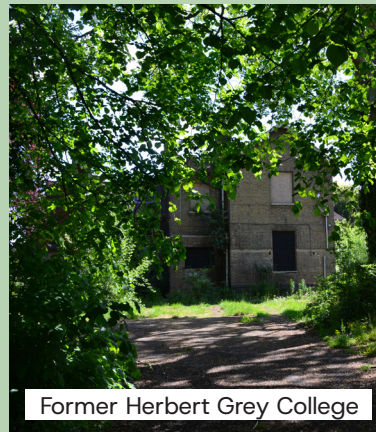
St Andrew's Gardens



Church Walk looking north



Church Walk looking north



Former Herbert Grey College



Redundant building



St Andrew's Gardens



St Andrew's Church



Former Herbert Grey College

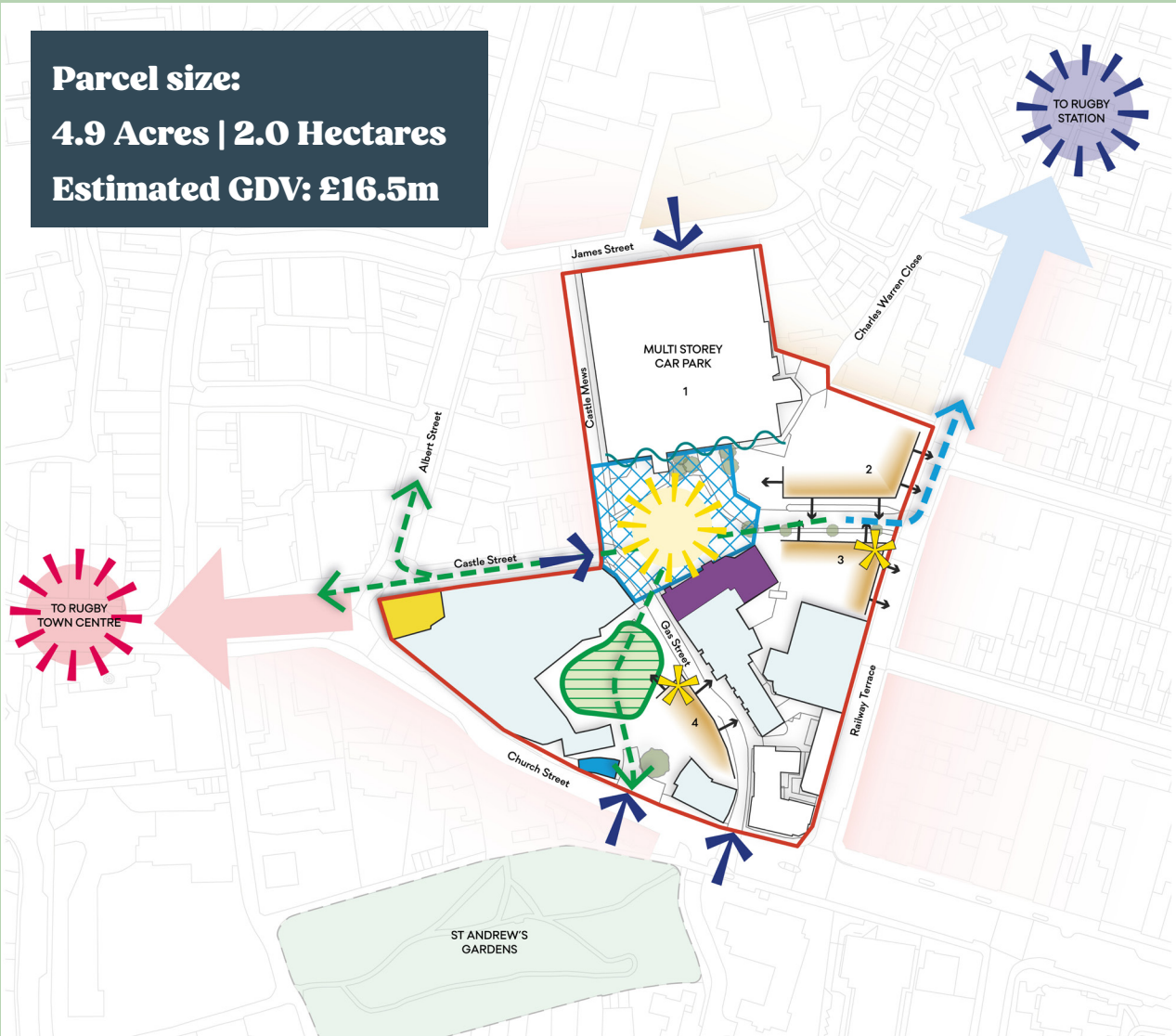
REIMAGINED



Parcel 4 – Cultural Quarter

Vision

A new Cultural Quarter, supporting the borough’s creative industries, as well as hosting events centred around a new public square. A new gateway for the town with connectivity to the station and town centre living.



Parcel size:
4.9 Acres | 2.0 Hectares
Estimated GDV: £16.5m

Parcel 4 John Barford MSCP, Brotherhood House and Gas Street

Legend

- Site boundary
- Listed building
- Locally listed building
- Brotherhood House
- Positively contributing historic buildings
- Retained building
- Proposed landmark
- Proposed residential development
- Pedestrian movement to the town centre
- Pedestrian movement to the Rugby railway station
- Town centre link
- Rugby railway station link
- Vehicular access
- Improved facade
- Existing tree
- Public green space/ car park
- Major events square
- Public Realm Priority Project 1
- Residential/Mixed use beyond the site
- Town centre use beyond the site

- 1 Multistorey car park with improved facade
- 2 Potential residential development with improved facade between Railway Terrace (2-3 storeys)
- 3 Potential residential development with improved facade between Railway Terrace (2-3 storeys)
- 4 Potential residential development (2-3 storeys)

Parcel principles	Overview
Site characteristics	- East side of the town centre and historically disconnected from principal commercial core - Provides the most direct link from the centre to the railway station via Railway Terrace - John Barford multi-storey car park (411 spaces) with access via Railway Terrace and James Street - Historically a former market square, with prominent surrounding assets such as the redundant Brotherhood House, and nearby land fronting Railway Terrace - Includes Gas Street car park (53 spaces), with a mix of surrounding commercial, leisure and residential uses - Castle Street offers access west to nearby leisure and nearby theatres
Ownership	- Rugby Borough Council – Railway Terrace land, John Barford multi-storey car park and Gas Street Car Park - Brotherhood House – private owner - Other multiple private ownerships
Project opportunities	- A new cultural quarter with attractive public square for hosting music / other events - Brotherhood House converted to creative studios and maker spaces alongside community events/rehearsals rooms (c. 6,600 sq ft) - Improved frontage to Railway Terrace with delivery of up to 50 residential units - Exterior refurbishment of south façade of John Barford multi-storey car park as animated backdrop to new public square - Retention of John Barford multi-storey car park but with ingress / egress from James Street only (south entrance for emergencies). Potential to use the top floor of the MSCP for alternative use (e.g. padel courts) - Upgrade wayfinding and linkages to train station - Gas Street car park offers long term potential for residential development alongside further maker spaces/studios
Delivery considerations	- Sufficient scale of RBC owned assets to unlock early wins - Requires the acquisition of Brotherhood House - Identified demand for creative space provision on affordable, flexible basis; will require funding support to deliver an operational asset - Public sector funding support for public realm and infrastructure delivery required - Meanwhile use potential – immediate scope for meanwhile uses for open markets and events at Gas Street

Parcel 4 – Cultural Quarter

Parcel principles	Overview
Key linkages	Technical considerations - Active ground floor units to face onto square for security and safety - Closure of southern entrance to John Barford multi-storey car park subject to car park utilisation counts and review of internal layout to ascertain scope for an additional access point from the north, should it be required - Servicing and parking compounds for larger events subject to further feasibility
Timescales	- Parcel 3 – St Andrew’s Quarter, in particular links between Gas Street and St Andrew’s Gardens, supported by Priority Public Realm Project 1 - Early phase and meanwhile uses – 0 – 3 years - Redevelopment of Gas Street – 5 years +

EXISTING



Gas Street looking north



John Barford MSCP and Old Market Place car park



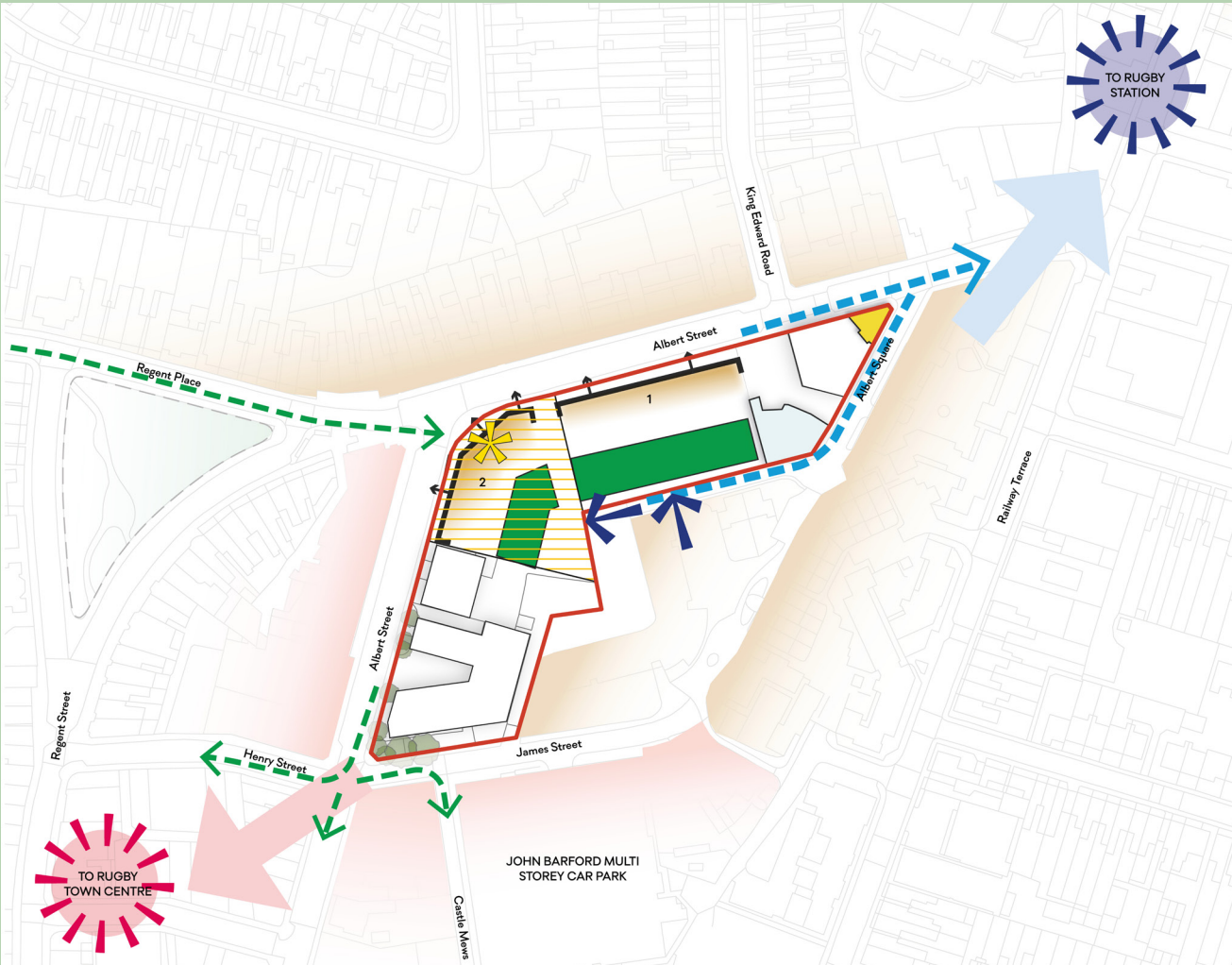
Brotherhood House

REIMAGINED



Parcel 5 – Albert Street

Vision Residential redevelopment



Parcel 5 Albert Street

- Legend**

 - Site boundary
 - Listed building
 - Positively contributing historic buildings
 - Retained building
 - Vehicular access
 - Pedestrian movement
- Pedestrian movement to the Rugby railway station
 - Town centre link
 - Rugby railway station link
 - Proposed landmark
 - Proposed residential development
 - Proposed residential development – Future phase
 - Existing tree
 - Private green space/ car park

- Residential/Mixed use beyond the site
- Town centre use beyond the site
- 1 Potential proposed residential development – Phase 1 (2-4 storeys)
- 2 Potential proposed residential development existing Job centre site – Future phase (3-4 storeys)

Parcel size:
2.2 Acres | 0.9 Hectares
Estimated GDV: £5m

Parcel principles

Overview

Site characteristics

- Albert Street is key pedestrian and cycling route from the train station, leading towards the commercial core, with a mix of uses
- Victoria House, a redundant 1970s brick built office building, and surrounding land, fronting Albert Street (0.68 acres)
- Within this parcel are the successful Kings Court and Queens Court, providing supported living to 16 – 18 year olds. The Exchange is an active community and events centre. The Job Centre offices and BT Telephone exchange are also within the parcel
- The surrounds of this parcel are predominantly established residential dwellings alongside community, leisure and public houses

Ownership

- Rugby Borough Council – redundant site
- Remainder multiple private ownerships

Project opportunities

- Redevelopment of the Council owned land to deliver affordable or open market residential development with a capacity of 25 residential units across 2-4 storeys
- Frontage treatment important to re-set the street scene as a stepping stone to the town centre from the station
- Under-croft or rear parking solutions (courtyard) to support visual quality of frontage
- Job Centre has potential for an alternative employment or residential development opportunity, subject to long term strategy of the occupier

