

19 June 2026

CABINET – 29 JUNE 2026

A meeting of Cabinet will be held at 6.00pm on Tuesday 29 June 2026 in the Council Chamber at the Town Hall, Rugby.

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

Dan Green
Chief Executive

AGENDA PART 1 – PUBLIC BUSINESS

1. Minutes – to approve the minutes of the meeting held on 2 June 2026.
2. Apologies.
To receive apologies for absence from the meeting.
3. Declarations of Interest.
To receive declarations of –
 - (a) disclosable pecuniary interests as defined by the Council's Code of Conduct for Councillors;
 - (b) other registrable interests as defined by the Council's Code of Conduct for Councillors; and
 - (c) non-registrable interests as defined by the Council's Code of Conduct for Councillors.

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

4. Question Time
Notice of questions from the public should be delivered in writing or by e-mail to the Chief Executive at least three clear working days prior to the meeting (no later than Wednesday 23 June 2026).
5. Matters referred from Scrutiny Committee or Full Council.

Growth and Investment Portfolio

6. Rugby Town Centre Public Realm priority project.

Partnerships, Health and Wellbeing Portfolio

7. The Benn Hall – Capital Programme refurbishment.
8. Rugby Art Gallery and Museum development.

People, Resources and Governance Portfolio

9. Finance 2025/26 Outturn Position General Fund Revenue & Capital Monitoring (report to follow).
10. Finance 2025/26 Outturn Position Housing Revenue Account & Capital Monitoring (report to follow).
11. Performance Report 2025/26 Quarter Four (report to follow).
12. Councillors' Allowances 2025/26.

Communities, Housing and Safety Portfolio

13. Additional Allocation of Disabled Facilities Grant (DFG) Funding.
14. Update on Landlord Service Improvement Plan following the Regulatory judgement by the Regulator of Social Housing (RSH).
15. Cashless Parking Payment Solution.

Environment and Climate Portfolio

16. Capital Funding for the purchase of Council fleet.
17. Great Central Walk Bridge structural remediation.
18. Brandon Stadium – Current position and proposed preparatory work.

Customer and Digital Portfolio

Nothing to report to this meeting.

The following item contains reports which are to be considered en bloc subject to any Portfolio Holder requesting discussion of an individual report

Nothing to report to this meeting.

PART 2 – EXEMPT INFORMATION

Appendix 1 of the report relating to Brandon Stadium set out in Part 1 – agenda item 18 is exempt as it contains information that is not suitable for public disclosure because it includes legally privileged advice, commercially confidential material and financially sensitive information relating to the Council, the landowner and third parties. (paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 apply).

Any additional papers for this meeting can be accessed via the website.

The Reports of Officers are attached.

Membership of Cabinet:

Councillors Robinson (Chair), C Edwards, S Edwards, McKenzie, I Mistry, O'Rourke, Pimm and Roodhouse.

CALL-IN PROCEDURES

Publication of the decisions made at this meeting will normally be within three working days of the decision. Each decision will come into force at the expiry of five working days after its publication. This does not apply to decisions made to take immediate effect. Call-in procedures are set out in detail in Standing Order 15 of Part 3c of the Constitution.

If you have any general queries with regard to this agenda please contact Claire Waleczek, Democratic and Support Services Manager (01788 533524 or e-mail claire.waleczek@rugby.gov.uk). Any specific queries concerning reports should be directed to the listed contact officer.

AGENDA MANAGEMENT SHEET

Report Title:	Rugby Town Centre Public Realm Priority Project
Name of Committee:	Cabinet
Date of Meeting:	29 June 2026
Report Director:	Strategic Director - Place
Portfolio:	Growth and Investment
Ward Relevance:	All
Prior Consultation:	Finance and Performance, Town Centre Programme Board, 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:	Yes
Report En-Bloc:	No
Key Decision:	Yes
Corporate Priorities:	This report relates to the following priority(ies): ☒ A Healthier Rugby – To support people to live healthier, longer, and more independent lives. ☒ A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre. ☒ A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change. ☒ A Fairer Rugby – To reduce inequalities and improve housing across the Borough. Corporate Strategy 2025-2035 ☐ This report does not specifically relate to any Council priorities but
Summary:	The report seeks Council approval for the allocation of monies from the Town Centre Budget to advance project 1 of the Public Realm Masterplan (2025) to RIBA stage 4 (final design).
Local Government Reorganisation Implications:	The delivery of the project will be phased therefore the overall delivery of the project will be likely to be

completed after reorganisation under the new unitary authority.

Financial Implications:

The financial implications are set out in section 6 of this report, detailing the use of the Town Centre Budget.

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 progression of the priority project to completion 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. The progression of the priority project 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.

Options:

Option 1

Agree to the spend and recommendations as set out in the report

Option 2

Not agree the spend and recommendations as set out in the report

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT £0.314m (revenue) of the Town Centre Budget be allocated to progress priority projects 1 within the Public Realm Masterplan (2025) to RIBA stage 4.

Reasons for Recommendation:

To ensure that the public realm priority schemes are progressed to instigate positive change within the town centre in order to realise the development and investment opportunities in the town centre which will also deliver on the aims of the Corporate Strategy.

Cabinet - 29 June 2026

Rugby Town Centre Public Realm Priority Project

Public Report of the Strategic Director - Place

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT £0.314m (revenue) of the Town Centre Budget be allocated to progress priority projects 1 within the Public Realm Masterplan (2025) to RIBA stage 4.

1. EXECUTIVE SUMMARY

- 1.1. The purpose of this report is to provide an update on the Public Realm Priority Project and progression of key projects in the town centre. The Public Realm Masterplan include 6 key projects of which 1-3 are the priority.
- 1.2. The Masterplan identifies a range of hard and soft landscape interventions that could be undertaken over the long term across the town centre. This work will feed into the Delivery Plan which is currently being produced to create a pipeline of schemes within opportunity areas around the town centre.
- 1.3. Projects 1-3 in the Masterplan combine to make 'The Stitch' which is the key priority project considered to have the most positive impact upon the town centre and would be a catalyst for change. Within these three projects project 1 is central to the town centre and links the Clock Tower which is the geographical heart of the town centre and Old Market Place car park which is intended to be the heart of the proposed Cultural Quarter. Project 1 includes the delivery of a new public realm square at Old Market Place.
- 1.4. The progression of Project 1 to RIBA stage 4 (final design) is required in order to allow project 1 to be delivered and make positive and impactful change within the town centre which will also deliver on the aims of the Corporate Strategy.

2 INTRODUCTION

- 2.1. The purpose of this report is to provide an update on the Public Realm Masterplan Priority Projects and the consideration of the next steps. Appendix 1 provides extracts from the Public Realm Masterplan which relate to the main priority projects.

3. BACKGROUND

- 3.1. The Public Realm Masterplan (PRM) (2025) was produced by Planit on behalf of the Council. It sets out a clear vision for public realm within the town centre and identifies a range of gateways/arrival points, ways to connect to existing

communities and better places/ spaces opportunities in the town centre. The objectives of the masterplan are:

- Create 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 sustainable and active travel to support public transport access to the town centre as well as improving walking, cycling and wheeling.
- Ensure that all improvements are adaptable to climate change
- Integrate water management, biodiversity, air quality priorities, renewable energy creation as part of healthy streets and spaces
- Enhance and connect green spaces across the town centre
- Provide clear priorities for improvements and direction for future developments within Rugby town centre
- Provide enhanced streets and public spaces for events – to include local businesses, cultural, community and voluntary organisations – adding vitality to the town centre.

3.2. With an aim of creating better places and spaces, 6 key projects (8 including street and laneway improvements) are identified within the PRM. These projects are:

- Project 1 – Clock tower to Old Market Place
- Project 2 – The Stitch North
- Project 3 – The Stitch South (including Pleasance Gardens)
- Project 4 – Chapel Street Square
- Project 5 – RAGM Entrance/Frontage
- Project 6 – William Webb Ellis Park/Plaza

3.3. The Council is also producing a Delivery Plan for the Town Centre which will set out a route for delivery for key opportunity areas. Some of the projects above will fall within opportunity parcels and therefore the delivery of those will be looked at holistically within the context of the overall Delivery Plan.

3.4. Considering the above officers have sought to prioritise which projects to progress first based on the PRM and the public and stakeholder consultation undertaken in September 2024. Projects 1-3 received lots of positive attention and comments from local residents in response to the community engagement event.

3.5. The geographical heart of Rugby is the Clock Tower. Project 1 (Old Market Place to Market Place) is deemed to be the most impactful due to it creating a new public space at Old Market Place car park which connects through to Market Place. This project would join the heart of the town centre to the heart of the proposed Cultural Quarter. As set out within the Corporate Strategy (2025-2035) and Draft Local Plan (submission version January 2026) the Cultural Quarter is a new mixed-use hub with public space at Old Market Place.

- 3.6. It has always been the intention to take Project 1 of the overall scheme forward first. This project would create a well needed further public realm square in the Town Centre to create space for people to dwell and a location for events and gathering. Brotherhood House is the landmark building framing this potential public space therefore the rejuvenation of Brotherhood House and this area is vital to delivering a Cultural Quarter as per the Corporate Strategy. Within the project 1 area (appendix 1), the Council owns Old Market Place car park therefore this element of the project can be delivered without delay. Progressing project 1 to RIBA stage 4 (final design) would transform the route through the town centre, stitching the town together again by slowing vehicle speeds, removing pedestrian barriers, introducing regular courtesy crossings, with the aim of reducing vehicle numbers and making it easier for pedestrians and cyclists to inhabit and navigate through.
- 3.7. Progressing to RIBA stage 4 also increases the likelihood of securing government funding for projects within the cultural quarter and public realm more generally as they are fully worked up scheme which are costed and supported by the relevant technical documents.

4. PUBLIC REALM NEXT STEPS & OPTIONS

- 4.1. The overall cost of delivering Project 1 is currently estimated to be £10.6m. The delivery of just Old Market Place is estimated to be £2.25m. These costs would not include the RIBA 4 design cost therefore there would be additional consultant costs.
- 4.2. There are therefore two options to take forward the public realm priority project in the town centre:
1. Design project 1 in its entirety to RIBA stage 4 and then delivery Old Market Place as a phase 1 delivery.
 2. Design only Old Market Place to RIBA stage 4 and deliver this area only.

- 4.3. The associated cost of each option is below:

	Consultant Cost (£m)	Warwickshire County Council Cost (£m)	Total Cost for RIBA stage 4 (£m)
Option 1	0.214	0.100	0.314
Option 2	0.137	0.080	0.217

- 4.4. Warwickshire County Council costs include services for design sign off, Road Safety Audits, lighting reviews and other services/signs offs which can only be provided by the County Council due to the majority of project 1 being within County Council land ownership as the highway.
- 4.5. The benefit of option 1 is that there would be an overall detailed design of project 1 meaning that none of the design would be looked at in isolation. This would put the Council in a better position for potential funding applications should grant funding become available for public realm. This would mean the potential to deliver the wider benefits should the entirety of project 1 be delivered would be increased.

- 4.6. The costs include design of all works to RIBA stage 4 and the tender and delivery of the Old Market Place works. The proposed programme is as follows:
- RIBA 4 Detailed Design – September-December 2026
 - RIBA 4 Costing Review & tender prep – January-March 2027
 - RIBA 4 Tender – April-July 2027
- 4.7. Once the RIBA 4 tender has completed a Council paper will be required for the overall project sign off for RIBA 5 to final inspection. This will include the consultant fees and estimated project cost (estimated £2.42m but to be further updated through RIBA 4 design stage).

5. TOWN CENTRE RESERVE

- 5.1. A £5 million Town Centre Reserve was approved at Council on 22 February 2023 to support the regeneration of the town. The closing balance of the Town Centre Strategy Reserve at 31 March 2026 was (£3.286m).
- 5.2. The agreed budget for 26/27 increased the Reserve to £6.279m. In addition to the Reserve a revenue budget of £1.040m was established to assist in the delivery of the work programme for 26/27. Public Realm improvements are one of the key workstreams within this work programme.
- 5.3. £0.314m of revenue is required from the Town Centre Budget in order to progress project 1 to final design stage with a view to deliver the changes.

6. FINANCIAL IMPLICATIONS

- 6.1. The project can be funded in its entirety from the Town Centre Budget with the approval of the Section 151 Officer. This budget was created to fund key elements relating the town centre regeneration of which public realm is a workstream.
- 6.2. Town Centre Programme Board determined however, that in this instance, the matter should be reported to Council given the level of financial commitment.

7. CONCLUSION

- 7.1. It is the officer recommendation that the whole of project 1 is designed to RIBA stage 4, particularly in relation to increasing the likelihood of securing government funding.
- 7.2. It is therefore recommended to Council that £0.314m (revenue) of the Town Centre Budget be allocated to progress priority projects 1 within the Public Realm Masterplan (2025) to RIBA stage 4.
- 7.3. This will ensure that the public realm priority schemes are progressed to instigate positive change within the town centre to realise the development

and investment opportunities in the town centre which will also deliver on the aims of the Corporate Strategy.

8 OPTIONS AVAILABLE

Option 1

Agree to the spend and recommendations as set out in the report

Option 2

Not agree the spend and recommendations as set out in the report

Name of Meeting: Cabinet

Date of Meeting: 29 June 2026

Subject Matter: Rugby Town Centre Public Realm Priority Project

Originating Department: Place

DO ANY BACKGROUND PAPERS APPLY ☒ YES ☐ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
	Public Realm Masterplan (2025) https://www.rugby.gov.uk/public-realm
	Corporate Strategy 2025-2035 - https://www.rugby.gov.uk/pl/w/corporate-strategy-2025-35
	Submission Rugby Borough Local Plan 2025-2042 - https://www.rugby.gov.uk/documents/20124/62549387/Proposed+submission+local+plan+January+2026.pdf/5ec2da73-f1b6-9659-9922-b445aeb0b88?t=1769686285982

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Appendix 1: Public Realm Masterplan Exerts relating to the Priority Project 'The Stitch'

Priority Projects



Project 1

Clock Tower to Old Market Place





Old Market Place



Activation - Music Festival



2m² per person ~300 people





Appendix 2

Climate Change and Environmental Impact Assessment The Corporate Strategy 2025-35 - assessed 22 October 2024. This report is about delivering the strategy.

For Council on 13 Jul 2026

Name and Signature of Responsible Officer	
	Nicola Smith

Policy being assessed	The Corporate Strategy 2025-35 - assessed 22 October 2024. This report is about delivering the strategy.
Service Area	Growth & Investment
Is this a new or existing policy/service	Existing
Name of Officer completing the assessment	
Timeline for policy/service delivery	This stage of the project will be delivered by April 2027 and then project will need further Council approval to move to construction
Climate Change and Environmental Impact Assessment Review Team	
Date of this assessment	4 Jun 2026
Date of review	30 Apr 2027

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

The Corporate Strategy's aim is to achieve a more sustainable economy for all, where our natural environment, people and businesses are thriving. An objective of the strategy is to deliver a thriving town centre with a mix of retail, leisure, residential and community spaces. This includes an improved public realm.

It is envisaged that there will be one potential negative impact and one positive & negative impact 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 part in the next 2 years.

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

Scope 1 Emissions

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

Nature of impact	No Impact
Description of impact	Whilst the wider corporate strategy does include projects where scope 1 will need to be assessed and mitigated the topic of the cabinet report relates to a public realm project which is one project helping to deliver the Corporate strategy. The project includes a change of land use which is not used by Council vehicles - it is currently a public car park. The wider scheme is Warwickshire County Council highway land and will remain as such.
Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	

Scope 2 Emissions

Indirect emissions occurring at the location energy is produced for council activities. This would generally be the change in electricity usage.

Nature of impact	No Impact
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Description of impact	Whilst the wider corporate strategy does include projects where scope 1 will need to be assessed and mitigated the topic of the cabinet report relates to a public realm project which is one project helping to deliver the Corporate strategy. The project includes a change of land use which is not used by Council vehicles - it is currently a public car park. The wider scheme is Warwickshire County Council highway land and will remain as such.
Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	

Section 3 – What is the impact of the policy/service in relation to RBC's Climate Strategy

Workplaces and the Economy

Nature of impact	Positive
Description of impact	The environment and aesthetic improvements being made to the main throughfare of the town centre 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.
Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	Through footfall cameras gathering data from before the construction and on completion over a period of time.

Transport

Nature of impact	Both
Description of impact	Changes are proposed to narrow the road through the town centre with decluttering of the footpaths and creating space for cyclists. Making changes to the key route through the town centre will improve connections for all including pedestrians, cyclists and bus services to create a modal shift in transport. 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.
Any actions or mitigation to reduce negative impacts	Promotion of sustainable transport and the consideration of the air quality management zone would mitigate this. EV charging within Council parks should also be explored through the Council's car parking review.
How will the impact be monitored?	Air Quality monitoring area is already in place. Electric Vehicle Charging increase within the town centre.
Natural Environment	
Nature of impact	Positive
Description of impact	The public realm interventions look to introduce tree planting, connect green spaces, and additional community spaces into the town centre. This will support the council's nature recovery and biodiversity goals (10% biodiversity net gain will be delivered alongside SUDS rain gardens).
Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	Footfall data.
Homes and Energy	
Nature of impact	No Impact
Description of impact	

Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	
Waste, Resources and the Circular Economy	
Nature of impact	Negative
Description of impact	Possible waste however depends on construction and efforts made to dispose of waste appropriately.
Any actions or mitigation to reduce negative impacts	The bricks currently within the car park will be reused within the scheme. Other mitigation measures will be reviewed under the construction tender which would be subject to further approval.
How will the impact be monitored?	To be reviewed through construction tender which is subject to further approval.
Climate and Nature Positive Communities	
Nature of impact	Positive
Description of impact	Creation of community space within the town centre that will incorporate green infrastructure (e.g. trees, rain gardens, planting) provides a connection to the environment and areas for people to relax.
Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	Footfall data, biodiversity net gain, SUDS features in place.

Adaptation	
Nature of impact	Positive
Description of impact	Objective is to ensure that all improvements are adaptable to climate change. Additionally, the objectives around green spaces /biodiversity/water management would help reduce the impact from hotter temperature and increased rainfall which is anticipated to increase in Rugby over the coming decades. This would include things like increased water absorption and shade provision.
Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	Increase of biodiversity and greenery by a minimum of 10%.

<u>Section 4 – Review</u>	
Review Date	30 Apr 2027
Key points to be considered through review	Changes to detailed design and proposals which are going to be taken through to construction. To be reviewed through further Council paper to progress the scheme.
Review Summary To be completed following the review	

Supporting Documents	
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Appendix 3
EQUALITY IMPACT ASSESSMENT (EqIA)

The Corporate Strategy 2025-35 - assessed 22 October 2024.

For Council on 15 Jul 2026

Approved by	Nicola Smith
Policy being assessed	The Corporate Strategy 2025-35 - assessed 22 October 2024.
Service Area	Growth & Investment
Name of Officer completing the assessment	Ella Casey
Other Officers involved	
Date of this assessment	3 Jun 2026
Date of review	3 Jun 2027

<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Policy?	This document sets a corporate vision for the town centre. The corporate strategy has reinforced a delivery focus in relation to regeneration in the town centre. The Strategy's aim is to achieve a more sustainable economy for all, where our natural environment, people and businesses are thriving. An objective of the strategy is to deliver a thriving town centre with a mix of retail, leisure, residential and community spaces. This includes an improved public realm.
(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'. Delivering project 1 of the public realm priority project would allow a catalyst public realm project to have a significant impact on the public realm in the town centre and bring with it wider benefits.
(3) What are the expected outcomes you are hoping to achieve?	An enhanced public realm in order to generate a want to visit, dwell, live and do business in Rugby town centre and deliver a thriving place in line with the Corporate Strategy. It would also create an additional events space in the town centre.
(4) Does or will the policy affect: • Customers • Employees • Wider community or groups	Customers, Employees, Wider Community or Groups All groups could be affected. Employees will help enact the project however also could live or spend time in Rugby Town Centre. The town centre should be the main urban destination for customers and the wider community or groups therefore this project should enhance the centre for all.
(5) Will the policy involve substantial changes in resources?	No
(6) Is a full Equality Impact Assessment needed? If no, please give reason why.	Yes

(7) Please describe how the policy will meet the aims of the Equality Duty: a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic	Deliver a key part of the corporate strategy which seeks to eliminate any unlawful conduct prohibited by the act and help foster good relations in Rugby.
<u>Stage 2 – Evidence about user population and consultation</u>	



(1) What does the data tell you about the groups this policy impacts?	Footfall in the town centre is currently very low and there are approximately 18% of shops which are vacant (including Rugby Central). Rugby is home to diverse communities with a number of faiths, nationalities and ethnicities represented. The last census showed 82% of residents were born in the UK; 92% were born within Europe; 2% Africa; 4% Middle East and Asia; 1% Americas and the Caribbean; and less than 1% Antarctica and Oceania Census data shows a population which is 86% white; 7% Asian, Asian British or Asian Welsh; 3% Black, Black British, Black Welsh, Caribbean or African; 3% mixed or multiple ethnic groups; and 1% defined as other ethnic groups. The census shows religions within the Borough as 51% Christian; 42 % no religion; 3% Hindu; 3% Muslim; 1% Sikh and <1% of each Jewish, and Buddhist. Age demographics demonstrate a population made up of 18% under 15 years old; 64% 15-64 years old and 18% over 64 years old. Furthermore, Rugby has a broad socioeconomic profile with significant variation between levels of deprivation being experienced. It is considered that public realm projects help to improve the aesthetics of a place in order to generate a want to visit, dwell, live and do business in Rugby town centre and deliver a thriving place. The project should also helps to create spaces for all within the town centre including for people with protected characteristics (in particular disability and age).
Additional evidence can be found:	Indices of Multiple Deprivation for Rugby Town Centre.docx



(2) Have you consulted or involved those groups that are likely to be affected by the policy you want to implement?

If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy?

If you have not consulted or engaged with communities that are likely to be affected by the policy, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary

Yes

The Public Realm Masterplan was consulted on in September 2024. Key town centre stakeholders were consulted alongside the general public. Feedback (summarised in background paper page 99) was as follows:

- The arrival to rugby is ugly and unwelcoming
- Better crossings and wider paving are a good idea
- Better cycle paths and paving will encourage walking and cycling
- More trees and improved planting is always good
- Make it more attractive to being chains like boots back.

Specific feedback on The Stitch from this consultation:

- Widening the pavements is a great idea
- Pedestrianise the whole of the centre
- Definitely want more trees
- Bus provision should not be reduced - too many people rely on it
- Getting rid of the taxi rank around the clock tower would be great - open up this space.

75% of the respondents to the consultation were residents of Rugby of which 50% visited the town centre on a weekly basis. the consultation showed that currently the majority of people stay within the town centre between 30 mins and 2 hours when they visit.

The top change expressed which people wanted to see in Rugby was relating to pedestrians (e.g. wider footpaths, more crossings, benches/seating). 66% of respondents were keen to see positive changes to the pedestrian experience and 46% wanted more consideration given to cycling. More community space and improved trees and planted were close behind at 36%.

Stage 3 – Analysis of impact



(1) <u>Protected Characteristics</u> From your data and consultations, are there any positive or negative impacts identified for any particular group? If left blank, this means that no impacts have been identified for this group.	Protected Characteristic	Nature of Impact Positive, Negative, Both	Explain why
	Age	Positive	Create an additional place in the town centre to dwell with seating
	Disability	Positive	The scheme seeks to make the area from Market Place to Old Market Place car park more accessible for all.
	Sex		
	Gender reassignment		
	Marriage/civil partnership		
	Pregnancy/maternity		
	Race		
	Religion/belief		
	Sexual Orientation		
(2) <u>Cross cutting themes</u>	Description of impact	Nature of impact Positive, Negative, Both	Explain why
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Positive	Project aims to make green space and places more accessible and within reach for all.

	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Positive	Project aims to boost sustainable and active transport therefore promoting air quality and bringing greenery into the town centre.
(4) Are there any barriers to accessing the service? If yes, how can they be overcome?	Yes Materials and any specialist furniture (or other aspects within the public realm) will need to be considered through this project. It's important we consult again with those with disabilities and older people to ensure that the town centre is accessible to them.		
(5) What data will be collected to analyse impact? How will the data collected be used?	- Indices of Multiple Deprivation - wards surrounding the town centre are some of the most deprived. This work aims to help address this (file in copy of policy being assessed) - District and Ward Profiles - to track changes in health profiles, etc. Rugby Benn Ward - https://www.nomisweb.co.uk/sources/census_2021/report?compare=E07000220 Eastlands Ward - https://www.nomisweb.co.uk/sources/census_2021/report?compare=E07000220 - Quarterly footfall data Through future consultations engagement tracking will be implemented to ensure that we are engaging with all identified stakeholders and gain a variety of viewpoints.		



(6) Complete this section if any adverse impacts were identified in 3.1.

Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.



AGENDA MANAGEMENT SHEET

Report Title:	The Benn Hall – Capital Programme Refurbishment
Name of Committee:	Cabinet
Date of Meeting:	29 June 2026
Report Director:	Strategic Director - Place
Portfolio:	Partnerships, Health and Wellbeing
Ward Relevance:	All
Prior Consultation:	Benn Hall, Corporate Assets
Contact Officer:	Tom Kittendorf - Assistant Director Leisure and Wellbeing
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Key Decision:	Yes
Corporate Priorities:	This report relates to the following priority(ies): ☒ A Healthier Rugby – To support people to live healthier, longer, and more independent lives. ☒ A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre. ☐ A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change. ☐ A Fairer Rugby – To reduce inequalities and improve housing across the Borough. Corporate Strategy 2025-2035 ☐ This report does not specifically relate to any Council priorities but
Summary:	The report outlines a capital budget request for the for a refurbishment programme for The Benn Hall.
Local Government Reorganisation Implications:	No direct impact
Financial Implications:	The financial implications are detailed in Section 6 of this report.

Risk Management/Health and Safety Implications:	Risk management implications include the potential non delivery of the capital project should recommendation and budget request not be approved.
Environmental Implications:	Climate Change and Environmental Impact Assessment has been completed.
Legal Implications:	None arising directly from this report.
Equality and Diversity:	Equality and Diversity Impact Assessment has been completed.
Options:	1) Approve the supplementary capital budget request to the 2026/27 capital programme for the refurbishment of The Benn Hall as outlined in the report. 2) Reject the supplementary capital budget request.
Recommendation:	IT BE RECOMMENDED TO COUNCIL THAT - 1. a supplementary General Fund capital budget of £0.179m be approved and added to the 2026/27 capital programme for the refurbishment of the Benn Hall, to be financed through borrowing; and 2. delegated authority be given to the Assistant Director Leisure & Wellbeing to enter into necessary contracts following procurement process.
Reasons for Recommendation:	The refurbishment programme will ensure the Council continue to support its town centre entertainment asset, offering modern and a fit for purpose venue for the residents of Rugby.

Cabinet - 29 June 2026

The Benn Hall – Capital Programme Refurbishment

Public Report of the Strategic Director - Place

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT -

- (1) a supplementary General Fund capital budget of £0.179m be approved and added to the 2026/27 capital programme for the refurbishment of the Benn Hall, to be financed through borrowing; and
- (2) Delegated authority be given to the Assistant Director Leisure & Wellbeing to enter into necessary contracts following procurement process.

Executive Summary

This report seeks approval to add a supplementary capital budget to the 2026/27 capital programme to support a refurbishment and improvement programme at The Benn Hall.

Opened in 1961, The Benn Hall remains a well-used Council-owned leisure and entertainment venue that provides cultural, community and corporate events for residents of Rugby. Continued investment is considered necessary to maintain the building as a modern, safe and fit-for-purpose town centre asset that supports the Council's wider corporate ambitions for a healthier, thriving, greener and fairer Rugby.

The Council's Corporate Strategy 2025-2035 seeks to deliver a thriving economy to support the regeneration of Rugby town centre. The Benn Hall is a council owned and operated venue that is a key leisure and community asset delivering private, public and corporate events/functions directly in support of the town centre regeneration.

The proposed programme focuses on key areas of renewal, including replacement of worn public area flooring, renewal of venue furniture and table trolleys, and the installation of compliant internal fire doors following safety inspections.

These works are intended to improve the customer experience, support operational efficiency, enhance health and safety, and protect the long-term viability of the venue.

The report notes that the current annual maintenance budget is insufficient to meet these larger-scale replacement needs, making a capital funding request appropriate.

The total financial requirement for the programme is £0.179m.

1. Introduction

- 1.1 The Benn Hall opened in 1961 and is a Council owned leisure asset that delivers a varied programme of entertainment, corporate and public events for the residents of Rugby.
- 1.2 The Benn Hall continues to thrive and to enable the service to continue meeting the increasing demands and retain a quality of provision, it is imperative for the council to continue investing in the venue.
- 1.3 A capital programme of improvements for The Benn Hall would support the Council directly deliver a modern offer in the town centre and supporting the borough's sense of pride through enhancing the overall user experience.
- 1.4 This report seeks approval for a supplementary capital budget for the refurbishment and development of The Benn Hall to be added to the Council's capital programme.
- 1.5 The programme of refurbishment would support the Council's Corporate Strategy key ambitions for a Healthier, Thriving, Greener and Fairer Rugby:

Healthier

- Ensure the provision of services meets the growing population
- Provide access to leisure, cultural and outreach services to reduce isolation

Thriving

- A thriving town centre with a mix of retail, leisure, residential and community spaces
- Support and grow pride in everything great about Rugby borough
- Encourage tourism into the borough focussing on day tourists within a 25-mile radius

- 1.6 The Benn Hall delivers a wide variety of programming in the heart of the town centre including and have 3 main categories for hire including Shows & Entertainment, Community & Charity and Civic, Corporate & Private Functions.
- 1.7 Community events can include hires such as NHS blood donation, sports club award evenings, whilst civic events include Council ran events such as Nature in Focus, Rugby Sports Awards and local elections.

- 1.8 The Shows and Entertainment hires include live music, theatre and comedy events, promoted through The Benn Hall website.
- 1.9 Therefore, the continued investment and management of The Benn Hall as a quality town centre leisure venue directly contributes to the Corporate Strategy objectives for a thriving economy and growing pride in everything great about Rugby.
- 1.10 Continual service development and investment supports public perception and ensures it is considered a quality service for leisure activities and are therefore proud of the facility as a high-quality provision.
- 1.11 It is necessary to bring the capital request forward as The Benn Hall only has a small annual budget for the management of equipment and replacement of individual items as and when required, for example through breakages. Therefore, it is appropriate to bring forward capital requests for larger replacement programmes for large scale replacement.
- 1.12 The continual investment into the Council leisure and town centre asset ensures that it is a venue of choice for the residents of the borough to access a modern and varied offer within the facility.
- 1.13 This report therefore sets out a budget request to the 2026/27 capital programme, totalling £0.179m for projects towards the continued development and improvement of The Benn Hall.

2. Full Building Carpet Replacement

- 2.1 The Benn Hall has 3 primary public areas that are available for hire and use, The Main Hall, The Rokeby Room, The Caldecott Bar plus the main foyer Reception. Initial quotes have been obtained for the removal of the existing flooring including carpet and vinyl areas with new heavy grade carpet tiles and vinyl where appropriate.
- 2.2 The existing carpet and flooring were fitted in 2015 through capital refurbishment and are approaching end of life, with areas beyond reasonable repair.
- 2.3 A full replacement of the public area flooring is detailed as:

Area	Projected Cost
The Main Hall	£11,200
The Rokeby Room	£6,320
The Caldecott Bar	£3,918
Reception Area	£5,795
Gents Toilets	£4,100
Ladies Toilets	£5,340
5% Contingency	£1,834
Total	£0.039m

3. Furniture Replacement

- 3.1 The Benn Hall have a range of tables and chairs that are utilised across the venues bookings as appropriate. The tables and chairs are subject to replacement as and when required that is managed within the internal equipment budget.
- 3.2 It is deemed the appropriate time to undertake a full replacement of the facilities furniture to ensure a uniformed approach to all publicly accessible tables and chairs.
- 3.3 The programme also includes the purchase of new table trolleys to support the ongoing health and safety management of the venue.

Item	Cost		ESPO Link
Gopak Round Folding Tables 5ft	£359 x30 = £10,770		https://www.espo.org/gopak-round-folding-tables.html
Gopak 6ft Folding Tables	£238 x70 = £16,660		https://www.espo.org/gopak-premier-folding-tables.html#
R3 Coronet Chair – set of 10	£965.45 x50 = £48,272.50		R3 Coronet Chair - Set of 10 - Gopak
Total Cost: £0.076m			

4. Internal Fire Doors

- 4.1 The Benn Hall is required to undertake Fire Risk Assessments to ensure the continued safety and security of the building, its staff and visitors.
- 4.2 The replacement of internal doors with compliant fire doors is required following safety inspections. This work is necessary to meet the building's fire safety specification, improve compartmentation, protect escape routes, and reduce the spread of fire and smoke within this public venue.
- 4.3 Quotations have been sought for the replacement of the internal doors to the public spaces.
- 4.4 The building requires 14 new doors to be supplied and fitted with the cost of the project as show below:

Item	Cost
Timber Fire Door Set x 14	£0.064m

5. Timetabling of Works

- 5.1** The capital items of equipment (tables and chairs) can be placed immediately and would be subject to the supplier lead times.
- 5.2** The removal and fitting of the flooring will be carefully managed and overseen by The Benn Hall Manager and the Assets Maintenance Officer to ensure minimal disruption to service. Options for works to be carried out will need to be confirmed due to the required time to remove and re-fit the carpeting. It is anticipated this will require a minimum of a 3 day closure.

Similarly with the removal and replacement of fire doors, a suitable time to access the building with minimal disruption to public and private bookings will need to be coordinated.

6. Financial Implications

- 6.1** The cost of the works to refurbish the Benn Hall totals £0.179m and this report requests approval for a General Fund supplementary capital budget to be added to the 2026/27 programme. It is proposed that this will initially be financed through borrowing.
- 6.2** If the scheme is financed through borrowing, this will incur interest costs of £0.011m over the remaining asset life (10 years). This has been calculated using PWLB's rate as at 5 June 2026 for a maturity loan at 5.92% per annum. The estimated annual borrowing costs of £0.001m will be charged to the General Fund from 2027/28 as part of the interest payable budget which will be increased during the budget setting process to now include the costs relating to this scheme. The minimum revenue provision (MRP) will also increase from 2027/28 to reflect the principal element of the loan, estimated at £0.018m.
- 6.3** Depreciation will be budgeted from 2027/28 and added to the revenue budget as part of the budget setting process.
- 6.4** There will not be a requirement for additional revenue budget once the capital programme for refurbishments is complete. The Benn Hall has an ongoing budget of £0.006m for general repair and maintenance.
- 6.5** Although this report is asking for the approval of a capital scheme to be funded through borrowing, as per the Capital Strategy, financing of the capital expenditure will be reviewed at the end of the financial year to ensure optimum use of the overall resources available to the Council. Any changes will be determined by the Chief Officer for Finance and Performance and if other means are available at the end of 2026/27 to finance this scheme, they will be considered to reduce the borrowing costs.

7. LGR Implications

- 7.1 The proposed Structural Change Order expected in Autumn 2026, may place constraints on the Council's ability to commit future capital expenditure, which presents a risk to the ability of the Council to maintain a primary town centre leisure and entertainment venue owned by the Council itself.
- 7.2 This also presents a risk that the health and safety of the building is not maintained through poor flooring and non-compliant internal fire doors.

8. Conclusion

- 8.1 The Benn Hall continues to grow its operations and offer the residents of Rugby a venue to be proud of. It offers residents the opportunity to take part in leisure and cultural activities without leaving the borough.
- 8.2 The building requires capital investment to ensure it is a modern, fit-for-purpose facility that continues to offer a vital town centre leisure asset for the residents of the borough.
- 8.3 In line with the council's corporate strategy objectives, it is appropriate and timely to bring forward capital refurbishment projects.

Name of Meeting: Cabinet

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Date of Meeting: 29 June 2026

Subject Matter: Benn Hall Capital Refurbishment 2026

Originating Department: Place

DO ANY BACKGROUND PAPERS APPLY

☐ YES

☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

AGENDA MANAGEMENT SHEET

Report Title: Rugby Art Gallery & Museum Development

Name of Committee: Cabinet

Date of Meeting: 29 June 2026

Report Director: Strategic Director - Place

Portfolio: Partnerships, Health and Wellbeing

Ward Relevance: All Wards

Prior Consultation: The full consultation process undertaken is included within the main body of the report.

Stakeholders include Rugby Borough Council staff, Warwickshire County Council, councillors, community partners and a public consultation exercise.

Contact Officer: Assistant Director Leisure and Wellbeing;
tom.kittendorf@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Key Decision: Yes

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

Summary: This report seeks Council approval for the submission of an application to the National Lottery Heritage Fund for the modernisation and re-

development of Rugby Art Gallery and Museum including the required match funding as set out within the body of the report.

**Local Government
Reorganisation Implications:**

Local Government Reorganisation Structural Changes Order is anticipated to come in to force during Winter 2026.

Financial Implications:

The National Lottery Heritage Fund requires confirmed match funding of a minimum of 10% for capital projects over £5m.

The project proposes an approval of £2m using the business rates equalisation reserve to ensure the minimum 10% can be achieved and supports a strengthened application to the National Lottery Heritage Fund, increasing the likelihood of a successful application.

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

The project brief has been developed with accredited architects and industry specialists.

The final projections include a contingency cost as outlined in the appendix.

If successful with the Expression of Interest application, the council will be required to work through the outlined National Lottery Heritage Fund phases 1 and 2 as outlined in the body of the report.

The project will be managed by Council project officers.

Environmental Implications:

The project includes a wider decarbonisation package for the building, reflecting the findings of the specialist technical review undertaken as part of the feasibility study. This includes the potential replacement of end-of-life mechanical and electrical systems, air handling unit improvements, low-carbon heating options, lighting controls, improved thermal performance and roof-mounted solar PV where feasible.

The current PV proposal indicates potential for up to 79 solar photo-voltaic panels generating approximately 44,100kWh annually. However, PV should be considered as one part of the wider low-carbon refurbishment strategy, alongside heat pump options, air handling improvements and wider building services upgrades.

Legal Implications:	The Council own and operate the Rugby Art Gallery and Museum facility including a 125-year lease of the ground floor library to Warwickshire County Council.
Equality and Diversity:	The modernisation and redevelopment of the facility includes physical improvements to the facility that will directly support all users access the building.
Options:	1. Delegated authority to apply to the of National Lottery Heritage Fund including all phases if successfully progressed at each stage. 2. The approval of match funding of £2m as outlined in the report 3. Reject the proposal
Recommendation:	IT BE RECOMMENDED TO COUNCIL THAT: 1. Delegated authority be given to the Assistant Director Leisure and Wellbeing to submit an application to the National Lottery Heritage Fund and progress through outlined grant phases if successful; 2. If National Lottery Heritage Funding is obtained match funding of £2m be funded from the business rates equalisation reserve for the capital re-development of Rugby Art Gallery and Museum be approved; and 3. Delegated authority be given to the Assistant Director Leisure and Wellbeing to submit an application to funding bodies in relation to the RAGM Redevelopment project to secure additional grant funding, including the Clore Duffield Foundation.
Reasons for Recommendation:	The Rugby Art Gallery and Museum celebrated its 25th anniversary in 2025. The facility is a key town centre leisure asset delivering significant economic and social impact for the borough and wider population. By securing the required match funding, the Council will be a strong position to apply for the

National Lottery Heritage Fund and ensure its future delivery is modern and fit for purpose.

The investment will enable the Council to reach new audiences, develop its user accessibility and develop a key cultural asset for the town of Rugby.

Cabinet - 29 June 2026

Rugby Art Gallery and Museum Development

Public Report of the Strategic Director - Place

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT -

1. Delegated authority be given to the Assistant Director Leisure and Wellbeing to submit an application to the National Lottery Heritage Fund and progress through outlined grant phases if successful;
2. If National Lottery Heritage Funding is obtained match funding of £2m be funded from the business rates equalisation reserve for the capital re-development of Rugby Art Gallery and Museum be approved; and
3. Delegated authority be given to the Assistant Director Leisure and Wellbeing to submit an application to funding bodies in relation to the RAGM Redevelopment project to secure additional grant funding, including the Clore Duffield Foundation.

1. Executive Summary

- 1.1 This report seeks approval to submit an application to the National Lottery Heritage Fund including all outlined phases and to approve the match funding of £2 million from the business rates equalisation reserve to support the redevelopment of Rugby Art Gallery and Museum if the funding bid is successful.
- 1.2 The proposal represents a significant opportunity to secure the long-term future of one of the borough's most important cultural, educational and heritage assets, while strengthening its contribution to the town centre and the wider borough.
- 1.3 Rugby Art Gallery and Museum has served residents, schools and visitors for more than 25 years and continues to play a unique role in telling Rugby's story, supporting learning, inspiring creativity and providing an inclusive civic space at the heart of the town centre.
- 1.4 It is a much-valued service with a strong reputation and growing ambition, but the building now has a number of limitations that restrict its ability to meet current and future needs. These include poor accessibility and circulation, ageing plant and equipment, limited learning and community space, and environmental weaknesses that affect both comfort and efficiency. Without

investment, these issues will increasingly constrain the service and the Council's ability to realise the full social, cultural and economic value of this important asset.

- 1.5 The feasibility work undertaken by specialist cultural architects and supporting consultants has tested a range of redevelopment options, with Option XL emerging as the preferred option. This option is the most ambitious and would deliver the greatest overall benefit. It would create; a more welcoming and inclusive entrance, improve visitor flow throughout the building, provide a larger lift, enhance gallery and exhibition spaces, create a dedicated learning space for interactive education and community workshops, improve collections and workshop provision, and strengthen the café and retail offer.
- 1.6 The key strength of Option XL is that it addresses the building as an integrated whole, bringing together improvements to access, visitor flow, collections display, learning space, back-of-house operations, café and retail activity, and environmental performance within a single coherent scheme. It is therefore not simply the largest option, but the option which most fully responds to the operational, access, heritage and income-generation issues identified through the feasibility study.
- 1.7 Alongside these physical improvements, the project also creates the opportunity to address end-of-life mechanical and electrical systems and incorporate decarbonisation measures, helping to future-proof the building and support the Council's wider environmental ambitions.
- 1.8 The total projected cost of the preferred redevelopment and associated decarbonisation works is approximately £10.003 million. Approval of £2 million of Council match funding would place the Council in a strong position to progress an application to the National Lottery Heritage Fund and would demonstrate a clear commitment to the future of its own cultural asset.
- 1.9 The supporting business planning work indicates that all redevelopment options would improve the operational position of the museum, but that Option XL offers the strongest overall case, with the greatest potential to grow earned income through exhibitions, events, café rental and retail. This provides an important foundation for improving long-term sustainability while enhancing the quality and reach of the visitor offer.
- 1.10 The redevelopment of Rugby Art Gallery and Museum would support delivery of the Council's Corporate Strategy by contributing to a Healthier, Thriving, Greener and Fairer Rugby. It would improve access for all users, create better facilities for learning and community engagement, strengthen a key town centre destination and help attract significant external investment into Rugby.
- 1.11 At this stage, approval is sought to progress an application to the National Lottery Heritage Fund and, if invited, to progress the further development work required to prepare a more detailed application. This approval does not commit the Council to construction, but it does allow the opportunity to be taken forward on a strong and credible basis before any

future delivery decision is required with the aim of securing a modern, inclusive and sustainable future for Rugby Art Gallery and Museum.

2. Introduction

2.1 This report sets out a clear ambition and costed capital project for a proposed re-development of the Rugby Art Gallery and Museum.

2.2 Rugby Art Gallery and Museum – 2000 to 2025

2.3 Rugby Art Gallery and Museum (RAGM) is one of the Borough's most important cultural, educational, and heritage assets. For over twenty-five years it has played a unique and irreplaceable role in telling Rugby's story, inspiring local pride, supporting learning, attracting visitors, and enriching the lives of residents. This redevelopment represents a once-in-a-generation opportunity to secure the future of this cornerstone service and ensure it continues to grow, innovate, and benefit the town for decades to come.

2.4 At the heart of Rugby's town centre, RAGM is an Arts Council England Accredited service that brings together an art gallery, museum, visitor centre, and the county library under one roof. It has evolved into a vibrant cultural hub where residents and visitors engage with exhibitions, creative learning, family activities, volunteering, community events, and the Borough's rich collections of art, archaeology, and social history.

2.5 Delivering Rugby Borough Council's Corporate Strategy

2.6 Rugby Art Gallery & Museum (RAGM) directly supports and delivers against Rugby Borough Council's Corporate Strategy 2025–2035, which sets out a vision for *“a better, greener and fairer Rugby where residents, businesses and the natural environment thrive”*.

2.7 Investment in RAGM is not discretionary spend on culture alone; it is a strategic intervention that contributes to health and wellbeing, economic regeneration, environmental sustainability, and reducing inequality

2.8 Delivering a Healthier Rugby

2.9 The Corporate Strategy prioritises supporting residents to live healthier, longer and more independent lives. RAGM already plays a significant role in community wellbeing through social prescribing, dementia-friendly programmes, outreach work, volunteering and inclusive cultural participation.

2.10 Capital investment would enable:

- Fully accessible facilities, including Changing Places provision and reliable vertical circulation.
- Purpose-built learning and activity spaces supporting wellbeing, lifelong learning and social connection.
- Expanded capacity for inclusive programming for older people, disabled residents, young people and carers.

2.11 By improving access, space quality and comfort, redevelopment allows RAGM to scale up preventative, community-based wellbeing activity that aligns with the Council's ambition to reduce pressure on health and social care systems.

2.12 *Supporting a Stronger and More Sustainable Local Economy*

2.13 The Corporate Strategy and accompanying Economic Strategy identify town-centre regeneration, pride of place and developing a Destination Rugby brand as core priorities.

2.14 Investment in RAGM supports this by:

- Strengthening a key cultural anchor within the town centre, increasing footfall and dwell time.
- Enabling growth in cultural tourism through improved permanent displays, particularly the nationally significant Rugby Collection and Tripointium archaeology.
- Supporting local creative industries through exhibition space, commissions, events and learning.
- Increasing earned income through an enhanced café, event spaces and gallery hires, improving long-term financial resilience.

2.15 The Council's Regeneration Strategy includes workstreams including developing a cultural quarter, expanding events, and encouraging tourism; RAGM redevelopment is central to delivering these priorities in a coherent way.

2.16 The redevelopment also aligns with the Council's wider town centre public realm ambitions. The feasibility study identifies RAGM as a key cultural anchor and highlights the opportunity to improve its frontage, arrival experience and pedestrian connections with the wider town centre. This strengthens the case for the project as both a cultural investment and a place-making intervention.

2.17 *Contributing to a Greener Rugby and Net Zero Commitments*

2.18 The Corporate Strategy commits the Council to climate action and adaptation. The existing RAGM building has end-of-life mechanical and electrical systems and performs poorly environmentally. Capital investment enables:

- Replacement of obsolete systems with low-carbon alternatives, including heat pumps and solar PV.
- Improved thermal performance, reducing energy use and operating costs.
- A demonstrator project showing civic leadership on decarbonisation and sustainable public buildings.

2.19 This aligns with the Council's wider Net Zero ambitions and ensures the long-term viability of a major public asset.

2.20 Advancing a Fairer Rugby and Reducing Inequality

2.21 The Corporate Strategy places strong emphasis on tackling inequality and improving access to opportunities and services. RAGM is a free, universal cultural service with disproportionate benefit for those least able to pay. Capital investment would:

- Remove physical and sensory barriers that currently exclude many residents.
- Improve access to education, heritage and creativity for children and young people across the borough.
- Provide safe, welcoming civic space at a time when many communities lack indoor public infrastructure.

2.22 By investing in RAGM, the Council is investing in inclusive civic infrastructure, supporting fairness, participation and cohesion.

2.23 Protecting a Strategic Council Asset and Leveraging External Funding

2.24 Finally, the Corporate Strategy commits the Council to being an effective and responsible organisation. Failure to invest risks escalating maintenance costs, service decline and reputational damage. Conversely, capital commitment:

- Unlocks significant external investment from the National Lottery Heritage Fund, Arts Council England and trusts such as Clore Duffield.
- Demonstrates leadership and confidence, strengthening the Council's ability to attract grant funding.
- Protects the long-term value and functionality of a major Council-owned asset.

3. The Rationale for Change

3.1 RAGM's popularity continues to grow. Visitor numbers have risen from around 40,000 in 2000 to more than 100,000 annually by 2025 — a testament both to the quality of programming and to the central role the service plays in community life. The venue contributes significantly to education, wellbeing, placemaking, and the local economy, providing inclusive cultural experiences that reach residents of all ages and backgrounds.

3.2 However, the building has not kept pace with this growth or with modern expectations for accessibility, sustainability and visitor experience.

3.3 The audience survey undertaken as part of the feasibility work supports this direction of travel. It confirmed that RAGM has a strong base to build from, with very high public awareness, loyal repeat visitors and clear value placed on the building's openness, gallery spaces and relationship with the library

and café. However, the survey also reinforced practical issues already identified through stakeholder engagement, including toilets, wayfinding, visibility of the upper floors, lift and access issues, and the need for the museum offer to be more prominent and refreshed.

3.4 A comprehensive review of RAGM's operations and building condition identified several critical limitations, including:

- **Poor accessibility and circulation:** with entrance challenges and an undersized lift that restricts mobility access and movement of large objects.
- **Outdated plant and environmental systems:** many at end-of-life, impacting comfort, collections care, and energy efficiency.
- **Insufficient storage and quarantine areas:** which limit RAGM's ability to care for and display more of the Borough's significant collections.
- **Inadequate learning and community spaces:** restricting school visits, workshops, and community activity.
- **Underutilised and inefficiently configured areas:** limiting capacity and operational efficiency across the building.
- **Poor thermal performance:** including the well-documented comfort issues caused by the single-glazed atrium.

3.5 These challenges now constrain the service's ability to meet demand, expand its offer, and provide the inclusive, high-quality cultural experiences that residents and schools expect. They also impact the long-term sustainability of a key civic building.

3.6 The survey findings also show clear public appetite for more family activity, workshops, learning opportunities, exhibitions, local history content and greater visibility of the Rugby Collection. This directly supports the proposed focus on improved learning space, clearer visitor routes, more prominent permanent collections, enhanced exhibition capacity and better public facilities.

3.7 Increased Demand and Building Limitations

3.8 Visitor growth, expanded educational provision, and increasing expectations for accessibility, sustainability and visitor experience have placed pressure on the existing building layout, circulation routes and plant systems. Poor wayfinding and a non-intuitive visitor journey have been repeatedly identified as limiting factors.

3.9 Permanent Home for Social History

- 3.10 Stakeholders, staff and the public have expressed strong support for reinstating a coherent, permanent social history gallery showcasing Rugby's industrial, engineering, archaeological and cultural stories.
- 3.11 The feasibility study makes clear that the social history collection has not yet benefited from a comprehensive permanent interpretation exercise and that there is an opportunity to use the redevelopment to tell Rugby's story in a more coherent, engaging and accessible way. This includes better interpretation of the borough's industrial and engineering heritage, the Redding's photographic material, community life, domestic and working life, and the wider social history of Rugby.
- 3.12 The archaeology offer is also strengthened by the opportunity to reinterpret Tripontium in a more immersive and engaging way, making greater use of material currently in storage and supporting continued learning around the Roman history of the borough. This is particularly important given the significance of the Tripontium collection and its role in helping RAGM tell the longer story of Rugby and its surrounding area.
- 3.13 Ageing Equipment and Plant
- 3.14 Mechanical and engineering systems are at end-of-life. Problems include poor environmental regulation, thermal discomfort, maintenance constraints, blocked windows causing moisture risks, and inadequate workshop ventilation.
- 3.15 Despite its continued popularity, the building and its internal configuration has, over time, become increasingly misaligned with contemporary operational, access and environmental expectations.
- 3.16 Evidence drawn from usage trends, stakeholder feedback and building performance reviews highlighted a number of strategic limitations. These included poor physical accessibility, fragmented visitor circulation, insufficient education and engagement space, constrained back-of-house and collections support areas, and ageing building services that delivered sub-optimal environmental performance.
- 3.17 Collectively, these issues limit RAGM's ability to present its collections effectively, grow learning provision, support inclusive programming and operate sustainably.

4. The Project Brief

- 4.1 In response to the above challenges, officers developed a comprehensive project brief (**Appendix 1**) approved to be funded via the Corporate Strategy Delivery Plan budget.

- 4.2 The project brief was informed by the Council's Corporate Strategy, town centre regeneration objectives and the role of RAGM within the Town Centre Public Realm Masterplan.
- 4.3 It established a clear framework of objectives, scope and performance requirements against which feasibility options could be tested.
- 4.4 The brief set out expectations for improved accessibility and visitor flow, reinstated permanent museum and gallery provision, expanded learning and event capacity, upgraded environmental performance and enhanced income-generation opportunities, while securing the long-term stewardship of the collections. The findings presented in this report were therefore developed in direct response to this strategic context and brief.

5. Appointment of Cultural Specialist Architect

- 5.1 Following a full procurement exercise, Pringle, Richards, Sharratt Architects (PRS Architects) were successfully appointed to carry out the feasibility study for improvements to the Rugby Art Gallery and Museum. This specialist input is required for the funding bid.
- 5.2 PRS Architects proposed a parallel study to look at energy efficiency and decarbonisation options for the entire building, the business case and option development. PRS Architects have figure headed the study with support from expert providers including:
- Brookbanks: specialist decarbonisation experts for advising on environmental aspects
 - Bowles Green on governance and business planning
 - PT Projects to prepare the order of costs

6. The Feasibility Report

- 6.1 The full feasibility report produced by PRS is included as **Appendix 2** of this report.
- 6.2 The study brings together the knowledge and expertise of the cultural architects whilst considering the feedback received throughout the staff, members, key stakeholders and the public survey to develop a brief that is encompassing of all the services user demographic.
- 6.3 Consultation Summary
- 6.4 The consultation phase took place from January to March 2026. The process was notably extensive, involving multiple phases, a wide range of stakeholder groups, and repeated opportunities for feedback, demonstrating a high level of engagement throughout the process.
- 6.5 The process was structured around several distinct engagement formats, including workshops, specialist sessions, public consultation, and an audience survey. This layered approach ensured that input was gathered not

only from internal teams but also from external stakeholders and the wider public.

- 6.6 A key feature of the process was the number and diversity of groups involved. The consultation programme included at least three main workshop days, each engaging multiple sub-groups, alongside additional targeted sessions. Workshop Day 1 (19 January) functioned as a large fact-finding session, bringing together a broad mix of staff and stakeholders to identify strengths, weaknesses, and early priorities.
- 6.7 Workshop Day 2 (9 February) significantly expanded engagement by dividing participants into three specialist groups, each focusing on different operational perspectives:
- 6.8 Group 1 (Key officers and RBC strategic managers) focused on interpretation, visitor flow, and display needs.
- 6.9 Group 2 (wider RBC colleagues and technical staff) examined infrastructure, maintenance, environmental performance, and long-term building strategy.
- 6.10 Group 3 (Front-of-house staff) explored visitor experience, reception, identity, and day-to-day usability. This structured division ensured that expert knowledge from across the organisation was captured in detail, rather than relying on a single, generalised discussion.
- 6.11 In addition to internal workshops, the process included a dedicated exhibition and interpretation workshop (23 February) with external specialists, focussing on how collections could be better presented and understood by audiences. The project team also delivered a formal presentation to elected members, ensuring political oversight and alignment with strategic priorities.
- 6.12 The final major engagement stage, Workshop 3 (12 March), further broadened participation. It included:
- A public-facing consultation in the main foyer, with boards inviting open feedback from visitors.
 - Two additional workshop sessions involving the expanded RAGM/library team and wider stakeholder organisations, such as local heritage groups, community representatives, academics, and creative practitioners.
- 6.13 Alongside these in-person activities, the consultation was reinforced by an audience survey distributed both online and, in the building, specifically designed to reach as wide a cross-section of the public as possible.
- 6.14 Overall, the process demonstrates a high level of consultation intensity, characterised by:
- Multiple stages of engagement (early fact-finding, option testing, and validation)

- A wide range of participant groups (staff at all levels, technical specialists, councillors, community groups, and the public)
 - Repeated opportunities for feedback and iteration, with ideas being tested and refined across successive workshops
- 6.15 This comprehensive approach ensured that the emerging proposals were well-informed, widely supported, and reflective of both operational needs and community aspirations, forming a strong evidence base for the feasibility study's recommendations.
- 6.16 The interpretation boards developed and utilised in the public consultation can be found in **Appendix 3**.
- 6.17 Ongoing work to support the application
- 6.18 With support from Museums Development Midlands, RAGM has appointed a specialist bid writer to help us prepare an application to Arts Council England's Project Grants programme. This application will support a major programme of creative community activity, audience development work and public consultation, designed to ensure that the future of RAGM is shaped by the people who use and value it.
- 6.19 The application outlines a year-long programme of workshops, creative projects and conversations across Rugby, designed to understand what communities enjoy, what they need, and what they would like to see more of in their cultural and heritage spaces.
- 6.20 The insights gathered will play a vital role in shaping the long-term future of RAGM. This community-led evidence will also strengthen a future National Lottery Heritage Fund capital bid, ensuring our redevelopment is rooted in local voices and real need.
- 6.21 *Emerging Detailed Brief*
- 6.22 Throughout the consultation exercises, an emerging brief began forming with key considerations for testing and option planning.
- 6.23 The emerging brief enabled PRS Architects to consider options including extra-large (XL), Large (L) and Medium (M) in terms of scale and ambition.
- 6.24 Each option considers potential change and development that can be presented to consultees for comment.

6.25 Response to Brief – Option XL

6.26 Three development options were tested, with **Option XL** emerging as the most ambitious and transformational. Its key proposals include:

- **A new inclusive entrance and frontage**, replacing the problematic ramp and steps with a wide, direct access route integrated with seating and planting, aligned with the Town Centre Public Realm Masterplan.
- **A reconfigured foyer, reception and shop**, creating a clearer “front door” and intuitive visitor journey, supported by a new central staircase and a large, group-capable lift.
- **A relocated and expanded café** on the west side of the building, activating underused external areas, increasing capacity and enabling evening and third-party use.
- **A new Clore-standard Learning Centre** at first-floor level, providing flexible, well-equipped spaces capable of accommodating school groups and a wide range of learning and engagement activity. The proposal sets out an opportunity to apply to the Clore Duffield Foundation for support the project funding opportunities. The proposed plans meet the criteria set out by Clore which includes a 90m² classroom space with clear separation between activity and support areas with intention for creative uses only.
- **Reinterpreted permanent museum galleries**, bringing social history and archaeology together through immersive, accessible displays and making greater use of the Tripontium collections currently in storage.
- **A new permanent Rugby Collection gallery** at second-floor level, enabling regular display of this nationally significant collection and providing a high-quality venue suitable for events and hires.
- **Significant improvements to back-of-house facilities**, including expanded workshops, quarantine space, additional and higher-quality collections storage (with potential for curated visible stores), and improved staff offices and meeting spaces.
- **Modernised WCs throughout**, including Changing Places provision and family-friendly facilities on all public floors.

6.27 The smaller options would deliver some improvement, but they do not resolve the same breadth of access, visitor journey, operational, collections and income-generating issues. Option XL is therefore considered to provide the strongest long-term response to the brief, because it combines the main entrance, central stair, lift, café extension, learning space, permanent galleries, WCs, object movement and back-of-house improvements into a single coordinated scheme.

6.28 **Section 6: Response to the Brief** within the Feasibility Report (**appendix 2**) sets out a full suite of artist impressions and visual

representations of the RAGM redevelopment based on the consultation exercises, workshops and initial brief set out.

6.29 Core Workstreams

6.30 The proposals are underpinned by several interrelated workstreams:

- **Access and Inclusion** – addressing physical barriers, lift reliability, WC provision, wayfinding and intellectual access to collections.
- **Collections, Interpretation and Learning** – increasing display capacity, improving narrative coherence, and embedding learning and participation at the heart of the building.
- **Building Services and Decarbonisation** – replacing end-of-life MEP systems, improving thermal comfort, introducing heat pumps and solar PV, and aligning with council net-zero ambitions.
- **Public Realm and Identity** – strengthening RAGM's civic presence, clarifying the relationship with the library, and activating surrounding external spaces.
- **Operations, Income and Sustainability** – improving staff working conditions, enabling hires and café income, and ensuring long-term resilience.

6.31 Overall, the study concludes that a coordinated programme of access improvements, spatial reconfiguration, collections investment and decarbonisation would unlock RAGM's full potential as a cultural anchor for Rugby, supporting civic pride, learning, wellbeing and sustainable growth for decades to come.

7. Decarbonisation Options

7.1 The feasibility study included a technical review of how to improve the building's energy performance and reduce energy costs and carbon emissions.

7.2 Brookbanks, as part of the consultant team, carried out the specialist decarbonisation review.

7.3 The full technical report is included as **Appendix 4**. A summary of the main opportunities and indicative savings is set out below:

- Existing building systems
- Air Handling Unit replacement
- Boiler replacement for Air Source Heat Pumps
- LED Lighting
- Solar Panel roof system

- 7.4 The project should be viewed as a wider decarbonisation package, not a single intervention. It could include replacing end-of-life mechanical and electrical systems, air handling unit upgrades, low-carbon heating, lighting controls, improved thermal performance and roof-mounted solar PV where feasible. The current PV proposal is for up to 79 panels generating about 44,100kWh a year, but PV is only one part of the wider low-carbon strategy.
- 7.5 The technical review concludes that the building is a strong candidate for low-carbon refurbishment because many services are nearing end of life and there are clear opportunities to improve energy efficiency, comfort and operational performance.
- 7.6 Although LED lighting has already been introduced in some areas, a broader review is needed to address outdated plant, poor ventilation, thermal weaknesses and maintenance constraints.
- 7.7 Key issues include limited sub-metering, ventilation imbalances affecting room pressure and door operation, blocked windows causing condensation and collections risks, poor thermal performance, overheating in library areas, and ageing plant including the roof chiller and several air handling units.
- 7.8 The main decarbonisation opportunity is replacing the gas boiler system with heat pumps. Options include full air source heat pump replacement or a hybrid model retaining some boiler capacity where low-temperature heating may be harder or more costly to achieve.
- 7.9 A full heat pump solution would cut emissions significantly but would also require wider upgrades, including pumps, controls, some radiators, pipework, heating coils in air handling units, and assessment of electrical load and cabling.
- 7.10 A hybrid heat pump and boiler option is also considered. Further savings could come from replacing or refurbishing air handling units with new fans, variable speed drives and heat recovery to improve efficiency, ventilation and environmental control.
- 7.11 Additional measures include completing the LED lighting upgrade, installing PIR sensors in lower-use spaces, and adding roof-mounted photovoltaic panels where feasible.
- 7.12 A 79-panel PV system could generate around 50kWp and 44,100kWh a year, although this would meet only a modest share of current and future demand. New-build elements could also improve thermal performance, expand plant space and increase PV capacity.
- 7.13 PV is an important part of the strategy, but not the main source of carbon reduction. The greatest indicative savings come from replacing gas boilers with air source heat pumps, supported by air handling unit upgrades and wider building services improvements.

7.14 Overall, the largest indicative carbon savings would come from replacing boilers with air source heat pumps: 38.40 tonnes CO₂e a year, or 30.72 tonnes CO₂e under a hybrid approach. Air handling unit and hot water upgrades could save a further 10.16 tonnes CO₂e, PV 3.74 tonnes CO₂e, and lighting upgrades a smaller amount. Together, the maximum indicative saving is 52.43 tonnes CO₂e a year, showing that decarbonisation should be central to any future refurbishment strategy.

7.15 The estimated costs for the potential opportunities of all decarbonisation projects can be seen in **Appendix 5** but is summarised below:

Intervention	Projected Costs
Existing Building Improvements as outlined:	£0.608m
Replace Air Handling Units	£0.5m
Replace Boilers for Air Source Heat Pumps	£0.5m
LED Lighting & Automatic Controls	£0.0175m
Roof PV	£0.052m
Total	£1.6775m

8. High Level Business Case and Operational Planning

8.1 As part of the PRS commissioned study, a supporting high level business case and operational planning report has been prepared by Bowles Green Limited (**Appendix 6**).

8.2 The report provides a high-level assessment of the current operating position at Rugby Art Gallery and Museum and models the potential financial and operational implications of the three redevelopment options.

8.3 It concludes that, while all options would improve the building's functionality and audience offer, the XL option delivers the strongest business case because it combines improved accessibility and visitor flow with enhanced café, retail, exhibition and event space offer.

8.4 The business planning report identifies a 2024/25 net cost of £1,233,495 for the service after accounting adjustments and highlights that the current layout constrains income generation, accessibility and operational efficiency.

8.5 It forecasts that the redevelopment could materially improve financial resilience through a stronger temporary exhibitions programme, increased venue hire, higher café rental income and improved retail performance.

8.6 On this basis, estimated additional annual direct income could achieve £67,841 for Option XL, compared with £52,660 for Options M and L if supported by adjacent revenue budget, initially embedded as part of the phase 1 application process.

- 8.7 This evidence strengthens the case for investment by demonstrating that the preferred scheme is not solely a response to building condition and access issues, but also a means of improving long-term sustainability and reducing reliance on subsidy over time.
- 8.8 In particular, the XL option provides the greatest opportunity to broaden audiences, increase dwell time, support higher-quality programming and create a more commercially resilient cultural asset in the town centre.

9. Accessibility Audit

- 9.1 A full access audit was prepared by Direct Access in November 2024 (**Appendix 7**).
- 9.2 The audit highlights several issues affecting access throughout the building. This is a comprehensive survey with wide ranging recommendations from the main entrance access ramp, to layout of accessible WCs, signage and general communication.
- 9.3 The majority of the issues identified would be addressed as part of a strategic refurbishment and extension of the building. We have included in the appendices a matrix showing how the proposals could in principle address the issues identified in the audit.

10. Funding Models

- 10.1 Throughout the entire project process, it has been acknowledged and shared that the redevelopment of the RAGM would be a significant capital investment requiring external funding to complete.
- 10.2 The opportunities to source external funding and their individual match funding requirements and potential investment from Rugby Borough Council are considered below:
- 10.3 **National Lottery Heritage Fund**
- 10.4 The National Lottery Heritage Fund (NLHF) requires major grant applicants (typically £250,000–£10 million) to progress through a two-phase process following an initial Expression of Interest (EOI). This approach ensures robust project planning, risk management and clear linkage to NLHF's four investment principles: Saving Heritage; Protecting the Environment; Inclusion, Access & Participation; Organisational Sustainability.
- 10.5 **Expression of Interest (EOI)**
- 10.6 The EOI is a mandatory gateway stage for grants over £250,000, enabling NLHF to assess strategic fit before inviting a full application. Applicants usually receive a response within 20 working days.
- 10.7 The project clearly aligns with the NLHF's investment principles. Subject to approval of the Expression of Interest, the next steps will be to

submit an application for the Development Phase (Stage One) and, if successful, to progress to a subsequent Delivery Phase (Stage Two) application.

10.8 *Development Phase (Stage 1)*

10.9 If the EOI is successful, applicants progress to the Development Phase which is supported via a development grant from the NHLF. During the Development Phase, applicants have up to 24 months to prepare and submit a final Delivery Phase application. The Development Grant enables applicants to undertake the essential planning costs, business continuity considerations and final designs to formalise the submission. The funding would enable the submission to assemble the evidence and plans needed for a high-quality delivery proposal.

10.10 Whilst applications have up to 24 months, the Council are well progressed with the required supporting evidence and documentation. Further engagement to continue developing the project through feasibility studies, surveys and technical assessments, alongside ongoing community consultation and engagement would take place.

10.11 During this time, we would progress planning and design work (typically RIBA Stages 2–3), strengthen our business, activity and conservation management planning, and work closely with partners, particularly WCC, to determine the building's future use as we approach Local Government Reorganisation, while securing the necessary statutory consents such as planning permission.

10.12 This Development Phase typically lasts 12–24 months, with a maximum of two years for major projects, and results in a fully developed Delivery Phase application containing detailed designs, costed plans and required permissions.

10.13 *Delivery Phase (Stage Two)*

10.14 Following approval of the Stage One application, the project may submit a full Delivery Phase application, which, if successful, unlocks the capital and activity funding required to implement all capital works, activity programmes and heritage outcomes developed during the Development Phase.

10.15 The Delivery Phase can run for up to five years (excluding the development period) and is subject to several key requirements: capital works may only begin once the NHLF has formally approved the Delivery Phase; applicants must provide match funding of at least 5% for grants under £1 million and 10% for grants over £1 million; and a final Evaluation Report must be submitted before the final 10% of grant funds is released.

10.16 *The Clore Duffield Foundation*

- 10.17 The Clore Duffield Foundation's Small Clore Fund offers capital grants of up to £250,000 to help small and mid-sized UK arts and heritage organisations create or improve high-quality Clore Learning Spaces. Funding can support new learning rooms, the refurbishment or repurposing of existing spaces, and improvements to accessibility, equipment, and educational capacity. The programme is open to public-facing arts or heritage organisations with an annual turnover under £5 million, criteria that RAGM meets. The feasibility study has taken into consideration the physical requirements and specifications required to meet Clore eligibility criteria.
- 10.18 If successfully progressed to the NHLF Development Phase, an application to the Clore Duffield Foundation will be submitted in parallel with the NHLF submission.

11. Project Costs and Rugby Borough Council Match Funding / Capital Investment Requirements

- 11.1 Quantity Surveyors and Project Managers, PT Projects, have provided a high level cost estimate to support the initial phases of the National Lottery Heritage Fund (**Appendix 8**).
- 11.2 The projected XL option cost estimates including 10% contingency totals **£8.325m**.
- 11.3 The specification of works includes the proposed main entrance and façade, new south and north extensions and all internal works.
- 11.4 The proposed decarbonisation programme for existing improvements and new installations totals **£1.6775m**.
- 11.5 **The total cost of the XL and decarbonisation project is approximately £10.003m**
- 11.6 The current cost estimate is based on feasibility-stage design information and should be treated as an order-of-cost estimate at this stage. Further design development during the NLHF Development Phase would refine the construction cost, professional fees, inflation, risk, decanting, operational equipment, statutory requirements and any other project-specific allowances before any future delivery commitment is sought.
- 11.7 The estimate includes a construction contingency, but the supporting cost plan also identifies a number of exclusions and assumptions that will need to be tested as the project develops. These include matters such as VAT, professional fees, construction inflation beyond the current estimate date, decanting and recanting, operational equipment, staffing costs, removal of deleterious materials and works outside the currently affected areas.
- 11.8 As set out in section 8 of the report, the NLHF requires a minimum of 10% match funding for applications up to the maximum contribution from the National Lottery of £10m.

- 11.9 This report seeks approval for Rugby Borough Council match funding of **£2m** prior to the proposed expression of interest, in order to support the submission and demonstrate the Council's commitment to the project.
- 11.10 It is considered that a larger percentage of match funding would be advantageous to the Council's submission reflecting its commitment to the project and investment into its own cultural asset.
- 11.11 Through consultation with other successful cultural applicants to the fund, it should be noted that applicants were scored higher for providing a larger contribution and demonstrating investment.
- 11.12 The decision to finance the match funding from the business rates equalisation reserve is due to receiving a total of (£1.030m) in Business Rates Rebates for the Art Gallery and Museum following a valuation appeal which was successful in revaluing the building to £1.

12. Next Steps

- 12.1 The next steps are outlined below, including the submission of a National Lottery Heritage Fund Expression of Interest. As outlined in the body of the report, an outcome is expected within 20 working days of submission for an invitation to apply for the Phase 1 Development Stage.

- July 2026: Continuation of ACE project grant development work
- July 2026: Expression of Interest (EOI) – submit the initial gateway application to confirm strategic fit with NLHF priorities and secure an invitation to progress. The feasibility study referred to an Expression of Interest in Q4 of 2026. Following completion of the feasibility work and preparation of this Cabinet report, the project programme has been brought forward, with the intention of submitting the Expression of Interest in July 2026, subject to the necessary approvals.
- August 2026 to January 2027: Development Phase (Stage One) – prepare the detailed evidence base, design development, business planning, consultation and statutory consents required for a full delivery submission. Must be submitted within 12 months of notification. Includes application to Clore Duffield Foundation. This phase would also provide the opportunity to test and de-risk the scheme in greater detail before any delivery commitment is made. This would include further surveys, design development, planning considerations, cost refinement, land and interface issues, decanting requirements, operational planning, WCC/library interface matters and delivery risk.
- Delivery Phase (Stage Two) - submit the full capital application and, if approved, **implement** the building works and activity programme set out through the development process.

13. Conclusion

- 13.1 In conclusion, approval is sought for the delegated authority to be given to the Assistant Director Leisure and Wellbeing to progress an application to the National Lottery Heritage Fund including individual application phases as set out in the report.
- 13.2 To support the application, approval is sought for Council match funding of £2m, to meet the National Lottery Heritage Fund's match funding expectation and demonstrate the Council's commitment to investing in its own cultural asset.
- 13.3 The project seeks to deliver a large-scale redevelopment of a key cultural and leisure facility in the town centre. It would enhance accessibility, improve environmental performance, strengthen the visitor learning offer, support collections care and interpretation, and maximise the opportunity for RAGM to continue delivering a high-performing Council service.
- 13.4 RAGM directly contributes to the delivery of the Council's Corporate Strategy objectives for a Healthier, Thriving, Greener, Fairer Rugby, while also supporting the Regeneration Strategy objectives.
- 13.5 The recommendation does not commit the Council to the delivery of construction works at this stage. Instead, it enables the Council to progress the funding opportunity, undertake the further development work required by the National Lottery Heritage Fund, and bring forward a more detailed and fully tested proposal for future consideration.

Name of Meeting: Cabinet

Date of Meeting: 29 June 2026

Subject Matter: Rugby Art Gallery and Museum Development

Originating Department: Partnerships and Wellbeing

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	RAGM Redevelopment Project Brief
2	Pringle Richards & Sharratt: Feasibility Report
3	Brookbanks: Decarbonisation Technical Report
4	Bowles Green: High Level Business and Operational Planning Report
5	Accessibility Audit
6	PT Project High Level Cost Estimate

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Rugby Art Gallery & Museum (RAGM) Redevelopment Brief

Project Title: Rugby Art Gallery & Museum (RAGM) – Redevelopment & Reconfiguration

Client: Rugby Borough Council

Date: 08/09/2025

Prepared by: Richard Kiernan, Senior Project Manager

1.0 Introduction and Background

- 1.1 Rugby Art Gallery & Museum (RAGM) is a purpose-built cultural venue opened in 2000, housing the Borough Council's Art Gallery, Museum, Visitor Centre and the County Council's Library (under lease until 2125). The facility is Arts Council England Accredited and serves as a vital civic, cultural and educational asset with over 100,000 annual visitors.
- 1.2 This project seeks to modernise and reconfigure the building to meet operational, accessibility, and environmental performance standards, while delivering enhanced cultural experiences, educational capacity, and income generation.

2.0 Strategic Context

- 2.1 This redevelopment aligns with key objectives in the Council's Corporate Strategy and town centre regeneration ambitions, including:
 - Enhancing economic vitality and cultural tourism (25-mile radius focus)
 - Delivering environmental sustainability and carbon reduction
 - Improving social inclusion and wellbeing through cultural engagement
 - Strengthening the Council's role in heritage stewardship and education
- 2.2 The building plays a direct role in the Council's approved Town Centre Public Realm Masterplan. RAGM's visitor growth (from 40,000 in 2000 to 100,000+ in 2024) highlights its significance to both the community and local economy.

3.0 Project Objectives

- Re-establish permanent museum and gallery spaces
- Improve accessibility and visitor flow
- Upgrade environmental performance and energy efficiency
- Enhance educational, workshop and event capacity
- Maximise social value and income generation opportunities

4.0 Scope of Work

- 4.1 Architectural proposals should include concept development, feasibility testing and preliminary costed options. The scope includes both public-facing and back-of-house spaces. Proposals should clearly state assumptions around spatial reconfiguration, including indicative square metre allocations or targets for educational, exhibition, and circulation areas. Architectural responses should include concept development,

feasibility testing and preliminary costed options. The scope includes both public-facing and back-of-house spaces. Proposals should clearly state assumptions around spatial reconfiguration, including indicative square meter allocations or targets for educational, exhibition, and circulation areas.

4.2 Public Areas:

- **Foyer & Entrance Area:** Reconfiguration for better wayfinding, accessibility, and temperature regulation with potential reconfiguration and refit of retail offer
- **Permanent Social History Gallery:** Visualisation and design aligned with themes such as transport, radio, industry and innovation; target visitor capacity and curatorial adaptability should be considered
- **Permanent Archaeology Gallery:** Including Tripointum collection
- **Permanent Rugby Collection Gallery:** Multi-functional and suitable for external hire, with modular design to accommodate exhibitions and events
- **Education Facilities:** Larger, fully-equipped school engagement areas with secure storage and WC access, designed to accommodate groups of 90+ children concurrently
- **Upstairs Public Toilets:** To address current limitations and accessibility standards, with scope to meet Changing Places criteria

4.3 Private / Support Areas:

- **Staff Office Expansion:** To improve working conditions and capacity
- **Technician Workshop:** On-site workspace with appropriate ventilation – keeping existing workshops
- **Collections Storage:** Expanded facilities with quarantine area
- **Second-Floor Kitchenette / Catering Support Area:** As part of the ambition to enhance income-generating potential, design proposals should include provision for a small kitchen or catering support facility on the first floor. This should be located adjacent to or near the Rugby Collection Gallery and Education Room, to serve events, private hires, and community functions. The space should allow for light food preparation, hot/cold drink provision, and should include suitable storage and servicing access without impacting public circulation.
- **Improved loading bay at St Matthews Street entrance**

4.4 Accessibility & External Interface:

- External ramp, steps and handrail redesign per 2024 Accessibility Audit
- New wayfinding and interpretation signage
- Integration with the public realm (Drury Lane/Sheep Street/High Street linkage)

4.5 Additional Accessibility and Internal Infrastructure Improvements:

As part of the broader ambition to future-proof the facility and enhance accessibility, the following additional elements should be included in the design scope:

- **Lift Replacement and Enlargement:** Replacement of both the public and goods lifts is required. The public lifts should be upgraded to accommodate the

growing size and range of mobility vehicles used by visitors. The goods lift should be enlarged to ensure it can safely and efficiently accommodate the transport of large collection items between floors, mitigating current reliance on stairwells.

- **Internal Door Replacement Programme:** A review and phased replacement of internal doors throughout the building is required to improve:
 - Accessibility and compliance with Equalities Act standards
 - Internal environmental zoning and temperature control
 - Overall building energy efficiency

4.6 Architectural responses should address these improvements in terms of layout impact, technical performance, and integration with broader environmental and accessibility upgrades.

5.0 Environmental Sustainability

5.1 Architectural proposals should support low-carbon and energy-efficient performance. A feasibility report has indicated strong potential for:

- 50kW Solar PV and 32mWh battery
- Annual benefit: £16,600–£20,700
- Estimated 110 tonnes CO2 savings and 14-year payback

5.2 Architects should explore compliance with BREEAM standards (Excellent or above), and apply circular economy principles where feasible, including low-embodied carbon materials, reuse strategies, and passive design measures.

5.3 Architectural proposals should align with wider Council decarbonisation and building efficiency plans.

6.0 Funding Strategy

6.1 The Council intends to submit a bid to the **National Lottery Heritage Grant (NLHG)** and will use this brief to support the development phase application. We anticipate submitting under the £1m–£5m funding tier.

6.2 Funding stream targets:

- £250k–£1m: minimum 5% match
- £1m–£10m: minimum 10% match

6.3 Initial Council funding will support:

- Architect appointments
- Concept design development
- Visualisation of new permanent exhibition spaces
- Cost planning and feasibility studies

6.4 Design teams should consider how their proposals support NLHG's investment principles: saving heritage, protecting the environment, inclusion and participation,

and long-term sustainability. The Council intends to submit a bid to the NLHG and will use this brief to support the development phase application.

7.0 Social and Economic Value

7.1 Design teams should demonstrate how spatial strategies (e.g. flexible community rooms, co-curation hubs, inclusive circulation) actively support the Council's social value outcomes, especially targeting young people, vulnerable adults, and underrepresented communities.

7.2 RAGM is key to reducing isolation and fostering civic pride.

- Estimated annual economic value: £1.2m
- Social value (for 2024) calculated at £251,773 using LGA social value tools
 - Local school engagement
 - Wellbeing initiatives and volunteering
 - Community inclusion programmes

7.3 RAGM is key to reducing isolation and fostering civic pride.

8.0 Stakeholders and Engagement

- Portfolio Holder, Lib Dem Spokes Person and Chief Officer for Leisure and Wellbeing
- Warwickshire County Council (Library Service)
- Arts Council England, NLHG
- Public consultation completed (2021), with further engagement planned under development phase

9.0 Programme

- Issue of architect brief: September 2025
- Concept design development: Oct–Nov 2025
- Cabinet approval and NLHG EOI: January 2026
- Public consultation and development phase work: 2026 onwards

10.0 Submission Requirements

10.1 Architectural proposals should include:

- Relevant experience in museum/gallery/public sector design
- Case studies or visual portfolios of comparable cultural or heritage-led projects
- Initial approach and understanding of the brief
- Proposed design team and key personnel
- Fee proposal for feasibility/concept design phase



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1. INTRODUCTION

1.1. EXECUTIVE SUMMARY

- 1.1.1. This feasibility study outlines a comprehensive redevelopment strategy for the Rugby Art Gallery and Museum (RAGM), a vital cultural anchor opened in 2000. While the facility houses significant collections of contemporary British art, social history, and Roman archaeology (Tripontium), it is currently hindered by failing infrastructure and a layout that restricts its growth and accessibility. In particular the social history collection has never benefitted of a wholistic interpretation and is housed in a space fitted out for previous unrelated displays. The findings of this study will form the basis of a preferred development option. The ultimate objective is to submit a formal Expression of Interest to the National Lottery Heritage Fund (NLHF) in the fourth quarter of 2026, securing the investment needed to safeguard Rugby's heritage for future generations.

