

AGENDA MANAGEMENT SHEET

Report Title:	Town Centre Regeneration Progress Update
Name of Committee:	Cabinet
Date of Meeting:	1 December 2025
Report Director:	Chief Officer - Growth and Investment
Portfolio:	Growth and Investment, Digital and Communications
Ward Relevance:	All
Prior Consultation:	Finance and Performance, Town Centre Regeneration Working Group
Contact Officer:	Ella Casey, Principal Planning Officer (Town Centre Regeneration), ella.casey@rugby.gov.uk
Public or Private:	Public
Report Subject to Call-In:	No
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	<p>This report relates to the following priority(ies):</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> A Healthier Rugby – To support people to live healthier, longer, and more independent lives.<input checked="" type="checkbox"/> A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.<input checked="" type="checkbox"/> A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.<input checked="" type="checkbox"/> A Fairer Rugby – To reduce inequalities and improve housing across the Borough. <p>Corporate Strategy 2025-2035</p> <p><input type="checkbox"/> This report does not specifically relate to any Council priorities but</p>
Summary:	The report updates on the progress in relation to Town Centre Regeneration since April 2025.
Financial Implications:	None arising directly from this report.
Risk Management/Health and Safety Implications:	A dedicated strategic risk register is in place for each strand of the Corporate Strategy. Use of

reserves is a key action towards delivering on the corporate strategy priorities.

Environmental Implications: Environmental implications are set out in Appendix 2. The delivery of the Town Centre Regeneration Strategy workstreams however would positively contribute to the Council's climate change aspirations by encouraging and facilitating more sustainable modes of travel, supporting active travel and encouraging biodiversity enhancements in the town centre.

Legal Implications: None arising directly from this report.

Equality and Diversity: Equality and Diversity implications are set out in Appendix 3. Community stakeholder mapping has been carried out for each individual workstream. The lead officer of each workstream is tasked with ensuring the relevant engagement is undertaken. However, the delivery of the Town Centre Regeneration workstreams will seek to enable accessibility for all in the town centre's physical environment, create opportunities for equality as well as keeping people's health and well-being at the forefront of any decision making.

Recommendation: IT BE RECOMMENDED TO COUNCIL THAT the Town Centre Regeneration progress report be noted.

Reasons for Recommendation: To ensure Council is kept up to date on progress with the delivery of Town Centre Regeneration to instigate positive change and to realise the development and investment opportunities in the town centre.

Cabinet - 1 December 2025

Town Centre Regeneration – Progress Update

Public Report of the Chief Officer - Growth and Investment

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT the Town Centre Regeneration progress report be noted.

1. EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to note the current progress on town centre regeneration. This report is part of the bi-annual reporting cycle to update on progress of the various workstreams and the progress made by the Council.
- 1.2 The focus is on short and medium term actions to increase footfall and dwell time with a more focused approach on delivery for the current 11 workstreams. The Corporate Strategy 2025-2035 reflects this aim. This report sets out the progress which has been made by the Council since April 2025.
- 1.3 Some of the work currently undertaken by Officers is background work to allow significant decisions to be made and to inform a Delivery Plan for Town Centre Regeneration. Section 4 of this report provides an update on work the Council has been undertaking over the last 8 months from business support and high street rental auctions to short term public realm projects and options around key assets.
- 1.4 There are financial resources needed to deliver some of these workstreams, notably public realm in the short term, however previous Council reports have agreed to use the Town Centre Reserve to fund these workstreams. An update of the spend of the reserve as of the financial year end (31 March 2026) will be reported within the next bi-annual update to Cabinet.
- 1.5 There is dedicated resource within the Growth and Investment and Transformation Change Unit (Assets) teams to drive the delivery of the Town Centre Regeneration.
- 1.6 In the last 8 months there has been progress on bringing key assets and catalyst sites forward for redevelopment. There has also been significant progress on public realm improvements and a programme for delivery of further changes supported by the increase in events and help for businesses.

2. INTRODUCTION

- 2.1. Town Centre Regeneration is a key priority for the Council with a focus on increasing footfall and dwell time in the town centre, to the benefit of business and residents of the Borough as whole. The current programme began in the summer of 2024 following the elections in May.
- 2.2. The last update report was in April 2025, the purpose of this report is to provide an update on the progress of town centre regeneration since 1st April 2025. Appendix 1 provides the list of workstreams as of September 2025 with section 4 of this report accounting for associated progress.
- 2.3. Section 3 of this report provides an update regarding the acquisition of strategic town centre assets – specifically Rugby Central Shopping Centre and Brotherhood House. The acquisition of such assets is deemed necessary to enable the Council’s broader town centre regeneration aims.
- 2.4. A governance structure is in place to enable streamlined decision making, with a working group, known as the Town Centre Regeneration Working Group (hereafter referred to as the working group in this report). The Councillors sitting on the working group are Councillors Roodhouse (Chair), Moran, Thomas and Robinson.
- 2.5. The focus is on more short- and medium-term actions to fulfil workstream objectives, with a focus on delivery moving forward. This report sets out the progress for the workstreams over the last 8 months.
- 2.6. Officers, including representatives from Warwickshire County Council’s Place and Infrastructure Team, and the Working Group have a clear focus towards driving delivery of regeneration to realise greater positive change in Rugby Town Centre. This is shown in the targeted workstreams identified within the Work Programme, which along with their objectives are set out in Appendix 1.
- 2.7. The workstreams align with the Corporate Strategy (CS) 2025-2035. The vision for 2035 is to achieve a more sustainable economy for all, where our natural environment, people and businesses are thriving. The Corporate Strategy outlines objectives to achieve the Council’s vision including:
 - A Healthier Rugby- bringing together our residents through cultural festivals and community events; and
 - A Thriving Rugby - create a thriving town centre with a mix of retail, leisure, residential and community spaces as well as attracting and growing innovative and sustainable businesses, benefitting local employment.