Delivery considerations

- Phase 1 – Council-owned site capable of being progressed as an early phase, subject to Council approvals, demolition and technical surveys
- Previous planning permission for residential redevelopment
- Ongoing engagement with other occupiers/landowners with the parcel to plan ahead for future potential phases
- Important to strengthen pedestrian connections from the south to north of parcel, ensuring direct, safe and visually appealing routes. Additional active travel route to south of Albert Street may be possible

Key linkages

- Connectivity with Parcel 4

Timescales

- Phase 1: 0 – 2 years
- Other assets: 5 years +

Parcel 5 – Albert Street

EXISTING



Albert Street looking north



Vacant site on Albert Street



Vacant site on Albert Street



REIMAGINED



Parcel 6 – Rugby Central

Vision
Mixed-use development; a major catalyst for the regeneration of Rugby town centre



Parcel size:
6 Acres | 2.4 Hectares
Estimated GDV: £48m

Parcel principles	Overview
Site characteristics	- Parcel includes the wider area up to Evreux Way and Market Place. Provides a range of retail and leisure functions with some vacant units. Includes the established Market Place and Clock Tower - Rugby Central Shopping Centre is a prominent asset on the west side of the town centre, fronting North Street and Corporation Street (A426) to the rear. It is a 220,000 sq ft, two storey, three mall shopping centre comprising 58 retail units and includes a 580 space multi-storey car park. It accounts for 30% of the town centre’s retail floorspace - The shopping centre has declined in recent years, with high vacancy rates and an inadequate visitor experience. The scheme can be accessed via North Street, Chapel Street and Market Place. Its main service yard is off North Street
Ownership	- Rugby Central Shopping Centre – largest single ownership within the town centre (6 acres) – private owner - Remainder of parcel – mixed ownerships
Project opportunities	The redevelopment of Rugby Central Shopping Centre will provide the foundation for delivering regeneration in Rugby town centre. The Council aim to unlock the 6 acre site to provide delivery of residential units, alongside a right-sized retail offer, flexible commercial and community spaces, enhanced connectivity and public realm. Opportunity to deliver: - Phase 1 (North Mall) – Demolition of North Mall, with redevelopment to 165 residential units, 10,000 sq ft office space, 10,000 sq ft retail / food and beverage - Phase 2 (South Mall) – 55 residential units plus 23,850 sq ft ground floor retail - A new public square for the town centre, activated by play and wellbeing. Key communication point. - The provision of a new NHS ‘Health on the High Street’ hub - A new centre of excellence for business training and skills in the town centre (5,780 sq ft)

Parcel 6 – Rugby Central

Parcel principles	Overview
Delivery considerations	The Rugby Central Supplementary Planning Document was adopted in March 2026. This is a priority parcel for Council intervention. The Council to seek direct control over the site through acquisition, subject to due diligence and negotiation with current owner. If acquisition is not forthcoming, the Council will: • Use High Street Rental Auctions to bring long term empty units back into meaningful use • Initiate proceedings to acquire the centre via a compulsory purchase order, with the intention to procure a development/investment partner within 6–9 months of acquisition. The NHS requirement is contingent on securing control of Rugby Central and a full business case. Technical • Lack of crossing points on the A426 (Corporation Street), acting as a barrier to east–west pedestrian movement in/out of the town centre. Scope to improve crossings as part of Rugby Central redevelopment is critical to enhance connectivity, safety and accessibility • Relocation of servicing yard to Corporation Street to better support servicing needs of future development plots and more appropriate for servicing vehicles. It will reduce traffic on North Street, encouraging a pedestrian first approach. • The role of the new public square at Rugby Central should differ from an events square proposed at Parcel 4 (Cultural Quarter)
Key linkages	• Parcel 2 (North Street East) • Parcel 7 (Little Elborow and RAGM) • Public Realm Priority Project's 1 and 2
Timescales	• Acquisition: 0 – 2 years • Redevelopment (two phases): 2 – 7 years



EXISTING



Rugby Central entrance



Rugby Central internal mall

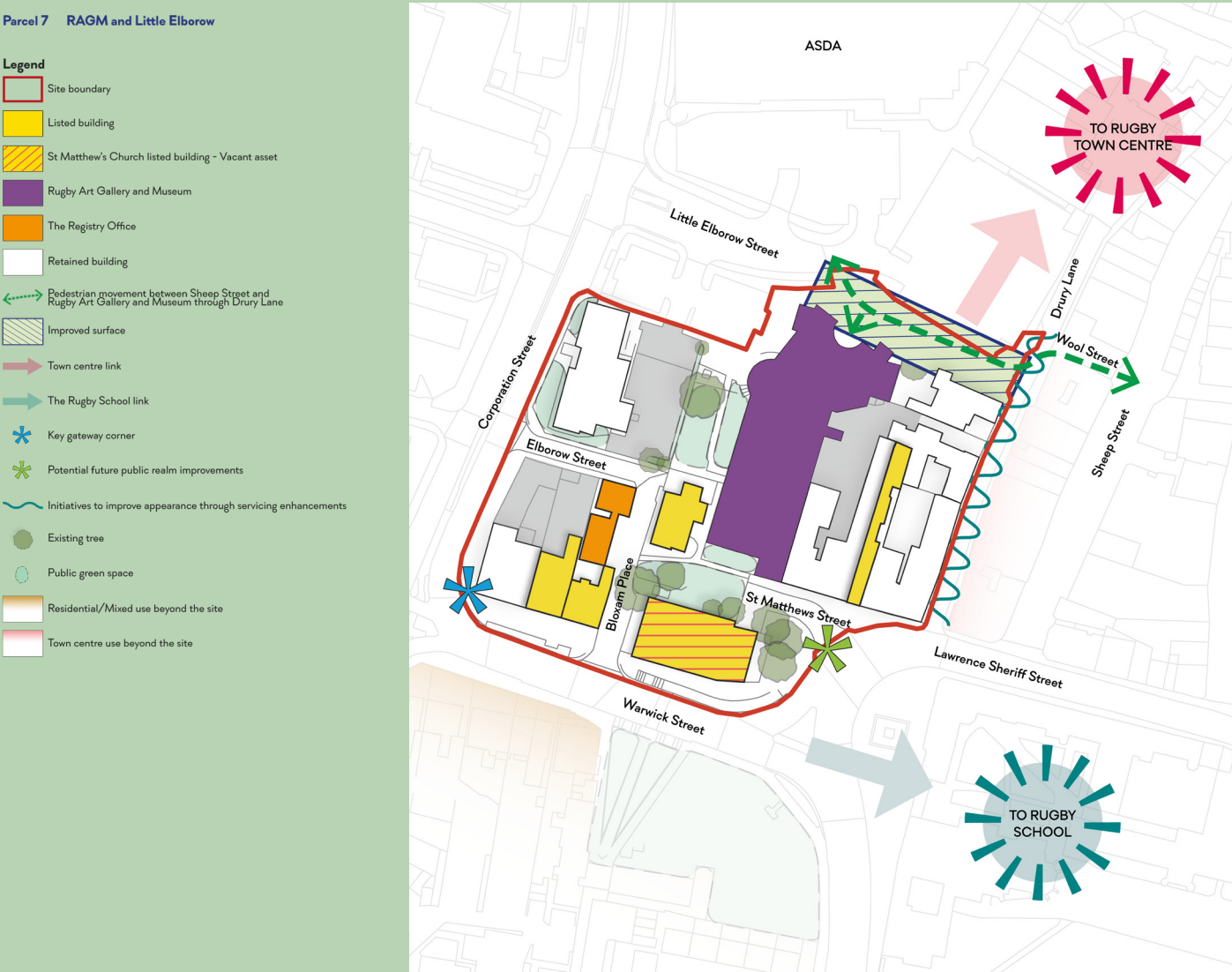
REIMAGINED



Parcel 7 – Rugby Art Gallery and Museum (RAGM) and Little Elborow

Vision

Enhance the setting of an existing cultural asset and improve connectivity of the southern gateway to the town centre core



Parcel size:
3.4 Acres | 1.4 Hectares

Parcel principles	Overview
Site characteristics	- The south gateway to the town, marked by the William Webb Ellis Public House, leading to Rugby School along Warwick Street - Includes the thriving Rugby Art Gallery and Museum (RAGM) accessed off Little Elborow Street, but with poor arrival experience - Southern corner of town centre has a sense of disconnect from the town centre core - Additional assets include: Percival Guildhouse, a hub delivering adult education, training and wellbeing courses; underutilised heritage buildings, such as Grade II Listed St Matthew's Church; the current Registration Office, in a constrained building - Drury Lane presents the "backs" of the wider town centre and a large surface car park dominates the setting of the RAGM
Ownership	- Rugby Borough Council – RAGM - Warwickshire County Council – Registration Office - Multiple private ownerships – other assets
Project opportunities	- Improve the external setting of RAGM with improved public realm - Identify opportunities to improve the function and identity of the Southern Gateway and underutilised assets - Increase diversity of use/users at this location, including wider cultural and creative uses, such as rehearsal spaces - Consider potential for enhancing indoor activities for youth / children at this location - Improve wayfinding through to the town centre core, including upgrading key walkways and management of servicing arrangements along Drury Lane
Delivery considerations	- Relocate the Registration Office to a more appropriate setting (Parcel 1); potential to use current asset for charitable organisations - The Council and partners to seek grant funding opportunities to support external public realm improvement to RAGM - Private sector delivery and investment to drive diversification and reuse of surrounding assets - Engagement with local community youth organisations
Key linkages	Parcel 6 (Rugby Central)
Timescales	Public realm and wayfinding: 0 – 2 years Piecemeal redevelopment: 0 – 10 years

Parcel 7 – Rugby Art Gallery and Museum (RAGM) and Little Elborow

EXISTING



REIMAGINED



5. A route map for regeneration

As a collective, those projects and solutions set out in this Delivery Plan will bring about positive incremental change over the envisaged 10 year period, guided by the Delivery Framework. Whilst there are noted constraints, including control of critical assets, viability and funding availability, there is a deliverable route map and pathways to unlock.

Overall the envisaged delivery mechanism across the major capital projects identified across the opportunity parcels will be via the **procurement of a Development Partner**. The Partner will work closely with the Council to deliver a step change in the quality and scale of development.

The Delivery Framework structure sets out the Council’s strategic direction and delivery parameters for which all town centre solutions should respond to. It also starts to form the parameters of a future partnership delivery model.

A master Development Partner will enable a multi-phased programme of change over a realistic time period, whilst ensuring **integrated solutions** for the town centre as a whole across public realm, placemaking and enabling infrastructure at the early stages.

The Development Partner focus will be on the **identified priority projects** which are considered key catalysts for bringing about a step change in the performance and vibrancy of the town centre.



Each Parcel is an area of opportunity and there is tremendous scope for continued private sector investment by developers, investors and landowners to deliver additional projects across the town centre.



This approach is further broken down below.

Responsibility	Application
Rugby Borough Council to deliver/procure	Public realm and wayfinding initiatives across key town centre routes/nodes/parcels, subject to funding Implementation of a meanwhile use strategy and events coordination, in conjunction with wider stakeholders, community organisations, and Development Partner Secure critical acquisitions to unlock the scale of ambition – Rugby Central (Parcel 6), Brotherhood House (Parcel 4), Herbert Grey College (Parcel 3) Explore the Benn Hall upgrade and civic functions, subject to business case and funding (Parcel 1)
Master Development Partner	Secure a Development Partner to support in the delivery of multi phased projects across Council assets to ensure holistic placemaking and integration. To include: Town Hall (Parcel 1), North Street East (Parcel 2), St Andrew’s Quarter (Parcel 3), Cultural Quarter (Parcel 4), Rugby Central (Parcel 6)
Disposal / Council delivery	Land at Albert Street (Parcel 5) – Given this is a vacant, surplus asset owned by Rugby Borough Council, it will come forward for redevelopment within a short time frame. Feasibility work is currently underway.
Piecemeal private sector delivery	Parcel 7 (RAGM and Little Elborow) – given the array ownerships across this parcel, emphasis will be on private sector delivery to enhance this southern gateway with a greater diversity of uses. The exception to this are initiatives associated with RAGM and its surrounding public realm, or the potential Registration Office relocation, which will be public sector led.

Funding support

Many of the projects above will require a range of public and grant funding support to unlock. Given the variety of projects presented, **further feasibility work** will inform the potential funding sources available now to deliver early wins. Business cases will be prepared to support opportunities where they arise.

Longer term, and to support the viability of major capital projects, it will be important to work with the master Development Partner to arrive at a **holistic phased masterplan** to drive the case for change and ensure success in unlocking future funding sources.

The Council recognise **securing control over critical assets** is important to realise the scale of ambition and that there will be early viability challenges. The Council will exercise relevant powers where necessary to acquire these assets and will lead in funding applications to support delivery.

Summary of investment priorities

Investment priorities and an indicative programme of delivery across the opportunity parcels are outlined below.