The Vision

The project aims to expand the scope at RAGM so that it may become an even more community-oriented and sustainable cultural hub. The primary goals are to:

Modernise Infrastructure: Replace end-of-life building services and improve thermal performance.

Enhance Accessibility: Resolve the “problematic threshold” of the main entrance and internal circulation.

Unlock Potential: Increase display space for “nationally significant” collections and improve income generation through revitalised retail and café offers.

Current Challenges

Poor Arrival Experience: The external ramp and stairs create physical and visual barriers, while the single-glazed atrium causes significant environmental discomfort (cold drafts in winter, overheating in summer).

Operational Constraints: Staff offices, workshops, and collection stores are at capacity, lacking the necessary headspace and environmental controls for modern museum standards.

Fragmented Identity: Stakeholders noted a “confusing identity” between the library and museum services, exacerbated by poor internal wayfinding and a lack of public facilities on the upper floors.

RUGBY

Art Gallery & Museum

Emerging Strategy

Based on extensive consultations with staff, stakeholders, and the public (January–March 2026), the proposed brief focuses on:

Reimagining the Entrance: Creating an intuitive, welcoming “front door” that better integrates with the town’s pedestrian network and Sheep Street.

Rationalising Internal Flow: Introducing a more legible visitor journey, potentially through a new central staircase, and co-locating education and workshop spaces.

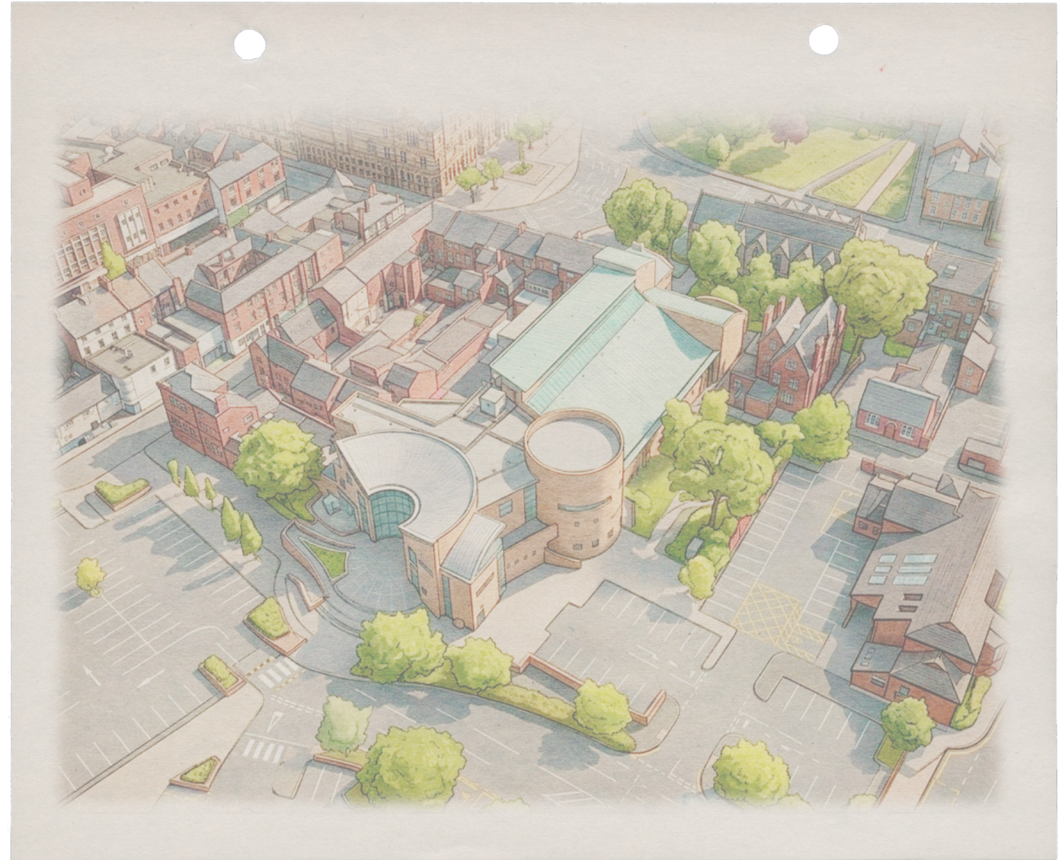
Expanded Interpretation: Utilizing the height of galleries for larger social history objects and creating an “immersive experience” for the Tripontium Roman collection.

Sustainable Growth: Aligning MEP (Mechanical, Electrical, and Plumbing) upgrades with decarbonisation targets to ensure the building’s long-term viability.

1. INTRODUCTION

1.2. THE PROJECT

- 1.2.1. The feasibility study project was formally approved by the Leader of the Council, Leader of the Liberal Democrat Group, the Chief Executive Officer, Senior Leadership Team and section 151 Officer.
- 1.2.2. PRS Architects have been appointed by Rugby Borough Council to carry out a feasibility study for improvements to the Rugby Art Gallery and Museum, which shares a home with the Rugby Library and Information Centre at Little Elborow St, Rugby. A parallel study will look at energy efficiency and decarbonisation options for the entire building. Governance and the business case for different options are also considered as part of the study. Pringle Richards Sharratt Architects will lead the process with Brookbanks advising on environmental aspects, Bowles Green on governance and business plan and PT Projects will prepare the order of costs.
- 1.2.3. Rugby Art Gallery & Museum (RAGM) is a purpose-built cultural venue opened in 2000, housing the Borough Council's Art Gallery, Museum, Visitor Centre and the County Council's Library (under lease until 2125). The facility is Arts Council England Accredited and serves as a vital civic, cultural and educational asset with over 100,000 annual visitors.
- 1.2.4. The project seeks to modernise and reconfigure the building to meet operational, accessibility, and environmental performance standards, while delivering enhanced cultural experiences, educational capacity, and income generation.
- 1.2.5. The project will enable RAGM to further their cultural and educational objectives, safeguard the rich heritage assets in their custody, ensuring RAGM's sustainable future .
- 1.2.6. The aim is to submit an expression of interest to the National Lottery Heritage Fund for the preferred development option in the 4th quarter of 2026.



Rugby Art Gallery Museum & Library

1. INTRODUCTION

1.3. RAGM'S HIGH-LEVEL BRIEF

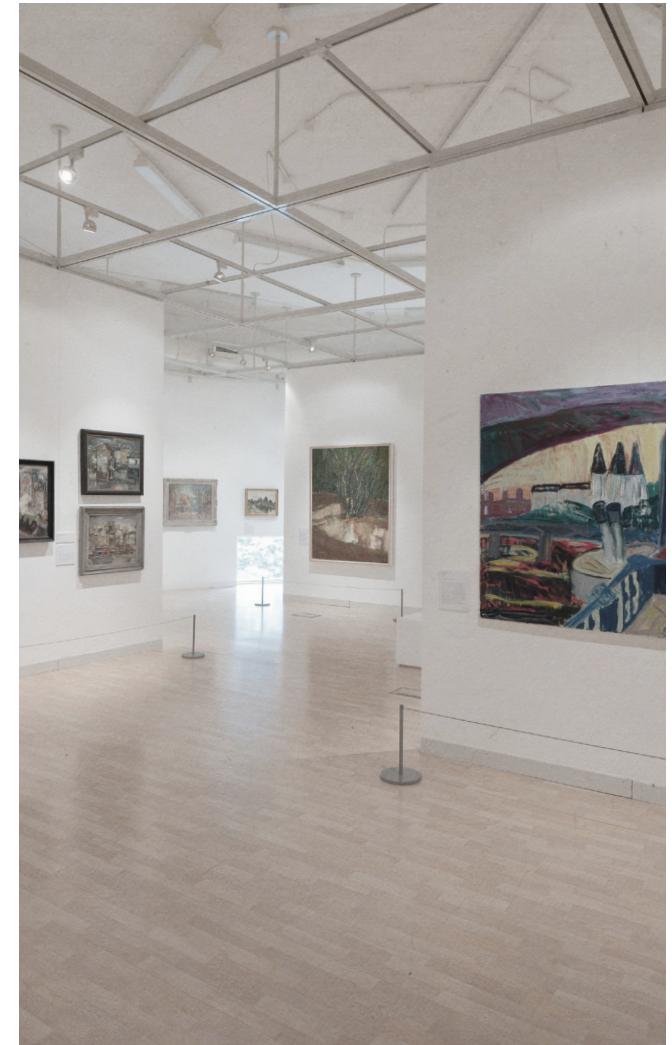
- 1.3.2. As stated in brief issued at the start, the project is about taking a close look at the existing conditions to develop intelligent and creative strategies to enhance the RAGM visitor experience and improve the working environment for RAGM's colleagues and volunteers. The project will address practical issues, such as accessibility and environmental performance standards, with a particular focus on dynamic cultural engagement, learning development and increased income generation.

- 1.3.1. The redevelopment aligns with key objectives of Rugby Borough Council and town centre regeneration ambitions, including:

You have identified in the brief specific areas to be addressed:

- Enhancing economic vitality and cultural tourism (25-mile radius focus)
 - Delivering environmental sustainability and carbon reduction
 - Improving social inclusion and wellbeing through cultural engagement
 - Strengthening the Council's role in heritage stewardship and education
 - The RAGM building's direct role in the Council's approved Town Centre Public Realm to re-establish permanent museum and gallery spaces
 - Improve accessibility and visitor flow
 - Upgrade environmental performance and energy efficiency
 - Enhance educational, workshop and event capacity
 - Maximise social value and income generation opportunities
- **Permanent Social History Gallery**
 - **Permanent Archaeology Gallery**
 - **Permanent Rugby Collection Gallery**
 - Foyer & Entrance Area
 - Education Facilities
 - Upstairs Public Toilets/ Private / Support Areas
 - Staff Office Expansion
 - Technician Workshop
 - Collections Storage
 - Second-Floor Kitchenette / Catering Area
 - Improved loading bay at St Matthews Street entrance
 - Accessibility & External Interface
 - Additional Accessibility and Internal Infrastructure Improvements
 - Lift Replacement and Enlargement
 - Internal Door Replacement Programme

RAGM Temporary Exhibition Gallery



1. INTRODUCTION

1.4. MUSEUM BRIEF - SOCIAL HISTORY GALLERY

1.4.1. Creating a new and engaging museum gallery is one of the project's key priorities.

1.4.2. The social history collection at Rugby Art Gallery and Museum charts the history of the borough over the past 200 years. The collection is currently displayed in a space fitted out for a previous unrelated exhibition and has not benefitted from a comprehensive interpretation exercise. The collection broadly covers the following areas:

- **Community Life** - includes education, health, entertainment, sport, community organisations.
- **Personal Life** - includes clothing, shoes and costume accessories, personal correspondence, keepsakes and photographs.
- **Domestic and Family Life** - includes items related to the home and living environment such as kitchen and laundry, toys and games.
- **Working Life** - including objects used for or created in a working environment and

the local industries such as the railway and electrical engineering industries including Willans & Robinson, English Electric, British Thomson Houston (BTH), AEI and GEC. Includes tools, patents, certificates, products, receipts, advertising.

1.4.3. The social history collection has strong photographic collections. A key collection is the Redding Photographic Studio's collection of glass plates and negatives dating from 1950s-1970s and featuring family, community and working life in the town and surrounding area. It also has a large collection of glass plates and catalogues of cyanotypes relating to BTH publicity department (part of this archive is also held at the Institute of Electrical Engineering Archive) along with a collection of magic lantern slides relating to the lighting department of BTH and Mazda Lamps.

1.4.4. Industry is a major theme in the collection as electrical engineering companies were a large employer in the town. Companies saw potential here as it is a perfect location to move products around the country. The railways were a significant factor in this and are another important theme along with radio communications from the nearby former radio mast site.

1.4.5. We want to get as much as possible out on display and make use of the height of the space by including road signs and placards mounted on walls, large objects on top of cabinets, suspended from the ceiling or in the floor.

Broadest themes in the collection are:

- Industry and innovation
- Jet engine and turbines
- Holograms (invented in Rugby)
- Railways, canals & transport
- Cement & concrete
- Communications (Rugby Radio and nuclear bunker)
- Coming to Rugby
- Watling street and Tripointium
- Migration and home
- Reddings photographic studio
- Apprenticeships
- Rugby today
- Living in Rugby
- Community and social life, clubs and societies, schools, home life, work life, world wars, health, the high street and sports.
- A number of large objects need to be accommodated.

1. INTRODUCTION

1.5. MUSEUM BRIEF - ARCHAEOLOGY GALLERY

We would like the opportunity to:

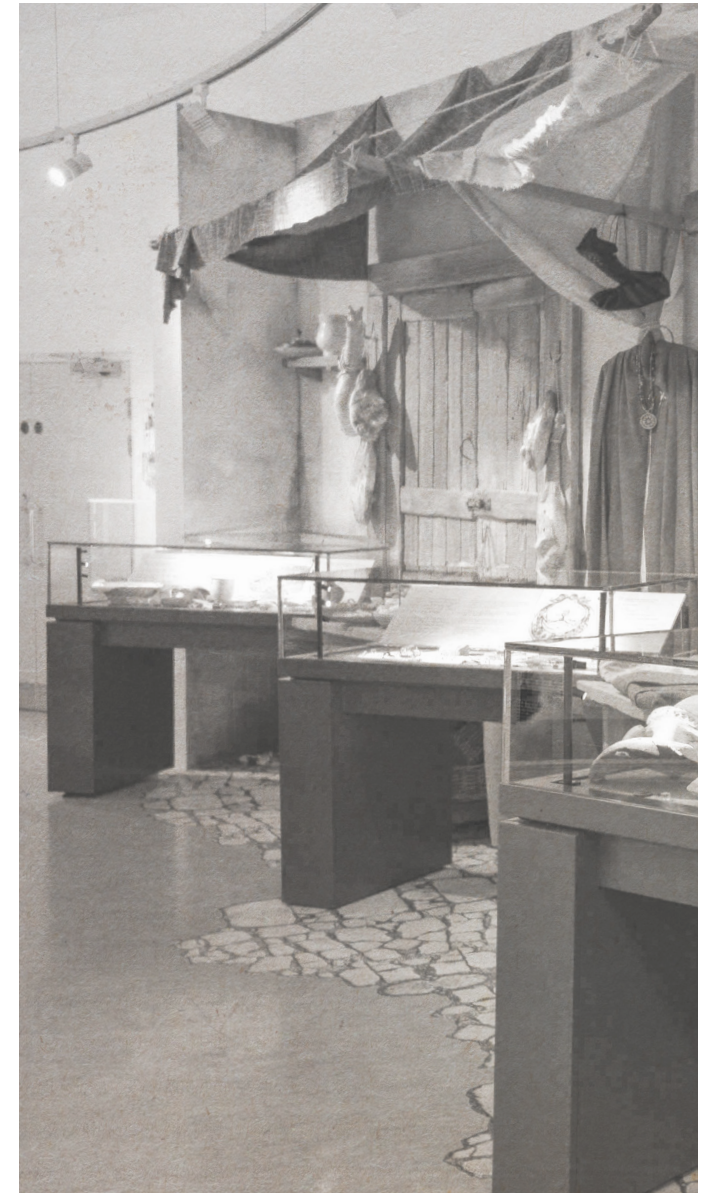
- Offer an immersive experience
- The bath house, the large map, 'people' wall from current gallery
- Engage more people with heritage through the archaeology of the borough using more of the collections from the Roman site of Tripontium.
- Continue telling the story of Tripontium to school groups ensuring that more of our collections are made available
- Showcase current archaeological finds making the link between development of the town today and the hidden histories of recent excavations at development sites.

Tripontium objects currently in store which could be added to displays:

- **The hypocaust tile** - Part of heating system used by the Romans from Tripontium bathhouse
- **The tile with writing of the tribe** –The Corieltavi tribe lived in this area and this name is written on one of the tiles from Tripontium. It is most significant as it is the first time it was written in this way.

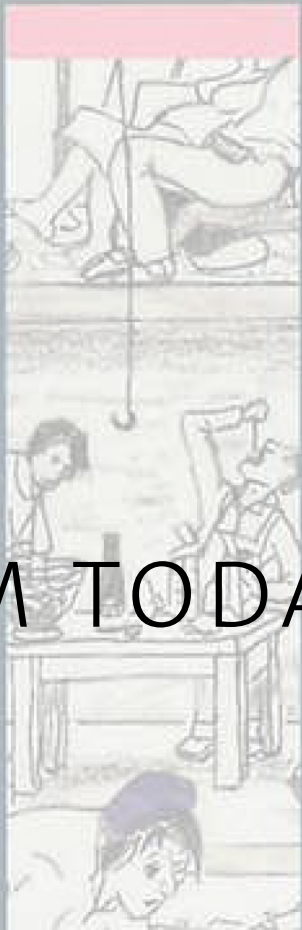
- **The lead pig weight** – This lead ingot, inscribed *SOCIOR.LVT.BR.EX ARG.* (translated as (Product) of the Lutudaresian Partners: British lead from the lead-silver works) was mined and cast in Derbyshire. Found at the side of Watling Street, the Roman Road on which Tripontium is based. The likely scenario is that it must have fallen off a cart coming down the hill on its way south, but proved too heavy to retrieve.
- **The Skeleton** – human remains from the burial site at Tripontium
- **More of the ironwork** (display in drawers)
- **More of the coins** (display in drawers)
- **Bulk finds** (c36,000 objects) creatively (display in floor)

Archaeology Exhibition, RAGM



UNWEILLED

2.0



21 FEBRUARY
- 6 JUNE 2026
RAGM.CO.UK



RAGM TODAY

2. RAGM TODAY

2.1. STATEMENT OF PURPOSE

2.1.1. RAGM celebrates Rugby's cultural and artistic heritage, supports civic well-being and combats social isolation through heritage conservation and the arts. RAGM provides positive experiences for the people of Rugby and its visitors by:

- **Collecting, preserving and exhibiting** the heritage of the borough as well as 20th century contemporary British art
- **Presenting** high quality temporary exhibitions of contemporary art from British and international artists
- **Organising** an educational programme of events and activities to enhance the atmosphere of learning
- **Strengthening** the work of the Rugby Borough's cultural organisations and individuals through support, partnerships and use of our spaces
- **Recognising** the links between creative cultural activity, well-being and delivering a programme that supports these links
- **Fostering** a rich cultural environment that supports a thriving town centre.



The Bride's Secret, Paula Rego (1981)

2. RAGM TODAY

2.2. THE COLLECTIONS

- 2.2.1. RAGM are custodians of three main collections; covering Social History, Archaeology and British Paintings.

The Archaeology Collection

- 2.2.2. In 2008, the Rugby Art Gallery and Museum became an established archaeological depository for excavated material. The collection is dominated by the Tripontium archaeological finds, which was excavated by members of Rugby Archaeological Society over a forty year period from the Roman site located 5 miles from Rugby along the original Watling Street. This collection is divided into two specific collections. The first part is a collection of significant finds, which is on loan to Rugby Art Gallery & Museum for the purpose of display and was a key part of the museum's development when first opened in 2000. The second part are the bulk finds which were donated to the permanent collection and are largely in storage.
- 2.2.3. Rugby Archaeological Society started excavations at Tripontium in the early 1960s, work which spanned five decades and resulted in dozens of historic finds. Cllr Neil Sandison, Rugby Borough Council's Liberal Democrat group spokesperson for partnerships and wellbeing, said: "Visitors to this new exhibition may be surprised at how sophisticated the Tripontium settlement was, with our understanding of the site down to the quality of the artefacts uncovered by the Rugby Archaeological Society."

The Rugby Collection

- 2.2.9. Rugby is the proud owner of the Rugby Collection, which is permanently stored and cared for by Rugby Art Gallery and Museum. The Collection was established in 1946 and its aim was to collect works by artists of 'promise and renown' for the borough of Rugby. What was achieved with a relatively small budget is a testimony to the vision of the Town Council in 1946. The Collection now holds over 220 paintings, prints, drawings, photographs and video works. It includes works by many significant British artists including J D Fergusson, L S Lowry, Paula Rego, Stanley Spencer and Bridget Riley.
- 2.2.10. Rugby Art Gallery and Museum also hold a small but significant collection of local paintings and pieces of local historical relevance in the Social History Collection. The collections are not on permanent display but a changing selection is shown as part of the changing exhibition programme. The collections can be accessed in store by appointment.
- 2.2.11. A selection of works can also be seen on the Art UK website - a joint initiative between 3,000 museums, art collections and the BBC. The site gives everyone free access to the nation's art, including artworks that are not on permanent display.

Social History Collection

- 2.2.4. Rugby Art Gallery and Museum cares for a wealth of fascinating objects that reflect the changing pattern of social, domestic, working and community life in Rugby and the borough.
- 2.2.5. One of the key areas of the collection features objects relating to Rugby's industrial heritage, including objects from electrical engineering sites such as British Thomson Houston and Willans Works, as well as spark plug manufacturers such as Lodge Plugs. Objects from the collection are currently displayed in a changing programme of exhibitions in our temporary social history gallery.
- 2.2.6. Reddings Photographic Studio Collection: Around 25,000 negatives from Reddings Photographic Studio were donated to Rugby Art Gallery and Museum by Graham Wiseman (1945 - 2009). The studio opened in 1912 and remained in the town until 2008.
- 2.2.7. RAGM's collection spans the years 1958 to the mid-1970s and was taken by the photographer Rodney Huntingford (1906-2003), who owned the studio during this time.
- 2.2.8. The collection is a unique document of Rugby through portraiture, landscape, special events and everyday life.

2. RAGM TODAY

2.3. THE STORY OF RAGM

Rugby Art Gallery and Museum (RAGM) has concluded a landmark period of operation, characterised by its 25th Anniversary celebrations, significant capital growth through acquisitions, and national recognition via industry awards. The service has successfully transitioned from a traditional repository of artifacts into a proactive, community-led cultural hub, delivering high-impact social prescribing and heritage initiatives. RAGM has concluded a transformative period, evolving from a post-pandemic recovery phase into a proactive, award-nominated cultural hub. By aligning with the Rugby Borough Council Corporate Strategy, RAGM has transitioned to an active “wellbeing provider,” delivering high-impact social prescribing and dynamic, community based initiatives.

2023–2026 RAGM has demonstrated robust growth across all Key Performance Indicators over the last three financial years. Total visitation increased by 56% since 2023, reaching a peak of 88,294 in the 2025/26 period. This growth in reach is mirrored by a significant surge in economic impact, with RAGM contributing £1.78M in economic value—a 40% increase over two years. While the 2024/25 period saw a temporary plateau in learning engagement, the current year marks a recovery thanks to the additional resource provided by RBC to support learning development. Formal learning visits rose by 32.5%, and informal learning reached record levels. Furthermore, the doubling of volunteer hours since 2023 underscores a deepening of community integration and social investment. The team continue to build audiences and develop partnerships but feel they are unable to grow further given the restrictions and challenges by the building.

Key Performance Indicators

Metric	2023/24	2024/25	2025/26
Total Visitors	56,463	81,727	88,294
Formal learning Visits- onsite/offsite	3256	2759	3656
Informal learning Visits- onsite/ offsite	18,987	17,790	21,071
Volunteer Hours	919	1314	1662
Social Value (£) *	£132,61	£251,773	£298,430
Economic Value (£)**	£1,278,098	£1,487,987	£1,785,287

*Figures calculated using the LGA Social Value Toolkit

** Figures calculated using AIM's Economic Value Toolkit

Institutional Recognition & Awards

At the 2023 CAVA Rugby Volunteer Awards, the Rugby Town Guides received the Art, Culture, and Heritage Group Award for their dedication to showcasing the town’s landmarks and history since 2015. The event also celebrated “double success” for local heritage, honouring student volunteer Sam Morris with the Inspirational Young Person Award for his contributions to the Rugby Art Gallery and Museum. Recognized as essential “ambassadors for the borough,” these volunteers were praised for their significant impact on both the local community and international tourism. In July 2023, the Rugby Art Gallery and Museum was shortlisted for the APSE Award for Best Community and Neighbourhood Initiative for its exhibition, “The New Cross Fire 1981.” The project explored the tragic house fire that claimed the lives of 13 young Black people. By highlighting local connections and providing a platform for survivors to reclaim their narrative, the exhibition

was praised for its profound impact on community healing and social history. In 2025, RAGM’s commitment to innovation was recognised by the Power of Place: Midlands Museum Awards, shortlisting the service in two major categories:

- The Green Spark Award: Acknowledging the Fire and Ice exhibition and pioneering sustainable curatorial practices.
- The Building Bridges Award: Recognising the partnership with Art Riot during the Jason Wilsher-Mills exhibition, setting a regional benchmark for inclusive programming.

2. RAGM TODAY

2.3. THE STORY OF RAGM

The 25th anniversary year in 2025 marked a significant point of consolidation and growth for Rugby Art Gallery and Museum's collections, securing several foundational assets that define the borough's identity and long term cultural legacy. Most notably, the Tripontium Collection was formally donated by the Rugby Archaeological Society, transitioning this nationally significant Romano British material from a long term loan into a permanent civic asset. This ensured the future care, interpretation and public access of the collection within its local context, strengthening Rugby's ability to tell its early history with authority and ambition.

This period also saw the acquisition of key individual objects of national importance. The Birdingbury Brooch, dating to around AD 800, was acquired with support from the V&A Purchase Grant Fund, ensuring that an exceptional piece of early medieval material culture remained locally accessible rather than entering a private or distant national collection.

Alongside this, the Rugby Collection of contemporary British art was strengthened through the acquisition of Construct 2 by Barbara Walker MBE RA, supported by the Art Fund and the Contemporary Art Society. This acquisition reaffirmed the Rugby Collection's status as one of the UK's most significant municipal contemporary art collections and demonstrated an ongoing commitment to presenting urgent social narratives through contemporary practice.

Social Impact & Public Health

Rugby Art Gallery and Museum has increasingly positioned culture as a tool for public health, wellbeing and social justice, embedding this approach across both programming and outreach. National recognition of this work came through the award of a £25,000 Victory 80 Grant—one of only three institutions in the Midlands to receive this funding—which enabled the expansion of the Good Times Roadshow. This programme delivers weekly creative engagement sessions into hospitals, hospices and care homes, reaching communities otherwise excluded from traditional cultural provision and demonstrating the tangible health benefits of creative participation.

Locally based wellbeing models, including Express Arts delivered at the Benn Partnership Centre, have become significant mechanisms for addressing mental health challenges and social isolation in Rugby. These initiatives operate in response to identified local need, supporting participants through creative expression, confidence building and social connection.

Alongside this, RAGM has demonstrated civic leadership by providing safe, visible platforms for under represented and marginalised voices, including exhibitions of work by Ukrainian refugees and survivors of the New Cross Fire. These artistic responses have helped facilitate dialogue, healing and reflection, reinforcing the museum's role as a trusted civic space for difficult and necessary conversations.



Irises, Sidney Nolan (1962)

2. RAGM TODAY

2.3. THE STORY OF RAGM

Education & Civic Engagement

Rugby Art Gallery and Museum has played a central role in the town's response to major national and international events, using culture as a means of education, participation and legacy building. In advance of the Women's Rugby World Cup 2025, RAGM delivered thirteen Women in Rugby History workshops to primary schools, embedding gender representation within sporting history at an early educational stage. This activity was paired with the commissioning of a permanent public sculpture by Deaf artist Olivier Jamin, creating a lasting, inclusive visual landmark at a key gateway into the town.

The museum has also used bold programming to engage audiences traditionally under represented in heritage spaces. The Rugby Reimagined exhibition showcased work produced by individuals at HMP Onley, using contemporary art as a means of rehabilitation, dialogue and reintegration between incarcerated individuals and the wider community.

Similarly, the 2023 KAPOW! exhibition attracted over 10,000 visitors in just eight weeks, successfully engaging male and teenage audiences through pop culture content from Marvel and Aardman, and demonstrating the museum's capacity to diversify its audience profile at scale.

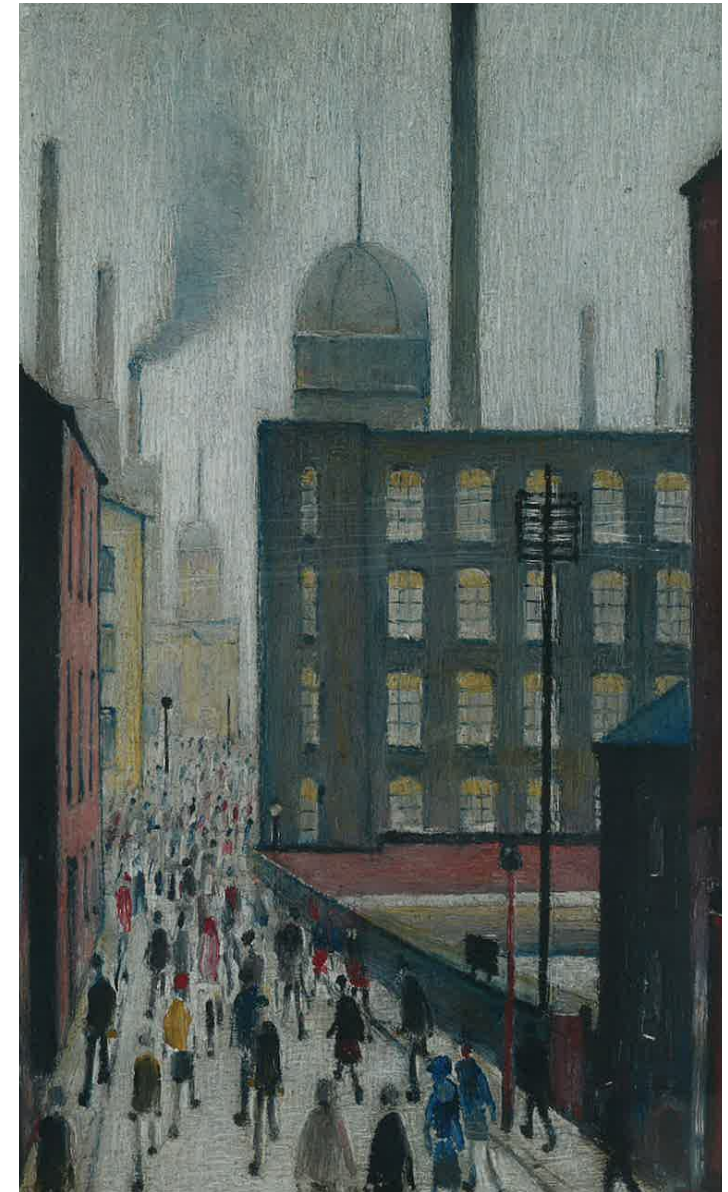
This commitment to collections, engagement and civic purpose culminates in Unveiled: The Rugby Collection in Full, which presents the complete Rugby Collection together for the first time in decades. Bringing more than 250 works into a single chronological display, the exhibition functions as the most comprehensive catalogue of

the collection to date, tracing its development from the post war period to the present and articulating the long term curatorial vision behind one of the UK's most significant municipal art collections. Founded in 1946 on the principle that art should be accessible to everyone, the Rugby Collection lies at the heart of the institution's identity, with the building itself specifically designed to house, display and grow the collection in public trust.

The service has continued to actively collect into the social history collection, caring for the town's heritage. Over the past few years, Rugby Art Gallery and Museum has delivered a programme of temporary social history exhibitions that use objects, photographs, oral histories and community contributions to explore Rugby's past and present. These exhibitions have played a central role in making the local history collection visible, relevant and participatory, often foregrounding everyday experience alongside significant moments in the town's development.

In 2023 we saw the installation of A History of Rugby in 50 Objects, using focused selections of objects to tell wider stories about Rugby's heritage. A History of Rugby in 50 Objects (from 2023) presented a long view of the borough's history using a tightly curated object list, spanning archaeology, industry, education and civic life, and demonstrating how social history collections can communicate change over time through material culture.

Alongside this, the service hosts temporary social history exhibitions are intentionally used as testing grounds for themes, narratives and interpretive approaches with audiences. By exploring subjects at a manageable scale, the museum is able to trial



Crowd, Evelyn Williams (1976)

2. RAGM TODAY

2.3. THE STORY OF RAGM

how stories resonate, how visitors engage with objects and voices, and how different themes sit alongside one another. This iterative approach supports the longer term ambition to shape a coherent, audience informed permanent museum display, rooted in local experience and informed by public response.

A recurring strand has been exhibitions that re contextualise the museum's social history collections, drawing attention to the origins of the holdings and the role of public donation. Collecting Rugby (2025) traced the growth of the social history collection from the late 19th century library to the present day, using selected objects to explore themes such as working life, domestic life, industry and community, while also reflecting on the act of collecting itself. This exhibition formed part of the gallery's 25th anniversary programme and highlighted the museum as a civic repository shaped directly by local people.

The museum has also increasingly developed collaborative and contemporary social history exhibitions. Projects such as Your Story, Your Collection captured life in Rugby in the 2020s, working with communities and partners to record personal stories, memories and experiences alongside objects. These exhibitions have explicitly aimed to broaden representation within the collections and ensure that current lived experience becomes part of the historical record.

Overall, the programme of temporary social history exhibitions at Rugby Art Gallery and Museum has evolved toward story led, community centred displays that activate the collections, invite participation, and reinforce the museum's role as a place where Rugby's past, present and future are continuously documented and shared.

Economic Vibrancy & Partnerships

The service continues to act as a primary driver of Rugby's evening and weekend economy, generating significant town centre footfall outside standard retail hours. Major public events have delivered record breaking engagement, notably the 25 Year Big Birthday Bash, which attracted 1,224 attendees, alongside strong participation at Sustainable Saturday (795 attendees) and Night at Your Museum (696 attendees). These milestones demonstrate the gallery and museum's capacity to attract large audiences and create sustained cultural activity during peak leisure periods.

This impact has been strengthened through the development of a coordinated "town centre offer" that aligns cultural programming with local economic recovery. By partnering with nearby restaurants to provide promotional "meal deals" during major events, the service has directly supported hospitality businesses, encouraged longer dwell times, and reinforced the town centre as a destination for combined cultural and social experiences. This approach positions culture as an anchor for wider economic activity rather than a standalone attraction.

Delivery at this scale is supported by an extensive and actively managed collaborative network. The service currently works with over 50 strategic partners, including organisations such as The King's Trust, Barnardo's, Warwickshire Pride and STEM Goes Wild. These partnerships enable the delivery of diverse, inclusive and socially responsive programming, extend the reach of cultural activity into different communities, and ensure that the gallery and museum remain closely connected to wider civic, educational and social agendas.

The Wild Duck, Paula Rego (1990)



The Visitor Centre have also continued to offer exceptional customer service to all who visit the service, alongside being a support service to residence and visitors by signposting the boroughs events and activities and providing a booking agent for many services for those who do not have digital access. A recent Visit England Accreditation visit scored the venue at 88%, praising the exceptional team and town centre asset.

The Visitor Centre serves as the vital backbone of the towns visitor offer, coordinating events such as the borough's Heritage Open Days and the volunteer Town Guide tour. Their role as a "one-stop shop" for bookings and expert advice not only streamlines the visitor experience but also strengthens the connection between the town's historic landmarks and the community, cementing the Visitor Centre's status as an essential asset for Rugby's tourism and civic pride.

Through a combination of prestigious acquisitions, national grant success, and award-nominated community projects, Rugby Art Gallery and Museum has demonstrated exceptional resilience and value. As it enters its second quarter-century, the service remains a vital pillar of the borough's social, educational, and cultural infrastructure.

An aerial photograph of a suburban neighborhood. A central school building is highlighted in blue with yellow accents. The school has a large rectangular main body and a semi-circular section on one side. It is surrounded by parking lots filled with cars. The surrounding area consists of residential houses with dark roofs, streets, and some trees. A large, light-colored industrial or commercial building is visible in the upper center. The overall scene is a typical suburban development.

3.0

EXISTING
CONDITION

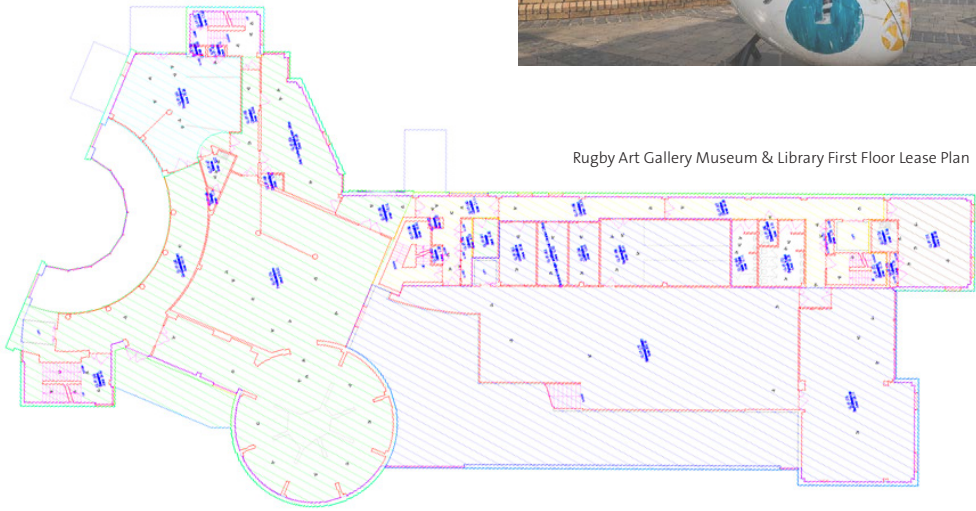
3. EXISTING CONDITIONS

3.1. THE RUGBY ART GALLERY MUSEUM AND LIBRARY

- 3.1.1. Located on Little Elborow Street, the Rugby Art Gallery and Museum (opened 2000) is a purpose-built cultural hub housing a library, gallery, museum, and tourist information centre. It features a renowned 20th-century/contemporary art collection and social history exhibits, offering free entry, changing exhibitions, and workshops in a modern complex designed by Crampin, Pring, and McCartney.
- 3.1.2. The Rugby Art Gallery & Museum is positioned south west of the city centre and is primarily bordered by car parks which create a vast and disconnected threshold between the city and site.
- 3.1.3. The Art Gallery has featured a significant collection since 1947, including works by Paula Rego, Lucian Freud, L.S. Lowry, Paul Nash, and Bridget Riley, with a focus on photography and moving images, in addition to permanent collections, temporary exhibitions.
- 3.1.4. The Museum (Social History) focuses on Rugby's local history and cultural heritage, featuring items donated by residents and businesses, as well as the recently acquired Tripontium findings.
- 3.1.5. Library & Information Centre is part of the integrated facility, which serves as a central hub for residents and visitors.

- 3.1.6. Owned by Rugby Borough Council, the facility operates as a shared-use space, with Warwickshire County Council operating the Library and holding a long-term lease until 2125. However, the Rugby Library's history dates back to the 1890s, with the current modern complex opening in 2000 on the site of the town's original library.
- 3.1.7. In 2025, the building marked its 25th anniversary with special exhibitions, including Blueprints and the Unveiled Rugby Collection, celebrating its role as a key community cultural anchor.

Rugby Art Gallery Museum & Library



Rugby Art Gallery Museum & Library First Floor Lease Plan

	Shared Warwickshire County Council & Rugby Borough Council	Area = 260.4m ²
	Warwickshire County Council Leased Area	Area = 752.2m ²
	Rugby Borough Council Leased Area	Area = 780.0m ²

3. EXISTING CONDITIONS

3.2. PUBLIC REALM CONTEXT

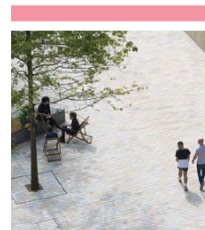
- 3.2.1. The Rugby Art Gallery and Museum (RAGM) is identified in the Rugby Town Centre Public Realm Masterplan (2024) as a vital cultural anchor and a key component of the town's social and environmental revitalisation. It is recognised as a primary cultural attraction that provides enrichment through exhibitions, events, and public art, helping to define Rugby's "Lively Arts and Culture" identity. To further its integration, the masterplan includes Project 5 (RAGM Frontage), a dedicated priority project aimed at improving the building's immediate exterior environment. Ultimately, the plan seeks to enhance walking and cycling links to the facility, ensuring it becomes more accessible to both local residents and visitors.
- 3.2.2. The Rugby Town Centre Public Realm Masterplan is a strategic document commissioned by Rugby Borough Council to revitalise the town centre over the next 10–15 years. It sets out a comprehensive vision to transform the area into a high-quality destination that is better connected to its communities, environmentally resilient, and celebratory of its unique heritage. By prioritising active travel, integrating green and blue infrastructure, and identifying key priority projects, the masterplan serves as a framework to drive economic growth and enhance the overall well-being of Rugby's residents and visitors.
- 3.2.3. The master plan aims states: "entrance space to the Rugby Art Gallery & Museum would be dramatically improved with easier access and better links to Sheep Street, High Street and beyond."

RUGBY TOWN CENTRE PUBLIC REALM MASTERPLAN

Rugby Town Centre



Spaces



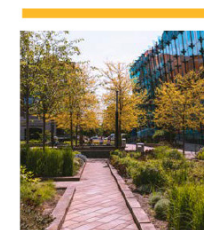
Streets



Lanes



Paths



3. EXISTING CONDITIONS

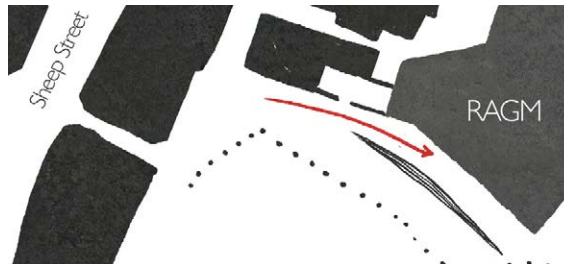
3.3. MAIN APPROACHES

The Main Arrival

The entrance to the Rugby Art Gallery and Museum acts as a problematic threshold, characterized by a series of physical and visual barriers that undermine its accessibility and aesthetic appeal.

The primary ramp is often cited as an issue, its narrow width prohibits two-way travel, and its switchback design forces users with mobility issues into a tiring and convoluted zigzag path. This sense of disconnection is furthered by the stairs, which are misaligned with the natural pedestrian flow from the walking street network.

The steps and the profusion of handrails, which are aimed at creating a civic presence, in effect, actually create a barrier of entry for those arriving at RAGM.



Sheep Street, the nearest pedestrianised road to be enhanced by the Rugby Public Realm Masterplan, offers an opportunity to reorientate the ramp towards this key route.

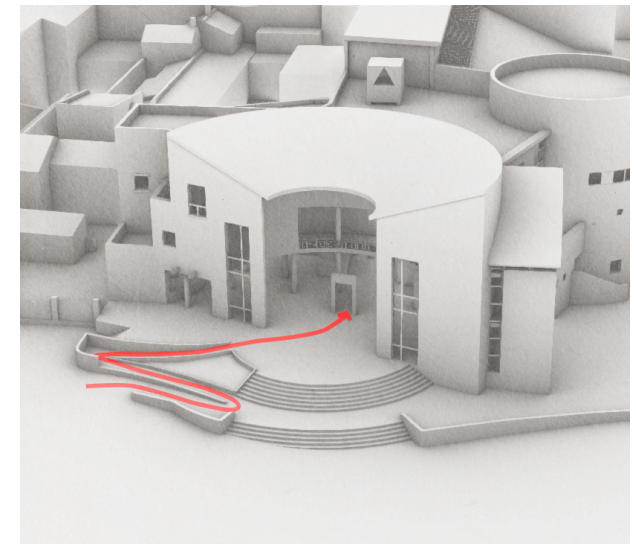
Main Northern Approach from Chapel Street



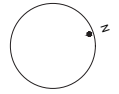
Current Stairs & Ramp



Approaches from Pedestrian Network (Rugby Public Realm Masterplan)



Current Journey Up Ramp

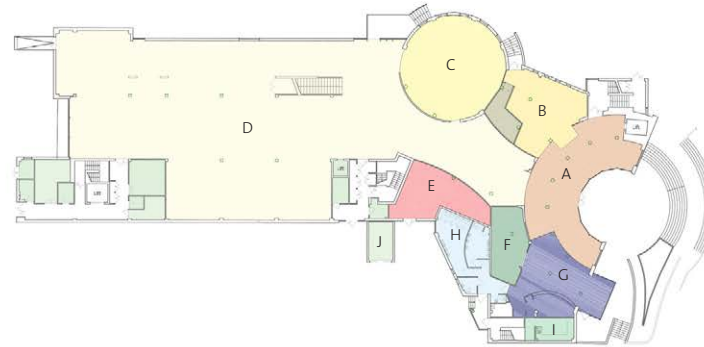


3. EXISTING CONDITIONS

3.4. CURRENT FLOORPLANS

Ground Floor

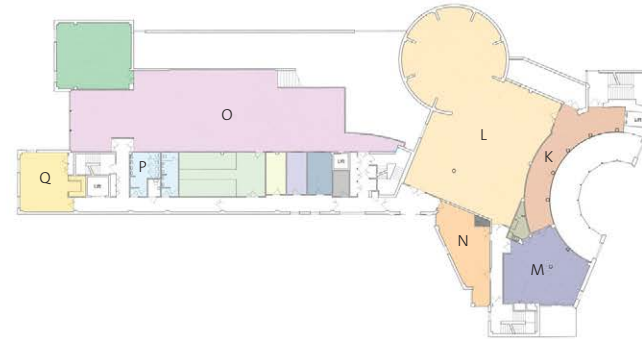
- A Main Foyer & Reception
- B Shop
- C Children's Library
- D Main Library
- E Classroom
- F IT Suite
- G Cafe
- H WCs
- I Kitchen
- J Technician Workshop / Garage



Ground Floor

First Floor

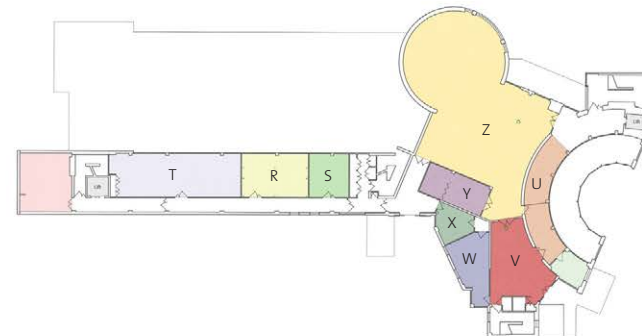
- K Balcony Gallery
- L Rugby Social History Gallery
- M Floor 1 Gallery
- N RAGM Offices
- O Library Mezzanine
- P WCs
- Q Staff Room



First Floor

Second Floor

- R Art Collection Store
- S Technician Workshop
- T Social History Archive
- U Archaeology Exhibition
- V Meeting Room
- W Education Space
- X Storage Space
- Y Gallery Storage
- Z Temporary Exhibition Gallery



Second Floor

3. EXISTING CONDITIONS

3.5. SECONDARY APPROACHES

South East Side

The South-East the gardens of Percival Guildhouse Gardens a pleasant and sheltered environment that give a strong sense of place and identity to this threshold. Being located away from the main approach, this area is seemingly under utilised.

These gardens present an opportunity to extend the influence of RAGM to surrounding external areas, and introduce their work in an informal area. Perhaps draw students from the local school and could become a peaceful pace for users of RAGM and the Library.

West Side

The West side of the RAGM has been designed as a service approach and gives a back end impression. However, this approach does have strong character, owing its charm to the vernacular buildings here.

The west side approach presents an opportunity to better integrate the RAGM to the city centre as well as improve service access. However, the narrow width of lane causes issues for large vehicle deliveries.

North Side

RAGM has a presence also on St Matthew's Street facing Rugby School, this is the main loading access. The width of the delivery doors, pavement change of levels and kerbs make deliveries difficult (photo).

East Side Percival Gardens



South Side Percival Gardens



West Side Service Approach



North Side St Matthews Street Looking onto Rugby School

3. EXISTING CONDITIONS

3.6. KEY INTERIOR SPACES

Main Foyer

The main entrance feels like the heart of the building, it is an active busy space, with a clear access to the Library. Access to RAGM however is through what feels like a fire escape relying on way-finding to direct visitors. Single glazed north facing atrium space is not ideal from environmental perspective, being cold and drafty in winter and overheating in summer.

Visually the entrance is extremely busy - maybe too much signage, resulting in lack of hierarchy and clarity.

The space has been 'occupied' over the years as RAGM have needed space but as it wasn't indented to be a workspace/dwell area the conditions are uncomfortable for staff and not ideal for visitors.

Visitor Information

The visitor information is a large desk, serving the dual function of shop-counter and information desk. Issues identified include sight lines and lack of an easy route in and out of the desk area.

Cafe

The Cafe takes a fair amount of space in the main foyer, it is a popular well used amenity. Part of the main reception, comfort is compromised by the single glazed atrium facade with most users wearing outside coats. The kitchen is small but provides a good food offer, there is no dedicated ventilation.

Shop

Offers a good selection of merchandise, a good size but could benefit from being part of the visitor journey flow, rather than tucked away partly hidden by the information desk.

Main Foyer



Visitor Information



Cafe



Shop

3. EXISTING CONDITIONS

3.6. KEY INTERIOR SPACES

Library

The library takes up the majority of the building's ground floor, with a large amount of space dedicated to stacks of books and sparsely arranged desks. At mezzanine level there is a generous amount of space given for study areas. The mezzanine level is drafty at times.

Issues identified include overheating in summer as well as difficulty of maintenance access at high level. The raised access floor needs protecting in order to permit mobile scissor lifts to be used.

Lift

The existing single lift dates to the date of the building construction, it is relatively small for the type of building and traffic expected. The operation is not smooth and a comprehensive refurbishment should be considered.

WCs

A number of issues have been identified with the WCs, primarily the access route and the fact that there are no public WCs in the upper floor of the buildings. Creating constraints for visitors with poor mobility and children's activities.

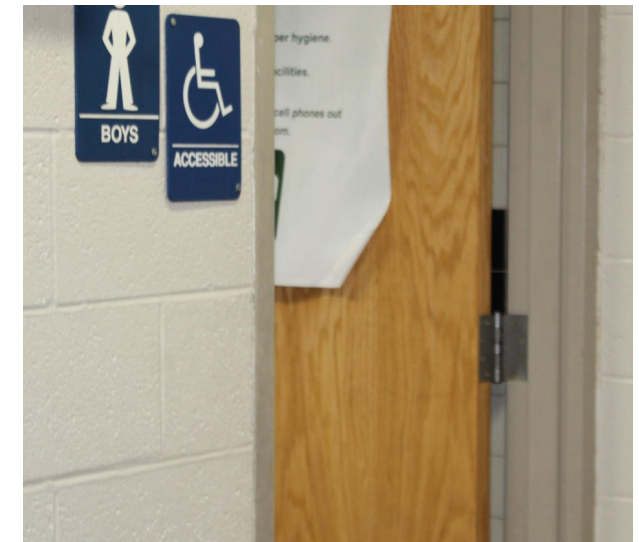
Library



Learning Space



Lift



WCs

3. EXISTING CONDITIONS

3.6. KEY INTERIOR SPACES

Balcony Gallery

This is an area of high visibility; seen as soon as you enter RAGM. A good space for temporary displays but suffers from the same poor environmental controls as the main entrance.

Rugby Museum - Social History Gallery

A generous space filled with significant objects representative of Rugby's history. There are a number of zones including a recent acquisitions area, temporary exhibition, volunteers area and children's zone. The gallery occupies the space formally taken by the Rugby Hall of Fame exhibition, using the same display cases and walls, with some recent additions. Given the modest means, the gallery has a good impact and there is potential for a truly engaging exhibition. The Children's area is popular, and the volunteers working area adds interest and creates a dynamic interaction.

Floor One Gallery

The Floor One gallery is a medium size gallery which is let at affordable rates to local artists, offering a unique opportunity to show and sell their work. It is a valued asset. It is not a fully GIS conditioned/ secure space. Some issues identified include the noisy ventilation system.

Archaeology Gallery

The Archeology Gallery focus on the Tripontium Findings. Very popular with school groups with a rich collection of objects with a strong narrative. It occupies an adapted long narrow space (balcony) that imposes limitations. Partly open to the main atrium.

Balcony Gallery



Rugby Social History Gallery



Floor One Gallery



Archaeology Gallery

3. EXISTING CONDITIONS

3.6. KEY INTERIOR SPACES

Temporary Exhibition Gallery

This is a bright, tall space; well suited for use as an art gallery. A very flexible gallery thanks to the moving wall system. Fully conditioned space with an issue identified to be potential condensation behind walls covering windows.

Art Collection Store

A well organised and maintained art store. Has a low ceiling, which restricts the size of artworks that can be stored here. Moving bigger pieces in and out is challenging given headroom and route widths. The relatively noisy environmental close-control unit is within the store making it uncomfortable for users over long periods. There is no working space within the store.

Social History Archive

A well organised and maintained a store, at capacity with no space for larger objects which are stored in the 'Collections Store' in the temporary exhibition gallery. Again, no working space and a noisy space close control unit within room

Workshop

Very small workshop posing a number of constraints. There is no dedicated area to build sets and plinths, spraying, cutting timber sheet materials, Storage space is very limited with no adequate ventilation.

Temporary Exhibition Gallery



Art Collections Store



Social History Archive (Photo Object Example)



Technician Workshop

3. EXISTING CONDITIONS

3.6. KEY INTERIOR SPACES

Offices

Extremely tight offices with poor daylight. Very limited working and storage space. Limited meeting areas. Furthermore, the office is very noisy when the ventilation system is used in the first floor gallery.

Loading Zone (Street)

The main loading area for the building is off St Matthew's Street, off Lawrence Sheriff Street, this is a tight 'cobbled'; area and there is no level access, with kerbs and steps having to be negotiated.

Goods Lift

The goods lift is of a reasonable width and depth but very limiting in terms of door opening height restricting the size of objects it can accommodate. This is made worse by the fact that access corridors have low head-room and over-head building services further restricts this. The external hoist is not considered practical, requires special training to use.

RAGM Offices



Ad-hoc storage



Goods Lift



Plant Room

3. EXISTING CONDITIONS

3.7. ACCESSIBILITY & STORAGE

Accessibility

The facilities currently face several accessibility issues. The ramp is unsuitable for mobility scooters, and frequent lift breakdowns make moving between floors difficult. Additionally, the toilets are poorly located and not fit for purpose, making them hard for many visitors to use.

Storage

Storage capacity seems to need increasing all around; for the public, for staff and for the collections. Visitors of RAGM have learnt to make do with the current facilities, such as using the improvised buggy park, but a variety of functions could benefit from more storage areas throughout the building.

The staff have shown us that the building has been accumulating things for decades and now there is a big need to increase the amount of back of house storage. In addition, the bike stands are located at the side of the building, which raises concerns about security and theft.

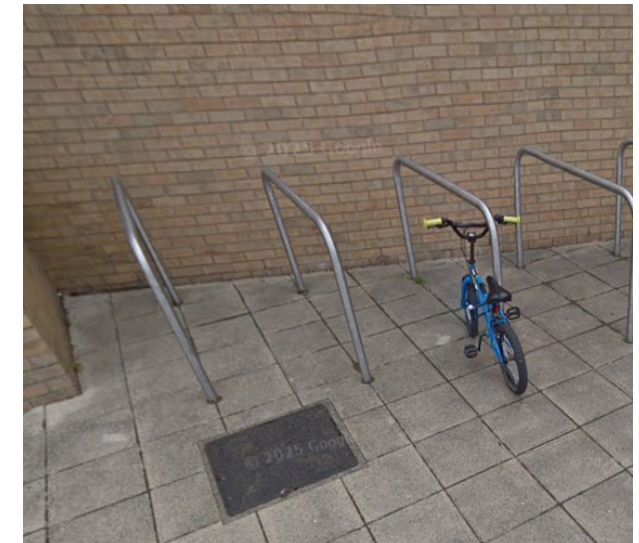
Front Steps



RAGM Stairwell Entrance



Buggy Park



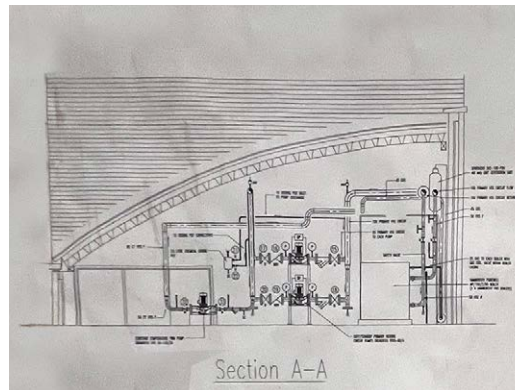
Bike Stands

3. EXISTING CONDITIONS

3.8. BUILDING SERVICES

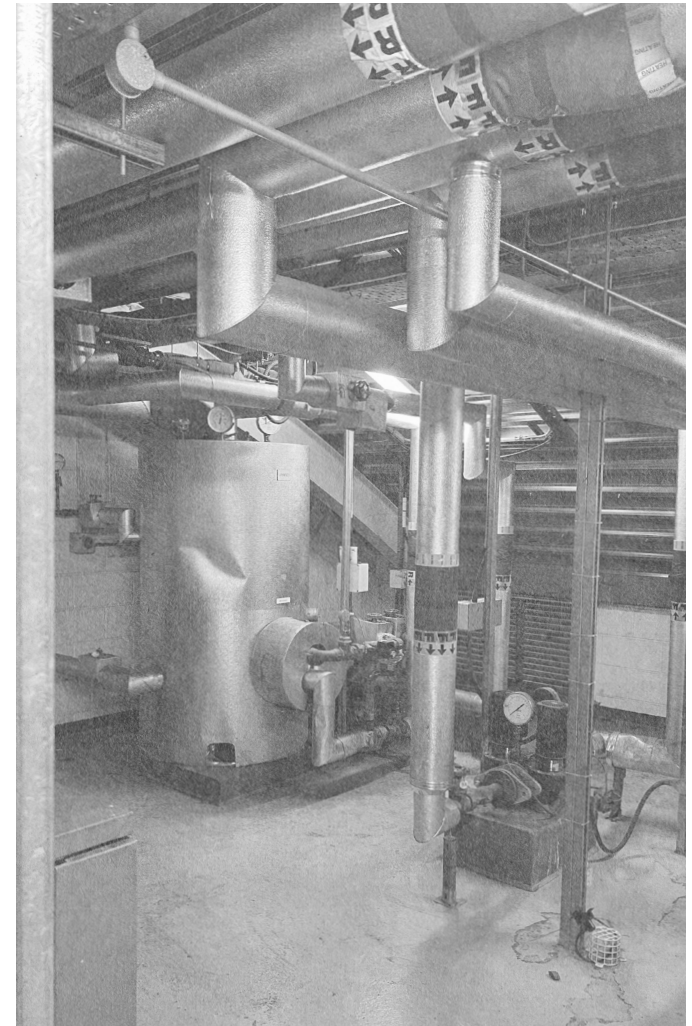
- 3.8.1. Many mechanical, electrical and public health (MEP) systems are approaching the end of their operational life, presenting a key opportunity to improve efficiency and better align services with current space usage. As noted:
- Most MEP services are nearing end of life; replacements offer opportunities to improve efficiency and better match plant to current space use.
 - LED lighting has been upgraded in approximately 50% of the building.
 - Existing LV switch panel has only one incoming meter; additional sub-metering would improve energy management and enable split billing.
 - Some spaces have been reconfigured, but duct work no longer aligns with current layouts (e.g. library mezzanine).
 - Internally blocked windows are causing moisture risks to collections; permanent infill could improve thermal performance.
 - Rear crane facility doors are poorly sealed, allowing air and insect ingress.
 - Café ventilation is basic, leading to odours throughout the building and possibly limiting revenue potential.

- Entrance area suffers from poor acoustics and cold downdraughts due to single glazing; a lobby could reduce heat loss.
- Unused water tanks in the roof plantroom take up space and could be removed.
- AHU 2 access is obstructed by ductwork; this should be improved for maintenance access.
- Close Control units in archive areas perform adequately but are noisy for staff; relocation could be considered.
- Workshop lacks adequate ventilation; dust and fume extraction is required.
- AHU 4 has been switched off due to noise, affecting the meeting/exhibition space



Section of Second Floor Plant Room

RAGM Building Services





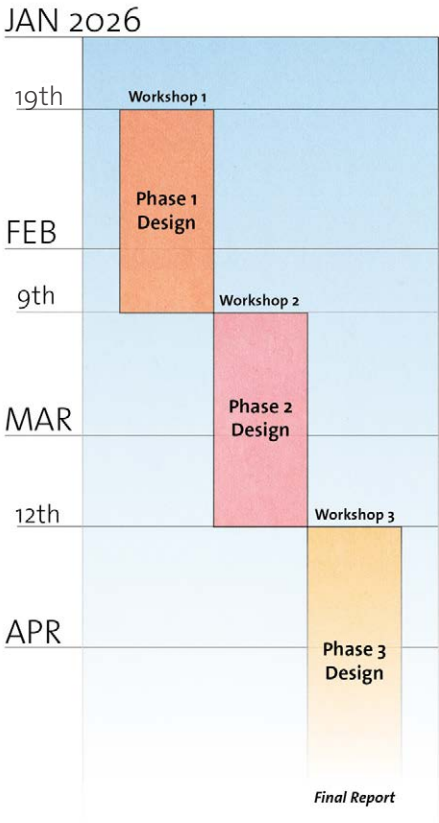
4.0

CONSULTATION

4. CONSULTATION
4.1. OVERVIEW

- 4.1.1. Consultations at RAGM took place between January and March of 2026. The workshops involved various stakeholder groups and were aimed at creating a holistic impression of the issues involved and the opportunities available for this project.
- 4.1.2. This project has greatly benefited from the enthusiasm and dedication of the RAGM staff, volunteers and local politicians involved throughout the engagement.
- 4.1.3. RAGM is widely regarded by staff as a valuable civic and regional asset with exceptional collections, a committed team, and enormous unrealised potential. However, the building, layout, infrastructure, and identity significantly limit its ability to deliver on this potential.
- 4.1.4. Across roles, staff consistently highlighted poor accessibility, outdated building services, fragmented visitor journeys, inadequate back-of-house facilities, and a confusing identity (library vs museum/gallery) as the most critical barriers. While the collections are described as “amazing,” “nationally significant,” and “vast,” only a small proportion is visible to the public.
- 4.1.5. The online survey results demonstrate through the very high awareness of RAGM and the strong level of repeat visitation that the project is building on an already valued asset rather than starting from a weak base,

- 4.1.6. There is strong appetite from all, for RAGM to evolve into a more community-oriented, flexible, welcoming, and inclusive space, with improved access for disabled visitors, clearer wayfinding and better connections between spaces. The vision is for RAGM to function not just as galleries and a library, but as a dynamic cultural hub, supporting learning, participation, events, and civic pride.



January 19th - Tour of RAGM



4. CONSULTATION
4.2. WHAT YOU SAID

Quarantine
Offices Exhibition builds
'Back of House' Archaeology
Care of collection Collections
Rugby Collection **Access** Social History
Identity Lift Physical Inclusivity
WCs
Learning Activity Arrival Intuitive
Visitor Journey Clarity
Only constrained by space

4. CONSULTATION

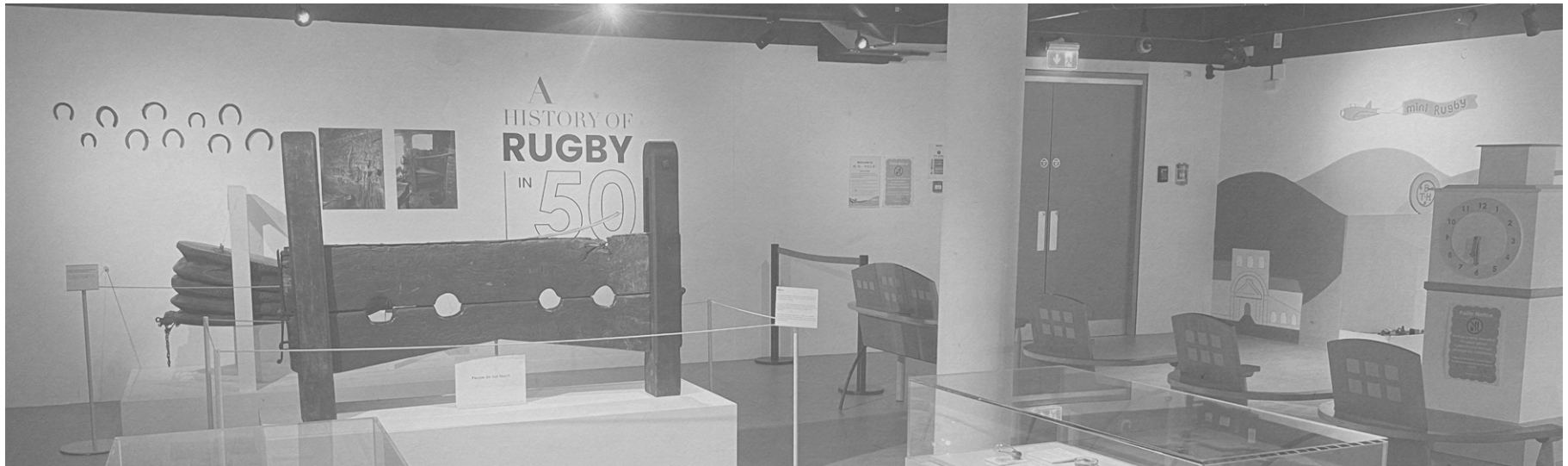
4.3. THE VISION

Rugby has a globally significant story, from our pioneering engineering heritage to an ambitious civic art collection. This project will open up those collections, placing people at the heart of the museum as a space for discovery, creativity and shared experience.

By working with our communities, we will care for our heritage, share these stories and ensure they continue to shape Rugby's identity for generations to come.

- 4.3.1. The vision statement is a key outcome of this feasibility study, developed by the RAGM staff and wider stakeholders. This statement distills the project's core intent into a concise message designed for future presentation to the National Lottery Heritage Fund.

Rugby Social History Gallery



4. CONSULTATION

4.4. WORKSHOP DAY 1 - JANUARY 19

- 4.3.2. The Day 1 workshop was primarily a fact-finding exercise. It was organised as a 'working' session with participants asked to share their views on what was great about RAGM as well as the challenges. We shared some of our first thoughts as a means of generating discussion.
- 4.3.3. **Accessibility and inclusion appear to be the clearest priority: lift reliability, mobility scooter access, and the location/quality of toilets were repeatedly raised, alongside general ease of movement through the building.**
- 4.3.4. **There is a desire to see more of the collections on display and improve interpretation, recognising the constraints created by current space and back-of-house limitations.**
- 4.3.5. The arrival/entrance and overall visitor journey would benefit from being more intuitive and welcoming: a clearer "front door", improved wayfinding, and better comfort within
- 4.3.6. There is a strong emphasis on back-of-house and collections care constraints (storage capacity and layout, quarantine/segregation requirements, and practicalities of moving/handling objects and larger works).
- 4.3.7. Learning and engagement space is a major pinch point, including the need to properly separate "clean/dry" and "messy" activity space and ensure the right supporting infrastructure (e.g., ventilation/extraction where required)
- 4.3.8. Learning and engagement space is a major pinch point, including the need to properly separate "clean/dry" and "messy" activity space and ensure the right supporting infrastructure (e.g., ventilation/extraction where required).
- 4.3.9. There is a desire to see more of the collections on display and improve interpretation, recognising the constraints created by current space and back-of-house limitations.
- 4.3.10. Stakeholders are looking for a clearer identity and legibility of the cultural offer (museum/gallery distinctiveness alongside the library relationship), supported by stronger branding and visibility.
- 4.3.11. A number of comments point to building services and condition issues affecting day-to-day operation (thermal comfort, environmental control and maintainability).
- 4.3.12. Finally, there is an underlying concern about phasing and operational continuity during works, and ensuring any intervention addresses underlying "system" issues rather than only treating symptoms.

Workshop 1 - 19th January



4. CONSULTATION

4.5. WORKSHOP 1 LIST OF ATTENDEES

- Tom Kittendorf – Chief Officer, Leisure and Wellbeing
- Cllr Neil Sansison – Lib Dem Spokesperson
- Catherine Shanahan – Senior Collections Officer
- Katie Boyce – Senior Exhibitions and Programming Officer
- Phoebe Hilton – Senior Learning and Engagement Officer
- Silvia Zombardo – Visitor Centre Team Leader
- Matthew Barton/Chris Ashden – WCC/Library Service
- Rachel Coldicott – Learning Assistant
- Tammany Heap- Admin Officer/freelance gallery coordinator
- Farah Hussain- Centre Supervisor
- Dawn Clarke- Visitor Experience Assistant
- Richard Kiernan - Project Manger
- Charlotte Lawson - Projects Officer
- Dave Collins - Property Manager

- 4.5.1. Three worksheets were handed out during this meeting in order to collect opinions from the staff. Their answers aided early project orientation and helped establish a collaborative atmosphere around the design process.

Rugby Art Gallery & Museum Workshop

19th January 2026

Participant's Name:

1. What is your role at the RAGM?

SENIOR LEARNING & ENGAGEMENT OFFICER

2. What activities do you mainly engage with at the RAGM?

EDUCATION / LIFELONG LEARNING AND COMMUNITY PROGRAMMING
MANAGEMENT OF LEARNING & COMMUNITY SPACE & FAMILY PROVISION
IN EXHIBITIONS

3. What are 3 things that you really like about the RAGM building?

1. THE SPACE IS BRIGHT AND WELCOMING
2. AN ASSET IN THE HEART OF THE TOWN - CREATES OPPORTUNITY
3. PROVIDES GREAT AERIAL VIEWS OF THE TOWN CENTRE FROM HIGHER LEVELS

4. What are 3 things that you think could be improved/rethought at the RAGM?

1. NUMBER & QUALITY OF LEARNING SPACES
2. MUSEUM / OBJECTS BEING DISPLAYED AS THEY SHOULD BE WITH INNOVATIVE & HQ ENGAGEMENT INTEGRATED
3. PERMANENT ART PROVISION FOR THE CONSISTENT DELIVERY OF ARTS EDUCATION ACTIVITIES FOR FORMAL LEARNING

5. Are there any opportunities you feel this project must not miss?

OPPORTUNITIES TO UNLOCK NEW PERSPECTIVES ON THE TOWN
" TO FACILITATE MORE SCHOOLS TO GROW OUR AUDIENCES
PROVISION OF LARGER SPACE FOR EVENTS (INDOOR + OUT)

6. Are there any audiences that are not currently reached or facilitated properly at the RAGM?

YOUNG PROFESSIONALS AND YOUNG PEOPLE MAKE GEMMUM
(UP TO 29.405)

7. What does success look like for you at the end of this project?

THE TEAM ARE ENABLED AND NOT LIMITED TO DELIVER
HIGH QUALITY WORK / EXHIBITIONS FOR PEOPLE IN RUSBY
WE WORK IN AN ENVIRONMENT WHICH SUPPORTS OUR
WELLBEING AND CREATIVITY

4. CONSULTATION

4.6. WORKSHOP DAY 2 - FEBRUARY 9

- 4.6.1. The goal of this workshop was to further refine the emerging brief, design and vision statement. On this day there were three different group sessions, with each group bringing their unique expertise and knowledge and challenges to the process.
- 4.6.2. Group 1 comprised the Collections Staff/Activities Managers. During this meeting, we discussed and further specified the current issues affecting accessibility, visitor flow and collections display. Notably, it was suggested that the Rugby Social History Gallery is in need of reinterpretation and that a more detailed and structured audience feedback is needed to inform the new narrative. Further to this, back-of-house materials organisation and storage were highlighted as a key concern for the future of the collections.
- 4.6.3. Group 2 comprised of the Back of House staff and the project managers. The primary concerns raised in this meeting surrounded the environmental goals of the project, as well as addressing aging building services and future maintenance strategies. Particular emphasis was placed on maintenance access, building envelope, security, decarbonisation opportunities, acoustics and environmental comfort.
- 4.6.4. Group 2's technical review highlights key maintenance and access challenges across the building. For instance, safe roof access and fall protection must be integrated into all works, alongside improved plantroom accessibility, including clearing obstructions, removing redundant tanks, and extending the goods lift to roof level. Maintenance access is also problematic in high-ceiling areas, requiring more practical design solutions. Electrical infrastructure needs upgrading, with sub-metering, coordination of incomplete works, and replacement of obsolete boards. Rear logistics are constrained, with poor door performance and limited vehicle access, requiring upgrades and a clearer long-term strategy.
- 4.6.5. Issues raised about building envelope and security focused on performance, durability, and risk mitigation. For instance, blocked windows are contributing to condensation and leakage, supporting the case for insulated infill solutions. Glazing systems present maintenance delays, while the entrance façade suffers from heat loss and draughts, suggesting a lobby envelope re-design. The proposed café relocation raised security concerns in secluded glazed areas, requiring discreet protective measures. Broader issues include pressure imbalances affecting door operation, and opportunities to improve thermal performance through new envelope elements and potential roof upgrades.
- 4.6.6. Group 3 mainly comprised of the front-of-house staff. Their primary concerns revolved around the identity of RAGM, visitor flow and the reception desk design. This meeting left the impression that there is a strong desire to reach a more intuitive visitor flow system in the new design. Moreover, staff expressed the need to provide storage, toilet facilities and quiet rooms along with these improvements. There was a positive reception to the idea of introducing a new central stair which would link a series of stacked foyer/orientation spaces.

Balcony Gallery



4. CONSULTATION

4.7. WORKSHOP 2 LIST OF ATTENDEES

Group 1 - Collections / Activity Managers

- Tom Kittendorf – Chief Officer, Leisure and Wellbeing
- Cllr Maggie O'Rourke – Portfolio Holder Leisure and Wellbeing
- Cllr Neil Sansison – Lib Dem Spokesperson
- Sally Godden – Art Gallery and Museum Manager
- Catherine Shanahan – Senior Collections Officer
- Katie Boyce – Senior Exhibitions and Programming Officer
- Phoebe Hilton – Senior Learning and Engagement Officer
- Silvia Zombardo – Visitor Centre Team Leader
- Chris Ashton – WCC Library
- Matthew Deaves -RBC communication
- Tammany Heap- Admin Officer/freelance gallery coordinator
- Ella Casey – Major Projects/Regen

Group 2 - Back-of-House / Project Managers

- Tom Kittendorf – Chief Officer, Leisure and Wellbeing
- Sally Godden – Art Gallery and Museum Manager
- Richard Kiernan - Project Manger
- Charlotte Larkins - Projects Officer
- Dave Collins - Property Manager
- Peter Nicholas - Asset Maintenance Team Manager
- Elaine Allso - Decarbonisation Projects Officer
- Dave Norton - Assets Maintenance Officer
- Rebecca Govier Tucker – Senior Assets Maintenance Officer
- Jake Smith – Centre Supervisor

Group 3 - Front-of-House

- Tom Kittendorf – Chief Officer, Leisure and Wellbeing
- Sally Godden – Art Gallery and Museum Manager
- Rachel Coldicott – Learning Assistant
- Rebecca Burrows – Collections Assistant
- Jo Harrison – Centre Supervisor
- Silvia Zombardo – Visitor Centre Team Leader
- Will May- WCC Library
- Shakira Bassi - Visitor Experience Assistant
- Jenny Ball – Casual Visitor Experience Assistant
- Anne Martin - Casual Visitor Experience Assistant
- Janet Hunt – Casual Education Facilitator

4. CONSULTATION

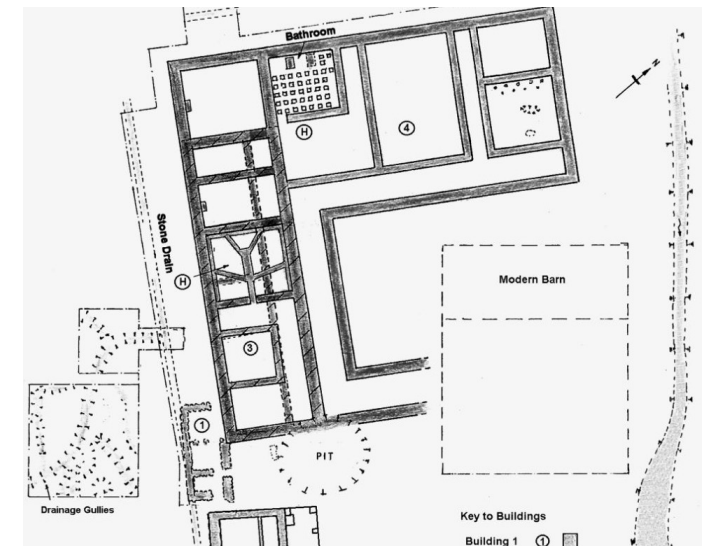
4.8. COLLECTIONS INTERPRETATION AND EXHIBITION DESIGN WORKSHOP - FEBRUARY 23

- 4.8.1. On February 23rd the RAGM staff met with Anne Hooper of GuM Studios for a consultation on reinterpreting and redesigning the current Social History & Archaeology Galleries. The key points raised were as follows:
- The collection hasn't yet been displayed as a holistic, 'permanent exhibition' – one purpose of '50 objects' was to test public opinion of important pieces/ stories.
 - Some information has been collected on people's opinion of the objects – but it would be worthwhile developing some more detailed/ specific audience feedback sheets/ sessions around the existing display.
 - RAGM has ACE funding for audience development – the 'bid writers' brief is being prepared. RAGM to share relevant information with PRS for input. This will enable some initial audience development, six weeks of work, work will be 'completed in cycles'.
 - PRS to share 'Conservation Plan' guidance. See further information below, documents attached and the following link to all NLHF good practice guidance, which includes Conservation Planning <https://www.heritagefund.org.uk/funding/good-practice-guidance>. It sounds to me as though you already have a good basis for this document in the collections care/

maintenance/ management/ conservation plan that you mentioned at our meeting it might just be worth re-framing that in the NLHF format.

- The Reading Photographic Studio Collection is a potential research project.
- Contemporary Collecting could be used to fill gaps in the collection and make narratives more relevant to audiences.
- It's important to clarify the role of the game of Rugby and its relationship to the collection/ project. There is a need to raise public awareness about the lesser known significance of the collection and place.
- The team thought that Home could be a strong underpinning theme – spans archaeology and social history collections. Engineering created mass housing/ homemaking/social welfare.
- Collections should be used in a creative way throughout the building – not just in defined galleries – RAGM have since shared a list of large (difficult to store) objects that could be display in the entrance lobby.

Tripontium Findings



Tripontium Plan

4. CONSULTATION

4.9. EXHIBITION DESIGN WORKSHOP LIST OF ATTENDEES

- Tom Kittendorf – Rugby Borough Council – Assistant Director Leisure and Wellbeing
- Sally Godden – Art Gallery and Museum Manager
- Katie Boyce – Senior Exhibitions and Programming Officer
- Richard Kiernan - Project Manger
- Charlotte Lawson - Projects Officer
- Catherine Shanahan – Senior Collections Officer
- Anne Hooper - GuM & PRS Architect

Social History Objects



4. CONSULTATION

4.10. PRESENTATION TO COUNCIL MEMBERS - MARCH 2

- Tom Kittendorf – Rugby Borough Council – Assistant Director Leisure and Wellbeing
- Sally Godden – Art Gallery and Museum Manager
- Cllr Claire Edwards
- Cllr Tony Gillias
- Cllr Simon Ward
- Cllr Maggie O'Rourke
- Cllr Jill Simpson Vince
- Cllr Trisha Trimble
- Cllr Barbara Brown
- Cllr Ramesh Srivastava
- Cllr Angela Thompson
- Cllr Toby Lawrence

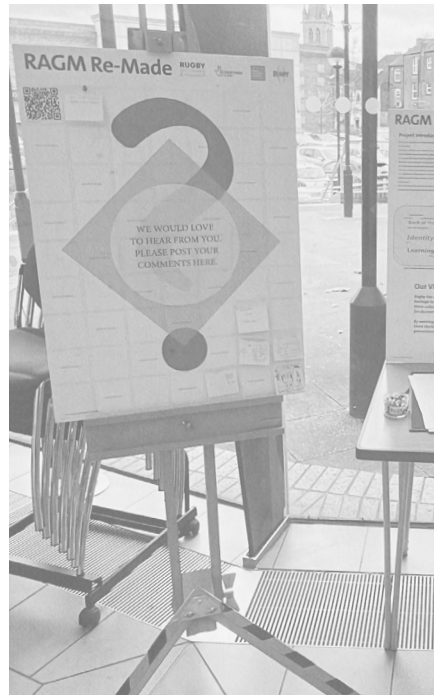
4. CONSULTATION

4.11. WORKSHOP 3 - MARCH 12

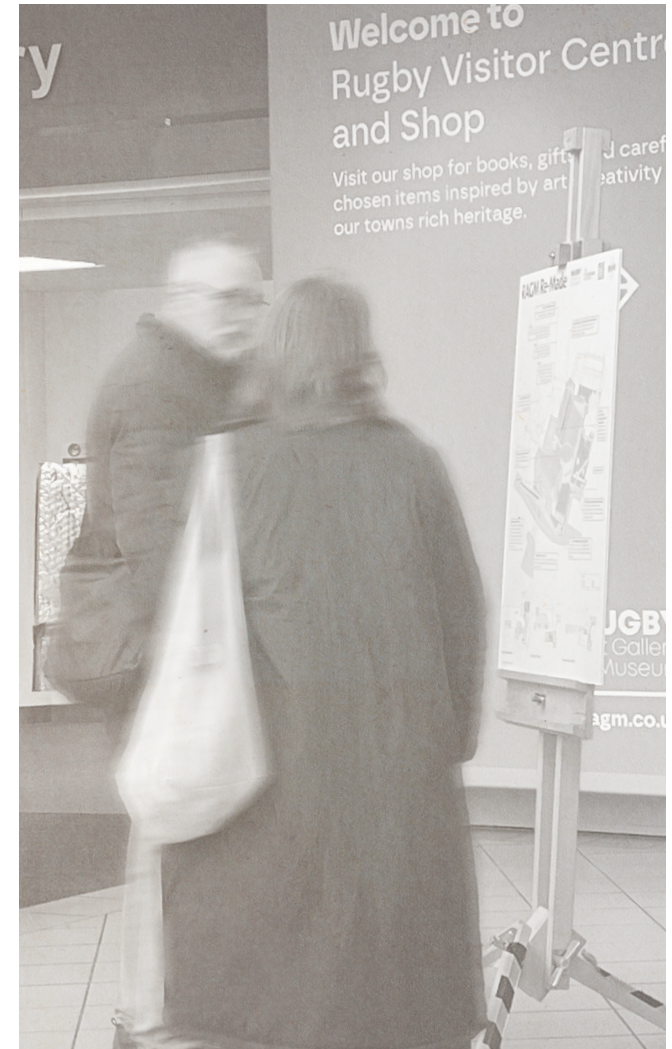
- 4.11.1. Workshop 3 took place on the 12th of March 2026. The day began with consultation boards exhibited in the main foyer, where the public was encouraged to comment on the design.
- 4.11.2. Two presentation/ workshops were held in the afternoon. The first one was attended by the RAGM and Library expanded team the second by wider stakeholder groups. The aim was to obtain further feedback on the emerging approach.
- 4.11.3. For the most part, the attendees responded positively to approach and identified detailed operational and visitor experience issues affecting access and space legibility. For example, the visitor centre's reliance on shop hours and limited opening days possibly reducing inclusivity, despite a welcoming frontage and strong café presence.
- 4.11.4. Group 1 Response: Generally a positive response; matters of detailed were raised regarding fitting out of education spaces (water provision and storage). The integration of Library and RAGM and the identity of the services in light of potential local government reorganisation. Acoustic conflict between office areas and education areas were raised.