3. TOWN CENTRE STRATEGIC ASSET ACQUISITIONS

- 3.1 To counteract the national trend of declining town centres, the Council has long-standing ambitions to regenerate the town centre. These ambitions are embedded within the Council’s regeneration plans as set out in the Corporate Strategy (2024), the Rugby Regeneration Strategy (2022) and the Rugby

Town Centre Delivery Strategy (2024), which together identify a series of strategic interventions aimed at creating a more resilient, diverse, and vibrant town centre economy.

- 3.2 One such intervention is to gain control of strategic town centre assets which could either enable regeneration or are currently preventing regeneration. Two assets currently being considered are Rugby Central Shopping Centre and Brotherhood House.

Rugby Central Shopping Centre

- 3.3 Rugby Central Shopping Centre is the largest single landholding within the town centre, comprising approximately 6 acres of retail and associated infrastructure including a 535-space multi-storey car park (MSCP). It accounts for over 30% of the town centre's retail floorspace, with current vacancy rates exceeding 60% by area.
- 3.4 In recent years, the centre has suffered from the compounding effects of challenging national retail trends and a lack of proactive investment and management by its current owners. This has resulted in a decline in its offer as quality visitor experience, which has a knock-on effect on economic retention, growth and vibrancy across the town area.
- 3.5 The continued risk this poses to the town has been recognised and highlighted in successive regeneration reports (Rugby Town Centre Spatial Strategy 2001; Town Centre Vision and Action Plan 2016-2020; and Town Centre Delivery Strategy 2024). Furthermore, key stakeholders in the town and nationally, including developers who have been approached regarding their view of Rugby Town Centre, concur that the property and its surrounds are a limiting factor to the town's potential and future regeneration.
- 3.6 The emerging Local Plan and Corporate Strategy set a clear vision for the redevelopment of Rugby Central. It is viewed as being critical to a number of other strategic benefits, such as town centre car parking provision, provision of a new NHS Health on the High Street Hub, the link to the proposed redevelopment of Crown House, the provision of a funded Business Hub and the wider economic growth/protection of the town centre.
- 3.7 Rugby Central Shopping Centre was therefore identified (by the Working Group) as a catalyst site where redevelopment would have a significant transformative impact on the broader town centre. It is considered necessary that the traditional town centre retail floorspace is contracted, with the redevelopment of the Northway Mall serving to provide a mixed use residential and retail space, therefore diversifying the current Town Centre offer and increasing footfall.
- 3.8 While the need for such redevelopment is clear, the ongoing decline of the centre, coupled with a lack of private sector investment has demonstrated that public sector intervention is now required to transform the site.

- 3.9 Therefore, the Council is intervening now to prevent the further deterioration of the Centre, secure investment, and to shape a town centre that is better connected, more inclusive and fit for future generations.
- 3.10 The Council has progressed detailed negotiations with the current owners of the centre for over 6 months. Within this time, the Council has completed due diligence which has resulted in a valuation of the site which considers the Council's best value duties. The acquisition of Rugby Central Shopping Centre can only be justified within the context of these statutory duties.
- 3.11 Based on this due diligence and valuation, several options for the acquisition of the centre have been submitted to the current owners. This includes an outright purchase; a phased purchase; and compulsory purchase. These options are under consideration by the current owners and their advisors.
- 3.12 In addition to proposing options to acquire Rugby Central, the Council has initiated processes regarding 'High Street Rental Auctions' for units within the centre. High Street Rental Auctions are a power which the Council can use to bring persistently vacant properties back into use by auctioning the rights to rent them. Landlords who have properties that remain unlet for a certain period can be required to enter their properties into an auction, where the council can offer one to five-year leases to new tenants.

Brotherhood House

- 3.13 Discussions have also been taking place with the owner of Brotherhood House, within the proposed Cultural Quarter, regarding its redevelopment for a creative hub and activity space. In so doing, this would remove a derelict building and see this site act as a catalyst for this end of the town centre. In addition, this project would also look to see the development of residential units on the Railway Terrace end of the site.
- 3.14 Heads of terms are being progressed with the owner of the property and further due diligence work is now being undertaken to inform how the Council can work in partnership to bring this building and surrounding area back to life. Further detailed reports will be brought to Council as soon as possible.