Investment priorities have been measured against:

(a)

Scale of project – will it deliver a step change in the vitality of the town centre through scale and diversity of uses and of a scale to attract partnering (delivery and funding) support

(b)

Level of positive impact it will have on the town – will it drive a catalytic impact across the town boosting GVA and employment growth, as well as community cohesion

(c)

Extent to which each parcel aligns with Tier 1 of the Delivery Framework (Strategic Principles)

High priority projects

Opportunity Parcel	Potential GDV	Timescales	Key principles
Parcel 6 – Rugby Central Vision: Mixed-use development; a major catalyst for the regeneration of Rugby town centre Potential wider Land Value Uplift: £11.1m	£48m	Acquisition: 0 – 2 years Phase 1: 2 – 5 years Phase 2: 5 – 7 years	RBC committed to strategic intervention for this prominent underutilised asset Large scale site critical to town centre regeneration Unlocks housing Meets business support needs Diversify use/users to support community needs Right-sized and quality retail and leisure New public square



Opportunity Parcel	Potential GDV	Timescales	Key principles
Parcel 3 – St Andrew’s Quarter Vision: Heritage led town centre living, alongside enhanced gardens, community and leisure uses Potential wider Land Value Uplift: £7.7m	£21m	Acquisition: 0–3 years Meanwhile use: 0 – 1 years Development delivery: 2 – 5 years	Redevelop long term vacant site at historic core of town centre Repurpose listed asset Upgrade green space Improve community/leisure offer Improve connectivity Meet care need Meanwhile use potential
Parcel 4 – Cultural Quarter (Brotherhood House / Gas Street) Vision: Cultural Quarter, supporting the borough’s creative industries, as well as hosting events/rehearsal space centred a new public square Potential wider Land Value Uplift: £9.7m	£16.5m	Acquisition: 0 – 1 year Meanwhile uses: 0 – 5 years Phase 1: 2– 5 years Redevelopment of Gas Street: 5 years +	Meets the needs of creative sector Provides new public events square Unlocks housing Future redevelopment of Gas Street car park, increasing density of activity Meanwhile use potential

Medium priority projects

Opportunity Parcel	Potential GDV	Timescales	Key principles
Parcel 1 – Town Hall Vision: Caldecott Residential and Civic Quarter	£48m	Phase 1: 5 + years Phase 2: 5 + years	Unlocks housing delivery Re-use listed assets Upgrade civic presence Enhance existing events facility Generates capital receipt from underutilised public sector assets Improves connectivity Rugby Borough Council control

Summary of investment priorities

Opportunity Parcel	Potential GDV	Timescales	Key principles
Parcel 7 – RAGM and Little Elborow Vision: Enhance setting of an existing cultural asset and improve connectivity of southern gateway to the town centre	n/a	Public realm and wayfinding: 0 – 2 years Piecemeal redevelopment: 0 – 10 years	Improve setting of key assets Enhance south gateway Improve wayfinding/connectivity Repurpose heritage assets Repurpose public sector owned assets

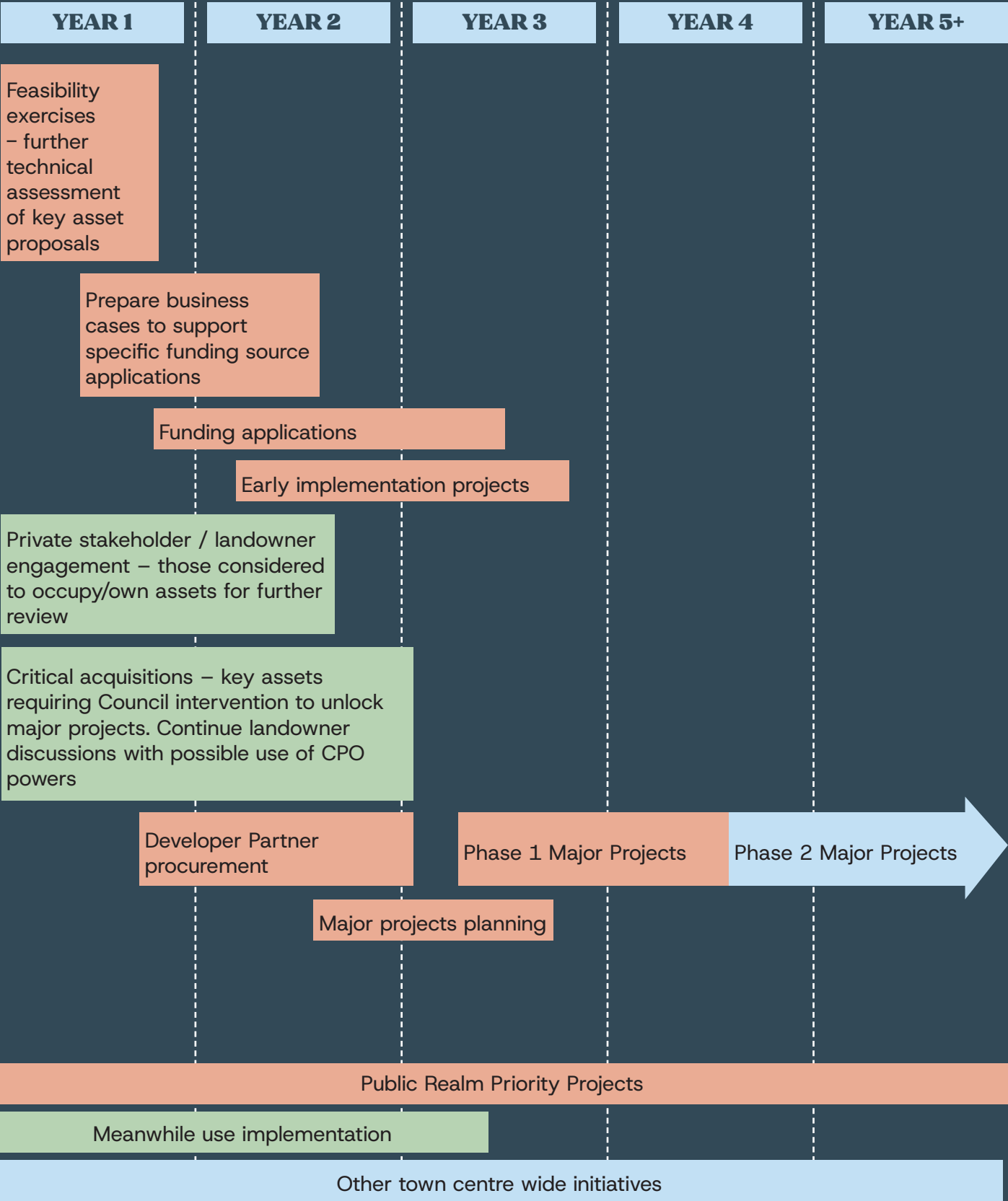
Low priority projects

Opportunity Parcel	Potential GDV	Timescales	Key principles
Parcel 5 – Albert Street Vision: Residential development	£5m	Phase 1: 0 – 2 years Other assets: 5 years +	Unlock housing delivery Generates capital receipt from underutilised public sector assets Improve wayfinding to station Rugby Borough Council control
Parcel 2 – North Street East Vision: Greening pedestrian links, with future development potential	n/a	Public realm works: 0 – 2 years Long term redevelopment: 5+years	Improve connectivity E–W Long term development potential Improve North Street frontages



Action plan

Delivery of each parcel should not be considered in isolation, and whilst there are priority areas, a more detailed action plan comprising further feasibility, acquisition and onwards delivery is outlined below.



6. Conclusion

This Delivery Plan sets the pathway for revitalising Rugby Town Centre over the next 10 years.

There are a variety of exciting redevelopment and enhancement opportunities at various scales, which collectively will deliver incremental change over this period.

This includes an upgraded events programme, tackling underutilised assets, improved public realm, recognising value in meanwhile uses, greening better, enhanced wayfinding and connectivity, and pro-actively supporting our business, cultural and resident communities to thrive.

Across the seven opportunity parcels outlined in this Delivery Plan there are identified priority projects for which the Council will seek a Development Partner to support delivery.

The Council is committed to a programme of change, with next stages focused on implementing initiatives already in train, further priority project feasibility, business cases to support funding and instigating partnerships.

High priority projects for investment are:

- **Rugby Central**
- **Cultural Quarter**
- **St Andrew's Quarter**

It is essential that all projects play their part in stitching the town centre better together guided by the Delivery Framework, which sets delivery principles aligned with the Council's strategic objectives and draws upon a community informed Social Value Framework.

The Delivery Framework should be applied to all redevelopment opportunities to preserve the holistic vision, guiding investment in the most appropriate way to reinvigorate the town centre.

There is tremendous scope for all occupiers, landowners, investors and the community to facilitate change and support the initiatives presented throughout this Delivery Plan.

The key delivery credentials for revitalising Rugby town centre are:

A well connected town with an economic backdrop showing significant growth, with this set to continue.



An existing town centre with a diverse array of valued assets and a variety of opportunities across the residential, employment, retail and cultural sectors.



A pro-active Council already underway with transformative initiatives providing the foundations for positive change, with a people-focused approach to regeneration.

A Council committed to supporting high priority projects through critical acquisitions of redundant or underutilised assets and leverage existing public sector assets where possible to unlock change.

An adopted SPD for Rugby Central which paves the way for its transformation.



A range of projects which can be delivered through a multi-phased programme with some early wins, supported through enabling infrastructure and public realm already underway.

Partnerships are key and the Council cannot do this alone. The town centre proposals present an opportunity to identify the right long term Developer Partner, to work closely with the Council to drive forward the priority projects.

Emphasis on deliverability, recognising that early phases may require additional funding and commitment to pursue funding opportunities now and in the future.



Working together to reanimate the town centre as a people focused hub befitting of the town's prestigious legacy and future growth potential

To discuss, please contact: regeneration@rugby.gov.uk



Rugby Town Centre

Social Value Framework

Report Contents

SECTION 1	<u>Introduction</u>
SECTION 2	<u>Housing Affordability & Homelessness</u>
SECTION 3	<u>Crime & Safety</u>
SECTION 4	<u>Education, Employment & Skills</u>
SECTION 5	<u>Children & Young People</u>
SECTION 6	<u>Environment</u>
SECTION 7	<u>Economic Resilience</u>
SECTION 8	<u>Community Cohesion</u>
SECTION 9	<u>Health & Wellbeing</u>
SECTION 10	<u>Summary</u>

To navigate to a section, click the section title.



01

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

Introduction

Executive Summary

This guide offers developers and investors in Rugby practical insights and real-world opportunities to co-design and deliver social impact throughout the development lifecycle, ensuring benefits that are both meaningful and lasting for the local community.

It outlines proven methodologies and highlights opportunities to unlock genuine social value by aligning with local needs and priorities. Through stakeholder engagement and the formation of purposeful partnerships, the guide identifies impactful opportunities in Rugby that can be integrated into the comprehensive social value strategy required for major development planning applications.

By recognising the distinct needs and aspirations of communities in Rugby, developers and investors can unlock new potential, reduce planning risks, create place-based developments and enhance the added value of their projects. This framework identifies opportunities to generate meaningful social impact through active stakeholder engagement and the development of purposeful partnerships that evolve throughout the lifecycle of a development. Organisations submitting a social value strategy must clearly demonstrate how social value will be delivered at every stage, from pre-planning through to occupation and ongoing use.

This report will help encourage the co-design and creation of places and spaces that will help Rugby's communities thrive. As the master planning activities evolve through the RIBA planning stages, the indicative initiatives within this report will be adapted with support from the community groups. Rugby Borough Council has a directory including organisations serving within the borough that could support the delivery of the social value initiatives.

We have considered Rugby's Thriving Places Index in shaping the approach. The initiatives and themes align with the Index's core perspectives of Equality, Local Conditions, and Sustainability, ensuring that our work supports inclusive and resilient communities. As part of our engagement process, we have incorporated perspectives on lived experience from the outset, recognising their importance in creating meaningful and impactful outcomes.

The key themes of this report are set out and have been shaped by research and engagement.

Key Themes for Rugby



Housing Affordability & Homelessness



Crime & Safety



Environment



Community Cohesion



Education, Employment & Skills



Children & Young People



Economic Resilience



Health & Wellbeing

Background

Rugby Borough Council appointed Savills to lead the development of a priorities-based social value framework that will guide regeneration and cultural strategy, ensuring future investment delivers measurable benefits for local communities.

In August 2025, Savills conducted a Social Value Needs and Opportunities Assessment, which combined desk-based research with on-the-ground insights from area visits. This approach enabled us to build a nuanced understanding of the social landscape.

The purpose of this research was to inform the place-based social value framework to supplement the Rugby Town Centre Delivery Plan. It is important to note that the needs of the community will evolve over time; it is therefore recommended to review the data on a regular basis to ensure that they align with the changing needs of the community.

Following this, on 29th September 2025, the Savills Social Value team organised a community engagement workshop at the Rugby Borough Council (RBC) offices. The session was designed to bring together local stakeholders to explore community needs and collaboratively identify key priorities and opportunities for delivering social value through the town centre regeneration.

During the workshop, Savills presented the headline findings from the recently completed needs assessment. This was followed by a structured activity that invited participants to share their perspectives on the most pressing priorities for Rugby. The session concluded with a facilitated group discussion, which enabled attendees to delve deeper into the identified themes and collaboratively explore potential initiatives to address the challenges raised.

This framework explores each theme by providing research context drawn from key findings in desk-based research and feedback from community engagement, including the voices of local VCFSE organisations working in and around Rugby town centre. Both sources have shaped the indicative initiatives and identified community partners who can be engaged to start conversations on these ideas. Please note that only the groups engaged through this process are listed in this framework; stakeholders should use the Rugby Community Directory (accessible via regeneration@rugby.gov.uk) for a full and updated list of organisations. This framework and indicative initiatives are intended as starting points for collaboration and co-design with the community to ensure the evolving needs of current and future Rugby communities are met, throughout the timeline of the delivery plan.

What is Social Value?

Social value involves looking beyond financial cost to consider the wider benefits to the community. Rugby Borough Council is committed to making a difference for Rugby and its people. Our goal is to achieve the most social, environmental, and economic value through making informed decisions to make Rugby fairer, thriving, greener and healthier place for all.