- 4.11.5. Group 2 Response: Generally positively received, comments made on
- Floor one gallery security
 - Cycles Parking location planning - external spaces to be considered
 - Curated store available to visitors
 - Visitor centre opening hours not

Visitor Comments Board



Consultation Boards in Main Foyer



4. CONSULTATION

4.12. WORKSHOP 3 LIST OF ATTENDEES

Group 1 - 1.30-2.30pm

- Tom Kittendorf – Rugby Borough Council – Assistant Director Leisure and Wellbeing
- Sally Godden – Art Gallery and Museum Manager
- Catherine Shanahan – Senior Collections Officer
- Katie Boyce – Senior Exhibitions and Programming Officer
- Silvia Zombardo – Visitor Centre Team Leader
- Chris Ashton – WCC Library
- Ella Casey – Major Projects/Regen
- Richard Kiernan - Project Manger
- Charlotte Lawson - Projects Officer
- Dave Norton - Assets Maintenance Officer
- Rebecca Govier Tucker – Senior Assets Maintenance Officer
- Jake Smith – Centre Supervisor Rachel Coldicott – Learning Assistant
- Lorna Rose – Education Facilitator
- Dominic Urmston - Decarbonisation Project Officer
- Matthew Fletcher – Economic Development Manager

Group 3-4pm: Wider Stakeholder Group

- Cllr Barbara Brown - Rugby Borough Council – member
- John Frearson - Local History Group
- Phil Jemmett - University of Warwick
- Sue Haynes – Friends of RAGM
- Selina Goodfellow - Blind Mice Design
- Irene Glendinning - Rugby Archaeology Society
- Rebecca Coles - Heritage and Culture Warwickshire
- Joanna Bryan - St. Andrews Church
- Rebecca Ewers - Rugby Borough Council – Equality and Diversity Officer
- Julia Thompson – Public Art Artist (Under the name Snowdin)
- Chris Pegler - Art at the Alex
- Tom Kittendorf - Rugby Borough Council – Assistant Director
- Heather Thomas - Garden Organic
- Clare Turnbull - The Percival Guildhouse
- Megan Kelly - Rugby Borough Council – Events Officer
- Cllr Ish Mistry - Rugby Borough Council - Member

- Cllr Maggie O'Rourke - Rugby Borough Council – member
- Paul Thompson - Guarderobe - Living History Group
- Tom Jennings - Woodcarver
- Will May - Library WCC
- Matthew Barton - Library WCC
- Cllr Neil Sanderson - Rugby Borough Council – Member
- Cllr Nooria Sayani - Rugby Borough Council – Member
- Angela Pearson - Volunteer
- Ceri - Wild & Free / Yarnbombers

Group 4-6pm: Wider Stakeholder Group

- Jenny Hunt – Rugby School Archive
- Kate Morris - Kate Morris Crafts
- Colin Horton - Rugby Borough Council – Green Space Officer
- Tegan Chaffer - Rugby Borough Council – Visitor Experience Assistant
- Vicky Thearia - Rugby Borough Council - Visitor Experience Assistant
- Dawn Clarke - Rugby Borough Council- Visitor Experience Assistant

4. CONSULTATION

4.13. AUDIENCE SURVEY

Modernising and reconfiguring the Rugby Art Gallery and Museum building

- 4.13.1. As part of the consultations effort, the public was prompted to give their input/ opinions on how to best modernise and reconfigure the Rugby Art Gallery and Museum for them. A survey was put forth online and posted around the building in the second week of the feasibility study, with the express goal of reaching as many people as possible.
- 4.13.2. The opening statement said: “Rugby Art Gallery and Museum (RAGM) is embarking on an exciting project to improve their spaces in order to better deliver their cultural and educational objectives, safeguard the rich heritage assets in their custody and ensure RAGM’s sustainable future.”
- 4.13.3. Also clarifying that “The project, which is subject to funding, seeks to modernise and reconfigure the building to meet operational, accessibility, and environmental performance standards, while delivering enhanced cultural experiences, educational capacity, and income generation.”
- The following questions were posed to the public:

1. Before today, were you aware of Rugby Art Gallery & Museum (RAGM)?
2. Approximately how many times in the last 2 years have you visited the RAGM?
3. When you last visited, were you part of a group?
4. If you answered yes to Q3, what type of group?
6. How do you usually hear about upcoming exhibitions or events at RAGM?
7. Can you name one event or exhibition you particularly enjoyed in the last two years?
8. What would you like to see more of at RAGM?
9. Which one or two things do you like about the building?
10. Which one or two things do you think could be improved in the building?
11. How would you rate the following areas of the building? 1 is poor, 5 is excellent.
12. How important are improvements to the following areas? (1 = Not important, 5 = Very important)

4. CONSULTATION

4.14. SURVEY RESPONSES

4.14.1. Over 150 responses were received to the public on-line survey.

4.14.2. The overall sense is that on balance, the survey responses do not change the direction of travel already set out following the stakeholder engagement exercise throughout the period.

4.14.3. The responses do however give some useful extra evidence which supports the emerging approach.

4.14.4. In particular, it seems to confirm that RAGM already has a strong base to build from, with very high awareness, a loyal repeat audience, and clear value is placed on the building's openness, light, gallery spaces, and the wider relationship with the library and café.

4.14.5. At the same time, the survey also reinforces a number of the recurring practical issues already identified through the workshops and in the emerging approach, especially toilets, wayfinding, visibility of the upper floors, lift and access issues, and the sense that :

“the museum offer could be more prominent and refreshed. “

4.14.6. The results also support the importance of programming, with temporary exhibitions, events, workshops and local artist content all coming through strongly, alongside a clear appetite for more family activity,

learning opportunities, and greater visibility of the Rugby Collection and local history content.

4.14.7. The survey evidence strengthens and confirms, from a different perspective, RAGM's stakeholders input.

4.14.8. The results indicate main issues and priorities identified are not only coming through staff and stakeholder workshops, but also from current users of the building.

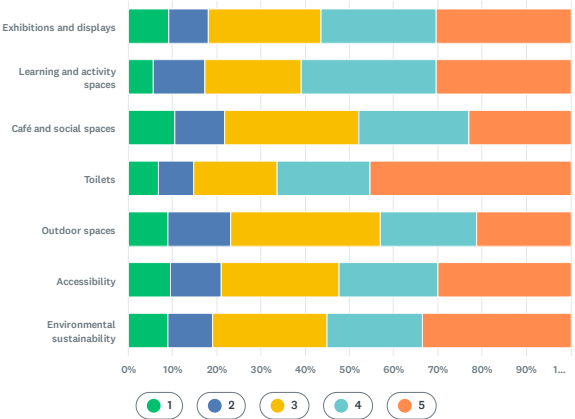
4.14.9. It is clear from the responses that there is a real positive feeling in the community towards RAGM and much about the building and activity programme that users already value and would want the project to retain and build upon.

4.14.10. People who took part say what they want more of, particularly workshops, children's activity, greater visibility of the Rugby Collection, and stronger local history content.

Modernising and reconfiguring the Rugby Art Gallery and Museum building

Q12 How important are improvements to the following areas? (1 = Not important, 5 = Very important)

Answered: 165 Skipped: 4



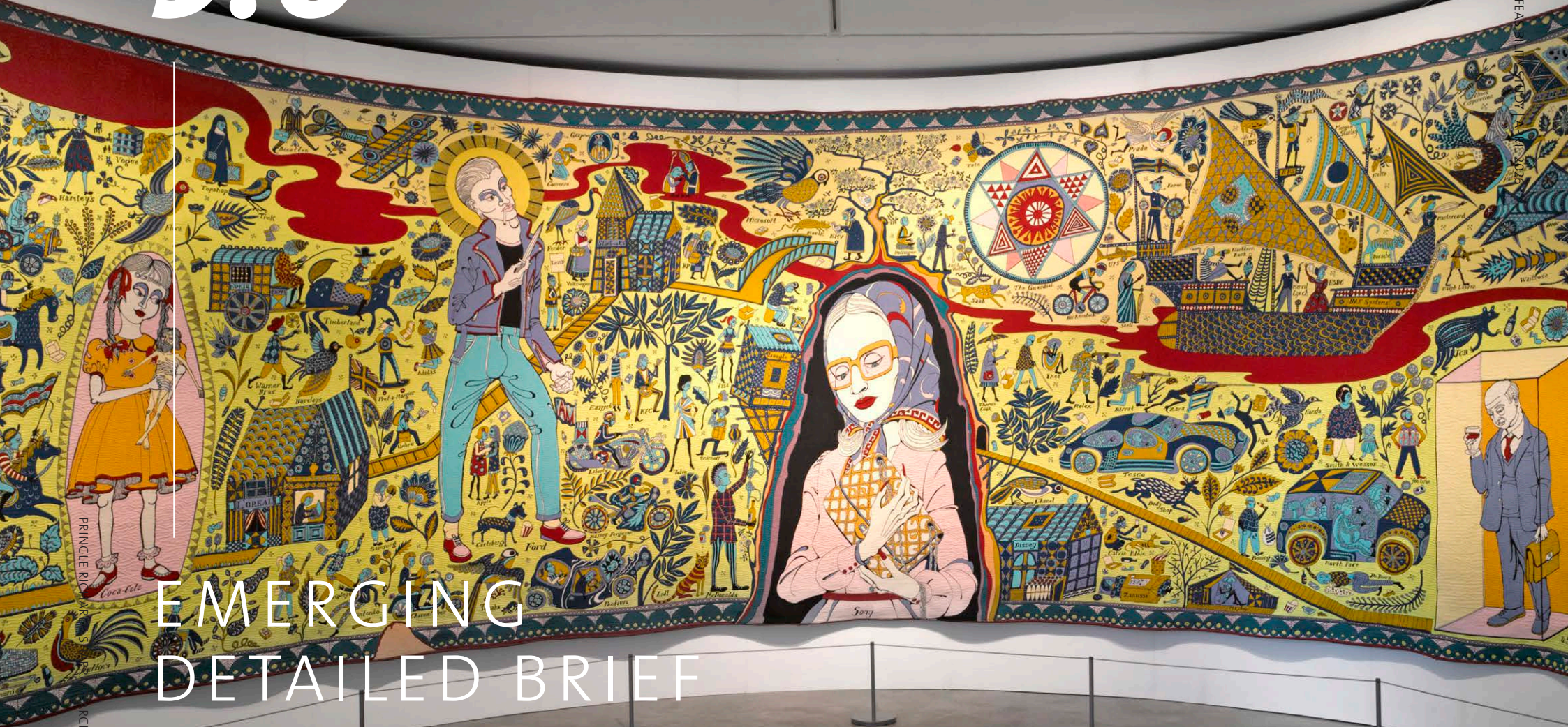
	1	2	3	4	5	Total
Exhibitions and displays	9.09% 15	9.09% 15	25.45% 42	26.06% 43	30.30% 50	165
Learning and activity spaces	5.59% 9	11.80% 19	21.74% 35	30.43% 49	30.43% 49	161
Café and social spaces	10.56% 17	11.18% 18	30.43% 49	24.84% 40	22.98% 37	161
Toilets	6.75% 11	7.98% 13	19.02% 31	20.86% 34	45.40% 74	163
Outdoor spaces	8.97% 14	14.10% 22	33.97% 53	21.79% 34	21.15% 33	156
						1121

29 / 42

See Appendix for Results

5.0

EMERGING DETAILED BRIEF



5. EMERGING DETAILED BRIEF

5.1. A MOSAIC OF REFERENCES

5.1.1. Following a number of workshops with a variety of stakeholders, a brief for the re-invented RAGM started to emerge. The result focuses on addressing identified shortcomings of the building and on creating an optimal environment for RAGM to achieve their vision.



5.1.2. The RAGM team compiled a board of aspirational spaces. These references were logged on the platform Padlet. Examples of these spaces are shown in this mosaic and can be accessed via the QR code.



5.1.3. In the following pages we set out the main requirement and guiding principles for each of the principal spaces in the building along with perceived priorities from stakeholder and public consultation.



5.1.5. Practical issues already identified through workshops, particularly toilets, wayfinding, lift/access concerns and the limited visibility of the upstairs cultural offer, are echoed quite clearly by the users who responded to the online survey.



RAGM Redevelopment Padlet Board

5. EMERGING DETAILED BRIEF

5.2. SOCIAL HISTORY AND ARCAHEOLOGY GALLERIES - **PRIORITY HIGH**

Consider:

- RAGM has provided a detailed brief for the museum.
- Museum display to be housed on first floor gallery - this will include the social history display as well as the archaeology display.
- Interactive and engaging display.
- Children's area to be accommodated. Family friendly interactives to be integrated.
- Space for volunteers to be accommodated within the space.

Showtown Museum, Blackpool



Horniman Museum, London



5. EMERGING DETAILED BRIEF

5.3. NEW RUGBY COLLECTION GALLERY- **PRIORITY HIGH**

Consider:

- Retain style and size of existing first floor temporary exhibition gallery, including moving wall storage.
- Provide a new gallery for the permanent display of selected works from the Rugby Collection - approximately 150m²
- The new gallery to be a simple space with good gallery standard lighting and conditioned to GIS standards. Back lit translucent ceiling is preferred.
- The new gallery is also to be used for events and potentially third party hires; consider flexibility in terms of building services and support spaces.
- Good access from stores to new gallery is essential.
- Floor to ceiling height to be a minimum of 5m

Gagosian, New York City



Musée Cantonal des Beaux-Arts, Switzerland



5. EMERGING DETAILED BRIEF

5.4. LEARNING SPACES - **PRIORITY HIGH**

Consider:

- Ideally there would be three spaces that can be used for various activities.
- A minimum of two adequately equipped spaces with capacity for a large school group each is needed. This could be provided as a large divisible space.
- Consider providing Clore Duffield Foundation standard spaces.
- Storage is critical, both open shelving with potential for object display and lockable storage for materials
- Space for lunch bags and coats need to be provided.
- Sinks and taps to be provided to both spaces.
- Robust materials.
- Good visibility into the spaces is preferred by Clore Duffield

Roden Learning Centre, National Gallery, London



The Royal Institute of British Architects, London



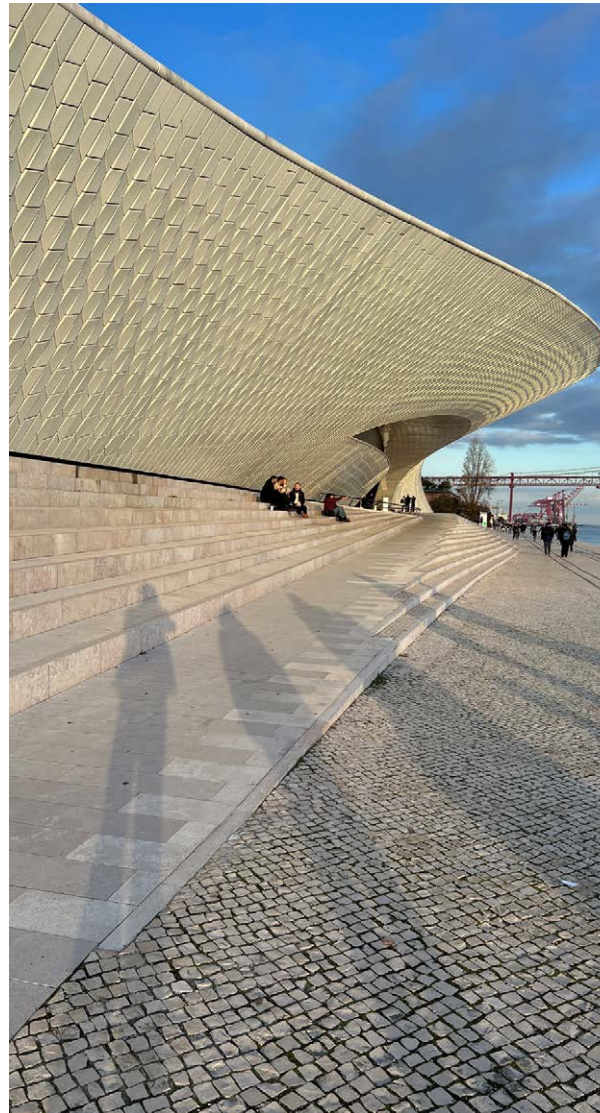
5. EMERGING DETAILED BRIEF

5.5. APPROACH - **PRIORITY HIGH**

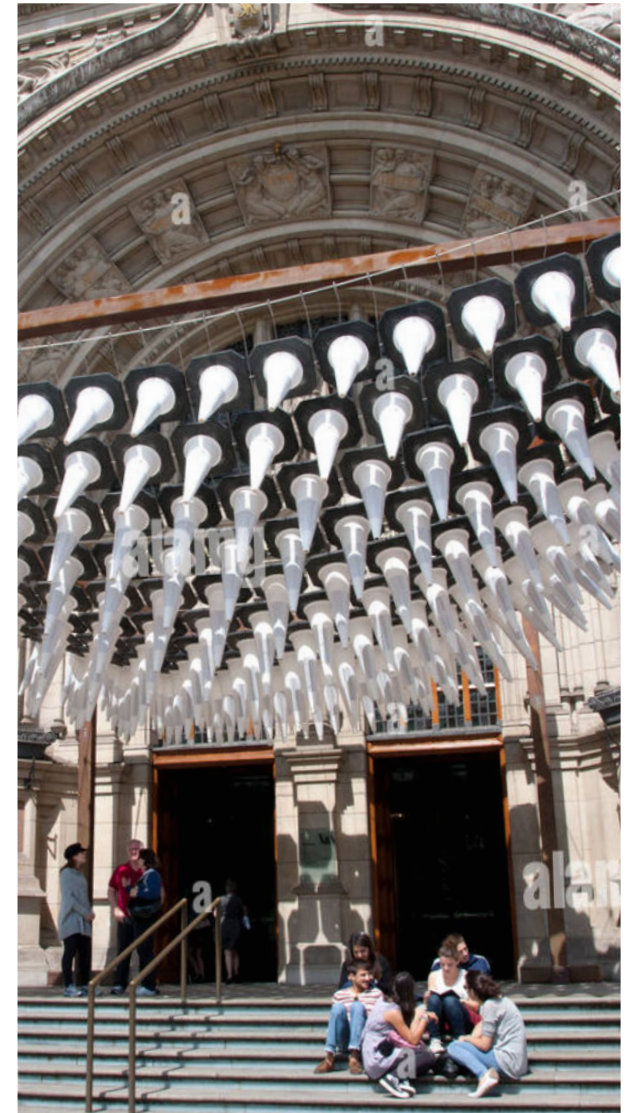
Consider:

- Options for the entrance steps to afford comfortable and inclusive access.
- Options that look at the transition spaces as somewhere to dwell in good weather, possibly include additional planting with year round interest.
- As part of the public realm improvements look to create a green buffer between public areas around the RAGM and Library Building and the carpark.
- Consider additional greening of carpark as part of public realm improvements.
- Look to provide cycle parking closer to main entrance.
- Consider alternative entrance points to the building
- Bring into play all the external spaces surrounding the building

Museum of Art, Architecture and Technology, Lisbon



Victoria & Albert Museum, London



5. EMERGING DETAILED BRIEF

5.6. WORKSHOPS AND LOADING BAY - **PRIORITY HIGH**

Consider:

- The technician workshop(s) needs to be able to accommodate wet work, dry work or both in an organised way.
- An easier and more accessible route for art arriving and leaving RAGM
- Sufficient clearances are needed to bring objects in safely
- Their usage could be supported by the addition of a quarantine room.
- Adequate ventilation needs to be accounted for in the refurbishment of the workshop

Museum of Making, Derby



Grand Atrium Auckland Museum, Australia



5. EMERGING DETAILED BRIEF

5.7. OFFICES - **PRIORITY HIGH**

Consider:

- Staff room to be multiuse so can serve as meeting room
- Provide a few quiet working spaces
- Adequate offices and meeting rooms with a combination of work settings - both traditional workstations and flexible spaces.

Nottingham Contemporary, Nottingham



Flexible Meeting Room



5. EMERGING DETAILED BRIEF

5.8. MAIN ENTRANCE & SHOP - **PRIORITY MEDIUM**

Consider:

- Shop should be part of visitor flow, very visible to encourage browsing.
- Better access and visibility for RAGM at ground floor.
- Review way-finding.
- Better access to, and improved WCs.
- Address comfort issues due to large single glazed atrium.
- Retain Community Exhibition Space
- Reception to accommodate buggy park .
- Quiet space for families and toddlers.
- Changing Places to be considered.
- Improved reception desk arrangement with good access and good sight lines to the whole space.

Design Museum, London



William Morris Gallery Shop, London



5. EMERGING DETAILED BRIEF

5.9. CIRCULATION - **PRIORITY MEDIUM**

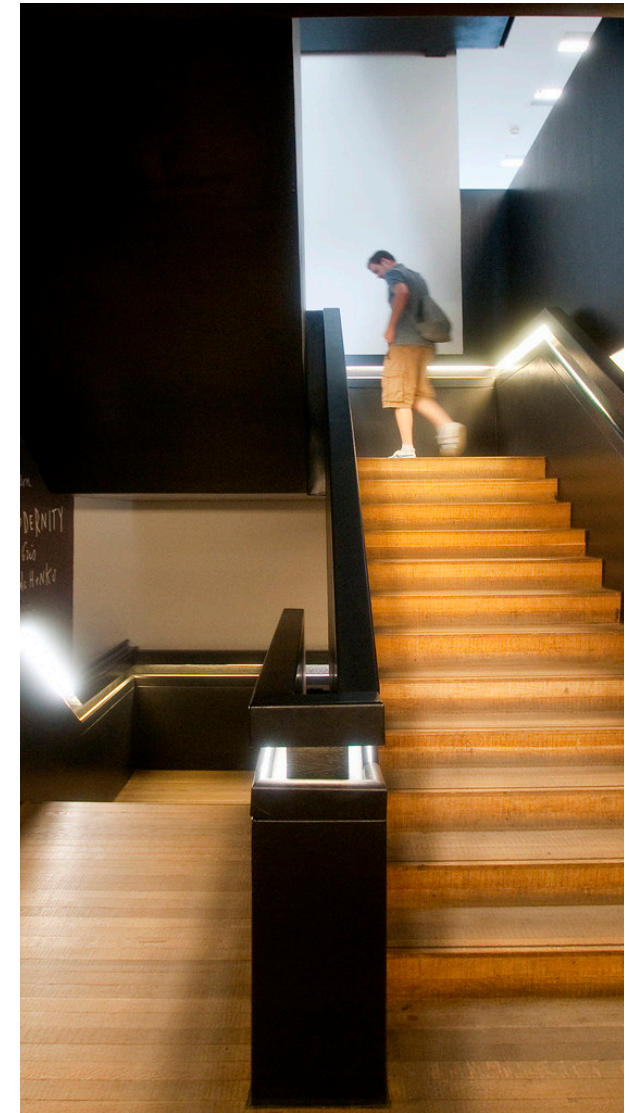
Consider:

- Address Lift Capacity - both for people and large objects.
- Make access to upper levels more visible, easier to find.
- Address issue with doors both in terms of security and dimensions for moving large objects.

Oldham Gallery, London



Tate Modern, London



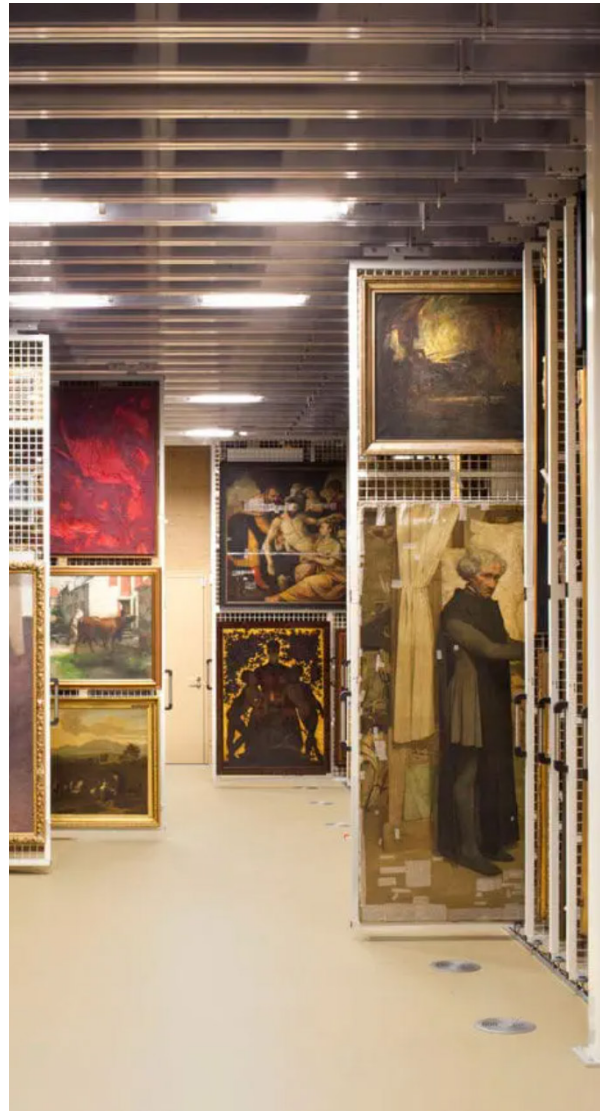
5. EMERGING DETAILED BRIEF

5.10. STORES - **PRIORITY MEDIUM**

Consider:

- Additional storage to be provided both from Rugby Collection and Social History/ Archaeology with adequate floor to ceiling height (minimum 4.5m)
- Consider creating a curated space that can be accessed by accompanied visitors.
- Stores to be to Arts Council GIS conditions with controlled temperature and RH.
- Stores to be fitted out with mobile/ pull out racking.

Royal Museum of Fine Arts, Antwerp



Victoria & Albert Museum Visible Storage, London



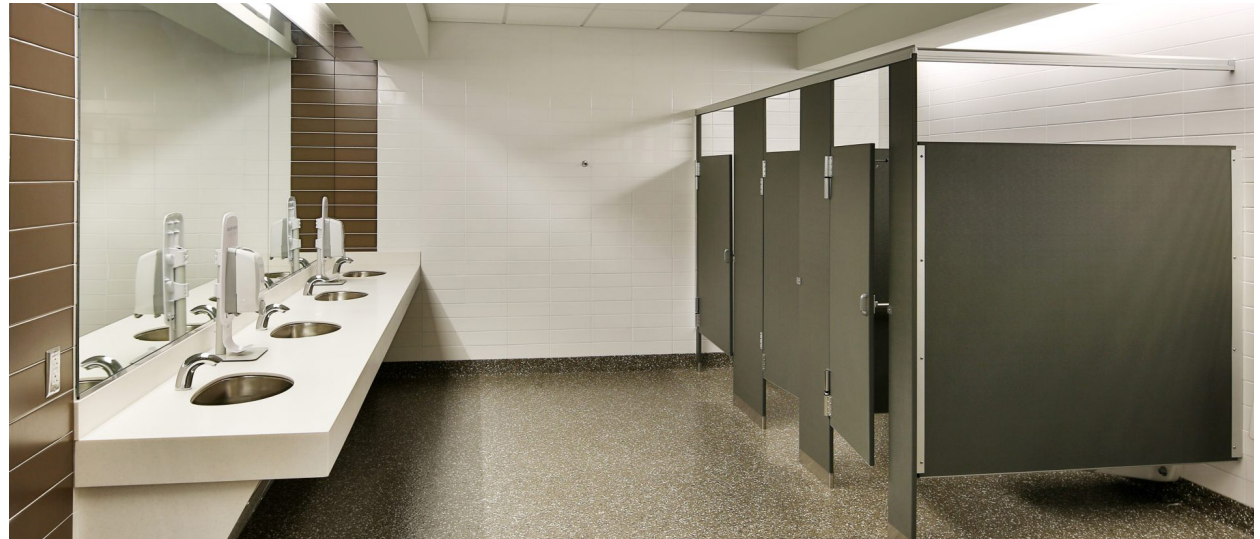
5. EMERGING DETAILED BRIEF

5.11. WCS- **PRIORITY MEDIUM**

Consider:

- Provide adequate WC facilities including DDA accessible at all levels. Children's WCs to be provided close to education spaces.
- Provide 'Changing Places' facility.
- Provide a combination of gendered and un-gendered facilities.

Modern Public Bathrooms



Gender Neutral Toilets



Changing Places Room

5. EMERGING DETAILED BRIEF

5.12. FOOD AND DRINK OFFER - **PRIORITY MEDIUM**

Consider:

- The current cafe is popular and provides very good food and drink offers.
- The facility needs to be retained; the number of covers is adequate but a modest increase could be supported - up to 60 covers.
- External sitting area would be welcome.
- Better visibility and identity would be beneficial.
- Potential for third party hires in the evenings should be considered.
- Small kitchen area required similar to existing, but consider ventilation.
- Storage to be considered, refrigerated storage to be within lockable kitchen (large fridges)

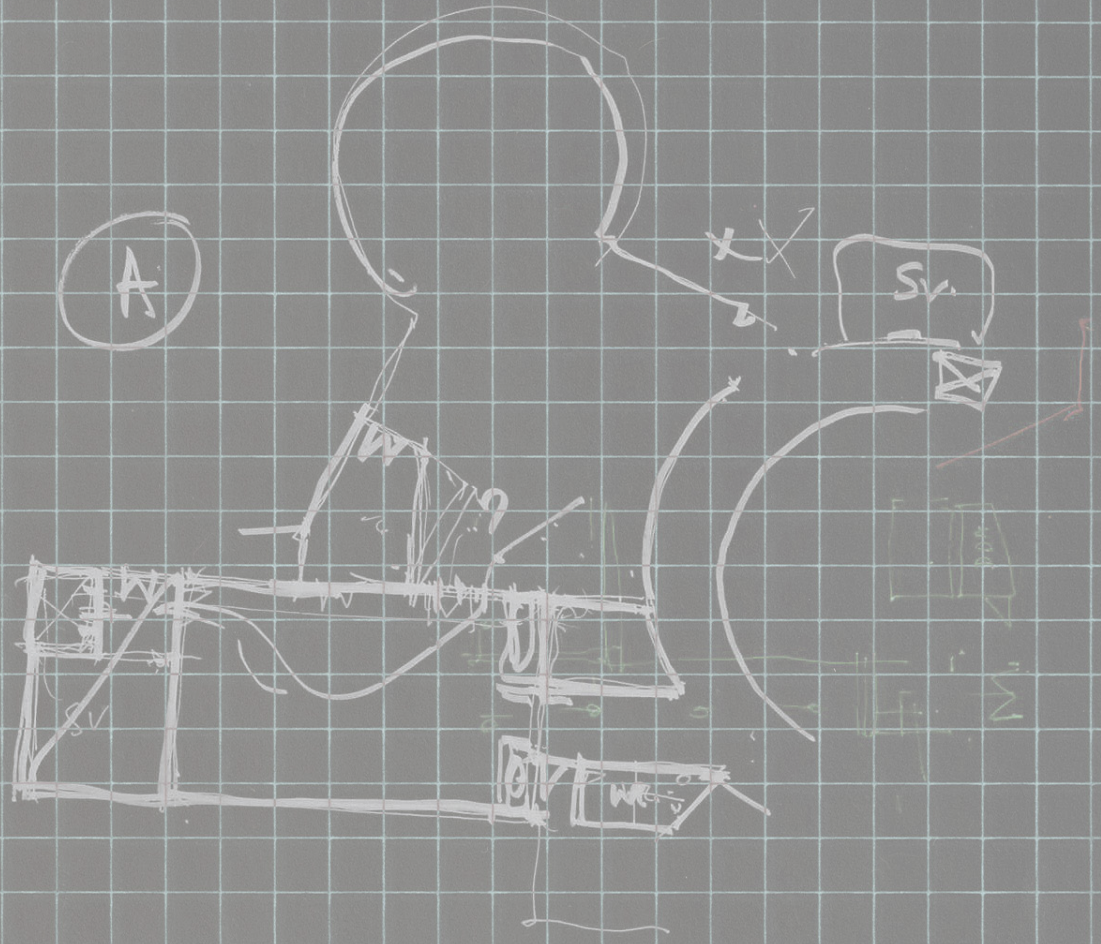
Tate Liverpool, Liverpool



MK Gallery, Milton Keynes



6.0

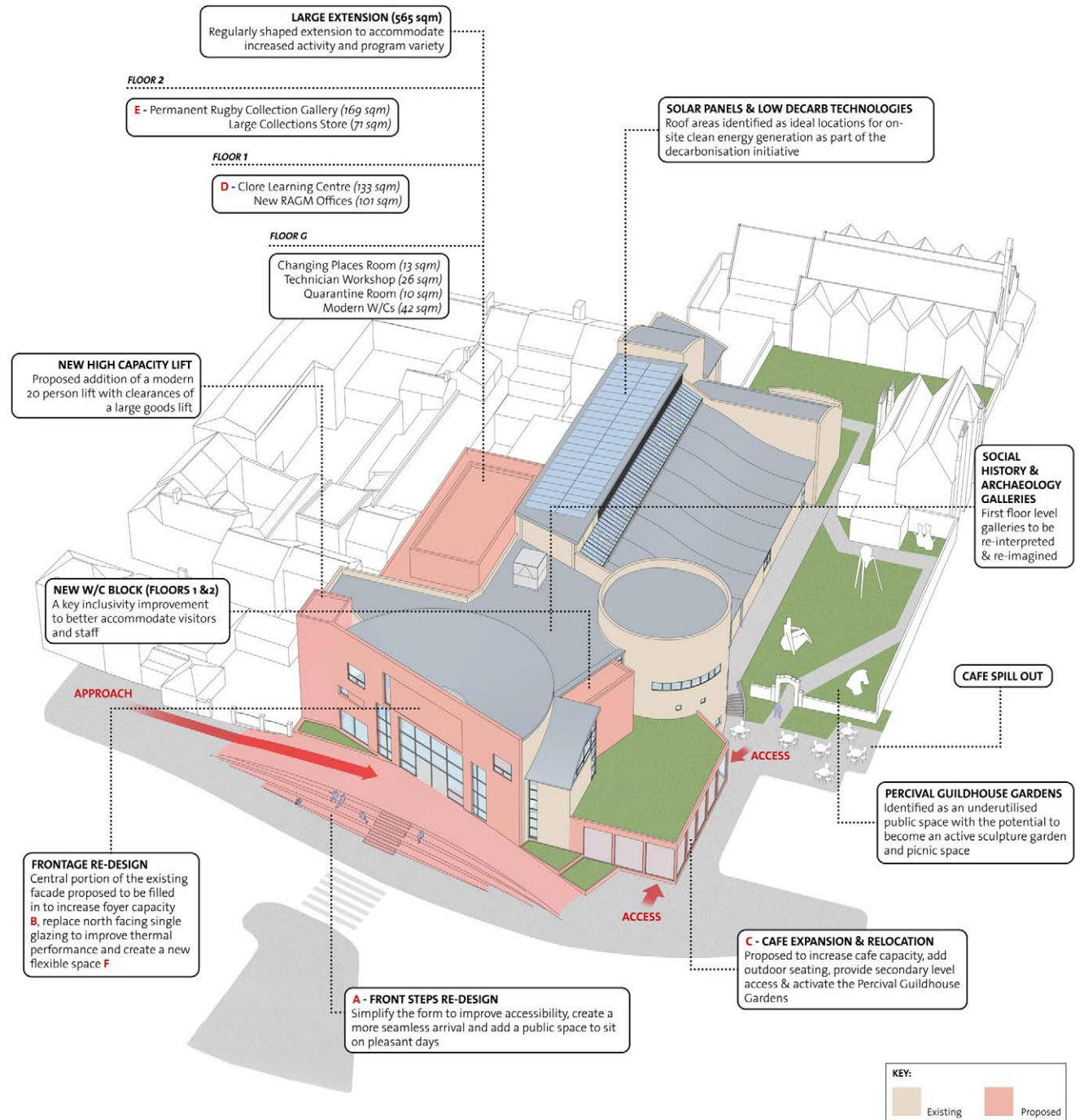


RESPONSE TO BRIEF

6. RESPONSE TO BRIEF

6.1. OPTION XL OVERVIEW

- 6.1.1. Over the course of this feasibility study, three options were developed. These evolved through an iterative process shaped by ongoing testing and feedback.
- 6.1.2. Regular consultation with staff, including weekly catch-up meetings, ensured that feedback was continuously incorporated, allowing each option to respond directly to operational needs and stakeholder priorities.
- 6.1.3. The XL scheme represents the most ambitious redesign of RAGM, introducing a significant increase in usable space and program variety. In contrast, options L and M are more restrained interventions, scaling back the extent of changes.
- 6.1.4. The main differences between XL and L, is the omission of the new stair and the cafe extension. Option L proposes a new goods lift as part of the new extension.
- 6.1.5. Option M, proposes a smaller extension omits the new lift altogether and assumes the existing lifts would be refurbished.



6. RESPONSE TO BRIEF

6.2. DEVELOPMENT OF OPTIONS

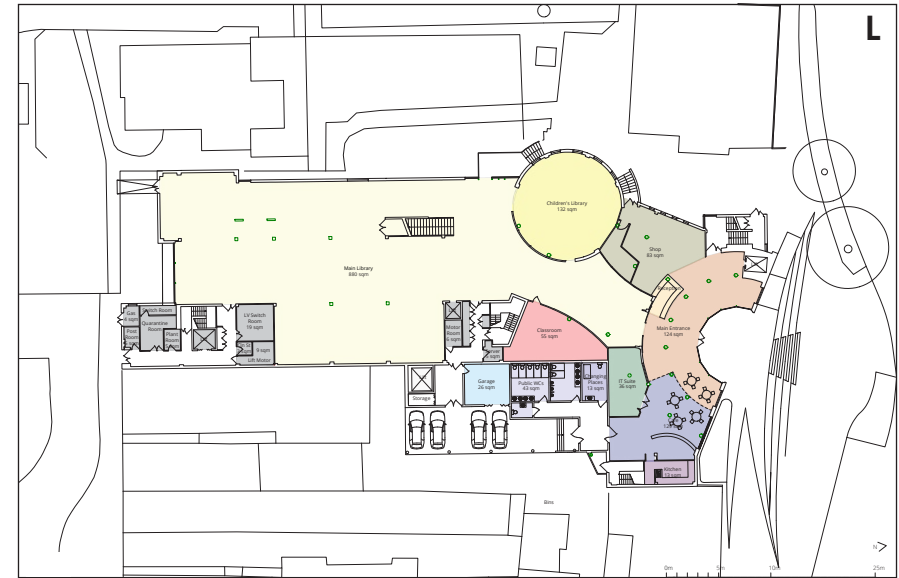
- 6.2.1. In addition to the comprehensive XL scheme, two smaller schemes were developed which focus on addressing the essential needs identified by stakeholders, prioritising necessary improvements over large-scale transformation.

L Scheme Includes:

1. New Front Steps & Ramp
2. Modern & Inclusive W/Cs (All Floors)
3. Changing Places Room
4. Clore Learning Centre
5. New Goods Lift
6. Technician Workshop Expansion
7. RAGM Offices Expansion
8. Quarantine Space
9. New Large Collections Store
10. New Permanent Rugby Art Collection Gallery

Excludes:

Flexible Space (2nd Floor)
Cafe Extension
Front of House Goods Lift
New Frontage
Central Stair
New large passenger lift

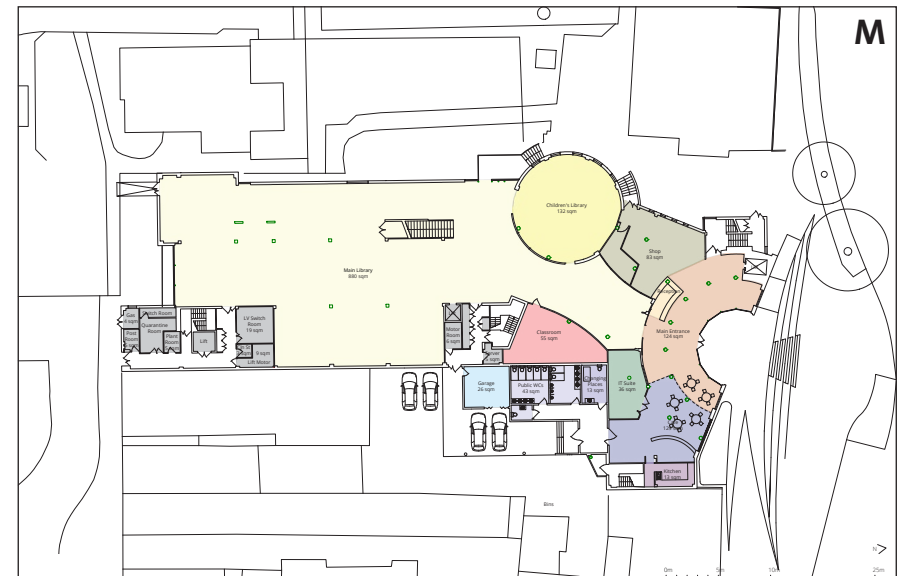


M Scheme Includes:

1. New Front Steps & Ramp
2. Modern & Inclusive W/Cs (All Floors)
3. Changing Places Room
4. Clore Learning Centre
5. Technician Workshop Expansion
6. Smaller RAGM Offices Expansion
7. New Permanent Rugby Art Collection Gallery

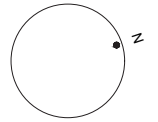
Excludes:

New Goods Lift
Cafe Extension
Flexible Space (2nd Floor)
Loading bay Storage
New Frontage
Central Stair
New Art Store



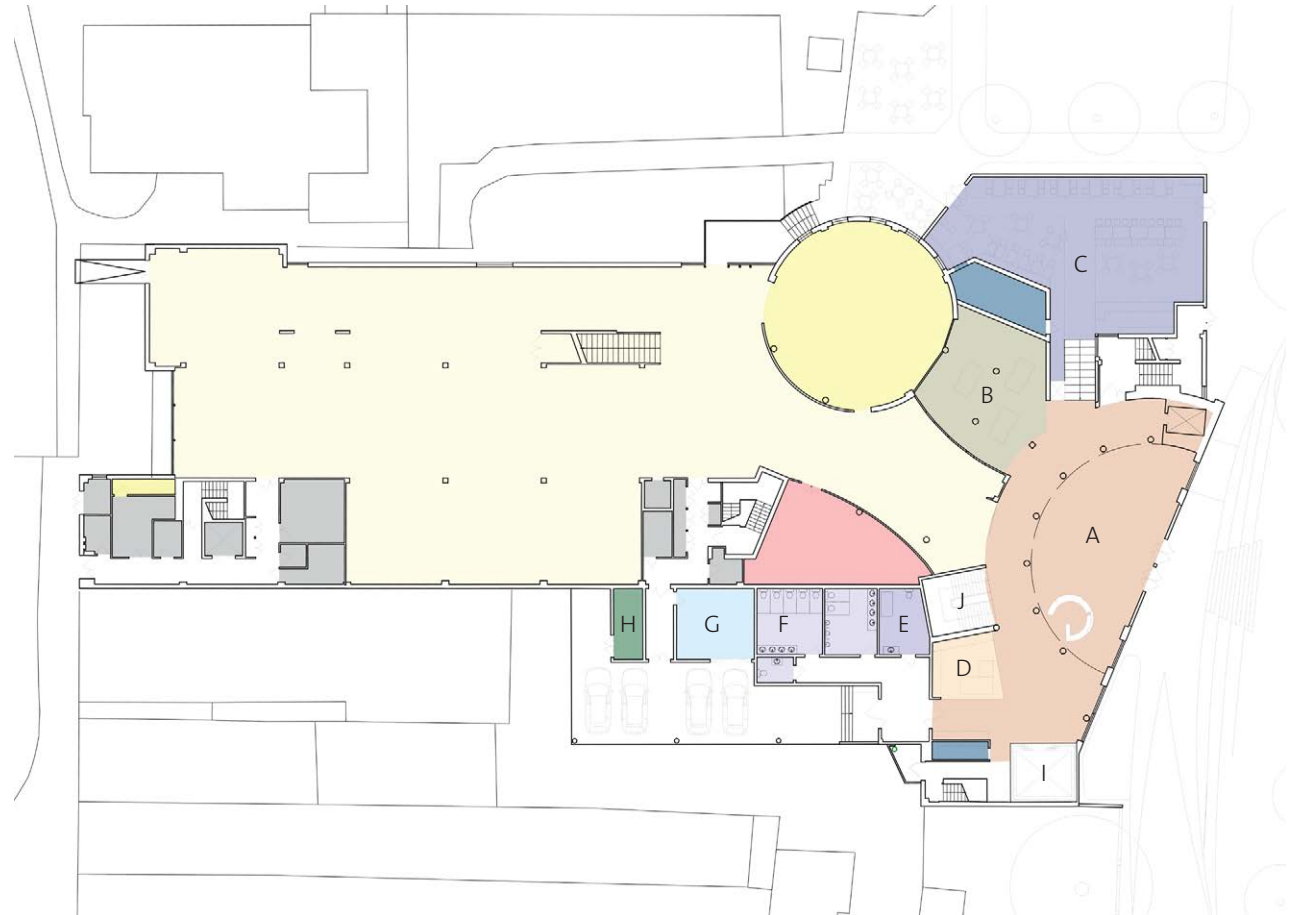
6. RESPONSE TO BRIEF

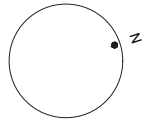
6.3. OPTION XL GROUND FLOOR



Ground Floor

- A Main Foyer & Reception**
- Semi-circle space filled in to create more foyer area
 - Reception desk moved to a more central location
 - Shop integrated into the foyer
 - Central stair connects to a series of stacked foyers
- B “First Floor Gallery”**
- Moved here to increase visibility & traffic
- C New Cafe Extension**
- Lightweight construction
 - Large increase in covers
 - Option to operate with extended hours
 - Hireable Space
- D Museum Shop**
- Open to the foyer to increase visibility
 - Becomes a part of the visitor journey
- E Changing Places Room**
- F Modernised WCs**
- G Enlarged Technician Workshop**
- H Quarantine Room**
- I New Goods / Group Lift**
- Helps with managing school groups
 - Allows large art pieces to be transported upstairs
- J New Central Stair**
- Improves visitor journey



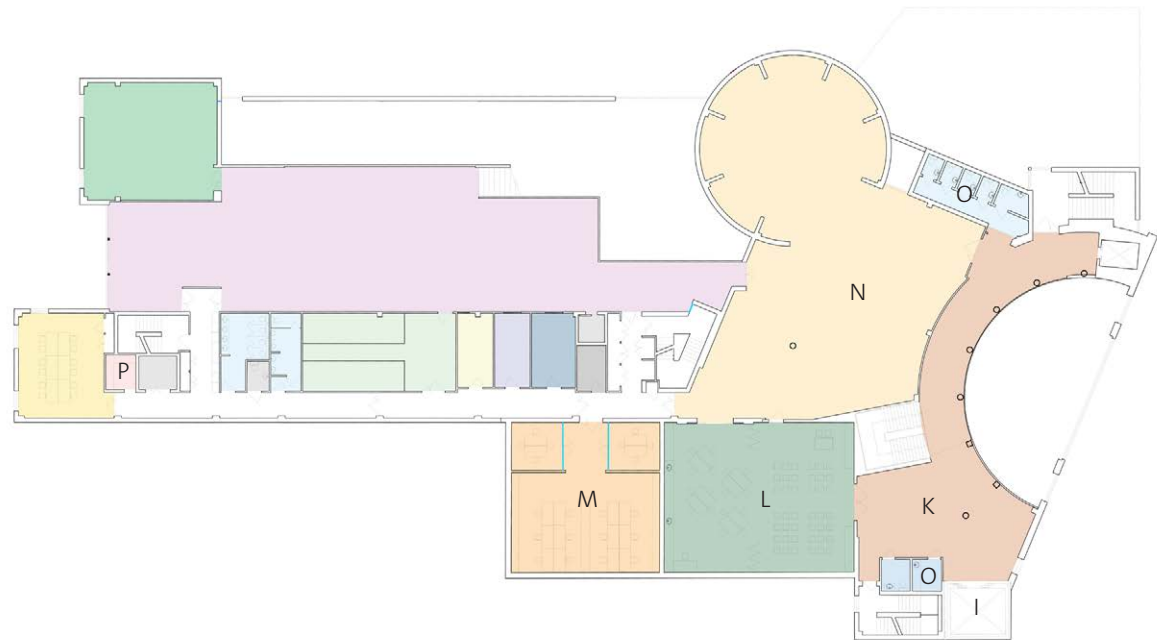


6. RESPONSE TO BRIEF

6.4. OPTION XL FIRST FLOOR

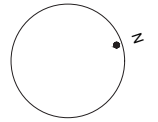
First Floor

- K Balcony Gallery & Foyer**
- Balcony Gallery space extended into first floor foyer
 - Connected to new central stair
- L Clore Learning Centre**
- 133sqm of new flexible learning space
 - Open and inclusive space
- M New RAGM Offices**
- Working areas added
 - New flexible board rooms
 - Climate controlled environment
- N Social History Gallery**
- Reinterpreted collection
 - More access points added to link learning spaces and library through gallery
- O Modernised WCs**
- Conveniently located on the first floor
 - New DDA WCs
- P Staff Kitchen**
- Separated from staff room
- I New Goods / Group Lift**
- J New Central Stair**



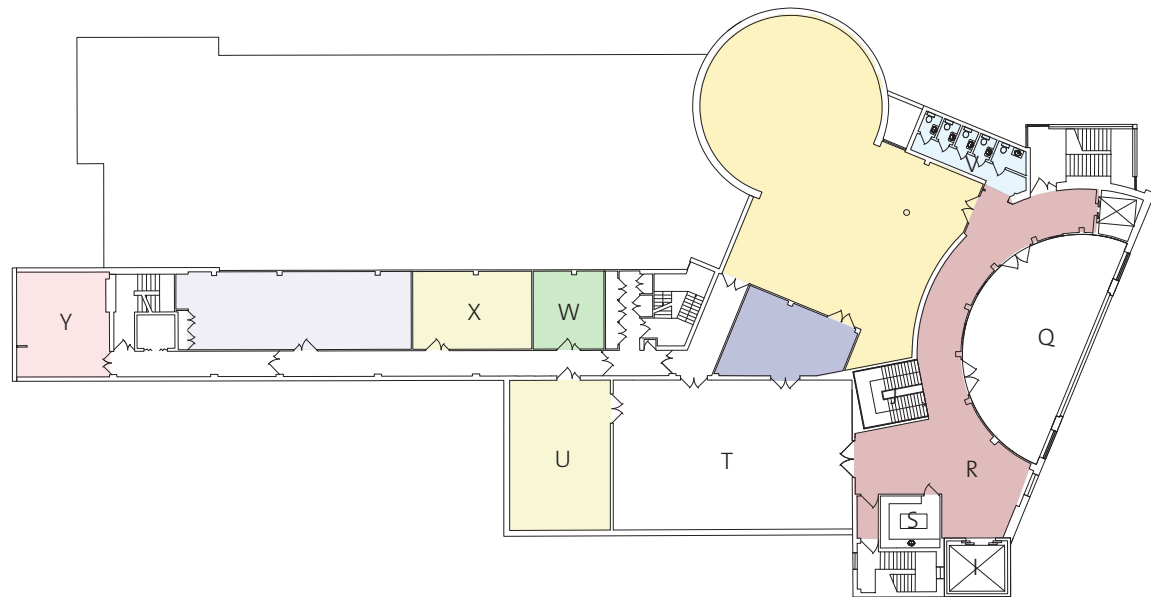
6. RESPONSE TO BRIEF

6.5. OPTION XL SECOND FLOOR



Second Floor

- Q **Flexible Space**
- Semi-circle space filled in created this flexible space
- R **Foyer**
- Connected by central stair and goods lift
 - Orientation space for galleries
- S **Kitchen**
- Serving kitchen for events to take place in the new gallery
- T **Permanent Collection Gallery**
- Large gallery added to improve access to collections
 - Connected to current temporary exhibitions gallery to create a looped visitor journey
- U **Large Art Collections Store**
- Increased art capacity
 - Could be visible storage
 - Gives the option to store larger pieces
 - Makes transporting art to & from easier
- V **New WCs Extensiob**
- W **Technician's Workshop**
- Allows technician to separate tasks (i.e wet/dry)
- X **Existing Art Collection Store**
- Possible workshop exyension)
- Y **Plant Room**
- Replacing boilers with ASHP would provide additional room.
- I **New Goods / Group Lift**
- J **New Central Stair**

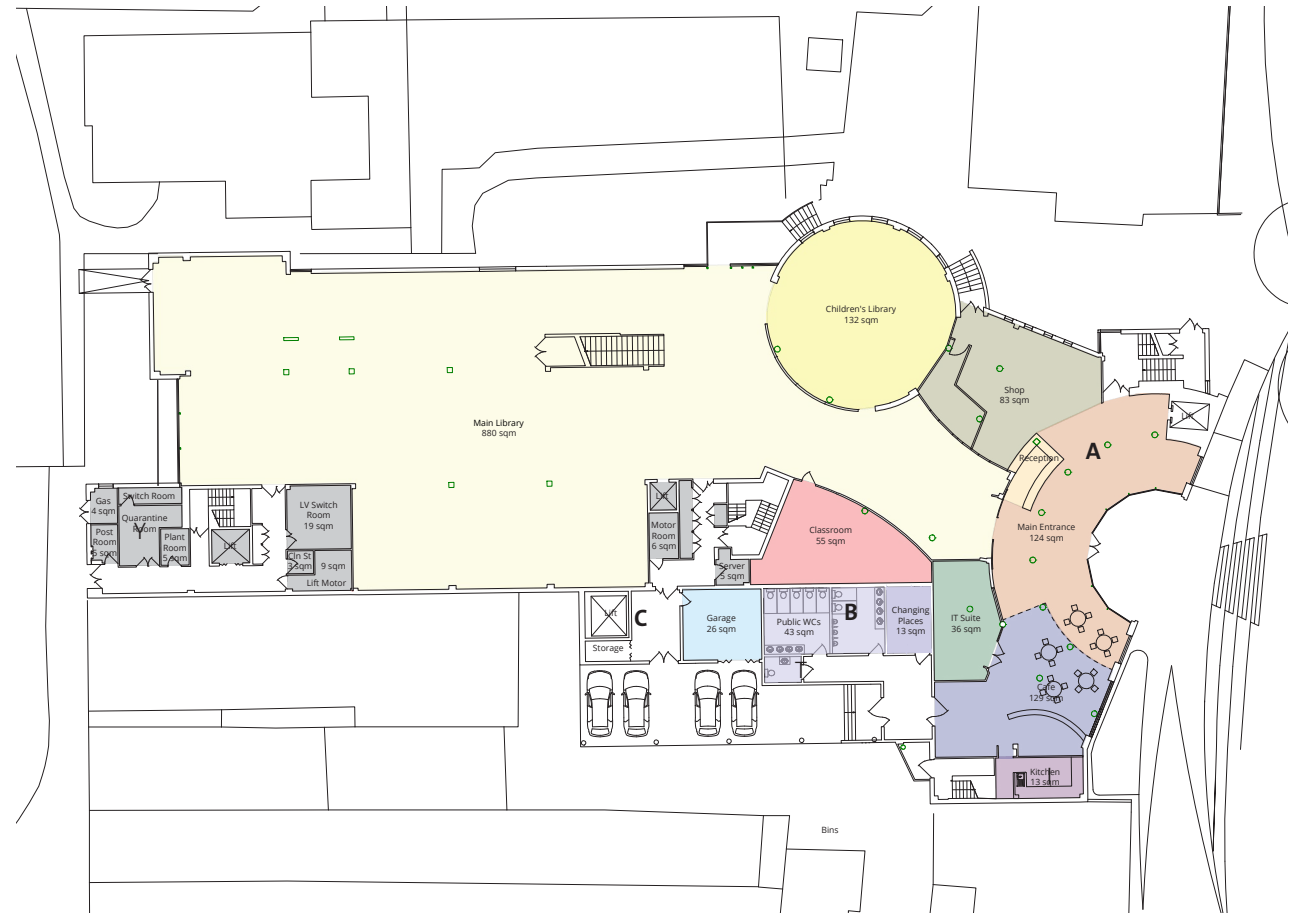


6. RESPONSE TO BRIEF

6.6. OPTION L GROUND FLOOR

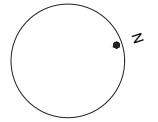
Ground Floor

- A Main Foyer & Reception**
- Foyer arrangement retained with lift refurbished.
 - Improved wayfinding
- B New Extension**
- Changing Places Room**
- Modernised WCs**
- Garage to be used as workshop**
- C New Goods Lift**
- Allows large art pieces to be transported upstairs - though with restrictions due to vehicle access.



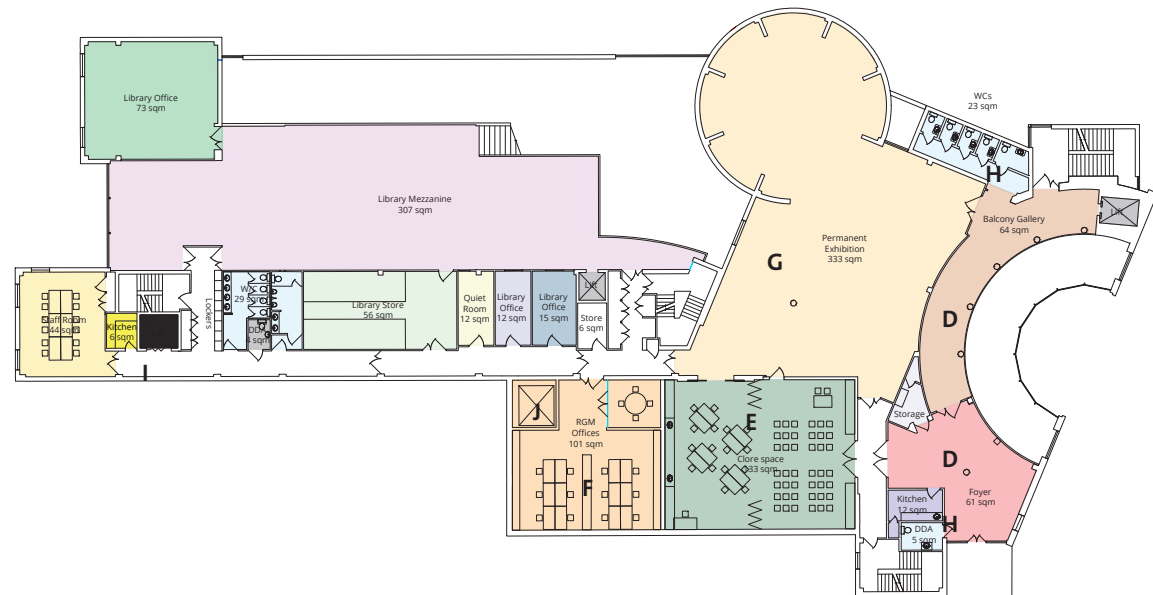
6. RESPONSE TO BRIEF

6.7. OPTION L FIRST FLOOR



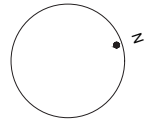
First Floor

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- Balcony Gallery space extended into first floor foyer
 - First floor foyer used as Gallery
- E **Clore Learning Centre**
- 133sqm of new flexible learning space
 - Open and inclusive space
- F **New RAGM Offices**
- Working areas added
 - New work rooms
 - Climate controlled environment
 - New Goods Lift access to ex
- G **Social History Gallery**
- Reinterpreted collection
 - More access points added to link learning spaces and library through gallery
- H **New WCs Extension**
- Conveniently located on the first floor
 - New DDA WCs
- I **Staff Kitchen**
- Separated from staff room
- J **New Goods Lift**



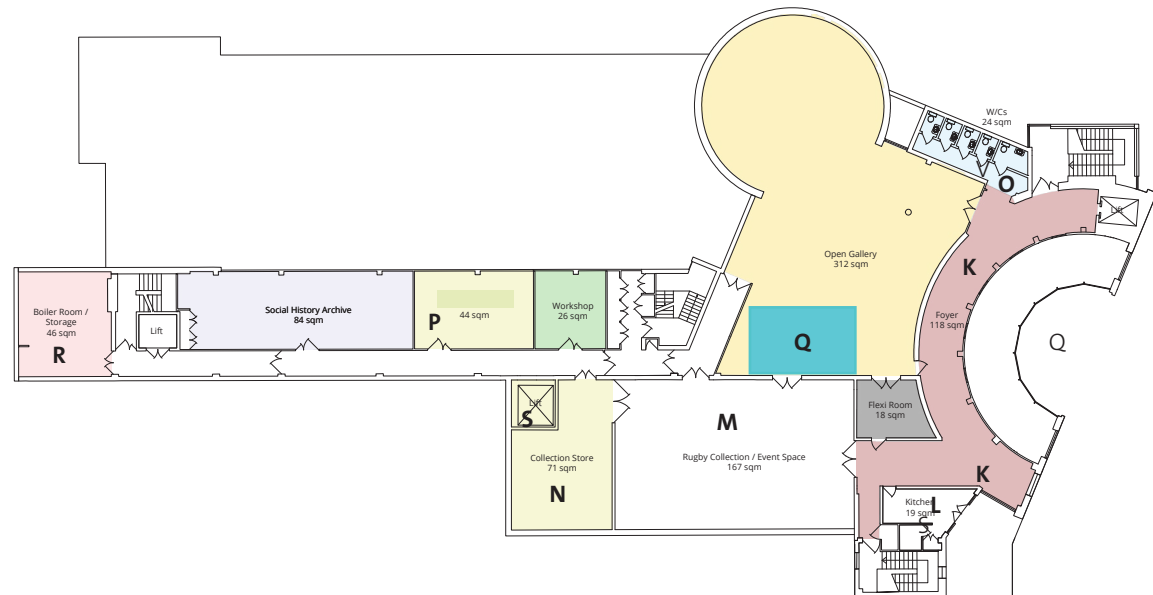
6. RESPONSE TO BRIEF

6.8. OPTION L SECOND FLOOR



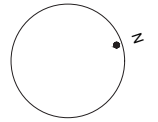
Second Floor

- K Foyer**
- Orientation space for galleries
- L Kitchen**
- Serving kitchen for events to take place in the new gallery
- M Permanent Collection Gallery**
- Large gallery added to improve access to collections
 - Connected to current temporary exhibitions gallery to create a looped visitor journey
- N Large Art Collections Store**
- Increased art capacity
 - Could be visible storage
 - Gives the option to store larger pieces
 - Makes transporting art to & from easier
- O New WCs Extension**
- P Technician's Workshop Extension**
- Allows technician to separate tasks (i.e wet/dry)
- Q Existing Art Collection Store**
- R Plant Room**
- Replacing boiler with ASHP would create new room
- S New Goods Lift**



6. RESPONSE TO BRIEF

6.9. OPTION M GROUND FLOOR

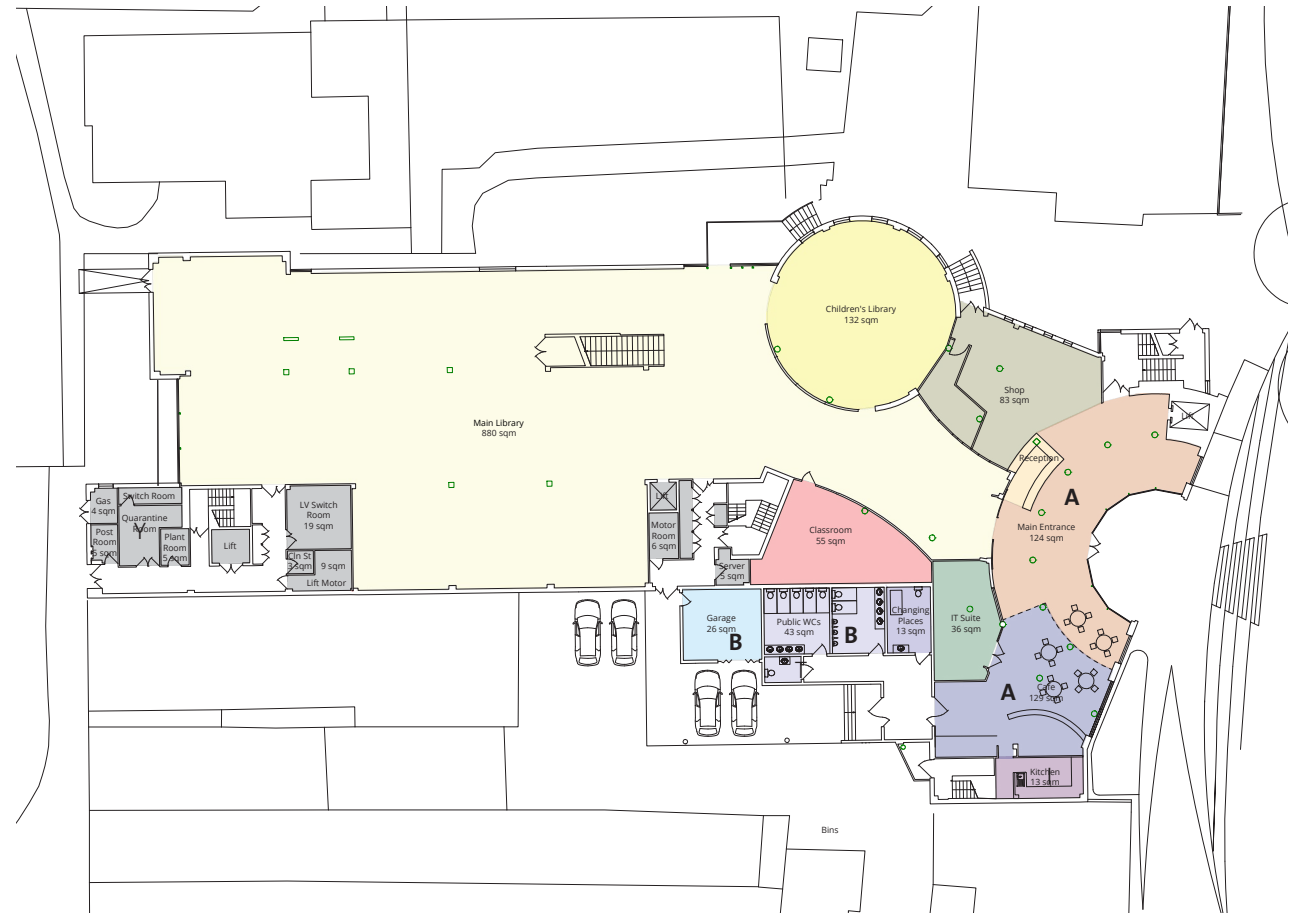


Ground Floor

A Main Foyer & Reception

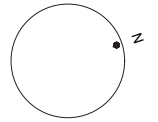
- Foyer arrangement retained with lift refurbished.
- Improved wayfinding

B **Changing Places Room**
Modernised WCs
Garage to be used as workshop



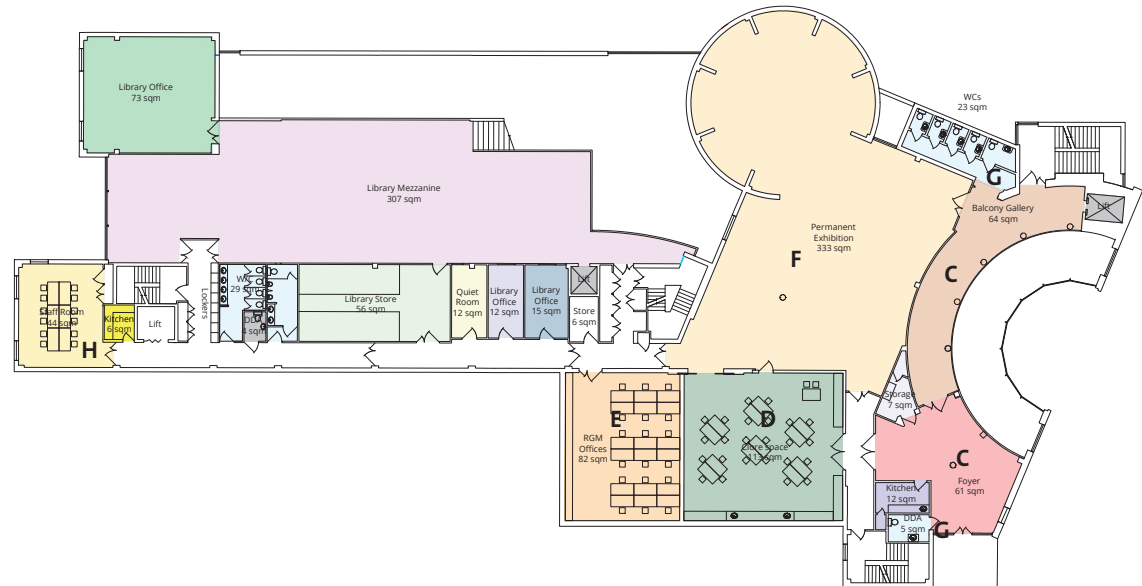
6. RESPONSE TO BRIEF

6.10. OPTION M FIRST FLOOR



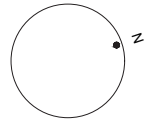
First Floor

- C Balcony Gallery & Foyer**
- Balcony Gallery space extended into first floor foyer
 - First floor foyer used as Gallery
- D Clore Learning Centre**
- 113sqm of new flexible learning space
 - Open and inclusive space
 - Small kitchenette
- E New RAGM Offices**
- Working areas added
 - New work rooms
 - Climate controlled environment
- F Social History Gallery**
- Reinterpreted collection
 - More access points added to link learning spaces and library through gallery
- G New WCs /Extension**
- Conveniently located on the first floor
 - New DDA WCs
- H Staff Kitchen**
- Separated from staff room



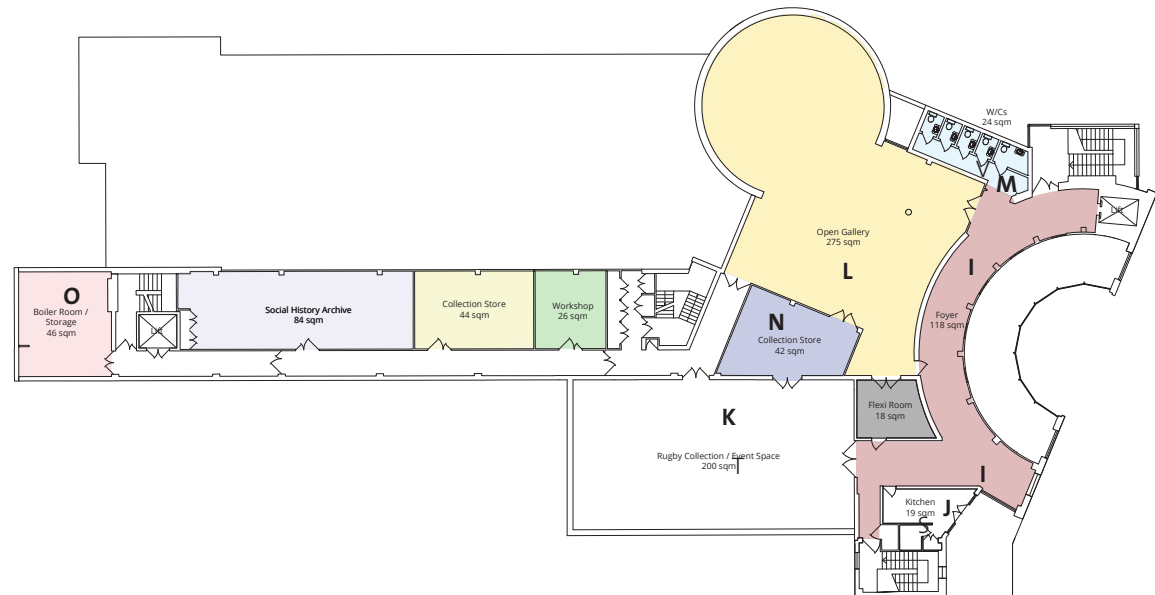
6. RESPONSE TO BRIEF

6.11. OPTION M SECOND FLOOR



Second Floor

- I **Foyer**
 - Orientation space for galleries
- J **Kitchen**
 - Serving kitchen for events to take place in the new gallery
- K **Permanent Collection Gallery**
 - Large gallery added to improve access to collections
 - Connected to current temporary exhibitions gallery to create a looped visitor journey
- L **Temporary Exhibition Gallery**
- M **New WCs /Extension**
- N **Existing Art Collection Store**
- O **Plant Room**
 - Replacing boiler with ASHP would create new room



6. RESPONSE TO BRIEF

6.12. OPTION COMPARISON

	Overall response to brief	New Social History Gallery, collection interpretation and new engaging interactive display	New Permanent Rugby Collection Gallery
XL	Very good response to overall brief addressing issues relating to access to and caring for collections, learning, visitor journey, identity and staff needs.	New, fresh and engaging galleries with a fresh narrative in a purpose built space (rather than colonising previous unrelated display facilities). An opportunity to tell anew relevant community stories. Very good visibility and access from ground floor through new lift and stair.	A new gallery purpose built to display the stunning Rugby Collection, with support facilities to permit use as an event space with potential for income generating. Very good visibility and access from ground floor through new lift and stair.
L	Good response to overall brief addressing issues relating to access to collections and learning. Care of collections partially addressed. Some aspects of visitor journey addressed. Identity and RAGM presence at ground level has a weaker response.	New, fresh and engaging galleries with a fresh narrative in a purpose built space (rather than colonising previous unrelated display facilities). An opportunity to tell anew relevant community stories. Visibility and access from ground floor through existing lift and stairs compromised visit journey quality.	A new gallery purpose built to display the stunning Rugby Collection, with support facilities to permit use as an event space with potential for income generating. Visibility and access from ground floor through existing lift and stairs compromised visit journey quality
M	Adequate response to overall brief addressing issues relating to access to collections and learning. Care of collections addressed to a very limited degree. Some aspects of visitor journey addressed. Identity and RAGM presence at ground level has a weaker response.	New, fresh and engaging galleries with a fresh narrative in a purpose built space (rather than colonising previous unrelated display facilities). An opportunity to tell anew relevant community stories. Visibility and access from ground floor through existing lift and stairs compromised visit journey quality.	A new gallery purpose built to display the stunning Rugby Collection, with support facilities to permit use as an event space with potential for income generating. Visibility and access from ground floor through existing lift and stairs compromised visit journey quality.

6. RESPONSE TO BRIEF

6.12. OPTION COMPARISON

	Address the aspirations of an expanded education programme	Address operational pressures and expanded support facilities such as workshops, object loading, quarantine.	Address circulation issues, building legibility and visitor journey
XL	A new flexible Clore Duffield standard education space with local kitchenette and WC facilities allows for an more flexible activity delivery. The new flexible space at second floor level provides additional space allowing for sustainable expansion of programme. The new lift and stair assist with the movement of groups through the building.	Addresses these issues well. New lift allows movement of people and larger objects. The new ramp allows palette truck delivery of larger objects to front door and lift, Vehicle access to carpark constrained by existing buildings arrangement. Additional art store at second floor liberates existing store for use as workshop. Existing garages rebuilt as support spaces. Quarantine spaces provided. Good quality staff offices proposed.	The new stair and lift would represent a very significant improvement to the circulation throughout the building, improving the visitor journey and presenting a unified experience rather than 'compartmentalised'. In addition the café extension provides a 'second' front door and establishes a positive connection with the pleasant existing green spaces.
L	A new flexible Clore Duffield standard education space with local kitchenette and WC facilities allows for an more flexible activity delivery but no real expansion. Circulation remain an issue with a small lift retained.	Addresses these issues to a lesser degree than XL. New lift for objects only, less useful as location only accessible to smaller vehicles and palette truck. The new ramp allows palette truck delivery of larger objects to front door but access to goods lift through library. Vehicle access to carpark constrained by existing buildings arrangement. Additional art store at second floor liberates existing store for use as workshop. Existing garages potentially used as support space. Quarantine spaces provided. Good quality staff offices proposed.	Retaining the existing circulation without improvements results is a poorer visitor journey and a 'compartmentalised' experience. Issues of wheel chair access to upper levels through existing small lift are not addressed.
M	A new flexible Clore Duffield standard education space with local kitchenette and WC facilities allows for an more flexible activity delivery but no real expansion. Circulation remain an issue with a small lift retained.	Addresses these issues to a much lesser degree than XL and L as a smaller extension is proposed. No new lifts are proposed. The new ramp allows palette truck delivery of larger objects to front door but access to goods lift through library. Vehicle access to carpark constrained by existing buildings arrangement. No additional store as smaller extension proposes. Existing garages potentially used as support space. Quarantine spaces provided. Good quality staff offices proposed.	Retaining the existing circulation without improvements results is a poorer visitor journey and a 'compartmentalised' experience. Issues of wheel chair access to upper levels through existing small lift are not addressed.

6. RESPONSE TO BRIEF

6.12. OPTION COMPARISON

	WC Provision	Fabric Improvements/ CO2 savings	Deliverability, dependencies and risks	Income generating potential
XL	All proposals provide improved WCs throughout.	The main foyer presents a very significant environmental challenge. XL proposes a substantial improvement by 'closing' the semi-circle with a new thermally efficient façade.	Issues regarding vehicle access are common to all options. A full working loading bay is not feasible although some of the strategies employed result in significant improvements. The new café would require the acquisition of a small amount of land. The creation of the new lift and stair would have a significant impact on operations. The extension is mostly outside the existing foot print so would have a lesser impact. Right of Light will need assessing for all options.	The new café with larger capacity provides a good opportunity for additional income. Equally the proposed event spaces have the potential to bring revenue through third party hires made particularly attractive by the new stair and lift.
L	All proposals provide improved WCs throughout.	No major fabric improvements.	Issues regarding vehicle access are common to all options. A full working loading bay is not feasible although some of the strategies employed result in limited improvements. The extension is mostly outside the exiting foot print so would have a low impact on operations. Right of Light will need assessing for all options.	The proposed event spaces have the potential to bring revenue through third party hires - the less than ideal access may make it less attractive for prospective users.
M	All proposals provide improved WCs throughout.	No major fabric improvements.	Issues regarding vehicle access are common to all options. A full working loading bay is not feasible though some of the strategies employed result in very limited improvements. . The extension is mostly outside the exiting foot print so would have a low impact on operations. Right of Light will need assessing for all options.	The proposed event spaces have the potential to bring revenue through third party hires - the less than ideal access may make it less attractive for prospective users.

6. RESPONSE TO BRIEF

6.13. OPTION COMPARISON - PREFERRED OPTION RATIONALE

In terms of overall response to the brief, Option XL emerged as the preferred option during consultation, although as a group, stakeholders were conscious of funding constraints.

Access - **XL** would deliver a significantly improved access, both in terms of physical access, but importantly making it possible to unlock a large proportion of the collections through a purpose built Museum Gallery and the new Rugby collection Gallery. L and M also achieve the aim of showing more of the collections but would deliver less in terms of physical access. The reconfiguration of the front steps and ramp is common to all options explored.

People Flow - By providing a new accommodation stair and large lift **XL** delivers an intuitive flow through the building. The lift significantly improved access for groups and people less able to use stairs. The proposed foyer spaces at first floor provide clear orientation spaces as well as break out and exhibition areas. L and M do not achieve this.

Visitor Journey - The new stair and large lift **XL** are a unifying element providing an engaging visitor journey with dynamic connections between different elements of the brief: shop, cafe, Floor One Gallery, Learning Spaces, Museum Gallery, Temporary Exhibition, Rugby Collection which are presented as a whole rather than 'compartments'. Option L and M do not achieve this aim to the same extent.

Identity - **XL** brings RAGM activities to ground level and provides strong vertical links through the building asserting more strongly RAGM's presence in the shared building. L and M do not achieve this in the same way and would rely on improved way finding and branding.

Learning and Engagement - All options provide new flexible education spaces to Core Duffield standards. M provides a slightly smaller space as the extension is smaller. **XL** provides more spill out space for children's groups, the more fluid vertical circulation unifies all activities.

6. RESPONSE TO BRIEF

6.13. OPTION COMPARISON - PREFERRED OPTION RATIONALE

Support Spaces - **XL** would deliver improved access and back of house support spaces including offices, additional storage, quarantine spaces. Option M also delivers most of these. Option L - with a smaller rear extension delivers fewer improvements in this regard.

