

Rugby Town Centre

Social Value Framework

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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.

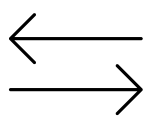
This framework presents ways in which the social value process should be undertaken and considered. This was developed following work delivered by Savills Earth Social Value team, which included an engagement workshop with local community groups and organisations. This process showcases how local needs 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.

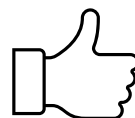
Institute of Social Value - Eight Principles of Social Value



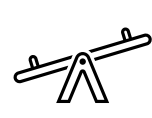
1 - Involve stakeholders



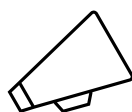
2 - Understand what changes



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

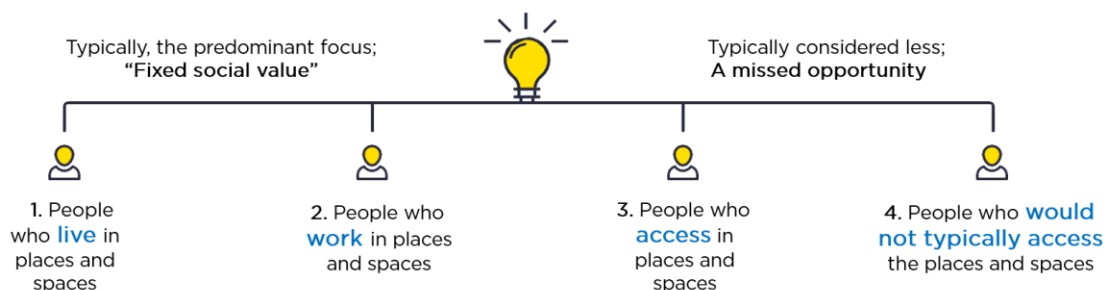
Four Pillars of People

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.

The Four Pillars of **People**



Needs and preference = Significant added value = Lasting impact

A well-designed development promotes interactions between these four groups and creates material social value outcomes



Accessibility



Social Mobility



Community Cohesion



A sense of identity



Equality



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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

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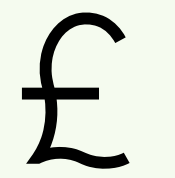
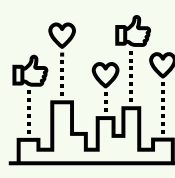
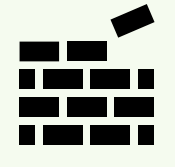
A strong emphasis was placed on delivering a **genuinely mixed housing offer** within Rugby Town Centre. Participants highlighted the importance of providing a range of options, including **affordable social housing**, flexible rental schemes, and initiatives to support deposits for first-time buyers. 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.

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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



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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, Paddox, 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

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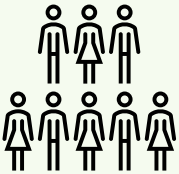
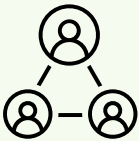
Concerns about the night-time economy were a recurring theme during the workshop. Stakeholders explained that while weekend patrols are in place to manage late-night activity, there is still unease about safety and anti-social behaviour after dark. The perception of risk in the town centre during evenings 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**.

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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



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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

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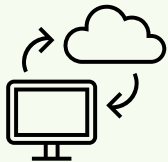
Digital exclusion was identified as a significant barrier to opportunity, particularly in Benn Ward. Participants noted that many residents lack access to computers and reliable internet, which makes it difficult to engage with services that are increasingly delivered online. This digital divide not 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.

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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



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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

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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.

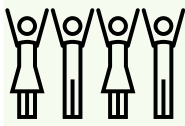
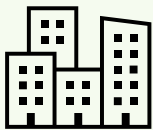
Ideas to **activate the town centre for youth** were another key theme. Participants suggested transforming unused green spaces into vibrant areas such as skate parks, which would provide safe and engaging places for young people to socialise and stay active. This approach was seen as a way to reduce 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.

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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



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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

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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.

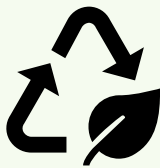
Accessibility issues persist, particularly in rural and outer areas of Rugby. Residents in these locations often face limited transport options. The lack of inclusive transport solutions was highlighted as a factor contributing to **social isolation and inequality**, with suggestions for targeted investment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

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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



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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

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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.

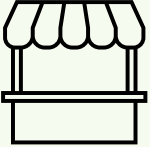
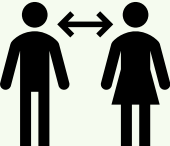
Strengthening partnerships between businesses and community organisations was viewed as vital for delivering long-term impact. **Collaborative initiatives** could include joint training programmes, sponsorship of community events, and shared spaces for skills development.

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.

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Indicative Initiatives

<i>Initiative</i>	<i>Why is this important?</i>
 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



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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

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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.

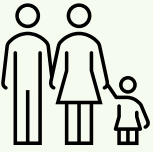
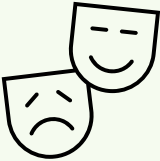
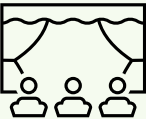
Inclusion across generations and abilities was another key theme, alongside concerns about the marginalisation of underrepresented groups such as the elderly, teenagers and ethnic minorities. Participants called for initiatives that promote **equality and social cohesion**, ensuring that all voices are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

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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



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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

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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.

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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



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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.



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