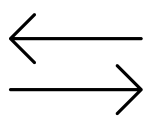
This framework presents ways in which the social value process should be undertaken and considered. This was developed following work delivered by Savills Earth Social Value team, which included an engagement workshop with local community groups and organisations. This process showcases how local needs and opportunities in the community can be understood, how community partnerships can be built, and how ideas for meaningful social impact initiatives can be co-designed, and the opportunities that can be delivered in Rugby Town Centre across the development lifecycle.

The development of this document was guided by the Institute of Social Value (formerly SVUK) principles, which begin with involving stakeholders to comprehend the needs and aspirations of individuals who live, are educated in, work and visit Swinton. This includes transparency through accessible and innovative community engagement, being responsive to the things local communities value. It also means articulating how social impact change is created, and evaluating this through evidence gathered, recognising positive and negative changes as well as those that are intended and unintended. Below are the eight principles that will be consistently embedded into the social value recommendations within this commission. This is to ensure that the best-in-class positive impact that is relevant and responsive to the local community is delivered.

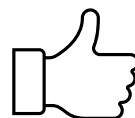
Institute of Social Value - Eight Principles of Social Value



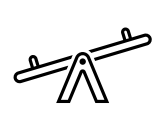
1 - Involve stakeholders



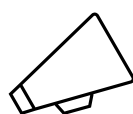
2 - Understand what changes



3 - Value the things that matter



4 - Only include what is material



5 - Do not overclaim



6 - Be transparent



7 - Verify the result



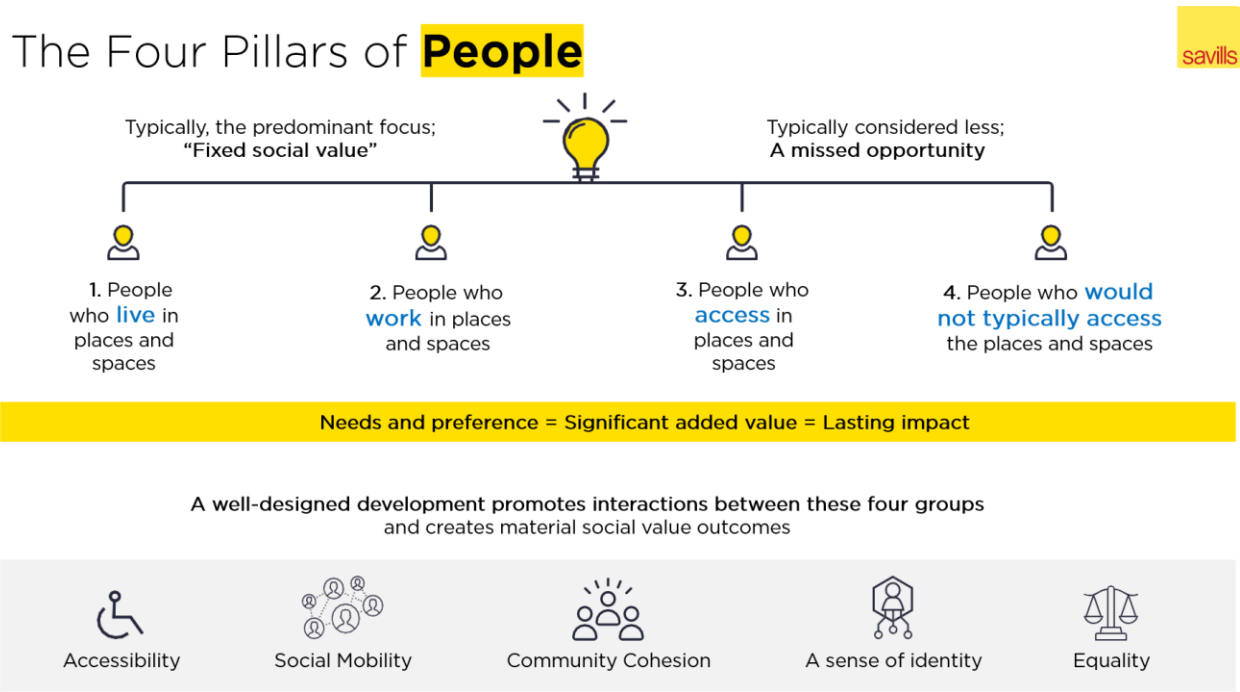
8 - Be responsive

Four Pillars of People

Aligned to The Social Value Act (2012), social value can be defined as recognising and responding to local needs with new opportunities, with the aim of enhancing local communities socially, economically and environmentally. Initiatives proposed through the regeneration of the town centre will aim to promote equal opportunities and the fair and inclusive treatment of all individuals in Rugby, regardless of background, identity or circumstance.

Savills Social Value team has developed The Four Pillars of People, a lens that encourages the analysis of the Proposed Development on a range of stakeholders, to encourage best practice stakeholder considerations when identifying local needs and creating social value.

The Pillars represent the different levels of interaction with assets, allowing the Applicant to assess the social value the Site has and could provide, across stakeholder groups, guiding the focus for where social value impact can be amplified.





02

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

Housing Affordability
and Homelessness

Research Context

**Housing
affordability**

**Good quality
housing**

**Low carbon
council housing**

The Social Value Needs Assessment looks at several policies within the borough to understand the key priorities of the council and what they are hoping to achieve in the future. The Rugby Social Value Needs Assessment places housing at the heart of its recommendations, recognising it as a critical driver for inclusive growth and community wellbeing.

Affordability pressures are increasing, with house prices and rental costs rising faster than regional averages. This trend is creating significant challenges for first-time buyers and lower-income households, and without intervention, there is a risk of deepening inequality and displacement within the town centre regeneration context.

Rugby Borough recorded a higher rate of need, with 12 households per 1,000 owed a duty under the Homelessness Reduction Act and 2.57 per 1,000 in temporary accommodation, both figures significantly exceeding the Warwickshire county averages in 2023/2024 and indicating a more acute local challenge.

The report aligns its recommendations with Rugby Borough Council's Housing Strategy, which prioritises understanding housing needs across all tenures, increasing affordable supply, improving quality and energy efficiency, and delivering low-carbon council housing. These priorities are integrated into the social value framework to ensure housing delivery supports wider objectives around sustainability, health, and community wellbeing.

Feedback from Engagement

“

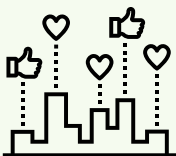
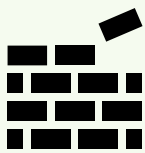
A strong emphasis was placed on delivering a **genuinely mixed housing offer** within Rugby Town Centre. Participants highlighted the importance of providing a range of options, including **affordable social housing**, flexible rental schemes, and initiatives to support deposits for first-time buyers. This approach is seen as critical to creating an inclusive community where people from different income levels and life stages can live and thrive, reducing barriers to homeownership and ensuring long-term affordability.

The discussions within the workshop also explored innovative ideas for unlocking housing opportunities, such as through land swaps with developers. This concept involves strategic agreements between public bodies and private developers to repurpose underutilised or vacant land for housing delivery. By enabling land swaps, stakeholders believe it is possible to accelerate development, optimise land use, and balance commercial interests with community benefit, ensuring that housing provision aligns with local priorities.

Finally, infrastructure planning was identified as essential to connect diverse communities and support sustainable growth. Participants stressed that housing alone is not enough; developments must be underpinned by robust **transport links, digital connectivity, and community facilities**. Improved infrastructure will help integrate new neighbourhoods with existing ones, reduce isolation, and provide access to jobs, education, and services.

”

Indicative Initiatives

<i>Initiative</i>		<i>Why is this important?</i>
	Mixed housing options	Develop affordable, including social and affordable rented properties, shared ownership and discounted market sale homes where possible.
	Deposit support	Rent deposit, bond or guarantee schemes.
	Future-proof housing	Ensure homes meet the highest energy efficiency standards and are accessible and adaptable to meet future needs.
	Land swaps	Explore opportunities to unlock housing options through land swaps and joint ventures.

Social value can be unlocked through co-design and partnerships with local community groups. The organisations listed below have contributed to indicative initiatives within the Housing Affordability & Homelessness theme. Please note this is not an exhaustive list of organisations that can be engaged to develop these ideas. Stakeholders should refer to the Rugby Community Directory for a full and updated list of community groups.

- Bedworth, Rugby and Nuneaton Citizens Advice (BRANCAB)
- EcoHub



03

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

Crime & Safety

Research Context

**Antisocial
behaviour (ASB)
and violence &
sexual offences**

Night-time

**Reducing re-
offending rates**

Based on the Rugby Social Value Needs & Opportunities Assessment, crime and safety are described as a central theme in Rugby's landscape. It highlights that crime and safety are not only statistical concerns but also deeply tied to people's wellbeing and community cohesion.

The assessment identifies disparities in crime-related deprivation (IMD 2019) across different wards. Benn, Newbold & Brownsover, and New Bilton are noted as having the highest levels of deprivation linked to crime, while areas such as Bilton, Paddock, and Admirals & Cawston are among the least affected. This geographic variation stresses the need for targeted interventions that reflect the specific challenges and strengths of each locality. Between June 2024 and May 2025, the most highly reported crimes were violence and sexual offences and antisocial behaviour.

Place-based initiatives that address the root causes of crime through community engagement and infrastructure improvements should be encouraged. The assessment also emphasises the importance of designing developments with safety in mind, integrating lighting, accessibility, and surveillance features to deter anti-social behaviour. Rugby Community Safety Partnership (CSP) Strategic Priorities 2025 - 2029 focus on addressing serious youth violence, domestic abuse, business crime, and hate crime, supported by cross-cutting themes such as reducing reoffending and tackling substance misuse. The CSP also monitors emerging issues, including sexual offences, burglary, anti-social behaviour, and cybercrime.

Crime and safety is a multidimensional issue requiring coordinated efforts across planning, community services, and local governance.

Feedback from Engagement

“

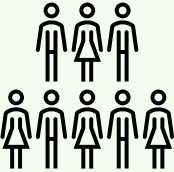
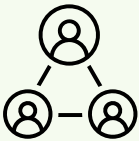
Concerns about the night-time economy were a recurring theme during the workshop. Stakeholders explained that while weekend patrols are in place to manage late-night activity, there is still unease about safety and anti-social behaviour after dark. The perception of risk in the town centre during evenings is seen as a barrier to creating a vibrant and inclusive night-time economy, with calls for more visible policing and community-led initiatives to reassure residents and visitors.

Attendees of the workshop also linked empty shops and rundown spaces to increased crime and **feelings of vulnerability**. Vacant units and neglected areas were described as contributing to a sense of decline, which can attract anti-social behaviour and undermine confidence in the town centre.

Safety was identified as a top priority for the community, with rising divisions noted between different groups. Participants emphasised that addressing safety concerns is not just about enforcement but also about **fostering social cohesion and trust**.

”

Indicative Initiatives

<i>Initiative</i>	<i>Why is this important?</i>
 Revitalising vacant units	Temporary uses, pop-up shops, or cultural activities was suggested to improve safety, encourage footfall, and restore pride in the area.
 Community engagement for public realm design	Inclusive events, and community engagement throughout the design process was seen as key to creating a welcoming environment where everyone feels secure and connected.
 Youth engagement and development	Deliver targeted youth engagement programmes aimed at tackling inequality, deprivation and personal development.
 Community Safety Network	Convene multidisciplinary network of professionals and community organisations to identify crime and ASB hotspots and create programme that address the root cause

Social value can be unlocked through co-design and partnerships with local community groups. The organisations listed below have contributed to indicative initiatives within the Crime & Safety theme. Please note this is not an exhaustive list of organisations that can be engaged to develop these ideas. Stakeholders should refer to the Rugby Community Directory for a full and updated list of community groups.

- Mind
- Warwickshire Community And Voluntary Action Rugby (WCAVA)
- Art at the Alex
- Rugby Street Pastors
- Warwickshire Pride



04

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

Education,
Employment & Skills

Research Context

**Inequality in
education**

Digital inclusion

**Vocational
training
opportunities**

The themes of employment, education, and skills are central to understanding the socioeconomic challenges and opportunities within Rugby town centre and its surrounding wards.

The social value needs assessment identifies disparities in educational attainment and employment deprivation across the borough. While 15.7% of Rugby residents have no formal qualifications, which was below the national average, the majority hold Level 1 to 3 qualifications. However, areas such as New Bilton, Benn, and parts of Newbold & Brownsover are highlighted as having the highest levels of employment deprivation and lower educational outcomes. These findings emphasise the need for targeted interventions that address both access to education and pathways into meaningful employment.

The social value needs assessment also highlights the importance of lifelong learning and vocational training this is run by Rugby College. It advocates for partnerships with local institutions and community organisations to deliver tailored programmes that reflect the needs of diverse populations, including those with Special Educational Needs and Disabilities (SEND).

The document highlights the importance of integrating employment, education, and skills development into the broader regeneration strategy. By addressing these interconnected issues, Rugby can foster a more equitable and resilient community, where opportunities for growth and learning are accessible to all.

Feedback From Engagement

“

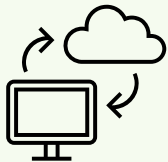
Digital exclusion was identified as a significant barrier to opportunity, particularly in Benn Ward. Participants noted that many residents lack access to computers and reliable internet, which makes it difficult to engage with services that are increasingly delivered online. This digital divide not only limits access to essential information and resources but also creates a sense of isolation for those unable to participate in digital platforms. Addressing this issue was seen as critical for ensuring equal access to education, employment, and community support.

The need for **face-to-face opportunities** and tangible skills development was strongly emphasised. While digital solutions are important, participants stressed that in-person engagement remains vital for building confidence and practical capabilities. Community hubs, training centres, and outreach programmes were suggested as ways to provide hands-on learning and personal interaction, helping individuals develop skills that translate directly into employment and everyday life.

Ideas were shared to support skills development and employment pathways. Confidence-building initiatives in state schools were seen as essential for preparing young people for the world of work.