Object Handling - **XL** would offer enhanced provision for handling larger objects in an out of and through the building. The proposed large lift will have the capacity for larger objects. Proposed access routes from lift to galleries and proposed new store have generous dimensions - current back of house headroom limitations imposes many operational constraints. The new entrance ramp would permit pallet truck deliveries to the front door. The new rear entrance arrangement with a small raised loading dock would be suitable for small van deliveries. Larger vehicles would need to reverse down Drury Lane and objects transferred on a pallet truck

WC Provision - All options propose additional WCs at all levels (the present lack-of identified as an issue in consultation), the existing WC block is reconfigured and extended to provide Changing Places facility, Accessible WC and gendered WCs. non-gendered self contained cubicles are proposed on upper floors.

Fabric Improvements / CO₂ reduction - **XL** includes a thermally improved front facade, contributing to carbon savings but also importantly to the comfort of users and staff. The poor environmental conditions in the atrium (cold in winter and hot in summer) were mentioned often during consultation.

Potential for income generation - XL/ L and M all provide the potential for increased income generation through third party hires of the new spaces. **XL** provides additional space in the form of a flexible room at second floor level as well as the larger attractive self-contained larger cafe.

6. RESPONSE TO BRIEF

6.14. OPTION XL DETAILED SUMMARY

- The **front steps** would be reconfigured to provide gentle **ramp** to the east, without the switchback, along with large sitting steps and planted areas; creating a new social green space, somewhere to dwell and a new recognisable meeting point.
- The design will bring into play and activate the external; areas surrounding the building. Additional landscape works envisaged as part of **Rugby's Public Realm Master Plan** would improve the super-store carpark setting and introduce additional green in the form of trees and planters.
- A relatively modest extension to the west of the building, partly in the location of existing parking spaces houses the **new cafe**. Locating the cafe at the lower level with multiple entrances will create a more permeable and inviting building and establishes connections with the pleasant **Percival Guildhouse Gardens**. Internally a set of steps and small lift provides an easy connection to the main foyer. Being self contained the **cafe** hours will not fully depend on the whole building being open and has the potential for evening use including third party hires.
- Locating the '**Floor One Gallery**' on the ground floor will bring RAGM activities to the main entrance, creating added visibility and higher potential foot-fall. This would be a secure space of similar space an configuration as the existing Floor One Gallery.
- In the XL scheme, it is proposed to enclose the **entrance semi-circle**; this provides some additional space at entrance level.
- A **new facade** replaces the poor single glazed facade with an energy efficient one, refreshes the image of the building. In addition it creates the potential to infill the semicircle at second floor level, creating additional flexible space.
- The more generous **reception** allows for the re-configuration of the welcome desk, bringing it in front of the columns and improving site lines. The desk would also serve as a pay point for a shop located in the main foyer between the new proposed lift and stair. The proposal is that the **shop** could spread out as needed although a **secure area** would need to be provided; a small **stock room** is also planned.
- A new generous **accommodation staircase** is proposed linking all levels with a clear and visible link. Generous **foyer spaces** at first and second levels become spill-over exhibition area, including community displays, as well as break out areas serving the new facilities housed in the proposed extension.
- A new **large lift** is proposed to link all levels; the generous proportions (approx. 3m x 3m x 3m = 21 person) make it suitable to move a large group of children as well as large objects. Following discussions it is proposed to refurbish and maintain both existing lifts (goods and passenger) in order to provide resilience as well as access to the plant rooms.
- The reconfigured rear entrance provides a possible **loading area**, although given the constraints of the site larger trucks would not be able to reverse fill in and objects would need to be fork lift trucked the last few metres.
- A new **WC block** including **Changing Places**, **DDA** and **non-gendered WCs** are planned at ground floor, along with **gendered WCs**.
- The **new extension** above is partly built on columns allowing for access to neighbouring site as well as providing **parking**, although slightly limited. A new **workshop space** replaces the garage and a small **quarantine room** is proposed in the adjacent space at entrance level.
- At first floor level the new extension would house a large **education space** with a moveable wall allowing it to be subdivided. At 120 m² this is large enough to comply with **Clore Duffield** recommendations. When subdivided each half can hold a class of children. **Storage** is provided as well as sink areas for art activities. Shelving for object and teaching display would be provided along with space for lunch bags and coats. Robust finishes are proposed throughout. The space would be accessed from the first floor foyer as well as through the **Museum Gallery**.
- The extension would also accommodate the new **RAGM offices** and **meeting rooms**. **WCs** are proposed in a small infill over the west terrace; additional **DDA** compliant **WCs** are proposed adjacent to the **education space**.
- The existing **staff room** at the south end of the building could be reconfigured by moving **staff lockers** and **kitchen facilities**. This would allow the room to be used for other activities when not on use by staff during breaks.

6. RESPONSE TO BRIEF

6.14. OPTION XL DETAILED SUMMARY

- The existing **Museum Gallery** would be fully refurbished into a new exhibition and an interpretation scheme would be implemented. The potential for use of technology to tell the stories of Rugby's communities is being explored as well as imaginative ways of integrating the Tripontium finds.
- At second floor level a new **gallery** would house the **Rugby Collection**, with selected works on semi-permanent display. The gallery would be designed and fitted out so that it can be available for events and third party hires.
- A new '**curated**' **store** is proposed in the space behind the new gallery space. This has the potential to be made available to visitors in a safe and secure manner. Permanently displaying the Rugby Collection, and providing a new store could release part of all of the existing store allowing for additional work space or large object and set/plinth storage?
- Again a set of **WCs** in a discrete infill to the west of the building, along with a small **support kitchen**.
- It is proposed to retain the **Temporary Exhibition gallery** in its existing configuration with improvements carried out to doorways and addressing condensation issues where windows have been boarded over.



New Frontage Under Development

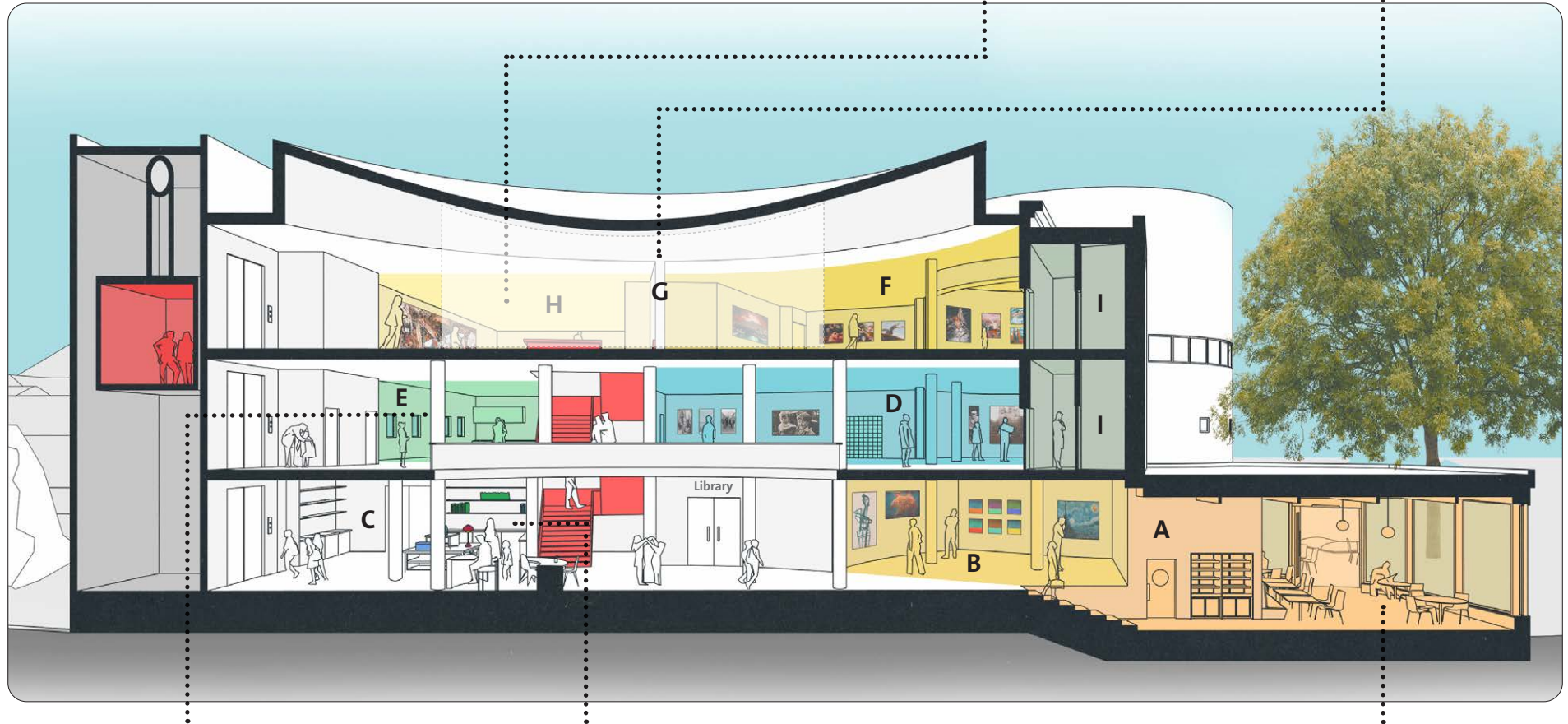
6. RESPONSE TO BRIEF

6.15. VISITOR JOURNEY - A UNIFIED EXPERIENCE

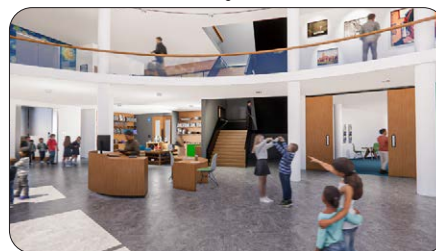
Rugby Permanent Collection Gallery



Flexible Learning Space



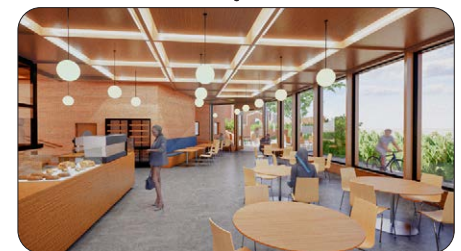
Clore Learning Centre



Main Foyer & Shop



New Frontage

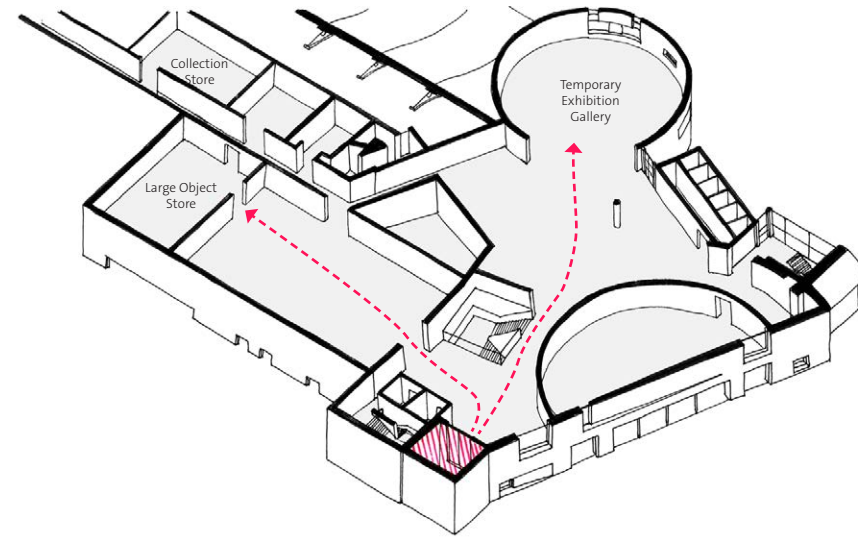


Cafe

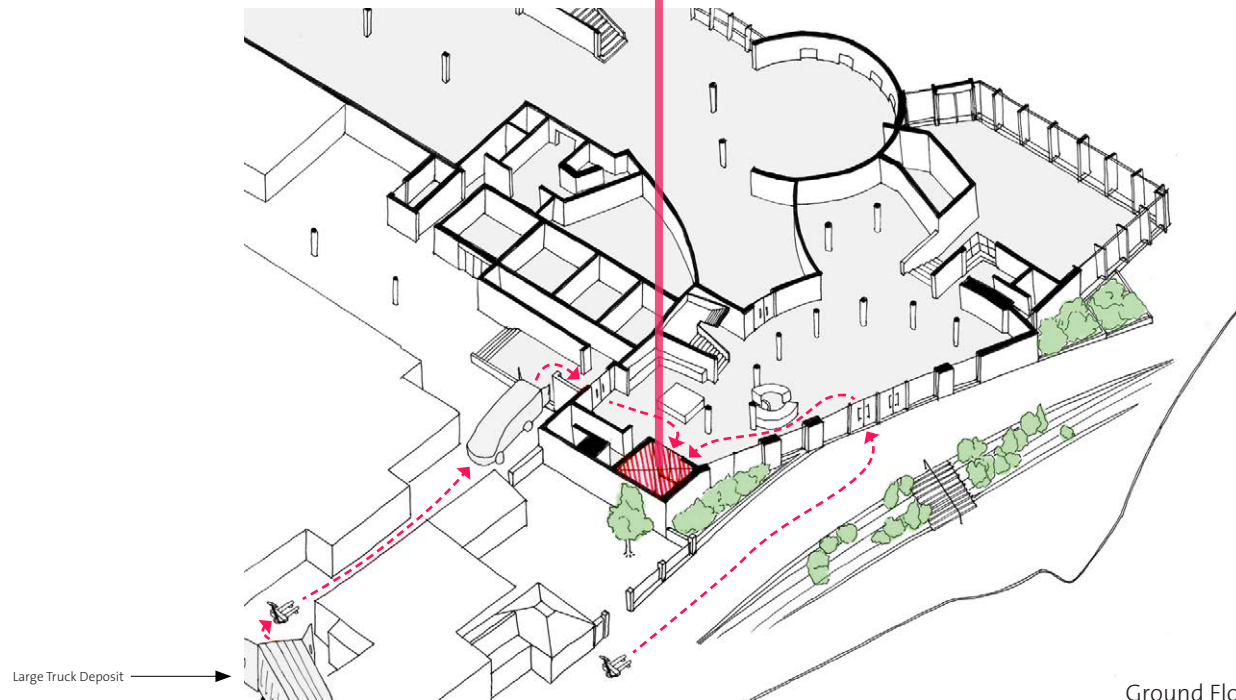
6. RESPONSE TO BRIEF

6.16. XL SCHEME PRACTICAL MATTERS - LARGE OBJECT HANDLING

- In order to borrow more renowned art and acquire larger objects, the staff at RAGM informed us that the building must be adapted to ensure the safety and efficiency of object handling. The XL option thoroughly considers RAGM's future plans for an expanded artistic program and therefore carefully considers the object journeys within RAGM.
- Key adaptations include; a new loading bay at the back, a large front of house goods lift to supplement the existing goods lift and a large ramp at the front of the building to ensure flexibility.
- The object paths were largely devised to avoid the low clearance areas at the back of house that currently limit the size of objects acquired and transported to the collections store. The new extension, as well as the aforementioned additions, would ensure adequate clearances and turning circles for the safe transportation of objects.
- Worth noting is the pinch point on the approach to the loading bay that may limit the size of vehicles that can roll up directly to the building. Illustrated here are two journey options to mitigate this constraint.



Second Floor Axo

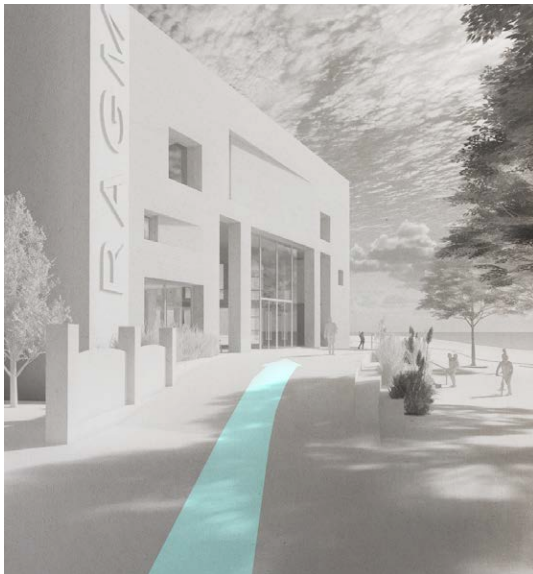


Ground Floor Axo

6. RESPONSE TO BRIEF

6.17. NEW FRONTAGE

Accessibility is a top priority for most stakeholders, particularly regarding the front entrance. Currently, the steps and ramp pose a significant challenge for visitors with mobility issues. To address this and create a seamless arrival at RAGM, we propose installing a much wider, integrated ramp. Beyond improving access, this design introduces space for outdoor seating and planting; transforming a purely functional entryway into an inviting public space; supporting the building's refreshed identity.



Direction of arrival



6. RESPONSE TO BRIEF

6.18. FOYER, RECEPTION & SHOP

During our meetings with key stakeholders, the visitor journey to the galleries and museums from the entrance foyer was described as being unintuitive and problematic. For this reason, we believe it would be beneficial to grow and open up the main foyer and provide a new central stair to visually and physically connect the space to the galleries, as well as provide a very large and easily accessible lift. Both the new stairs and the lift would integrate with a series of foyers on each level to allow for improved visitor orientation, new toilets and storage for belongings.



View from the 1st Floor into an open foyer design



6. RESPONSE TO BRIEF

6.19. NEW CAFE

It has been brought to our attention that the West side of RAGM is largely underutilised and inactive. We therefore propose that the café be relocated and extended on this side of the building. Benefits of positioning the café here include secondary level access to the interior, a large increase in café capacity, improved safety of exterior spaces, outdoor seating and better utilisation of the Percival Guildhouse gardens.



View towards the cafe from the gardens



6. RESPONSE TO BRIEF

6.20. CLORE LEARNING CENTRE

At first floor level, we are proposing a Clore Learning Centre be implemented as a flexible and youth orientated space. During our consultation with the RAGM team, it was clear that the Learning Activities are very much constrained by the space available and not by staffing. We believe that, with the exceptional dedication here, this learning space could become a beloved and well-utilised space. With the ambition of this being a Clore Duffield-funded space, this proposal seeks to uphold our shared values of inclusivity, flexibility, care and safety.



Inside the Clore-Duffield Learning Centre



6. RESPONSE TO BRIEF

6.21. FLEXIBLE ACTIVITY SPACE

Infilling the front of RAGM creates a uniquely flexible space on the second floor. This space is intended to adapt to the future needs at RAGM and provide a relaxed and inclusive setting for learning and more. This new space, as well as the Rugby Collection Room and new cafe, present opportunities for third party hires and income generation.



View from seating inside the flexible activity space



6. RESPONSE TO BRIEF

6.22. PERMANENT RUGBY COLLECTION GALLERY

This space is envisioned as a new home for the Rugby Collection; occupying the top floor of the extension. The idea is to add this simple white box gallery to increase the capacity and flexibility of exhibitions. Moreover, this space could be utilised for events. Key to the location of this gallery is its integration with the existing temporary exhibition gallery. Their connection would allow for sequential visitor journeys.



Permanent Collection Gallery linked to the existing Temporary Exhibition Gallery

6. RESPONSE TO BRIEF

6.23. ACCESS AUDIT

6.23.1. A full access audit was prepared by Direct Access in November 2024. The audit highlights a number of issues affecting access throughout the building. This is comprehensive survey with wide ranging recommendations from the main entrance access ramp, to layout of accessible WCs, signage and general communication, etc. The majority of the issues identified would be addressed as part of a strategic refurbishment and extension of the building. We have included in the appendices a matrix showing how the proposals could in principle address the issues identified in the audit.

2.3 Audit Process

The audit was undertaken in two stages employing plans of the site, if available, and the checklists in Section 6 (Audit table) The general order of the checklists is:

Checklist Ref	Description	Applicable to this site	
		Yes	No
Checklist 1	Approach, Routes & Street Furniture	✓	
Checklist 2	Car Parking	✓	
Checklist 3	External Ramps	✓	
Checklist 4	External Steps	✓	
Checklist 5	Entrances	✓	
Checklist 6	Reception Areas & Lobbies	✓	
Checklist 7	Corridors & Internal Surfaces	✓	
Checklist 8	Internal Doors	✓	
Checklist 9	Internal Ramps		X
Checklist 10	Internal Stairs	✓	
Checklist 11	Lifts / Platform Lifts	✓	
Checklist 12	WCs: General Provision	✓	
Checklist 13	WCs: Wheelchair Users	✓	
Checklist 14	Facilities and Exhibitions	✓	
Checklist 15	Way Finding	✓	
Checklist 16	Lighting & Acoustics	✓	
Checklist 17	Means of Escape	✓	
Checklist 18	Building Management	✓	



Accessibility Audit Report

Rugby Art Gallery and Museum

Little Elborow St,
Rugby
CV21 3BZ

Consultant: S. Malton
Date: 15th November 2024



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This report can be provided in large print or Braille on request.

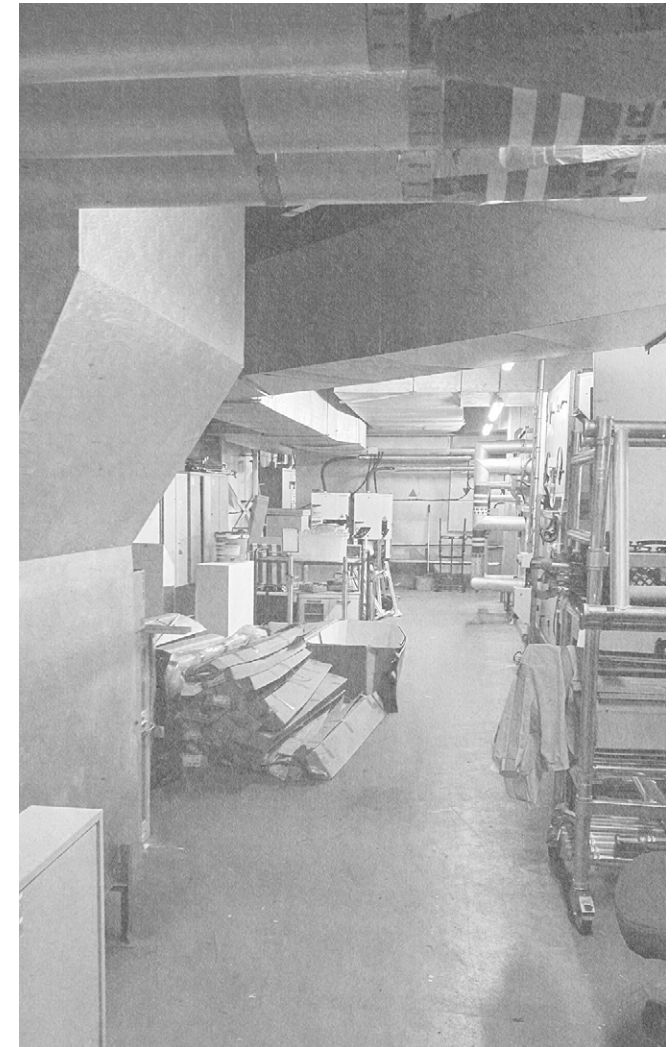
6. RESPONSE TO BRIEF

6.24. POTENTIAL FOR DECARB

6.24.1. Through consultation with RAGM staff and Brookbanks we have further specified and identified leverage points for RAGM's decarbonisation initiative. Notably:

- Major decarbonisation opportunity by replacing gas boilers with heat pumps (ASHP or GSHP).
- GSHPs require boreholes and higher upfront cost but may be feasible depending on land ownership.
- ASHPs would need external roof or landscape locations; they cannot be housed in existing plantrooms.
- Heat pumps operate at lower flow temperatures, requiring larger pipework, radiators, and AHU heating coils
- Any heating system changes must carefully maintain temperature and humidity for sensitive spaces.
- Increased electrical demand would require a detailed load assessment.
- LED lighting is already widely installed; remaining areas should be upgraded.
- PIR presence sensors could reduce energy use in low-occupancy and transitional spaces.
- PV panels would provide strong carbon and cost savings with a short payback period, despite roof
- New build interventions allow high thermal standards and low-energy systems to be introduced.
- New spaces could improve the thermal performance of adjacent existing areas.
- Additional roof areas could support expanded PV installation.

Current Plant Room (Top Floor)

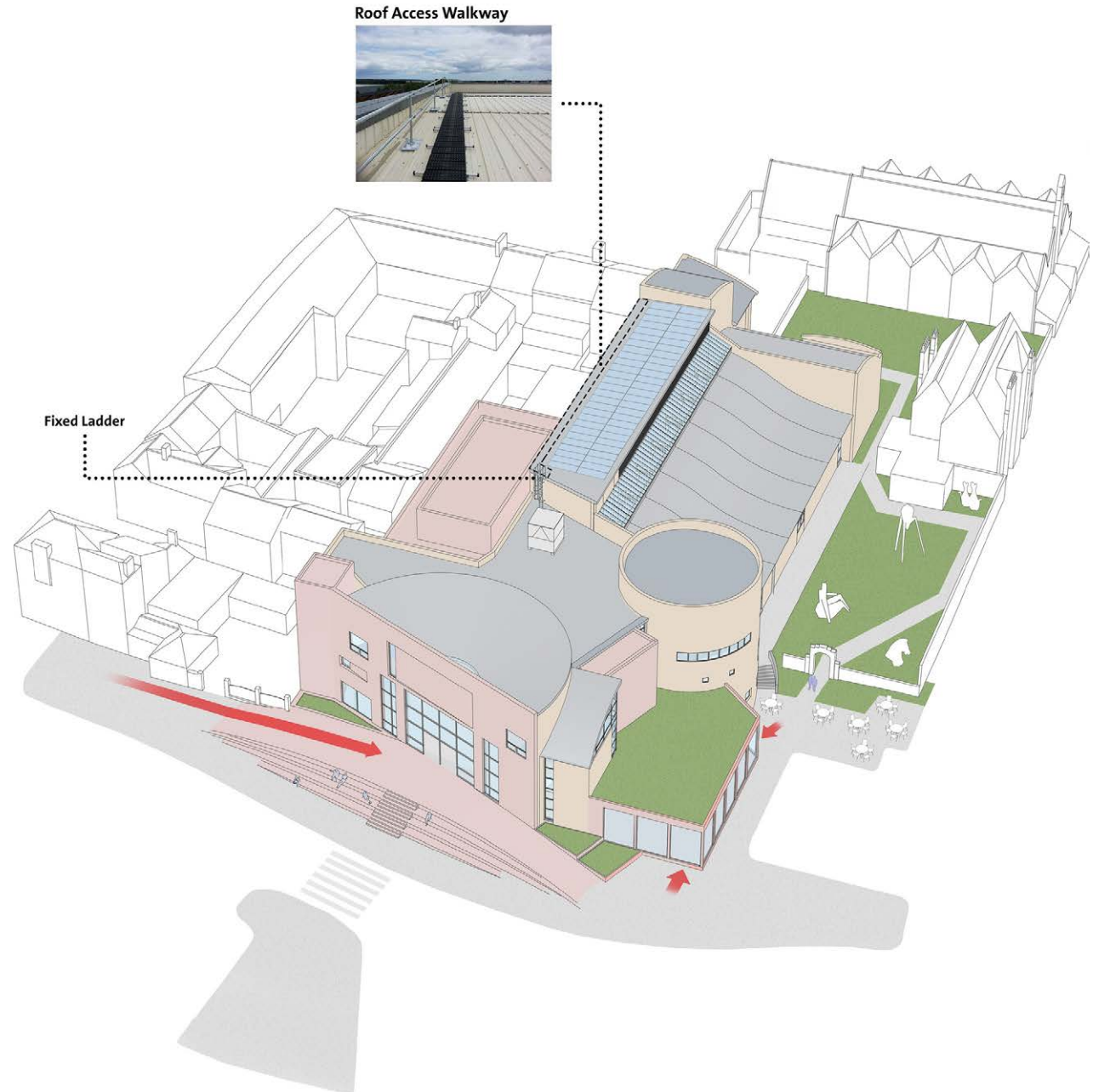


6. RESPONSE TO BRIEF

6.25. SOLAR PANELS

- 6.25.1. As part of the decarbonisation strategy for RAGM, on site energy generation through solar energy utilisation represents one of the best opportunities to reduce the building's operational carbon footprint. RAGM's renewable future is one of exemplary civic accountability with far reaching benefits. Projects such as this serve to set the tone for public projects nationally as the UK progresses towards Net Zero.
- 6.25.2. Furthermore, the implementation of solar panels will be accompanied by added guardrails and safety measures for roof maintenance.
- 6.25.3. To-date, M E Solar has been contacted in regards to implementing these renewables as they successfully carried out a large project at the Queens Diamond Jubilee Centre in Rugby last year.
- 6.25.4. Their pre-feasibility estimations for this project (based on the provided drawings) was quoted as follows:

- Estimated System Size: 33.9kWp
- Estimated Number of Panels: 79
- Panel Type: Solaredge Smart Module
- Inverter: Solaredge 30kw String Inverter
- Estimated total: £41,000 + VAT



6. RESPONSE TO BRIEF

6.26. DECARBONISATION MATRIX

Item	Description	Proposal
1	Replace Air Handling Units	The existing AHUs are coming to end of life, although it is possible to retain some of other carcasses and refurbish these internally. New internal fans and variable speed drives will assist in running these more efficiently. If any of these AHUs are fed from the ASHPs rather than the boilers then they would definitely need either replacement or full overhaul, as the coils needed to achieve the required conditions will need replacing.
2	Replace Boilers for Air Source Heat Pump Throughout	Wholesale removal of the gas supply for the boilers, and replacement of these with new ASHPs located on the roof. This will require all controls and pumps in the boiler room to be replaced and will use a greater power supply than is currently being used. Additional cabling will be required from the main LV panel to the new plant locations. We understand gas to the building needs to be retained for the workshop area. This will also require the heating distribution pipework and radiators to be replaced throughout. The heating / cooling coils in the AHUs will be replaced as per item 1 above. The ASHP would also feed the needs of the hot water system for the building, but greater storage would be required for this due to the slower reaction time for ASHP vs Boilers. Consideration could be made for local electric water heaters for toilets or low hot water usage depending on whether there was any other higher hot water need nearby, e.g. kitchen.
3	Hybrid Air Source Heat Pump / Boiler Solution	As item 2 above but retain and downsize the existing boilers to serve the limited variable temperature radiator circuits and just use the ASHP for the AHU coils and hot water.
4	LED Lighting / Automatic Controls	Replace any residual non-LED lighting for LED lighting, an exact number of luminaires for this is unknown, but an estimate is that there could be say 30 non-LED luminaires that could be replaced. There are a number of areas with manual light switches where these could be readily replaced with PIR sensors, we estimate there are around 40 small locations where these could be provided, such as toilets, corridors, store rooms etc.
5	Roof PVs	Whilst the roof shape is difficult to accommodate roof mounted PV panels, there are several options. RAGM have already sought quotes for these.

6. RESPONSE TO BRIEF

6.27. DECARBONISATION CARBON SAVINGS

Undertaking some very high level calculations, we are able to make an initial assessment of the potential carbon savings per year achievable through the above options:

Item	Description	Estimated Carbon Saving (Tonnes CO ₂ e)
1	Replace AHUs & Hot water cylinders	10.16
2	Replace Boilers for ASHP throughout, or	38.40
3	Hybrid ASHP / Boiler solution	30.72
4	LED Lighting / automatic controls	0.136
5	Roof PV	3.74
Maximum Total:		52.43

7. OTHER ISSUES

7.1. PROJECT COSTS, LAND OWNERSHIP, RIGHTS OF LIGHT AND TOWN PLANNING

- 7.1.1. This study was carried out by Pringle Richards Sharratt using available survey and other background information made available by Rugby Borough Council. This was supplemented by site inspections and interviews with RAGM colleagues but no further detailed surveys were carried out.
- 7.1.2. A First Order of Costs for the options considered has been prepared by PT Projects and is being reviewed by the project team.
- 7.1.3. The cafe extension proposed as part of XL scheme is primarily on land in the ownership of Rugby Borough Council, however a, a part of the extension overlaps property owned by others which may result in a smaller extension.
- 7.1.4. The proposed new extension over the existing staff car-park area to the rear of the building is on land owned by Rugby Borough Council the right of access to the property to the south needs to be maintained along with other easements.. The proposal maintains this access but discussions with the neighbouring owners have not taken place at this stage.
- 7.1.5. Equally, the commercial property to the south of the staff car-park to the south has a number of high level windows which would be affected from a Rights of Light perspective. Therefore, a detailed study will be needed to understand the level of injury and if any compensation would be due.

- 7.1.6. As project stakeholders, colleagues representing Rugby Borough Council planning department attended a number of the workshops in January - March 2026. During these early stages, no detailed design comments were made with respect to the proposals. However, the 'gateway' nature of the building was highlighted as well as the need to coordinate any proposals with the current public realm master plan in particular with regards to the activation of the external areas to the front of the RAGM and Library building.

Land Controlled by the Rugby Borough Council (Coloured)



8. CONCLUSION

8.1. A TRANSFORMATIONAL PROJECT

- | | | |
|---|--|--|
| <p>8.1.1. This options appraisal study was carried out by Pringle Richards Sharratt over a period of 12 weeks; January to March 2026. Through a number of site visits and workshops with stakeholders we have developed a detailed understanding of the issues and challenges currently facing the RAGM's team and the building's users, as well as their aspirations for a sustainable future.</p> | <p>Social History collections currently in storage. Through creative interpretation and exhibition design, intellectual access will be widened and new audiences reached.</p> | <p>8.1.9. Naturally, all activities current and planned, rely on adequate support spaces; such as appropriate storage, working/ layout areas, workshops, quarantine rooms and office space. The new extension would add these much needed facilities, also allowing existing spaces to be re-planned.</p> |
| <p>8.1.2. With the RAGM and Rugby Borough Council teams, we have dedicated much of the time to listening and learning. The ideas put forward are a response to the comprehensive consultation carried out including a public online survey which reinforce the input from RAGM stakeholders.</p> | <p>8.1.6. The potential extension over the staff carpark has the potential to deliver a new home for the Rugby Collection as well as much needed storage, office space and learning spaces.</p> | <p>8.1.10. These ideas proposed would create a rich, an intuitive visitor journey.</p> |
| <p>8.1.3. 'Access' was one of the main issues identified, this encompassed physical access but also intellectual access to the collections, access for new audiences and increasing RAGM's reach within the community.</p> | <p>8.1.7. The new Clore Duffield space at first floor level puts learning at the heart of the building. These types of room are flexible and are always fitted out to enable a wide range of activities. An additional flexible space at second floor level further supports this.</p> | <p>8.1.11. In parallel, the options identified to achieve savings in the building's carbon emissions, are practical realistic, and based on proven technologies. Furthermore, the approach is in line with Rugby's Borough Council strategic objectives.</p> |
| <p>8.1.4. These first thoughts include a number of strategic interventions that address physical access; such as the new entrance steps and ramp, lift arrangement, re-designed and extended WC facilities. The preferred option XL goes much further than the other two options in this respect by suggesting a new large lift and stairs unifying all the different spaces in the building.</p> | <p>8.1.8. Strong feelings were expressed about more asserting RAGM's identity moving forward. A wider conversation is ongoing regarding the potential synergy between the Library and RAGM, which we believe has great potential. The new proposed facade infill, as well as addressing environmental and comfort issues, gives the building a refreshed identity. We looked to increase RAGM's presence on the ground floor by introducing an exhibition gallery and creating clear and intuitive routes to the upper level spaces. The intention is to create a balanced presence for both RAGM and the Library throughout the building. Again XL goes further in this respect than the other options explored.</p> | <p>8.1.12. This current exercise is the start of a comprehensive process and much additional and detailed planning will need to take place in the coming months and years. The aim is to set the direction of travel and give shape to RAGM's ambition as a key cultural player in Rugby and beyond.</p> |
| <p>8.1.5. The new second floor gallery and the re-invented museum space will give unique access to RAGM's representative</p> | | <p>8.1.13. A successful Expression of Interest to the National Lottery Heritage Fund will hopefully enable the next planning steps to happen. Addressing the Heritage Fund's development principles at the early stages is key. Other organisations have been successful with fund raising from other sources as well (e.g Clore Duffield, Arts Council, Welcome, etc.) and developing an ambitious fund raising strategy will be crucial.</p> |

9. NEXT STEPS

9.1. LOOKING AHEAD....

8.1.14. As RAGM continues on this journey, a number of aspects will need to be formalised and developed as part of the next phase of planning, these would include:

- General design development, including consultation with the Rugby's Planning Department.
- Creating a formal audience development and activity plan.
- Prepare a detailed collections conservation plan, setting out the significance of the collections and how their future will be safeguarded through the project.
- Develop a detailed business plan.
- Consider from the start the evaluation methodology to demonstrate outcomes.
- Identify additional surveys and testing including thermography and air permeability.
- Progress discussions on land ownership and easements.
- Progress Rights of Light assessment.



10. APPENDIX

Consultation

1. RAGM All Workshops Attendees List
2. January 19th - Stakeholder Engagement Report
3. February 4th - Stakeholder Engagement Report
4. March 12th - Stakeholder Engagement Report
5. March 12th - Consultation Boards

Stakeholder Worksheets

1. 19.01.2026 - Options Comments (Blank)
2. 19.01.2026 - Key Spaces Comments (Blank)
3. 19.01.2026 - Questionnaire (Blank)
4. 19.01.2026 - Completed Worksheets (Scanned)
5. 26.01.2026 - Audience Survey (Blank)
6. 14.04.2026 - Audience Survey Responses

Decarbonisation

1. 29.04.2026 - MEP Technical Report - Decarbonisation REV 2

Exhibition Design

1. 20.02.2026 - Collections Workshop Presentation

Business Plan

1. High-level Business and Operational Planning for Rugby Art Gallery & Museum

Cost

1. 08.04.2026 - Initial Budget Exercise

Click This Button For Files

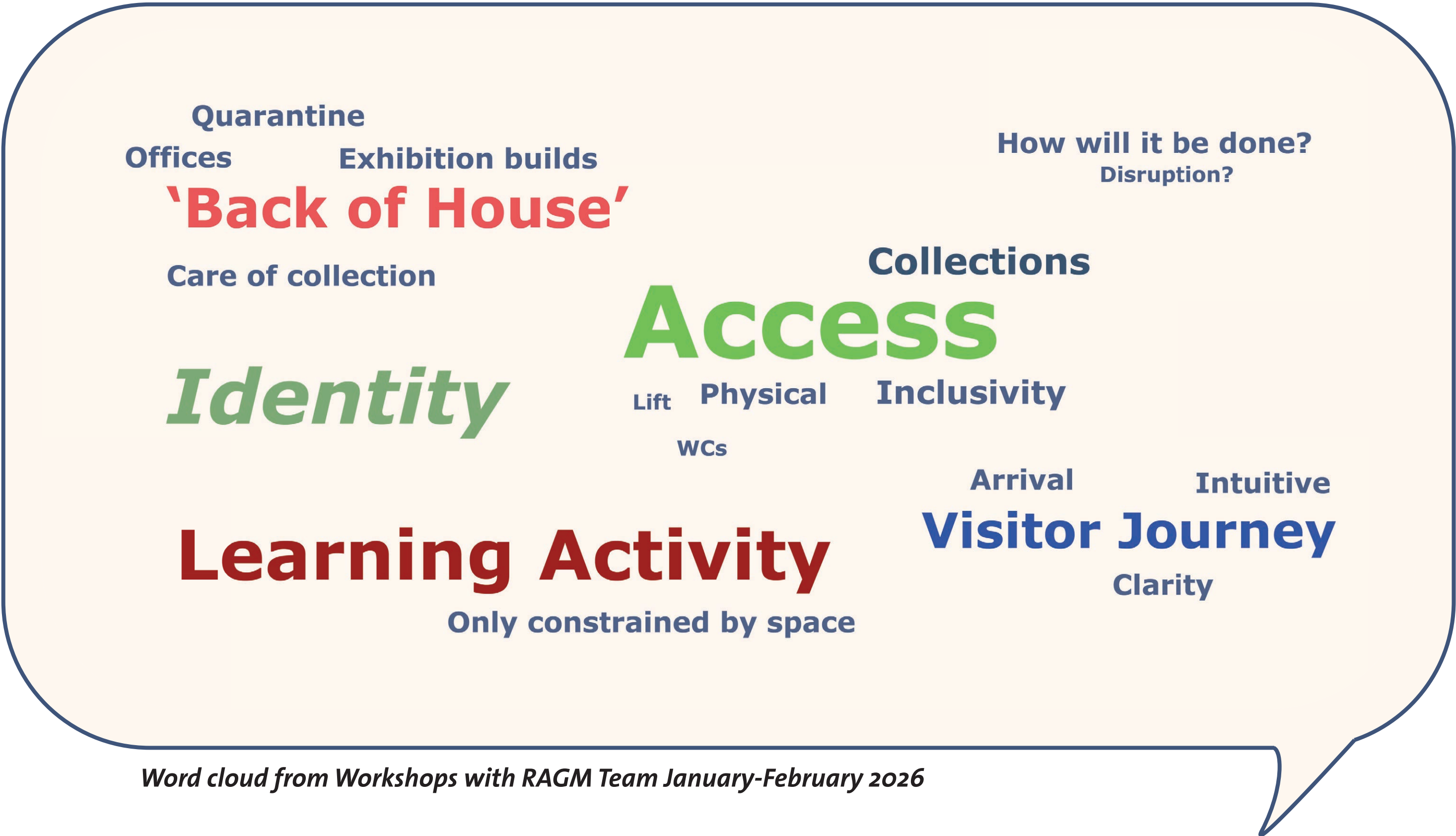
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Project Introduction:

- These are very early ideas for RAGM Re-Made, a ‘starter for 10’ intended for discussion.
- Our project looks to improve RAGM’s spaces in order to better deliver our cultural and educational objectives, safeguard the rich heritage assets in our custody and ensure RAGM’s sustainable future.
- Modernise and reconfigure the building to meet operational, accessibility and environmental performance standards, while delivering enhanced cultural experiences, educational capacity and income generation.
- The ongoing Feasibility Study for the Rugby Art Gallery and Museum includes input on de-carbonisation as well as governance and the business case.
- We look to submit an expression of interest to the National Lottery Heritage Fund during the second quarter of 2026.



In Conversation:

- Over the last few weeks, we have been in dialogue with the RAGM team and have developed an approach that aligns with their aspirations.
- We would now love to hear from you as a RAGM friend:
 - A. What you think RAGM does really well?
 - B. What are the current challenges and what could be improved?
 - C. What are your thoughts on our proposed approach?
 - D. What have we missed?

Our Vision:

Rugby has a globally significant story, from our pioneering engineering heritage to an ambitious civic art collection. This project will open up those collections, placing people at the heart of the museum as a space for discovery, creativity and shared experience.

By working with our communities, we will care for our heritage, share these stories and ensure they continue to shape Rugby’s identity for generations to come.

RAGM Re-Made

RUGBY
Art Gallery
& Museum



PRINGLE
RICHARDS
SHARRATT
ARCHITECTS



Approach

The issue of **accessibility** has proven to be of great importance to everyone we spoke to. A major pain point was identified to be the front steps & ramp. Many people with mobility issues find entering the building a challenge. To both solve for this issue and create a seamless **journey** into RAGM, we are proposing a much wider ramp to slope up towards the entrance. The added benefits of this design include the option to have seating and planting outside, which would transform this public space from a transitory area to an inviting place to sit, and it will create a fresh **identity**.



New Approach



New Entrance & Shop

Main Foyer

During our appraisal of the existing building and our meetings with key stakeholders, we discovered that poor circulation and wayfinding are a strain at RAGM. Currently, the **visitor journey** to the galleries and museums from the entrance foyer have been described as being unintuitive and problematic, especially when managing large groups. For these reasons, we believe it would be beneficial to grow and open up the main foyer and provide a new central stair to **visually** and **physically** connect the space to the galleries, and provide a very large and easily **accessible** lift. Both the new stairs and the lift would integrate with a series of foyers on each level to allow for improved visitor orientation, new **toilets** and storage for belongings.

New Cafe

It has been brought to our attention that the West side of RAGM is largely underutilised and inactive. We therefore propose that the café be relocated and extended on this side of the building. Benefits of positioning the café here include secondary **level access** to the interior, a large increase in café capacity, improved safety of exterior spaces, outdoor seating and better utilisation of the Percival Guildhouse gardens.



New Garden Cafe

Clore Learning Centre

At first floor level, we are proposing a Clore Learning Centre be implemented as a flexible and youth orientated space. During our consultation with the RAGM team, it was clear that the **Learning Activities** are very much constrained by the space available and not by staffing. We believe that, with the exceptional dedication here, this learning space could become a beloved and well-utilised space. With the ambition of this being a Clore Duffield-funded space, this proposal seeks to uphold our shared values of **inclusivity**, flexibility, care and safety.

Permanent Collections

A new home for the Rugby Collection and a re-invented and re-interpreted Social History and archaeology permanent museum galleries.



New First Floor Education Space



New Second Floor Permanent Rugby Collection



New First Floor Social History & Archaeology Galleries

New Spaces

At the heart of our proposal is a new extension at the back of the building. This intervention seeks to achieve a number of goals, including growing the visitor capacity, growing the **collections** store, and allowing the Rugby Art Collection to be permanently displayed. This collection space is designed to link to the existing 2nd floor gallery in order to grow the scope of future exhibitions and allow for sequential **visitor journeys**. In addition, this space will house a modern collections store.

Infilling the foyer at second floor creates a uniquely flexible space. This space is envisioned to adapt to the future needs at RAGM and provide a relaxed and **inclusive** setting. This new space as well as the Rugby Collection Room and new cafe present opportunities for third party hires and income generation.



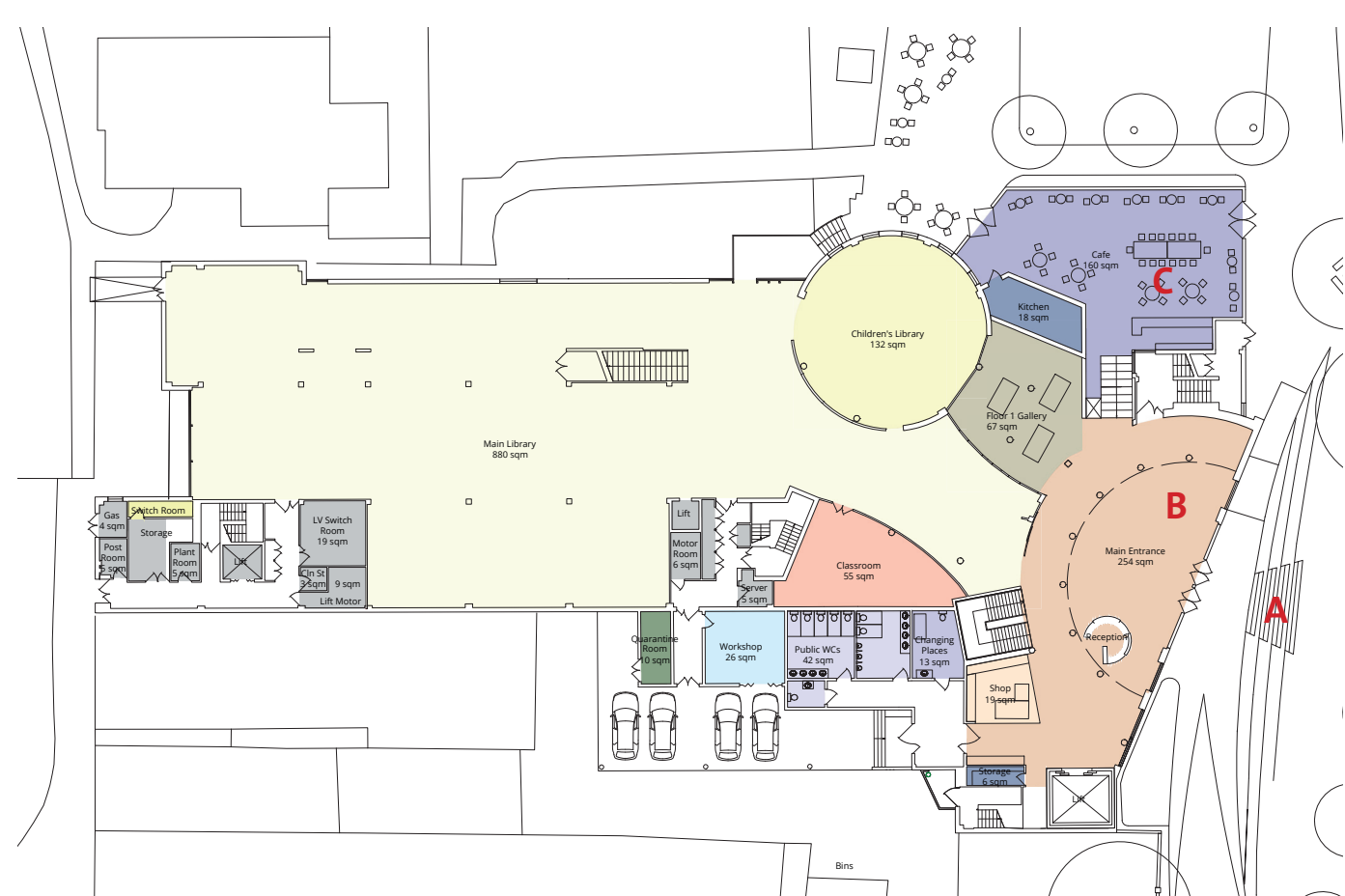
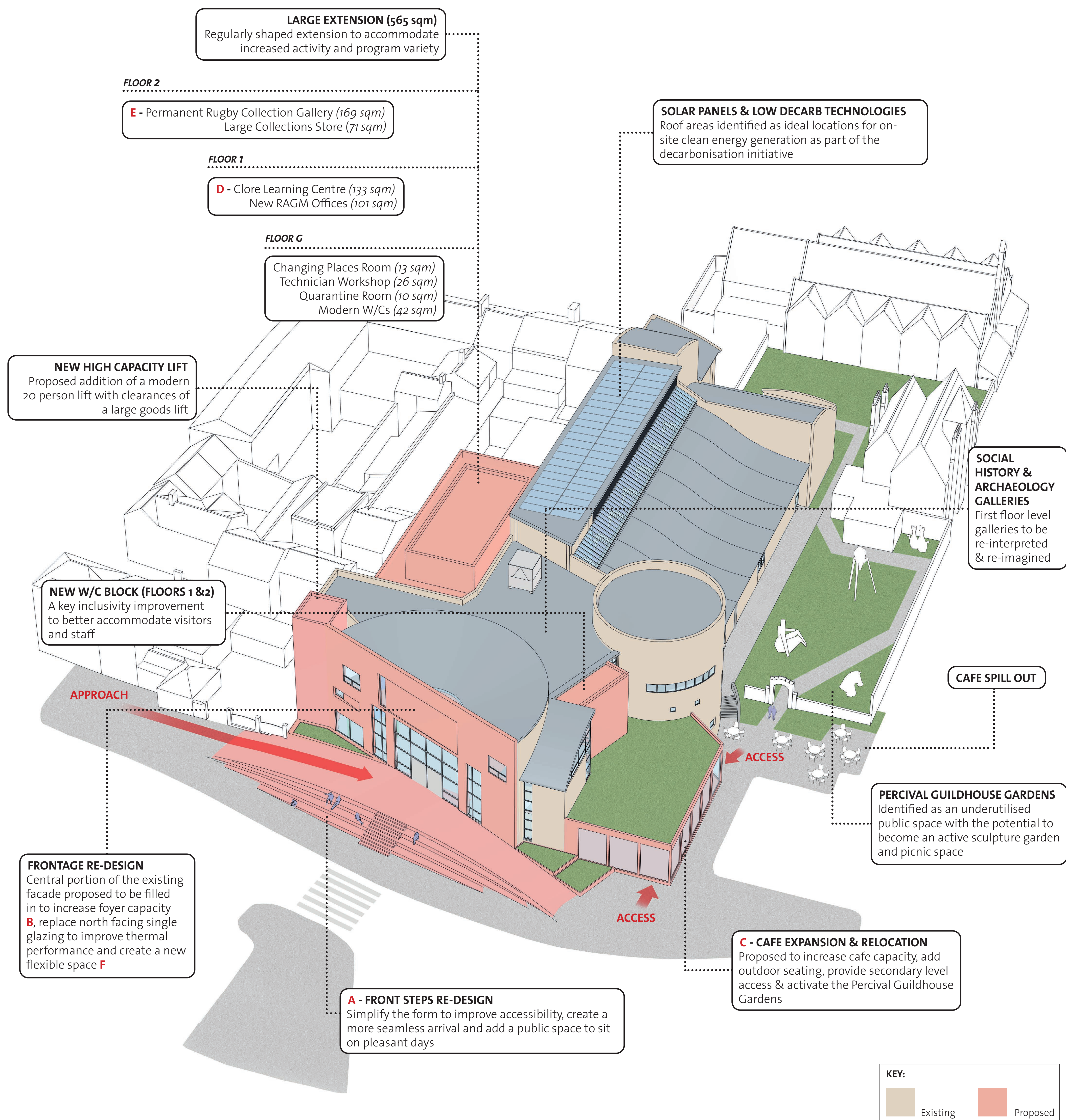
New Second Floor Flexible Space

RAGM Re-Made

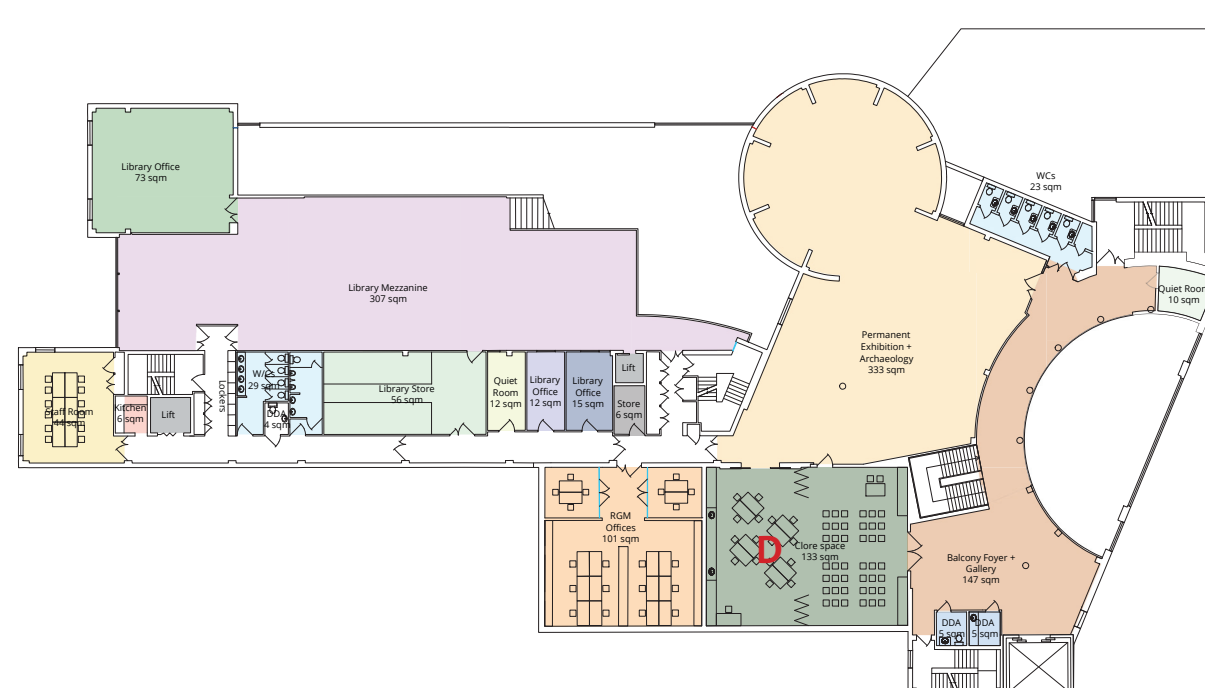
RUGBY
Art Gallery
& Museum



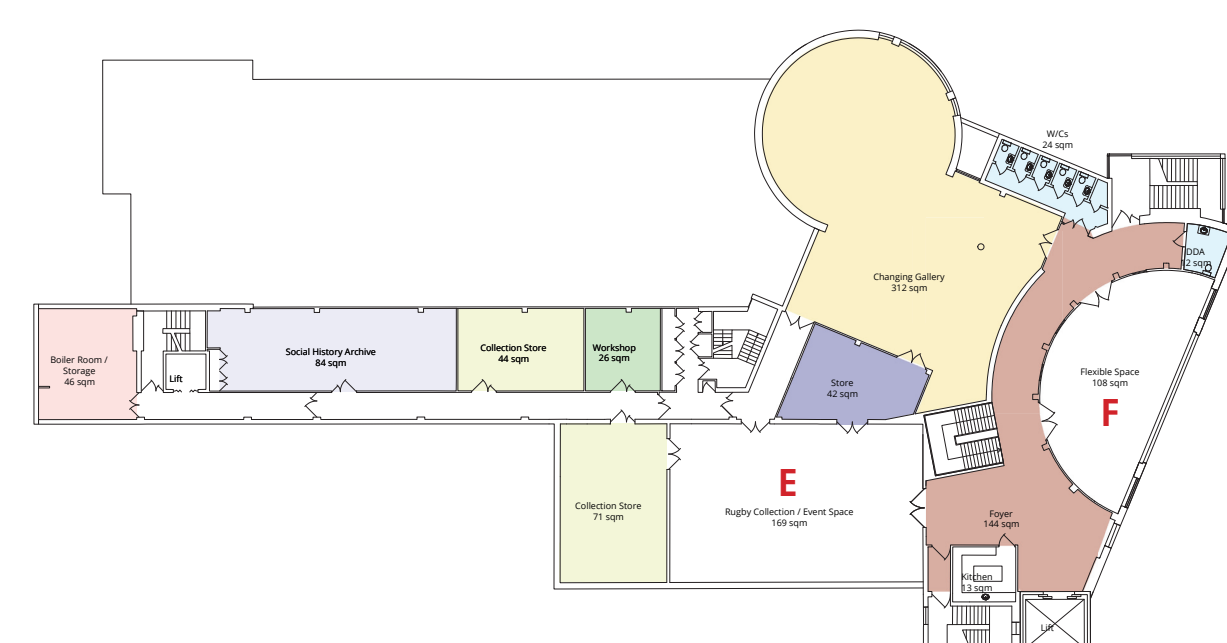
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Proposed Ground Floor



Proposed First Floor



Proposed Second Floor

RAGM Re-Made

RUGBY
Art Gallery
& Museum



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Thursday 12th March 2026

13087 – Rugby Art Gallery & Museum

Technical Note Rv2: De-carbonisation Options

29 April 2026

Document Status

Rev	Issue Status	Prepared / Date	Checked / Date	Approved / Date
0	Draft	PRR - 4/2/26	KB – 5/2/26	GV – 5/2/26
1	Draft of final report	PRR- 27/3/26	GV – 27/3/26	GV – 27/3/26
2	Final report	PRR- 22/4/26	GV – 29/4/26	GV – 29/4/26

1 Introduction

This technical note is provided to outline feasibility opportunities to improve the energy credentials of the existing building at Rugby Art Gallery & Museum and look for savings in either energy costs or reduction of carbon.

The note is provided at the end of the feasibility stage of the project and options presented are for general consideration, some may be easy wins, others may be unpalatable for a variety of stakeholder and other reasons, but a list is identified to assist in the wider consideration of options for the purposes of exploring a wide variety of potential solutions.

2 Existing Building

2.1 Existing Systems

Without going into a long background on the existing buildings there are a few observations where proposals can assist with the energy or operation of the building systems.

- 2.1.1 Most of the MEP services are approaching end of typical life span, although the LED lighting does appear to have been updated in many areas, modern replacements of mechanical plant etc will generally be more efficient. This inevitable replacement does give the opportunity to re-consider each area to assess whether the plant is serving spaces and conditions as they are best required.
- 2.1.2 The existing Low Voltage switch panel only has one incoming meter on it, it is mandatory on NEW installations that metering is provided to each system / area separately so energy use can be understood and managed appropriately. This might also assist in better split billing of energy between the library and RAGM. Addition of meters to each area would be reasonably simple to provide with a few overnight power shutdowns.

- 2.1.3 It seems a few areas have been adapted since initial construction and the layout of ductwork serving specific spaces no longer matches the exact use of all spaces, one example of this is the library mezzanine. Any space re-organisation could take this into account or allow re-alignment of spaces with the ventilation systems. We also understand that due to the ventilation adaptations over time, there are a few areas where the air pressure is causing issues with doors not opening / closing properly, so air re-balancing is necessary to a few spaces.
- 2.1.4 There are a number of existing windows where these have been blocked up internally, an example being those on the rotunda backing onto gallery areas. We understand there has been leaks or condensation due to these which creates risk to the collections. As these are not in use maybe these can be provided with inset brick infill to create a high standard of thermal envelope, as the current solution is poorer performing with associated risks. The client has confirmed they would like these in-filled.
- 2.1.5 The crane facility to the rear of the building which only appears to have been used on limited occasions does have loosely fitting doors with daylight visible due to the door gaps, this has external air and potentially insect ingress risks.
- 2.1.6 Due to the addition of the café over time, the ventilation systems for this are quite basic and as a result café smells are noted in various parts of the building. It would be worth including the evaluation of the café in any recommendations. It may be the ventilation, or other services are limiting the offer and revenue the café could potentially accommodate.
- 2.1.7 The entrance area was originally meant to be a circulation space and hence the services and acoustics are somewhat compromised at present due to limitations in adding services here. In particular the large single glazed north facing façade suffers from cold draughts. It was thought that overheating due to solar gain is not an issue due to the façade north facing orientation, however we understood from client feedback that this space does overheat. A lobby may be a simple option to help reduce air leakage and heat loss.
- 2.1.8 Client feedback reports that the library areas overheat in the summer time, so investigation is needed into understanding whether the heat gain is direct through the building fabric and whether additional insulation could be provided, or solar shading if the sunshine is penetrating into the spaces. A review of increasing the ventilation to the library in summer time might also be an option, but if the external temperature is already high, the internal temperature will be a few degrees higher still. It would be possible to provide cooling to the library areas, but of course this increases the running costs and carbon usage.
- 2.1.9 There are currently unused water tanks in the roof plantroom, these take up space and could be removed. The spare area might be available for other storage or to assist in any upgrades to the plantroom.
- 2.1.10 The existing AHU 2 in the roof plantroom has ductwork installed in front of the AHU access panels which is far less than ideal, any modifications to this area should seek to eliminate this issue for ease of access and potential plant access. The client has confirmed they would like this addressed in any refurbishments.
- 2.1.11 There are Close Control units in the Painting and Archive Stores which appear to be doing a satisfactory role in controlling the temperature & humidity, they are however quite noisy given staff are located in the archive space most of the time, so any re-organisation might look to adapt these and locate outside of the room if feasible.
- 2.1.12 The workshop area is a very compact space and is not currently provided with a suitable means of ventilation. It may be that recirculation units (portable or fixed) can be adopted to remove dust / fumes and fresh additional air provided.
- 2.1.13 Existing AHU 4 serving the meeting space but located in the ceiling void of the RAGM staff area has been switched off due to excessive noise. Inevitably this will affect the exhibition / meeting space above, this should be remedied with any reorganisation plans. The client has confirmed they would like this addressed in any refurbishments.

- 2.1.14 The existing roof chiller has been repaired a number of times and parts and ability to continue doing this is limited. Any replacement for this could be undertaken in conjunction with the ASHP solution and potential efficiencies are available in integrating this cooling and heating plant.

2.2 Potential changes to Existing Systems

- 2.2.1 One major opportunity to decarbonise the existing building is to replace the gas boilers with heat pumps. These could be either Air Source Heat Pumps (ASHP) or Ground Source Heat Pumps (GSHP). The latter would however require some deep boreholes in the surrounding land / car park area and are generally more expensive to install, but depending on land ownership this could be a potential practical solution. If ASHP were used then roof or landscape locations for these would need to be sought, it is not practical to place them inside the existing plantrooms. One major issue of using heat pump technology is that the heat flow temperature is lower at circa 55°C instead of 80°C. The impact of this is that more pipework, radiators and heating coils are needed to pass on the same heat output and the coils inside the existing AHUs would need to increase in size. Any changes to these air systems would need careful design of the whole system to ensure the required temperature & relative humidity remained suitable for spaces that need special environmental control rather than just comfort for building occupants. There are a number of options for these including conventional ASHP, high temperature heat pumps, and a combined heat pump and chiller unit, option studies on best models and approach should be undertaken at the next stage of design. A load assessment would need to be undertaken if large electrical loads were added to the building.

It is also possible for a hybrid approach where a mix of ASHP were provided to serve certain areas and gas boilers retained to serve other areas where the impact of the upgrade is too difficult or expensive to achieve.

There is also the possibility that the boilers could be replaced with hydrogen ready boilers in the event that the Natural Gas network is replaced by a hydrogen network. This option has not been considered further due to the unlikelihood that this will happen within the next 1-15 years, if ever.

- 2.2.2 There is already a good amount of LED lighting through most areas which would have been an easy win for energy savings. It would be worth checking all areas where this has not been done and look to upgrade. There are concerns regarding the height of the ceilings in relation to maintaining LED lighting, cleaning, and general repairs. The design must ensure that the "easy win" of LED lighting does not become a high-cost maintenance burden due to accessibility issues.
- 2.2.3 Many of the areas have manual light switches and in front of house areas this is generally appropriate, however with any modifications it is worth looking at introducing PIR presence sensors to lesser occupied areas so that lighting only remains on for a limited duration and avoid lighting spaces that are unoccupied. There did appear to be good management of this by staff in the building as no lights were found on in any empty rooms. This might be particularly useful in transitional spaces such as corridors, toilets, store rooms etc.
- 2.2.4 We understand that Photovoltaic panels (PV) have been considered for the building but not yet implemented. Any addition of these will be highly beneficial as the payback for them is typically about 3 years and this will instantly reduce energy bills and carbon savings. One issue is that many of the existing roofs do not ideally lend themselves to adding PV, but there are some potential areas this can be applied.

3 New Interventions

- 3.1.1 Under the bigger proposals including addition of new build spaces, this gives opportunity for these to be at a high thermal standard, and as they wrap around some existing spaces this will inevitably improve the thermal credentials for the overall building. Any new areas can be fed via low energy system including heat recovery ventilation, ASHP and other best practice solutions. These new areas could also be provided with roof and plantroom spaces to assist in any improvements to the existing plant and potentially free up space in the existing building.
- 3.1.2 New roof areas could support greater extent of new PV. If provided, then a new fall arrest system will be required.
- 3.1.3 Ensure if the existing goods lift is refurbished that this continues to rise to the roof plant area to make the use of any spare space here more usable. It would also be very useful for replacement / upgrades to the existing plant for material delivery etc if undertaken early in the refurbishment.

4 Summary

4.1 Summary of De-Carbonisation Options

The table below provides a summary of the options for decarbonisation of the existing systems. Any new build elements are not covered here as these will already expect to include very modern solutions incorporating best practice and low carbon technologies.

Item	Description	Proposals
1	Replace AHUs	The existing AHUs are coming to end of life, although it is possible to retain some of other carcasses and refurbish these internally. New internal fans and variable speed drives will assist in running these more efficiently. Also better thermal / air leakage properties of the casings. If any of these AHUs are fed from the ASHPs rather than the boilers then they would definitely need either replacement or full overhaul, as the coils needed to achieve the required conditions will need replacing. Heat recovery systems will be fitted to any new AHUs.
2	Replace Boilers for ASHP throughout	Wholesale removal of the gas supply for the boilers, and replacement of these with two 250kW of new ASHPs located on the roof. This will require all controls and pumps in the boiler room to be replaced and will use a greater power supply than is currently being used. Additional cabling will be required from the main LV panel to the new plant locations. We understand gas to the building needs to be retained for the workshop area. This will also require the heating distribution pipework and a limited number of existing radiators to be replaced throughout. The heating / cooling coils in the AHUs will be replaced as per item 1 above. The ASHP would also feed the needs of the hot water system for the building, but greater storage would be required for this due to the slower reaction time for ASHP vs Boilers. Consideration could be made for local electric water heaters for toilets or low hot water usage depending on whether there was any other higher hot water need nearby, e.g. kitchen.
3	Hybrid ASHP / Boiler solution	As item 2 above but retain and downsize the existing boilers to serve the limited variable temperature radiator circuits and just use the ASHP for the AHU coils and hot water.

4	LED Lighting / automatic controls	Replace any residual non-LED lighting for LED lighting, an exact number of luminaires for this is unknown, but an estimate is that there could be say 30 non-LED luminaires that could be replaced. There are a number of areas with manual light switches where these could be readily replaced with PIR sensors, we estimate there are around 40 small locations where these could be provided, such as toilets, corridors, store rooms etc.
5	Roof PV	Whilst the roof shape is difficult to accommodate roof mounted PV panels, there are several options. RAGM have already sought quotes for these. The latest proposal is for 79 panels on the roof generating 50kWp and 44,100kWh per year. If more roof area can be made available for more PV, then this will be of benefit as the current proposal only covers 7.6% of the current electrical load, and depending on which option is chosen with boilers being changed for ASHP, the overall electrical load will increase, so the proportion generated by the fixed PV noted will be smaller.

4.2 Carbon Savings

Undertaking some very high level calculations, we are able to make an initial assessment of the potential carbon savings achievable through the above options.

Item	Description	Estimated Carbon Saving (Tonnes CO ₂ e)
1	Replace AHUs & Hot water cylinders	10.16
2	Replace Boilers for ASHP throughout, or	38.40
3	Hybrid ASHP / Boiler solution	30.72
4	LED Lighting / automatic controls	0.136
5	Roof PV	3.74
Maximum Total:		52.43

Decarb

Brookbanks (Approximate Scope)

Notes

PT Projects Ltd Approximate Budgets

2		Existing Building
2.1		Existing Systems
		Without going into a long background on the existing buildings there are a few observations where proposals can assist with the energy or operation of the building systems.
2.1.1		Most of the MEP services are approaching end of typical life span, although the LED lighting does appear to have been updated in many areas, modern replacements of mechanical plant etc will generally be more efficient. This inevitable replacement does give the opportunity to re-consider each area to assess whether the plant is serving spaces and conditions as they are best required.
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N/A

Approx Budget £ 25,000

Approx Budget £ 13,000

2.1.4		There are a number of existing windows where these have been blocked up internally, an example being those on the rotunda backing onto gallery areas. We understand there has been leaks or condensation due to these which creates risk to the collections. As these are not in use maybe these can be provided with inset brick infill to create a high standard of thermal envelope, as the current solution is poorer performing with associated risks. The client has confirmed they would like these in-filled.	Approx Budget - includes an allowance to scaffold the façade	£	116,000
2.1.5		The crane facility to the rear of the building which only appears to have been used on limited occasions does have loosely fitting doors with daylight visible due to the door gaps, this has external air and potentially insect ingress risks.		£	-
2.1.6		Due to the addition of the café over time, the ventilation systems for this are quite basic and as a result café smells are noted in various parts of the building. It would be worth including the evaluation of the cafe in any recommendations. It may be the ventilation, or other services are limiting the offer and revenue the café could potentially accommodate.	Top up allowance to cost plan	£	20,000
2.1.7		The entrance area was originally meant to be a circulation space and hence the services and acoustics are somewhat compromised at present due to limitations in adding services here. In particular the large single glazed north facing façade suffers from cold downdraughts. It was thought that overheating due to solar gain is not an issue due to the façade north facing orientation, however we understood from client feedback that this space does overheat. A lobby may be a simple option to help reduce air leakage and heat loss.			N/A

2.1.8		Client feedback reports that the library areas overheat in the summer time, so investigation is needed into understanding whether the heat gain is direct through the building fabric and whether additional insulation could be provided, or solar shading if the sunshine is penetrating into the spaces. A review of increasing the ventilation to the library in summer time might also be an option, but if the external temperature is already high, the internal temperature will be a few degrees higher still. It would be possible to provide cooling to the library areas, but of course this increases the running costs and carbon usage.
2.1.9		There are currently unused water tanks in the roof plantroom, these take up space and could be removed. The spare area might be available for other storage or to assist in any upgrades to the plantroom.
2.1.10		The existing AHU 2 in the roof plantroom has ductwork installed in front of the AHU access panels which is far less than ideal, any modifications to this area should seek to eliminate this issue for ease of access and potential plant access. The client has confirmed they would like this addressed in any refurbishments.
2.1.11		There are Close Control units in the Painting and Archive Stores which appear to be doing a satisfactory role in controlling the temperature & humidity, they are however quite noisy given staff are located in the archive space most of the time, so any re-organisation might look to adapt these and locate outside of the room if feasible.
2.1.12		The workshop area is a very compact space and is not currently provided with a suitable means of ventilation. It may be that recirculation units (portable or fixed) can be adopted to remove dust / fumes and fresh additional air provided.

Approx Budget £ 38,000

Approx Budget £ 4,000

Approx Budget £ 32,000

Approx Budget £ 63,000

Approx Budget £ 13,000

2.1.13		Existing AHU 4 serving the meeting space but located in the ceiling void of the RAGM staff area has been switched off due to excessive noise. Inevitably this will affect the exhibition / meeting space above, this should be remedied with any reorganisation plans. The client has confirmed they would like this addressed in any refurbishments.
2.1.14		The existing roof chiller has been repaired a number of times and parts and ability to continue doing this is limited. Any replacement for this could be undertaken in conjunction with the ASHP solution and potential efficiencies are available in integrating this cooling and heating plant.

Approx Budget £ 63,000

Approx Budget £ 221,000

Total of Works to Existing £ 608,000

2.2 Potential changes to Existing Systems

Item	Description	Proposals
1	Replace AHUs	The existing AHUs are coming to end of life, although it is possible to retain some of other carcasses and refurbish these internally. New internal fans and variable speed drives will assist in running these more efficiently. Also better thermal / air leakage properties of the casings. If any of these AHUs are fed from the ASHPs rather than the boilers then they would definitely need either replacement or full overhaul, as the coils needed to achieve the required conditions will need replacing. Heat recovery systems will be fitted to any new AHUs.

Approx Budget £ 500,000

2	Replace Boilers for ASHP throughout	Wholesale removal of the gas supply for the boilers, and replacement of these with two 250kW of new ASHPs located on the roof. This will require all controls and pumps in the boiler room to be replaced and will use a greater power supply than is currently being used. Additional cabling will be required from the main LV panel to the new plant locations. We understand gas to the building needs to be retained for the workshop area. This will also require the heating distribution pipework and a limited number of existing radiators to be replaced throughout. The heating / cooling coils in the AHUs will be replaced as per item 1 above. The ASHP would also feed the needs of the hot water system for the building, but greater storage would be required for this due to the slower reaction time for ASHP vs Boilers. Consideration could be made for local electric water heaters for toilets or low hot water usage depending on whether there was any other higher hot water need nearby, e.g. kitchen.
3	Hybrid ASHP / Boiler solution	As item 2 above but retain and downsize the existing boilers to serve the limited variable temperature radiator circuits and just use the ASHP for the AHU coils and hot water.
4	LED Lighting / automatic controls	Replace any residual non-LED lighting for LED lighting, an exact number of luminaires for this is unknown, but an estimate is that there could be say 30 non-LED luminaires that could be replaced. There are a number of areas with manual light switches where these could be readily replaced with PIR sensors, we estimate there are around 40 small locations where these could be provided, such as toilets, corridors, store rooms etc.
5	Roof PV	Whilst the roof shape is difficult to accommodate roof mounted PV panels, there are several options. RAGM have already sought quotes for these. The latest proposal is for 79 panels on the roof generating 50kWp and 44,100kWh per year.

Approx Budget £ 500,000

This could be a simialr figure N/A

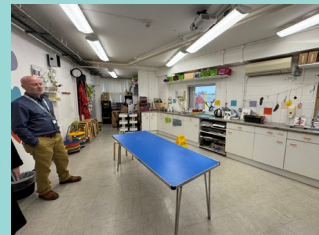
30 nr @ £250 £ 7,500

40 nr @ £250 £ 10,000

If more roof area can be made available for more PV, then this will be of benefit as the current proposal only covers 7.6% of the current electrical load, and depending on which option is chosen with boilers being changed for ASHP, the overall electrical load will increase, so the proportion generated by the fixed PV noted will be smaller.

As per Quote plus BWIC and
OH&P £ 52,000

Total of Potential Changes £ 1,069,500



High-level Business and Operational Planning for Rugby Art Gallery & Museum

Draft Report
May 2026

Contents

1. Introduction
2. Current Operation
3. Forecast Operation

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8th May 2026



Figure 1 Proposed Option XL Section

1. Introduction

This business planning report has been prepared in support of Pringle Richards Sharratt Architects' comprehensive redevelopment strategy for the Rugby Art Gallery and Museum (RAGM), which seeks to unlock this institution's social, economic and cultural potential. The study found that while the facility houses significant collections and provides a social benefit to the community, it is currently hindered by failing infrastructure and a layout that restricts its growth and accessibility. This was revealed through a number of stakeholder engagements, during which the multiplicity of opportunities available were made clear, even beyond the operational improvements required at RAGM. The hope from all those involved is that this institution may grow into an even more community-oriented and sustainable cultural hub that is capable of drawing a broader audience, greater income and nationally significant exhibitions.

This business planning report describes the current position and makes initial, headline forecasts for increased engagement and income as a result of the proposed architectural developments. Three options were developed over the course of this feasibility study, with the XL scheme having the most ambitious program with the greatest income opportunity. As seen below this option includes a new extension, a new larger café, a new large goods lift, a new central staircase, a redesigned frontage and a new approach consisting of a large ramp and front steps. In addition to this comprehensive option, two smaller schemes were developed which focus more on addressing the essential needs identified by stakeholders. All options have been compared in this business planning report.

The financial projections are relatively high level and in line with best practice. The client should seek more detailed business planning advice as more information on the project becomes available during the development process.

This business planning report uses the year of 2024-2025 as a full year baseline for its findings.

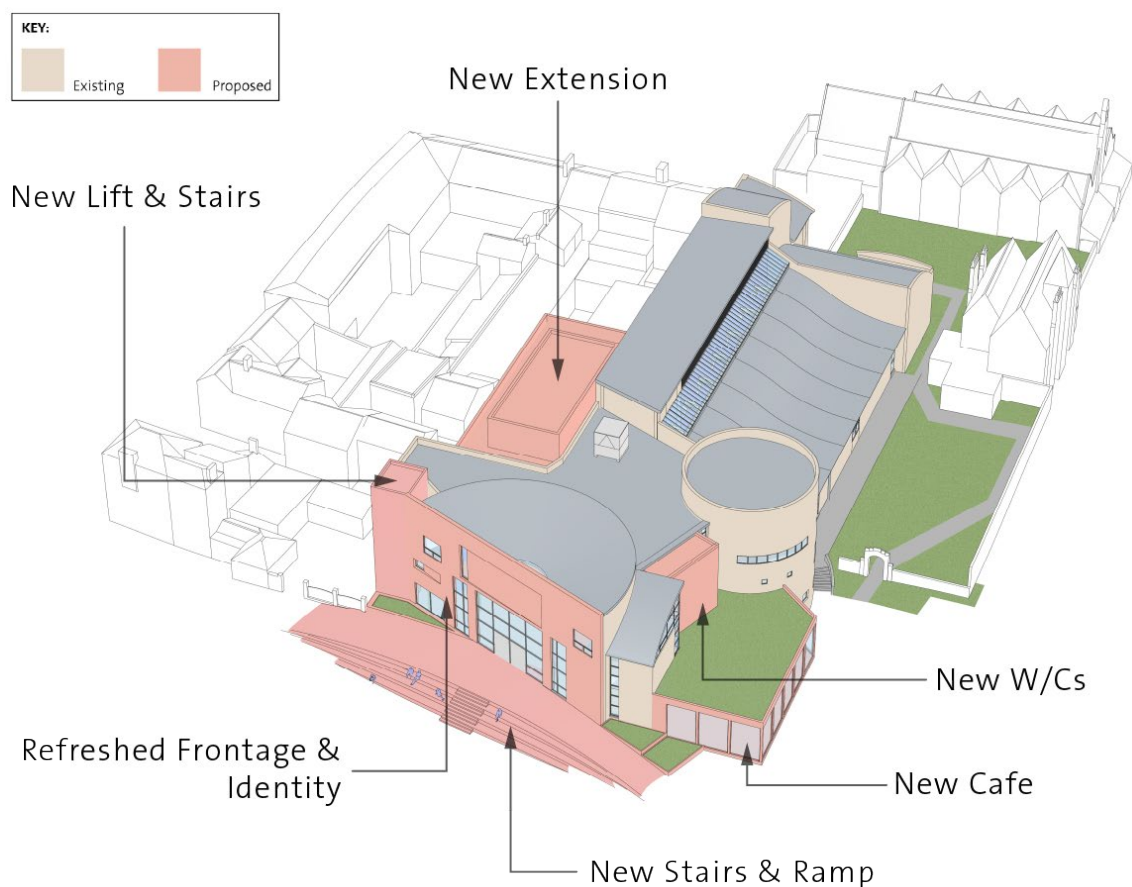


Figure 2 Proposed XL Option Axonometric

2. Current Operation

Introduction

Rugby Art Gallery & Museum is located in a purpose-built building in the centre of Rugby. The building, which opened in 2000 houses a collections store and workshop, Rugby Library and Information Centre (operated by Warwickshire County Council), and the town's Tourist Information Centre. There is also a cafe and a shop. Some of the gallery space and rooms are available for hire.