4. TOWN CENTRE REGENERATION PROGRESS UPDATE

- 4.1 The 11 workstreams identified within the 2025/26 Work Programme focus around changes to built form, public realm, meanwhile uses and engagement to boost footfall. Some of the workstreams are evidence gathering exercises and are the required background work to allow key decisions to be made for other projects to be delivered and are interlinked with one another.
- 4.2 The workstreams include the following projects (not exhaustive):
- Develop a Town Centre Delivery Plan
 - Develop a long-term investment plan with key priorities and next steps
 - Develop a cultural quarter in the town centre (first step – planning brief)
 - Expansion of local events programme (including 'Love Rugby' festival)
 - Encourage tourism into the borough

- Public Realm improvements
- Improvements to St Andrews Church and Gardens
- Enhancement of the Rugby Outdoor Market

4.3 The main updates on the town centre workstreams are as follows (purpose/objective of workstreams are below headings) :

Business and Community Hub

Physical space for supporting businesses and provides a collaborative ecosystem that fosters innovations and drives economic growth.

4.4 Support from the Unity Hub based in the Town Hall continues and encompasses activities from stakeholders as:

- Employment assistance
- Upskilling opportunities
- Mentoring, training
- Business support activity
- Community engagement activity.

4.5 The Hub formally launched on the 6th March and is a success with stakeholders, the community and businesses alike, with current bookings for the space, exceeding expectations.

4.6 Work has also commenced on identifying suitable sites and options around the establishment of a business skills hub within the Town Centre. This is fully funded by the £10 million secured already through S106 agreements.

Business Engagement and Support

To ensure involvement and promote sustainable relationships with local businesses and encourage new businesses to locate in the town centre.

4.7 The Economic Strategy was formally adopted by the Council in May 2025. The new Economic Development Team also established in 2025 has formed strong relationships with local businesses in Town Centre and is working on expanding these further.

4.8 The Economic Development team has been proactive in creating relationships with a variety of Town Centre stakeholders and increasing awareness of the support it can offer to businesses. This has included the delivery of a business support event at the Benn Hall, establishing stronger working relationships with the BID and hand delivering information to businesses and talking to them about their challenges, issues and successes. To date this has resulted in much stronger intelligence around the Town Centre and a much clearer understanding of local need, in order to help the design and delivery of relevant business support schemes.

4.9 The Council also delivered out a business rates scheme for town centre businesses which sought to support retail hospitality and leisure businesses which were impacted by a national change in business rate relief.

- 4.10 A business event took place on 9th October 2025 which invited businesses to join the economic development team and included exhibition business support stands, town centre regeneration stand and business networking.
- 4.11 The Economic Development team has reviewed recent, previous Town Centre grants for shop fronts, and researched other forms of support being delivered elsewhere. The team is now in the process of designing a new grants programme to support the evolution of the Town Centre, more details will be given in future updates,

Creative and Marketing

To promote Rugby town centre as a place to visit, live, do business and invest.

- 4.12 Hemmingway Design have consulted with key stakeholders in the town centre and created a Place brand for Rugby. The Place Brand sets core values and workshops for stakeholders will take place week commencing 5th January 2026 to formally launch the Place Brand and ensure it is available for all to use.
- 4.13 The Council are currently developing designs to be used on replacement banners in the existing banner locations around the town centre. The place brand will also be used on development site hoardings and shop front vinyls which the Council will be rolling out for certain vacant shops in the new year.

Meanwhile Uses

Short term interventions to boost the visitor economy and increase footfall and dwell time in the town centre. Includes a variety of interventions relating to appearance, growth, vacancy, etc.

High Street Rental Auctions

- 4.14 Rugby is an early adopter for High Street Rental Auctions and are therefore one of the first in the country looking to enact these powers. A handful of long-term vacant units are being currently being targeted by the assets team with initial notices having been served on the properties. Rugby has felt the benefit of these powers already with the long vacant Prezzo unit being occupied again by Prezzo. This is just one example of many within the short time of the powers being enacted (September 2025) in the town.

Events

- 4.15 The approved 2025/26 events programme is well underway with a number of events delivered over the summer period. The programme of events included the direct delivery of town centre events coordinated by officers to supplement a core offer of the Outdoor Cinema and Town Centre Beach events.
- 4.16 To date, the Council have delivered the following events:
- VE Day Market – 8 May
 - Love Rugby – 16 June - 6 July
 - Outdoor Cinema – 29-31 July – 3,807 total visitors (survey 4.67/stars)
 - Outdoor Beach – 12-14 August – 700-800 total visitors (survey 4/5 stars)
 - Quantum Theatre – 31 August – 485 total visitors (survey 4.67/5 stars)

- VJ Day Picnic in the Park – 15 Aug - 300-400 total visitors (survey 4.44/5 stars)
- Women’s World Cup – 22 Aug
- Pumpkin Patch - 28-29 October

4.17 The programme of events approved additional financial support of £150,000 to the BID to assist with their events programme. The approved events receiving additional funding approved by the Town Centre Programme Board in association with the Working Group include:

- Spring Food and Drink Festival – 24 April
- Bikefest – 20 May
- Literary Festival – 3-5 October
- Diwali – 12 October
- Halloween Ghost Train and Trail – 1-2 November

4.18 With Christmas on the horizon there are many more exciting events planned in. To compliment the Christmas events programme a free parking scheme has been enacted from 15 November 2025 and will run until 5 January 2026.