”

Indicative Initiatives

<i>Initiative</i>	<i>Why is this important?</i>
 Digital workshops	This issue was considered as critical for ensuring equal access to education, employment, and community support.
 In person networking events	This can support confidence building, support young people's social skills and career progression, particularly considering the challenges posed by the pandemic, which has disrupted education and reduced opportunities for face-to-face interaction.
 Employment workshops	Coaching, CV workshops, work experience placements, and job clubs were highlighted as practical measures to improve employability.
 Growth sector training and up-skilling	Upskills residents within growing sectors in Rugby such as logistics, construction and green technology to improve access to employment opportunities.

Social value can be unlocked through co-design and partnerships with local community groups. The organisations listed below have contributed to indicative initiatives within the Education, Employment & Skills theme. Please note this is not an exhaustive list of organisations that can be engaged to develop these ideas. Stakeholders should refer to the Rugby Community Directory for a full and updated list of community groups.

- Warwickshire Community And Voluntary Action Rugby (WCAVA)
- TSOS Unity Hub
- Benn Partnership
- EcoHub
- New Bilton Community Association



05

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

Children & Young People

Research Context

**Active younger
population**

**Equal
opportunities**

**Inclusivity
especially for
young people
with SEND**

Children and young people are a key demographic focus within the town centre's social value framework. The assessment identifies that Rugby has a higher proportion of residents aged 0-15 (19.4%) compared to the national average of 18.5%, indicating a larger youthful population.

The age distribution according to ONS 2020 data across wards reveals that Admirals and Cawston and Newbold, and Brownsover have elevated proportions of children and young families, with 21.9% and 20.8% of residents aged 0-14, respectively. Eastlands stands out with the highest share of residents aged 15-19 (11%), likely due to its proximity to educational institutions. These figures suggest that certain areas of Rugby are particularly well-positioned for youth-focused initiatives, while others may require additional support to meet the needs of younger residents.

There is a need for a holistic approach that integrates education, health, housing, and community infrastructure to create environments where young residents can thrive.

Feedback From Engagement

“

There was a clear call for **SEND-friendly spaces** within Rugby Town Centre to better support children with special educational needs and their parents. Participants emphasised that inclusive environments are essential for ensuring all families feel welcome and able to access community facilities.

The workshop also highlighted a strong push for **inclusive sporting opportunities**. By making sports accessible to everyone, the community can foster healthier lifestyles, improve social cohesion, and create pathways for young people to develop confidence and teamwork skills.

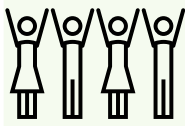
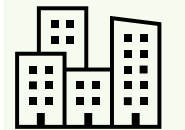
Ideas to **activate the town centre for youth** were another key theme. Participants suggested transforming unused green spaces into vibrant areas such as skate parks, which would provide safe and engaging places for young people to socialise and stay active. This approach was seen as a way to reduce anti-social behaviour, encourage positive use of public spaces, and make the town centre more appealing to younger generations.

A lack of activities, aspirations, and youth clubs was noted as a pressing concern. Many felt that the absence of structured opportunities leaves young people without clear pathways for personal development or social engagement.

The workshop recommended improving communication and information sharing across schools, churches, and community centres. Participants argued that better coordination would help families and young people access available opportunities, reduce duplication of effort, and strengthen community networks.

”

Indicative Initiatives

<i>Initiative</i>	<i>Why is this important?</i>
 SEND friendly spaces	Sensory-friendly areas, quiet zones, and adaptable play spaces that cater to a range of needs, helping to reduce barriers and promote equality in public spaces.
 Affordable sport programmes	Access to sports facilities and programmes that are gender-inclusive, ensuring that cost and cultural barriers do not prevent participation.
 Youth club provision	Expanding youth provision through clubs, mentoring schemes, and creative programmes could be vital for raising aspirations and supporting wellbeing.
 Town centre activation	Utilise innovative place-making to increase youth participation in the town centre through facilities and events.

Social value can be unlocked through co-design and partnerships with local community groups. The organisations listed below have contributed to indicative initiatives within the Children & Young People theme. Please note this is not an exhaustive list of organisations that can be engaged to develop these ideas. Stakeholders should refer to the Rugby Community Directory for a full and updated list of community groups.

- Long Lawford Community Association
- VASA
- On Track (Rugby Borough Council)
- Art at the Alex



06

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

Environment

Research Context

**Active and
sustainable
travel**

Net zero

Public spaces

The environment and sustainability theme is woven throughout the town centre's regeneration strategy and policy context, reflecting a commitment to long-term ecological resilience and community wellbeing.

A central pillar of the Corporate Strategy is the ambition to create "a greener Rugby." This includes promoting active and sustainable travel, enhancing greening efforts, championing climate action, and reducing the Council's carbon footprint.

Environmental deprivation is also addressed through the lens of inequality. Benn and New Bilton wards are identified as experiencing the highest levels of living environment deprivation, which includes factors such as housing quality, air pollution, and road traffic accidents. These insights highlight the need for targeted interventions that improve environmental conditions in the most affected areas.

The regeneration strategy for Rugby Town Centre incorporates sustainability and addressing the climate emergency within the strategy. It aims to enhance public spaces, this includes integrating green infrastructure, improving walkability, and creating spaces that support biodiversity and community interaction.

Environmental sustainability is a key priority that intersects with health, housing, transport, and social equity. It calls for a place-based approach that aligns ecological stewardship with the lived realities of Rugby's diverse communities.

Feedback From Engagement

“

Transport challenges were a recurring concern among participants. Despite recent growth in Rugby’s transport infrastructure, the town remains heavily reliant on car travel, which has led to frequent gridlock and congestion. This dependency on private vehicles was seen as unsustainable and a barrier to accessibility, prompting calls for **improved public transport services** that are reliable, affordable, and well-connected to key destinations.

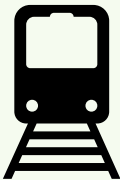
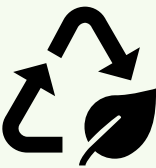
Accessibility issues persist, particularly in rural and outer areas of Rugby. Residents in these locations often face limited transport options. The lack of inclusive transport solutions was highlighted as a factor contributing to **social isolation and inequality**, with suggestions for targeted investment in rural connectivity and demand-responsive transport schemes to bridge these gaps.

Environmental concerns were also raised, with **littering and fly-tipping** noted as visible blights on the town. Some residents reported being unable to afford car travel to official disposal sites, which exacerbates the problem. Participants suggested that more localised waste facilities,

Cycle path safety was flagged as a major issue, with routes described as poorly designed and hazardous. Many paths intersect with bus stops or navigate uneven terrain, creating risks for cyclists and pedestrians alike. Participants noted that meeting sustainability targets is increasingly a requirement for businesses, often beyond what is expected of residents.

”

Indicative Initiatives

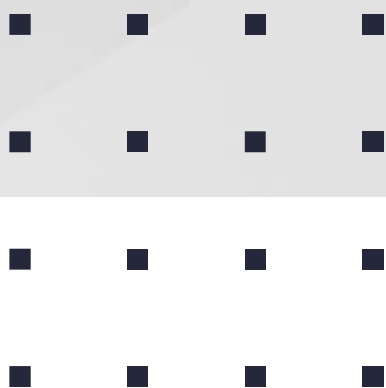
<i>Initiative</i>	<i>Why is this important?</i>
 Bus and rail links	Enhancing bus and rail links was viewed as essential for reducing traffic pressure and supporting more sustainable travel patterns, particularly from rural areas.
 Recycling educational workshops	Community recycling initiatives could help tackle these issues while promoting environmental responsibility.
 Small business environmental, social and governance support	This could be an opportunity to encourage collaboration between businesses and the community, ensuring that environmental improvements benefit everyone and contribute to Rugby's long-term resilience.
 Cycle routes	Improving the design, lighting, and maintenance of cycle routes was seen as critical for encouraging active travel and reducing accidents, alongside clearer signage and physical separation where possible.

Social value can be unlocked through co-design and partnerships with local community groups. The organisations listed below have contributed to indicative initiatives within the Environment theme. Please note this is not an exhaustive list of organisations that can be engaged to develop these ideas. Stakeholders should refer to the Rugby Community Directory for a full and updated list of community groups.

- EcoHub



07



Economic Resilience

Research Context

**Gender
economic
activity gap**

**Accessibility to
jobs**

**Creating an
inclusive
academy**

The Social Value Needs Assessment recognises that economic challenges in the town centre are multifaceted, shaped by employment deprivation, limited access to flexible jobs, and a mismatch between local skills and labour market demands.

Male economic activity rates stand at 88.3%, significantly higher than the 66.7% recorded for females. This gap is intensified by lower female earnings and concentrated income deprivation in the same wards facing educational challenges. These patterns suggest structural barriers that limit economic participation for women and call for inclusive employment strategies.

The Rugby Borough Council Economic Strategy (2025-2035), referenced within the assessment, outlines a long-term vision to create a thriving and inclusive local economy. It focuses on three pillars: People, Business, and Growth. Under the "People" theme, the strategy aims to tackle health and income inequalities, improve skills, and support residents in areas of high deprivation. This aligns with the assessment's emphasis on place-based regeneration and the need to embed social value through education and employment initiatives.

Economic resilience in Rugby is framed not just as a matter of financial stability, but as a foundation for social inclusion, community cohesion, and sustainable development.

Feedback From Engagement

“

There was a strong emphasis on **improving financial literacy and life skills education** across Rugby Town Centre. Participants highlighted that many residents, particularly younger people and those on lower incomes, lack access to practical knowledge about budgeting, saving, and managing everyday expenses.

The community expressed enthusiasm for creating dedicated incubators and skills hubs. These spaces would not only provide technical support but also foster creativity and innovation, helping young people turn ideas into viable enterprises. Participants saw this to stimulate local economic growth and retain talent within Rugby.

Strengthening partnerships between businesses and community organisations was viewed as vital for delivering long-term impact. **Collaborative initiatives** could include joint training programmes, sponsorship of community events, and shared spaces for skills development.

The town centre was perceived as **lacking vibrancy**, with calls for cultural and social activities to reinvigorate the area. Suggestions included hosting festivals such as food, cycling, and literary events, and creating pop-up opportunities to showcase local artisans and crafts.

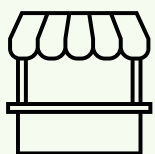
Enhancing the night-time economy was identified as an opportunity to boost local engagement and economic activity. Participants noted that a well-managed evening offer and an investment in lighting, security, and transport were seen as essential to support this ambition and ensure the night-time economy contributes positively to Rugby's regeneration.

”

Indicative Initiatives

Initiative

Why is this important?



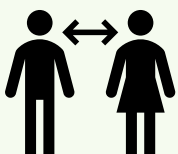
Pop-up skills hubs

Aspiring business owners can access guidance, resources, and networking opportunities.



SEND friendly skills workshops

Programmes that are designed to be responsive to the needs of diverse groups, including young people, those with Special Educational Needs and Disabilities (SEND), and individuals transitioning between education and work.



Career & Mentoring opportunities

Such as retail apprenticeships, and inclusive career days to connect residents with local employers and training provider.



Financial Literacy workshops

Life skills such as communication, problem-solving, and resilience areas essential for helping individuals navigate challenges and build confidence.



Local cultural pop-up events

These initiatives would celebrate local identity, attract visitors, and support small businesses, while making the town centre a more dynamic and appealing destination.



Night-time Economy

Restaurants, entertainment venues, and cultural events, could create a safer and more inclusive environment while generating revenue for local businesses.

Indicative Initiatives

Social value can be unlocked through co-design and partnerships with local community groups. The organisations listed below have contributed to indicative initiatives within the Economic Resilience theme. Please note this is not an exhaustive list of organisations that can be engaged to develop these ideas. Stakeholders should refer to the Rugby Community Directory for a full and updated list of community groups.

- TSOS Unity Hub
- Warwickshire Community And Voluntary Action Rugby (WCAVA)
- Bedworth, Rugby and Nuneaton Citizens Advice (BRANCAB)
- Art at the Alex
- VASA



08

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

Community
Cohesion

Research Context

**The population
is growing**

**There is a clear
need for
inclusive spaces**

Collaboration

Rugby has experienced population growth between the 2011 and 2021 Censuses, with a 14.3% increase over the past decade, bringing the total population to approximately 114,400. This rate of growth is the highest in the West Midlands and significantly exceeds both the regional average of 6.2% and the national average of 6.6%.

The social value needs assessment highlights that Rugby's population is diverse and increasingly dynamic, with residents from various age groups, disabilities, ethnicities and socioeconomic backgrounds.

Community cohesion is an important theme within the future regeneration of Rugby Town Centre. The report emphasises the importance of inclusive public spaces, and culturally sensitive design to foster a sense of belonging among residents. It also notes that rapid population growth and regeneration can risk fragmenting communities if not managed with care and consideration. To mitigate this, this framework proposes social value initiatives that prioritise local identity, heritage, and social infrastructure.

There is a need for a holistic approach to population and cohesion that integrates demographic insights with community-led planning. It advocates for regeneration that not only accommodates growth but actively nurtures inclusive, resilient, and connected communities.

Community Feedback

“

A sense of fragmentation was evident across Rugby Town Centre, with many **organisations operating in silos and lacking coordination**. This disjointed approach was seen as a barrier to delivering effective community support, as services often overlap or fail to reach those who need them most. Participants stressed the importance of breaking down these silos to create a more collaborative and integrated network of support.

Competition among charities for resources such as space was highlighted as counterproductive. Rather than competing, participants encouraged collaboration and complementarity, where organisations work together to share facilities and expertise. This approach was seen as essential for maximising impact and fostering a sense of unity within the voluntary sector. Suggestions included establishing a **dedicated community information centre** and providing meeting spaces for local groups.