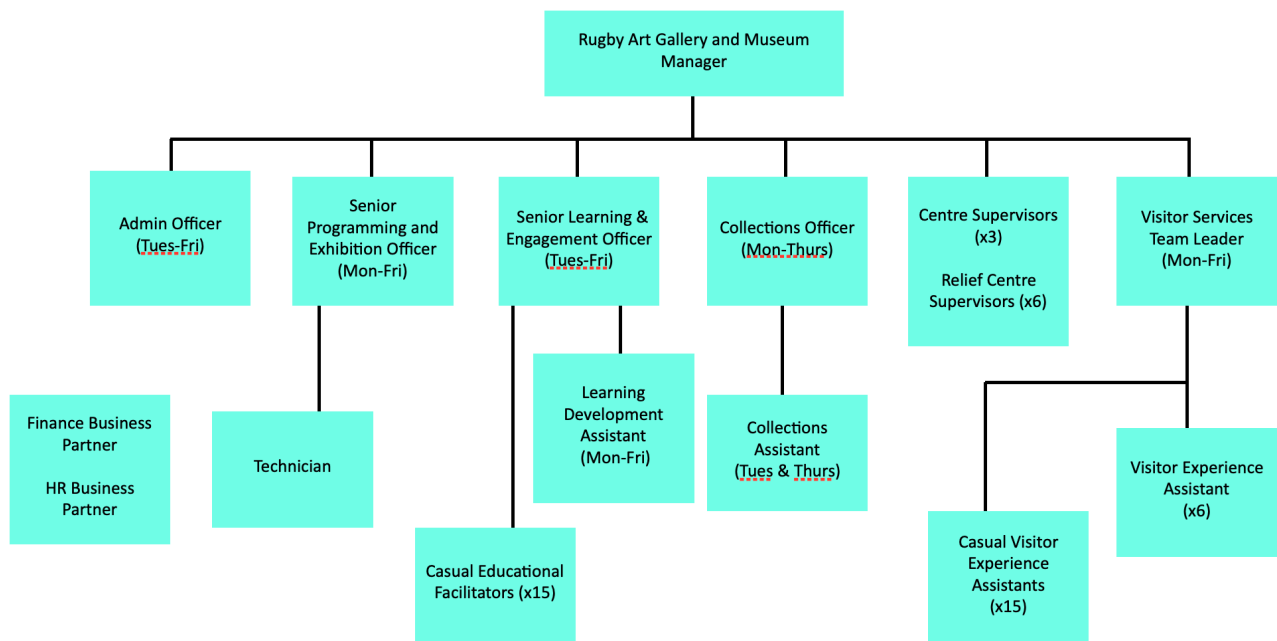
Rugby Borough Council has been collecting art for many years and now holds an impressive collection in particular by recent and contemporary artists. Much of the collection is displayed in the Art gallery. There is also a social history gallery 'Rugby in 50 Objects', an archaeology gallery and a learning space. A temporary exhibition gallery and wall space on the 'Balcony Gallery' are available for hire for exhibitions. Previously, the social history gallery hosted an exhibition on the sport of rugby developed in partnership with the Rugby Football Union.

Governance and Management

Rugby Art Gallery & Museum is operated by Rugby Borough Council's Cultural Services Department. Cultural Services are represented in the Council's Cabinet by the portfolio-holder for Partnerships and Wellbeing. Increasingly, culture is linked to the Council's Economic Strategy.

Rugby Art Gallery & Museum is managed by a team of over 50 full-time, part time and casual staff, as follows:

Figure 1: Rugby Art Gallery & Museum Staff Structure



Current Finance

The total cost of arts, heritage and visitor services at Rugby Art Gallery & Museum to Rugby Borough Council was £1,233,495 in 2024/25. This is summarised in Tables 1,2 and 3, below.

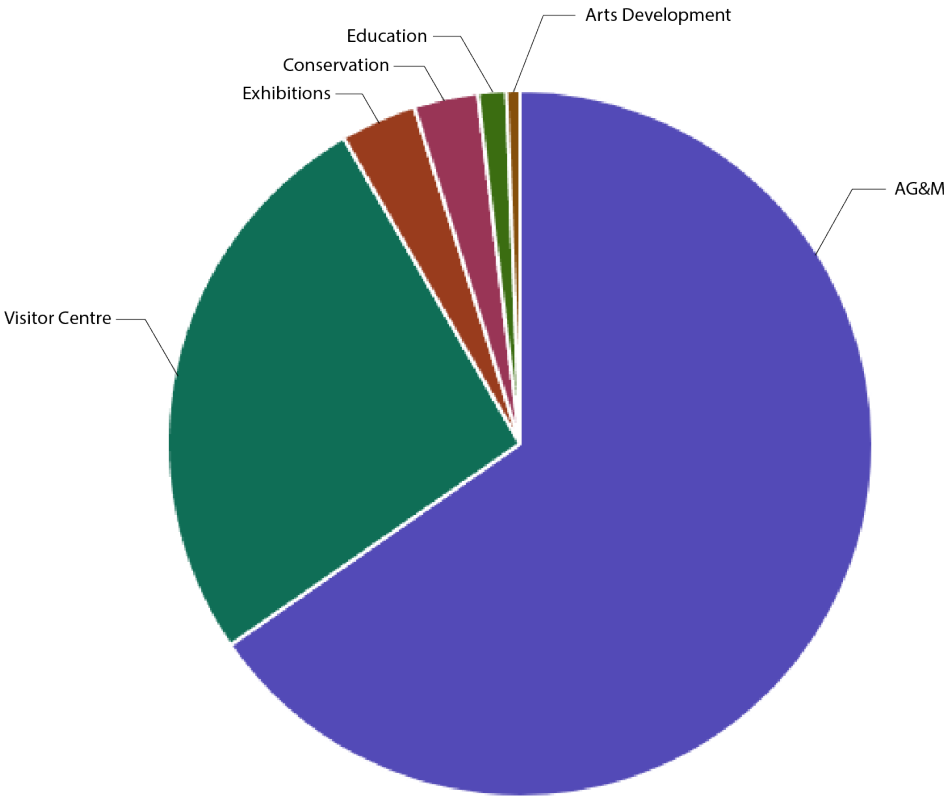
Expenditure

Direct operating costs before adjustments, which include a charge for services, was £832,760. In common with most museums, employment is the highest operating cost (65% of total operating costs).

Table 1: Rugby Art Gallery and Museum Expenditure (2024/25)

	AG&M	Conservation	Exhibitions	Education	Arts Dev	Visitor Centre	Total
Direct Employment Costs	£328,684	£13,127	£214	£6,909	£4,316	£187,232	£540,482
Property Expenses	£194,570	£1,643	£126	£150	£745	£0	£197,234
Transportation Expenses	£0	£17	£0	£0	£0	£21	£38
General Running Expenses	£15,356	£9,655	£12,019	£2,779	£119	£15,210	£55,138
Other Running Expenses	£5,523	£0	£16,641	£974	£0	£491	£23,629
Recharges From Services	£0	£0	£0	£0	£0	£16,240	£16,240
Total Expenditure	£544,133	£24,442	£29,000	£10,812	£5,180	£219,194	£832,760

Chart 1: Rugby Art Gallery and Museum Expenditure (2024/25)



Income

Income is generated from a variety of sources towards the cost. In 2024/25 total income was £99,772.

Warwickshire County Council occupies the Library and Information Centre space under an agreement and lease from 2000 for an initial period of 5 years. This provides for a peppercorn rent, payment of an insurance rent amounting to 46.5% of the cost of insuring the building and payment of an annual fee of £10,000 per year (for 126 years or until the termination of the lease). The agreement does not make provision for inflation in relation to the fee.

A private business (Lisa Styles trading as Pickle and Pie) holds a five-year lease on the cafe following an open tender process. Under this lease the rent for the first year (2024/25) was £650 per month, or £7,800 per year, rising to £950 per month or £11,400 per year in years 2 to 5. The rent includes kitchen equipment, tables and chairs and a contribution towards service charges, to cover utilities, buildings insurance, cleaning of shared areas business rates and BID levy. The current cafe has 44 covers.

Rugby Art Gallery & Museum operates the shop. In 2024/25, sales income was £19,964 and the cost of sales was £11,775, resulting in a gross profit of £8,189. It is not possible to allocate overhead costs as staff handling sales also have other duties and there is no mechanism for the apportionment of overheads to specific activities.

Events tickets (£3,003), fees and charges which include education (£23,913), room hire (£5,375) and sponsorship (£4,314) make up most of the remainder of income.

Table 2: Rugby Art Gallery and Museum Income (2024/25)

	AG&M	Conservation	Exhibitions	Education	Arts Dev	Visitor Centre	Total
Contribution to reserves	-£5,730	£0	£0	£0	£0	£0	-£5,730
Sales	£0	£0	£380	£0	£0	£19,584	£19,964
Fees & Charges	£10,041	£0	£8,585	£5,111	£0	£176	£23,913
Events Tickets	£0	£0	£0	£0	£0	£3,003	£3,003
Contributions & Donations	£605	£0	£0	£74	£0	£0	£679
Sponsorship	£0	£0	£0	£4,314	£0	£0	£4,314
Reimbursements	£30,156	£7,432	£2,704	£0	£0	£0	£40,292
Room Hire	£4,097	£0	£1,070	£0	£370	£0	£5,537
Rents	£7,800	£0	£0	£0	£0	£0	£7,800
Total Income	£46,969	£7,432	£12,739	£9,498	£370	£22,763	£99,772

Once accounting adjustments were made to account for service charges payable internally to the Council, the total annual net cost of the Art Gallery & Museum in 2024/25 was £1,233,495.

Chart 2: Rugby Art Gallery and Museum Income (2024/25)

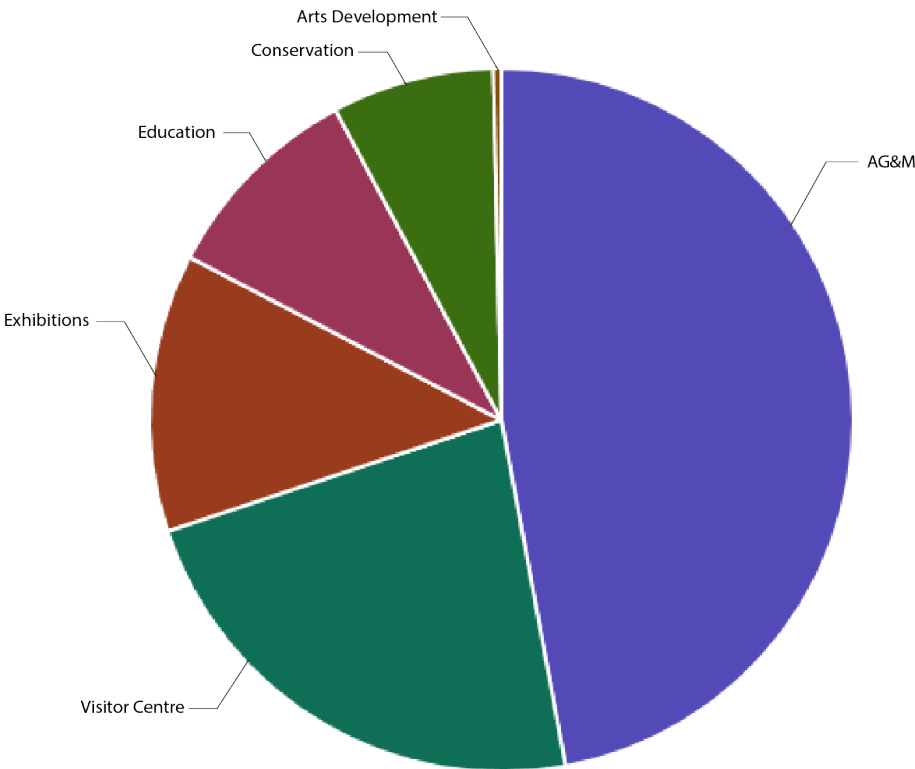


Table 3: Rugby Art Gallery and Museum Financial Outcome (2024/25)

	AG&M	Conservation	Exhibitions	Education	Arts Dev	Visitor Centre	Total
Outcome (before adjustments)	£497,163	£17,010	£16,261	£1,314	£4,810	£196,431	£732,988
Accounting Adjustments	£338,597	£390	£0	£0	£0	£161,520	£500,507
Net Cost	£835,760	£17,400	£16,261	£1,314	£4,810	£357,951	£1,233,495

Current Usage

Art Gallery & Museum Visits

The actual number of visits to the Art Gallery and Museum is not known. This is because of the challenges associated with counting. Counters record the number of people visiting the Art gallery, Archaeology Gallery, 1st Floor Gallery and Local History Gallery. Data is also collected on formal and informal education visits. However, because some people visit a single gallery and some visit multiple or all galleries, the total of c80,000 gallery visits per year is not an accurate reflection of visitor numbers.

However, there are a number of weaknesses in this methodology, including:

- Automatic counters, which rely on visitors breaking a beam to record a visit, are un-reliable in the way they count; for example, they count two people walking abreast as a single person, they do not

differentiate between visitors, staff and volunteers, and they often count groups of people as am single visit

- Children are under-counted because of the height of the counters
- There is no counter at the entrance to the commercial gallery

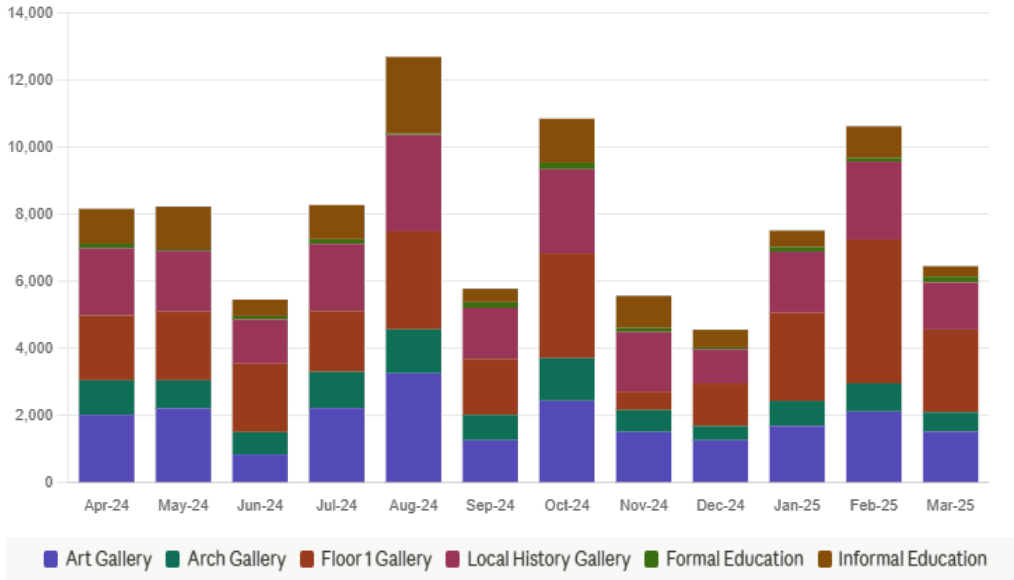
Surveying by staff suggests that in the region of 60% of visitors visit more than one gallery. However, as the proportion visiting a single, or multiple gallery is not known for each gallery, making a reliable estimate is not possible.

We have tried to make a reasonable estimate of actual annual visit using 2024-25 whole year figures and making the following assumptions:

Table 4: Visits to Rugby Art Gallery & Museum 2024-25

	Art Gallery	Arch Gallery	Floor 1 Gallery	Local History Gallery	Formal Education	Informal Education	Total
Apr-24	2,025	1,031	1,935	1,999	141	1,036	8,167
May-24	2,219	838	2,046	1,813	51	1,262	8,229
Jun-24	845	664	2,042	1,316	104	488	5,459
Jul-24	2,229	1,078	1,813	2,000	140	1,021	8,281
Aug-24	3,266	1,304	2,930	2,869	37	2,289	12,695
Sep-24	1,269	754	1,670	1,520	171	397	5,781
Oct-24	2,448	1,267	3,127	2,502	195	1,315	10,854
Nov-24	1,516	651	551	1,778	118	957	5,571
Dec-24	1,269	421	1,277	1,012	54	525	4,558
Jan-25	1,690	748	2,628	1,822	140	491	7,519
Feb-25	2,124	844	4,287	2,320	109	942	10,626
Mar-25	1,526	577	2,462	1,405	173	313	6,456
Year	22,426	10,177	26,768	22,356	1,433	11,036	81,727

Chart 3: Visits to Rugby Art Gallery & Museum 2024-25



The reality (given the combination of under counting and double counting) is probably somewhere between the two. The only way to resolve this would be to conduct observational surveys. There are two ways in which this could increase accuracy of counting:

1. Conducting physical counts and comparing them to counter data for the same period(s) would enable RAGM to 'calibrate' its automatic counter data, by providing a factor that could be applied to the beam counter data to provide a more reliable estimate
2. The only reliable way to understand how many people visit multiple galleries and in what multiples is to track or ask them. The most efficient way to do this would be through an exit survey. The reality is that behaviour will change over time as different temporary exhibitions are held, so a long-term survey to capture different days of the week and different exhibitions is recommended. This data can then be applied to daily counts to build a more reliable estimate

As most of the galleries are stewarded, it would be possible to carry out the former relatively easily and cheaply. The latter would be more expensive, but we have conducted similar counts in the past using a combination of paid surveyors and volunteers to minimise the cost of data collection and achieve a robust and representative sample.

In either event, a more detailed assessment of visit numbers is recommended in advance of or during a Heritage Fund Development Phase application. We would be happy to provide a methodologies and cost estimates for the above if required.

Retail

Similarly, calculating average spend per head in the shop is challenging; the shop is open to the public without accessing the museum galleries. However, by using the estimates of museum visits above (ignoring any non-museum customer and education visits) spend per head in 2024-25 was between £0.41 and £0.49.

Table 5: Estimate of Retail Spend Per Head

	Retail Income	Number of Visitors	Spend Per Head
High scenario	£19,964	61,505	£0.41
Medium scenario	£19,964	56,057	£0.46
Low scenario	£19,964	53,333	£0.49

According to the Association of Independent Museums spend per head at museums ranges from £1 to £5. By this measure, the shop at Rugby Art Gallery and Museum is under performing. However, its location means that visitors do not have to pass through it to exit the museum - a key factor in driving sales, and so a lower than average spend per head is not surprising.

Tourist Information Centre Visits

In 2024-25, 13,341 people visited the tourist information centre. Because the information centre and retail sales are serviced from the same desk, it is likely that some of these enquirers also visited and spent in the shop.

Hires

The number of hires and attendees are recorded in calendar years. Bookings for 2024 and 2025 are shown in Tables 7 and 8 below.

Table 6: 2024 Hires

	RBC Hires	External Hires	Total Hires
Number of hires	10	32	42
Attendees	61	514	575

Table 7: 2025 Hires

	RBC Hires	External Hires	Total Hires
Number of hires	10	29	39
Attendees	83	535	618

Hires income in 2024-25 was £5,537, giving an average income per hire of £138.43.

3. Forecast Operation

In order to understand the likely operational/revenue financial implications of the development options we have constructed high level financial forecasts for the three options based on the following assumptions in relation to income generating spaces.

Option XL

- New gallery/ event space 2nd Floor 170m2 – Cap 230
- New flexible space (half-moon) 2nd Floor 108m2 - Cap 80
- New Clore Learning Space – 133m2
- Shop as part of visitor journey / flow
- Large Café – 70 covers inside and 35/40 outside

Option L

- New gallery/ event space 2nd Floor 170m2 – Cap 230
- New Clore Learning Space – 133m2
- Shop in Current Location
- Café as is

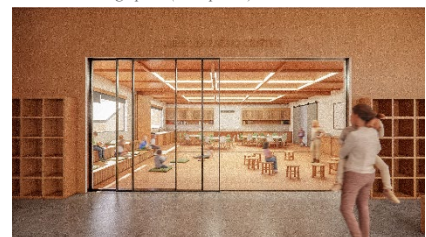
Option M

- New gallery/ event space 2nd floor 170m2 – capacity 230
- New Clore Learning Space – 133m2
- Shop in Current Location
- Café as is

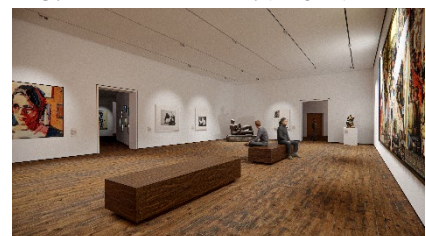
4 New Cafe (Option XL)



2 Clore Learning Space (All Options)



3 Rugby Permanent Exhibition Gallery (All Options)



From a business planning perspective, the financial outcomes for Options L and M are the same. All three options include the addition of solar panels on the roof. This will result in reduced energy costs, however, energy costs are likely to increase because of the additional space. This will require more detailed modelling in future business planning.

Visitor Numbers

Whilst publicity of the development at Rugby Art Gallery and Museum is likely to cause a small spike in visits at the time of opening, the real impact will be felt as a result of the increased level of programming that the development enables. A classic example is Chatham Historic Dockyard, where, following a £4.5m grant to restore the No. 1 Smithery as a flexible exhibitions and events space the programming that this space enabled caused visits to grow steadily year on year from 111,000 in 2007 to 190,000 in 2019.

Creating additional gallery/flexible spaces at the museum would enable Rugby Art Gallery and Museum to deliver an enhanced programme of temporary exhibitions. A good comparator for this is Poole Museum as the scale of the museum and local catchment are not dissimilar to Rugby. Poole Museum Service used a temporary exhibition gallery to deliver an annual programme of temporary exhibitions consisting of:

- A summer, 'blockbuster' exhibition - a high-profile, ticketed exhibition or major cultural event that will attract visitors from the Midlands region - a bought-in touring exhibition aimed at a sub-regional audience
- An autumn or spring temporary exhibition of a more modest scale
- A community exhibition in the winter - co-curated with one or more local partners with an emphasis on providing an offer that engages the local community

In recent years, these exhibitions, curated in partnership with national partners have included an exhibition of etchings by Lucien Freud, 'Sound of the Sea' (a digital light show) and 'Lines of Thought - an exhibition of drawings from Michelangelo to now' co-curated with the British museum that attracted 53,000 visitors.

Following this model, Rugby Art Gallery & Museum could attract 40,000 - 60,000 additional visits and generate additional income in the region of that generated at Poole Museum and summarised below. The income and costs include admission charges, additional retail profit, including sales of merchandise directly related to the exhibition and production of a souvenir guidebook for the blockbuster exhibition.

Table 8: Financial Impact of Temporary Exhibitions Programme

	Indicative
Income	
Summer blockbuster	£67,500
Autumn/spring exhibition	£21,500
Community exhibition	£6,500
Total income	£95,500
Costs	
Summer blockbuster	£39,200
Autumn/spring exhibition	£8,300
Community exhibition	£8,300
Total costs	£55,800
Outcome	£39,700

Hires

Creation of a new Rugby Gallery would enable large venue hires in a unique environment; surrounded by Rugby Council's remarkable art collection. This would be attractive for large private and institutional functions and would offer an experience that is distinctly different from spaces currently available in Rugby and the surrounding area, which consists mostly of community sites or hotels, as summarised below.

Table 9: Existing Large Capacity Hire Venues in and Around Rugby

Venue	Capacity	Hire Price Range
Cawston Community Hall	180	£200-£600
Dunchurch Village Hall	160	£200-£600
Rainsbrook Conference Centre	140	Up to £600/day
The Benn Hall	400	Up to £1,000 per event
Arnold House (Masonic Hall)	200	£500-£2,000
Rugby Railway Club	160	£500-£2,000
Grosvenor Hotel	100	Up to £400 per event
Draycote Hotel	250	£3,000-£5,000
Mercure (Daventry)	700	£4,000-£9,000

There is more supply of smaller/medium sized meeting/function venues in Rugby. These also fall into categories including village halls, sports and social clubs and hotels or dedicated event venues. The table below shows just four examples

Table 10: Existing Medium Capacity Hire Venues in and Around Rugby

Venue	Capacity	Hire Price Range
Barby Village Hall	130	£500/day
Brownsover Community Centre	70	£55/3 hours
Hibbert's Kitchen	100	£25/hour. £200/day
Ulleston Court Hotel	70	Delegate rate subject to package

An evening hire in a prestigious location accommodating up to 230 people could command a premium price in the range of £3,000 to £5,000, including drinks and catering. Hires of the smaller space could command £1,000 to £2,000 including drinks and catering. Rugby Art Gallery & Museum would need to coordinate bookings (this could be done through the information centre staff with appropriate training) and to manage the opening of the museum during the event. Catering could be provided by pre-selected 'approved caterers' who would pay a 10% commission on all sales, so a typical function booking for c180 guests with drinks and canapés would look like the following.

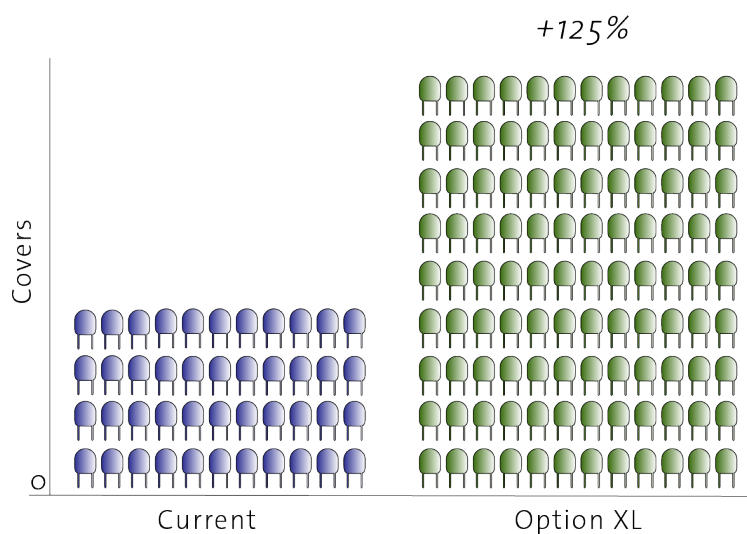
Table 11: Suggested Function Booking Finance

Income/Expenditure	Large Hire Space (230)	Medium Hire Space (80)
Income		
Hire Charge	£3,000	£1,000
Catering Commission (10% of £20/head 230/80 people)	£460	£160
Total Income	£3,460	£1,160
Direct Costs		
Staff time (1 casual event supervisor 4 hours)	£120	£120
Gross Income	£3,240	£1,040

Overhead costs would include marketing and a contribution to the operating costs of the building. Four hires of each space per year, to fit into the gaps between temporary exhibitions could generate gross income of £17,120.

Cafe

Chart 4: Number of Current vs Option XL Café Covers



Increasing the size of the cafe would open the opportunity to increase the rent charged to a caterer. The Option XL proposal would increase the total number of covers from 44 to 110 – so 66 additional covers or 125%. Whilst this would not necessarily result in a corresponding increase in turnover, as demand is not directly related to capacity, it would offer the café operator an opportunity to increase the number of customers through increased marketing and reduce the number of customers who cannot currently be accommodated at busy times. In the event of increased programming as described above, the number of people visiting the museum would also increase, bringing additional café customers with no additional effort from the operator. On the other hand, some of the increase in covers is comprised of outdoor tables which would not be available in times of poor weather – though a relatively small proportion compared to the increase in indoor covers.

Gauging rental values in relation to café covers is challenging, as at the end of the day, the market will not respond if prices are too high. The current arrangement, under which catering and café equipment are provided along with building services is generous, but on the other hand catering is currently a challenging environment given regular increases in the minimum wage and cost inflation. Assuming that these positive and negative factors balance each other out, it would not be unreasonable to expect an increase in the rental value in the region of 0% to 100% (£5,850 to £11,700.) The mid-point (75%) would represent an annual rent increase of £8,775.

It would not be unreasonable to increase the rent by 25% (half of 50%), so from £11,700 to £14,625, an increase per year of £2,925.

Shop

Relocating the shop into a position that is better located in relation to the visitor flow is likely to increase retail income. For example, at Gilbert White's House and Gardens, diversion of the visitor flow from passing the shop to walking through the shop immediately increased retail income by 50%. In the case of Option XL, visitors would still pass the shop rather than walk through it, but this change would undoubtedly create higher visibility of the shop for museum visitors and so some uplift in income can be forecast. This is likely to be lower than in the example quoted. A mid-point between the high and low estimates below is £2,246 of additional gross profit.

Table 12: Possible Uplift in retail Income from Shop Re-location

	15% Uplift	30% Uplift
Increase in Retail Income	£2,995	£5,989
Total Retail Income	£22,959	£25,953
Estimates Additional Retail Gross Profit	£1,497	£2,995

An alternative approach would be to rent out the shop space to a contractor. To understand the likely income potential, we have reviewed current pricing for small retail spaces in Rugby. These are currently £12 - £35 (average £21) as summarised below.

Table 13: Retail Rental Prices in Rugby

Unit	M2	Price per Calendar Month	Price Per M2 Per Calendar Month
6-7 High Street	104	£1,250	£12.02
Bilton Road	48	£833	£17.35
Unit 9b, Swan Centre	46	£1,625	£35.33
North Street	26	£833	£32.04

A retail unit at Rugby Art Gallery and Museum charging the average current rate for retail rental space would generate an annual income of £4,788. It is possible that the location in Rugby Art Gallery and Museum would be particularly attractive to particular kinds of retailer, in which case it might be possible to charge a rent closer to the higher end of the current market. This would generate annual income of £7,980.

Education

The addition of a Clore Learning Space would improve the education experience. However, this is unlikely to increase income as education pricing is sensitive, and at best, education in museums operates at break even.

Summary

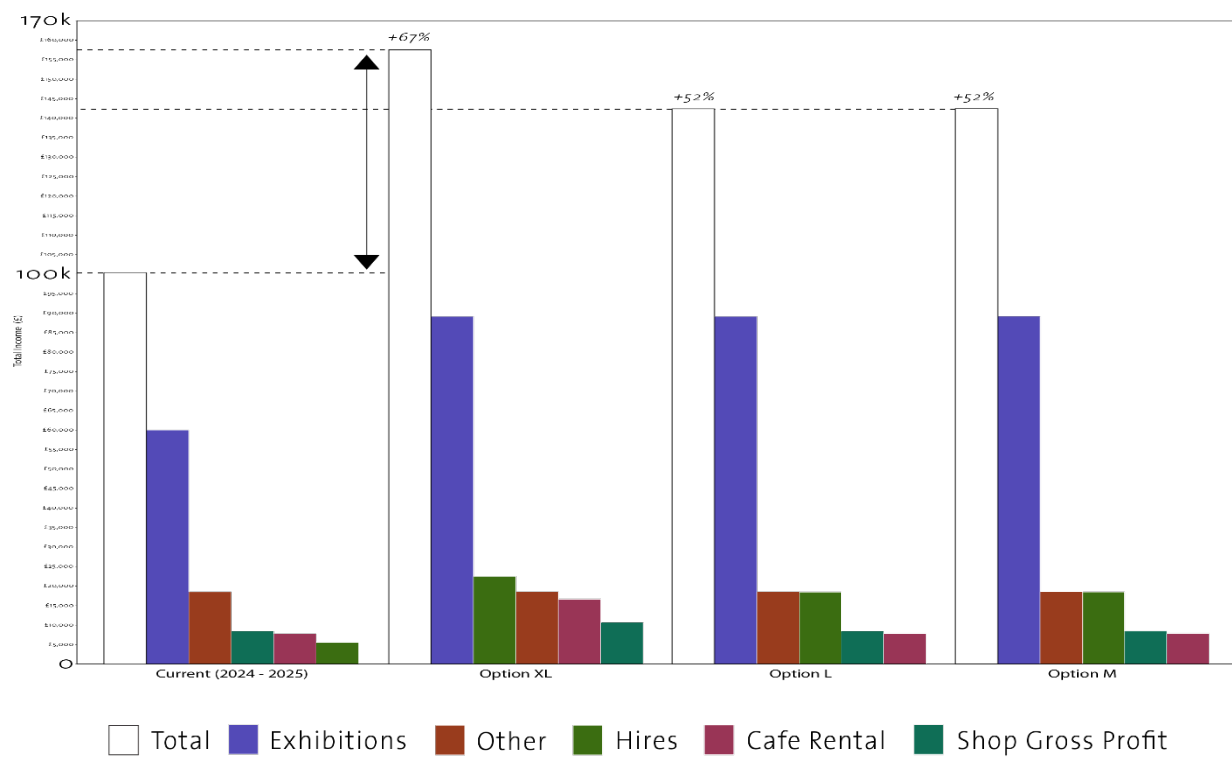
Overall, the findings suggest that investment in the museum would not only improve the visitor experience and operational capacity, but also position Rugby Art Gallery & Museum as a more prominent regional cultural destination with stronger revenue-generating potential and broader community value. Among the redevelopment options, Option XL performs strongest from a business perspective due to its new café, improved shop positioning, and new flexible event spaces. These improvements are expected to increase venue hire opportunities, retail visibility, and café rental value. This report estimates that Option XL could generate approximately £67,841 in additional annual direct income, compared to £52,660 for Options M and L.

The high-level forecast for additional, annual, net direct income (before overheads) that could be generated from development of Rugby Art Gallery and Museum as proposed is summarised here.

Table 14: Summary of Additional Annual Net Income

	Option XL	Option M	Option L
Additional exhibitions income	£39,700	£39,700	£39,700
Additional hires income	£17,120	£12,960	£12,960
Additional cafe rental income	£8,775	£0	£0
Additional shop gross profit	£2,246	£0	£0
Total addition income	£67,841	£52,660	£52,660

Chart 5: Summary of Total Income Potential Compared with 2024-2025 Period (Current)





Accessibility Audit Report

Rugby Art Gallery and Museum

Little Elborow St,
Rugby
CV21 3BZ

Consultant: S. Malton
Date: 15th November 2024



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Section 1: Introducing Direct Access

Direct Access Consultancy is an established access consultancy company based in Nantwich, Cheshire founded by and operated by disabled people for almost 20 years. A large percentage of our staff are disabled people, and we operate nationally and internationally providing access consultancy and access auditing services.

Throughout the UK, Direct Access has collaborated with numerous organisations to offer access consultancy, design services, and assessments, along with providing disability consultations for various design projects. Our involvement spans a wide range of design initiatives aimed at enhancing accessibility, useability, and inclusivity.

Direct Access believes that creating accessible environments enables products, programmes, and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialised modification. This approach creates facilities that are accessible to the widest range of potential users without the need for ancillary aids or additional support to access. If an environment is accessible, usable, convenient and a pleasure to use, everyone benefits.



Fig 1: Inclusive design enables a diverse range of people can benefit not just disabled people.

Our experience with working with different organisations means that there is a high-level desire to go beyond mere compliance. That is where we excel, developing effective partnerships across all stakeholders to create innovative sites and buildings that draw on international best practice in accessibility. As our team includes disabled people across the spectrum of limited mobility, sensory impairment, mental health and autism, we have drawn on our inherent expertise and understanding of the barriers that people face on a daily basis and ways that these can be mitigated.

Section 2: Introduction

2.1 Accessibility Audit

This access audit addresses and recognises the requirements of the Equality Act 2010 (Disability Discrimination Act (DDA) 1995 and 2005) The report includes recommendations for required remedial actions and ongoing monitoring and control measures. Guidance is also referred to such as BS8300: 2018 – Design of an Accessible and Inclusive Built Environment – Code of Practice; along with other applicable sources where appropriate.

The content of this report is based on the information and access provided to the consultant at the time of this audit. Any recommendations or advice in this report is based upon evidence seen. Whilst every care is taken to interpret current Acts, Regulations and Approved Codes of Practices, these can only be authoritatively interpreted by Courts of Law. Undergoing of the recommendations in the report could assist in meeting the requirements of the Equality Act 2010 but does not guarantee it. Nor does compliance with this report remove any liability on the part of the client or give protection against legal proceedings.

2.2 Purpose of Audit

The purpose of this access audit is to assess how well the site performs in terms of access and ease of use by a wide range of potential users, including disabled people. The audit provides a certain “snapshot” of a building at one point in its life. As the starting point of an ongoing access action plan, it can be used to highlight areas for improvement as well as a general risk assessment. The most obvious part of a site, which determines its accessibility, is the shell. Decisions made by the design teams can fundamentally affect the accessibility for a long time.

When a site is fitted out, fixtures and fittings can be critical. Most do not survive as long as the building itself, and if deficiencies are identified, these can be included in the next potential refurbishment.

A building is next furnished and equipped, and at this stage many mistakes can occur. Furnishings are generally short-lived so opportunities for improvement tend to occur more regularly.

Finally, as a site is occupied, the way it is used and managed becomes crucial. Accessibility is affected when bad housekeeping exists causing tripping hazards or over-zealous polishing leads to slippery floors. Continual monitoring by management therefore has a considerable role to play.

2.3 Audit Process

The audit was undertaken in two stages employing plans of the site, if available, and the checklists in Section 6 (Audit table) The general order of the checklists is:

Checklist Ref	Description	Applicable to this site	
		Yes	No
Checklist 1	Approach, Routes & Street Furniture	✓	
Checklist 2	Car Parking	✓	
Checklist 3	External Ramps	✓	
Checklist 4	External Steps	✓	
Checklist 5	Entrances	✓	
Checklist 6	Reception Areas & Lobbies	✓	
Checklist 7	Corridors & Internal Surfaces	✓	
Checklist 8	Internal Doors	✓	
Checklist 9	Internal Ramps		X
Checklist 10	Internal Stairs	✓	
Checklist 11	Lifts / Platform Lifts	✓	
Checklist 12	WCs: General Provision	✓	
Checklist 13	WCs: Wheelchair Users	✓	
Checklist 14	Facilities and Exhibitions	✓	
Checklist 15	Way Finding	✓	
Checklist 16	Lighting & Acoustics	✓	
Checklist 17	Means of Escape	✓	
Checklist 18	Building Management	✓	

Note: Not all the above checklists may be relevant to this particular site.

Stage 1 – Information gathering.

This is undertaken as a walkthrough audit / inspection of the building using the checklists.

Stage 2 – Results and recommendations.

The report suggests possible improvements that can be made to the building. These range from small non- structural adjustments to possibly major structural alterations. It also gives an indication to priorities and costs.

2.4 Priorities

The priorities are dependent upon various factors including:

- 🚶 Compliance to AD M (Part M of The Building Regulations).
- 🚶 Current use of the building.
- 🚶 Costs involved and available resources.
- 🚶 Plans for refurbishment.
- 🚶 Maintenance programmes.
- 🚶 Agreement of outside agencies (such as a free holder or local highway authority).

Priority ratings are as follows:

Priority 1

Where there are potential health and safety risks or where failure to implement changes would be highly likely to attract legal implications. Immediate action is recommended to put changes into effect.

Priority 2

Where action is recommended within the short term to alleviate an access problem or make improvements that will have a considerable impact.

Priority 3

Where action is recommended within 12 – 24 months to improve access.

Priority 4

Where the recommendation involves excessive costs or should be implemented as part of a long-term plan. Alternatively, 'Blue Sky' thinking.

2.5 Keys for Costs

Budget costs have been included in the form of bands.

N	- None.
M	- Minimal.
OG	- Ongoing Maintenance.
ST	- Structural Change.
EX	- Major Structural Change.

Note: cost keys are indicative only and that Direct Access Consultancy Ltd cannot be held liable for any misinterpretations.

2.6 Abbreviations

Used throughout the report are the following abbreviations:

BS8300	- British Standard BS8300: 2018- Design of Buildings and their approaches to meet the need of disabled people.
ADM	- Building Regulations Approved Document M- Access to and Use of Buildings.
EQ	- Equality Act 2010.

2.7 Sources of Guidance

There are a number of guidance notes and standards that illustrate good practice in terms of meeting the needs of disabled people. Listed below are some documents that have been utilised for the purpose of this report.

- **Building Regulations Approved Document M** – Access to and Use of Buildings 2010 (2015 Edition)
- **BS8300: 2018** – Design of an Accessible and Inclusive Built Environment – Code of Practice
- **Equality Act 2010** – All Parts Including Chapter 2- Adjustments for disabled persons – www.legislation.gov.uk/ukpga/2010/15/contents.
- **PAS 6463:2022** – Design for the mind – Neurodiversity and the built environment- Guide
- **British Standard BS9999:2008**- Code of practice for fire safety in the design, management, and use of buildings.
- **JMU Access Partnership & Sign Design Society** – Sign Design Guide- A Guide to Inclusive Signage (2004).
- **Exhibitions for All** – A practical guide to designing inclusive exhibitions. National Museums of Scotland (2002)
- **Smithsonian Guidelines**: Accessible Exhibition Design

Please note however , that the Equality Act 2010' is not prescriptive in its recommendations to improve accessibility. As such, compliance with the Act cannot ultimately be determined or used as a method for assessing accessibility. Only tangible standards set out in guidance documents such as BS 8300 2018:2018 can be referred to for 'compliance'.

2.8 Images

Please note external images are used within this report; these are for illustrative purposes only. External images are indicated along with their source.

Section 3: Consultation

3.1 Access Groups

For the purpose of this report, consultation with local Access Groups has not been undertaken. It is advisable to seek advice from various user groups and appropriate employees prior to undertaking specific adaptation work as a result of recommendations within this report.

3.2 Conservation Area / Listed Building Status

No issues N/A.

3.2 Fire Officer

Where recommendations have been suggested that may affect the evacuation strategy, additional consultation with the Fire Officer is advised prior to works being undertaken.

Section 4: Site Details

4.1 Description of Site

Description	Details
Date of Construction	Circa 1990s
Constructed of	Brick Construction
Number of Floors	3 No of Storeys
External Areas	Approach Routes Staff Car Park
No. Passenger Lifts	One Provided

4.2 Access Facilities In Place

Facility	Details
Accessible Tours	Quiet Tours and Lighter Times Provided
Tactile Experiences	Some Provided
Access Guide	Some Pre-Visit Information Provided
Visual Indicators for Fire Alarms	Provided Inconsistently
Induction Loops	Provided in Some Areas
Accessible Toilets	One Provided
Inclusive Signage	Makaton Signage Available
On Site Assistance	Front Line Staff
Designated Accessible Parking Spaces	One Staff Accessible Bay Provided
Evacuation Equipment	Evacuation Chairs Available
Additional Information	
It was noted that some areas of this building were occupied by the Library. This areas were not included within the audit.	
Further Information	
Note - Access audits should be undertaken every three years. The next access audit should be undertaken 2027. Induction Loops - https://directaccessgp.com/uk/products/induction-loops-and-hearing-enhancement-systems Evacuation Chairs - https://directaccessgp.com/uk/products/evacuation-chairs Accessible Formats - https://directaccessgp.com/uk/media	

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Section 5 – Action Plan

Action Table



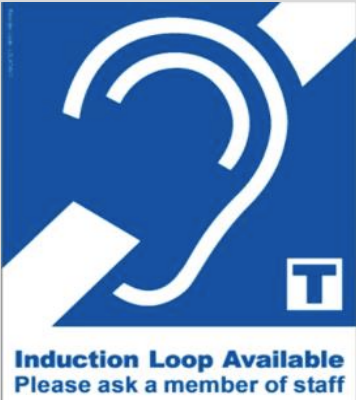
Costs - **N** = None **M** = Minimal **OG** = Ongoing Maintenance **ST** = Structural Change **EX** = Major Structural Change

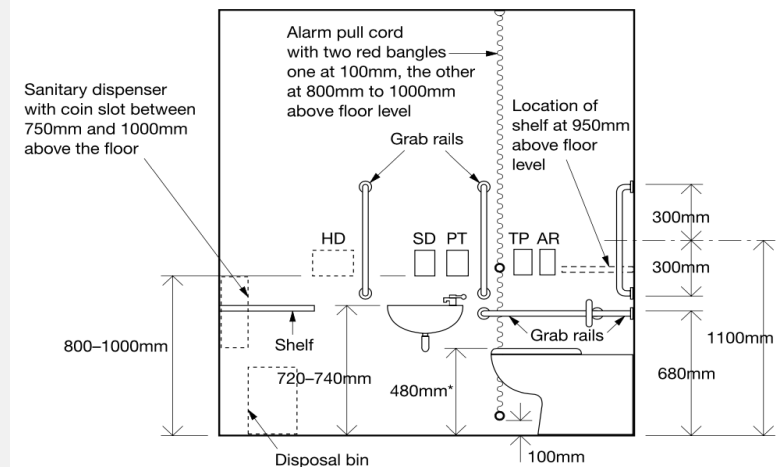
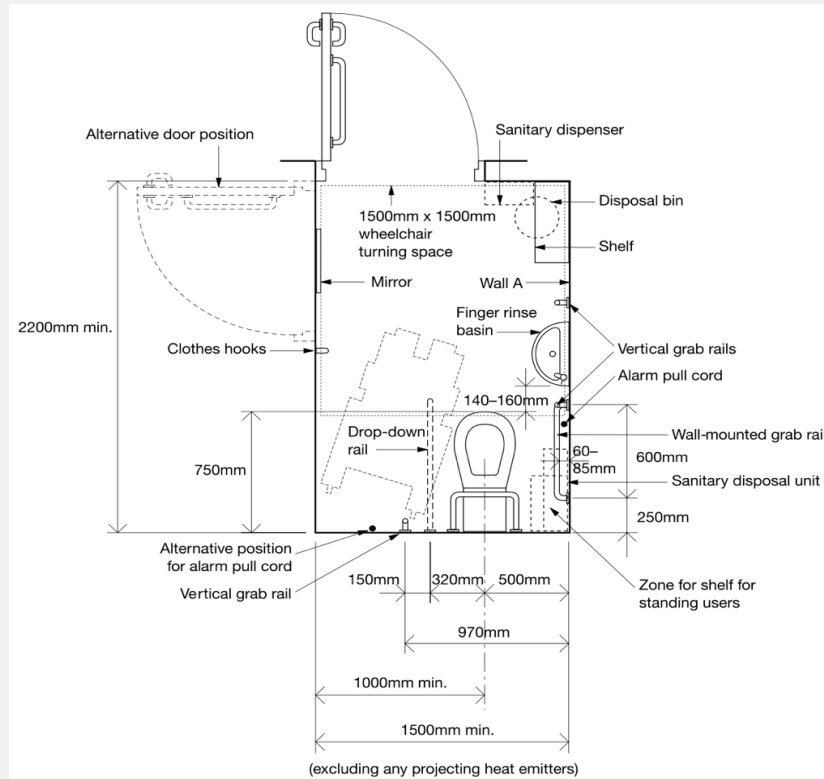
Item Ref.	Details/ Issue	Recommendation	Est. Cost	Action Taken
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Priority 1

2.1	One accessible bay is provided to the rear, staff car park. The gradient for this bay is steep to the right-hand side, which would not be suitable for a wheelchair user to enter and exit their vehicle.	In the short term, it may be beneficial to reposition the accessible parking bay to an area within the car park that provides a level surface, whilst maintaining a suitable travel distance to the entrance point. Where an accessible bay is provided, a reasonably level gradient should be provided, no steeper than 1:50.	M	
	Further accessible bays were identified in the public car parks surrounding the museum. These are not within the remit of the museum; however, visitors to the museum who require the use of accessible bays may access these areas.	Refer to section 3 for the reconfiguration of this ramped route.		

3.1	The ramps to the rear of the museum, located to the staff entrance and fire exit, were steep and may not be suitable for all users. Colour contrast has not been applied that could assist with identifying the change in gradient. The ramp leading towards the main entrance, although featuring a suitable gradient, feature sharp turns that the auditor was informed, some wheelchair users found difficult to negotiate. This was with particular attention for visitors who may be using a mobility scooter or large electric scooter. The auditor was shown a wooden ramp, that could be utilised to exit a small step from the building. This was also used to assist with deliveries entering the building.	The steep ramps identified should be subject to remedial works to reduce the gradients to a reasonable slopes that can comply with BS8300 and ADM-2:1.26 requirements. Any permanent ramp must be a maximum 1:12 over a maximum going of 2m, it should be a minimum 1.2m wide and feature 1.2m landings at head and foot, handrails to both sides and a contrasted sloped surface. During the next refurbishments for the ramp leading towards the main visitor entrance, the size of the landing levels to be considered. BS8300: Any intermediate landings along a series of flights in a straight line should be at least 1 500 mm long, clear of any obstruction. If an intermediate landing is a quarter-turn or half-turn landing, the width of the ramp should be maintained throughout the turn or turns. Intermediate landings at least 1 800 mm wide × 1 800 mm long should be provided as passing places where there are three or more flights.	ST	
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6.5	Signage for an induction loop system was not identified. The staff were not all aware if an induction loop system was provided but directed the auditor to a system underneath the shop counter. 	Where an Induction loop is present it is important to ensure that procedures are in place to provide training so that the system is available on demand. Installation of any hearing enhancement system must include prominently displayed universally recognised signage.	M	
13.1	The accessible WC facility provided was of a shape that may not be suitable for all users as the narrowed corners and areas reduced the available transfer zones and manoeuvrable space available. The staff accessible WC facility was measured to be 2050mm by 1530mm.	During future developments and proportionate to demand, the architectural feasibility of increasing the size of the accessible WC should be taken into consideration to meet minimum requirements from ADM of 1500mm by 2200mm.	ST	



*Height subject to manufacturing tolerance of WC pan

HD: Possible position for automatic hand dryer (see also Diagram 20)
 SD: Soap dispenser
 PT: Paper towel dispenser
 AR: Alarm reset button
 TP: Toilet paper dispenser

Height of drop-down rails to be the same as the other horizontal grab rails

13.3

The accessible WC facility for visitors is located between the female WC facilities and the Fire Exit. When the compartment door is opening, this could be impeded upon both the male and female facility entrance doors.

A door closer was positioned on the staff facility, which limits the available space required for a wheelchair user or someone with reduced mobility to enter into the facility.

It may be beneficial to consider a bi-folding door for the accessible WC facility to reduce the risk of a collision with people entering or exiting the general WC facilities.



The door closer should be removed. If the force required for opening doors is greater than wheelchair users and people with limited strength can manage, they will be unable to continue their journeys independently. If the force of the closing device is too great or its speed too fast, disabled people risk being pushed off balance.

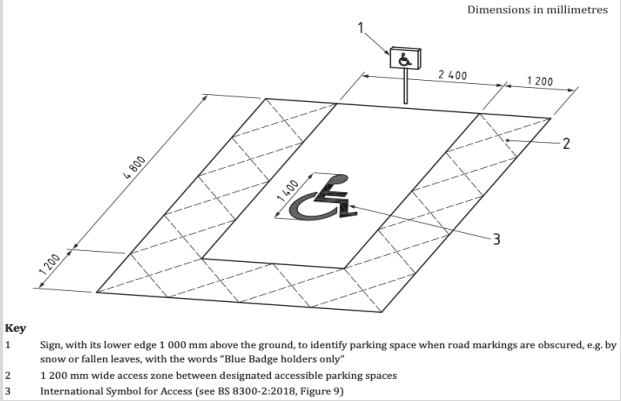
M

13.10	Items were positioned in both accessible WC facilities transfer zones. This could prevent a wheelchair user from adopting the required techniques to access the facility.	It is vitally important and is strongly recommended that a management procedure be implemented to ensure that accessible WC facilities are always kept clear. This will enable wheelchair users to adopt the many transfer techniques available to them in which an accessible WC is designed to provide. Without a free transfer area, a wheelchair user is highly unlikely to be able to use a facility.	N	
14.12	The cafe worktop was positioned at 943mm from ffl. An induction loop system was not signed or identified.	Undertake liaison with the café owners to install an induction loop to the payment counter. Install signage indicating the availability of the facility and ensure that staff members are aware in how to use the system. Direct Access has its own bespoke desk induction loop for people with hearing impairments. We are able to supply, install and provide brief training. Please see here and contact us for more information - https://directaccessgp.co.uk/induction-loops-and-hearingenhancement-systems/ BS8300 - A hearing enhancement system, using induction loop, infrared or radio transmission, should be installed at service or reception counters where the background noise level is high.	N	

14.14	The kitchenette area within the art room did not feature split height worktops. Access to this area featured a large, central table, which could prevent a wheelchair user from accessing this space fully. There are areas within the staff occupied spaces that are narrow and may not be suitable should a wheelchair user require access to these spaces.	At the next refurbishment or when kitchenettes are changed, consideration should be given to installing split height work surfaces. This will ensure that the facilities can be used by all. The kitchens/refreshment areas should feature a worktop at 850mm height that includes an 800mm long section with a clear space beneath the depth of the work surface and at least 700mm in height. Within staff areas, horizontal circulation including corridors and passageways should be subject to regular inspection and maintenance to ensure that surfaces are maintained in good condition and access routes are provided at their full available width free of obstructions.	M	
17.4	The lift was not to be used in the event of a fire. Signage was not positioned directly by the lift to indicate this and could be missed.	Consider repositioning the signage to directly next to the lift compartment doors to assist with identifying the key information that the lift is not to be used in the event of an emergency.	N	
17.5	Signage for refuge areas was not easily identifiable as the available signage was small and could be missed.	Fire Refuges should be clearly identified by appropriate Fire Safety signs. In a lobby or stairway, the sign should also feature mandatory sign worded "Refuge - Keep Clear".	M	
17.7	The auditor was informed that staff members were trained on the use of the evacuation equipment. Signage was not identified that could assist with identifying the location of the equipment.	Where equipment is provided to assist in the evacuation of disabled people (e.g. evacuation chairs and stair traversing devices), suitable signage should be provided.	M	
18.5	How frequently is the lift checked for working function?	All lifts must be subject to regular inspection, maintenance and servicing at manufacturer prescribed intervals to ensure that they are continually available for use. Maintenance and servicing schedules should be scheduled to avoid peak times where the lift will be required most by disabled people.	M	

18.6	How frequently are the alarm systems, including those in WCs, checked for proper working function?	Site management need to ensure that the appropriate procedures are in place to frequently check the alarm systems, including those within the WCs.	N	
18.7	Are PEEPs available for staff and volunteers who frequent the museum to ensure safe and efficient evacuation during an emergency?	PEEPS (Personal Emergency Evacuation Plans) are recommended to be provided, practiced and implemented by building management to ensure that correctly trained personnel and the correct equipment is in place to facilitate the efficient evacuation of disabled people, as recommended in BS9999/46.2 & Part B/B1.xvi. Guidance on providing PEEPS can be found here https://www.gov.uk/government/publications/fire-safety-risk-assessment-means-of-escape-for-disabled-people	N	
18.8	How frequently are the general and emergency escape strategies tested for efficiency and effectiveness?	Site management need to ensure that both the general escape strategy and personal emergency egress plans are regularly checked for efficiency and effectiveness.	N	
18.9	How frequently is the alarm system within the accessible WC checked for working function?	All Accessible WC alarms should be subject to regular inspection to ensure that the alarm is in working order and that the alarm cord remains located in the correct position. This should be implemented and recorded as appropriate. Should a legal complaint be made as a result of a distress call going unnoticed, the log book may be requested.	N	

Priority 2

A2	Is an Inclusive Customer service policy provided?	A customer service policy should be produced to provide clarity on how the organisation delivers goods and services to disabled people. The policy should include the purpose and commitment developed in the aforementioned statement in A1. The policy will go on to provide details on the policy relating to areas such as: communication, assistive devices, service animals, support persons, temporary disruption, training, and other relevant areas.	N	
B4	Some of the training available may assist staff members with providing practical support; however, not all reception staff members were aware of the induction loop system.	Training should be provided on a regular and refreshed basis for all customer facing staff. Management training should also be considered in order to promote understanding of legal requirements and strategic and policy implementation of disability related policies.	M	
2.3	The bay within the staff car park did not feature the recommended hatched markings that can be utilised for transferring in and out of a vehicle. Bays within the public car parks, although featuring the access symbol, also did not feature hatched markings.  Key 1 Sign, with its lower edge 1 000 mm above the ground, to identify parking space when road markings are obscured, e.g. by snow or fallen leaves, with the words "Blue Badge holders only" 2 1 200 mm wide access zone between designated accessible parking spaces 3 International Symbol for Access (see BS 8300-2:2018, Figure 9)	The designated accessible parking should be clearly marked out at least 2.4m wide x 4.8m long plus a 1.2m side transfer zone at the side and end of the bay. It may be beneficial to liaise with the appropriate bodies who are responsible for the surrounding carparks to provide hatched markings to the accessible bays that may assist with identifying their location. Refer to further sections of this report for the positioning of this bay.	OG	

3.2	Exposed metal handrails were provided to the ramp leading towards the main entrance, which could be subject to weather conditions. Handrails were not provided to the ramps leading into the staff entrance or the exit route.	Wheelchair users do not normally need to use handrails to negotiate a ramp. However, in slippery conditions on long and/or steep ramps, handrails can help wheelchair users to steady themselves. Some people with an ambulant mobility impairment might be weaker on one side and, therefore, a handrail on each side of the flight is essential for support, for ascending and descending. A handrail should be provided on each side of the ramps, throughout their length. The top surface of the handrail should be between 900 mm and 1 000 mm from the surface of a ramp or pitch line of a stair and between 900 mm and 1 100 mm from the landing. Handrails provided with nylon or a suitable alternative are recommended.	M	
3.4	Suitable edging was provided to the ramp leading towards the main entrance, which could assist with preventing an accident. The ramps leading into the staff entrance and from the exit point did not feature edging; a wheelchair user, someone who is blind or partially sighted, or someone who is unsteady on their feet, could veer from the edge of these ramps.	In the short term, implement a procedure to ensure that any staff members or volunteers, who may find negotiating the ramps at the rear entrance challenging, are able to access the site via an alternative entrance point. Refer to 3.1 for the recommended reconfiguration of the ramps leading into the staff areas.	N	

4.5	The edge of the steps on the lower flight featured faded nosing that require remarking. The steps to the upper set of stairs featured nosings that were not of the recommended size, as they covered the entire riser. Contrast to the edge of the steps could assist people who are blind or partially sighted. The lower flight of steps to the main entrance feature a patterned surface, which is continue onto a level surface. This could create confusion to whether or not there is a final step. The exit steps leading into the staff car park do not feature contrast to the nosings.	Colour contrast needs to be applied to the edge of the step nosings across the site to clearly highlight their presence. BS8300 - Each step nosing should incorporate a durable, permanently contrasting continuous material for the full width of the stair on both the tread and the riser to help people who are blind or partially sighted appreciate the extent of the stair and identify individual treads. The contrasting material should extend 50 mm to 65 mm in width from the front edge of the tread and 30 mm to 55 mm from the top of the riser, and should contrast visually with the remainder of the tread and riser. As the steps to the front of the building are reconfigured, it is recommended to avoid bold patterns that mimic steps as this could create confusion.	OG	
6.8	The retail items were positioned at various heights. Seated visitors may not be able to reach all items.	Consider reach ranges for all visitors and staff members. Implement a management procedure to ensure that assistance can be provided on demand when required. BS8300: reach range for the side for a person who has difficulty reaching and bending 750mm to 1500mm, for frequent use and 700mm to 1625mm for infrequent use. Reach range to the side from a wheelchair - 665mm to 1060mm for frequent use, 630mm - 1170mm for infrequent use.	N	

6.10

No signage was identified in the lobby that could assist people with identifying access services available, other than the accessible WC facilities.



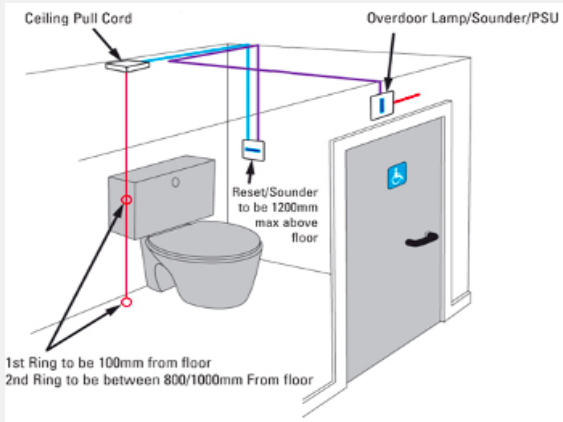
Signs and universally accepted symbols or pictograms, indicating lifting appliances, stairs, toilets, circulation routes and accessible services and available equipment should be provided in the reception area.

It would be beneficial to visitors to provide signage stating the information available. This could include, an Access Statement, A Guide for People with Autism and Braille transcripts, and acknowledgement of the Sunflower Lanyard Scheme.

N

8.7	Of the doors tested, it was noted that the doors leading into the Local History Gallery, as well as the doors leading into the Activity Space required heavy opening pressure, which could knock someone with reduced mobility off balance.	The auditor was informed that some of these doors were being changed. Is possible, power operated doors may be beneficial. Power-operated pedestrian doors for installation in existing and new construction should be one of the following two types: a) a manually activated door controlled by a push pad, coded entry system, card swipe or remote control device; or b) an automatically activated door controlled, for example, by a motion sensor or a hands-free proximity reader. The provision and installation of power-operated doors should be in accordance with BS 7036-1. Suitable signage should also be clearly positioned to provide warning of any power operated doors. In the short term, implement maintenance to de-tense and recalibrate the hinges. Ensure doors can be opened with less than 30 Newtons of force. If the force required for opening doors is greater than wheelchair users and people with limited strength can manage, they will be unable to continue their journeys independently. If the force of the closing device is too great or its speed too fast, disabled people risk being pushed off balance.	ST	
11.4	The mirror provided to the lift was bowed, this could be confusing for people who are blind or partially sighted, as well as for visitors who may have dementia.	It is recommended to replace the mirror within the lift as the distorted reflection could create confusion for people who are blind or partially sighted, as well as people with neurodiverse or cognitive sensitives.	M	

11.5	The lift doors may not provide adequate time for people to enter and exit the lift car.	Management to schedule maintenance of the lift to ensure that the compartment door provide sufficient time for people to enter and exit the lift. It may also be beneficial to consider whether detection devices are suitably detecting motion to prevent the door from closing on people entering the compartment.	M	
13.4	The hand wash basin within the visitor facility was positioned marginally far from the WC basin.	Refer to 13.1. In this instance, it is recommended that the current accessible WC facility be reconfigured to meet minimum ADM requirements for both size and layout of fittings and fixtures.	N	
13.5	A radar key system is required to gain access to the visitors accessible WC facility; the signage for which was not provided until at the facility. This may then cause a visitor to have to revert back to reception if they do not have a key.	As per 6.8, signage within the reception area to inform visitors of the requirement of a Radar Key would be beneficial to prevent people from travelling to the facility and needing to return to reception. The provision of signage on the lobby door leading towards the facility as well as including the requirement for a Radar Key on pre-visit information is also recommended.	N	
13.7	The grab rails provided to the accessible WC facilities were white set against light surroundings, providing minimal contrast that could assist people who are blind or partially sighted.	The grab rail set should be replaced with a new BS8300 compliant set that offers colour contrast. A difference in LRV (Light Reflectance Value) between rail and background of 30 points is considered reasonable. In accessible WCs a blue rail set on white walls is a common accessible combination.	M	

13.9	Flushes were located on the wall side of the cistern, which may cause someone to have to lean over the basin in order to access the flush.	The existing flushes should be relocated to the transfer side of the toilet pans. Refer to BS8300 - Where practicable, the flush should be operated manually by a spatula type lever and, for a corner arrangement, positioned on the open or transfer side of the pan for ease of access.	M	
13.11	Both facilities features an alarm button, positioned over 1000mm from ffl, which may not be suitable for someone who has fallen that requires assistance. 	Consider replacing the button alarms with cord alarms. According to BS8300 - An emergency assistance pull cord should be sited so that it can be operated from the WC and from an adjacent floor area. The emergency assistance pull cord, coloured red, should be provided with two red bangles of 50 mm diameter, one set at a height between 800 mm and 1000 mm and the other set at 100 mm above floor level. Should cord alarms be considered, implement a management procedure to ensure that cord alarms are always kept loose and not tied up.	M	
14.4d	Some labels positioned in display cases were flat against the base, at this angle, the text may not be visible for all visitors.	Keep in mind the natural line of sight when mounting labels. Labels mounted at 45 degree angles to the front of a case or vitrine are more accessible to people who have low vision than those that are mounted flat on the floor of the case. Labels should also be as close to the front of the case as possible. Labels on the back wall of a case or behind a vitrine are impossible for many people to read.	N	

14.10	The videos identified that featured the sound of crackling fire for Transformation, and the ice from Nothing is Destroyed, did not feature signage to suggest what the noise was. This could assist a visitor who is Deaf or hard of hearing.	Audio should be described on graphic panels or screens in the soundscape area. These labels should be contrasted and designed to be recognised as 'Ambient Audio' labels consistently throughout using an appropriate symbol, see example below. 	M	
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16.4	The balcony area was identified as being a loud area, particularly when the cafe area was full. A sensory map is available, which indicates where people may locate areas with specific noises, smells and lighting. This was deemed to be an excellent feature. The social story created also provides details of quieter times to visit.	The surface materials within the initial reception, cafe and balcony area may benefit from consideration. Acoustic design for large, open plan areas are typically complex and should be assessed and reviewed by an acoustic specialist. In the short term, consider the provision of soft furnishing within the balcony and entrance area, including the cafe, in attempt to dampen the noise levels during busy periods. PAS6463: People with sensory processing differences are often very sensitive to sound and noise. This includes people with neurodegenerative conditions (such as dementia), neurodivergent conditions (such as autism, ADHD, dyspraxia), or hearing differences due to hyperacusis or misophonia. The types of noise people are sensitive to are different for different people. It might be a continuous noise, intermittent noise, unexpected noise, high volume noise, or specific frequencies of noise. Finishes using hard materials reflect sound. In excess, this can create a confusing environment for people with sight or hearing loss, and possibly sensory overload for people who are hypersensitive or highly sensitive to sound. Ceilings, walls and floor materials should be designed and specified to provide the right amount of absorptive materials	M	
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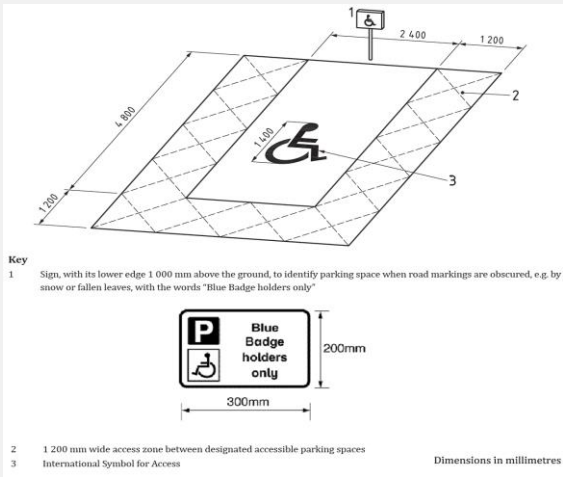
		for everyone to orientate, focus and dwell within a space without discomfort and to aid communication for both speaking and listening. In addition to the need for sound absorption (often applied to the walls and soffits in larger spaces), breaking up the space with smaller semi-enclosed areas should be used to mitigate noise. The addition of sound absorption reduces the reverberation and echo within a space. Indirectly, this can also affect sound transmission; utilising materials that provide high levels of sound absorption can help reduce the sound pressure level within a space.		
16.6	An induction loop system was identified on the Art Room door, it was not clear if this room was the responsibility of the art gallery and museum or the library.	An induction loop or similar should be present at the premises where visitors are likely to experience presentations, meetings, training, group sessions, etc. It is a legal requirement under the Equality Act 2010 to provide auxiliary aids. Direct Access has a partnership with a world leading induction loop manufacturer to provide auxiliary aids for people with hearing impairments. Please contact the Direct Access Implementation Team for more details at info@directaccess.group or read more at https://directaccessgp.co.uk/induction-loops-and-hearing-enhancement-systems/ According to BS8300 - A hearing enhancement system, using induction loop, infrared or radio transmission, should be installed in rooms and spaces used for meetings, lectures, classes, performances, spectator sport or films, and at service or reception counters where the background noise level is high or where glazed screens are used.	M	

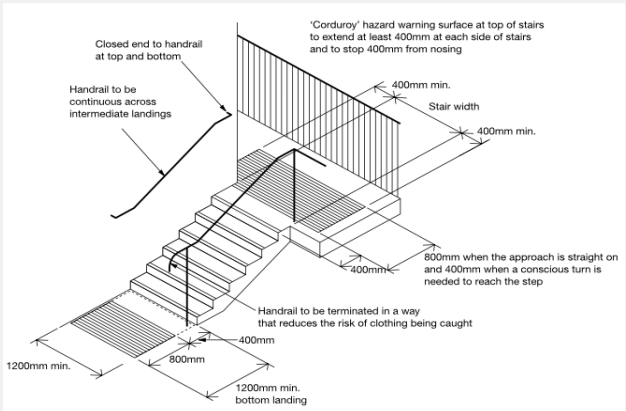
16.7	Portable induction loop systems were not identified but may be beneficial should tours be provided around the gallery and museums.	Proportionate to demand, it may be beneficial to purchase portable induction loops that could be beneficial for one-to-one meetings at the premises, which can be transported around the premises when required. Signage should be provided indicating that the availability of a portable induction loop is available on request. Where a Portable Induction loop is present it is important to ensure that procedures are in place to provide training and charging so that the system is available on demand.	M	
17.2	The main routes leading from the museum featured level access; however, there are exit points on site that require stepped routes. 	Ideally a permanent ramped exit should be provided; however, it is identified that some of the external flights of steps would require significant structural alteration to provide ramps. In the short term, ensure that suitable PEEPs are in place for staff who may require assistance and level egress. Any evacuation procedure provided, must be in line with the Fire Risk Assessment and be in collaboration with disabled people regularly accessing the area. The provision of signage to indicate where accessible egress routes are located is also recommended.	M	

Priority 3

B1	The auditor was informed that training can be provided for staff.	Training should be provided on a regular and refreshed basis for all customer facing staff, including volunteers. Management training should also be considered in order to promote understanding of legal requirements and strategic and policy implementation of disability related policies.	M	
B2	Most members of staff spoken to were knowledgeable of all access services available.	Where equipment is available it should be accompanied by appropriate training and a scheduled maintenance and servicing schedule. As a matter of policy it should be evaluated annually to ensure that it is fit for purpose and not outdated. Where equipment is provided on demand, trained personnel must be available and responsible for its provision.	M	
B3	Some of the training available may assist staff members with providing support, an in-house BSL training video was not available.	It may be beneficial to consider the provision of an in-house training video, where key phrases in relation to the museum, such as gallery, toilets, café, exhibition, ticket, can be provided. Direct Access can assist with the development of bespoke BSL videos, please refer to: https://directaccessgp.com/uk/media/bespoke-bsl-videos/ for more information.	M	
C1	The website, https://www.ragm.co.uk/ , was run by through an accessibility checker and was identified as featuring 14 errors and 18 contrast issues.	It may be beneficial to undertake an Accessibility Audit of the website, to ensure compliance with WCAG. Direct Access can assist with Digital Accessibility Audits, refer to: https://directaccessgp.com/uk/media/website-accessibility/ for more information. For information on expected WCAG 2.1 AA Accessibility compliance see https://www.gov.uk/service-manual/helping-people-to-use-your-service/understanding-wcag	M	

1.8	Some seating was identified within the pedestrian areas surrounding the museum. Not all benches featured backrests or armrests that could assist ambulant disabled people.	Consider the provision of benches with armrests to the external area of the museum. Ensure that the armrests are well contrasted and that there is a space either side of the seat so that a wheelchair user can park alongside a seated companion ☐ Seating in resting places should meet the following recommendations. ☐ 1) There should be a variety of seat heights, ranging from 380 mm to 580 mm, within which a height of 480 mm is suitable for wheelchair users. 2) Armrests should be provided to help people lower themselves onto the seat and stand up. 3) Where the seat is set at a height suitable for wheelchair users, armrests should not be at the extreme end of the seat but set in so as not to restrict the lateral transfer from a wheelchair to the seating. they should also not restrict front or oblique transfer. 4) A supportive back-rest should be incorporated for at least 50% of the length of the seat.	M	
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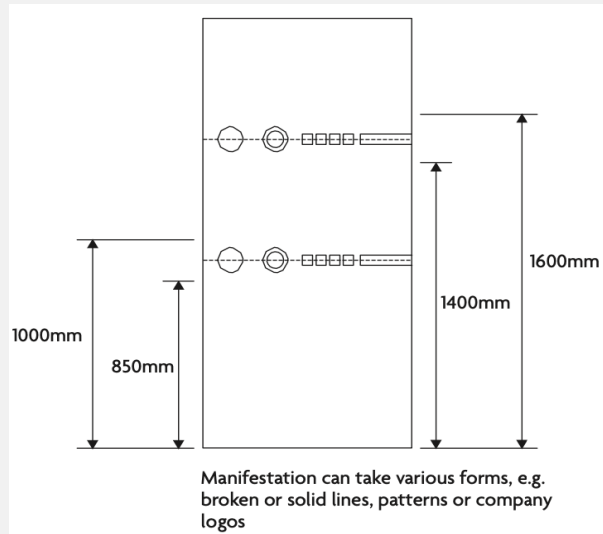
2.2	Signage is not applied to the bay within the staff car park. Pictorial information is provided within the public car parks to assist people with identifying the location of the accessible parking bays.  Key 1 Sign, with its lower edge 1 000 mm above the ground, to identify parking space when road markings are obscured, e.g. by snow or fallen leaves, with the words "Blue Badge holders only" 2 1 200 mm wide access zone between designated accessible parking spaces 3 International Symbol for Access Dimensions in millimetres	Install a sign to the front of any accessible parking space within the staff car park. According to BS8300 - Sign should be present with its lower edge 1000 mm above the ground, to identify parking space when road markings are obscured, e.g. by snow or fallen leaves, with the words "Blue Badge holders only".	M	
3.3	The surface of the ramps appeared to be slippery-resistant and easy to maintain. The ramp to the fire exit route featured moss, which could be slippery when wet.	Implement a scheduled management procedure to ensure that the ramps are maintained free from obstruction and that changes in surface material, such as moss, are removed.	OG	

4.1	Tactile paving has been applied to the flights at the entrance of the museum, as well as those on exit routes. However, the positioning of the tactile paving is not consistency 400mm from the final or top steps which could create confusion for people who are blind or partially sighted. Tactile warnings have been applied to the entire landing area at the fire exit leading into the staff car park, this could create confusion. 	People who are blind or partially sighted risk tripping or losing their balance if unaware of steps, requiring the provision of tactile paving. Tactile paving needs to be placed sufficiently in advance at the head and foot of the steps to allow time to stop and not so narrow that it might be missed in a single stride. Implement a rolling programme to install tactile paving to the top of the external steps throughout the site. BS8300 - To give advance warning of a step, tactile paving with a corduroy hazard warning surface should be provided at the top and bottom of each flight, excluding intermediate landings with continuous handrails. Where the approach to the stair is wider than the flight, the tactile surface should extend beyond the line of each edge of the flight.	M	
4.2	The handrails provided to steps surrounding the museums are exposed metal, which could make them subject to varying weather temperatures.	It is recommended that handrails are coated in nylon or a suitable alternative to reduce the influence of temperatures effecting the surface.	M	

5.9

The manifestations provided to the glazed facade were inconsistently placed and missing in some areas.

Manifestations can help reduce the risk of a collision.



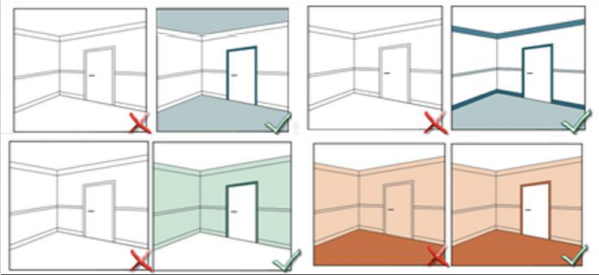
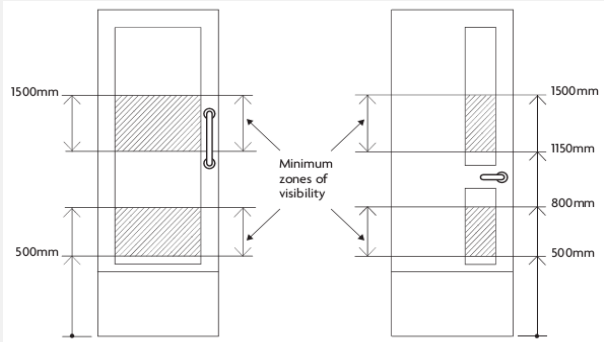
Well contrasted manifestations should be provided at two heights to the entrance glazing.

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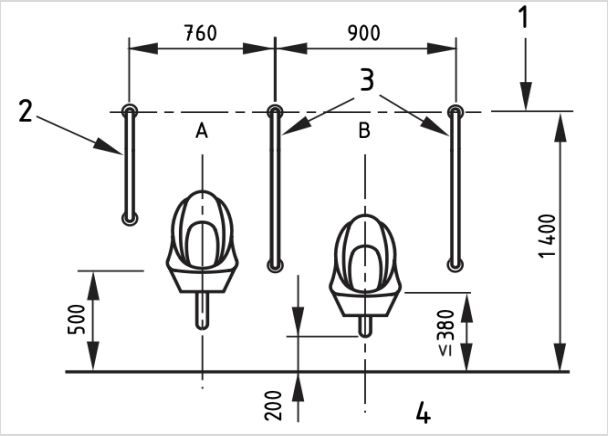
Glazed doors and areas need to have permanent strips on the glass within two zones, from 850mm to 1000mm from the floor and from 1400mm to 1600mm from the floor. These strips need to be contrast in colour (not treated glass) and luminance with the background seen through the glass in all light conditions.