Outdoor Market

4.18 The outdoor market has been of considerable focus, primarily looking at how it can develop to support the growth of Town Centre. There have been two key workstreams, one looking at providing to support to encourage trader growth and the second looking at a wider strategy to meet future need.

4.19 A scheme has been put in place to discount stall costs for 2 years for both existing stall holders and for new to the market traders. This scheme aims to encourage existing traders to take more space or diversify, whilst at the same time removing any potential barriers for those new to market trading.

4.20 Consultants Market Curators were appointed to review the market and propose recommendations for how the market may evolve, so it can more actively play a part in driving footfall to the Town Centre and encouraging a different offer. The recommendations from this review will be put into a two year action plan, with key actions focusing around such things as the trader mix, diversification, the trading environment, attracting new customers and additional, linked events.

Indoor Food Markets

4.21 In addition, to the market review, Market Curators have also been commissioned as part of the contract, to explore options around the creation of a food hall / micro shop space in the Town Centre. This work is due to commence imminently and will focus on creating a viable business plan and approach to delivering a financially sustainable and viable product. Options will be presented in the new year around how this scheme may be brought forward and in what premises.

Planning Documents

Ensure the Council has a satisfactory planning framework to facilitate delivery of town centre regeneration.

- 4.22 A significant amount of work and background studies have been undertaken to inform the Town Centre Delivery Plan. This document analyses sites across the town centre for various uses and will determine a viable delivery route for the different sites. This will ensure that there is a tangible, deliverable plan for the town centre. The plan aims to instil confidence in residents and businesses of the Borough about town centre regeneration and act as a means to attract inward investment in development projects. This is on track to be completed by the end of the year.
- 4.23 A Development Brief for the Rugby Central site has been developed to ensure that any redevelopment proposals are delivered through a comprehensive plan for the area.
- 4.24 A Development Brief for the area around Old Market and Brotherhood House to create a “cultural quarter” is due to commence following the completion of the Delivery Plan this will shape development in this part of the town centre.

Public Realm

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

- 4.25 The public realm masterplan (2025) is the long-term vision for the town centre however the council is looking to bring forward a programme of short- and medium-term projects.

Short Term projects

- 4.26 Projects undertaken to date have included
- an additional entrance to and lighting improvements within Caldecott Park,
 - painting and cleaning of RBC and WCC assets (e.g. lampposts, information boards, etc.)
 - refurbishment of the taxi shelter and th provision of shop front grants for local business improvements.

Projects that are underway

- working with St Andrews Church on improvements to the publicly accessible areas around the church to celebrate this historic asset within the heart of the town. The work is due to start imminently and will be completed by the spring.
- Plans for extensive seating and planting enhancements on Market Place, Old Market, High Street and Sheep Street to improve the look and feel of the heart of the town, funding for which is to be considered at Council in December. If approved the work will be carried out in the spring.

- 4.27 Alongside the short term projects the public realm priority project (projects 1-3 in the Public Realm Masterplan) is being progressed to detailed design stage. A proportion of the UK Shared Prosperity Funding for 2025/26 has been allocated to the Council from Warwickshire County Council to be used for this project. The detailed design (RIBA stage 3) is targeted for April 2026 completion.

Sustainable Transport & Modal Shift

Ensure sustainable transport is a first choice for those living and visiting the town centre in line with the climate emergency, air quality and wider council aspirations.

- 4.28 Council has approved the revocation of a 1947 byelaw (“the Byelaw”) which prohibits the use of persons riding bicycles, tricycles or other similar vehicles on certain footpaths in Rugby. Legal Services are currently undertaking the necessary steps in order to revoke the Byelaw. The revocation will allow the Active Travel network within Rugby to be expanded and remove some routes that no longer exist or are already marked as Rights of Ways or cycle routes.
- 4.29 The Traffic Regulation Order (TRO) on Sheep Street, High Street, Market Place and Chapel Street controls the 11am – 4pm pedestrianised area. A public consultation for the following proposed changes was undertaken 24 September 2025 – 22 October 2025:
- No motor vehicles of any kind to access Market Place, Chapel Street, High Street and Sheep Street 11am – 11pm
 - Additional Planting and Street Furniture in locations to remove the through route from North Street to Lawrence Sheriff Street (access will be maintained to all properties)
- 4.30 The consultation response has been analysed with 96% of respondents being a resident of Rugby and 77% being in favour of the changes. The Council are now working with Warwickshire County Council (WCC) to develop an enforcement and emergency vehicle strategy. Once the strategy is complete the Council will submit a TRO application to WCC to enact any proposed changes.