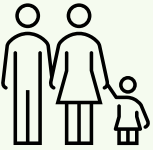
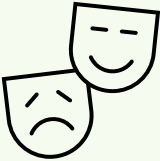
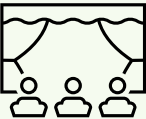
Inclusion across generations and abilities was another key theme, alongside concerns about the marginalisation of underrepresented groups such as the elderly, teenagers and ethnic minorities. Participants called for initiatives that promote **equality and social cohesion**, ensuring that all voices are heard and respected in community planning and activities.

Wealth disparities were noted as a significant factor impacting community cohesion. Participants observed that economic inequality can create divisions and limit opportunities for some residents, reinforcing the need for inclusive strategies that address these gaps and promote fairness.

Improving access to both formal and informal education was seen as an opportunity to strengthen inclusion and empower individuals.

”

Indicative Initiatives

<i>Initiative</i>	<i>Why is this important?</i>
 Information Hub	The need for a centralised information hub was strongly emphasised. Such a hub would improve awareness of available services, reduce duplication, and make it easier for residents to access help.
 Intergenerational activities	These initiatives could help build mutual understanding, combat stereotypes, and create a stronger sense of belonging across generations.
 Community-based educational workshops	Lifelong learning opportunities, vocational training, and community-based education programmes can be used as tools for building skills and confidence across all age groups.
 Cultural activities	These events could help to bring people and cultures together, share experiences, raise awareness, address racism and create tolerant communities.
 Inclusive events	Increase understanding, celebrate diversity, and promote respect for all.

Indicative Initiatives

Social value can be unlocked through co-design and partnerships with local community groups. The organisations listed below have contributed to indicative initiatives within the Community Cohesion theme. Please note this is not an exhaustive list of organisations that can be engaged to develop these ideas. Stakeholders should refer to the Rugby Community Directory for a full and updated list of community groups.

- Art at the Alex
- Long Lawford Community Association
- New Bilton Community Association
- The Hoskyn Centre
- Health Exchange-Social Prescribing
- Warwickshire Community And Voluntary Action Rugby
- Warwickshire Pride
- Rugby Mosque
- Rugby Elim
- St. Andrew's Church



09

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

Health & Wellbeing

Research Context

**Mental health
concerns
including
loneliness &
Isolation**

**Physical health
concerns
including obesity**

**Acute challenges
for low-income
households**

The needs assessment states that Rugby performs slightly better than the national average in terms of self-reported health, with 83.6% of residents describing their health as “very good” or “good” compared to 82.2% nationally. However, this overall positive perception masks significant disparities across wards. For example, Rokeby & Overslade have the highest rate of residents reporting “bad” or “very bad” health at 6%, indicating the need for targeted interventions in specific areas.

The assessment also highlights concerning trends in physical health. Approximately 68.7% of adults and 35% of children in Year 6 in Rugby were overweight or obese, both figures exceeding county averages. Additionally, 20.5% of adults are physically inactive, underscoring the importance of promoting active lifestyles through accessible infrastructure and community programmes.

Around 15.5% of households are affected by fuel poverty, and 14.2% of children under 16 live in relative low-income households. These socioeconomic factors are closely linked to health outcomes and are considered critical areas for intervention within the social value framework.

Mental health and substance misuse are further areas of concern. Rugby has the highest rate of alcohol-related hospital admissions in Warwickshire, at 653.9 per 100,000 people. This statistic points to the need for enhanced mental health support and substance misuse services, particularly those that are community-based and accessible to vulnerable groups.

Attention is also needed towards the needs of older residents, particularly those experiencing loneliness and isolation. The health and wellbeing strategy for Rugby is designed to be place-based and inclusive, aiming to reduce inequalities and improve outcomes through targeted, community-led initiatives.

Feedback from Engagement

“

The elderly were described as underserved, with specific needs around transport to green spaces and access to healthcare. Limited mobility options were viewed to prevent older residents from enjoying outdoor areas or attending medical appointments, which can lead to further isolation and health challenges.

Isolation and loneliness, particularly among older residents, were identified as major concerns. Feedback suggested that many elderly individuals feel disconnected from the wider community, which can negatively impact mental health and wellbeing.

Limited opportunities for social interaction and mobility challenges were seen as key factors contributing to this sense of isolation, highlighting the need for targeted interventions to foster inclusion and support.

Participants felt that there were **challenges in accessing healthy, affordable food** and wanted to see more focus on this. An initiative could help reduce stigma, strengthen community ties, and provide practical assistance to those facing financial hardship.

Healthcare provision was another key theme, and participants expressed concern that current services may not be sufficient to meet demand.

Participants expressed concern that current services may not be sufficient to meet demand, and that a localised emergency care facility would improve response times and reduce pressure on existing hospitals.

Suggestions included that a social supermarket concept would combine affordable access to essential goods with opportunities for social engagement, creating a space where people can connect while meeting their basic needs.

Improved transport links to the Coventry hospital were requested to ensure residents can access specialist care when needed.

”

Indicative Initiatives

<i>Initiative</i>	<i>Why is this important?</i>
 Community Transport	Accessible community transport services to connect people with services and amenities to encourage social activity and reduce isolation.
 Social Supermarket	One idea that emerged strongly was the creation of a social supermarket as a unifying initiative to support vulnerable groups.
 Medical Facilities	Healthcare provision was another key theme, with a proposal for a doctor-led A&E facility to better reflect Rugby's growing population.
 Hospital Transport	Reliable and affordable transport options were seen as essential for reducing barriers to healthcare and supporting the wellbeing of the wider community.

Social value can be unlocked through co-design and partnerships with local community groups. The organisations listed below have contributed to indicative initiatives within the Health & Wellbeing theme. Please note this is not an exhaustive list of organisations that can be engaged to develop these ideas. Stakeholders should refer to the Rugby Community Directory for a full and updated list of community groups.

- VASA
- Shine a Light Cancer Support
- Rugby No 1 Royal British Legion
- St. Andrew's Church
- Rugby Elim
- Health Exchange-Social Prescribing
- The Hoskyn Centre
- Rugby Mosque



10

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

■ ■ ■ ■

Summary

Summary

The report aims to ensure that the correct principles of social value are embedded and that any organisation looking to deliver work in the town centre can understand how to address the local priorities. This enables the delivery of more meaningful positive impact in collaboration with the incredible organisations and services available to communities.

The report aims to ensure that the correct principles of social value are embedded and that any organisation looking to deliver work in the town centre can understand how to address local priorities. The framework should be used as a practical guide to help developers align their proposals with these priorities and identify opportunities to create meaningful, positive impact in collaboration with the incredible organisations and services available to communities.

To make the most of the framework, developers should begin by reviewing the social value principles and considering how these can be integrated into the design, delivery, and long-term outcomes of their schemes. This involves assessing how proposed projects can contribute to local priorities and enhance community wellbeing.

Developers are encouraged to engage with local stakeholders and community organisations at an early stage. This collaborative approach ensures that schemes are informed by local needs and can deliver benefits that matter most to residents.

As a next step, developers should prepare a social value action plan and then hold discussions with stakeholders to co-design and embed social value at the heart of the development. This process will help ensure that commitments are clear, impact is measurable, and the resulting schemes deliver lasting benefits for the town centre and its communities.

Future developers of Rugby Town Centre should consider the indicators within the Thriving Places Index, actively considering how design, delivery and long-term outcomes align with the Thriving Places Index.

We extend our gratitude to the various people and organisations who engaged with us and shared their views on the future of Rugby Town Centre. Below are acknowledgements of the stakeholders involved in the community engagement workshop, which was greatly appreciated.

Summary

Acknowledgments:

BRANCAB, WCAVA, St. Andrew's Church, New Bilton Community Association, Mind, The Hoskyn Centre, Long Lawford Community Association, Ecohub, Benn Partnership, Warwickshire County Council, Health Exchange, Rugby Street Pastors, Rugby Elim, Shine a Light Cancer Support, VASA, Rugby No. 1 Royal British Legion, Warwickshire Pride, Rugby Mosque.

The Rugby Social Value Framework represents a collaborative step towards embedding meaningful, place-based impact into the heart of the town centre regeneration in Rugby. By aligning with local priorities, ranging from housing affordability and youth opportunity to environmental resilience and community cohesion, the framework offers a practical roadmap for developers, investors, and stakeholders to co-create lasting social value. Through ongoing engagement, transparent partnerships, and a commitment to inclusive design, this framework aimed to address the town's current challenges and create the foundation for a more equitable, connected, and thriving future for all who live and work in Rugby.



Disclaimer

This report was prepared for the sole and exclusive use of **Rugby Borough Council**.

It may not be relied upon by any third party without the express and written authorisation of Savills (UK) Limited and Savills (UK) Limited accepts no responsibility to any third party in relation to the report. It is confidential and may not be disclosed to any third party without Savills (UK) Limited's prior written consent.

This report was published on 17th November 2025. This report has not been reviewed or updated since the date that it was prepared and may not be relied upon for any purpose other than that for which it was prepared.

Savills (UK) Limited neither owes nor accepts any duty of care to any third parties in connection with the report and shall not be liable to any third parties for any loss, damage, cost or expense of any nature which is caused by any third party's use of or reliance on the report.

Contacts

Wesley Ankrah

Role: Director

Email:

Wesley.ankrah@savills.com

Phone: +44 7977 842268

Olivia Sutcliffe

Role: Associate Director

Email:

Olivia.Sutcliffe@savills.com

Phone: +44 7929 108284

Gina Diamond

Role: Senior Consultant

Email:

Gina.Diamond@savills.com

Phone: +44 7977 676802

Savills Earth

Savills Earth provides a full suite of sustainability and energy services across both the built and natural environments. Savills Earth consolidates our established lines of business and expertise to provide the very best in environmental, social and economic sustainability advice to our clients.

Appendix 3

Climate Change and Environmental Impact Assessment

Town Centre Delivery Plan

For Cabinet on 3 Aug 2026

Approved by	Nicola Smith
Policy being assessed	Town Centre Delivery Plan
Service Area	Growth & Investment
Is this a new or existing policy/service	New
Name of Officer completing the assessment	
Timeline for policy/service delivery	10 years
Climate Change and Environmental Impact Assessment Review Team	Helen Nightingale
Date of this assessment	30 Jun 2026
Date of review	30 Jul 2028

Section 1: Summary of Policy/Service and Climate Change and Environmental Impacts

This report seeks Cabinet approval of the Rugby Town Centre Regeneration Delivery Plan and accompanying Social Value Framework. The Delivery Plan sets out a 10-year route map to revitalise Rugby town centre, identifying seven opportunity parcels and a phased programme of public, private and partnership led interventions. The Social Value Framework underpins the Delivery Plan by ensuring that regeneration is not solely focused on physical development, but also delivers measurable and lasting social, economic and environmental benefits for local people. It establishes the case for a proactive Council role in enabling regeneration, securing critical assets where necessary, pursuing external funding, procuring a long-term development partner, and delivering early improvements through public realm, wayfinding, meanwhile uses, business support initiatives and community-led social value outcomes. The Delivery Plan and Social Value Framework are expected to create significant benefits for the climate and environment in the town centre. This is through greener public realm, better transport connectivity, energy efficient buildings, reuse of existing buildings and pathways to green skills. There will be some negative impacts in the short term – namely in the creation of construction waste and emissions from vehicles and equipment's used in redevelopment– but this will be reviewed as proposals are brought forward.

Section 2 – How will the Policy/Service impact RBC's greenhouse gas emissions

Scope 1 Emissions

Direct emissions from council owned resources, for example through boilers or vehicles.

Nature of impact	No Impact
Description of impact	No direct impact as a result of this report as the Delivery Plan only commits to a route to delivery. All future projects from the plan will be subject to separate assessment including RBC assets.
Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	

Scope 2 Emissions Indirect emissions occurring at the location energy is produced for council activities. This would generally be the change in electricity usage.	
Nature of impact	No Impact
Description of impact	No indirect impact as a result of this report as the Delivery Plan only commits to a route to delivery. All future projects from the plan will be subject to separate assessment including RBC assets.
Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	

<u>Section 3 – What is the impact of the policy/service in relation to RBC's Climate Strategy</u>	
Workplaces and the Economy	
Nature of impact	Positive
Description of impact	The Delivery Plan positions environmental sustainability as integral to town centre regeneration. Through the “A greener Rugby” strategic priority. RBC can support a greener borough economy through its regeneration role, land ownership, procurement powers and partnerships. The proposed Business Skills Hub, and growth-sector training can build pathways into green jobs and skills, including construction retrofit, green technology, sustainable logistics, low-carbon building operation, repair and reuse, circular economy activity and environmental services. The Social Value Framework provides a basis for requiring development partners, contractors and operators to demonstrate sustainability commitments, reduce construction and operational emissions, manage waste responsibly, support local employment and training, improve business environmental performance.

Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	Means of monitoring future impact will be determined as and when future feasibility and proposals are brought forward.
Transport	
Nature of impact	Positive
Description of impact	Through the “A greener Rugby” strategic priority, it seeks to reduce the Council’s environmental impact, help residents, businesses and communities adapt to climate change, support nature recovery and biodiversity, green the town centre, and promote sustainable travel, walking and cycling. The Delivery Plan if delivered in full is likely to reshape movement across Rugby town centre by reducing reliance on short car trips and improving sustainable access. Changes such as improved crossings, relocation of servicing access, tighter carriageways and better links to the railway station would reduce conflict between vehicles and people walking, wheeling and cycling. Active travel will be encouraged through pedestrian priority, wayfinding, green walkways, safer crossings, cycle parking, inclusive design, step-free routes, seating and improved links between Rugby Central, Regent Street, Albert Street, the railway station, parks and cultural assets.
Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	Means of monitoring future impact will be determined as and when future feasibility and proposals are brought forward.
Natural Environment	
Nature of impact	Positive

Description of impact	Overall, the Delivery Plan has a net positive environmental impact because it focuses on regeneration within the existing urban area, better links to green spaces, more walking and cycling, greening the public realm, and climate/biodiversity principles. The actual environmental impact will depend on the quality of detailed designs, construction management, tree protection, drainage, biodiversity measures and long-term maintenance which will be observed through each project when they are brought forward. Climate change may affect movement through extreme heat, intense rainfall, flooding and disruption to road, rail and bus networks. Public realm and transport design will include tree planting, shade, sustainable drainage, permeable surfaces and resilient materials.
Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	Means of monitoring future impact will be determined as and when future feasibility and proposals are brought forward.
Homes and Energy	
Nature of impact	Positive
Description of impact	The Delivery Plan strongly embeds sustainability as a guiding principle, particularly through energy efficient future proof housing, reuse of existing buildings, greener public realm, and sustainable transport. The Delivery Plan requires developers and partners work within the Delivery Framework, especially the “A greener Rugby” priority. It calls for greening the town centre, sustainable travel, reuse of existing assets, repurposing listed and vacant buildings, and innovative sustainable solutions across all projects. Further detail on how this could be achieved will be part of future feasibility work .
Any actions or mitigation to reduce negative impacts	

How will the impact be monitored?	Means of monitoring future impact will be determined as and when future feasibility and proposals are brought forward.
Waste, Resources and the Circular Economy	
Nature of impact	Negative
Description of impact	The Delivery Plan includes future demolition, retrofitting, and construction which will result in construction waste and debris, and this will need to be managed and disposed of appropriately. As well as the general waste produced by refurbishments. All development will be encourage to reuse and recycle material as much as practically possible.
Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	
Climate and Nature Positive Communities	
Nature of impact	Positive
Description of impact	As part of the Social Value Framework, much community engagement was sought and this will be continued throughout the regeneration of Rugby town centre, building advocacy for all when opportunity sites and areas are brought forward, including conversations about climate change.
Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	Means of monitoring will be determined as and when future feasibility and proposals are brought forward.
Adaptation	

Nature of impact	Positive
Description of impact	Climate change may affect movement through extreme heat, intense rainfall, flooding and disruption to road, rail and bus networks. Future developments will also be designed to adapt to climate change. The Delivery Plan will present an opportunity to review how these issues will impact the town and ensure future design helps to minimise negative impacts. This would include tree planting, shade provision, sustainable drainage systems, permeable surfaces, flood resilient materials, biodiversity enhancements and active travel infrastructure
Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	Means of monitoring will be determined as and when future feasibility and proposals are brought forward.

Section 4 – Review	
Review Date	30 Jul 2028
Key points to be considered through review	
Review Summary To be completed following the review	The Delivery Plan and Social Value Framework are seen to have a positive impact across the majority of the climate change topics as it has embedded 'greener Rugby' in to the Delivery Framework itself and therefore will be considered at every point of project development in the future. The Delivery Plan sets the principles and route to delivery for regeneration in Rugby.

Supporting Documents	
----------------------	--

Appendix 4
EQUALITY IMPACT ASSESSMENT (EqIA)

Town Centre Regeneration Delivery Plan

For Cabinet on 3 Aug 2026

Approved by	Nicola Smith
Policy being assessed	Town Centre Regeneration Delivery Plan
Service Area	Growth & Investment
Name of Officer completing the assessment	Helen Nightingale
Other Officers involved	
Date of this assessment	29 Jun 2026
Date of review	29 Jul 2028

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Policy?	This report seeks Cabinet approval for the Rugby Town Centre Regeneration Delivery Plan and accompanying Social Value Framework. The Delivery Plan sets out a 10-year route map to revitalise Rugby town centre, identifying seven opportunity parcels and a phased programme of public, private and partnership led interventions. The Social Value Framework underpins the Delivery Plan by ensuring that regeneration is not solely focused on physical development, but also delivers measurable and lasting social, economic and environmental benefits for local people. It establishes the case for a proactive Council role in enabling regeneration, securing critical assets where necessary, pursuing external funding, procuring a long-term development partner, and delivering early improvements through public realm, wayfinding, meanwhile uses, business support initiatives and community-led social value outcomes.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	This report is underpinned by all four pillars of the Corporate Strategy - A healthier Rugby, A thriving Rugby, a greener Rugby and a fairer Rugby as part of development delivery principles, that then feed in to the Social Value Framework.
(3) What are the expected outcomes you are hoping to achieve?	A clear basis for phased regeneration and coordinated town centre delivery.
(4) Does or will the policy affect: • Customers • Employees • Wider community or groups	Wider Community or Groups Socio-Economic - Positive (education and skills opportunities, local employment, affordable housing) Environmental - Positive (improved transport links)
(5) Will the policy involve substantial changes in resources?	No
(6) Is a full Equality Impact Assessment needed? If no, please give reason why.	Yes

(7) Please describe how the policy will meet the aims of the Equality Duty: a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic	b. Give opportunities for all residents in Rugby through improved provision of housing, education and infrastructure for everyone. c. Aims to improve community cohesion through sports and youth clubs and other opportunities for residents to interact and build stronger communities.
<u>Stage 2 – Evidence about user population and consultation</u>	



(1) What does the data tell you about the groups this policy impacts?	Savills' Social Value team held a community engagement workshop at Rugby Borough Council offices on 29 September 2025 to identify local priorities and opportunities for delivering social value through town centre regeneration. The session brought together local stakeholders, shared findings from a recent community audit, and explored key challenges and potential initiatives. Stakeholders highlighted the need for mixed and affordable housing, including social housing, rental options and deposit support, alongside better infrastructure to connect communities. Safety was a major concern, particularly around the night-time economy, empty shops, rundown spaces and unsafe cycle routes. Education, employment and skills were also key themes, with digital exclusion, limited computer access and online-only services creating barriers, especially in Benn Ward. Suggested responses included face-to-face support, CV workshops, coaching, job clubs, work experience and confidence-building for young people. For children and young people, participants called for SEND-friendly spaces, inclusive sports, youth clubs, skate parks and better communication through schools, churches and community centres. Community cohesion was seen as weakened by organisations working in silos, competition for space, wealth disparities and poor transport links. A central information hub, shared community spaces and stronger collaboration were proposed. Economic resilience priorities included financial literacy, mentoring, enterprise incubators, skills hubs, local festivals, pop-ups and a more vibrant night-time economy. Health and wellbeing concerns included loneliness among older residents, poor access to green spaces and healthcare, and support for initiatives such as a social supermarket and intergenerational activity.
Additional evidence can be found:	



(2) Have you consulted or involved those groups that are likely to be affected by the policy you want to implement? If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy? If you have not consulted or engaged with communities that are likely to be affected by the policy, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary	Yes • BRANCAB • WCAVA • St. Andrew’s Church • New Bilton Community Association • Mind • The Hoskyn Centre • Long Lawford Community Association • Ecohub • Benn Partnership • Warwickshire County Council • Health Exchange • Rugby Street Pastors • Rugby Elim • Shine a Light Cancer Support • VASA • Rugby No 1 Royal British Legion • Rugby Mosque • Warwickshire Pride		
<u>Stage 3 – Analysis of impact</u>			
(1) <u>Protected Characteristics</u>	Protected Characteristic	Nature of Impact Positive, Negative, Both	Explain why



From your data and consultations, are there any positive or negative impacts identified for any particular group? If left blank, this means that no impacts have been identified for this group.	Age	Positive	The Rugby Town Centre Delivery Plan and Rugby Social Value Framework are expected to have a significant positive impact across all age groups. The proposals include enhanced opportunities for children and young people through youth provision, SEND-inclusive facilities, sports and skills development programmes. Working-age residents will benefit from employment, training, entrepreneurship and business support initiatives. Older residents will benefit from improved accessibility, community transport, health and wellbeing initiatives, reduced social isolation and enhanced housing options. Collectively, the proposals support the creation of an inclusive, age-friendly town centre that promotes participation, wellbeing and opportunity throughout the life course.
--	-----	----------	---



	Disability	Positive	The Rugby Town Centre Delivery Plan and Rugby Social Value Framework are expected to have a positive impact on disabled people. The documents promote accessible and inclusive design, improved transport and connectivity, accessible housing, SEND-friendly environments, inclusive employment and skills opportunities, and enhanced access to healthcare and community services. The proposals seek to remove physical, social and economic barriers that can affect disabled residents, enabling greater independence, participation, wellbeing and equality of opportunity. The emphasis on co-design, community engagement and inclusive public spaces further supports the creation of a town centre that is welcoming and accessible for people with a wide range of disabilities and additional needs.
	Sex		



	Gender reassignment		
	Marriage/civil partnership		
	Pregnancy/maternity		



	Race	Positive	The Rugby Town Centre Delivery Plan and Rugby Social Value Framework are expected to have a positive impact on people of all racial and ethnic backgrounds. The proposals promote inclusive and culturally sensitive regeneration, improve access to employment, skills and community services, and support community cohesion through cultural activities, inclusive events and shared public spaces. The framework explicitly seeks to celebrate diversity, foster understanding between communities and ensure that regeneration delivers benefits for Rugby's increasingly diverse population. Through enhanced engagement, accessible services and opportunities for participation, the proposals are likely to strengthen inclusion, equality of opportunity and community cohesion across the borough.
--	------	----------	--



	Religion/belief		
	Sexual Orientation		
(2) <u>Cross cutting themes</u>	Description of impact	Nature of impact Positive, Negative, Both	Explain why



	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Positive	The Rugby Town Centre Delivery Plan and Rugby Social Value Framework are expected to have a positive impact on socio-economic inequalities. The documents contain a range of measures designed to address the underlying causes of disadvantage, including housing affordability, unemployment, low skills levels, financial exclusion, digital exclusion and poor access to services. Through the delivery of affordable housing, employment and skills programmes, business support initiatives, community facilities, social support interventions and improved access to healthcare and transport, the proposals aim to increase economic opportunity, reduce barriers faced by disadvantaged residents and promote inclusive growth. Collectively, the initiatives support improved life chances, greater social mobility and reduced inequality across Rugby
--	---	-----------------	---



	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Positive	The Rugby Town Centre Delivery Plan and Rugby Social Value Framework are expected to have a positive impact on socio-economic inequalities from an environmental perspective. The proposals focus on improving environmental conditions within disadvantaged communities through enhanced green spaces, public realm improvements, sustainable transport infrastructure, active travel opportunities and energy-efficient housing. By increasing access to high-quality environments, reducing transport barriers, promoting healthier lifestyles and addressing environmental deprivation, the initiatives are likely to improve quality of life, wellbeing and opportunities for lower-income residents while supporting the creation of a greener, healthier and more inclusive town centre.
--	---	-----------------	--



(4) Are there any barriers to accessing the service? If yes, how can they be overcome?	Yes Whilst the Rugby Town Centre Delivery Plan and Rugby Social Value Framework are expected to have an overall positive impact on equality, inclusion and socio-economic outcomes, there are potential risks relating to accessibility, affordability, community participation, digital exclusion and access to opportunities. These risks can be mitigated through continued stakeholder engagement, inclusive design, targeted support for disadvantaged groups, affordable housing provision, accessible transport solutions and robust monitoring of outcomes. The strong emphasis within both documents on co-design, community partnership working and place-based social value provides a solid foundation for ensuring that regeneration benefits are shared equitably across all sections of the community.
(5) What data will be collected to analyse impact? How will the data collected be used?	The impact of the Rugby Town Centre Delivery Plan and Rugby Social Value Framework would be monitored through a combination of quantitative and qualitative data when each proposal is taken forward with additional feasibility work.
(6) Complete this section if any adverse impacts were identified in 3.1. Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.	

AGENDA MANAGEMENT SHEET

Report Title: Transformation Programme 2026/27

Name of Committee: Cabinet

Date of Meeting: 3 August 2026

Report Director: Strategic Director - Operations and Transformation

Portfolio: No Specific Portfolio

Ward Relevance: All

Prior Consultation: Informal Cabinet, Senior Leadership Team

Contact Officer: Andrew Grant, Strategic Director - Operations and Transformation: andrew.grant@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Key Decision: No

Corporate Priorities: This report relates to the following priority(ies):
☐ A Healthier Rugby – To support people to live healthier, longer, and more independent lives.
☐ A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.
☐ A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.
☐ A Fairer Rugby – To reduce inequalities and improve housing across the Borough.
[Corporate Strategy 2025-2035](#)
☒ This report does not specifically relate to any Council priorities but

Summary: The report presents a structured Transformation Programme for 2026/27, addressing key areas of risk for the Council and supporting the safe and legal transition to unitary local government.

The component projects of the Transformation Programme are Waste and Recycling; Financial Services; Assets; Human Resources; Regulatory Services and Performance Management.

Local Government

Reorganisation Implications:

The Transformation Programme supports key workstreams related to Local Government Reorganisation.

Financial Implications:

There are no financial implications arising directly from this report; however, component projects will have financial implications which will be addressed on a case-by-case basis. The Programme will primarily be financed by using the Council's Transformation Reserve.

Risk Management/Health and Safety Implications:

The component projects seek to address key areas of risk to the Council, both in terms of immediate service delivery and LGR. The strategic risk register will be updated accordingly.

Environmental Implications:

There are no environmental implications arising directly from this report; however, component projects will have environmental implications which will be assessed on a case-by-case basis.

Legal Implications:

There are no legal implications arising directly from this report.