M

6.9	An Access Brochure was not identified on site.	A sensory map and social story were being developed for the museum and pre-visit information is located here: https://www.ragm.co.uk/visit It may be beneficial to provide an access brochure/ guide to develop awareness of the facilities available in the gallery and museum. Refer to https://www.accessibilityguides.org/ for further information on the development of access statements and guides. It is also recommended that any Access Guide/Brochure provided, is available for the site in a range of formats. These formats are Audio, Braille, Large Print, Easy-Read and electronic formats such as WORD and PDF that are more accessible to screen reading technology. Direct Access are able to assist with the development of Access Guides, refer to: https://directaccessgp.com/uk/media/access-guides/	M	
7.4	A raised threshold was identified leading into Gallery 1, this was the same colour as the flooring within the gallery and could be a stumble hazard.	Where there is a change in the height of materials on a circulation route, such as a raised threshold, transition needs to offer similar frictional characteristics and contrast visually with the surrounding surface to identify the change and reduce the risk of a trip hazard.	M	

8.1	Most doors on site were distinguishable from their surroundings; however, the doors leading into the Activity Space may benefit from greater contrast against the surrounding glazing.	Ideally all doors should have contrast against the surroundings upon which they are seen. This could be achieved by painting the door frames a contrasting colour. Adding colour contrast will aid people with impaired vision. 	M	
8.3	The auditor was informed that some of the doors on site were scheduled to be changed. Not all doors currently feature vision panels to the lower end, or to both double doors, this includes doors leading into exhibition spaces and the door leading into the toilets area. 	During the refurbishment programme for the doors, consideration to new BS8300 compliant doors with vision panels is recommended. Vision panels need to be included in frequently used doors where privacy (toilets etc.) is not required with a minimum visibility zone between 500mm and 1500mm from floor level and located at the side of the leading edge. Glass should comply with BS6206. It is recommended that site management implement a procedure to ensure that the temporary notices are not on the vision panels. This will prevent a potential collision hazard.	M	

10.4	Handrails provided to the internal stairs do not extend onto the level landings.	A handrail should be provided on each side of the stair flight, throughout its length (including intermediate landings) without obstructing access routes, with the entire handrail located at a height of 900mm from the slope and landing surface, as required by BS8300.	M	
10.5	Contrast was not provided to the handrails for visitors or within staff areas. Greater contrast could assist people who are blind or partially sighted.	The contrast of the handrails is slightly below best practice. A handrail finish should be applied that can achieve a minimum of 30 points Lrv (Light Reflectance Value) between handrails and background.	M	
11.3	Support rails were silver against the silver car, providing minimal contrast.	The lift car should include a contrasted handrail at 900mm height located so that it does not obstruct controls or mirror.	M	
11.6	Controls featured tactile and braille information internally, as well as Makaton instruction externally. The internal buttons were heavily faded.	Lift call buttons and lift car control buttons must be identifiable visually by suitable contrast and by touch by relief or Braille. Buttons must be distinguishable from plate or surrounds and include operating feedback to inform the user that the button has been pushed.	M	
12.3	There are white fittings set against white surroundings within the WCs, this may not provide sufficient contrast to assist people who are blind or partially sighted.	Greater contrast should be considered for the fixtures and fittings within the WCs. This can be achieved by having light sanitary ware seen against a dark background or vice versa. According to BS8300 - to help blind and partially sighted people identify key objects within sanitary accommodation, support rails and grab rails should contrast visually with the wall, the WC seat and cover should contrast visually with the WC pan and cistern, and sanitary fittings and accessories should contrast visually with the background against which they are seen.	M	

12.4	The white doors set against white frames may not provide sufficient contrast to assist people who are blind or partially sighted.	Cubicle doors throughout should appropriately colour contrasted to identify doors within frames to aid people with impaired vision. A difference of 30 points LRV (Light Reflectance Value) is recommended as appropriate contrast.	M	
12.5	The urinals identified were white, set against a white surrounding. This may not provide sufficient contrast to assist people who are partially sighted.  Key 1 Line of top fixing for vertical grab rails 2 600 mm long grab rail for standing users 3 900 mm long grab rail for wheelchair users 4 Wall space kept free of pipework to 200 mm above floor unless urinal projects more than the minimum 360 mm from the wall	The surface finish of sanitary fittings and sanitary-ware, such as urinals, sinks and toilets, should contrast visually with background wall and floor finishes. An LRV (Light Reflectance Value) difference of 30 points is considered good contrast. Vertical grab rails for the benefit of a disabled person who is standing should be provided on each side of a urinal where stall privacy dividers are not fitted. The rim height of a urinal should be 500 mm above finished floor level for a standing person and 380 mm above finished floor level for a wheelchair user. In both instances, the urinal rim should project at least 360 mm from the wall face.	M	

12.6	The taps identified were push style, some of which were stiff when tested and could be difficult for people with limited dexterity in their hands to use.	Implement a rolling programme to replace the push style taps with lever or sensor style, this will aid people with limited dexterity in their wrists. According to BS8300 - Taps should either be mixer taps with an up and down action to control water flow or individual hot and cold lever operated taps with not more than a quarter turn from off to full flow.	M	
14.2	Items within the gallery and museum spaces were mostly within suitable height ranges. The images positioned within the balcony gallery featured some items that were high from ground floor level and may not be clearly visible for both standing and seated visitors. The deep casings that require someone to lean over or fully approach to identify items within were low level but may not be suitable for all visitors.	All displays, cased or otherwise, should fall within the general optimum viewing band of 750-2000mm from FFL, with smaller or detailed objects and main text falling within the narrower band of 1200- 1600mm above FFL. Ensure everything is visible from a wheelchair. Desk cases should be no higher than 800mm from FFL, with a 400mm minimum overhang and 800mm wide clear space underneath for wheelchair parking. Add a further 800mm to the width of the adjacent passageway to prevent obstructions.	M	
14.4b	Some labels across the gallery and exhibition spaces are positioned within direct line of lighting, creating reflective glare that may distort the legibility of the text.	Ensure that sufficient lighting is available to read labels. For text to be readable by people with low vision, lighting on the label must be between 100 lux and 300 lux (10 footcandles to 30 footcandles). Light must be at the same level as the light in the area immediately surrounding the label and must be uniform across the label. Avoid shadows on labels. Shadows from nearby objects or from portions of the exhibit case lower the contrast of type to background. The possibility of shadows should be considered carefully so that text does not become illegible for people with low vision.	M	

14.4c	There are labels that are white and set against a white surrounding. Visitors who are blind or partially sighted may find identifying these labels challenging.	When the labels are next replaced, the graphic panel/label etc. should have good contrast against the background wall or case lining. A minimum of 70% contrast is recommended.	M	
14.8	The members of staff spoken to were not all aware if communication support could be provided when tours are available on site.	Should tours be provided by the gallery, there should be procedures should in place to provide communication support, such as BSL interpreters, on demand, when required.	M	
15.4	Signage for the accessible WC facilities was identified on approach and within level signage. The signage provided upon approach was high from ground floor level and may not be readily identified by all visitors. Tactile or braille information was not available next to the compartment. 	Consistency of sign height and position throughout the premises is important. Signs should be placed between 1400mm and 1700mm for blind and partially sighted people when standing. For wheelchair users signs should be placed between 1000mm and 1100mm above floor level. Signs associated with control panels, e.g. lifts or door entry systems should be located between 900mm x 1200mm, to meet the needs of both wheelchair users and people standing. The RNIB and the Joint Mobility Unit recommend positioning all signs at eye level (1500 mm), including tactile (embossed) and Braille signs. If posts are used for fixing signs, or signs are free-standing, they must contrast with the environment so they are visible for people with visual impairment. As the signage is updated, consider the provision of tactile and braille signage for the WC facilities.	M	
15.5	Each of the stairwells were signed within both visitor and staff areas. Tactile or braille information was not identified. The triangles used to depict arrows may not be recognised by all visitors as such.	During future refurbishment and/or replacement, in accordance with SDG:2.1 it is recommended that the arrows are replaced with correct ISO arrows that provide better direction and recognition.	M	

15.6	The lift was signposted at the above the compartment, further signage from within the exhibition and gallery spaces was not identified.	Review of way finding signage for key features required. Whilst the latest BS8300 revision has downplayed the requirement for Braille, it has highlighted the importance of pictorial signage. Continuing with the Makaton signage, pictorial signage should be considered for throughout the site. There should be new directory boards and tactile/Braille signage on the actual doors. BS8300 - Signs and universally accepted symbols or pictograms, indicating lifts, stairs, circulation routes and other parts of the building should be provided. Visual signs should be self- evident and, in particular, legible to visually impaired people. Plain English and pictograms together should be used to assist people with learning difficulties.	M	
16.3	An area was identified that could be used for meetings, during the audit, the lighting was slightly low in this area.	Lighting within an area that receives no natural light should be designed to achieve an illuminance at floor level of at least 100 lux.	M	

Priority 4

C2	Of the various posts regarding Rugby Art Gallery and Museum identified on Instagram, Camel Case lettering was not always adopted in hashtags. It was unclear if a dedicated account for the museum was available.	It is recommended that the social media strategy undergoes a review to ensure that Best Practice Guidelines are met. Social media strategy should be reviewed to ensure that posts are in accessible formats as much as possible within the limitations of the various platforms used. Further guidance can be found here https://gcs.civilservice.gov.uk/guidance/digital-communication/planning-creating-and-publishing-accessible-social-media-campaigns/	N	
C3	Information regarding the accessible services available was identified on the webpage: https://www.ragm.co.uk/visit	Refer to further sections of this report regarding the provision of an Access Guide. The inclusion of images and measurements for key access services available within the gallery and museums could assist visitors with identifying available services.	N	
C4	Other than the information provided to the website, no alternative formats were identified.	It is recommended that a new Access Guide is created for the site in a range of formats. These formats are Audio, Braille, Large Print, Easy-Read and electronic formats such as WORD and PDF that are more accessible to screen reading technology.	M	
1.2	Dropped kerbs and tactile pavings are provided along the route towards the museum. The crossing point leading towards the Asda car park may benefit from remarking as the markings are faded.	Liaise with the appropriate council department to remark this crossing point.	N	

1.4	There are areas of raised paving and smaller, cobbled paving slabs that create an uneven surface. Uneven surfaces can be stumble hazards for people who are unsteady on their feet.	Undertake liaison with the relevant council department to provide remedial works to the paving to eliminate the potential tripping hazard. BS8300 - Uneven surfaces, surfaces of loose materials (e.g. gravel) and large gaps between paving materials cause problems for wheelchair users, people with impaired vision and people who are, generally, unsteady on their feet.	N	
1.6	There are bollards positioned along various approach routes towards the museum. Not all bollards feature a contrasted marking to assist with preventing a collision hazard. The A board positioned on approach, to the left of the main entrance, could be a collision hazard for people who are blind or partially sighted.	Site management to undertake liaison with the relevant council department to provide colour contrast to the bollards to ensure that they are easily distinguishable against the background upon which they are seen. BS8300 - Low-level posts, e.g. bollards, should not be located within an access route. they should be at least 1000 mm high and should contrast visually with the background against which they are seen (it is desirable also to incorporate a 150 mm deep contrasting strip at the top). Further obstructions such as A boards should be repositioned to the side of walkways to reduce a collision hazard for people who are blind or partially sighted.	N	

1.7	There are various posts, including lampposts and signposts that may not provide sufficient contrast against their surroundings to assist people who are partially sighted with identifying their location.	Site management to undertake liaison with the relevant council department to provide well contrasted markings should be provided at two heights to the posts/columns. Refer to BS8300 - Each free-standing post, e.g. a lighting column, within an access route should contrast visually with the background against which it is seen (it is desirable also to incorporate a band, 150 mm high, whose bottom edge is 1 500 mm above ground level, and which contrasts visually with the remainder of the column or post.	N	
2.7	The audit took place during daylight hours. Are the parking bays surrounding the museum adequately lit during darker hours?	Site management to undertake investigation of the lighting levels within the car parking areas during darker hours to ensure that they are sufficient.	OG	
4.3	The audit took place during daylight hours. Are all external steps adequately lit during darker hours?	Lighting on external steps and ramps should achieve a minimum level of 100 lux where they are external and adjacent to entrances/exits of buildings.	OG	
4.4	Not all risers are uniform within the external flights. Those with a lower bottom step, could be trip hazards.	When the steps are next refurbished, consideration should be taken to providing treads and risers with uniformity. Where practicable, the dimensional ranges for steps and stairs should be between 150 mm and 180 mm for the rise and between 300 mm and 450 mm for the going. The rise and going of each step within a flight should be uniform. Where practicable, the rise and going of each step in a series of flights should also be uniform.	ST	

5.1	The main entrance is distinguishable from the facade as the metal framing provides some identification from the surrounding glazing. This entrance point may benefit from greater contrast.	Colour contrast should be added to the entrance to ensure that it is clearly visible on approach to aid people with impaired vision. AD M - The presence of the door should be apparent not only when it is shut but also when it is open. Where it can be held open, steps should be taken to avoid people being harmed by walking into the door.	M	
6.4	Colour contrast has not been applied to the area of flooring in front of the reception desks. Contrast could assist people who are blind or partially sighted with identifying where the reception is.	It is recommended that a section of the flooring in front of the reception desk be replaced with an alternative that is suitably colour contrasted. This will aid people with impaired vision when attempting to locate the reception desk.	M	
6.11	Are access services publicised?	When adverts and publications are made regarding events, provide information that relates to any access services that will be provided.	N	
7.1	Most areas of the gallery and museum featured suitable widths. Within the gallery of sculptures, there may be limited space for a wheelchair user to manoeuvre to access all information provided. The corridor along the top floor exhibition space was slightly narrowed by the exhibition cases, in this instance, a wheelchair user may need to travel the length of the corridor in order to turn around.	Primary circulation routes should be 1500mm wide minimum (but may be reduced to 1200mm where unavoidable, e.g., for internal doorways). Allow 1500mm x 1800mm minimum at about- turning points. The circulation around individual displays (not on the primary route) can be as little as 900mm if necessary. Aim for generous passing spaces, avoiding bottlenecks around displays.	M	

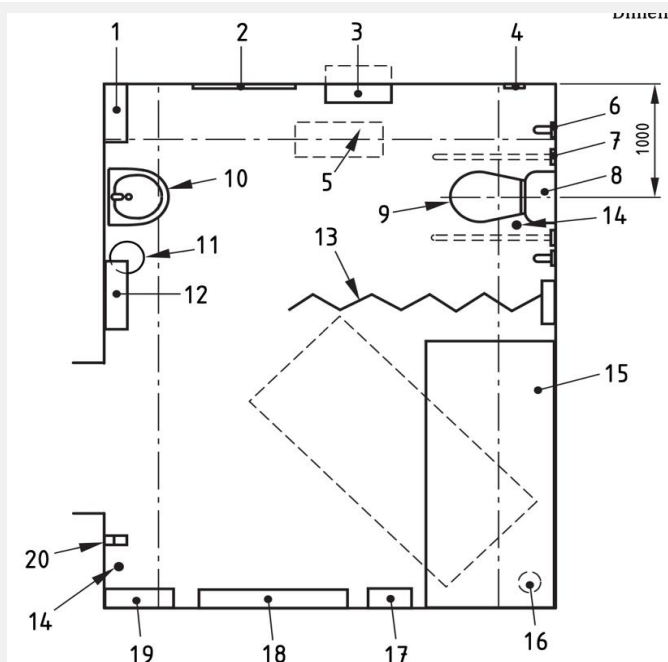
7.2	The structural columns positioned within the main lobby, gallery and museum spaces did not always feature contrast to reduce the risk of a collision for people who are blind or partially sighted. Some efforts had been made to position furnishing alongside. The low-level barriers positioned to prevent people from directly approaching the gallery items may go unnoticed by cane detection and could be a trip hazard.	All columns should feature improved contrast to make them apparent Blind/partially sighted people. The column/support should incorporate a band, 150 mm high, whose bottom edge is 1500 mm above ground level, and which contrasts visually with the remainder of the column/support. To reduce the risk of a trip hazard, provide greater colour contrast to the low-level boundary areas to achieve greater contrast for people who are partially sighted. Including the provision of ropes at two heights may be more detectable for canes.	M	
7.6	Flooring along the balcony gallery was slightly reflective, which could create confusion. The floor patterns along the upper floor exhibition space could create confusion and appear to be of an uneven surface type.	At this time replacing the floor is unfeasible but in the event of any repair or refurbishment the floor should be made more accessible. The floor finish should be plain in order to indicate a safe access route. Large, repeating patterns that incorporate bold contrasting colours or simulate steps should not be used for any floor surface. PAS 6463: The amount of contrast within a pattern, particularly on a large area such as walls or floors, should be taken into account, as high contrast increases the level of discomfort and visual overload some people experience. BS8300: Very shiny finishes should be avoided due to problems with glare and the fact that they are perceived as being slippery even when they have a slip-resistant surface.	M	

8.6	The silver controls set against grey doors may not provide suitable contrast for people who are partially sighted. Many doors remained open during the course of the audit.	Add colour contrast to the door furniture to ensure that it is easily seen by people with impaired vision on approach. In the case of door opening furniture, the ease with which blind and partially sighted people are able to distinguish furniture against its background is influenced by its 3-d form (giving light and shade) and the shiny nature of the finish, whether metallic or non-metallic. For such products, it is considered that a difference in LRV between the product and its background of at least 15 points is acceptable.	M	
10.7	Contrast was not provided to the top or base of the flights.	It may be beneficial to provide a 1500mm x 1500mm section of flooring to the top and base of the internal flight of steps, or a contrasted nosing to the first and last step of a flight, that is contrasted to signal the head and foot of stairs. This will assist Blind and partially sighted people, by creating awareness of the top and bottom landings.	M	

11.2	The lift car dimensions were measured to be 2161mm by 1103mm. The lift featured an unsettling noise when in use, which some visitors may find off-putting and feel reluctant to use.	The lift provided is narrow; during future developments an architectural feasibility study of increasing the compartment size may be beneficial. Lift sizes should be chosen to suit the anticipated intensity of use of the lifts and the requirements of disabled users. A lift size of 2000mm wide by 1400mm deep is recommended to accommodate smaller mobility scooters or one user of any type of wheelchair, together with several other passengers. There is sufficient space for wheelchair users and people with walking aids to turn through 180°. Refer to section 18 for lift maintenance.	ST	
11.8	Level indication was provided both internally and externally; however, the external indicator was identified as faded and difficult to read on the ground floor level.	Site management to schedule the replacement of the faded level indicators.	M	
11.10	A contrasted surface was not available outside of the lift. Contrast could assist people who are blind or partially sighted with navigating where the lift is.	A clear, contrasted and level manoeuvring space of not less than 1500 mm × 1500 mm should be provided in front of the entrance to all types of lifting appliance.	M	

13.12	A Changing Places facility was not provided to this museum.	Under new building regulations effective from 2021. Places of assembly, recreation and entertainment with a capacity for 350 or more people will be required to install the facilities if they are newly built or have a major refurbishment. A Changing Places (CP) toilet is a room with a WC, hoist, basin, adult-sized changing bench and optional shower, for use by people with complex and multiple impairments who require the help of up to two assistants. The space needs to be fitted with a fixed tracked-hoist system so that assistants can fit the user's slings to the hoist and move the person to the various items in the facility. The changing places facility should be at least 3m wide and 4m long, with a ceiling height of 2.4. Where possible, a CP toilet should be located close to other managed facilities in a development. If remote from the reception/management point, the facility should have controlled access. The CP toilet should be in addition to, not instead of, the provision of standard and accessible toilets. A sign should be provided at the entrance to the CP toilet indicating the location of the nearest unisex accessible toilet and any baby changing facilities.	ST	
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13.12 Cont.



Key

- | | | | |
|----|---|----|--|
| 1 | Paper towel dispenser | 11 | Waste disposal bin |
| 2 | Full length mirror | 12 | Manually-operated low-noise hand dryer (see Note 2 to 18.5.6.1) |
| 3 | Large sanitary disposal bin, if possible recessed into the wall | 13 | Retractable privacy curtain/screen |
| 4 | Alarm reset button | 14 | Alarm pull cord |
| 5 | Full room cover tracked hoist system | 15 | Height-adjustable showering/changing bench, min. 1 800 mm long |
| 6 | Vertical grab rail | 16 | Floor drain |
| 7 | Drop-down support rails with toilet paper dispensers | 17 | Optional shower unit with hose long enough to reach the centre of the bench, for personal hygiene purposes |
| 8 | Flat-topped close-coupled cistern providing a back rest and a colostomy bag changing surface for standing users ^{A)} | 18 | Wide paper roll dispenser for use on the changing bench |
| 9 | Peninsular WC (see Figure 45 for the location of associated fittings) | 19 | Sanitary towel dispenser |
| 10 | Large power-assisted height-adjustable washbasin | 20 | Two clothes hooks, one at 1 050 mm and the other at 1 400 mm above the floor |

14.3

There are items across the exhibition and gallery spaces that can be interacted with, signage has been provided to indicate which items can or cannot be touched; however, the style of the signage is not always consistent.

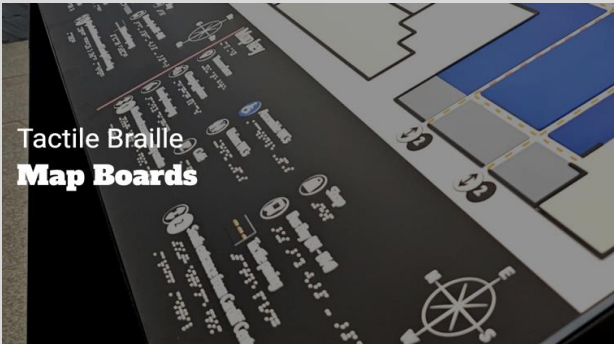
As signage is next changed, ensure that a consistent approach to style is maintained to prevent confusion. Any new signage scheme should follow best practice in include recognised symbols, good contrast, lettering, text and layout that is easy for everyone to read and complies with clear-print and signage guidelines.

M

14.4a	The labelling of the prints along the balcony gallery are white, set against a white background. The font size is also small, those positioned high from ffl may not be clearly visible for all visitors to this space.	Graphics and labels must be positioned at the optimum viewing height (750 -2000mm above FFL or 1200 - 1600mm for detailed text). A minimum type size of 18 - 36pt is suitable for the body text of most exhibition object labels. It may be acceptable to use text as small as 14pt with a clear font printed in high contrast and if the viewing distance to the label is less than 500mm (when it is positioned within the optimum detailed viewing band 1200 - 1600mm above FFL). Text at this size can be made more accessible by presenting it as a hand- held label or booklet easily referenced to the objects. If text is intended to be read from a distance or falls out with the optimum viewing bands (e.g. large titles or banners), or if the lighting conditions are less than ideal, then the size and spacing of text must increase considerably in compensation.	M	
14.4e	The font used was deemed to be clear and legible. Large print versions of the exhibition spaces were identified within the gallery and exhibition areas. Images could be considered to enhance these guides.	Consider the provision of images within the Large Print guide that correlate with the information. This may assist visitors to identify which item in the exhibition is being described within the guide.	N	
14.4f	The plexiglass numbers identified on the second-floor archaeology gallery space may not be suitable for all users to assist with identifying which items corresponds to which number.	Labels should be silkscreened on clear plexiglass with another background colour screened directly onto the back of the plexiglass. Clear plexiglass labels mounted on a solid surface have letter shadows that make them unreadable.	M	

14.5	A dedicated quiet room was not provided within the museum or gallery spaces.	A room or space that can be used as a quiet space may be beneficial. According to BS8300 - It should have the following features: - a space that is calm, quiet and neutral in both visual and acoustic terms; - either two rooms, or a room that can be divided into two areas with two entrances to accommodate separate single sex users; - facilities for washing, either within the room itself or within an adjacent room located as close as practicable; - an “engaged” sign to indicate when the room is in use; - some enclosed storage (such as a cupboard/shelves with doors).	M	
14.9	The interactive areas identified appeared to be aimed at younger visitors to the museum and gallery spaces. The second-floor exhibition space featured a display where visitors could use a magnifier to view coins, this was positioned at 594mm from ffl.	Visitors should be clearly invited to touch open displays wherever possible, and the object(s) should be placed at wheelchair-accessible height. Consider providing braille labels, placed flat, or at a low angle not exceeding 45° . Opportunities to use the sense of smell, e.g. spice jars, herb sachets, floral perfumes, etc as appropriate may also be beneficial. Provide a toe space of 224mm high x 180mm deep around constructed walls, cases and large plinths to allow wheelchair access, or space for a wheelchair to draw alongside the case.	M	
14.13	The auditor was informed that the cafe was not run by the museum group. The menu’s identified did not appear to be available in alternative formats.	It may be beneficial to liaise with the cafe to suggest that menus are available in large print and Braille formats to enhance perceivability of the selections. This is something Direct Access can assist with, we have our own in-house Braille menu design and printing facilities. Ensure that refreshments are displayed vertically for ease of access for all users.	N	

15.1	The layout of the gallery and museum is logical, the various spaces were signed and colour coded. No signage identified featured tactile or braille information; however, some signage made use of Makaton.	When the signage is next updated for the site, consider the provision of tactile and/or braille information that could assist people who are blind or partially sighted. Braille indicators could be positioned on handrails to provide visitors with information regarding floor levels when entering and exiting the stairwells.	M	
15.8	Notices in various areas of the museum were identified as being written entirely in upper case lettering, which is not best practice.	Implement a management procedure to ensure that any temporary notices are typed out using a mixture of lower and upper case lettering. According to best practice, words entirely in upper case type (capital) should be avoided. A sans serif type face with a relatively large "capital" height to "x" height should be used.	N	
15.10	QR codes were identified on leaflets for visitors to discover some information via their personal devices. Further formats such as large print were not identified.	Have procedures in place to produce documents in accessible formats. These formats are Audio, Braille, Large Print, Easy-Read and electronic formats such as WORD and PDF that are more accessible to screen reading technology. Include the phrase "Alternative Formats Available on Request" on written material. You must have contacts and procedures in place to satisfy a request. See https://www.gov.uk/government/publications/inclusive-communication/accessible-communication-formats It is recommended that signage be installed to indicate that all public information issued can be provided in accessible formats on request. Direct Access is able to provide materials in accessible formats such as Braille, BSL (British Sign Language), tactile maps and audio descriptions. Please contact the Direct Access Implementation Team for more details at info@directaccess.group.	M	

15.11	A tactile map was not identified, which could assist people who are blind or partially sighted.	As this is a large gallery and museum with a number of exhibition areas, the provision of a tactile map board within the main reception area lobby may be beneficial to assist visitors who are blind or partially sighted. The map board could also incorporate the colour coding currently adopted within way finding signage. Direct Access can assist with the design, development and installation of tactile map boards, refer to: https://directaccessgp.com/uk/products/tactile-map-boards/ for more information.  Tactile Braille Map Boards	M	
15.12	Sensory maps were available that can be utilised to identify the various gallery and exhibition spaces. The QR code available links to the website, where access information is available. The map itself was not identified in alternative formats.	Consider the provision of tactile formats in Braille and Thermoform. These can be provided at relatively low cost and can provide valuable information for Blind and partially sighted people.	M	

16.1	Lighting levels within the exhibition space on the first floor were low, generating shows that could create confusion for people who are blind or partially sighted. The auditor was informed of higher lighting level hours as the low lighting had been applied for exhibition preservation purposes. The wall lighting within the stairwells could create glare for people who are blind or partially sighted.	Lighting levels in the exhibitions deemed reasonable to retain at these levels are indicated within the sensory map and higher lighting times are available. Each flight and landing of a stepped access route should be well illuminated, providing a clear distinction between each step and riser. The illuminance at tread level should be at least 100 lux. Lighting that causes glare (such as poorly located wall lights, spotlights, floodlights or low-level light sources) should be avoided. The repositioning of lights to be considered when the lighting is next refurbished.	M	
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Section 6: Audit Findings

Checklist A (Pre-Survey) - Commitment & Policy

A1 - Does the museum have a company / business statement of commitment for disabled people?

Y / N/A

The museum features an Access Statement on their Visit page: "Rugby Art Gallery and Museum believe that everyone should have the opportunity to discover, create, enjoy, and learn about arts and heritage. We are committed to providing a welcoming environment for visitors of all needs and abilities to have open access to high quality creative opportunities for the whole family, which are affordable, appealing and accessible."

A2 - Does the museum have an inclusive customer service policy?

Priority 2

Is an Inclusive Customer service policy provided?

A3 - Does the museum have a member of staff who formally acts as an Accessibility Champion?

Y / N/A

There are members of staff who have responsibility for ensuring accessibility within the museum.

Checklist B (Pre-Survey) - Training

B1 - Do all the front-line staff receive frequent disability and inclusion awareness training?

Priority 3

The auditor was informed that training can be provided for staff.

B2 - Are front line staff aware of all access services and can they answer questions accordingly?

Priority 3

Most members of staff spoken to were knowledgeable of all access services available.

B3 - Do staff receive training that can assist with accessibility? E.g., are staff trained in how to suitably describe items for people with impaired vision? Does the organisation have an in-house corporate BSL training video?

Priority 3

Some of the training available may assist staff members with providing support, an in-house BSL training video was not available.

B4 - Do staff know how to provide practical support to customers and use any equipment, induction loops or portable ramps?

Priority 2

Some of the training available may assist staff members with providing practical support; however, not all reception staff members were aware of the induction loop system.

Checklist C (Pre-Survey) - General

C1 - On initial inspection, when using a website accessibility tool, does the group's website conform to the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines?

Priority 3

The website, <https://www.ragm.co.uk/>, was run by through an accessibility checker and was identified as featuring 14 errors and 18 contrast issues.

C2 - Is the social media strategy inclusive? Do all videos feature captions for those who are hard of hearing? Are hashtags used in CamelCase? Do pictures feature Alt Text?

Priority 4

Of the various posts regarding Rugby Art Gallery and Museum identified on Instagram, Camel Case lettering was not always adopted in hashtags. It was unclear if a dedicated account for the museum was available.

C3 - Are there Access Guides available which has useful and accurate information about facilities in place?

Priority 4

Information regarding the accessible services available was identified on the webpage: <https://www.ragm.co.uk/visit>

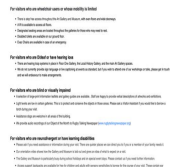


Photo 1

C4 - Are Access Guides available in a range of formats such as BSL, Audio Described and large print?

Priority 4

Other than the information provided to the website, no alternative formats were identified.

C5 - Does the site have information and facilities for those who are on the spectrum? Is there information on quiet period/times available?

Y / N/A

On site, Makaton has been utilised in areas to provide detail of what visitors may expect on site.

Information regarding quiet tours and information for neurodivergent visitors was provided to the Visit page of the website.



Photo 2

Checklist 1 - Approach Routes & Street Furniture

**1.1 - Is the museum within convenient walking distance of :-
Public Highway and Pathways?
Public Transport e.g., Bus Stops?
Car parking? (For car parking refer to Checklist 2)**

Y / N/A

Rugby Museum and Art Gallery is located on Little Elborow Street.

The parking facilities provided on site are public car parks, payment is required. The small, staff car back to the rear of the museum features one accessible bay.

Local public transport links include Rugby Bus Station and Train station, which are located within 15 minutes of the museum.

Options on how to arrive on site are located here: <https://www.ragm.co.uk/visit>, where parking, local transport and What3Words have been utilised.



Photo 3



Photo 4

1.2 - Are approach routes free of kerbs? Do crossings on approach have tactile warnings? If there are pedestrian crossings, do these have turn cones to aid people who are DeafBlind?

Priority 4

Dropped kerbs and tactile pavings are provided along the route towards the museum. The crossing point leading towards the Asda car park may benefit from remarking as the markings are faded.



Photo 5

1.3 - Are approach routes wide enough? If a route or pathway is narrow, is there a suitable passing place for wheelchair users? Is the plantation trimmed back and are low branches avoided?

Y / N/A

Approach routes towards the museum and art gallery were deemed to be of sufficient width.



Photo 6

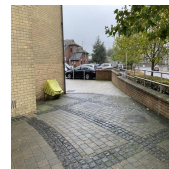


Photo 7

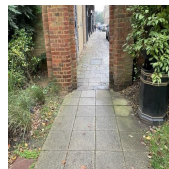


Photo 8

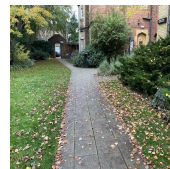


Photo 9

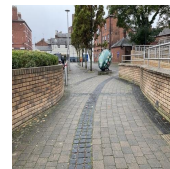


Photo 10

1.4 - Are surfaces even and slip-resistant? Is paving flush with no cracks or gaps that could trap the wheels of a wheelchair?

Priority 4

There are areas of raised paving and smaller, cobbled paving slabs that create an uneven surface. Uneven surfaces can be stumble hazards for people who are unsteady on their feet.



Photo 11



Photo 12

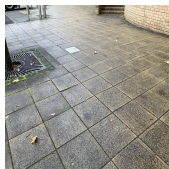


Photo 13



Photo 14

1.5 - Are approach routes clearly signed? Are visual clues or sufficient landmarks present to aid orientation?

Y / N/A

Signage is provided along the approach to and upon the main entrance to assist with identifying the museum.



Photo 15



Photo 16

1.6 - Are approach routes free from hazards such as bollards, and litter bins? Are planting features kept to a minimum and are they colour contrasted?

Priority 4

There are bollards positioned along various approach routes towards the museum. Not all bollards feature a contrasted marking to assist with preventing a collision hazard.

The A board positioned on approach, to the left of the main entrance, could be a collision hazard for people who are blind or partially sighted.



Photo 17



Photo 18



Photo 19

1.7 - Are approach routes free from hazardous building features such as outward-opening doors, windows, or overhangs? Do columns or structural posts have markings at two heights?

Priority 4

There are various posts, including lampposts and signposts that may not provide sufficient contrast against their surroundings to assist people who are partially sighted with identifying their location.

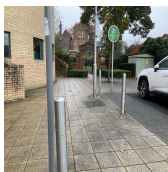


Photo 20

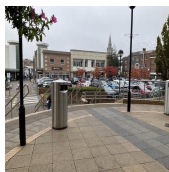


Photo 21

1.8 - Is adequate seating provided along routes? Is there space to the side of the seating to allow a wheelchair user to park alongside a seated companion?

Priority 3

Some seating was identified within the pedestrian areas surrounding the museum. Not all benches featured backrests or armrests that could assist ambulant disabled people.



Photo 22



Photo 23

Checklist 2 - Car Parking

2.1 - Are accessible parking bays provided for Blue Badge holders?

Priority 1

One accessible bay is provided to the rear, staff car park. The gradient for this bay is steep to the right-hand side, which would not be suitable for a wheelchair user to enter and exit their vehicle.

Further accessible bays were identified in the public car parks surrounding the museum. These are not within the remit of the museum; however, visitors to the museum who require the use of accessible bays may access these areas.



Photo 24



Photo 25

2.2 - Are accessible bays clearly sign-posted from the car park entrance? Is there signage at the front of the bays?

Priority 3

Signage is not applied to the bay within the staff car park.

Pictorial information is provided within the public car parks to assist people with identifying the location of the accessible parking bays.



Photo 26

2.3 - Are bays marked out appropriately and easily identified? Can car doors be fully opened to allow disabled drivers and passengers to transfer to a wheelchair parked alongside?

Priority 2

The bay within the staff car park did not feature the recommended hatched markings that can be utilised for transferring in and out of a vehicle.

Bays within the public car parks, although featuring the access symbol, also did not feature hatched markings.



Photo 27



Photo 28

2.4 - Are the bays close enough to the facilities which the car park serves?

Y / N/A

Refer to 2.1 for the positioning of the bay within the staff car park. Although close to the staff entrance point, the gradient of this surface may not be suitable for all users.

Publicly accessible parking bays surround the museum, some of which are positioned within 100m of the main entrance.

2.5 - Are routes from the parking area to buildings accessible, with dropped kerbs and appropriate tactile warnings? Is the car park surface smooth, even, and free from loose stones?

Y / N/A

Refer to 2.1 for the staff parking bay.

Routes from publicly accessible bays feature level surfaces.



Photo 29

2.6 - For larger car parks, are safety marked out walking routes provided to guard slow moving persons or people with hearing impairments?

Y / N/A

Not applicable for the staff car park.

Pedestrian routes surrounded the parking to the right of the museum.

2.7 - Is the car park adequately lit? Do staff members frequently check the level of lighting within the car park?

Priority 4

The audit took place during daylight hours. Are the parking bays surrounding the museum adequately lit during darker hours?

2.8 - For sites where there are no immediate accessible parking bays near the entrance, is there a drop off bay available?

Y / N/A

The auditor was informed of an area that could be utilised as a drop off, to the left of the museum.



Photo 30

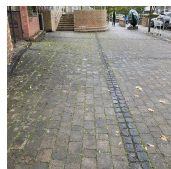


Photo 31

Checklist 3 - External Ramps

3.1 - Are external ramps wide enough and suitably graded? Is there colour contrast to the surface of the ramps?

Priority 1

The ramps to the rear of the museum, located to the staff entrance and fire exit, were steep and may not be suitable for all users. Colour contrast has not been applied that could assist with identifying the change in gradient.

The ramp leading towards the main entrance, although featuring a suitable gradient, feature sharp turns that the auditor was informed, some wheelchair users found difficult to negotiate. This was with particular attention for visitors who may be using a mobility scooter or large electric scooter.

The auditor was shown a wooden ramp, that could be utilised to exit a small step from the building. This was also used to assist with deliveries entering the building.



Photo 32



Photo 33

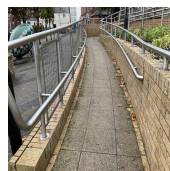


Photo 34

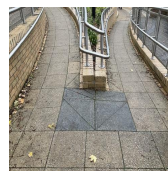


Photo 35

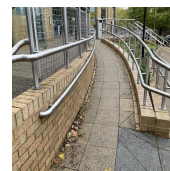


Photo 36

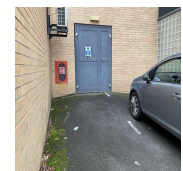


Photo 37

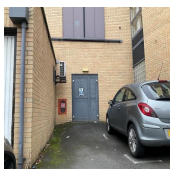


Photo 38



Photo 39



Photo 40

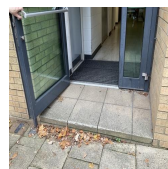


Photo 41

3.2 - Are suitable handrails available on each side of the ramps?

Priority 2

Exposed metal handrails were provided to the ramp leading towards the main entrance, which could be subject to weather conditions.

Handrails were not provided to the ramps leading into the staff entrance or the exit route.



Photo 42

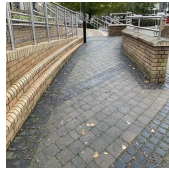


Photo 43



Photo 44

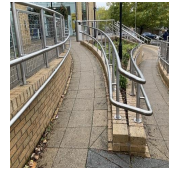


Photo 45



Photo 46

3.3 - Are the surfaces slip-resistant, firmly fixed, and easy to maintain?

Priority 3

The surface of the ramps appeared to be slippery-resistant and easy to maintain.

The ramp to the fire exit route featured moss, which could be slippery when wet.

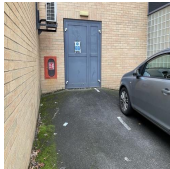


Photo 47

3.4 - Are edges protected to prevent accidents?

Priority 2

Suitable edging was provided to the ramp leading towards the main entrance, which could assist with preventing an accident.

The ramps leading into the staff entrance and from the exit point did not feature edging; a wheelchair user, someone who is blind or partially sighted, or someone who is unsteady on their feet, could veer from the edge of these ramps.

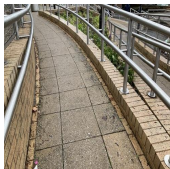


Photo 48

Checklist 4 - External Steps

4.1 - Are visual and tactile warnings available at the top and base of steps?

Priority 3

Tactile paving has been applied to the flights at the entrance of the museum, as well as those on exit routes. However, the positioning of the tactile paving is not consistency 400mm from the final or top steps which could create confusion for people who are blind or partially sighted.

Tactile warnings have been applied to the entire landing area at the fire exit leading into the staff car park, this could create confusion.

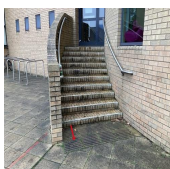


Photo 49

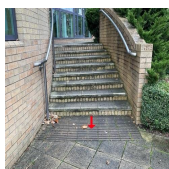


Photo 50



Photo 51



Photo 52

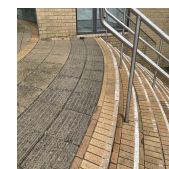


Photo 53

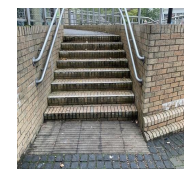


Photo 54

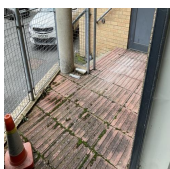


Photo 55

4.2 - Are there suitable handrails on each side? Are handrails suitably colour contrasted to aid people with impaired vision?

Priority 3

The handrails provided to steps surrounding the museums are exposed metal, which could make them subject to varying weather temperatures.

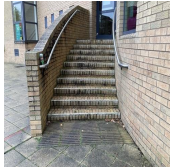


Photo 56



Photo 57



Photo 58

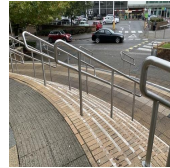


Photo 59

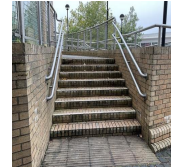


Photo 60



Photo 61

4.3 - Is lighting adequate and well positioned? Are the steps appropriately illuminated during darker hours?

Priority 4

The audit took place during daylight hours. Are all external steps adequately lit during darker hours?

4.4 - Are treads long enough and all the same length? Are risers shallow enough, all the same height, and unlikely to trip users? Are there open risers?

Priority 4

Not all risers are uniform within the external flights. Those with a lower bottom step, could be trip hazards.

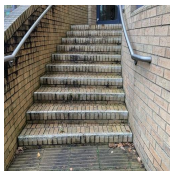


Photo 62

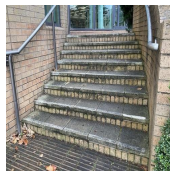


Photo 63

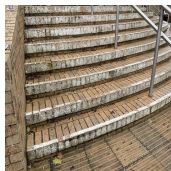


Photo 64



Photo 65

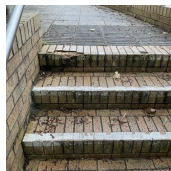


Photo 66

4.5 - Are the edge of the step nosings readily identifiable? If nosings are painted, is the paint still durable with no wear and tear?

Priority 2

The edge of the steps on the lower flight featured faded nosing that require remarking. The steps to the upper set of stairs featured nosings that were not of the recommended size, as they covered the entire riser. Contrast to the edge of the steps could assist people who are blind or partially sighted.

The lower flight of steps to the main entrance feature a patterned surface, which is continue onto a level surface. This could create confusion to whether or not there is a final step.

The exit steps leading into the staff car park do not feature contrast to the nosings.

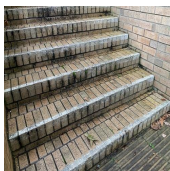


Photo 67

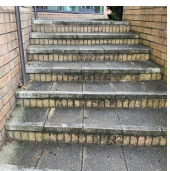


Photo 68

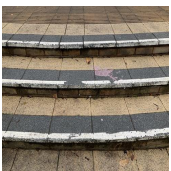


Photo 69



Photo 70

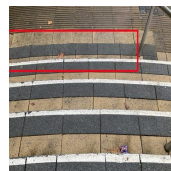


Photo 71

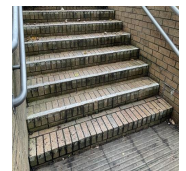


Photo 72

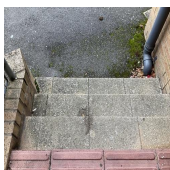


Photo 73

5.1 - Is the main entrance easy to find and clearly distinguishable from the facade?

Priority 4

The main entrance is distinguishable from the facade as the metal framing provides some identification from the surrounding glazing. This entrance point may benefit from greater contrast.

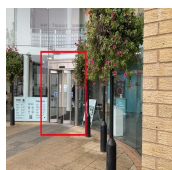


Photo 74

5.2 - Is the door opening wide enough for all users? Is there enough space alongside the leading edge for a wheelchair user to open the door while clear of the door swing?

Y / N/A

The main entrance door featured a suitable width.

5.3 - Is there a level or flush threshold?

Y / N/A

A level threshold is provided to the main entrance.

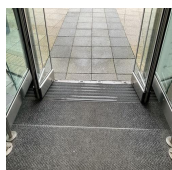


Photo 75

5.4 - If there are steps at the main entrance, is there signage indicating where the accessible entrance is located?

Y / N/A

The main entrance steps and ramps are positioned alongside one another.

5.5 - Can people each side of the door, either standing or seated, see each other and be seen? If the entrance is solid, is this due to security concerns?

Y / N/A

A line of sight was provided to either side of the entrance doors.



Photo 76

5.6 - Is the door control at a suitable height for both standing and seated users? Are door handles clearly located, easy to use, and grip?

Y / N/A

Sensor operated doors were provided to the main entrance.

5.7 - Is the door closer of the appropriate type? Can the door be easily opened single-handedly?

Y / N/A

The doors provided were sensor operated.

5.8 - Are entry phones and intercoms detailed to allow use by people who may have a sensory or mobility impairment? Is there an LED display or induction loop to accommodate someone with a hearing impairment?

Y / N/A

Not applicable for this museum.

5.9 - Glazed entrance door: markings for safety and visibility? If manifestations are provided, are these provided at two heights and suitably colour contrasted against the background?

Priority 3

The manifestations provided to the glazed facade were inconsistently placed and missing in some areas. Manifestations can help reduce the risk of a collision.



Photo 77



Photo 78



Photo 79

5.10 - Is the weather mat of firm texture and flush with the floor?

Y / N/A

The weather mat was firm and flush with the floor, no issues to report.

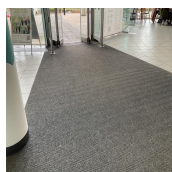


Photo 80

5.11 - Are automatic doors provided? If so, do these remain open long enough for a slow-moving person to pass through? Are visual and tactile warnings provided? If automatic doors are operated via a push pad rather than a sensor, are these clearly seen on approach? (Internally and externally)

Y / N/A

Sensor operated power doors were provided, these appeared to provide sufficient timings to enable people to enter and exit the building.



Photo 81

5.12 - Is there a second set of doors / lobby doors and are these accessible?

Y / N/A

Not applicable.

Checklist 6 - Reception Areas and Lobbies

6.1 - Is there a clear view into the building from the outside? Can front-of-house staff see visitors and assist if necessary?

Y / N/A

A clear view from the main reception desk to the external areas of the main entrance route were provided.



Photo 82

6.2 - Does the site have effective transitional lighting? Is the entrance lobby and reception area well-illuminated?

Y / N/A

Lighting levels were appropriate, no issues to report.

6.3 - Are reception/desk/counter/ checkouts suitable for approach and use from both sides by people either standing or seated?

Y / N/A

The reception desk was measured to have a lower end at 764mm from ffl and an upper end of 1017mm. This was applicable to both the reception and the shop,

The first-floor museum reception desk featured a surface that was 775mm from ffl.

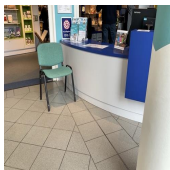


Photo 83



Photo 84

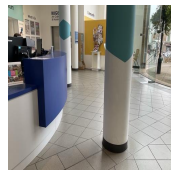


Photo 85

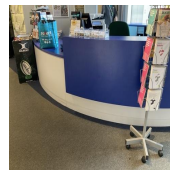


Photo 86



Photo 87

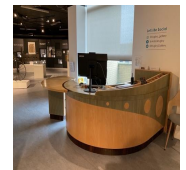


Photo 88

6.4 - Are surfaces suitable? Is there colour contrast to the flooring in front of the reception desk and are the edges highlighted?

Priority 4

Colour contrast has not been applied to the area of flooring in front of the reception desks. Contrast could assist people who are blind or partially sighted with identifying where the reception is.

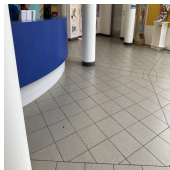


Photo 89



Photo 90

6.5 - Is an induction loop fitted? Is there signage indicating the availability of the facility? Are front-line staff aware of the facility and its purpose? (Direct Access can provide your facility with Counter Loop systems; <https://rb.gy/gk9asb>)

Priority 1

Signage for an induction loop system was not identified. The staff were not all aware if an induction loop system was provided but directed the auditor to a system underneath the shop counter.



Photo 91

6.6 - If security permits the use of a glazed screen, is this non-reflective and free of glare which could hinder lip-readers?

Y / N/A

Not applicable.

6.7 - Is seating designed for ease of use? Is there a management procedure to ensure spaces are provided for wheelchair users?

Y / N/A

Seating within the lobby featured backrests and some with armrests that could support ambulant disabled people.



Photo 92

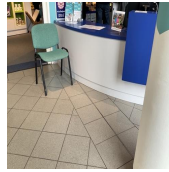


Photo 93

6.8 - Where there is a retail space are items appropriately positioned for all users to observe and pick?

Priority 2

The retail items were positioned at various heights. Seated visitors may not be able to reach all items.



Photo 94

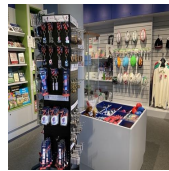


Photo 95

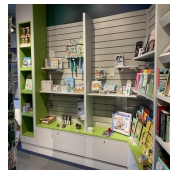


Photo 96

6.9 - Is there an access brochure that describes services and facilities that are available for disabled people?

Priority 3

An Access Brochure was not identified on site.

6.10 - Is there appropriate signage in the reception area/lobby indicating the availability of various access services?

Priority 2

No signage was identified in the lobby that could assist people with identifying access services available, other than the accessible WC facilities.

6.11 - Is the availability of access services publicised in all the following? -

Season brochures
Press releases
Newsletters
Subscriptions series
Publications programs

Are access services publicised?

Priority 4

Checklist 7 - Corridors and Internal Surfaces

7.1 - Are main routes within the building wide enough for a wheelchair user to manoeuvre and for other people to pass? Is there ample turning space for wheelchair users?

Priority 4

Most areas of the gallery and museum featured suitable widths.

Within the gallery of sculptures, there may be limited space for a wheelchair user to manoeuvre to access all information provided.

The corridor along the top floor exhibition space was slightly narrowed by the exhibition cases, in this instance, a wheelchair user may need to travel the length of the corridor in order to turn around.

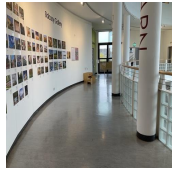


Photo 97

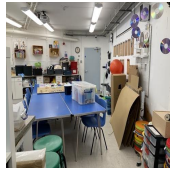


Photo 98

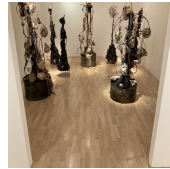


Photo 99

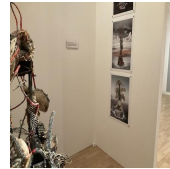


Photo 100

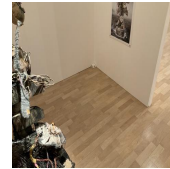


Photo 101

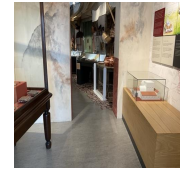


Photo 102



Photo 103

7.2 - Are corridors free from obstruction to wheelchair users and from hazards to people with impaired sight? Are there any internal columns that lack colour contrast?

Priority 4

The structural columns positioned within the main lobby, gallery and museum spaces did not always feature contrast to reduce the risk of a collision for people who are blind or partially sighted. Some efforts had been made to position furnishing alongside.

The low-level barriers positioned to prevent people from directly approaching the gallery items may go unnoticed by cane detection and could be a trip hazard.



Photo 104

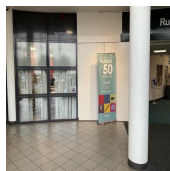


Photo 105

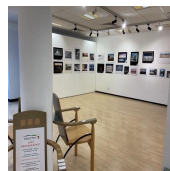


Photo 106

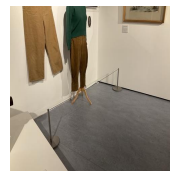


Photo 107



Photo 108



Photo 109

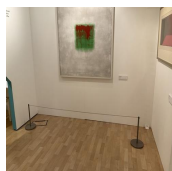


Photo 110

7.3 - Are all areas within the site accessible for those who require step free access? If not, are procedures in place for alternative means of access and is this considered reasonable?

Y / N/A

A lift provides access to all levels of the gallery and museum.

7.4 - Are floor surfaces suitable for the passage of wheelchairs? Are junctions between floor surfaces correctly detailed?

Priority 3

A raised threshold was identified leading into Gallery 1, this was the same colour as the flooring within the gallery and could be a stumble hazard.

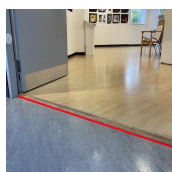


Photo 111

7.5 - Are colours, tones, and textures varied to help people distinguish between surfaces and fixtures and fittings? Do the floors suitably colour contrast against the walls (this can also be achieved by having well-contrasted skirting boards)

Y / N/A

Colours and tones within the gallery and museum spaces were deemed to provide sufficient contrast.



Photo 112

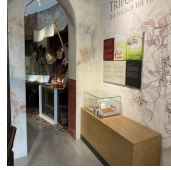


Photo 113

7.6 - Are floor surfaces slip-resistant? Bright, boldly patterned floors avoided? Busy or distracting wall coverings avoided?

Priority 4

Flooring along the balcony gallery was slightly reflective, which could create confusion.

The floor patterns along the upper floor exhibition space could create confusion and appear to be of an uneven surface type.

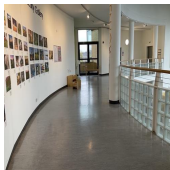


Photo 114

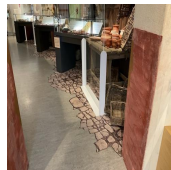


Photo 115

Checklist 8 - Internal Doors

8.1 - Are internal doors distinguishable from surroundings?

Priority 3

Most doors on site were distinguishable from their surroundings; however, the doors leading into the Activity Space may benefit from greater contrast against the surrounding glazing.

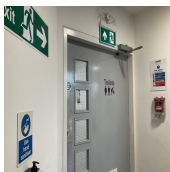


Photo 116

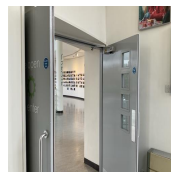


Photo 117



Photo 118

8.2 - Glass door: clearly visible when closed? Are manifestations suitably colour contrasted against the background?

Y / N/A

No fully glazed doors were identified.

8.3 - Can people each side of the door, either standing or seated, see each other and be seen? Are vision panels kept clear of temporary notices?

Priority 3

The auditor was informed that some of the doors on site were scheduled to be changed.

Not all doors currently feature vision panels to the lower end, or to both double doors, this includes doors leading into exhibition spaces and the door leading into the toilets area.

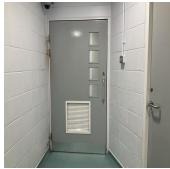


Photo 119



Photo 120



Photo 121

8.4 - Is there a clear opening width sufficient for a wheelchair user? Is adequate space available alongside the leading edge for a wheelchair user to open the door while clear of the door swing?

Y / N/A

Sufficient opening widths were provided across the museum and gallery spaces.

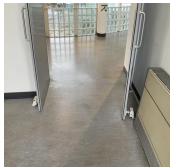


Photo 122

8.5 - Is door control at a height suitable for both standing and seated users? Can door control be easily gripped and operated?

Y / N/A

Suitable, tubular lever controls or pull handles were provided across the museum and art gallery spaces.

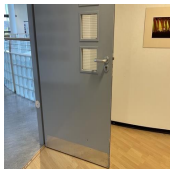


Photo 123

8.6 - Is door control clearly distinguishable from the door itself?

Priority 4

The silver controls set against grey doors may not provide suitable contrast for people who are partially sighted. Many doors remained open during the course of the audit.

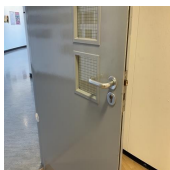


Photo 124

8.7 - Is the door light enough to open easily? Are door closers of an appropriate type and with minimum necessary opening pressure?

Priority 2

Of the doors tested, it was noted that the doors leading into the Local History Gallery, as well as the doors leading into the Activity Space required heavy opening pressure, which could knock someone with reduced mobility off balance.



Photo 125

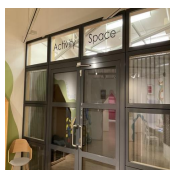


Photo 126

Checklist 9 - Internal Ramps

9.1 - Are ramps available for a short rise within single storey and are they well contrasted to signify a change in gradient?

Y / N/A

No internal ramps were identified.

9.2 - Are ramps wide enough and suitably graded?

Y / N/A

Not applicable for Rugby Art Gallery and Museum.

9.3 - Are surfaces slip resistant?

Y / N/A

Not applicable for Rugby Art Gallery and Museum.

9.4 - Are exposed edges of ramps protected to prevent accidents?

Y / N/A

Not applicable for Rugby Art Gallery and Museum.

9.5 - Are suitable handrails available on each side?

Y / N/A

Not applicable for Rugby Art Gallery and Museum.

Checklist 10 - Internal Stairs

10.1 - Are treads long enough and of the same length?

Y / N/A

No issues to report across the visitors and staff stairwells.



Photo 127

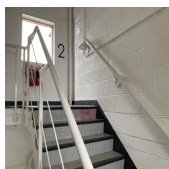


Photo 128

10.2 - Are risers shallow enough, all the same height, and unlikely to trip users?

Y / N/A

No issues to report.

10.3 - Are nosings readily identifiable?

Y / N/A

The nosings applied to the internal steps provide sufficient contrast.



Photo 129

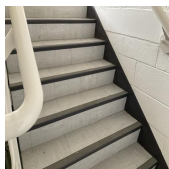


Photo 130

10.4 - Are there suitable handrails on each side? Do handrails continue onto level landings and extend 300mm beyond the first and last step pitch lines?

Priority 3

Handrails provided to the internal stairs do not extend onto the level landings.

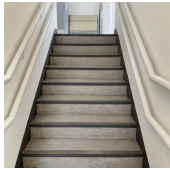


Photo 131

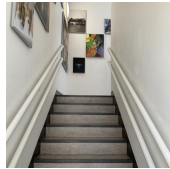


Photo 132

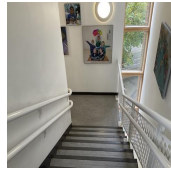


Photo 133

10.5 - Are handrails suitably colour contrasted?

Priority 3

Contrast was not provided to the handrails for visitors or within staff areas. Greater contrast could assist people who are blind or partially sighted.



Photo 134

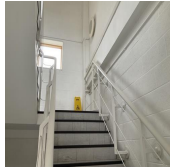


Photo 135

10.6 - Are landings big enough and provided at intermediate levels in a long flight?

Y / N/A

No issues to report.

10.7 - Is there a 1500mm x 1500mm contrasting surface to the top and base of the step flights?

Priority 4

Contrast was not provided to the top or base of the flights.

Checklist 11 - Lifts

11.1 - Are passenger lifts available for vertical circulation within a building of more than one storey?

Y / N/A

A lift is available to enable visitors to travel between floors without the need of using the stairs.



Photo 136

11.2 - Are car dimensions sufficient to allow space for wheelchair users? Do the doors open wide enough for wheelchair users?

Priority 4

The lift car dimensions were measured to be 2161mm by 1103mm.

The lift featured an unsettling noise when in use, which some visitors may find off-putting and feel reluctant to use.

Refer to section 18 for lift maintenance.



Photo 137

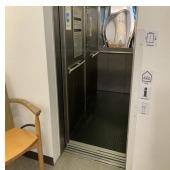


Photo 138

11.3 - Are support rails in cars appropriately designed and positioned?

Priority 3

Support rails were silver against the silver car, providing minimal contrast.



Photo 139

11.4 - Is there a mirror within the lift car?

Priority 2

The mirror provided to the lift was bowed, this could be confusing for people who are blind or partially sighted, as well as for visitors who may have dementia.

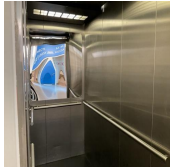


Photo 140

11.5 - Do doors have delayed-action closer and overrides (not a door pressure system) to allow slow entry or exit?

Priority 2

The lift doors may not provide adequate time for people to enter and exit the lift car.

11.6 - Are controls, including those for emergency calls, located easily using visual or tactile information and within easy reach of all users?

Priority 3

Controls featured tactile and braille information internally, as well as Makaton instruction externally. The internal buttons were heavily faded.



Photo 141



Photo 142



Photo 143

11.7 - Is there a voice indication to inform passengers of the floor being reached? Is the audio loud enough to be heard by hearing aid users?

Priority 3

The indicator for each floor was quiet and may be missed by visitors who are Deaf or hard of hearing.

11.8 - Is there a floor level indicator inside and outside the lift to reassure people with hearing impairments?

Priority 4

Level indication was provided both internally and externally; however, the external indicator was identified as faded and difficult to read on the ground floor level.



Photo 144



Photo 145

11.9 - Immediately outside lift: sufficient unobstructed space for waiting and manoeuvring by wheelchair users?

Y / N/A

The area outside of the lift was kept free from obstruction on the day of the survey.



Photo 146

11.10 - Is there a 1500mm x 1500mm contrasting surface outside the lift and are lift doors suitably colour contrasted to aid people with impaired vision?

Priority 4

A contrasted surface was not available outside of the lift. Contrast could assist people who are blind or partially sighted with navigating where the lift is.

Checklist 12 - WC Provision

12.1 - Is the lobby door light enough to open easily? Is the lobby of sufficient size for easy access?

Y / N/A

No issues to report.

12.2 - Are floors slip-resistant throughout?

Y / N/A

The flooring appeared to be slip resistant within the WC facilities.

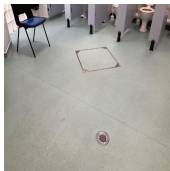


Photo 147

12.3 - Are fittings all easily distinguishable from their backgrounds? Are hand driers and sanitary ware easily seen against their surroundings?

Priority 3

There are white fittings set against white surroundings within the WCs, this may not provide sufficient contrast to assist people who are blind or partially sighted.



Photo 148

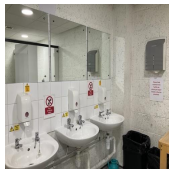


Photo 149

12.4 - Are compartment door controls all easily gripped and operated? Are cubicle doors suitably colour contrasted against the panels?

Priority 3

The white doors set against white frames may not provide sufficient contrast to assist people who are blind or partially sighted.

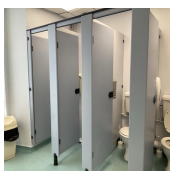


Photo 150

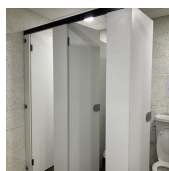


Photo 151

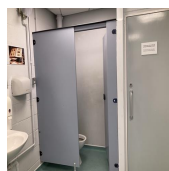


Photo 152

12.5 - Are urinals well contrasted and do they have grab rails to assist ambulant disabled persons?

Priority 3

The urinals identified were white, set against a white surrounding. This may not provide sufficient contrast to assist people who are partially sighted.



Photo 153

12.6 - Are lever style taps provided within the WCs to aid people with dexterity impairments?

Priority 3

The taps identified were push style, some of which were stiff when tested and could be difficult for people with limited dexterity in their hands to use.



Photo 154



Photo 155

12.7 - When there is no accessible WC available, is there a facility provided for ambulant disabled persons?

Y / N/A

An accessible WC facility was provided next to the general WC facilities.

Checklist 13 - WCs: Accessible Toilets

13.1 - Is the compartment large enough to allow manoeuvring into position for frontal, lateral, angled, and backward transfer unassisted and with assistance?

Priority 1

The accessible WC facility provided was of a shape that may not be suitable for all users as the narrowed corners and areas reduced the available transfer zones and maneuverable space available.

The staff accessible WC facility was measured to be 2050mm by 1530mm.

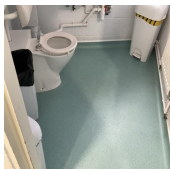


Photo 156

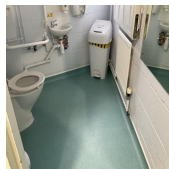


Photo 157

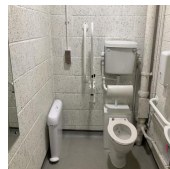


Photo 158

13.2 - Is the travel distance to a suitable WC no greater than for able-bodied people?

Y / N/A

The accessible WC facility was positioned next to the general WC facilities. Further facilities were not provided on any other floor for visitors.

A further accessible WC facility was provided within the staff areas.

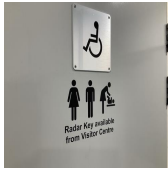


Photo 159

13.3 - Is sufficient space available outside the toilet compartment for manoeuvre? Is the entrance wide enough and does it open outwards?

Priority 1

The accessible WC facility for visitors is located between the female WC facilities and the Fire Exit. When the compartment door is opening, this could be impeded upon both the male and female facility entrance doors.

A door closer was positioned on the staff facility, which limits the available space required for a wheelchair user or someone with reduced mobility to enter into the facility.

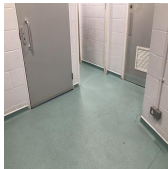


Photo 160

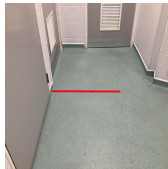


Photo 161

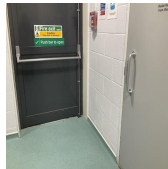


Photo 162



Photo 163

13.4 - Are hand washing and dry facilities within easy reach of someone seated on the WC? Is the hand basin suitably positioned in accordance with BS8300?

Priority 2

The hand wash basin within the visitor facility was positioned marginally far from the WC basin.

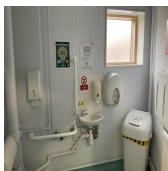


Photo 164

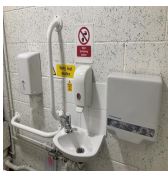


Photo 165

13.5 - Are door controls, locks, and light switches easily reached and operated? Is there a grab rail to the inner face of the entrance?

Priority 2

A radar key system is required to gain access to the visitors accessible WC facility; the signage for which was not provided until at the facility. This may then cause a visitor to have to revert back to reception if they do not have a key.

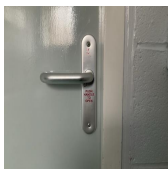


Photo 166

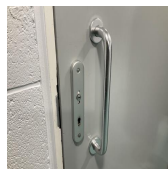


Photo 167



Photo 168



Photo 169

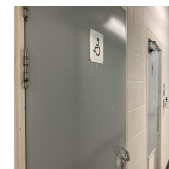


Photo 170

13.6 - Is the tap appropriate for use by a person with limited dexterity and/or grip strength?

Y / N/A

Lever style taps were provided to both facilities.



Photo 171



Photo 172

13.7 - Are suitably designed grab rails fitted in all positions necessary to assist manoeuvring? Are grab rails suitably colour contrasted to aid people with impaired vision?

Priority 2

The grab rails provided to the accessible WC facilities were white set against light surroundings, providing minimal contrast that could assist people who are blind or partially sighted.

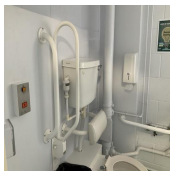


Photo 173

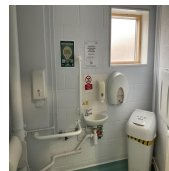


Photo 174

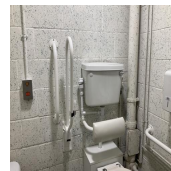


Photo 175



Photo 176

13.8 - Is there a back rest provided to the toilet pan?

Y / N/A

Backrests were provided to both facilities.

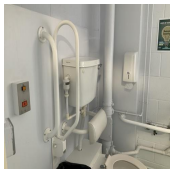


Photo 177

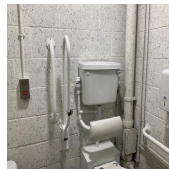


Photo 178

13.9 - Is the flush of a suitable spatula type and is it appropriately located on the transfer side of the toilet pan?

Priority 2

Flushes were located on the wall side of the cistern, which may cause someone to have to lean over the basin in order to access the flush.

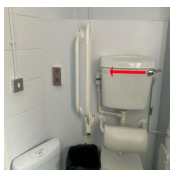


Photo 179

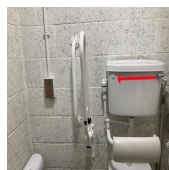


Photo 180

13.10 - Is the transfer side of the toilet pan kept clear of any obstacles that may deny wheelchair users all the transferring techniques which an accessible WC is designed to provide?

Priority 1

Items were positioned in both accessible WC facilities transfer zones. This could prevent a wheelchair user from adopting the required techniques to access the facility.

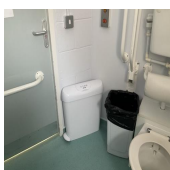


Photo 181

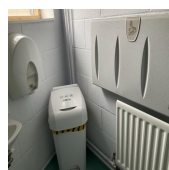


Photo 182

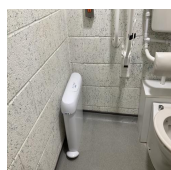


Photo 183

13.11 - Is there a cord alarm? Is this coloured red with two triangular bangles and easy to reach from floor level?

Priority 2

Both facilities features an alarm button, positioned over 1000mm from ffl, which may not be suitable for someone who has fallen that requires assistance.



Photo 184

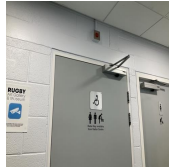


Photo 185

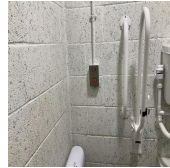


Photo 186

13.12 - Is there a Changing Places facility available?

Priority 4

A Changing Places facility was not provided to this museum.

Checklist 14 - Facilities and Exhibitions

14.1 - Are seats provided at intervals along long internal routes or were waiting likely? Is the seating within key areas suitable for a range of users? With armrests and differing in heights?

Y / N/A

Seating was available around the gallery and museum spaces, much of which featured backrests and armrests that can aid ambulant disabled people.

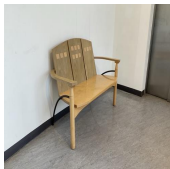


Photo 187

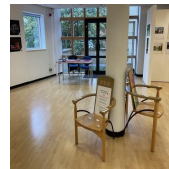


Photo 188



Photo 189



Photo 190

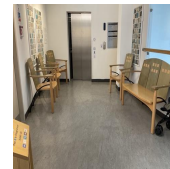


Photo 191

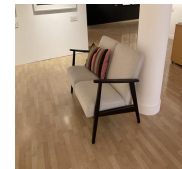


Photo 192

14.2 - Are the heights of the exhibits suitable? Are wall-hung items displayed at a comfortable viewing zone for both standing and seated individuals?

Priority 3

Items within the gallery and museum spaces were mostly within suitable height ranges.

The images positioned within the balcony gallery featured some items that were high from ground floor level and may not be clearly visible for both standing and seated visitors.

The deep casings that require someone to lean over or fully approach to identify items within were low level but may not be suitable for all visitors.



Photo 193

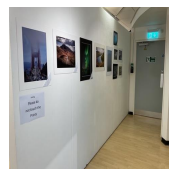


Photo 194

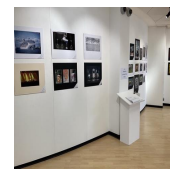


Photo 195



Photo 196



Photo 197



Photo 198

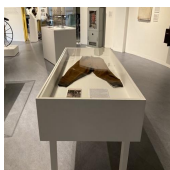


Photo 199



Photo 200



Photo 201



Photo 202

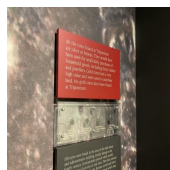


Photo 203

14.3 - Can items and objects of interest be touched? Are there audio description tours offered for objects that cannot be touched?

Priority 4

There are items across the exhibition and gallery spaces that can be interacted with, signage has been provided to indicate which items can or cannot be touched; however, the style of the signage is not always consistent.



Photo 204



Photo 205



Photo 206

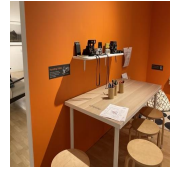


Photo 207



Photo 208



Photo 209

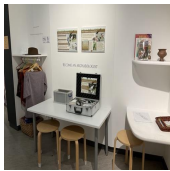


Photo 210

14.4a - Is the labelling of the exhibits in large clear type and in a type of font that many will find easy to distinguish? Is the information pictorial?

Priority 4

The labelling of the prints along the balcony gallery are white, set against a white background. The font size is also small, those positioned high from ffl may not be clearly visible for all visitors to this space.

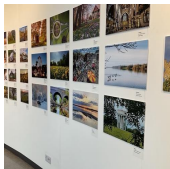


Photo 211

14.4b - Is the labelling of the exhibits in large clear type and in a type of font that many will find easy to distinguish? Is the information pictorial?

Priority 3

Some labels across the gallery and exhibition spaces are positioned within direct line of lighting, creating reflective glare that may distort the legibility of the text.

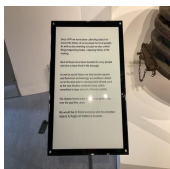


Photo 212



Photo 213



Photo 214

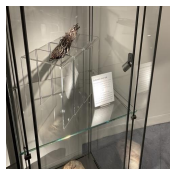


Photo 215

14.4c - Is the labelling of the exhibits in large clear type and in a type of font that many will find easy to distinguish? Is the information pictorial?

Priority 3

There are labels that are white and set against a white surrounding. Visitors who are blind or partially sighted may find identifying these labels challenging.

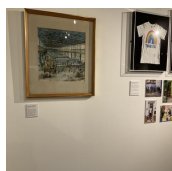


Photo 216



Photo 217



Photo 218

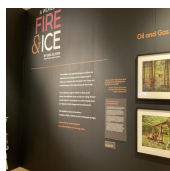


Photo 219

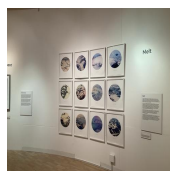


Photo 220



Photo 221

14.4d - Is the labelling of the exhibits in large clear type and in a type of font that many will find easy to distinguish? Is the information pictorial?

Priority 2

Some labels positioned in display cases were flat against the base, at this angle, the text may not be visible for all visitors.



Photo 222

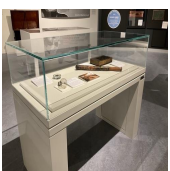


Photo 223

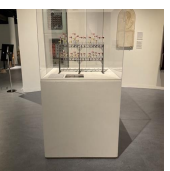


Photo 224



Photo 225

14.4e - Is the labelling of the exhibits in large clear type and in a type of font that many will find easy to distinguish? Is the information pictorial?

Priority 4

The font used was deemed to be clear and legible. Large print versions of the exhibition spaces were identified within the gallery and exhibition areas.

Images could be considered to enhance these guides.

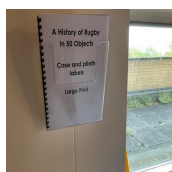


Photo 226

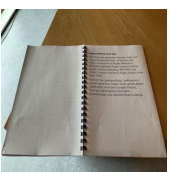


Photo 227



Photo 228

14.4f - Is the labelling of the exhibits in large clear type and in a type of font that many will find easy to distinguish? Is the information pictorial?

Priority 4

The plexiglass numbers identified on the second-floor archaeology gallery space may not be suitable for all users to assist with identifying which items corresponds to which number.



Photo 229



Photo 230



Photo 231

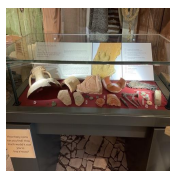


Photo 232

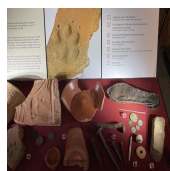


Photo 233



Photo 234

14.5 - Is there a quiet room or sensory room for Autistic persons?

Priority 4

A dedicated quiet room was not provided within the museum or gallery spaces.

14.6 - Is there a First Responder Toolkit?

Y / N/A

Are procedures in place to provide a first responder kit if required?

14.7 - Is there a sensory pack available with ear defenders?

Y / N/A

Sensory backpacks are available at two locations within the museum and gallery for visitors to access if required.

A visual story has also been developed to provide pre-visit information for neurodiverse visitors about what to expect during their visit.



Photo 235



Photo 236

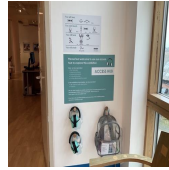


Photo 237



Photo 238

14.8 - When presentations or tours are given, is there a management procedure in place to provide interpreters for communication support?

Priority 3

The members of staff spoken to were not all aware if communication support could be provided when tours are available on site.

14.9 - Do interactive areas have a height adjustable table provided to accommodate wheelchair users?

Priority 4

The interactive areas identified appeared to be aimed at younger visitors to the museum and gallery spaces.

The second-floor exhibition space featured a display where visitors could use a magnifier to view coins, this was positioned at 594mm from ffl.

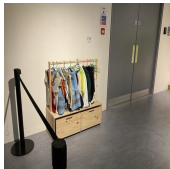


Photo 239



Photo 240



Photo 241

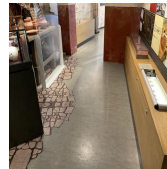


Photo 242

14.10 - Where there is a television or show i.e., as part of an exhibit, is this pre-set to display subtitles for people with hearing impairments? Where there are no subtitles, is there a transcript available? Is BSL available?

Priority 2

The videos identified that featured the sound of crackling fire for Transformation, and the ice from Nothing is Destroyed, did not feature signage to suggest what the noise was. This could assist a visitor who is Deaf or hard of hearing.

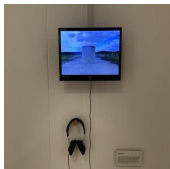


Photo 243

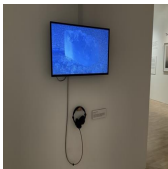


Photo 244

14.11 - When there is a television show with no sound, is this indicated accordingly?

Y / N/A

No issues to report.

14.12 - Where there are cafe/cafeteria facilities are items appropriately displayed, are the tables and chairs suitable and is there an induction loop provided to the payment counter?

Priority 1

The cafe worktop was positioned at 943mm from ffl. An induction loop system was not signed or identified.



Photo 245



Photo 246

14.13 - Where there are cafe/cafeteria facilities, are the menus available in accessible formats?

Priority 4

The auditor was informed that the cafe was not run by the museum group.

The menu's identified did not appear to be available in alternative formats.



Photo 247



Photo 248

14.14 - Within the back of house staff areas, are the rest facilities accessible? Do staff kitchenettes have split height work surfaces and are lever taps available?

Priority 1

The kitchenette area within the art room did not feature split height worktops. Access to this area featured a large, central table, which could prevent a wheelchair user from accessing this space fully.

There are areas within the staff occupied spaces that are narrow and may not be suitable should a wheelchair user require access to these spaces.



Photo 249

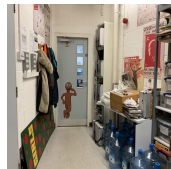


Photo 250

Checklist 15 - Way Finding

15.1 - Is the overall layout of the museum/site reasonably clear and logical? Is there signage available in Braille and Tactile formats? (Direct Access can facilitate Braille and Tactile translations of signage; <https://rb.gy/hmb9nt>)

Priority 4

The layout of the gallery and museum is logical, the various spaces were signed and colour coded.

No signage identified featured tactile or braille information; however, some signage made use of Makaton.

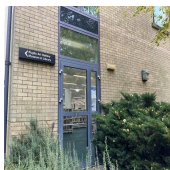


Photo 251

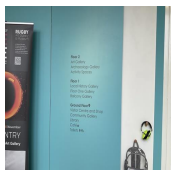


Photo 252



Photo 253

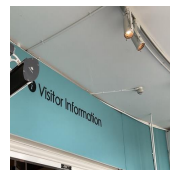


Photo 254

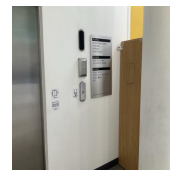


Photo 255

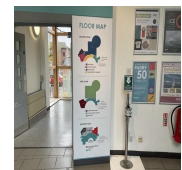


Photo 256



Photo 257



Photo 258

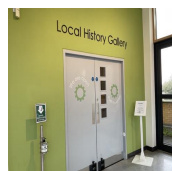


Photo 259

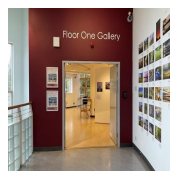


Photo 260



Photo 261



Photo 262



Photo 263

15.2 - On entering the main lobby area, are signs designed and located to convey information to visitors with sight impairments and wheelchair users with lower eye levels?

Signage is positioned within the lobby area to assist with way finding.

Y / N/A

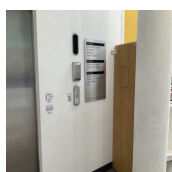


Photo 264

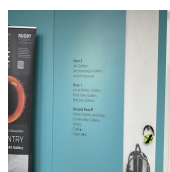


Photo 265

15.3 - Are standard toilet facilities suitably signed? On approach and on the actual entrances?

Signage for the WC facilities was identified on approach and within level signage. The signage provided upon approach was high from ground floor level and may not be readily identified by all visitors.

Y / N/A

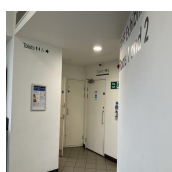


Photo 266

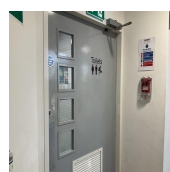


Photo 267

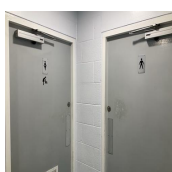


Photo 268

15.4 - Are the locations of the accessible toilet facilities suitably identified and located? Does signage have the International Symbol of Access? (Wheelchair symbol)

Signage for the accessible WC facilities was identified on approach and within level signage. The signage provided upon approach was high from ground floor level and may not be readily identified by all visitors.

Tactile or braille information was not available next to the compartment.

Priority 3



Photo 269



Photo 270

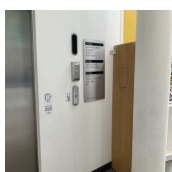


Photo 271

15.5 - Within stairwells are each of the levels clearly identifiable by tactile and visual information?

Each of the stairwells were signed within both visitor and staff areas. Tactile or braille information was not identified. The triangles used to depict arrows may not be recognised by all visitors as such.

Priority 3

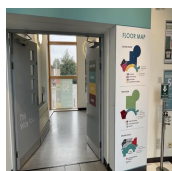


Photo 272

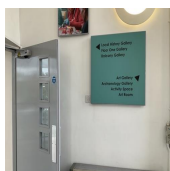


Photo 273

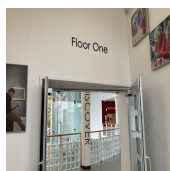


Photo 274

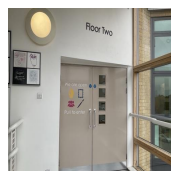


Photo 275

15.6 - Are the location of the lifts clearly signed at key locations throughout the site? Is there lift signage near the reception area and on entry to key stairwells?

Priority 3

The lift was signposted at the above the compartment, further signage from within the exhibition and gallery spaces was not identified.



Photo 276

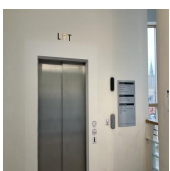


Photo 277

15.7 - Is the way finding strategy logical and consistent? Is the strategy designed to provide visual clues such as coloured areas?

Y / N/A

Colour coding was used to assist with identifying the gallery and exhibition spaces.



Photo 278



Photo 279



Photo 280



Photo 281



Photo 282

15.8 - Are temporary notices illustrated using good practice i.e., use of lower- and upper-case lettering?

Priority 4

Notices in various areas of the museum were identified as being written entirely in upper case lettering, which is not best practice.

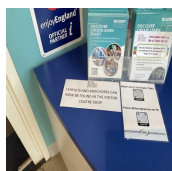


Photo 283



Photo 284



Photo 285

15.9 - Are leaflets provided at suitable heights for wheelchair users and for people of small stature?

Y / N/A

The leaflets identified were positioned at a suitable height.

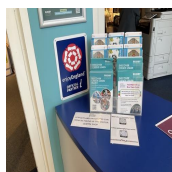


Photo 286

15.10 - Are leaflets available in alternative accessible formats such as Braille, Moon, or Large Print? Are staff aware that materials can be provided in accessible formats on request? Is the facility indicated as being available?

Priority 4

QR codes were identified on leaflets for visitors to discover some information via their personal devices. Further formats such as large print were not identified.



Photo 287

15.11 - If this is a large site, is information also given in tactile form (such as maps and models)? (Direct Access can provide your facility with our inclusive Tactile Map Boards; <https://directaccessgp.com/uk/product/tactile-map-boards/>)

Priority 4

A tactile map was not identified, which could assist people who are blind or partially sighted.

15.12 - Are paper tactile maps available for those who have impaired vision?

Priority 4

Sensory maps were available that can be utilised to identify the various gallery and exhibition spaces. The QR code available links to the website, where access information is available.

The map itself was not identified in alternative formats.



Photo 288

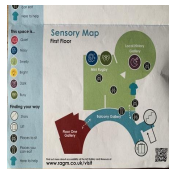


Photo 289

Checklist 16 - Lighting & Acoustics

16.1 - Is the lighting designed to meet a wide range of user needs? Is the level of lighting sufficient for intended use? Are lights positioned where they do not cause glare, reflection, confusing shadows, or pools of light and dark?

Priority 4

Lighting levels within the exhibition space on the first floor were low, generating shadows that could create confusion for people who are blind or partially sighted.

The auditor was informed of higher lighting level hours as the low lighting had been applied for exhibition preservation purposes.

The wall lighting within the stairwells could create glare for people who are blind or partially sighted.

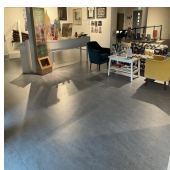


Photo 290



Photo 291

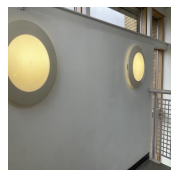


Photo 292

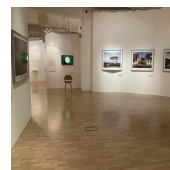


Photo 293



Photo 294



Photo 295

16.2 - Can occupiers control lighting? Are light switch plates suitably colour contrasted and appropriately positioned for a wheelchair user?

Y / N/A

No issues to report.