Town Centre Asset Options

To ensure the best use of the Council’s assets and facilitation of regeneration on private catalyst sites.

- 4.31 The Council has been reviewing its assets as part of the urban capacity study which was commissioned as part of the Local Plan. The Delivery Plan also focuses on the future uses of Council sites. These two reports will be completed by the end of the year.
- 4.32 The Council has also been facilitating discussions on a number of catalytic sites that are not in its ownership to kick start physical change within the town centre.

- 4.35 Cemex House, Evreux Way has submitted a planning permission for the demolition of the building and the construction of an Aldi foodstore. This application is pending consideration and will be reported to planning committee on 14th January 2026. If approved this would unlock a key gateway site and would also lead to the demolition of Cemex House which is a target for anti-social behaviour.
- 4.36 Discussions are advancing between the Council, WCC and developers who have an option to purchase the Herbert Grey regarding its redevelopment. The site has previously had planning permission for residential however this has now lapsed as it was not implemented by the owners. This is another important site where redevelopment would enhance connectivity and bring additional footfall into the town centre.

5 FINANCIAL IMPLICATIONS

- 5.1 An update of the spend of the reserve as of the financial year end (31 March 2026) will be reported within the next bi-annual update to cabinet.

6 CONCLUSION

- 6.1 This update provides the most up to date information in relation to town centre regeneration. The Council is actively progressing delivery in the town centre to bring benefits to its businesses, residents and stakeholders and meet the Council's ambitions as set out within the Corporate Strategy.

Name of Meeting: Cabinet
Date of Meeting: 1 December 2025
Subject Matter: Town Centre Regeneration Progress Update
Originating Department: Growth and Investment

DO ANY BACKGROUND PAPERS APPLY **YES** **NO**

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	Public Realm Masterplan (2025) - 0bea332c-1f99-d800-7759-82cfa91ef38c
2	Public Realm Priority Project - Public realm priority projects - Rugby Borough Council
3	Town Centre Traffic Regulation Order Project - Proposed changes to Traffic Regulation Order in Rugby town centre - Rugby Borough Council
4	Cabinet Paper - Public Realm Masterplan – Priority Projects - https://rugby.gov.uk/documents/20124/7299196/AGENDA+ITEM+6+Public+Realm+Masterplan+-+Priority+Projects.pdf/e08242f0-e8f4-af32-cdca-dc9de9984e0d?version=1.0&t=1743599558956
5	Cabinet Paper - St Andrews church public realm projects - https://rugby.gov.uk/documents/20124/60877864/Agenda+item+5+St.+Andrew%27s+Church+public+realm+projects.pdf/70adfbfe-1b47-1663-d546-e192b96f8a66?version=1.0&t=1758019397508
6	Cabinet Paper - High Street Rental Auctions - https://rugby.gov.uk/documents/20124/60877864/PUBLIC+AGENDA+Cabinet+15+September+2025.pdf/690d3e2f-ed50-9c60-4b00-426e54847e04?version=1.0&t=1756997176166
7	Cabinet Paper – Cycling Prohibition Byelaw - https://rugby.gov.uk/documents/20124/60878075/Agenda+item+5+Cycling+Prohibition+Byelaw.pdf/76796d14-5794-ac6f-70fc-b781ac4fdedf?version=1.0&t=1760349600774
8	Town Centre webpages - https://rugby.gov.uk/town-centre-regeneration1
9	Christmas Events Programme and Christmas car parking scheme - Home For The Holidays In Rugby - The Rugby Town - Rugby Borough Council

Appendix 1 – Town Centre Regeneration Workstreams

Workstream	Objectives
<p>Business and Community Hub– A physical hub for business and community support with private and public sector partners.</p>	<ul style="list-style-type: none"> • Provide a space for start-ups and early-stage businesses with support and resource. • Provide a collaborative ecosystem that fosters innovation, drives economic growth and creates a sustainable and prosperous business environment for all stakeholders involved.
<p>Business Engagement</p>	<ul style="list-style-type: none"> • To ensure that local businesses are involved and supported in the delivery of the Town Centre Regeneration Strategy. • To encourage new businesses to locate in the town centre. • To build sustainable relationships with stakeholders who have a connection to the town centre.
<p>Car Parking Strategy</p>	<ul style="list-style-type: none"> • To ensure that the best use of the Council's Assets are realised to deliver physical regeneration in the town centre. • Car parking provision meets the needs of the town centre and opportunities for electric charging are maximised.
<p>Communication Strategy</p>	<ul style="list-style-type: none"> • To update residents, businesses and partners of the progress of the Town Centre Regeneration Strategy workstreams.
<p>Creative & Marketing – to positively influence people’s associations and feelings about the Council and the town centre regeneration.</p>	<ul style="list-style-type: none"> • Promote Rugby town centre as a place to visit, live, do business and invest. • Positively market Rugby as an investment opportunity. • Positively influence people’s perception of and association with Rugby and its town centre. • Provide confidence to the public and potential investors that Rugby Borough Council can deliver on its aspirations and is a successful partner to collaborate with. • Support Rugby town centre retailers in promoting their businesses.
<p>Meanwhile Uses – Short term interventions to create opportunities for enhancements and trials of new uses and concepts to promote activity in the town centre.</p>	<ul style="list-style-type: none"> • Boost the visitor economy and increase footfall and dwell time in the town centre. • Reduce shop vacancy by introducing temporary alternative uses (music, art, pop-up shop, etc.) • Improve the look of buildings across the town centre. • Have a successful and thriving outdoor market provision. • Support the growth of a Rugby indoor market and other start up facilities. • Enhance diversity and inclusion within the town centre.