Equality and Diversity:

There are no equality and diversity implications arising directly from this report; however, component projects will have equality and diversity implications which will be assessed on a case-by-case basis.

Options:

1. To approve the recommendations as proposed and begin essential work towards service improvement.
2. To not approve the recommendations as proposed and request an alternative approach to transformation. This option would introduce delay to necessary work.
3. To partially approve the recommendations as proposed and requests a modified transformation programme for 2026/27. This option would introduce delay to necessary work.

Recommendation:

- (1) The Transformation Programme for 2026/27, as detailed in the report, be approved;
- (2) the governance arrangements set out in the report be noted; and

(3) the Strategic Director for Operations and Transformation be authorised to implement the programme and bring forward further reports where required.

**Reasons for
Recommendation:**

The proposed transformation allows key work to progress which will enable significant service improvement and support Local Government Reorganisation preparations.

Cabinet - 3 August 2026

Transformation Programme 2026/27

**Public Report of the
Strategic Director - Operations and Transformation**

Recommendation

- (1) The Transformation Programme for 2026/27, as detailed in the report, be approved;
- (2) the governance arrangements set out in the report be noted; and
- (3) the Strategic Director for Operations and Transformation be authorised to implement the programme and bring forward further reports where required.

1. INTRODUCTION

- 1.1 The Medium-Term Financial Strategy states that the council's transformation programme exists to ensure that it can continue to meet its statutory obligations, deliver its Corporate Strategy and remain financially sustainable in a period of increasing demand, constrained resources and significant structural change across local government.
- 1.2 It states that transformation focuses on reviewing how the Council operates, identifying opportunities to improve efficiency, resilience and outcomes for residents, while ensuring value for money and effective use of public resources. This includes service redesign, process improvement, digital enablement, and supporting organisational change.
- 1.3 As at the 2026 budget setting process, the Council's Transformation Reserve stood at £1.329 million (c£0.460m allocated and c£0.915m unallocated). This reserve is intended to fund invest-to-save initiatives, specialist capacity and one-off costs associated with service redesign and change programmes that deliver longer-term financial or service benefits.
- 1.4 During 2025/26, delivery capacity was limited, with one Transformation Programme Manager in post and a small number of targeted reviews completed. This established important foundations for future transformation activity but constrained the scale and pace of organisational change. Looking ahead, the focus of the Transformation function will evolve significantly in response to Local Government Reorganisation (LGR).

- 1.5 LGR requires that council services and processes are 'safe and legal' before they enter the transition phase to the new Unitary Authorities on Vesting Day in April 2028 and legally begins operating. It is the ultimate project management and operational benchmark. It means ensuring that the minimum viable baseline of compliance and continuity is met so that the new unitary authority can function on day one without risking public safety, breaking the law or failing its residents.
- 1.6 The safe and legal requirements have been defined for every service and governance area for councils and must be seen as a 'floor' not a 'ceiling' in terms of preparation. That is the requirements must be met or action to make the requirements met before Vesting Day through transformation and change. This action falls to the LGR Programme and Transformation Programme teams and SLT to ensure compliance.
- 1.7 On the 16th July 2026 the Secretary of State announced his 'minded to' decision for Warwickshire being two new unitary authorities, one for the South and one for the North, with the abolition of all the current Districts and County councils.
- 1.8 This was as per the MHCLG LGR programme timetable and we can now expect legal instruments to be laid in Parliament after the Summer to provide the basis of the structural changes, elections for the new Shadow Authority in each area and formal implementation programme actions. Ensuring Rugby Borough Council is safe and legal is an essential part of this.
- 1.9 For 2026/27, the Council has a new Senior Leadership Team in place and now has the leadership capacity required to deliver transformation at pace.
- 1.10 This report proposes a focused transformation programme for 2026/27, centred on those services where transformation is likely to have the most significant impact and support the safe and legal transition to a new unitary council.
- 1.11 In addition to the proposals within this paper, the Housing Revenue Account has its own transformation programme which aims to ensure that the Council's homes are of a decent quality and are safe, whilst ensuring that tenants benefit from a more responsive and efficient landlord service.

2. IDENTIFICATION OF SERVICES IN SCOPE

- 2.1 Services which have been included within this transformation programme have been identified based on one or more of the following criteria:
 - a) evidence that the existing operating model is no longer fit for purpose or meets the safe and legal requirement in LGR;
 - b) evidence of increased risk to the Council's ability to deliver statutory compliance;
 - c) evidence of increased demand causing capacity issues; or
 - d) opportunities for increased efficiency through service redesign.

- 2.2 Action and sequencing of work and resources will be prioritised to reflect the relative urgency in each area for transformation particularly regarding Health and Safety of staff and residents, functional criticality and reputational risk.
- 2.3 The risks associated with the current state of play of each service in scope and their mitigating action plans will be reflected through updates to the current Corporate Risk Register which has recently been re-calibrated with the assistance of external advisors RSM and monitored through regular internal Risk Management meetings of SLT and the Leadership Group.

3. TRANSFORMATION PROGRAMME

- 3.1 With the above criteria in mind, five services have been identified. These are:

3.2 Waste and Recycling :

- Objective 1: Create a fully scoped overarching programme of work to deliver the necessary changes across all areas within WSU supported by the required governance and reporting
- Objective 2: Ensure compliance with all relevant legislation, including health and safety, transport, fleet management and environmental requirements.
- Objective 3: Develop a strategic workforce plan covering organisational structure, capability, succession planning, training, performance management and accountability.
- Objective 4: Implement digital solutions that improve customer experience, operational efficiency and service quality while reducing avoidable costs.

3.3 Financial Services

- Objective 1: Review existing staffing and resourcing requirements to ensure the service can support the safe and lawful transition through Local Government Reorganisation.
- Objective 2: Create a fully scoped overarching programme of work to deliver the necessary changes across all areas within Financial Services supported by the required governance and reporting.
- Objective 3: Review and ensure a fully compliant and efficient procurement function, with contract standing orders robustly implemented throughout the organisation.
- Objective 4: Review and ensure a fully compliant and efficient accounts payable function.
- Objective 5: Establish a fully governed and compliant Capital Programme with clearly defined projects, budgets and reporting arrangements.

3.4 Assets

- Objective 1: Develop a corporate asset management function responsible for the strategic management of the Council's General Fund property portfolio.
- Objective 2: Create a 'Corporate Assets Board' to strengthen cross-directorate ownership of the Council's asset portfolio and improve strategic decision-making.
- Objective 3: Strengthen the management and delivery of capital property projects through a fully compliant Capital Programme.
- Objective 4: Review existing staffing and resourcing requirements to ensure the service can support the safe and lawful transition through Local Government Reorganisation.

3.5 Human Resources

- Objective 1: Transition the existing service towards a comprehensive People and Culture Service.
- Objective 2: Targeted action to ensure that Service Managers and Senior Leaders are empowered to address longstanding attendance and wellbeing concerns.
- Objective 3: Develop a people analytics framework that enables managers and Strategic Directors to use workforce data to drive accountability and decision-making.
- Objective 4: Review of existing staffing and resourcing requirements to ensure a service which supports the safe and legal transition through local government reorganisation.

3.6 Regulatory Services

- Objective 1: Review the operating model, staffing structure and regulatory capacity to ensure statutory compliance and support transition to Local Government Reorganisation.

3.7 Performance Management

- Objective 1: Evaluation of the existing performance framework to introduce sharper qualitative metrics.
- Objective 2: Complete an independent external review of organisation wide performance management arrangements, benchmarking against best practice and validating areas of strength.

3.8 The overall Transformation Programme is summarised below.

Service	Key Outcome
Waste	Safe, compliant, digitally enabled waste service
Financial Services	Compliant financial governance and resilient finance function
Assets	Corporate asset management and strengthened governance
HR	Modern People and Culture service
Regulatory	Sustainable statutory regulatory service
Performance Management	Council's governance frameworks remain agile and responsive,

4. RESOURCING AND GOVERNANCE

- 4.1 The Transformation Programme will be orchestrated by the Council's (already funded) Transformation Programme Manager, supported by relevant service leads and project teams, and will be sponsored by the Strategic Director for Operations and Transformation.
- 4.2 As internal programme resources are limited to coordination and some targeted project intervention there will be a need for external review resources procured as appropriate and according to specialism. This will allow officers to deliver interventions at pace, with capacity and performance actively monitored and controlled.
- 4.3 Each component project will have:
- a Sponsor (usually the relevant Strategic Director);
 - a Senior Responsible Officer;
 - external specialist resources procured where required
 - agreed milestones;
 - financial and non-financial benefits;
 - regular reporting to SLT and Cabinet.
- 4.4 The Transformation Programme Board will oversee delivery, monitor progress against agreed milestones, report progress to Cabinet quarterly, resolve programme risks and ensure transformation activity remains aligned to:
- the Corporate Strategy,
 - the Medium-Term Financial Plan,
 - local government reorganisation,
 - statutory obligations/safe and legal obligations
 - organisational efficiency.

5. MEASURING SUCCESS

5.1 Success will be measured through:

- Statutory compliance;
- Achievement of planned financial benefits within the Medium-Term Financial Strategy;
- Service performance improvements;
- Improvement in resident satisfaction against baseline measures;
- Readiness for Local Government Reorganisation;
- Delivery against agreed milestones.

6. PROGRAMME RISKS

6.1 Risks associated with component projects will be assessed and mitigated on an individual basis.

6.2 Overall risks to the Transformation Programme together with headline mitigations is set out below:

Risk	Mitigation
Limited internal capacity	External specialist support
LGR timetable changes	Programme Board oversight
Failure to recruit	Flexible resource model
Programme delays	Monthly milestone reporting

7. NEXT STEPS AND TIMESCALES

7.1 A project initiation document (PID) will be developed for each component project, clearly identifying key roles and responsibilities; resourcing requirements, timelines and measures of success. The PIDs will be developed by 1st August 2026.

7.2 The Transformation Programme Board will be established with immediate effect.

7.3 Those elements of the programme that can be progressed within existing delegations and approved budgets will commence immediately.

7.4 A further report will be brought forward for consideration in September 2026.

Name of Meeting: Cabinet

Date of Meeting: 3 August 2026

Subject Matter: Transformation Programme 2026/27

Originating Department: Operations and Transformation

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

The background papers relating to reports on planning applications and which are open to public inspection under Section 100D of the Local Government Act 1972, consist of the planning applications, referred to in the reports, and all written responses to consultations made by the Local Planning Authority, in connection with those applications.

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

AGENDA MANAGEMENT SHEET

Report Title:	Overview and Scrutiny Work Programme
Name of Committee:	Scrutiny Committee
Date of Meeting:	17 September 2026
Contact Officer:	Linn Ashmore, Democratic Services Officer
Summary:	The report updates the Committee on the overview and scrutiny forward work programme.
Financial Implications:	There are no financial implications arising from this report.
Risk Management Implications:	There are no risk management implications arising from this report.
Environmental Implications:	There are no environmental implications arising from this report.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	No new or existing policy or procedure has been recommended.

Scrutiny Committee – 17 September 2026

Overview and Scrutiny Work Programme

Summary

The report updates the Committee on the overview and scrutiny forward work programme.

1. CURRENT REVIEWS – Customer Journey

- 1.1 The Task and Finish Group has not met since 16 April 2026 but the review is ongoing.

2. WORK PROGRAMME

- 2.1 A copy of the current work programme is attached at Appendix 1.

3. FORWARD PLAN

- 3.1 The topics currently listed in the Forward Plan for the period October 2026 to January 2027 are available to download via the website - [Forward Plan](#).

4. CONCLUSION

- 4.1 The committee is asked to consider and agree the future work programme.

Name of Meeting: Scrutiny Committee

Date of Meeting: 17 September 2026

Subject Matter: Overview and Scrutiny Work Programme

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

Overview and Scrutiny Work Programme

Item	Description	Meeting Date
Motions referred to scrutiny	Motions from Council to be included on the next available meeting agenda.	All Meetings
Forward work programme and potential scrutiny topics	To discuss potential scrutiny topics and agree the work programme.	All Meetings
Overview and Scrutiny Annual Report	An overview of the work carried out by Scrutiny during 2025/26.	19 November 2026
Crime and Disorder	Annual overview to scrutinise decisions made and actions taken by responsible authorities that make up the Rugby Community Safety Partnership.	19 November 2026
Finance and Performance	Budget setting process, Budget Update, Budget Challenges for 2027/28, Medium Term Financial Strategy and Finance and Performance Monitoring for Q2.	19 November 2026
Benn Hall Booking Policy	Review of the booking policies and fees and charges for the Benn Hall.	19 November 2026
Customer Journey Task and Finish Group	Progress of the task group review and recommendations.	19 November 2026
People Strategy – Action Plans	Overview of progress	15 January 2027
Finance and Performance	Fees and charges.	15 January 2027
Corporate Strategy Action Plan Progress Review	Mid-year review of delivery against Corporate Strategy commitments.	15 January 2027
Great Central Walk Bridge Structural Maintenance and Remediation	To discuss the report submitted to Cabinet on 29 June 2026.	To be scheduled once the item has been debated at Full Council
Disabled Facilities Grant	Update on grants and the housing service area.	To be scheduled.
Local Government Reorganisation	Update on progress.	To be scheduled.
Equality and Diversity Policy	Potential item.	To be scheduled.
Finance and Performance	Monitoring report.	To be scheduled.
Local Plan	Overview of progress and timescales for production of the next Local Plan.	To be scheduled.

Works Services Unit Performance Update	Update on Works Services Unit performance including missed bin collections, food waste collection rollout, fleet performance, customer complaints, service resilience and lessons learned. Staff sickness?	To be scheduled.
Risk Management Report	Risk Management Report Progress of actions relating to issues and risk reporting.	To be scheduled.