Photo 296

16.3 - Are lecture or meeting rooms appropriately illuminated and are blinds available to control the natural day lighting? Is glare avoided which can hinder attempts by people with hearing impairments to lip-read?

Priority 3

An area was identified that could be used for meetings, during the audit, the lighting was slightly low in this area.

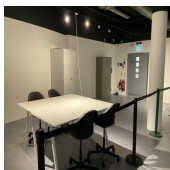


Photo 297

16.4 - Is the acoustics of the environment suitable for intended use? Are quiet and noisy areas separated by a buffer zone? Is the environment free from unnecessary obtrusive noise (e.g., heating units)?

Priority 2

The balcony area was identified as being a loud area, particularly when the cafe area was full.

A sensory map is available, which indicates where people may locate areas with specific noises, smells and lighting. This was deemed to be an excellent feature.

The social story created also provides details of quieter times to visit.

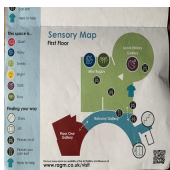


Photo 298

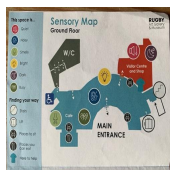


Photo 299

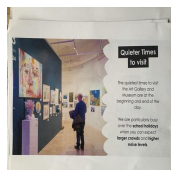


Photo 300

16.5 - Is there a good balance of hard and soft surfaces?

Y / N/A

No issues to report.

16.6 - Are induction loops fitted within key areas i.e., meeting rooms? Is there signage indicating the availability of the facility?

Priority 2

An induction loop system was identified on the Art Room door, it was not clear if this room was the responsibility of the art gallery and museum or the library.

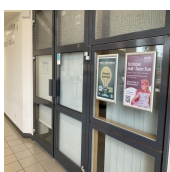


Photo 301

16.7 - Are portable induction loops available? Are staff members aware of how to use the facility and are they kept charged?

Priority 2

Portable induction loop systems were not identified but may be beneficial should tours be provided around the gallery and museums.

Checklist 17 - Means of Escape

17.1 - Are audible alarm systems supplemented by an accompanying visual system?

Priority 2

The alarm systems identified on site were a combination of visual and audio. A visual alarm system was not identified within the accessible WC facility.

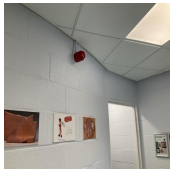


Photo 302

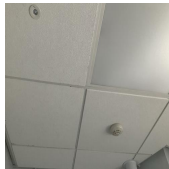


Photo 303

17.2 - Are the ground floor exit routes accessible to all, including wheelchair users, as entrance routes?

Priority 2

The main routes leading from the museum featured level access; however, there are exit points on site that require stepped routes.



Photo 304



Photo 305

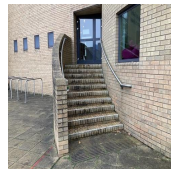


Photo 306

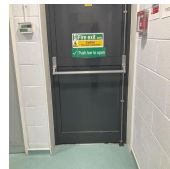


Photo 307

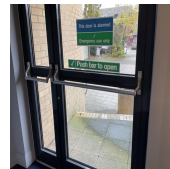


Photo 308

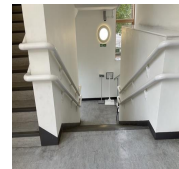


Photo 309

17.3 - Once outside, can a wheelchair user get to a place of safety? Are pathways provided and are these wide enough?

Y / N/A

Once outside, there are multiple routes that require stepped egress. Refer to 17.2.



Photo 310

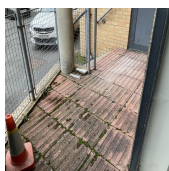


Photo 311

17.4 - Is vertical escape from upper to lower floors possible using a fire-protected lift with an independent power supply?

Priority 1

The lift was not to be used in the event of a fire. Signage was not positioned directly by the lift to indicate this and could be missed.

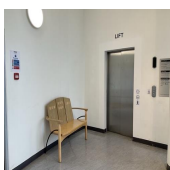


Photo 312

17.5 - If disabled people are unable to leave the building, is there a suitable refuge area? Is there an intercom provided within the refuge area and does this have accessible features such as an LED display?

Priority 1

Signage for refuge areas was not easily identifiable as the available signage was small and could be missed.



Photo 313



Photo 314



Photo 315



Photo 316

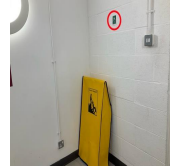


Photo 317

17.6 - When were the evacuation chairs last tested and maintained? A legal requirement under the Provision and Use of Work Equipment Regulations 1998.

Y / N/A

The auditor was informed that the evacuation equipment was regularly checked and maintained.

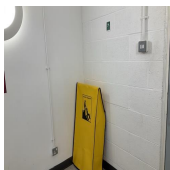


Photo 318

17.7 - Are evacuation chairs provided and is there signage indicating their location? Are staff members well versed in how to use them? (Direct Access can facilitate accessible Evacuation Chairs; <https://rb.gy/pvt30c>). This is a legal requirement under the Health and Safety at Work Act 1974.

Priority 1

The auditor was informed that staff members were trained on the use of the evacuation equipment.

Signage was not identified that could assist with identifying the location of the equipment.

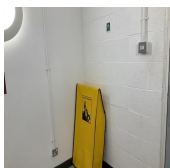


Photo 319

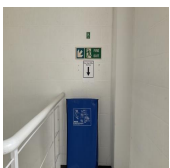


Photo 320



Photo 321

Checklist 18 - Building Management

18.1 - External Routes; Including steps and ramps, kept clean, unobstructed, and free from surface water, snow and ice?

Y / N/A

External routes were well maintained and kept clear from obstruction on the day of the survey.

18.2 - Accessible parking; Designated spaces not used by non-disabled drivers and kept free from obstructions?

Y / N/A

The accessible bays identified were not being misused on the day of the survey.

18.3 - Internal doors; Closers, door ironmongery maintained?

Y / N/A

No issues to report.

18.4 - Horizontal circulation; Space required for wheelchair manoeuvre not obstructed by furniture, deliveries, storage, etc.?

Y / N/A

Horizontal circulation routes were kept clear from obstruction on the day of the survey.

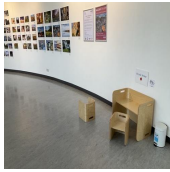


Photo 322

18.5 - Vertical circulation; Lifts, platform lifts and stair lifts checked regularly for proper functioning?

Priority 1

How frequently is the lift checked for working function?

18.6 - Means of Escape; Exit routes checked regularly for freedom from obstacles (including locked doors) and combustible materials? Alarm systems, including those in WCs, regularly checked?

Priority 1

How frequently are the alarm systems, including those in WCs, checked for proper working function?

18.7 - Means of Escape; Personal egress plan available for each member of staff needing assistance? Overall escape strategy for visitors who may need assistance?

Priority 1

Are PEEPs available for staff and volunteers who frequent the museum to ensure safe and efficient evacuation during an emergency?

18.8 - Means of Escape; Both general escape strategy and personal emergency egress plans regularly checked for efficiency and effectiveness?

Priority 1

How frequently are the general and emergency escape strategies tested for efficiency and effectiveness?

18.9 - Equipment; Are emergency cord alarms tested at regular intervals to ensure that they are working? Are induction loops frequently tested for effectiveness?

Priority 1

How frequently is the alarm system within the accessible WC checked for working function?

Section 7: Photographic Survey

For visitors who are wheelchair users or whose mobility is limited

- There is step free access throughout the Art Gallery and Museum, with even floors and wide doorways.
- A lift is available to access all floors.
- Designated seating areas are located throughout the galleries for those who may need to rest.
- Disabled toilets are available on our ground floor.
- Evac Chairs are available in case of an emergency.

For visitors who are Deaf or have hearing loss

- There are hearing loop systems in place in Floor One Gallery, the Local History Gallery, and the main Art Gallery spaces.
- We do not currently provide sign language or live captioning at events as standard, but if you wish to attend one of our workshops or talks, please get in touch and we will endeavour to make arrangements.

For visitors who are blind or visually impaired

- A selection of large-print information leaflets and gallery guides are available. Staff are happy to provide verbal descriptions of artworks and exhibitions.
- Light levels are low in certain galleries. This is to protect and conserve the objects in those areas. Please ask a Visitor Assistant if you would like to borrow a torch during your visit.
- Assistance dogs are welcome in all areas of the building.
- We provide audio recordings of our Object of the Month to Rugby Talking Newspaper (www.rugbytalkingnewspaper.org).

For visitors who are neurodivergent or have learning disabilities

- Please ask if you need assistance or information during your visit. There are quieter places we can direct you to if you or a member of your family needs it.
- Our orientation video shows how the Gallery and Museum is laid out and gives an idea of what to expect on a visit.
- The Gallery and Museum is particularly busy during school holidays and on special event days. Please contact us if you need further information.
- Access support backpacks are available for free for children and adults with sensory sensitivities to borrow for the course of your visit. These contain ear

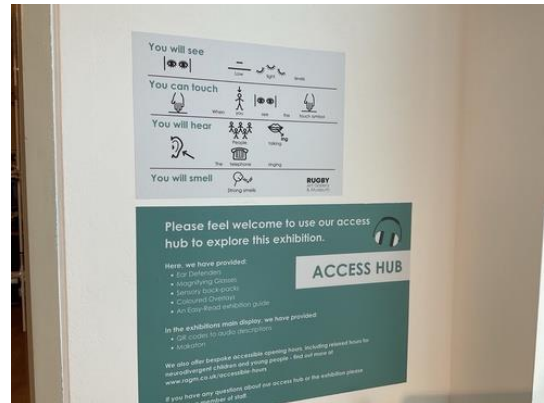


Photo 1

Photo 2



Photo 3

Photo 4

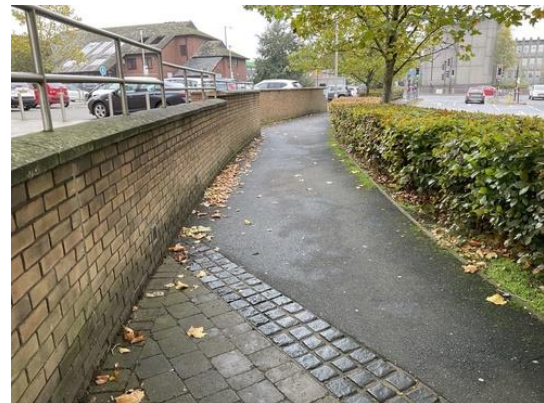


Photo 5

Photo 6



Photo 7



Photo 8



Photo 9

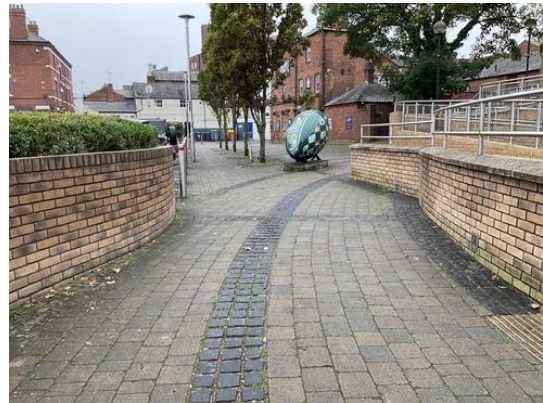


Photo 10



Photo 11



Photo 12

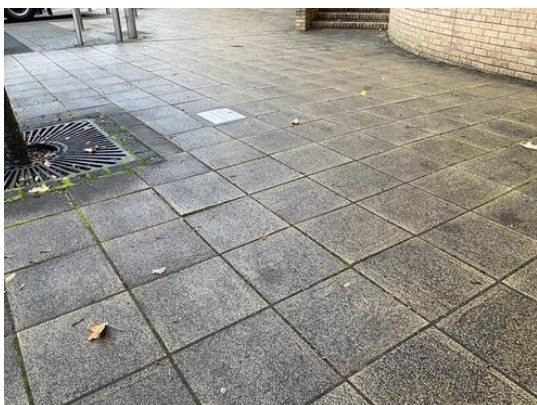


Photo 13



Photo 14



Photo 15



Photo 16



Photo 17



Photo 18



Photo 19



Photo 20



Photo 21



Photo 22



Photo 23



Photo 24



Photo 25



Photo 26



Photo 27



Photo 28

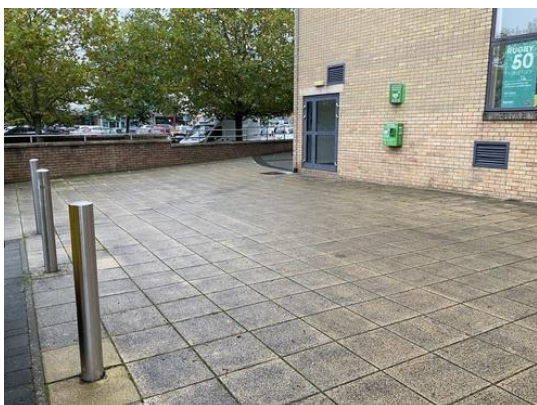


Photo 29



Photo 30



Photo 31



Photo 32



Photo 33

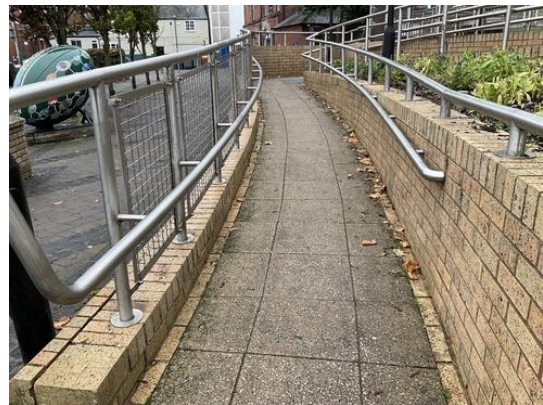


Photo 34

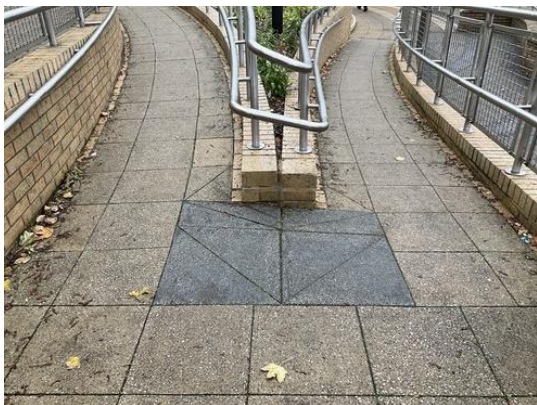


Photo 35

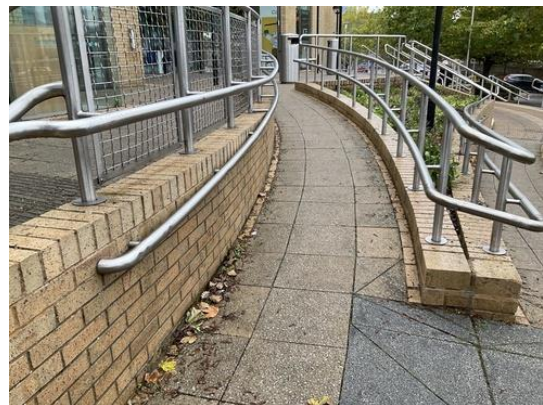


Photo 36

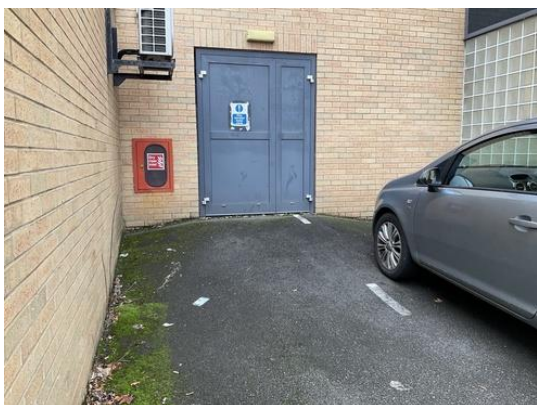


Photo 37

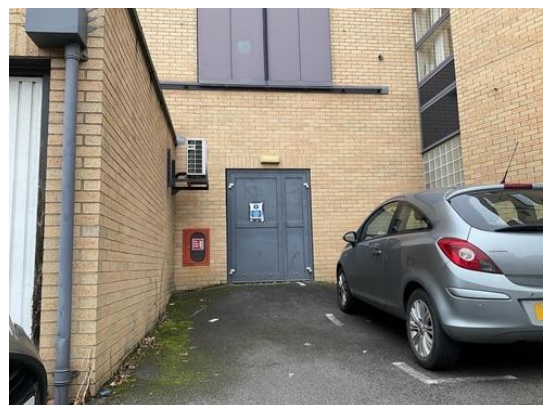


Photo 38



Photo 39



Photo 40



Photo 41



Photo 42

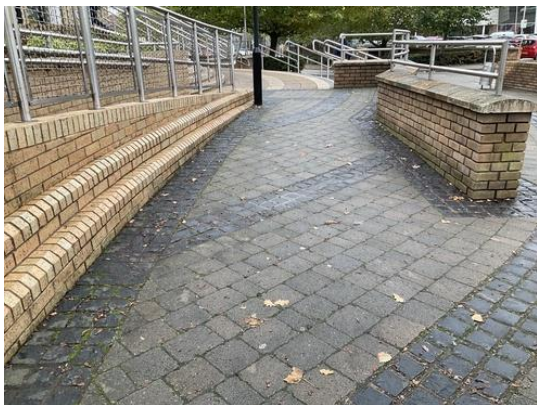


Photo 43



Photo 44



Photo 45

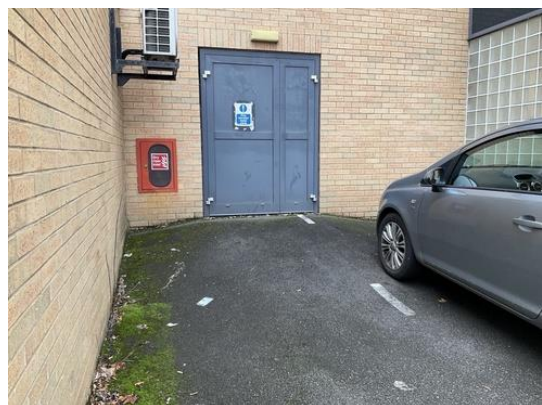


Photo 46

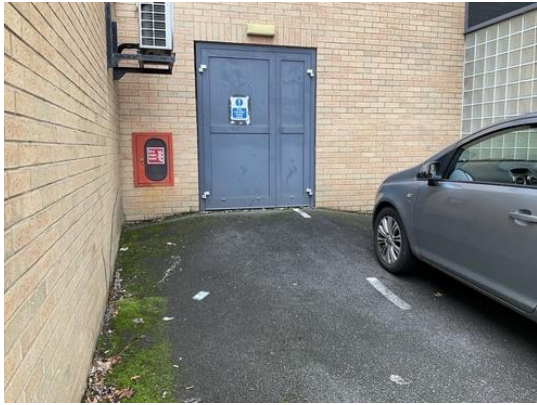


Photo 47



Photo 48



Photo 49

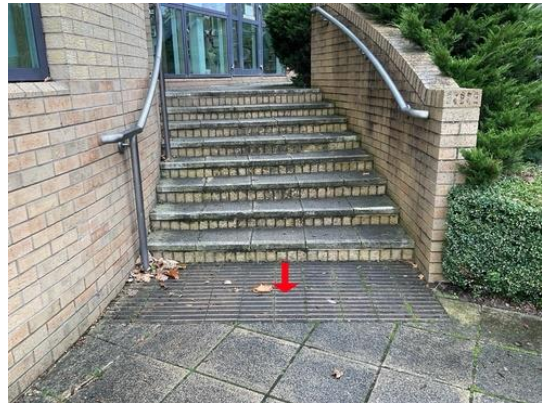


Photo 50



Photo 51



Photo 52

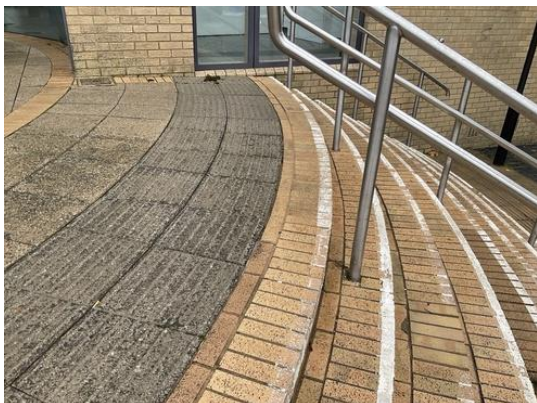


Photo 53

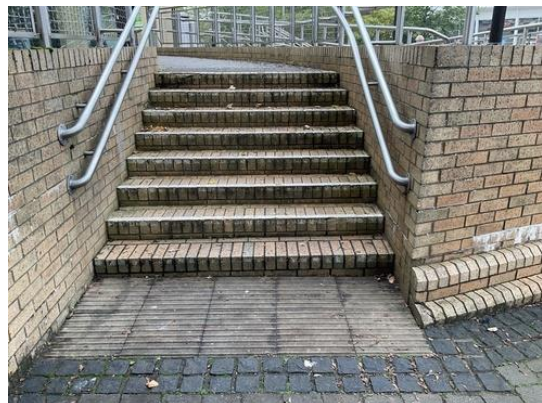


Photo 54



Photo 55



Photo 56



Photo 57



Photo 58



Photo 59

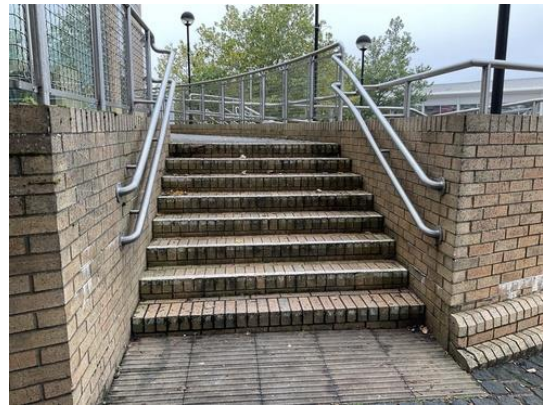


Photo 60



Photo 61

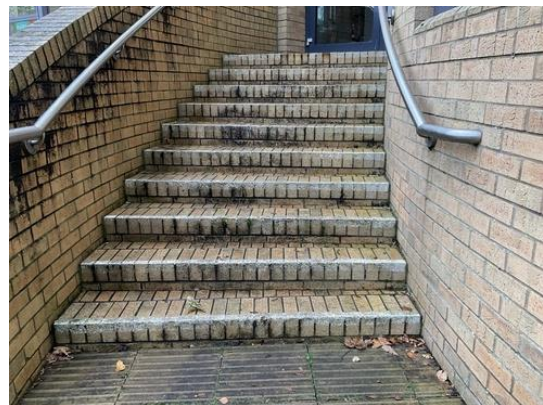


Photo 62



Photo 63



Photo 64



Photo 65



Photo 66

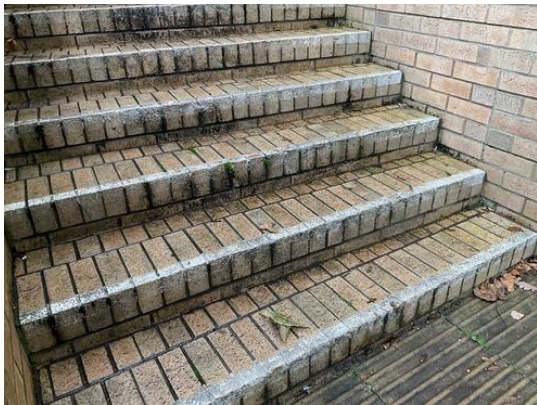


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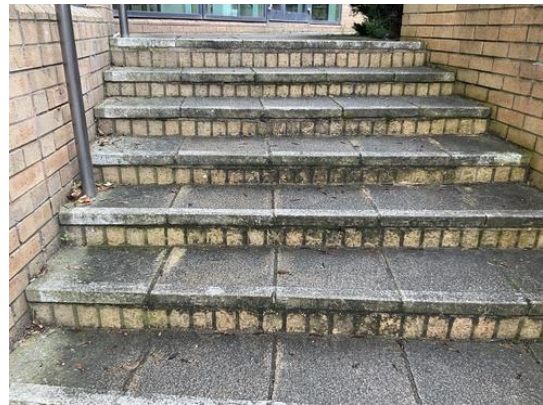


Photo 68



Photo 69



Photo 70



Photo 71



Photo 72



Photo 73



Photo 74



Photo 75



Photo 76



Photo 77



Photo 78



Photo 79



Photo 80



Photo 81



Photo 82



Photo 83



Photo 84



Photo 85



Photo 86



Photo 87



Photo 88



Photo 89



Photo 90



Photo 91



Photo 92



Photo 93



Photo 94



Photo 95



Photo 96



Photo 97



Photo 98



Photo 99

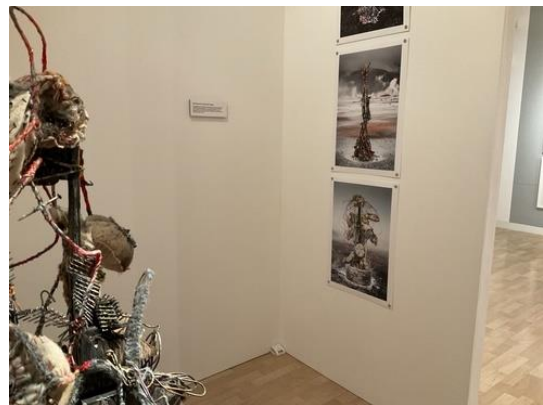


Photo 100

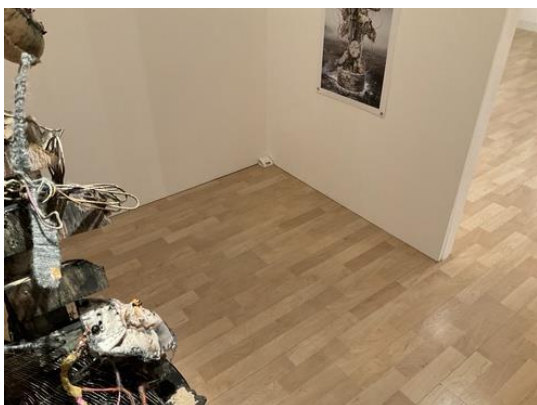


Photo 101



Photo 102



Photo 103



Photo 104



Photo 105



Photo 106



Photo 107



Photo 108



Photo 109

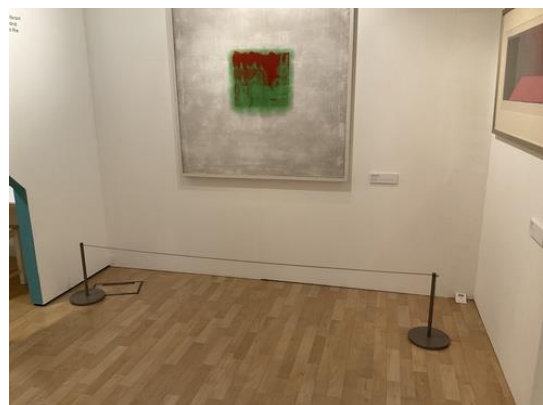


Photo 110



Photo 111



Photo 112



Photo 113



Photo 114



Photo 115



Photo 116

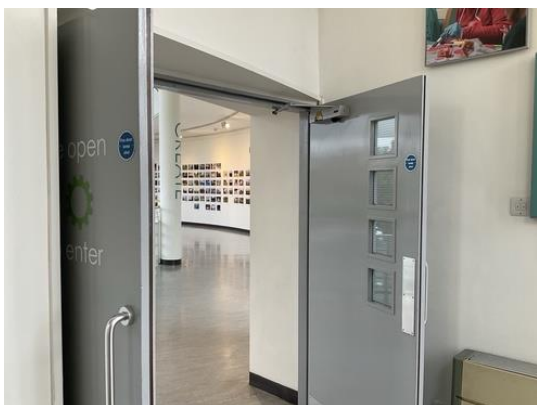


Photo 117



Photo 118



Photo 119



Photo 120



Photo 121

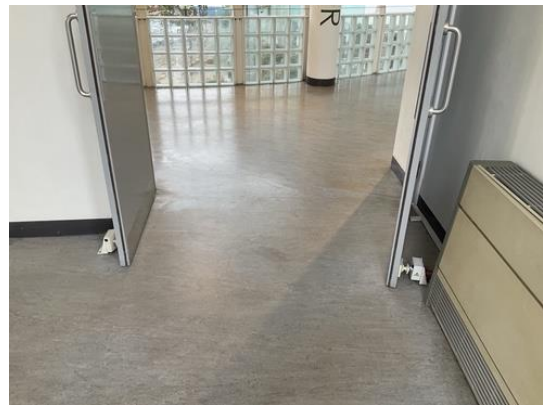


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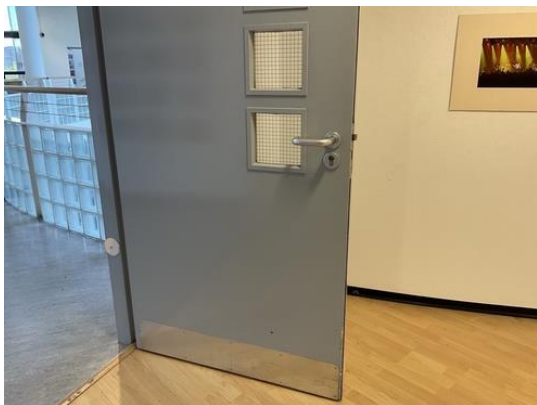


Photo 123



Photo 124



Photo 125



Photo 126



Photo 127



Photo 128



Photo 129



Photo 130



Photo 131

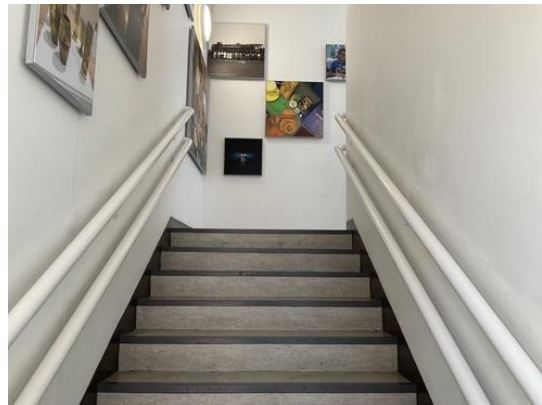


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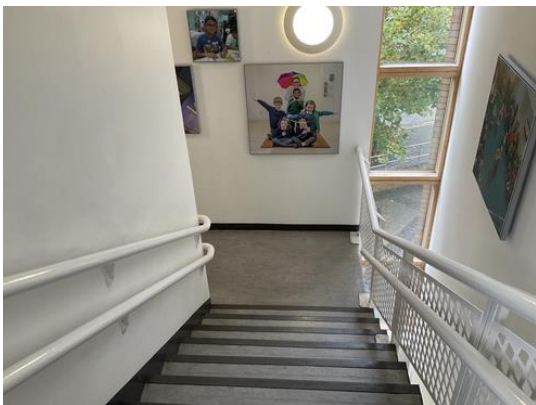


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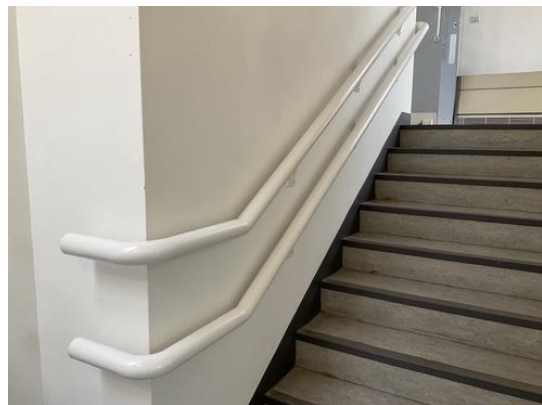


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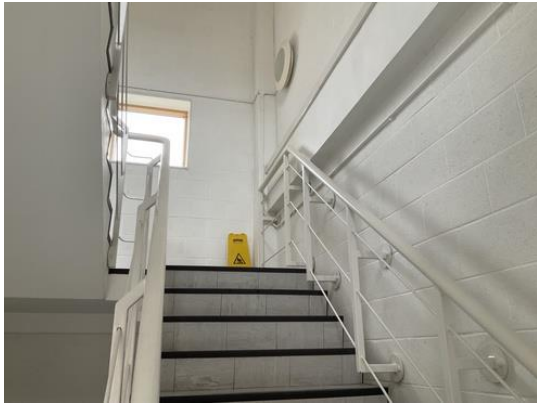


Photo 135



Photo 136



Photo 137



Photo 138



Photo 139



Photo 140



Photo 141



Photo 142



Photo 143



Photo 144



Photo 145



Photo 146



Photo 147



Photo 148



Photo 149



Photo 150



Photo 151



Photo 152



Photo 153



Photo 154



Photo 155



Photo 156



Photo 157



Photo 158



Photo 159



Photo 160



Photo 161

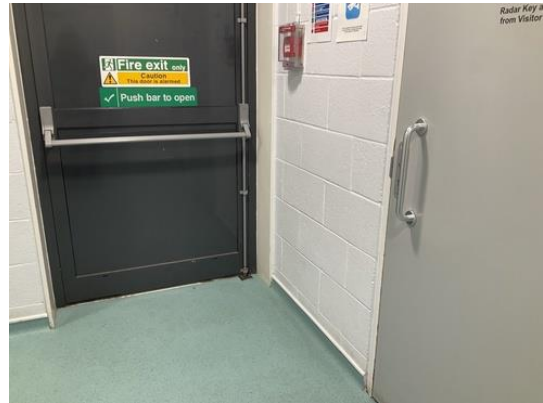


Photo 162



Photo 163

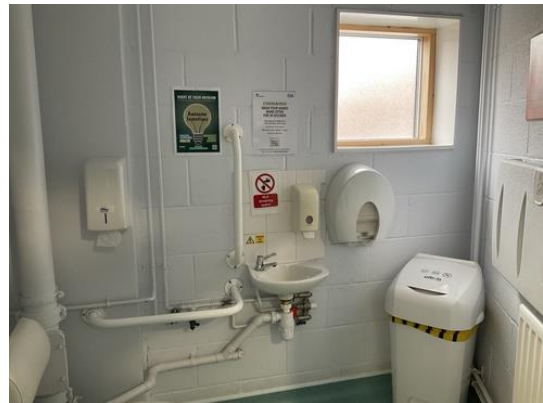


Photo 164



Photo 165



Photo 166



Photo 167



Photo 168



Photo 169

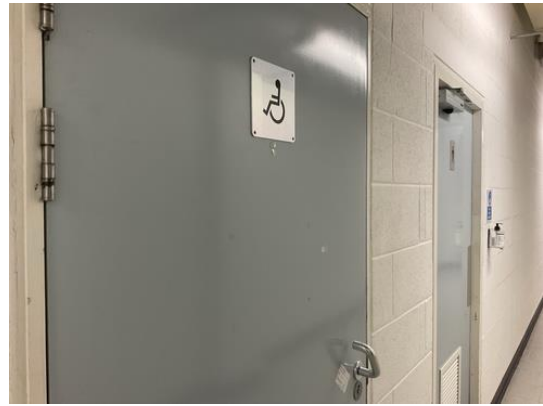


Photo 170



Photo 171



Photo 172



Photo 173

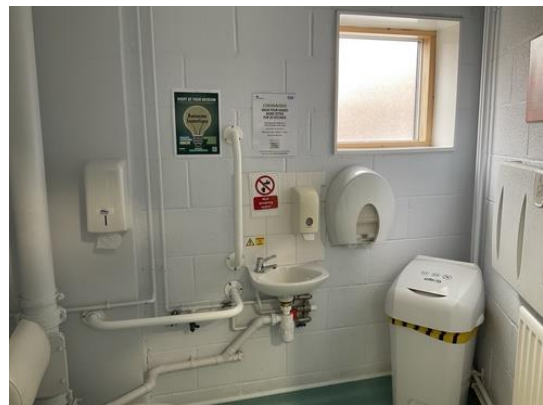


Photo 174



Photo 175



Photo 176



Photo 177



Photo 178



Photo 179



Photo 180

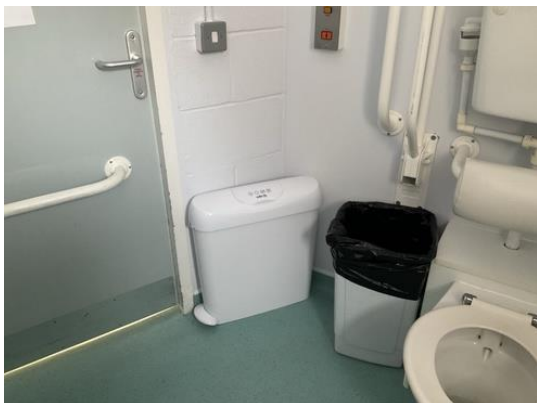


Photo 181

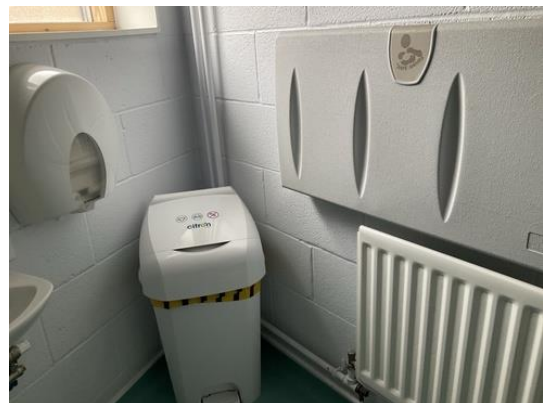


Photo 182



Photo 183



Photo 184

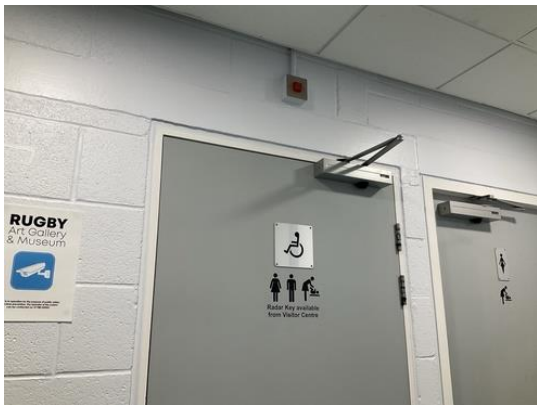


Photo 185



Photo 186



Photo 187



Photo 188



Photo 189



Photo 190



Photo 191



Photo 192



Photo 193



Photo 194



Photo 195



Photo 196



Photo 197



Photo 198



Photo 199



Photo 200



Photo 201



Photo 202

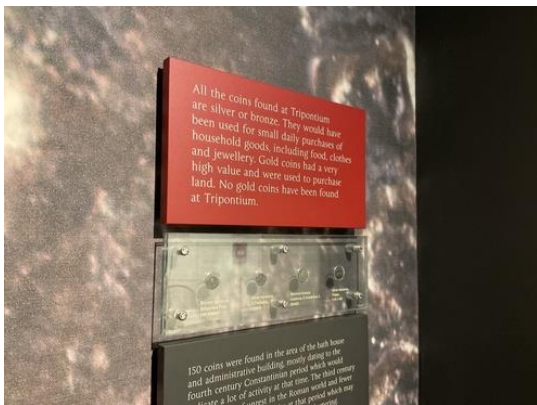


Photo 203



Photo 204



Photo 205



Photo 206



Photo 207



Photo 208



Photo 209



Photo 210



Photo 211

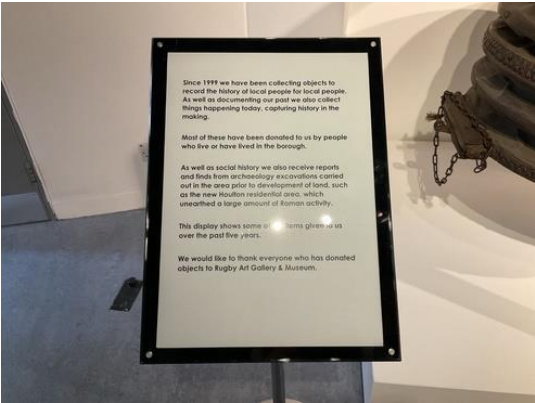


Photo 212



Photo 213

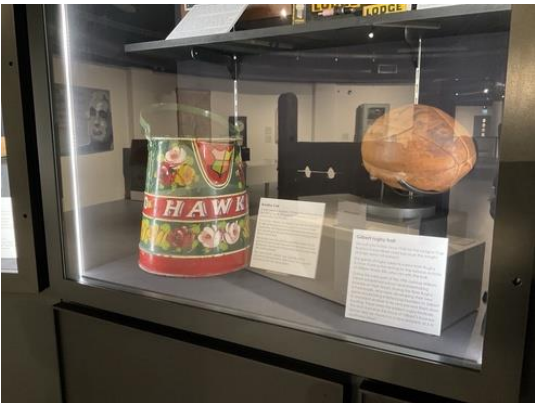


Photo 214



Photo 215



Photo 216

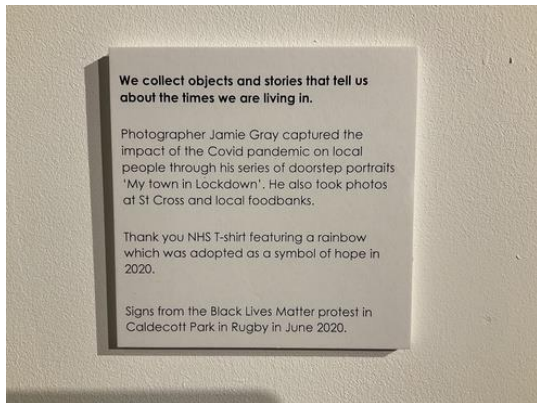


Photo 217



Photo 218



Photo 219



Photo 220



Photo 221



Photo 222



Photo 223

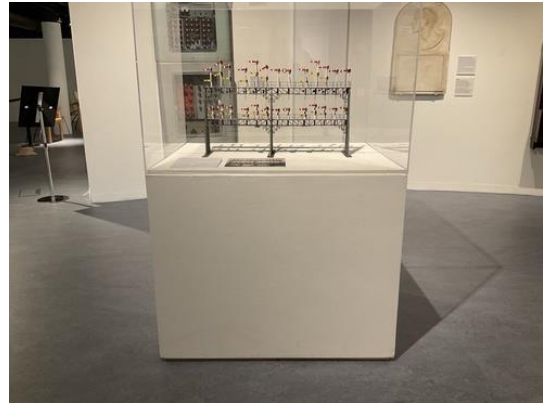


Photo 224



Photo 225

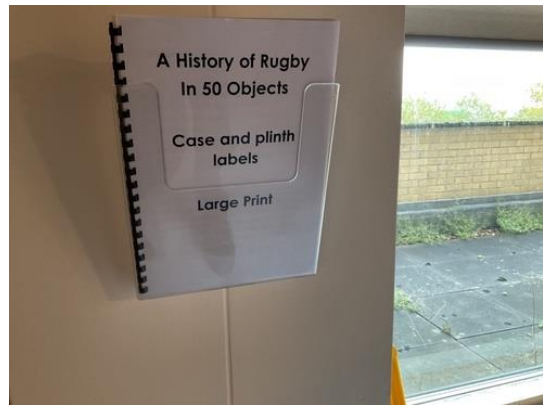


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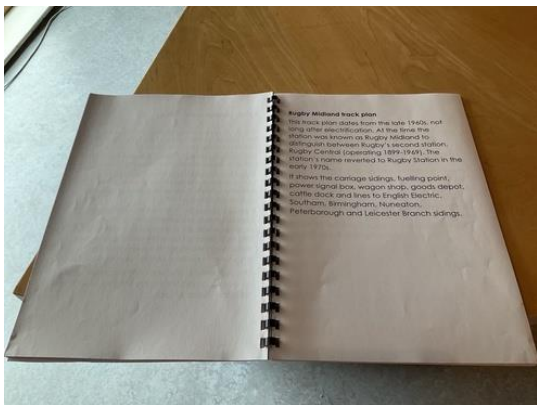


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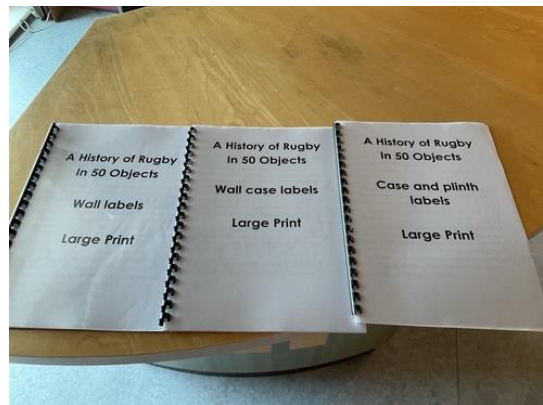


Photo 228



Photo 229



Photo 230



Photo 231



Photo 232



Photo 233



Photo 234

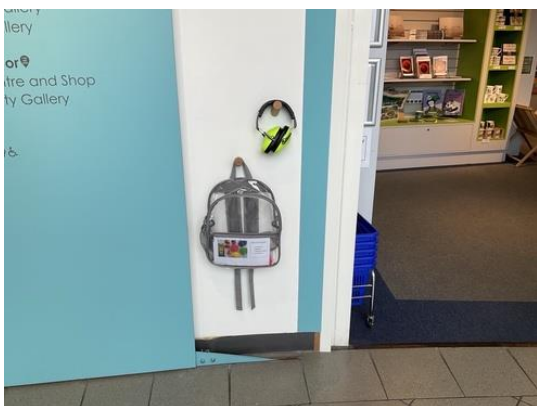


Photo 235



Photo 236

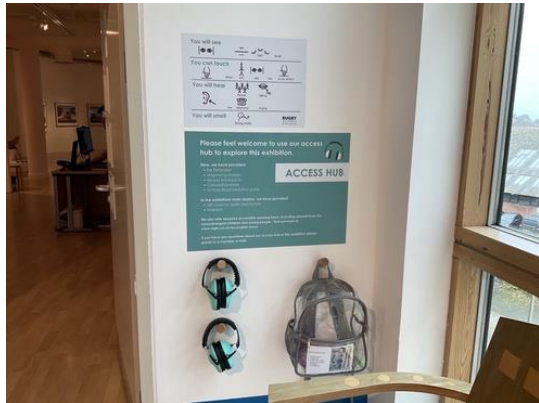


Photo 237



Photo 238

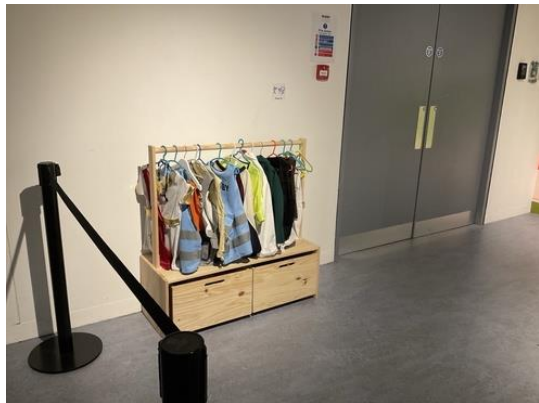


Photo 239



Photo 240



Photo 241



Photo 242



Photo 243



Photo 244



Photo 245



Photo 246



Photo 247



Photo 248



Photo 249

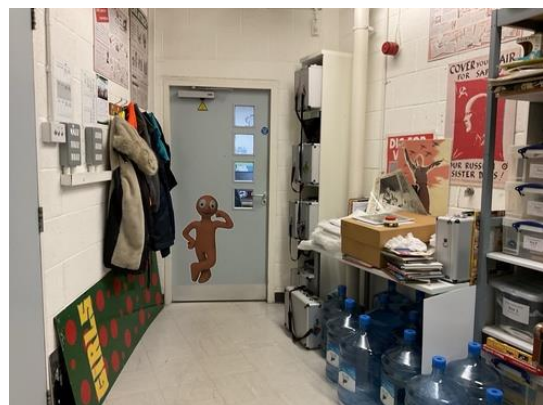


Photo 250



Photo 251



Photo 252



Photo 253



Photo 254

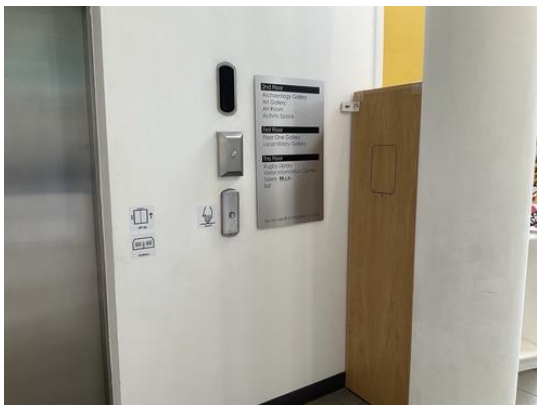


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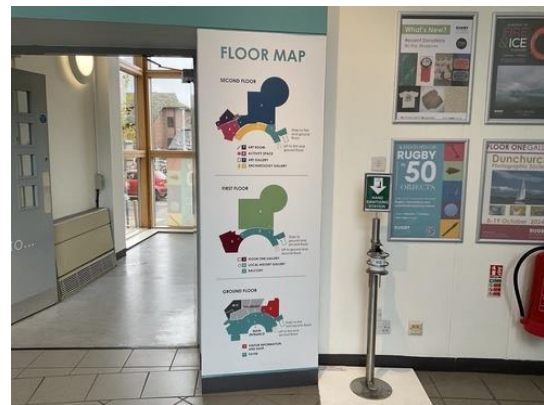


Photo 256



Photo 257



Photo 258



Photo 259



Photo 260



Photo 261



Photo 262



Photo 263

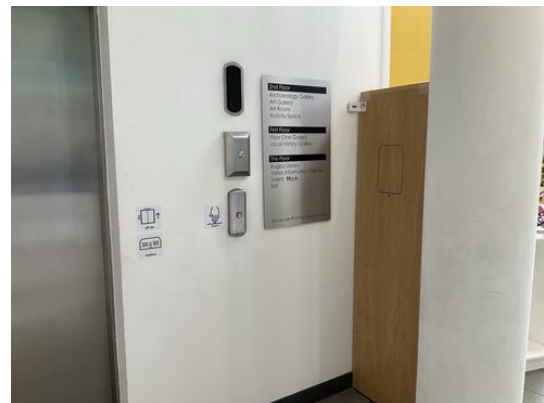


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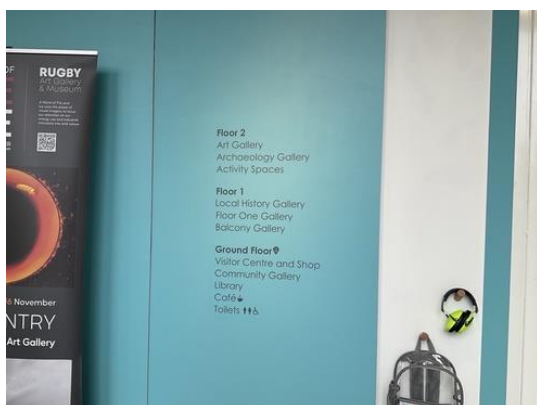


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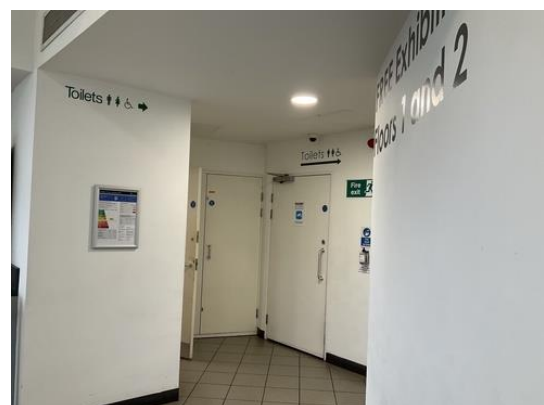


Photo 266



Photo 267



Photo 268



Photo 269



Photo 270

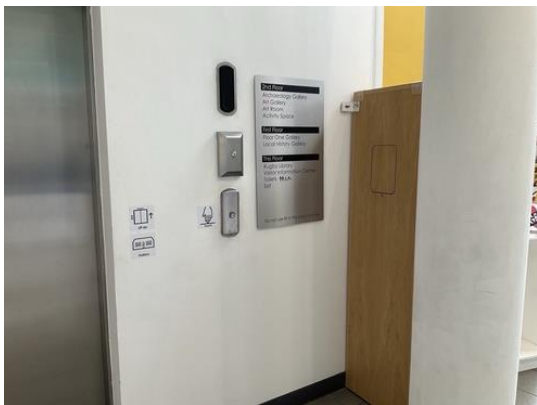


Photo 271



Photo 272

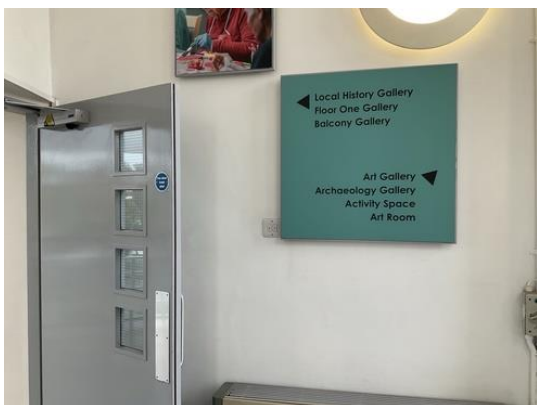


Photo 273



Photo 274



Photo 275



Photo 276

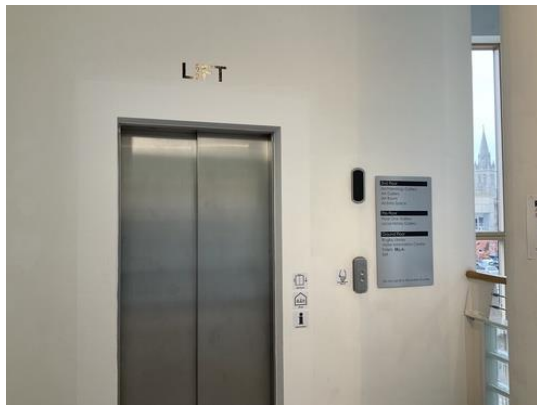


Photo 277



Photo 278



Photo 279



Photo 280



Photo 281



Photo 282

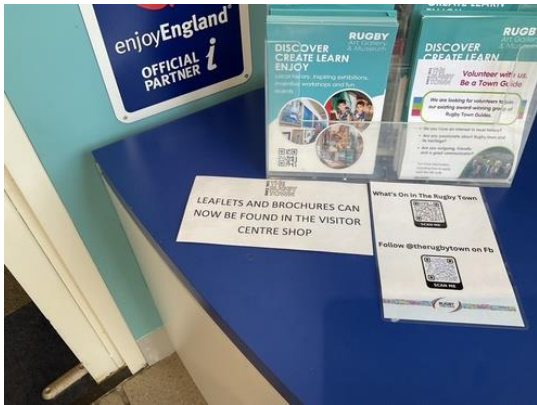


Photo 283



Photo 284



Photo 285



Photo 286

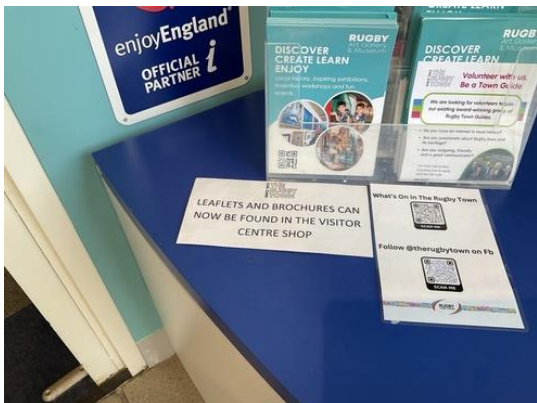


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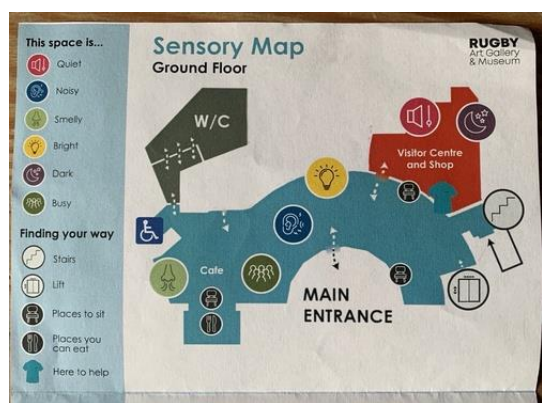


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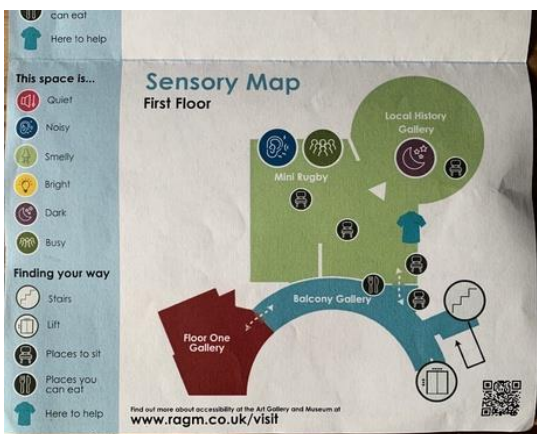


Photo 289



Photo 290



Photo 291



Photo 292



Photo 293



Photo 294



Photo 295

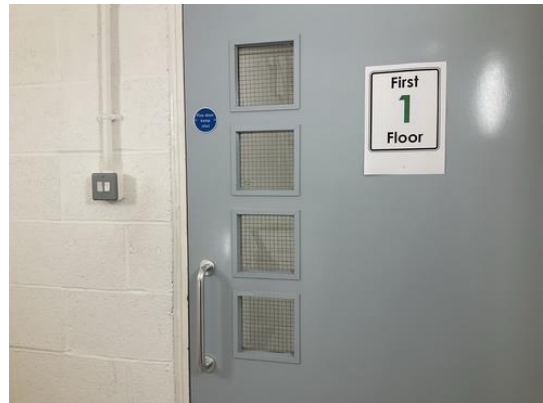


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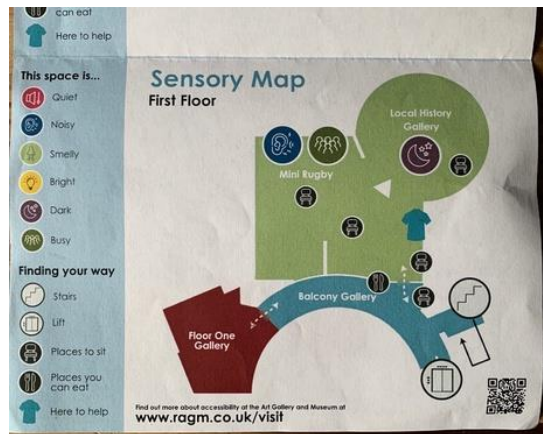


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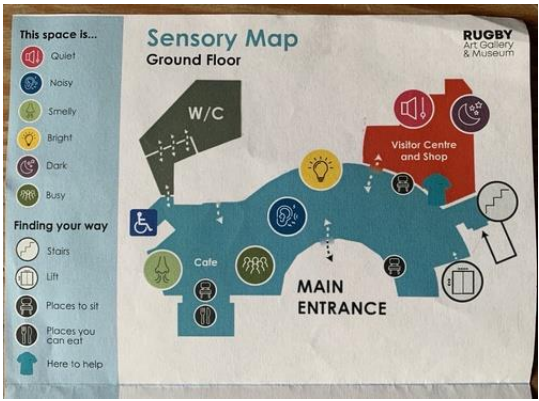


Photo 299



Photo 301



Photo 303



Photo 298



Photo 300

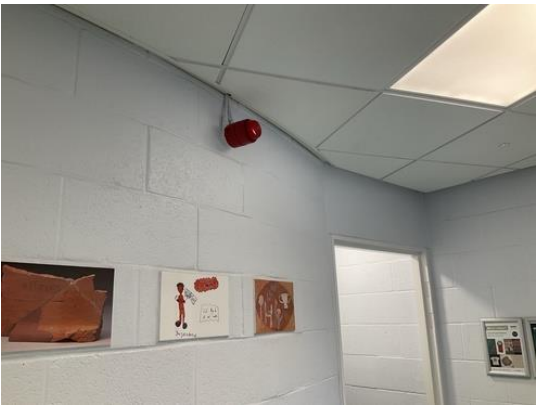


Photo 302



Photo 304



Photo 305

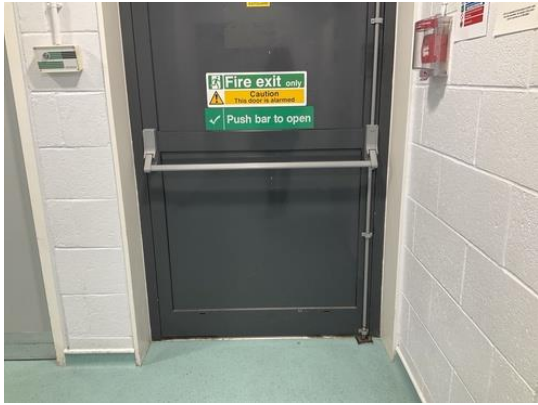


Photo 307



Photo 309



Photo 311



Photo 306



Photo 308



Photo 310



Photo 312



Photo 313



Photo 315

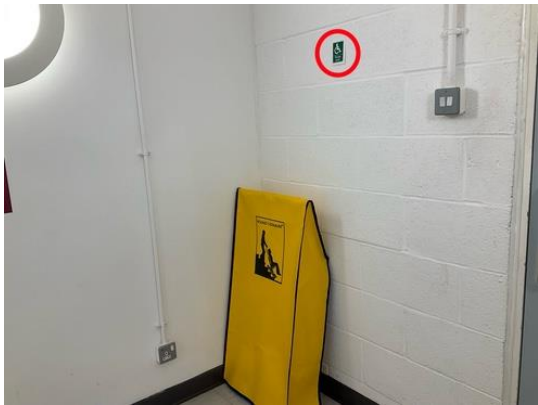


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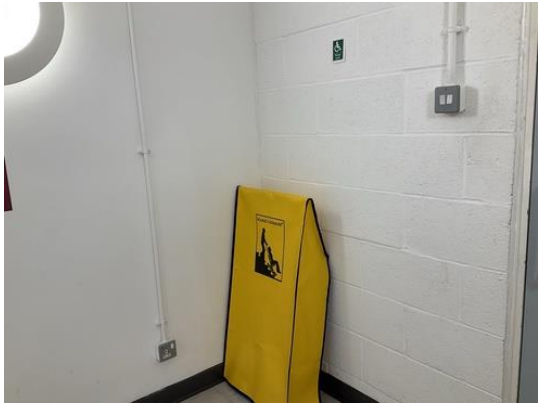


Photo 319



Photo 314



Photo 316

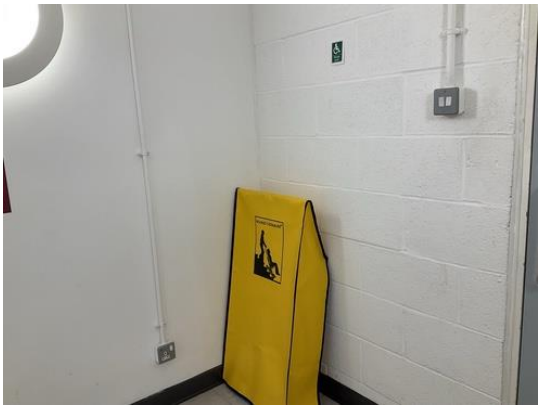


Photo 318



Photo 320



Photo 321

Photo 322

Rugby Gallery & Museum**Order of Approximate Cost - 08/04/2026****XL Scheme****New Build Elements****Main Entrance**

New Façade Incl footings etc	1	Item	£350,000	£350,000
Infill new slab etc	40	m2	£500	£20,000
New steps and platform lift to north extension	1	Psum	£35,000	£35,000
New roof / closing off void to enclosed space	40	m2	£1,000	£40,000

New South Extension

Demolitions allowance	1	Psum	£27,000	£27,000
New Build				
GF	136			
1st	242			
2nd	242			
	620	m2	£5,500	£3,410,000

New North Extension

Demolitions allowance	1	Psum	£10,000	£10,000
New Build				
GF - Café / kitchen	197			
1st - WC's	24			
2nd - WC's	24			
	245	m2	£5,000	£1,225,000

New Internal Stair core	3nr floors	1	Psum	£150,000	£150,000
New Lift	3nr floors	1	Psum	£350,000	£350,000
2nd Floor infill for Flexible space		108	m2	£1,000	£108,000

Internal Refurbishment Elements**Ground Floor**

Main Entrance	Painted walls, basic flooring and lighting	254	m2	£1,000	£254,000
Shop	Painted walls, basic flooring, fixturing and lighting	19	m2	£2,000	£38,000
Storage	Shelving	1	Psum	£500	£500
Class Room	Allowance for minor intervention	1	Psum	£10,000	£10,000
Floor 1 Gallery	Painted walls, basic flooring and lighting	67	m2	£1,000	£67,000

First Floor

Permanent Exhibition and Archaeology	333 m2	£1,500	£499,500
Balcony and Stairs Decorations and lighting	147 m2	£1,000	£147,000
Quite Room (Excluded - allowance for DDA lift refurb)	1 Psum	£20,000	£20,000
DDA - Excluded			Excluded

Second Floor

Flexible Space Incl Structure & Fit out	108 m2	£3,000	£324,000
Foyer Painted walls, basic flooring and lighting	144 m2	£1,000	£144,000
DDA - Excluded			Excluded
Kitchen Allowance	13 m2	£3,000	£39,000
Store Make good disturbed area adjacent	1 Psum	£5,000	£5,000
Changing Gallery Decorations only	1 Psum	£20,000	£20,000

External Works

Works to for new entrance ramp etc	1 Psum	£275,000	£275,000
			£7,568,000

Contingency	10%		£757,000
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Total Estimated Construction (+/- 20%) **£8,325,000**

Say **£8,300,000**

Basis

PRS - Plan Pack received 04/03/26

PRS - Renders received 04/03/26

Notes

Cost are approximate should be treat as budgetary as they are based only on the outline designs provided. Actual cost may vary when architectural, Structural, MEP services and external designs are developed.

Exclusions

Construction inflation beyond present day.

VAT

Professional Fees

Economic effect on prices due to conflicts or other international events

Decant

Recant

Operational equipment

Staffing costs

Removal of deleterious materials.

Works to areas not affected by the PRS schemes

Rugby Gallery & Museum**Order of Approximate Cost - 08/04/2026****L Scheme****New Build Elements****Main Entrance**

New Façade Incl footings etc				Excluded
Infill new slab etc				Excluded
New steps and platform lift to north extension				Excluded
New roof / closing off void to enclosed space				Excluded

New South Extension

Demolitions allowance		1 Psum	£27,000	£27,000
New Build				
GF	150			
1st	242			
2nd	242			
	634 m2	634 m2	£5,500	£3,487,000

New North Extension

Demolitions allowance		1 Psum	£5,000	£5,000
New Build				
GF	0			
1st - WC's	24			
2nd - WC's	24			
	48 m2	48 m2	£5,500	£264,000

New Internal Stair core 3nr floors

Excluded

New Lift 3nr floors

1 Psum £300,000 £300,000

2nd Floor infill for Flexible space

Excluded

Internal Refurbishment Elements**Ground Floor**

Main Entrance	Painted walls, basic flooring and lighting	124 m2	£1,000	£124,000
Shop	Painted walls, basic flooring, fixturing and lighting	83 m2	£2,000	£166,000
IT Suite				No works
Café	Painted walls, basic flooring, fixturing and lighting	129 m2	£3,000	£387,000
Kitchen	Allowance	13 m2	£3,000	£39,000
Main library				No works
Class room				No works

First Floor

Permanent Exhibition & Archaeology	Painted walls, basic flooring and lighting	333 m2	£1,500	£499,500
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Balcony Gallery	Painted walls, basic flooring and lighting	147 m2	£1,000	£147,000
Foyer	Painted walls, basic flooring and lighting	61 m2	£1,000	£61,000
DDA				Excluded
Kitchen	Allowance	12 m2	£3,000	£36,000
Storage	Shelving	1 Psum	£1,000	£1,000
Second Floor				
Flexi Room	Form room and basic finishes etc	18 m2	£2,000	£36,000
Foyer	Painted walls, basic flooring and lighting	118 m2	£1,000	£118,000
DDA				N/A
Kitchen	Allowance	19 m2	£3,000	£57,000
Store				N/A
Open Gallery	Decorations only	1 Psum	£20,000	£20,000
External Works				
Works to for new entrance ramp etc		1 Psum	£275,000	£275,000
				£6,049,500
Contingency		10%		£605,000
Total Estimated Construction (+/- 20%)				£6,654,500
Say				£6,700,000

Basis

PRS - Plan Pack received 04/03/26

PRS - Renders received 04/03/26

Notes

Cost are approximate should be treat as budgetary as they are based only on the outline designs provided. Actual cost may vary when architectural, Structural, MEP services and external designs are developed.

Exclusions

Construction inflation beyond present day.

VAT

Professional Fees

Economic effect on prices due to conflicts or other international events

Decant

Recant

Operational equipment

Staffing costs

Removal of deleterious materials.

Works to areas not affected by the PRS schemes

Rugby Gallery & Museum**Order of Approximate Cost - 08/04/2026****M Scheme****New Build Elements**

Main Entrance

New Façade Incl footings etc				Excluded
Infill new slab etc				Excluded
New steps and platform lift to north extension				Excluded
New roof / closing off void to enclosed space				Excluded

New South Extension

Demolitions allowance		1 Psum	£27,000	£27,000
New Build				
GF	114			
1st	200			
2nd	200			
	514 m2	514 m2	£5,500	£2,827,000

New North Extension

Demolitions allowance		1 Psum	£5,000	£5,000
New Build				
GF	0			
1st - WC's	24			
2nd - WC's	24			
	48 m2	48 m2	£5,500	£264,000

New Internal Stair core 3nr floors

Excluded

New Lift 3nr floors

Excluded

2nd Floor infill for Flexible space

Excluded

Internal Refurbishment Elements**Ground Floor**

Main Entrance	Painted walls, basic flooring and lighting	124 m2	£1,000	£124,000
Shop	Painted walls, basic flooring, fixturing and lighting	83 m2	£2,000	£166,000
IT Suite				No works
Café	Painted walls, basic flooring, fixturing and lighting	129 m2	£3,000	£387,000
Kitchen	Allowance	13 m2	£3,000	£39,000
Main library				No works
Class room				No works

First Floor

Permanent Exhibition and Archaeology	Painted walls, basic flooring and lighting	333 m2	£1,500	£499,500
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Balcony Gallery	Painted walls, basic flooring and lighting	147 m2	£1,000	£147,000
Foyer	Painted walls, basic flooring and lighting	61 m2	£1,000	£61,000
DDA				Excluded
Kitchen	Allowance	12 m2	£3,000	£36,000
Storage	Shelving	1 Psum	£1,000	£1,000
Second Floor				
Flexi Room	Form room and basic finishes etc	18 m2	£2,000	£36,000
Foyer	Painted walls, basic flooring and lighting	118 m2	£1,000	£118,000
DDA				N/A
Kitchen	Allowance	19 m2	£3,000	£57,000
Store				N/A
Open Gallery	Decorations only	1 Psum	£20,000	£20,000
Collection Store	Form room and basic finishes plus racking (fixed only)	42 m2	£3,000	£126,000
External Works				
Works to for new entrance ramp etc		1 Psum	£275,000	<u>£275,000</u>
				£5,215,500
Contingency		10%		<u>£522,000</u>
Total Estimated Construction (+/- 20%)				<u>£5,737,500</u>
Say				<u>£5,700,000</u>

Basis

PRS - Plan Pack received 04/03/26

PRS - Renders received 04/03/26

Notes

Cost are approximate should be treat as budgetary as they are based only on the outline designs provided. Actual cost may vary when architectural, Structural, MEP services and external designs are developed.

Exclusions

Construction inflation beyond present day.

VAT

Professional Fees

Economic effect on prices due to conflicts or other international events

Decant

Recant

Operational equipment

Staffing costs

Removal of deleterious materials.

Works to areas not affected by the PRS schemes

Brookbanks (Approximate Scope)

Notes

PT Projects Ltd
Approximate Budgets

2		Existing Building		
2.1		Existing Systems		
		Without going into a long background on the existing buildings there are a few observations where proposals can assist with the energy or operation of the building systems.		
2.1.1		Most of the MEP services are approaching end of typical life span, although the LED lighting does appear to have been updated in many areas, modern replacements of mechanical plant etc will generally be more efficient. This inevitable replacement does give the opportunity to re-consider each area to assess whether the plant is serving spaces and conditions as they are best required.		N/A
2.1.2		The existing Low Voltage switch panel only has one incoming meter on it, it is mandatory on NEW installations that metering is provided to each system / area separately so energy use can be understood and managed appropriately. This might also assist in better split billing of energy between the library and RAGM. Addition of meters to each area would be reasonably simple to provide with a few overnight power shutdowns.	Approx Budget	£ 25,000
2.1.3		It seems a few areas have been adapted since initial construction and the layout of ductwork serving specific spaces no longer matches the exact use of all spaces, one example of this is the library mezzanine. Any space re-organisation could take this into account or allow re-alignment of spaces with the ventilation systems. We also understand that due to the ventilation adaptations over time, there are a few areas where the air pressure is causing issues with doors not opening / closing properly, so air re-balancing is necessary to a few spaces.	Approx Budget	£ 13,000
2.1.4		There are a number of existing windows where these have been blocked up internally, an example being those on the rotunda backing onto gallery areas. We understand there has been leaks or condensation due to these which creates risk to the collections. As these are not in use maybe these can be provided with inset brick infill to create a high standard of thermal envelope, as the current solution is poorer performing with associated risks. The client has confirmed they would like these in-filled.	Approx Budget - includes an allowance to scaffold the façade	£ 116,000
2.1.5		The crane facility to the rear of the building which only appears to have been used on limited occasions does have loosely fitting doors with daylight visible due to the door gaps, this has external air and potentially insect ingress risks.		£ -
2.1.6		Due to the addition of the café over time, the ventilation systems for this are quite basic and as a result café smells are noted in various parts of the building. It would be worth including the evaluation of the café in any recommendations. It may be the ventilation, or other services are limiting the offer and revenue the café could potentially accommodate.	Top up allowance to cost plan	£ 20,000
2.1.7		The entrance area was originally meant to be a circulation space and hence the services and acoustics are somewhat compromised at present due to limitations in adding services here. In particular the large single glazed north facing façade suffers from cold draughts. It was thought that overheating due to solar gain is not an issue due to the façade north facing orientation, however we understood from client feedback that this space does overheat. A lobby may be a simple option to help reduce air leakage and heat loss.		N/A
2.1.8		Client feedback reports that the library areas overheat in the summer time, so investigation is needed into understanding whether the heat gain is direct through the building fabric and whether additional insulation could be provided, or solar shading if the sunshine is penetrating into the spaces. A review of increasing the ventilation to the library in summer time might also be an option, but if the external temperature is already high, the internal temperature will be a few degrees higher still. It would be possible to provide cooling to the library areas, but of course this increases the running costs and carbon usage.	Approx Budget	£ 38,000
2.1.9		There are currently unused water tanks in the roof plantroom, these take up space and could be removed. The spare area might be available for other storage or to assist in any upgrades to the plantroom.	Approx Budget	£ 4,000
2.1.10		The existing AHU 2 in the roof plantroom has ductwork installed in front of the AHU access panels which is far less than ideal, any modifications to this area should seek to eliminate this issue for ease of access and potential plant access. The client has confirmed they would like this addressed in any refurbishments.	Approx Budget	£ 32,000
2.1.11		There are Close Control units in the Painting and Archive Stores which appear to be doing a satisfactory role in controlling the temperature & humidity, they are however quite noisy given staff are located in the archive space most of the time, so any re-organisation might look to adapt these and locate outside of the room if feasible.	Approx Budget	£ 63,000
2.1.12		The workshop area is a very compact space and is not currently provided with a suitable means of ventilation. It may be that recirculation units (portable or fixed) can be adopted to remove dust / fumes and fresh additional air provided.	Approx Budget	£ 13,000
2.1.13		Existing AHU 4 serving the meeting space but located in the ceiling void of the RAGM staff area has been switched off due to excessive noise. Inevitably this will affect the exhibition / meeting space above, this should be remedied with any reorganisation plans. The client has confirmed they would like this addressed in any refurbishments.	Approx Budget	£ 63,000
2.1.14		The existing roof chiller has been repaired a number of times and parts and ability to continue doing this is limited. Any replacement for this could be undertaken in conjunction with the ASHP solution and potential efficiencies are available in integrating this cooling and heating plant.	Approx Budget	£ 221,000
Total of Works to Existing			£	608,000

2.2 Potential changes to Existing Systems

Item	Description	Proposals		
1	Replace AHUs	The existing AHUs are coming to end of life, although it is possible to retain some of other carcasses and refurbish these internally. New internal fans and variable speed drives will assist in running these more efficiently. Also better thermal / air leakage properties of the casings. If any of these AHUs are fed from the ASHPs rather than the boilers then they would definitely need either replacement or full overhaul, as the coils needed to achieve the required conditions will need replacing. Heat recovery systems will be fitted to any new AHUs.	Approx Budget	£ 500,000
2	Replace Boilers for ASHP throughout	Wholesale removal of the gas supply for the boilers, and replacement of these with two 250kW of new ASHPs located on the roof. This will require all controls and pumps in the boiler room to be replaced and will use a greater power supply than is currently being used. Additional cabling will be required from the main LV panel to the new plant locations. We understand gas to the building needs to be retained for the workshop area. This will also require the heating distribution pipework and a limited number of existing radiators to be replaced throughout. The heating / cooling coils in the AHUs will be replaced as per item 1 above. The ASHP would also feed the needs of the hot water system for the building, but greater storage would be required for this due to the slower reaction time for ASHP vs Boilers. Consideration could be made for local electric water heaters for toilets or low hot water usage depending on whether there was any other higher hot water need nearby, e.g. kitchen.	Approx Budget	£ 500,000
3	Hybrid ASHP / Boiler solution	As item 2 above but retain and downsize the existing boilers to serve the limited variable temperature radiator circuits and just use the ASHP for the AHU coils and hot water.	This could be a simialr figure	N/A
4	LED Lighting / automatic controls	Replace any residual non-LED lighting for LED lighting, an exact number of luminaires for this is unknown, but an estimate is that there could be say 30 non-LED luminaires that could be replaced. There are a number of areas with manual light switches where these could be readily replaced with PIR sensors, we estimate there are around 40 small locations where these could be provided, such as toilets, corridors, store rooms etc.	30 nr @ £250	£ 7,500
			40 nr @ £250	£ 10,000
5	Roof PV	Whilst the roof shape is difficult to accommodate roof mounted PV panels, there are several options. RAGM have already sought quotes for these. The latest proposal is for 79 panels on the roof generating 50kWp and 44,100kWh per year. If more roof area can be made available for more PV, then this will be of benefit as the current proposal only covers 7.6% of the current electrical load, and depending on which option is chosen with boilers being changed for ASHP, the overall electrical load will increase, so the proportion generated by the fixed PV noted will be smaller.	As per Quote plus BWIC and OH&P	£ 52,000
Total of Potential Changes			£	1,069,500

AGENDA MANAGEMENT SHEET

Report Title: Councillors Allowances 2025-26

Name of Committee: Cabinet

Date of Meeting: 29 June 2026

Report Director: Chief Officer - Finance and Performance

Portfolio: Finance and Performance, Legal and Governance

Ward Relevance: N/A

Prior Consultation: N/A

Contact Officer: Gemma Lister, Lead Accountant
gemma.lister@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

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

Summary: The Local Authorities (Members' Allowances) (England) Regulations 2003 require each local authority to publish details of allowances paid to each councillor for the previous financial year. The report details allowances claimed for 2025/26 financial year.

Financial Implications:	None as a direct result of this report The maximum amounts able to be claimed by councillors for basic allowance, special responsibility allowance and travel and subsistence are stipulated in the Members' Allowance Scheme.
Risk Management/Health and Safety Implications:	All claims made by councillors are rigorously checked for accuracy and compliance with the Council's Members' Allowance Scheme
Environmental Implications:	N/A
Legal Implications:	The Members' Allowance Scheme is required to comply with the Local Authorities (Members' Allowances) (England) Regulations 2003.
Equality and Diversity:	N/A
Options:	N/A
Recommendation:	The allowances claimed by Councillors for 2025/26 as detailed at Appendix 1 to the report, be noted.
Reasons for Recommendation:	To satisfy the legislative requirement to publish the list of allowances claimed.

Cabinet - 29 June 2026

Councillors Allowances 2025/26

Public Report of the Chief Officer - Finance and Performance

Recommendation

The allowances and expenses claimed by Councillors for 2025/26, as detailed at Appendix 1 to the report, be noted.

1. Introduction

The Local Authorities (Members' Allowances) (England) Regulations 2003 require each local authority to publish details of allowances and expenses paid to each councillor for the previous financial year.

The required information for 2025/26 financial year is shown in Appendix 1. A list of details of all Special Responsibility Allowances for this financial year is attached in Appendix 2.

2. Allowances and Expenses Paid

The amounts paid to councillors include basic allowance and special responsibility allowance (if applicable).