Appendix 1 – Town Centre Regeneration Workstreams

<p>Planning Document/Status – Documents required in order to facilitate development and realise the regeneration potential within the town centre.</p>	<ul style="list-style-type: none"> • To ensure that the Local Plan supports the delivery of the Town Centre Regeneration Strategy and ensure that any Supplementary Planning Documents are developed which will guide development and improve the look of the town centre and its connectivity and useability. • Ensure planning policies support and assist delivery of regeneration. • Ensure the Council has a satisfactory planning framework in the interim before the new Local Plan is adopted to de-risk development and remove barriers.
<p>Public Realm – Creation of a high quality and better connected public realm across the town centre.</p>	<ul style="list-style-type: none"> • Create accessible and high quality places to build civic pride, to attract visitors, workers and residents and to increase dwell time and improve health and wellbeing. • Create a public realm that reflects the heritage of Rugby. • Provide opportunities for active travel. • Ensure that all improvements are adaptable to climate changes. • Integrate water management, biodiversity, air quality priorities, renewable energy creation as part of healthy streets and spaces. • Enhancing and connecting green spaces across the town centre. • Provide clear priorities for improvements and direction for future developments within Rugby town centre.
<p>Station Gateway</p>	<ul style="list-style-type: none"> • Deliver significant change in creating a high quality arrival and interchange experience. • To ensure that the railway station has a sense of arrival as a gateway to the town centre. • To ensure better connectivity to the town centre by improving transport, cycleways and footways. • To ensure the development potential in and around the railway station is realised. • Improve air quality and address traffic congestion.
<p>Sustainable Transport & Modal Shift – Shift transportation relying on the private car to greener, more sustainable and economic options.</p>	<ul style="list-style-type: none"> • To ensure that sustainable transport is a first choice for those living and visiting the town centre in line with the climate emergency, air quality and wider Council aspirations. • Promote opportunities for Active Travel. • To ensure potential routes are destination led. • Ensure that all workstreams within the Action Plan enable modal shift and sustainable transport.
<p>Town Centre Asset Options</p>	<ul style="list-style-type: none"> • To ensure that the best use of the Council's Assets is realised to deliver physical regeneration in the town centre. • To ensure that the Council is facilitating regeneration within the town centre especially in relation to catalyst sites.

Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

In 2019 the UK Parliament set a commitment in law to reach net zero carbon emissions by 2050. Achieving this target will require considerable effort with public bodies, private sector organisations, the third sector and individuals working together to take action.

Rugby Borough Council declared a climate emergency in 2019 and the Council's Corporate Strategy (2021-2024) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions are further defined through the Council's Climate Change Strategy [link](#) and must now be progressed through the decisions which the Council makes.

It is therefore important that Rugby Borough Council gives due regard to climate change when making decisions. In the context of the Council's business, Climate Change includes greenhouse gas emissions, biodiversity, habitat loss and environmental destruction. When putting forward recommendations for decision, officers must assess how these recommendations are likely to influence our climate change commitments by completing the following Climate Change and Environmental Impact Assessment.

To help you complete this assessment, please see the following guidance on SharePoint [here](#).

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to your Chief Officer for approval.

If you require help, advice and support to complete the form, please contact your Chief Officer.

Appendix 2

SECTION 1: OVERVIEW

Portfolio and Service Area	Growth and Investment
Policy/Service/Change being assessed	Major Projects and Regeneration
Is this a new or existing Policy/Service/Change?	An existing strategy (Town Centre Regeneration Strategy 2022) that is now being delivered.
If existing policy/service please state date of last assessment	17 November 2022
Ward Specific Impacts	Borough-wide
Summary of assessment Briefly summarise the policy/service/change and potential impacts	The Rugby Town Centre Regeneration Strategy focuses on Rugby Town Centre, including the Town Hall and the key movement corridors of Corporation Street and North Street. The strategy seeks to link key sites and spaces within the town. It provides a clear framework for regeneration and development by setting parameters for development, steering investment priorities and providing the basis for landowners and investors to progress their plans. This is the basis for the work in relation to town centre regeneration. As town centre regeneration is currently at the start of its delivery journey it is envisaged that there will be no negative impacts in relation to the assessment in stage 2 of the document. Positive impacts are identified in relation to sustainable transport/travel and biodiversity and habitats. These positive impacts are envisaged to be delivered in the next 2 years.
Completed By	Ella Casey (Principal Planning Officer – Town Centre Regeneration)
Authorised By	Nicola Smith (Chief Officer for Growth & Investment)
Date of Assessment	11 th March 2025

Appendix 3

SECTION 2: GREENHOUSE GAS EMISSIONS

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Scope 1 Emissions Direct emissions from council owned resources, for example through boilers or vehicles.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Scope 2 Emissions Indirect emissions occurring at the location energy is produced for council activities. For example, electricity generation for council buildings.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 3: CLIMATE CHANGE STRATEGY

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Workplaces and the Economy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The improvements to the public realm within the town centre and the active engagement with businesses seeks to boost footfall and activity within the town centre. It also seeks to promote modal shift within the town centre (e.g. pedestrian, cycle and sustainable transport movements). This should therefore enhance the economy.		Growth and Investment	Ongoing Tied to all ongoing workstreams as set out within appendix 1.
Transport	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Two of the workstreams (public realm and sustainable transport) specifically looks to improve key routes and improve pedestrian and cyclist routes within the town centre. It also seeks to improve bus connectivity, accessibility and reliability, creating a modal shift in transport. This workstream has various independencies with other identified workstreams i.e. public	The negative impact identified is that successful regeneration could lead to increased traffic if not managed properly. This would decrease air quality and increase GHG emissions. Promotion of sustainable transport and the consideration of the air quality zone within the Car Parking Strategy workstream would mitigate this. EV charging within Council parks should also be explored through the Car	Growth and Investment	Ongoing Public Realm Masterplan is completed and detailed design stage of priority projects is now being taken forward. Construction and delivery will follow.

Appendix 3

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				realm masterplan. The public realm masterplan is completed will be the first to deliver change to the environment of the town centre and promote sustainable transport.	Parking Strategy workstream.		
Natural Environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The public realm interventions look to introduce tree planting, connect green spaces, and additional community spaces into the town centre.		Growth and Investment	Ongoing
Homes and Energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Waste, Resources and the Circular Economy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Climate and Nature Positive Communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Adaptation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PRM objective is to 'ensure that all improvements are adaptable to climate change. Additionally, the objectives around green spaces /biodiversity/water management would help		Growth and Investment	Public Realm Masterplan is completed and detailed design stage of priority projects is now being

Appendix 3

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				reduce the impact from hotter temperature and increased rainfall - the two main changes for Rugby. This would include things like increased water absorption and shade provision.			taken forward. Construction and delivery will follow.

SECTION 4: REVIEW

Where a negative impact is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review date	May 2025
Key points to be considered through review	The Town Centre Regeneration workstreams will be reviewed bi-annually and as will all of the climate change and environmental impacts in this assessment.
Person responsible for review	Ella Casey (Principal Planning Officer – Town Centre Regeneration)
Authorised by	Nicola Smith (Chief Officer for Growth & Investment)

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

1. The Public Sector Equality Duty as set out under section 149 of the Equality Act 2010 requires Rugby Borough Council when making decisions to have due regard to the following:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sex/gender
 - sexual orientation
3. In addition to the above-protected characteristics, you should consider the crosscutting elements of the proposed policy, such as impact on social inequalities and impact on carers who look after older people or people with disabilities as part of this assessment.
4. The Equality Impact Assessment (EqIA) document is a tool that enables RBC to test and analyse the nature and impact of what it is currently doing or is planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. The questions will enable you to record your findings.
6. Where the EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. Once completed and signed off the EqIA will be published [online](#).
8. An EqIA must accompany all **Key Decisions** and **Cabinet Reports**.
9. For further information, refer to the EqIA guidance for staff.
10. For advice and support, contact:
Rebecca Ewers
Corporate Equality & Diversity Officer
rebecca.ewers@rugby.gov.uk
01788 533509

Equality Impact Assessment

Service Area	Growth & Investment – Major Projects and Regeneration
Policy/Service being assessed	Rugby Town Centre Regeneration Progress Update
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	The Town Centre Regeneration Strategy is an existing strategy assessed 17th November 2023. This report is about delivering the strategy.
EqlA Review Team – List of members	Ella Casey – Principal Planning Officer (Town Centre Regeneration)
Date of this assessment	14 th November 2025
Signature of responsible officer (to be signed after the EqlA has been completed)	<i>E. Casey</i>

A copy of the completed and signed Equality Impact Assessment report, including relevant data and information to be forwarded to the Corporate Equality & Diversity Officer.

Details of Strategy/ Service/ Policy to be analysed

Stage 1 – Policy to be analysed	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	This document is a corporate vision for the town centre which sets out a strategy for the regeneration of the town centre. The corporate strategy has reinforced a delivery focus in relation to regeneration in the town centre. This report identifies 11 workstreams to deliver the regeneration in the town centre and updates on their progress.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	It primarily fits with 'A Thriving Rugby' and 'A Healthier Rugby'. The workstreams identify the key actions required as set out within the Corporate strategy in order to achieve a thriving town centre with a mix of retail, leisure, residential and community spaces. Alongside attracting and growing innovative and sustainable businesses, benefiting local employment.
(3) What are the expected outcomes you are hoping to achieve?	The Town Centre is no longer fit for purpose and therefore to support local residents, businesses and communities a shift in how the town centre feels, looks and operates is needed to generate a want to visit, dwell, live and do business in Rugby town centre.
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	Yes. It is believed that the workstreams identified, when delivered will affect customers and wider community groups. Employees will be affected as they will help enact these workstreams.
(5) Will the policy or decision involve substantial changes in resources?	Yes - resourcing has already been reviewed in order to enact the strategy and regeneration. It is reviewed on a yearly basis.
Stage 2 – Evidence about user population and consultation	

<p>(1) What does the data tell you about the groups this policy or decision impacts?</p> <p>Possible data sources:</p> <ul style="list-style-type: none"> • national statistics/census data • local statistics • evaluations • analysis of complaints • user feedback • outcomes from consultation/community voice • Council published information, service data • District and Ward Profile – Warwickshire Observatory • Office of National Statistics • Fingertips health profiles • Indices of Multiple Deprivation • RBC Annual Workforce Equality Report 	<p>How the 11 workstreams will impact on customers, community groups and employees will be monitored through stakeholder engagement, which has been mapped for each identified workstream. Each workstream should therefore consider stakeholder and community engagement.</p> <p>The vacancy rate for shops in rugby is 25% (including Rugby Central Shopping Centre. The footfall as of January 2025 shows a reduction of 10% of users from the previous year.</p> <p>The Consultation for the Public Realm Masterplan shows that people what changes to the town and then there is not a draw to the town centre anymore.</p>
<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>Stakeholder and community mapping has been undertaken for the town centre workstreams and business engagement plans are currently being finalised and will be enacted within the 2025/26 financial year.</p> <p>Each workstream has identified stakeholders which will be engaged with through the evolution of the town centre regeneration. Within the last 6 months the following workstreams have been publically consulted on:</p> <ul style="list-style-type: none"> - High Street Rental Auctions - Traffic Regulation Order Changes

(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.	Other workstreams within appendix 1 will be consulted on January 2026 onwards.		
Stage 3 – Analysis of impact			
<p>(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	Protected Characteristic	Nature of Impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Age	Positive – Spaces for young people. modal transport	Medium
	Disability	Neutral – accessibility should be improved however individual schemes will assess this	N/A
	Sex	Neutral	N/A
	Gender reassignment	Neutral	N/A
	Marriage/civil partnership	Neutral	N/A
	Pregnancy/maternity	Neutral	N/A
	Race	Neutral	N/A
	Religion/belief	Positive – enhancement of religious spaces used by the community in the town centre	Medium

	Sexual Orientation	Neutral Nothing within this assessment indicates there will be any particular impact on any given group currently. It is for individual assessments for workstreams to identify any other outcomes.	N/A
(2) <u>Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Positive - PRM aims to make green space and places more accessible and within reach.	Medium
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Positive - PRM aims to boost sustainable and active transport therefore promoting air quality.	High
(3) Using the information gathered in stages 2 and 3, what will the positive impact of the strategy/policy be on equality?	Regeneration by its general nature is to instigate positive change and reduce inequality gaps by providing opportunity, which is supported by Government's Levelling Up agenda. Therefore, there will be a positive impact. As an example, the Public Realm Masterplan seeks to create spaces which are accessible for all - this would address inequalities.		
(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?	Each individual workstream will need to assess this once work has progressed. For example, the car parking strategy will need to consider disabled parking and accessibility, and the public realm schemes will need to consider all groups however especially those with disabilities. Consulting with these groups for identified workstreams will overcome any potential issues.		

<p>(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?</p> <p>If no Equality Monitoring Data is being collected, why not?</p> <p>For support with this section, please refer to the Equality Monitoring Guidance.</p>	<ul style="list-style-type: none"> - Indices of Multiple Deprivation - wards surrounding the town centre are some of the most deprived. this work aims to address this. - District and Ward Profiles - to track changes in health profiles, etc. - During individual workstream consultations the types of people engaged with are tracked and fed into a consultation report to ensure a variety of viewpoints are reflected.
<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>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.</p>	

<p>Stage 4 – Action Planning, Review and Monitoring</p>	
<p>(1) Data analysis What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>	<p>To be carried out during review.</p>

<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqIA Action Plan</p> <table border="1"> <thead> <tr> <th data-bbox="875 352 1093 384">Action</th> <th data-bbox="1133 352 1323 384">Lead Officer</th> <th data-bbox="1375 352 1541 424">Date for completion</th> <th data-bbox="1626 352 1827 424">Resource requirements</th> <th data-bbox="1877 352 2045 384">Comments</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Action	Lead Officer	Date for completion	Resource requirements	Comments															
Action	Lead Officer	Date for completion	Resource requirements	Comments																	
<p>(3) Review and Monitoring State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>	<p>The workstreams will be reported to Cabinet and Council Bi-annually and therefore the next review will be April 2025.</p>																				

Please annotate your policy with the following statement:

‘An Equality Impact Assessment on this policy was undertaken on 11th November 2025 and will be reviewed April 2025.’