Councillors can also claim travel and subsistence allowances for meetings and conferences as determined by the Council. However, these amounts may vary as:

- i) Some councillors prefer not to claim these allowances
- ii) They are often dependent on the frequency of journeys a councillor undertakes; and
- iii) They are dependent on how far councillors have to travel from their homes to the Town Hall

Name of Meeting: Cabinet

Date of Meeting: 29 June 2026

Subject Matter: Councillors Allowances 2025/26

Originating Department: Finance and Performance

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Councillor Surname	Councillor Forename	Ward	Start Date (where became a Councillor mid-year)	Leaving Date (where ceased being a Councillor mid-year)	Basic Allowance £	Special Resp Allowance £	Conference Fees £	Mobile Phones £	Subsistance £	Car Parking Fees	Travel	Total £
Barnett	Robert	Benn			8,153.76							8,153.76
Bennett	Jonathan	Dunsmore			8,153.76							8,153.76
Brown	Barbara	New Bilton			8,153.76	4,606.76						12,760.52
Daly	Adam	Hillmorton			8,153.76							8,153.76
Dumbleton	Carie-Anne	Rokeby & Overslade			8,153.76							8,153.76
Edwards	Samuel	Eastlands			8,153.76							8,153.76
Edwards	Claire	Coton & Boughton			8,153.76	6,794.88						14,948.64
Freeman	Tony	Newbold & Brownsover			8,153.76							8,153.76
Garcia Maures	Belinda	Revel & Binley Woods			8,153.76	4,758.24						12,912.00
Gillias	Anthony	Revel & Binley Woods			8,153.76	575.59						8,729.35
Harrington	Richard	Benn			8,153.76							8,153.76
Hassell	Evelyn	Clifton, Newton & Churchover			8,153.76							8,153.76
Henderson	Amanda	Admirals & Cawston			8,153.76							8,153.76
Howling	Michael	Bilton			8,153.76							8,153.76
Karadiar	Senthil	Coton & Boughton			8,153.76							8,153.76
Keeling	Dale	Leam Valley	05/05/2025		8,153.76							8,153.76
Keeling	John	Dunsmore			8,153.76							8,153.76
Lawrence	Toby	Bilton			8,153.76							8,153.76
Lewis	William	Rokeby & Overslade			8,153.76							8,153.76
Livesey	Alison	Coton & Boughton			8,153.76	6,794.88					150.79	15,099.43
Maoudis	Rebecca	Wolvey & Shilton			8,153.76							8,153.76
McKenzie	Isabelle	Rokeby & Overslade			8,153.76						38.15	8,191.91
Mistry	Ish	New Bilton			8,153.76	6,794.88			7.00		14.10	14,969.74
Moran	Michael	Admirals & Cawston			8,153.76	15,442.32						23,596.08
New	Noreen	Paddox			8,153.76							8,153.76
O'Rourke	Margaret	Benn			8,153.76	6,794.88					148.73	15,097.37
Parker	Lisa	Bilton			7,781.14							7,781.14
Picker	Ian	Hillmorton			7,935.72							7,935.72
Poole	Derek	Wolston & The Lawfords			8,153.76	3,398.88		49.33	99.80		110.70	11,812.47
Robinson	Louise	Newbold & Brownsover			8,153.76	6,794.88					150.00	15,098.64
Roodhouse	Jerry	Paddox			8,153.76	1,219.08						9,372.84
Russell	Luke	Hillmorton			8,153.76							8,153.76
Sandison	Neil	Eastlands			8,153.76	4,182.65						12,336.41
Sayani	Nooria	Newbold & Brownsover			8,153.76							8,153.76
Simpson-Vince	Jill	Dunsmore			8,153.76							8,153.76

Srivastava	Ramesh	Newbold & Brownsover			8,153.76							8,153.76
Thomas	Mark	Paddox			8,153.76							8,153.76
Thompson	Angela	New Bilton			7,364.69							7,364.69
Timms	Heather	Revel & Binley Woods			8,153.76	4,077.00						12,230.76
Trimble	Patricia	Eastlands			8,153.76							8,153.76
Ward	Simon	Wolston and The Lawfords			8,153.76	756.96			61.20		114.30	9,086.22
Willis	Timothy	Wolston and The Lawfords			8,153.76							8,153.76
Total					341,078.19	72,991.88	0.00	49.33	168.00	0.00	726.77	415,014.17

Independents

Councillor Surname	Councillor Forename	Committee	Special Resp Allowance £	Travel £	Subsistance £	Total £
Green	Chris	Audit & Ethics	292.60			292.60
Dudfield	Paul	Audit & Ethics	3,927.36			3,927.36
Eves	John	Audit & Ethics	1,395.50	75.60	3.60	1,474.70
Total			5,615.46	75.60	3.60	5,694.66

SPECIAL RESPONSIBILITY ALLOWANCES

2025/26 – with effect from 1 June 2025

Special responsibility	Name of Councillor
Mayor	Cllr Simon Ward
Leader of the Council and Chair of Cabinet	Cllr Michael Moran
Deputy Leader of the Council (plus Finance and Performance, Legal and Governance Portfolio Holder)	Cllr Ish Mistry
Cabinet Members/portfolio holders: Growth and Investment Partnerships and Wellbeing Communities and Homes, Regulation and Safety Organisational Change Operations and Traded Services	Cllr Louise Robinson Cllr Maggie O'Rourke Cllr Claire Edwards Cllr Barbara Brown Cllr Alison Livesey
Licensing and Safety Committee Chair	Cllr Belinda Garcia
Planning Committee Chair	Cllr Tony Gillias
Scrutiny Committee Chair	Cllr Heather Timms
Appeals Committee Chair	No appointment
Grievance Committee Chair	No appointment
Opposition Group Leader (Conservative)	Cllr Derek Poole
Opposition Group Leader (Lib Dem)	Cllr Jerry Roodhouse
Audit and Ethics Committee Chair	Mr Paul Dudfield
Audit and Ethics Committee Vice-Chair	Mr John Eves
Shareholders Committee Chair	Mr Paul Shackley – SRA paused

AGENDA MANAGEMENT SHEET

Report Title:	Additional Allocation of Disabled Facilities Grant (DFG) Funding.
Name of Committee:	Cabinet
Date of Meeting:	29 June 2026
Report Director:	Strategic Director - Communities
Portfolio:	Communities and Homes, Regulation and Safety
Ward Relevance:	All
Prior Consultation:	Portfolio Holder and representatives from the political groups, Report Consultation Officers Group, Finance and Performance.
Contact Officer:	Mary Jane Gunn Communities and Projects Manager. maryjane.gunn@rugby.gov.uk
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Key Decision:	Yes
Corporate Priorities:	This report relates to the following priority(ies): ☒ A Healthier Rugby – To support people to live healthier, longer, and more independent lives. ☐ A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre. ☐ A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change. ☐ A Fairer Rugby – To reduce inequalities and improve housing across the Borough. Corporate Strategy 2025-2035 ☐ This report does not specifically relate to any Council priorities but
Summary:	The Council has received an additional allocation of £62,586 capital funding for Disabled Facilities Grants (DFG's) it is proposed a supplementary capital budget of £62,586.00 be added to the Capital Programme in 2026-27 to enable the

additional allocation to be transferred to the Heart Partnership to administer.

**Local Government
Reorganisation Implications:**

The current Heart agreement was extended for five years from April 2023 and therefore expires as LGR takes effect, the delivery of DFG's is a statutory function and appropriate arrangements for the delivery of this function will be part of the transition arrangements.

Financial Implications:

A supplementary capital budget of £62,586 for 2026-27 will be required to enable the additional funds to be allocated to the HEART Partnership to administer on the Council's behalf. This funding is government grant, from the Ministry of Housing, Communities and Local Government which is being paid over to the HEART Partnership and has no financial impact on the Council.

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

There is a formal partnership agreement in place between the Council and HEART, which Council agreed to extend for a further 5 years in April 2023.

The partnership agreement sets out the governance arrangements of the HEART Partnership, including budget monitoring and ringfencing of allocated grant to the appropriate Council.

The partnership agreement sets out that "any capital surpluses shall be transferred between financial years and ring fenced for each Council for spending on Disabled Facilities" It sets out "Uncommitted Local Capital Funding surpluses will be available for repayment to the respective Council at the end of the financial year on request unless previously agreed to be part of the following years Capital Programme funding. All DFG funding will only be available for spending in the area of the designated Housing Authority as specified by the Warwickshire Cares Better Together Board, Local Capital Funding will only be used in the area of the Authority that provided the Local Capital Funding"

Environmental Implications:

There are no direct environmental implications arising from this report.

Legal Implications:

The Council is responsible for administering DFGs arising from its obligations under the Housing Grants Construction and Regeneration Act 1996

(as amended). The HEART Partnership shared service is the conduit for achieving this in respect of Rugby's residents.

Equality and Diversity:

An Equality Impact Assessment has been undertaken and is attached as Appendix 1.

Options:

1. Assign the additional funding to the HEART Partnership to administer as per the existing agreement
2. To return the additional grant allocation to the Ministry of Housing, Communities and Local Government as there are no mechanisms outside of the HEART Partnership to enable the spend.

Recommendation:

A General Fund supplementary capital budget of £62,586.00 be added to the Capital Programme in 2026-27, financed from grant contributions.

Reasons for Recommendation:

The HEART partnership is the established mechanism for delivering Rugby's Disabled Facilities Grants. The funding is government grant which is being paid over to the HEART Partnership and has no financial impact on the Council.

Cabinet - 29 June 2026

Additional Disabled Facilities Grant Funding

Public Report of the Strategic Director - Communities

Recommendation

A General Fund supplementary capital budget of £62,586.00 be added to the Capital Programme in 2026-27, financed from grant contributions.

1. Executive Summary

The report sets out proposals to transfer an additional allocation of funding of £62,586, ringfenced to the delivery of Disabled Facilities Grants (DFG's) to the HEART Partnership, who deliver DFG services on behalf of the Council, through a current contractual arrangement which runs to April 2028.

2. Introduction

Each year, the Government allocates local authorities grant funding to enable them to facilitate improvements in disabled facilities and adaptations in the homes of the residents of the Borough. For the financial year 2025-26 the initial allocation to Rugby Borough Council was £889,973.

2.1 The Council has received notification from the Ministry of Housing, Communities and Local Government of an additional DFG allocation to Rugby of £62,586 (please see Appendix 2).

2.2 To enable the transparent allocation of this funding to the HEART Partnership, to administer on the council's behalf for DFG purposes, it is necessary to seek formal approval from Council.

2.3 This additional funding is government grant which is being paid over to HEART and has no financial impact on the authority. The 2026/27 Disabled Facilities Grant Capital allocation would be increased by £65,586.00 in relation to the additional grant funding received.

3. Consultation

Consultation took place on 15 May 2026 with the Report Officers Consultation Group, the Chief Officer for Finance and Performance has been consulted on the financial implications, the Monitoring Officer has been consulted and is content that the proposal is within the budget and policy framework (subject to Council approving the supplementary budget).

4. The HEART Partnership

The Council is responsible for administering DFG's arising from its obligations under the Housing Grants Construction and Regeneration Act 1996 (as amended). The HEART Partnership shared service is the conduit for achieving this in respect of Rugby's residents.

5. Reasons for Recommendations

The Council has an existing conduit for delivering DFG services, the requested transfer of funding will enable the delivery of this service for some of our most vulnerable residents.

6. Conclusion

The additional allocation of £62,586.00 in Disabled Facilities Grant funding provides an opportunity to further support vulnerable residents to remain safe, independent and living in their own homes. As the HEART Partnership is the Council's established and effective delivery mechanism for administering DFG funding, transferring the additional grant through the existing arrangements represents the most efficient and transparent approach. The funding is fully grant funded by the Ministry of Housing, Communities and Local Government and will have no adverse financial impact on the Council.

Name of Meeting: Cabinet

Date of Meeting: 29 June 2026

Subject Matter: Additional Disabled Facilities Grant Funding 2025-26

Originating Department: Communities and Homes

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
App 1	Equality Impact Assessment
App 2	Confirmation of additional DFG allocation

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

EQUALITY IMPACT ASSESSMENT (EqIA)

Additional Disabled Facilities Grant Funding

For Cabinet on 29 Jun 2026

Policy being assessed	Additional Disabled Facilities Grant Funding
Service Area	Communities & Homes
Name of Officer completing the assessment	Vanessa Neimczewska
Other Officers involved	
Date of this assessment	15 May 2026
Date of review	29 Jun 2027

Name and Signature of Responsible Officer	<i>Mary Jane Gunn</i> Mary Jane Gunn
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<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Policy?	The Council is responsible for administering DFGs arising from its obligations under the Housing Grants Construction and Regeneration Act 1996 (as amended). The HEART shared service is the conduit for achieving this in respect of Rugby’s residents. This share service approach is in keeping with the recommendations of the Department for Levelling Up, Housing and Communities and Department of Health and Social Care published guidance for ‘Disabled Facilities Grant delivery’ (published March 2022), which sets out the Guidance and the legal framework for grants and encourages Local Authorities to act in partnership to improve their services. The aim of the HEART service is the delivery of the Disabled Facilities Grants service and offering a holistic assessment which is much more than just delivering adaptations. The service results in a positive impact for people with disabilities and other service users as defined under the protected characteristics in the Equality Act 2010.
(2) How does it fit with Rugby Borough Council’s Corporate priorities and your service area priorities?	The service complements the corporate strategy by supporting its priorities of enabling independent living, improving health outcomes, and reducing inequalities across the community. In addition, it meets the objectives of the Housing Strategy 2025-2035 in that the services helps to provide housing with care and support and it supports independent living.
(3) What are the expected outcomes you are hoping to achieve?	Delivery of the statutory DFG service.
(4) Does or will the policy affect: • Customers • Employees • Wider community or groups	Customers Customers (residents of Rugby) will benefit from additional resources to deliver the DFG programme.

(5) Will the policy involve substantial changes in resources?	No The report sets out proposals to transfer an additional allocation of funding of £62,586, ringfenced to the delivery of Disabled Facilities Grants (DFG's) to HEART, who deliver DFG services on behalf of the Council, through a current contractual arrangement which runs to April 2028.
(6) Please describe how the policy will meet the aims of the Equality Duty: a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic	a. Eliminate discrimination Improves accessibility and removes physical barriers, reducing risk of indirect discrimination and ensuring disabled people can access services equally. b. Advance equality of opportunity Provides targeted support to meet specific needs, enabling disabled individuals to participate more fully in housing, employment, and community life. c. Foster good relations Promotes inclusion and independence, increasing understanding and reducing stigma between disabled and non-disabled people.
<u>Stage 2 – Evidence about user population and consultation</u>	
(1) What does the data tell you about the groups this policy impacts?	This is unnecessary as DFGs are mandatory, and the improvements relate to efficiencies to be gained by continuing an existing service.
Additional evidence can be found:	

(2) Have you consulted or involved those groups that are likely to be affected by the policy you want to implement? If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy? If you have not consulted or engaged with communities that are likely to be affected by the policy, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary	No No formal consultation has been carried out with groups likely to be affected by the policy. However, we do regularly monitor feedback through the quarterly Warwickshire-wide HEART customer satisfaction survey of residents who have had works completed. The 2025–26 data shows that in each quarter, 85% or more of respondents reported feeling safer in their homes following the completion of works. This helps us understand service outcomes, although it does not constitute direct consultation on the policy itself.		
Stage 3 – Analysis of impact			
(1) <u>Protected Characteristics</u> From your data and consultations is there any positive or negative impacts identified for any particular group, which could amount to discrimination? If left blank, this means that no impacts have been identified for this group.	Protected Characteristic	Nature of Impact Positive, Negative, Both	Explain why
	Age		
	Disability	Positive	Supports people with disabilities to live safe, independent lives.
	Sex		
	Gender reassignment		
	Marriage/civil partnership		
	Pregnancy/maternity		



	Race		
	Religion/belief		
	Sexual Orientation		
(2) <u>Cross cutting themes</u>	Description of impact	Nature of impact Positive, Negative, Both	Explain why
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Positive	An additional grant: • Reduces financial pressure on low-income disabled households by funding essential home adaptations they could not otherwise afford. • Improves housing safety and accessibility, particularly for those in poorer quality or unsuitable housing. • Supports ability to remain in or return to work for disabled people or carers, improving household income stability.
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution		



(4) Are there any barriers to accessing the service? If yes, how can they be overcome?	No
(5) What data will be collected to analyse impact? How will the data collected be used?	Quarterly Customer Satisfaction Survey.
(6) Complete this section if any adverse impacts were identified in 3.1. Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.	





Appendix 2. Additional Allocation of Disabled Facilities Grant (DFG) Funding 2025-26

Report to Cabinet 29 June 2026

An additional £50 million for the Disabled Facilities Grant (DFG) 2025-26

Government has announced an additional £50 million in funding for the DFG for 2025-2026, bringing the total DFG funding for 2025-26 to £761 million. The purpose of this additional funding is to provide further support and uplift to local authorities this financial year to help a greater number of eligible older and disabled people adapt their homes, living safely and independently in their local areas.

The funding will be made available to local authorities in February.

Government guidance for local authorities on effective local delivery is available here: <https://www.gov.uk/government/publications/disabled-facilities-grant-dfg-delivery-guidance-for-local-authorities-in-england>.

Foundations, the National Body for DFGs and Home Improvement Agencies, which is funded by MHCLG, can provide tailored support to local authorities around their local delivery. More information can be found at: <https://wwwFOUNDATIONS.uk.com/>.

The allocated amount local authorities will receive from this additional funding is set out in the table below.

Additional £50 million Disabled Facilities Grant funding 2025-26	
Tier 1 Authorities	Additional funding allocations
	£50,000,000
Cambridgeshire	£442,369
Cambridge	£73,949
East Cambridgeshire	£60,216
Fenland	£106,001
Huntingdonshire	£130,201
South Cambridgeshire	£72,002

Derbyshire	£689,180
Amber Valley	£126,919
Bolsover	£98,958
Chesterfield	£119,699
Derbyshire Dales	£52,508
Erewash	£92,691
High Peak	£48,427
North East Derbyshire	£71,526
South Derbyshire	£78,453
Devon	£719,491
East Devon	£133,616
Exeter	£85,002
Mid Devon	£71,366
North Devon	£96,957
South Hams	£76,751
Teignbridge	£131,564
Torridge	£73,956
West Devon	£50,279
East Sussex	£708,867
Eastbourne	£153,161
Hastings	£179,464
Lewes	£106,971
Rother	£160,978
Wealden	£108,293
Essex	£1,037,124
Basildon	£125,538

Braintree	£92,185
Brentwood	£36,662
Castle Point	£72,549
Chelmsford	£96,127
Colchester	£126,711
Epping Forest	£84,748
Harlow	£79,025
Maldon	£53,415
Rochford	£47,126
Tendring	£202,484
Uttlesford	£20,556
Gloucestershire	£597,064
Cheltenham	£89,400
Cotswold	£115,870
Forest of Dean	£87,104
Gloucester	£111,424
Stroud	£72,047
Tewkesbury	£121,218
Hampshire	£1,243,668
Basingstoke and Deane	£136,352
East Hampshire	£147,506
Eastleigh	£115,162
Fareham	£74,954
Gosport	£78,761
Hart	£73,133
Havant	£173,924

New Forest	£111,428
Rushmoor	£105,001
Test Valley	£120,026
Winchester	£107,420
Hertfordshire	£721,107
Broxbourne	£73,640
Dacorum	£86,170
East Hertfordshire	£67,413
Hertsmere	£68,447
North Hertfordshire	£83,176
St Albans	£67,627
Stevenage	£73,915
Three Rivers	£58,051
Watford	£66,917
Welwyn Hatfield	£75,752
Kent	£1,671,543
Ashford	£90,062
Canterbury	£117,663
Dartford	£59,648
Dover	£128,565
Gravesham	£102,763
Maidstone	£131,503
Sevenoaks	£113,711
Folkestone and Hythe District Council,	£131,363
Swale	£254,546
Thanet	£298,604

Tonbridge and Malling	£117,298
Tunbridge Wells	£125,817
Lancashire	£1,458,541
Burnley	£237,569
Chorley	£76,700
Fylde	£107,960
Hyndburn	£95,633
Lancaster	£187,110
Pendle	£96,406
Preston	£146,637
Ribble Valley	£34,294
Rossendale	£101,226
South Ribble	£67,552
West Lancashire	£125,955
Wyre	£181,498
Leicestershire	£388,065
Blaby	£57,924
Charnwood	£98,308
Harborough	£44,709
Hinckley and Bosworth	£50,518
Melton	£30,079
North West Leicestershire	£66,368
Oadby and Wigston	£40,160
Lincolnshire	£608,768
Boston	£55,211
East Lindsey	£177,969

Lincoln	£74,345
North Kesteven	£79,453
South Holland	£67,398
South Kesteven	£85,105
West Lindsey	£69,288
Norfolk	£799,108
Breckland	£116,025
Broadland	£88,456
Great Yarmouth	£117,630
King's Lynn and West Norfolk	£155,568
North Norfolk	£118,204
Norwich	£112,874
South Norfolk	£90,351
Nottinghamshire	£688,188
Ashfield	£91,365
Bassetlaw	£115,593
Broxtowe	£85,861
Gedling	£103,770
Mansfield	£124,397
Newark and Sherwood	£101,158
Rushcliffe	£66,043
Oxfordshire	£581,025
Cherwell	£108,197
Oxford	£124,034
South Oxfordshire	£135,292
Vale of White Horse	£143,017

West Oxfordshire	£70,484
Staffordshire	£873,069
Cannock Chase	£91,730
East Staffordshire	£101,256
Lichfield	£96,788
Newcastle-under-Lyme	£149,661
South Staffordshire	£98,313
Stafford	£132,813
Staffordshire Moorlands	£154,787
Tamworth	£47,722
Suffolk CC	£610,951
Babergh	£66,340
Ipswich	£119,316
Mid Suffolk	£60,904
West Suffolk	£126,923
East Suffolk	£237,469
Surrey	£886,200
Elmbridge	£85,253
Epsom and Ewell	£68,524
Guildford	£70,323
Mole Valley	£77,384
Reigate and Banstead	£112,277
Runnymede	£76,283
Spelthorne	£82,307
Surrey Heath	£77,140
Tandridge	£45,583

Waverley	£74,398
Woking	£116,728
Warwickshire	£447,189
North Warwickshire	£69,333
Nuneaton and Bedworth	£144,164
Rugby	£62,586
Stratford-on-Avon	£83,896
Warwick	£87,210
West Sussex	£821,551
Adur	£64,592
Arun	£165,649
Chichester	£150,194
Crawley	£91,838
Horsham	£122,496
Mid Sussex	£101,494
Worthing	£125,287
Worcestershire	£537,834
Bromsgrove	£90,425
Malvern Hills	£59,588
Redditch	£83,104
Worcester	£68,082
Wychavon	£109,244
Wyre Forest	£127,391
Tier 1 Authorities Total:	£16,530,902

Unitary Authorities and London Boroughs	Additional funding 2025-26
Barking And Dagenham	£162,033
Barnet	£251,704
Barnsley	£294,681
Bath And North East Somerset	£125,821
Bedford	£123,101
Bexley	£258,724
Birmingham	£1,129,415
Blackburn With Darwen	£185,841
Blackpool	£228,180
Bolton	£312,207
Bournemouth Christchurch & Poole	£307,008
Bracknell Forest	£84,502
Bradford	£448,266
Brent	£463,953
Brighton And Hove	£201,827
Bristol, City Of	£307,884
Bromley	£213,138
Buckinghamshire	£354,796
Bury	£181,205
Calderdale	£264,661
Camden	£91,338
Central Bedfordshire	£168,126
Cheshire East	£204,384
Cheshire West And Chester	£321,841

City Of London	£3,237
Cornwall	£658,684
County Durham	£609,785
Coventry	£364,894
Croydon	£261,141
Cumberland	£379,089
Darlington	£92,788
Derby	£202,732
Doncaster	£242,769
Dorset Council	£362,343
Dudley	£562,322
Ealing	£324,997
East Riding Of Yorkshire	£269,303
Enfield	£325,997
Gateshead	£184,219
Greenwich	£249,288
Hackney	£151,020
Halton	£174,058
Hammersmith And Fulham	£130,506
Haringey	£233,757
Harrow	£150,223
Hartlepool	£106,621
Havering	£179,477
Herefordshire, County Of	£197,963
Hillingdon	£445,991
Hounslow	£261,743

Isle Of Wight	£198,258
Isles Of Scilly	£2,561
Islington	£169,265
Kensington And Chelsea	£83,754
Kingston Upon Hull, City Of	£250,809
Kingston Upon Thames	£132,645
Kirklees	£316,230
Knowsley	£239,673
Lambeth	£146,458
Leeds	£723,042
Leicester	£236,824
Lewisham	£132,545
Liverpool	£742,959
Luton	£140,352
Manchester	£740,206
Medway	£215,591
Merton	£126,721
Middlesbrough	£197,917
Milton Keynes	£110,627
Newcastle Upon Tyne	£237,564
Newham	£248,522
North East Lincolnshire	£281,050
North Lincolnshire	£225,748
North Northhamptonshire	£223,539
North Somerset	£206,063
North Tyneside	£163,091

North Yorkshire	£446,328
Northumberland	£290,484
Nottingham	£241,575
Oldham	£204,475
Peterborough	£195,147
Plymouth	£245,531
Portsmouth	£179,729
Reading	£104,480
Redbridge	£211,972
Redcar And Cleveland	£156,216
Richmond Upon Thames	£168,040
Rochdale	£260,680
Rotherham	£267,342
Rutland	£23,582
Salford	£305,409
Sandwell	£412,628
Sefton	£420,887
Sheffield	£445,752
Shropshire	£317,752
Slough	£99,536
Solihull	£216,828
Somerset	£432,185
South Gloucestershire	£204,108
South Tyneside	£167,405
Southampton	£219,312
Southend-On-Sea	£150,180

Southwark	£147,133
St. Helens	£274,673
Stockport	£251,820
Stockton-On-Tees	£157,474
Stoke-On-Trent	£300,488
Sunderland	£353,874
Sutton	£157,747
Swindon	£113,996
Tameside	£248,632
Telford And Wrekin	£201,288
Thurrock	£115,054
Torbay	£185,750
Tower Hamlets	£202,504
Trafford	£215,530
Wakefield	£378,770
Walsall	£366,734
Waltham Forest	£206,135
Wandsworth	£153,579
Warrington	£193,922
West Berkshire	£180,210
West Northamptonshire	£223,293
Westminster	£150,890
Westmoreland and Furness	£243,120
Wigan	£397,415
Wiltshire	£324,072
Windsor And Maidenhead	£90,064

Wirral	£412,184
Wokingham	£93,862
Wolverhampton	£311,632
York	£128,096
Unitary Authorities & London Boroughs Total:	£33,469,098
Overall Total additional DFG in 2025-26	£50,000,000

AGENDA MANAGEMENT SHEET

Report Title: Update on Landlord Service Improvement Plan
Following the Regulatory Judgement by the
Regulator of Social Housing (RSH)

Name of Committee: Cabinet

Date of Meeting: 29 June 2026

Report Director: Strategic Director - Communities

Portfolio: Communities and Homes, Regulation and Safety

Ward Relevance: All

Prior Consultation: Portfolio Holder and representatives from the
political groups, Rugby Borough Council Tenants
Consumer Standards Group, Report Consultation
Officers Group.

Contact Officer: Mary Jane Gunn Communities and Projects
Manager. maryjane.gunn@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Key Decision: Yes

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

Summary: A routine inspection of the Council's landlord
service by the Regulator of Social Housing (RSH)
took place in October 2025. The regulatory
judgement, made by the RSH followed in February

2026, confirming a C3 grading reflecting that the RSH judge that there are some serious failings in the landlord delivering the outcomes of the consumer standards and that significant improvement is needed.

There are four consumer standards of the RSH, the:

- Tenancy Standard,
- Neighbourhood and Community Standard,
- Transparency, Influence and Accountability Standard
- Safety and Quality Standard.

The regulatory judgement identified weaknesses and failures in the delivery of the Transparency, Influence and Accountability Standard and the Safety and Quality Standard and these standards are attached as Appendix 1 and 2 respectively.

The Regulatory Judgement and Rugby Borough Council's response to the Regulatory Judgement is attached as Appendix 3.

At the time of publication of the report, Appendices 1-3 are to follow and will be circulated as soon as possible.

This report sets out:

- a summary of the areas to be covered by the developing improvement plan,
- an update on the engagement programme with the RSH
- The governance and assurance, for monitoring and overview, including regularly updates to Cabinet

**Local Government
Reorganisation Implications:**

The provision of high-quality housing services will continue to be a key priority for Rugby Borough Council and successor organisations through Local Government Reorganisation and this will be addressed through transition planning.

Financial Implications:

There are no financial implications arising from this report.

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

A C3 Grade represents a risk to the Council and its tenants. Officers will be working intensively with the RSH on the Council's improvement plan, as set out in this report.

The Council's priority, and the priority of the RSH, is that risks to tenants are adequately managed and mitigated.

Environmental Implications:

There are no direct environmental implications arising from this report.

Legal Implications:

The Housing and Regeneration Act 2008 (HRA2008) sets out the fundamental objectives for the Regulator (Now called the Regulator of Social Housing)

The Social Housing (Regulation) Act 2023 sets out the new regulatory regime for social housing. The purpose of the Act is to "reform the regulatory regime to drive significant change in landlord behaviour". The Act laid the foundations for changes to how social housing is managed. It increased regulation of social landlords and new rules for protecting tenants from serious hazards in their homes.

In April 2024 the four Consumer Standards came into effect: The Safety and Quality Standard, the Transparency Influence and Accountability Standard, the Tenancy Standard and the Neighbourhood and Community Standard.

The Consumer Standards set out required outcomes and specific expectations that landlords must meet.

Equality and Diversity:

An Equality Impact Assessment has been undertaken and is attached as Appendix 4.

Options:

1. Cabinet notes the content of the report and appendices and endorses the approach set out to service improvement, engagement with the Regulator of Social Housing and the proposed governance and assurance arrangements.

2. Referral to Scrutiny Committee for further review.

Option 1 is the preferred option as it offers Cabinet, Rugby Borough Council tenants and the RSH assurance that failures and weaknesses identified are being addressed in a proactive and timely way. In effect, the scrutiny will come from the RSH as they continue to work with officers.

Recommendation:

1. The progress of the co-regulatory approach to ensure service improvement, being developed between the Council and the Regulator of Social Housing be noted;
2. A further report to Cabinet, confirming the proposed improvement plan, will be submitted in Autumn 2026
3. This will be followed by regular updates to Cabinet on progress and implementation

Reasons for Recommendation:

A C3 Judgement, with identified failures and weaknesses in the delivery of two of the Consumer Standards requires a proactive, sustained and focussed approach that will move Rugby Borough Council, in a timely and sustainable way, to a C1 judgement, indicating that the Council is delivering for its tenants the outcomes set out by the consumer standards.

This report sets out the areas covered by the improvement plan, an update on the engagement programme with the RSH and proposals on governance and assurance.

Cabinet - 29 June 2026

**Update on Landlord Service Improvement Plan Following the
Regulatory Judgement by the Regulator of Social Housing (RSH)**

Public Report of the Strategic Director - Communities

Recommendations:

1. The progress of the co-regulatory approach to ensure service improvement, being developed between the Council and the Regulator of Social Housing be noted;
2. A further report to Cabinet, confirming the proposed improvement plan, will be submitted in Autumn 2026
3. This will be followed by regular updates to Cabinet on progress and implementation

1.0 Executive Summary

- 1.1 Following a routine inspection by the RSH in Autumn 2025, the Council received a C3 grading in February 2026, indicating serious failings on delivering aspects of the Consumer Standards and that significant improvement is required.
- 1.2 The Regulatory Notices Published by the RSH illustrate that of the 90 Councils so far inspected, 37 (41.6%) have been awarded a C3 grading. The grading of the remainder can be summarised as follows - C1 (13.5%); C2 (37%) and C4 (7.9%).
- 1.3 The regulatory judgement identified failings and weaknesses within the Transparency, Influence and Accountability Standard, and the Safety and Quality Standard. The Transparency, Influence and Accountability Standards are attached as Appendix 1 and 2 respectively, the regulatory judgment and the Council's response is attached as Appendix 3.
- 1.4 The RSH noted in their judgement "*RUGBY BC has been engaging constructively with us. It has an understanding of the issues it needs to address and is taking action to rectify the failures and weaknesses identified, we are engaging with Rugby BC as it continues to address the issues set out (in this judgement)*"
- 1.5 The Council's improvement plan is a work in progress and is reflective of the requirements of co-regulation, between the Council and the Regulator. The

action plan will focus on strengthening stock condition data and repairs performance through implementation of a single Asset Management System (AMS) completion of data validation exercises, delivery of rolling stock condition surveys, and enhanced performance monitoring.

- 1.6 In relation to tenant safety and compliance, the plan will seek to accelerate electrical inspection programmes, achieve full smoke alarm compliance, improve compliance tracking, and strengthen escalation procedures for properties where access cannot be gained.
- 1.7 The action plan, which is in development, will recognise the importance of improving tenant engagement and transparency. Planned actions include implementation of a strengthened Tenant Engagement Framework, improvements to tenant data and understanding of diverse needs, and delivery of a website improvement programme to ensure tenants can access accurate and timely service and performance information.
- 1.8 Governance arrangements have been established to provide oversight and assurance, including dedicated project groups, workstream subgroups, regular reporting through existing performance and risk frameworks, and ongoing involvement of tenants and elected Members. The Council's overall objective is to achieve a C1 grading by demonstrating full compliance with the Consumer Standards and delivering improved outcomes for tenants.

2.0 Introduction

- 2.1 The Social Housing (Regulation) Act 2023 set out a new regulatory framework for providers of social housing requiring the RSH to undertake proactive inspections with providers every 4 years.
- 2.2 The Council's first scheduled inspection took place in Autumn 2025 following a prior self-referral to the RSH resulting from a third-party assessment that highlighted issues relating to the accuracy and completeness of information relating to repairs.
- 2.3 Following the RSH judgement and C3 grading, published in February 2026, the Council has been engaging with the RSH in developing an improvement plan, in the spirit of co-regulation, which underpins the regulatory housing inspection regime.
- 2.4 The Regulatory Notices Published by the RSH illustrate that of the 90 Councils so far inspected, 37 (41.6%) have been awarded a C3 grading. The grading of the remainder can be summarised as follows - C1 (13.5%); C2 (37%) and C4 (7.9%).

3.0 Consultation

- 3.1 Consultation took place on 11 March 2026 with the Tenants Consumer Standards Group who, with the Tenants Panel, will play a significant role in supporting our improvement plans through scrutiny of the plans and monitoring delivery. In addition, a wider range of tenants will be consulted on

our plans in a series of pop-up events in our communities and neighbourhoods.

- 3.2 Consultation has taken place with the Portfolio Holder, Communities and Safety, who endorses the approach to the development of the improvement plan.

4.0 Summary of areas to be covered within the Improvement Plan

- 4.1 Safety and Quality - to achieve the outcome of accurate, valid and reliable understanding of stock condition and the performance of the repairs service Rugby Borough Council will:

- Implement a single Asset Management System (AMS)
- Complete full data validation and reconciliation
- Deliver a rolling Stock Condition Survey Programme
- Introduce Performance Dashboards

- 4.2 To achieve the outcome of identifying and meeting all legal requirements that relate to the health and safety of tenants in their homes and communal areas and ensure that all actions arising from required health and safety assessments are conducted within appropriate timescales Rugby Borough Council will:

- Complete an accelerated Electrical Inspection Condition Report (EICR) programme – ensuring all homes have the required inspections
- Achieve 100% smoke alarm compliance
- Introduce central compliance tracking of actions required following safety inspections
- Strengthen “No Access” escalation procedures.

- 4.3 Transparency, Influence and Accountability - to achieve the outcome of ensuring a wide range of opportunities for tenants to scrutinise landlord performance and influence how its housing services are delivered Rugby Borough Council will:

- Implement a strengthened Tenant Engagement Framework

- 4.4 To achieve the outcome of ensuring that sufficient information is held to demonstrate that the diverse needs of our tenants are understood and how our services deliver fair and equitable outcomes.

- Deliver a data improvement programme – ensuring that all opportunities, including our annual tenants survey and our programme of tenancy health checks, are taken to improve our understanding of our tenants and their needs.

- 4.5 To address issues of poor useability and outdated information on Rugby BC’s website Rugby Borough Council will:

- Deliver a website improvement programme – ensuring our tenants have access to a range of landlord service and performance information.

5.0 Engagement with the RSH

- 5.1 The RSH noted in their judgement *“RUGBY BC has been engaging constructively with us. It has an understanding of the issues it needs to address and is taking action to rectify the failures and weaknesses identified, we are engaging with Rugby BC as it continues to address the issues set out (in this judgement)”*
- 5.2 The post inspection engagement process has now commenced with the RSH and will include:
- Consideration and endorsement by the RSH of the Rugby Borough Council improvement plan.
 - Provision by Rugby Borough Council to the RSH of regular performance information particularly in relation to repairs performance, stock condition and Decent Homes and tenant engagement.
 - Touchpoints for the RSH with elected Members.

6.0 Proposals on Governance and Assurance

- 6.1 The Housing Service has:
- Established a Project Group to deliver the outcomes of the improvement plan
 - Established subgroups to work on specific workstreams.
- 6.2 Officers will provide regular updates on progress to the Cabinet Member, Communities, Housing and Safety as part of the broader performance monitoring framework which is overseen by the service specific Performance, Risk and Assurance Group, Chaired by the Cabinet Member for Housing
- 6.3 Rugby Borough Council will ensure that tenants are engaged and influencing delivery.

7.0 Conclusion

- 7.1 The C3 Regulatory Judgement represents a significant challenge for Rugby Borough Council and highlights the need for sustained improvement across key areas of landlord service delivery. However, the Council has responded proactively by developing a comprehensive and targeted Improvement Plan focused on addressing the weaknesses identified by the Regulator of Social Housing.
- 7.2 The measures outlined within this report demonstrate the Council's commitment to improving tenant safety, strengthening service performance, enhancing transparency and accountability, and ensuring tenants have a stronger voice in shaping services. Constructive engagement with the RSH is ongoing, and governance arrangements have been established to provide effective oversight, monitoring, and assurance throughout delivery of the programme.

- 7.3 By implementing these improvements in a timely and robust manner, Rugby Borough Council aims to restore assurance to tenants, Members, and the RSH, and to achieve a C1 grading that reflects full compliance with the Consumer Standards and a landlord service that consistently delivers safe, high-quality, and accountable housing services for tenants.

Name of Meeting: Cabinet

Date of Meeting: 29 June 2026

Subject Matter: Update on Landlord Service Improvement Plan Following the Regulatory Judgement by the Regulator of Social Housing (RSH)

Originating Department: Communities and Homes

DO ANY BACKGROUND PAPERS APPLY

☒ **YES**

☐ **NO**

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
App 1	Transparency, Influence and Accountability Standard
App 2	Safety and Quality Standard
App 3	Regulatory Judgement from RSH and RBC Response
App 4	Equality Impact Assessment

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

EQUALITY IMPACT ASSESSMENT (EqIA)

Update on Landlord Service Improvement Plan Following the Regulatory Judgement by the Regulator of Social Housing (RSH)

For Cabinet on 29 Jun 2026

Policy being assessed	Update on Landlord Service Improvement Plan Following the Regulatory Judgement by the Regulator of Social Housing (RSH)
Service Area	Communities & Homes
Name of Officer completing the assessment	Mary Jane Gunn
Other Officers involved	N/A
Date of this assessment	
Date of review	21 May 2027

Name and Signature of Responsible Officer	<i>Alina Kaur</i> Alina Kaur
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<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Policy?	This EQIA relates to the response of the Council to the Regulatory Judgement and Grading of C3 in respect of the Landlord service published by the Regulator of Social Housing (RSH) in February 2026. The Council is responding to the judgement and grading through an improvement plan with actions on: - Safety and Quality - Transparency, Influence and Accountability - Engagement with tenants and the RSH - Enhanced governance and assurance
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	A fairer Rugby - To reduce inequalities and improve housing across the Borough.
(3) What are the expected outcomes you are hoping to achieve?	Compliance with the consumer standards of the RSH.
(4) Does or will the policy affect: • Customers • Employees • Wider community or groups	Customers, Employees The activities set out in this report will impact: RBC tenants RBC employees
(5) Will the policy involve substantial changes in resources?	No

(6) Please describe how the policy will meet the aims of the Equality Duty: a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic	The proposals will help the Council deliver its equality duties by improving access, safety, engagement and fairness for all tenants, including those with protected characteristics such as older people, disabled residents, and vulnerable households. In particular, the proposals will: Improve tenant safety through stronger compliance arrangements, including electrical inspections, smoke alarm compliance, and better tracking of safety actions, helping to protect vulnerable residents and ensure safe homes for all tenants. Strengthen understanding of tenants' diverse needs through improved tenant data, surveys and tenancy health checks, enabling services to be tailored more fairly and equitably. Increase tenant voice and participation by introducing a strengthened Tenant Engagement Framework and wider consultation opportunities, ensuring all tenants have opportunities to influence services and scrutinise performance. Improve transparency and accessibility of information through website improvements and clearer service information, helping tenants access information more easily and reducing barriers to engagement. Support fair and consistent service delivery through improved governance, performance monitoring and oversight arrangements, helping ensure housing services are delivered equitably across the Borough. Overall, the proposals support the Council's Public Sector Equality Duty by helping to eliminate disadvantage, improve accessibility and participation, and ensure housing services meet the differing needs of tenants.
<u>Stage 2 – Evidence about user population and consultation</u>	



(1) What does the data tell you about the groups this policy impacts?	Evidence used: Regulatory Judgement and Grading Annual Tenants Satisfaction Surveys (23/24, 24/25, 25/26) that identify satisfaction with landlord services and indicate areas of priority for RBC tenants. A regular programme of engagement with tenants at both a strategic and neighbourhood level. Our Hsg Mgt system, Cx hold data on the characteristics our our tenants however the improvement plan in response to the regulatory judgement includes a project that will increase the data that we hold so as to better understand the diverse needs of our tenants and how our services deliver fair and equitable outcomes.		
Additional evidence can be found:			
(2) Have you consulted or involved those groups that are likely to be affected by the policy you want to implement? If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy? If you have not consulted or engaged with communities that are likely to be affected by the policy, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary	Yes We consult all tenants through our annual Tenants Survey, this enables us to identify areas of concern such as tackling ASB and satisfaction with complaint handling. Resources have been focused on these two areas as a result of our tenant consultation. RBC has a Tenants Panel - Whose role it is to scrutinise landlord performance and hold us to account in delivering service improvements, RBC has a Tenants Consumer Standards Group - Who work with us and provide the tenants voice in policy development and service improvement. Both the groups above will be involved in developing and monitoring our improvement plan. In addition we will be consulting tenants in our neighbourhoods and communities through a series of pop up events that allow tenants to influence our plans.		
<u>Stage 3 – Analysis of impact</u>			
(1) <u>Protected Characteristics</u> From your data and consultations is there any positive or negative impacts identified for any	Protected Characteristic	Nature of Impact Positive, Negative, Both	Explain why
	Age	Positive	The proposals are likely to



particular group, which could amount to discrimination?

If left blank, this means that no impacts have been identified for this group.

have a positive impact on age because they will improve the safety, accessibility and responsiveness of housing services for older tenants as well as younger households and families.

In particular:

Improved electrical safety inspections, smoke alarm compliance and stronger compliance monitoring will help protect older and potentially more vulnerable residents who may be at greater risk from hazards within the home.

Better stock condition data and repairs performance will support quicker identification and resolution of housing issues that can disproportionately affect older people, such as damp, disrepair, or accessibility concerns.

The strengthened Tenant Engagement Framework and wider consultation activity will create more opportunities for tenants of



			different age groups to influence housing services and raise concerns. Improvements to tenant data and tenancy health checks will help the Council better understand the differing needs of tenants across age groups and provide more tailored support where required. Website and communication improvements will help ensure tenants can access clearer and more timely information about landlord services and performance, while ongoing engagement activities provide alternative routes for those who may be less digitally confident. Overall, the proposals support fairer outcomes across different age groups by improving housing safety, service quality, accessibility and tenant involvement.
	Disability	Positive	The proposals are likely to have a positive impact on disabled tenants by improving housing safety, strengthening



		understanding of tenants' individual needs, and making services more responsive and accessible. In particular: The accelerated electrical inspection programme, improved compliance monitoring and achievement of full smoke alarm compliance will help ensure homes are safer for disabled tenants, who may be more adversely affected by hazards within the home. Improvements to repairs performance, stock condition information and asset management will support earlier identification and resolution of issues that may disproportionately affect disabled tenants, including repairs relating to accessibility, heating, damp or safety. The strengthened Tenant Engagement Framework will provide disabled tenants with more opportunities to influence services and raise concerns about accessibility.
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			and service delivery. The tenant data improvement programme and tenancy health checks will help the Council better understand tenants' diverse needs, including disabilities and support requirements, enabling more equitable and tailored services. Website and communication improvements should improve access to information about landlord services and performance, while wider engagement activity can provide alternative ways for disabled tenants to participate where digital access may be a barrier. Stronger governance, oversight and accountability arrangements will help ensure that issues affecting disabled tenants are identified, monitored and addressed more effectively. Overall, the proposals support the Council's equality duties by helping to remove barriers, improve safety and accessibility and
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			promote fairer housing outcomes for disabled tenants.
	Sex		
	Gender reassignment		
	Marriage/civil partnership		
	Pregnancy/maternity		
	Race		
	Religion/belief		
	Sexual Orientation		
(2) <u>Cross cutting themes</u>	Description of impact	Nature of impact Positive, Negative, Both	Explain why
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Positive	The proposals are likely to have a positive impact on social inequalities, including for households experiencing poverty and tenants living in disadvantaged communities, by improving the quality, safety and fairness of housing services across the Borough. In particular: Improvements to repairs performance, stock condition data and asset



			management will help ensure tenants living in poorer quality housing receive more timely and effective repairs and maintenance services. Enhanced safety measures, including electrical inspections and smoke alarm compliance, will particularly benefit lower income households who may be more vulnerable to the impacts of unsafe housing conditions. The strengthened Tenant Engagement Framework and wider community consultation activity will provide greater opportunities for tenants from disadvantaged communities to influence housing services and raise concerns. The tenant data improvement programme and tenancy health checks will help the Council better understand the needs and circumstances of different tenant groups, enabling services to be delivered more fairly and targeted.
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			where inequalities exist. Website and communication improvements will improve access to information about landlord services and performance, helping tenants better understand and access the support available to them. The overall focus on achieving compliance with the Consumer Standards and improving accountability will help ensure more consistent service delivery for tenants across all communities within the Borough. Overall, the proposals are expected to contribute positively towards reducing housing-related inequalities and improving outcomes for tenants living in more disadvantaged circumstances.
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution		
(4) Are there any barriers to accessing the service? If yes, how can they be overcome?	No		



(5) What data will be collected to analyse impact? How will the data collected be used?

Repairs and Asset Management Performance

The report proposes a single Asset Management System, stock condition surveys, and enhanced performance monitoring.

Relevant data will include:

Percentage of repairs completed within target times (emergency & Non emergency)

Number of overdue repairs

Tenant satisfaction with repairs

Number of outstanding disrepair cases

Accuracy/completeness of stock condition records

Percentage of homes surveyed annually

Decent Homes Standard compliance rates

2. Safety and Compliance Data

Percentage of properties with valid EICRs

Gas safety compliance rates

Fire risk assessment completion rates

Smoke alarm installation and testing rates

Number of overdue compliance actions

Number of “no access” cases

Time taken to resolve safety issues

Damp and mould reports and resolution times

3. Tenant Satisfaction and Engagement

Data will include:

Tenant Satisfaction Measures (TSMs)

Complaints volumes and themes

Complaint escalation rates to the Housing Ombudsman

Tenant participation rates in consultations/events

Diversity of tenants engaged

Website usage analytics

Response rates to tenant surveys

Perceived influence over decisions

4. Equality and Inclusion Data

	Relevant analysis will include: - Complaints patterns among different tenant groups - Engagement participation by age, ethnicity, disability, etc. - Translation/interpreter service demand - Outcomes for vulnerable tenants This helps assess whether services are becoming more equitable. 5. Governance and Organisational Performance - Delivery progress against the improvement plan - Internal audit compliance findings - Frequency and quality of performance reporting - RSH feedback and regulatory milestones 7. Regulatory Outcomes Since the aim is to move from a C3 to a C1 grading, regulatory data is central. This will include: - Progress against RSH action plan milestones - Benchmarking against peer landlords - Consumer Standard compliance assessments - Time taken to close regulatory actions
(6) Complete this section if any adverse impacts were identified in 3.1. Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.	

AGENDA MANAGEMENT SHEET

Report Title: Cashless Parking Payment Solution

Name of Committee: Cabinet

Date of Meeting: 29 June 2026

Report Director: Strategic Director - Communities

Portfolio: Communities, Housing and Safety

Ward Relevance: All

Prior Consultation: Portfolio Holder, Lib Dem Representative, Procurement Team, Scrutiny Chair, S151 Officer, Finance Business Partner and Monitoring Officer

Contact Officer: Zulfeqar Rahman, Licensing and Parking Manager, zulfeqar.rahman@rugby.gov.uk

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Key Decision: Yes

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

Summary: In 2022, it was agreed to trial an additional cashless payment option for customers to pay for parking in Council owned car parks.

The contract for the app-based solution that was subsequently trialled, following a compliant procurement process is now approaching its end.

A decision is required in respect of continuing with the provision of this additional cashless option into the future.

Should the decision be made to continue, it will be necessary to enter a new provider contract, procured in compliance with Corporate Contract Standing Orders.

**Local Government
Reorganisation Implications:**

Any new resulting contract will need to ensure that the service continues during the local government reorganisation but is flexible enough to allow for consolidation of parking apps within the new unitary.

Should the new unitary authority use a different platform then this will result in potential transition risks (further detail is provided in the risk management section below)

Financial Implications:

The contract would be that of a supplier funded model, meaning that there will be no financial outlay for the Council, in either capital or revenue terms.

However, in the interests of transparency, a procurement process must be followed.

In this case, the identified compliant procurement solution proposed is that of the highest scoring bidder under the ESPO 509-23 Lot 3 mini competition

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

61% of transactions for parking in the Council's car parks are now paid for via the app.

The potential discontinuation of this option would likely be disruptive for what is now the majority of service users.

If it is determined to continue with the service, then the procurement process could result in a new supplier being engaged to deliver the service. With this would come issues of supplier transition, data migration, GDPR and customer confusion or service disruption during the transfer period. However, if the existing supplier is the highest scoring bidder, then these risks are minimal.

There are no significant health and safety risks.

Environmental Implications:

As this is purely a decision whether to continue or not with the provision of a cashless payment option, no climate or environmental impacts have been identified.

On this basis, it has been determined that a new / updated climate and environmental impact assessment was not necessary.

Legal Implications:

Use of the app is now well established, and no significant issues have been identified.

The decision to continue / discontinue the cashless payment option is an executive function within Cabinet's authority, as is the decision to award the resulting contract, procured in compliance with the Council's Contract Standing Orders.

Equality and Diversity:

An Equality Impact Assessment has been carried out and can be found in Appendix 1.

Most car parks have at least 2 ticket machines to process payments, these machines accept cash or card payments.

Should the decision be taken to continue the cashless payment option this would complement rather than replace the existing cash and card options.

It should also be noted that cashless parking also allows for payment to be made by phone or at local shops.

The broad range of payment options available pay due regard to the issues identified in the equality impact assessment.

Options:

- 1) The Council discontinue the availability of a parking app and revert to cash and card payments only.

Considerations:

A likely reduction in both parking income and customer experience, as service users are potentially deterred from using the

carparks. 61% of transactions are made via the cashless method.

Changes would be required to signage within the car parks – removing the discontinued cashless payment option.

- 2) The Council continue to offer a parking app option.

Considerations:

The 61% of transactions currently made using this method indicate that this will help to sustain current income streams and maintain a positive customer experience.

The decision to continue would be informed by intelligence led data – based on recorded use of the cashless solution.

Supports customer choice and accessibility.

Supports the Council's objectives in terms of digital service delivery.

For these reasons, option 2 is the preferred option, which will form the basis of the recommendation in this report.

The Council currently offers a range of payment methods, including cash and card via pay and display machines, alongside a cashless system

Recommendation:

1. Continue to provide a cashless payment solution, accessible via a mobile app, telephone, text message, and PayPoint outlets. This will complement the cash and card payment options, which will be retained,
2. The supplier of the cashless payment solution will be procured in compliance with the requirements of the Council's Contract Standing Orders, which will be the highest scoring bidder under the ESPO 509-23 Lot 3 mini competition.
3. The initial contract period will be for 2-years, with two optional one-year extensions.

4. Delegated authority be given to the Strategic Director - Communities, in consultation with the Section 151 Officer and Portfolio Holder for Communities, Homes, and Safety, to award and enter a contract with the highest scoring bidder

**Reasons for
Recommendation:**

The current contract for the Council's cashless, app-based, parking provider is due to expire on 25 July 2026, and a decision is required to ensure continuity of this service beyond this date, should Cabinet be minded to do so.

The cashless parking app has been used in a trial for 4 years. During this time, transaction data has been collected to help determine the popularity of this payment method.

Usage data shows a clear increase towards app-based payments, which now account for approximately 61% of all parking transactions, making this the primary payment method for many customers.

Maintaining an app-based option alongside cash and card payments ensures a range of accessible, convenient choices for residents and visitors.

Cabinet - 29 June 2026

Cashless Parking Payment Solution

Public Report of the Strategic Director - Communities

RECOMMENDATION:

1. Continue to provide a cashless payment solution, accessible via a mobile app, telephone, text message, and PayPoint outlets. This will complement the cash and card payment options, which will be retained,
2. The supplier of the cashless payment solution will be procured in compliance with the requirements of the Council's Contract Standing Orders, which will be the highest scoring bidder under the ESPO 509-23 Lot 3 mini competition.
3. The initial contract period will be for 2-years, with two optional one-year extensions.
4. Delegated authority be given to the Strategic Director - Communities, in consultation with the Section 151 Officer and Portfolio Holder for Communities, Homes, and Safety, to award and enter a contract with the highest scoring bidder.

1.0 Executive Summary

- 1.1 The current contract for the Council's cashless, app-based, parking provider is due to expire on 25 July 2026, and a decision is required to ensure continuity of this service beyond this date, should Cabinet be minded to do so.
- 1.2 Car parking apps have become increasingly popular with customers and offer a convenient way of allowing customers to access cashless payment options.
- 1.3 In 2022 the Council appointed a provider for a trial period of up to 4 years.
- 1.4 During the trial period there has been an analysis of usage data, to support evidence led decision making in respect of whether to continue to offer a cashless payment solution.
- 1.5 The usage data demonstrates a significant and increasing reliance on app-based payments and currently represents 61% of payments made for parking in the Council's car parks, indicative of a clear customer demand to retain this provision. This is significantly higher than both cash and card usage: Cash (25%), Card (14%).

2.0 Background

- 2.1 The current cashless payment app (RingGo) was approved by the Council for a trial period, of up to 4 years, in 2022. The aim was to improve the accessibility of car-parking payment options, which was then limited to cash only.
- 2.2 At that time, post COVID-19, there was an increasing move away from using cash towards cashless options in general, and this trend has continued.
- 2.3 Town centre parking is a key service that supports residents, visitors, local businesses, and employees. It is important that the ability for customers to pay for parking provision continues to evolve in response to changing user behaviour.
- 2.4 During the trial period, there has been a significant increase in customers making use of the cashless payment provision. This accounted for approximately 17% of the Council's parking income in 2022/2023 steadily rising to 61% of income in 2025/2026.
- 2.5 In addition to customer convenience, app-based parking supports operational efficiency by reducing reliance on cash handling processes.

3.0 Enabling a cashless payment solution

- 3.1 Should Cabinet determine to continue the provision of cashless app-based payments then it will be necessary to procure a service provider contract.
- 3.2 The contract would be that of a supplier funded model, meaning that there will be no additional financial outlay for the Council, in either capital or revenue terms.
- 3.3 The app allows customers to pay for the parking and pay a convenience charge. That charge is currently paid by the Council. The Town Centre Regeneration Working Group are currently reviewing town centre parking and the charge will be considered in the review and be subject to a future report to Cabinet.
- 3.4 In the interests of transparency, a procurement process must be followed.
- 3.5 In this case, the identified compliant procurement solution proposed is that of the highest scoring bidder under the ESPO 509-23 Lot 3 mini competition.
- 3.6 The s 151 has agreed the financial implications.

4.0 Contractor risk management

- 4.1 If entering a new contract (of up to four years) is the preferred option of Cabinet, safeguards would be included in the contract covering:
 - service uptime and system availability;
 - customer support standards;

- complaint handling;
- refund handling;
- reporting and management information;
- GDPR/data processing agreement;
- cyber security and payment security;
- business continuity and disaster recovery;
- signage replacement responsibilities;
- exit plan and data portability;
- break/novation/assignment provisions for local government reorganisation;
- extension options not being automatic and subject to performance.

5.0 Customer impact and communications plan

5.1 The potential transfer from a trial to new contract, potentially with a new provider, might have a significant impact on the customer experience and therefore a specific communications plan might be needed, subject to the contractor appointed.

5.2 If required a communication strategy will be determined and implemented.

6.0 Conclusion

6.1 Customer usage of app-based parking payments has increased significantly since the introduction of the service and now represents 61% of all parking transactions.

6.2 This is indicative of customer preference for such provision to be continued to enable cashless payments.

6.3 The retention of additional cash and card payments ensures provision for those that do not wish to pay by app and in doing so provides for those that would prefer not to pay the convenience charge.

Name of Meeting: Cabinet

Date of Meeting: 29 June 2026

Subject Matter: Award of Cashless Parking Contract

Originating Department: Communities

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	2022 Cabinet decision for trial 2022-06-06 - cabinet - Rugby Borough Council
2	2024 Cabinet decision for convenience charge Cabinet 2024-07-01 - Rugby Borough Council

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A
1	

Appendix 1

EQUALITY IMPACT ASSESSMENT (EqIA)

Parking Payment Options

For Cabinet on 29 Jun 2026

Policy being assessed	Parking Payment Options
Service Area	Regulation and Safety
Name of Officer completing the assessment	Kim Woodward
Other Officers involved	
Date of this assessment	12 May 2026
Date of review	31 Jul 2026

Name and Signature of Responsible Officer	David Burrows
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<u>Stage 1 – Policy to be analysed</u>	
(1) Describe the main aims, objectives and purpose of the Policy?	Will continue to have a positive impact on equalities, all motorists who need to pay to use car parks will have more choice in method of payment.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	Residents live healthy, independent lives, with the most vulnerable protected. Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents.
(3) What are the expected outcomes you are hoping to achieve?	To continue with a cashless parking option at pay and display car parks across the Borough.
(4) Does or will the policy affect: • Customers • Employees • Wider community or groups	Customers If we do not continue with a cashless parking solution, customer will only have the option to pay at a pay and display machine either by cash or card payment
(5) Will the policy involve substantial changes in resources?	No
(6) Is a full Equality Impact Assessment needed? If no, please give reason why.	Yes We already have a cashless parking option available now. This contract finishes in July 2026. We are currently in the procurement process of finding a new cashless parking provider or keeping with the current provider

(7) Please describe how the policy will meet the aims of the Equality Duty: a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic	The proposed procurement and continuation of a parking payment app for use within Council car parks will support equal access to parking services by providing customers with an additional payment method alongside existing cash and card payment facilities. The Council will require any appointed provider to ensure the app complies with relevant accessibility standards and data protection requirements, including clear & accessible information for users. Existing alternative payment methods will remain available to ensure that customers who are unable or unwilling to use smartphone technology are not disadvantaged. No unlawful discrimination, harassment, or victimisation has been identified as arising from the proposal. The parking app provides flexibility and convenience for customers, including the ability to pay remotely, extend parking sessions without returning to the vehicle, and receive reminders regarding parking expiry times. These features may particularly benefit some protected groups, including older people, disabled users, carers, & those with mobility impairments. The Council will continue to ensure that alternative payment options remain available for customers who may face digital exclusion or have limited access to smartphones, mobile data, or online banking facilities. As part of the procurement process, accessibility and usability requirements will be considered to help ensure the service remains inclusive and accessible to a broad range of users. The continuation of multiple payment methods supports fairness and inclusivity by enabling customers to choose the payment option most suitable to their needs. Maintaining accessible and convenient parking services helps support positive customer experiences for all users of Council car parks.
<u>Stage 2 – Evidence about user population and consultation</u>	

(1) What does the data tell you about the groups this policy impacts?	Existing usage data and service information relating to the current parking app provider Customer feedback and operational experience gained during the current contract period Analysis of parking payment trends, including increasing use of digital payment methods Consideration of equality impacts associated with digital access and accessibility. Benchmarking against parking services provided by other local authorities The current parking app has been in operation for approximately three years and has become an established payment option for customers. The procurement exercise is being undertaken to ensure continuity of service following the expiry of the current contract.		
Additional evidence can be found:			
(2) Have you consulted or involved those groups that are likely to be affected by the policy you want to implement? If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy? If you have not consulted or engaged with communities that are likely to be affected by the policy, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary	No A separate public consultation has not been undertaken specifically for this procurement exercise, as the proposal relates to the continuation and re-procurement of an existing service rather than the introduction of a new parking policy or removal of alternative payment methods. Customer feedback received through existing service channels during the current contract period has been considered as part of the review process. The Council will continue to monitor customer feedback and complaints following implementation of the new contract arrangements		
<u>Stage 3 – Analysis of impact</u>			
(1) <u>Protected Characteristics</u>	Protected Characteristic	Nature of Impact Positive, Negative, Both	Explain why

From your data and consultations, are there any positive or negative impacts identified for any particular group? If left blank, this means that no impacts have been identified for this group.	Age	Negative	Older people and individuals experiencing digital exclusion may be less likely to use smartphone-based payment methods
	Disability	Both	users and individuals with mobility impairments may benefit from the convenience of remote payment and the ability to extend parking sessions without returning to their vehicle.
	Sex		
	Gender reassignment		
	Marriage/civil partnership		
	Pregnancy/maternity		
	Race		
	Religion/belief		
	Sexual Orientation		
(2) <u>Cross cutting themes</u>	Description of impact	Nature of impact Positive, Negative, Both	Explain why
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition		

	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution		
(4) Are there any barriers to accessing the service? If yes, how can they be overcome?	Yes Retaining alternative payment methods within Council car parks Ensuring clear signage and customer information is available Including accessibility requirements within the procurement specification Providing customer support through the app provider and Council services		
(5) What data will be collected to analyse impact? How will the data collected be used?	Customer feedback and complaints Usage data relating to different payment methods Trends in app usage and parking transactions Any reported accessibility or equality concerns This information will be used to monitor the effectiveness and accessibility of the service. No personal equality monitoring data is currently proposed to be collected directly through the parking app, as the service relates to anonymous parking transactions rather than the delivery of an individually assessed service.		
(6) Complete this section if any adverse impacts were identified in 3.1. Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.	The proposal may have some impact on individuals experiencing social inequality or digital exclusion, particularly those without access to smartphones, mobile internet, or online banking facilities. To mitigate any potential negative impacts, alternative payment methods, including cash and card payment facilities are available.		

Agenda No 16

AGENDA MANAGEMENT SHEET

Report Title:	Capital Funding for the Purchase of Council Fleet
Name of Committee:	Cabinet
Date of Meeting:	29 June 2026
Report Director:	Chief Officer - Operations and Traded Services
Portfolio:	Environment and Climate
Ward Relevance:	All
Prior Consultation:	Portfolio holder Environment and Climate - Cllr Edwards, Service Managers, Leadership Team and Internal Relevant Officers.
Contact Officer:	Clare Hope - Transport Manager
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Yes
Corporate Priorities:	This report relates to the following priority(ies): ☐ A Healthier Rugby – To support people to live healthier, longer, and more independent lives. ☐ A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre. ☒ A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change. ☐ A Fairer Rugby – To reduce inequalities and improve housing across the Borough. Corporate Strategy 2025-2035 ☐ This report does not specifically relate to any Council priorities.
Summary:	This report outlines the budget funding required for the procurement of fleet vehicles (excepting HRA related vehicles), including the planned replacement of existing vehicles and the acquisition of additional vehicles necessary to maintain sustainable and effective services.

Emphasising the critical role that a well-resourced and future focused fleet plays as an integral component in delivering successful, reliable, and sustainable services.

LGR Implications:

Local government reorganisation has been considered in developing this fleet replacement proposal. Full details are outlined in section 4 of the report.

Financial Implications:

See section 5 A General Fund capital budget of £0.992m to be approved and added to the capital programme for 2026/27 for the procurement of replacement vehicles. To be financed through borrowing incurring interest costs of £0.392m over the 7-year life of the assets.

Risk Management/Health and Safety Implications:

Failure to replace the ageing vehicle fleet presents a significant risk of service disruption due to increased breakdowns and time out of service for repairs. This may necessitate the use of short-term hire vehicles, resulting in unplanned additional costs to maintain statutory and frontline services to the public.

Prolonged or repeated service impacts would also pose a material reputational risk to the Council, particularly given the public visibility of service performance through social media and other digital channels.

Environmental Implications:

The replacement of vehicles with modern, compliant models will deliver improved environmental performance through reduced emissions, enhanced fuel efficiency and the incorporation of eco-friendly technologies, directly supporting the Council's sustainability and carbon reduction objectives. See appendix 1 Climate Change and Environmental Impact Assessment.

Legal Implications:

The authority has a statutory duty to ensure that all fleet vehicles are properly maintained, safe, and roadworthy in accordance with relevant road traffic, health and safety, and workplace legislation.

Equality and Diversity:

No adverse impacts on any protected group have been identified. The replacement of older vehicles with newer, safer and lower-emission models will

maintain accessibility for employees, support safe working practices, and improve air quality, delivering wider health benefits for communities, including those most vulnerable to poor environmental conditions. See appendix 3 Equality Impact Assessment.

Options:

- 1) Approve the proposed funding as recommended by the Transport Manager.
- 2) Do not approve the proposed approach and request a revised proposal for further consideration.
- 3) Reject the proposed funding and continue operating the current fleet.

Recommendation:

IT BE RECOMMENDED TO COUNCIL THAT a supplementary General Fund capital budget of £0.992m be approved and added to the capital programme for 2026/27 for the procurement of replacement vehicles to be financed through borrowing.

Reasons for Recommendation:

Failure to approve the fleet replacement programme would result in continued reliance on an ageing fleet, leading to rising maintenance and hire vehicle costs, increased downtime, and greater operational and service delivery risk. Older vehicles negatively impact productivity, fuel efficiency, health and safety standards, and the Council's environmental and carbon reduction objectives. Replacing vehicles with newer, Euro 6-compliant models would improve reliability, safety, fuel efficiency, and ULEZ compliance, while reducing costs and supporting consistent service delivery.

Cabinet - 29 June 2026

Capital Funding for the Purchase of Council Fleet

Public Report of the Strategic Director – Operations and Transformation

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT a supplementary General Fund capital budget of £0.992m be approved and added to the capital programme for 2026/27 for the procurement of replacement vehicles to be financed through borrowing.

Executive Summary

This report is for Cabinet to consider and recommend to Council. It seeks approval for capital funding to replace the Council's non-HRA vehicle fleet during 2026/27 and 2027/28. Replacement is essential to maintain safe, reliable, and cost-effective delivery of frontline services, including waste collection, grounds maintenance, and street cleansing. Without investment, the Council faces increased maintenance costs, reduced service reliability, greater reliance on vehicle hire, unplanned revenue pressures, and potential reputational risk.

A significant proportion of the current vehicle fleet has exceeded its optimal replacement lifecycle. Fleet capital funding is allocated through the annual budget setting process.

Approval of the capital funding will ensure the continued delivery of essential services, reduce operational and financial risk and enhance health and safety.

The report also highlights the potential impact of the proposed Structural Change Order on the Council's ability to commit future capital expenditure, and the associated risks this presents for the timely replacement of the vehicle fleet and the continued delivery of statutory frontline services.

1.0 Background

- 1.1 The Council operates a diverse fleet of 116 vehicles and plant equipment that supports the delivery of essential services, including waste collection, street cleaning, parks and open spaces. As community expectations grow and service demands evolve, the performance, reliability, and cost effectiveness of the fleet have become increasingly important to ensuring efficient operations.

- 1.2 The current fleet comprises a mix of light vehicles, heavy goods vehicles, specialised plant, and ancillary equipment, with assets ranging significantly in age, utilisation levels, and operational condition. Over time, several fleet assets have exceeded their optimal replacement age or kilometre thresholds, resulting in increased maintenance costs, reduced reliability, and higher operational risks. In addition, evolving regulatory requirements, particularly related to workplace health and safety, emissions standards, and fuel efficiency have highlighted the need to modernise several fleet categories.
- 1.3 There is a 10-year capital programme for the replacement of vehicles. The annual budget over the years has been between £0.357m and £1.980m a year (see below chart) with underspends being reprofiled into the following year if the budget was not utilised.

Fleet Capital Expenditure	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
GF Capital Expenditure	1,512,815	99,598	308,344	1,706,746	1,003,783	460,613
Total Expenditure	1,512,815	99,598	308,344	1,706,746	1,003,783	460,613

- 1.4 This report provides an assessment of the current fleet condition, identifies assets due for replacement based on lifecycle criteria, outlines recommendations to ensure the fleet remains safe, reliable, cost effective, and environmentally responsible.

2.0 Current Position

- 2.1 The capital budget for 2025/26 was £0.842m (£0.485m was carried forward from 2024/25) and outturn for 2025/26 is £0.510m. There have been 9 vehicles replaced during 2025/26, with a further vehicle ordered and due to be delivered in quarter one of 2026/27. Following the delay, reprofiling will be requested as part of the 2025/26 outturn.
- 2.2 A seven year vehicle replacement cycle is proposed as it provides an appropriate balance between reliability, safety and whole-of-life cost. Beyond this point, maintenance requirements and downtime tend to increase, reducing operational efficiency. When a vehicle reaches seven years of age, its mileage, maintenance history, running costs and overall condition will be reviewed before replacement is authorised. This approach supports a safe and dependable fleet while managing long term expenditure and protecting service delivery.
- 2.3 In addition, the Transport Manager has introduced a structured programme of enhanced cleaning and preventative maintenance for HGV vehicles. This includes regular deep cleaning of the chassis, particularly to address contamination arising from landfill operations, and is supplementary to the daily cleaning undertaken by drivers. It is anticipated that these measures may extend the operational lifespan of the fleet. The effectiveness of this approach will be monitored and used to inform future vehicle replacement planning and investment decisions.

- 2.4 At present, leasing options are not available for consideration due to insufficient time to establish new leasing arrangements ahead of Local Government Reorganisation (LGR).
- 2.4.1 In addition, LGR places restrictions on the length of leases that can be agreed which will result in costs being significantly higher, which further reduces the viability of leasing. As a result, leasing is not a practical option at this time.
- 2.5 Grounds Maintenance have requested an additional heavy-duty tractor to be added to their fleet due to continued expansion of the borough, alongside rising expectations for consistently high standards of grounds maintenance has placed the existing tractor fleet under sustained pressure and it is now operating at full capacity.
- 2.6 Essential activities such as flail mowing, topper mowing, hauling, and the transportation of plant regularly need to be undertaken simultaneously, yet the limited availability of machinery creates bottlenecks, delays in completion, and reduced responsiveness to residents' needs.
- 2.7 Prolonged over-use is also increasing wear and tear, heightening the likelihood of breakdowns, service disruption, and escalating repair costs. Without additional capacity there is a clear risk that maintenance standards, site presentation, and operational efficiency will decline.
- 2.8 Investment in an additional tractor is therefore necessary to safeguard service delivery, maintain expected standards across the borough, and provide long-term value through improved productivity and reduced reactive maintenance.(see appendix 2 for further details)

2.9 Fleet Requirements 2026/27

The table below shows the current number of vehicles each service has. Of those vehicles, the table shows you how many are due to be replaced during 2026/27 to keep in line with the current 7-year policy.

Service Area	Total number of vehicles	Vehicles / Plant Requiring Replacement	Age of Vehicles / Plant	Replacement Year	
Waste Services	24	4	7–10 years	2026/2027	Required to maintain service reliability and efficiency
Waste Services	24	2	7 years old	2027/2028	Required to maintain service reliability and efficiency

Service Area	Total number of vehicles	Vehicles / Plant Requiring Replacement	Age of Vehicles / Plant	Replacement Year	
Street Cleansing	18	3	7 years	2027/2028	Required to maintain service reliability and efficiency, EV
Grounds Maintenance	36	4 plant machines	7–10 years	Urgent (pre-2027)	Required to maintain service reliability and efficiency
Parks	1 warden's van	1 warden's van	Manufactured 2013 (12+ years by 2026)	2026/2027	Purchased second-hand in 2021
Regulatory Services	1	1	7 years	2026/2027	Required to maintain service reliability and efficiency
Bereavement Services	1	1	10 years	2026/2027	Required to maintain service reliability and efficiency

Capital Requirement	2,420
To be financed by:	
Existing Capital programme budget for 2026/27 and 2027/28 approved as part of the capital programme in the Capital Strategy. (profiled currently as £0.357m per year)	714
Reprofiling request (to be approved by the S151 officer during the outturn report) for existing capital programme budget for 2028/29 and 2029/30.	714
Supplementary Budget request to be funded through borrowing	992

2.10 The above table provides a breakdown of the total capital requirement of £2.420m, including each vehicle due for replacement and their estimated cost. These vehicle prices will be subject to change based on the current market at the time of purchasing. The total capital requirement requested of £0.992m will be closely monitored during the year to establish production times and renewal dates for the vehicles. A reprofiling request is likely to happen and will be submitted as part of the outturn for 2026/27.

3. LGR Implications

- 3.1 The proposed Structural Change Order expected in October 2026, may place constraints on the Council's ability to commit future capital expenditure, which presents a risk to the timely replacement of the vehicle fleet. The Council's fleet is essential to the delivery of a number of statutory and critical frontline services, including waste collection and street cleansing, as well as other core operational functions.
- 3.2 Any delay or inability to invest in fleet replacement would have a direct impact on service delivery, compliance, and operational resilience.
- 3.3 It is therefore important that provision for fleet replacement is considered and approved in advance to ensure the Council can continue to meet its statutory obligations and maintain service continuity during the transition to LGR.
- 3.4 Further funding may be sought once LGR has taken place, in conjunction and consideration with other council requirements.

4. Financial Implications

- 4.1 The total amount requested to be financed through borrowing is £0.992m. This will incur interest costs of £0.390m over the life of the assets (7 years). This has been calculated using PWLB's rate as of 23 April 2026 for a maturity loan at 5.62% per annum. The estimated annual borrowing costs of £0.056m will be charged to the General Fund from 2027/28 as part of the interest payable budget which will be increased during the budget setting process to include the costs for this new scheme. The minimum revenue provision (MRP) will also increase from 2027/28 to reflect the principal element of the loan, estimated at £0.140m. This will increase the savings target required for 2027/28 and future years.
- 4.2 Depreciation will be budgeted from 2027/28 for the vehicles purchased during 2026/27 and the cost will be added to the revenue budget as part of the budget setting process.

The cost of borrowing is shown below.

Loan amount	Term (Years)	Interest Rate (%)	Annual Interest	Total Interest	Total Repayment
£992,000	7	5.62	£55,750	£390,252	£1,382,252

- 4.3 All fleet replacement expenditure will be funded through the capital budget. The funding strategy has been reviewed with the Finance Team to ensure affordability and compliance with the Council's Financial Regulations. Any borrowing required will incur interest costs and will be reflected in the Medium Term Financial Plan.

- 4.4 The financial table in paragraph 2.9 of this report shows the additional capital funding requested, over and above existing provision. It should be noted that £357k per annum has already been approved within the capital programme for fleet replacement in 2026/27 and 2027/28. In addition, £357k is proposed to be reprofiled from 2028/29 and 2029/30 into 2026/27 and 2027/28. This amount has therefore been excluded from the additional budget request.
- 4.5 All vehicles will be procured through an approved framework, in accordance with the Council's Contract Standing Orders and Financial Regulations. Detailed cost breakdowns for each service area are provided in Appendix 2. Expenditure will be phased across the financial year rather than occurring at the start of the period.
- 4.6 Current supplier lead times are estimated at between five and fourteen months and, as a result, delivery and invoicing dates may extend beyond year end. Should this occur, a carry forward into the 2027/28 financial year may be required, subject to the standard approval processes.
- 4.7 Although this report is asking for the approval of a capital scheme to be funded through borrowing, as per the Capital Strategy, financing of the capital expenditure will be reviewed at the end of each financial year to ensure optimum use of the overall resources available to the Council. Any changes will be determined by the Chief Officer for Finance and Performance and if other means are available to finance this scheme, they will be considered to reduce the borrowing costs.

5. Conclusion

- 5.1 The Council's vehicle fleet is critical to the delivery of safe, reliable and cost effective frontline services. A significant proportion of the fleet is now beyond its optimal replacement age, creating increasing operational, financial and reputational risks.
- 5.2 The proposed capital investment will enable the timely replacement of ageing vehicles, improve reliability and health and safety standards, and support service continuity.
- 5.3 Approval of the recommended capital funding will ensure the Council continues to meet its statutory obligations and manage risk effectively.

Name of Meeting: Cabinet

Date of Meeting: 29 June 2026

Subject Matter: Capital Funding for the Purchase of Council Fleet

Originating Department: Operations and Traded Services

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
Appendix 1	Climate Change and Environmental Impact Assessment
Appendix 2	RBC Vehicle & Plant Replacement 2 Year Plan
Appendix 3	Equality Impact Assessment

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Rugby 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 (2025-2035) [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.

SECTION 1: OVERVIEW

Portfolio and Service Area	Operations and Traded Services, Waste Services, Street Scene
Policy/Service/Change being assessed	Capital Funding for the Purchase of Fleet
Is this a new or existing Policy/Service/Change?	TBC
If existing policy/service please state date of last assessment	
Ward Specific Impacts	TBC
Summary of assessment Briefly summarise the policy/service/change and potential impacts	The policy involves the replacement and procurement of council fleet vehicles to maintain a safe, reliable, and efficient service fleet. Potential environmental impacts include increased or reduced emissions depending on vehicle type. To mitigate negative impacts, the procurement will prioritise low-emission and electric vehicles where feasible, supporting Rugby Borough Council's climate and sustainability objectives. Overall, the policy is expected to improve environmental performance compared with the existing fleet through reduced fuel consumption and lower greenhouse gas emissions.
Completed By	Clare Hope
Authorised By	Clare Hope
Date of Assessment	22.01.2026

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.	☐	☒	☐	The Council's fleet vehicles are a significant source of direct emissions due to fuel consumption. Replacing older vehicles with newer, low-emission or electric alternatives is expected to substantially reduce these emissions. Newer vehicles are typically more fuel-efficient and benefit from improved engine technology, meaning they produce fewer emissions per mile even where conventional fuels are still used.			
Scope 2 Emissions Indirect emissions occurring at the location energy is produced for council activities. For example, electricity generation for council buildings.	☐	☐	☒	Indirect emissions arise from the electricity used to charge electric vehicles and to power council buildings. The proposed increase in electric vehicles and associated charging infrastructure is therefore expected to lead to an increase in Scope 2			

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				emissions, particularly as the chargers will be powered from grid electricity rather than on-site renewable generation such as solar PV. As a result, this should be considered a negative impact in terms of indirect emissions. The report proposes the deployment of 3 electric vehicles. While this shift will reduce direct (Scope 1) emissions from fleet operations, it will transfer a portion of emissions to Scope 2. The overall impact will depend on the carbon intensity of grid electricity over time. Measures such as using energy-efficient charging infrastructure and procuring renewable electricity tariffs could help mitigate these indirect emissions. However, without dedicated on-site renewable energy generation, the reliance on			

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				grid electricity remains a key consideration in the Council's emissions profile.			

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	☐	☒	☐	Ensures council staff have safe, reliable vehicles to deliver services efficiently, supporting local economic activity through uninterrupted service provision.			
Transport	☐	☒	☐	Directly addresses transport emissions by prioritising low-emission and electric vehicles, improving fleet efficiency and reducing greenhouse gas output. Further details were provided in description of Scope 1 emissions. The proposed vehicle replacements are a like-for-like swap that maintains current fleet numbers so there would be no additional impact on traffic in the borough.			
Natural Environment	☐	☒	☐	The proposal is expected to reduce air pollution and environmental impact through the introduction of cleaner vehicles, contributing to improved			

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				local air quality and reduced impacts on natural habitats. In this context, “cleaner vehicles” refers to vehicles that produce lower or zero tailpipe emissions compared to conventional diesel models. Electric vehicles (EVs) produce zero tailpipe emissions, meaning they do not emit pollutants such as nitrogen oxides (NO_x) or particulate matter (PM) at the point of use. This makes them particularly beneficial for local air quality, especially in urban or residential areas. However, it should be noted that electric vehicles are not currently suitable for the majority of the Council’s fleet due to operational and range requirements. As a result, the overall air quality benefits associated with EV adoption will be limited in the short term, with			

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				most improvements instead arising from incremental gains (e.g. more efficient vehicles).			
Homes and Energy	☐	☒	☐	Indirect impact by supporting services such as housing repairs and energy efficiency initiatives, ensuring timely delivery.			
Waste, Resources and the Circular Economy	☐	☒	☐	The proposal incorporates fleet management practices aimed at maximising vehicle lifespan, reducing resource use, and promoting the reuse and recycling of materials. These practices include routine maintenance schedules to extend vehicle life, the use of telematics to optimise vehicle usage and reduce unnecessary mileage, and the refurbishment or replacement of key components (e.g. tyres, batteries, and parts) rather than full vehicle			

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				replacement where feasible. Vehicles that are being replaced will be managed in accordance with relevant waste and procurement regulations. Where possible, vehicles will be resold or transferred for continued use, extending their lifecycle and avoiding premature disposal. Where vehicles have reached the end of their usable life, they will be disposed of through licensed Authorised Treatment Facilities (ATFs), ensuring that materials are safely dismantled, reused, or recycled in line with environmental regulations.			
Climate and Nature Positive Communities	☐	☒	☐	The proposal improves environmental outcomes for residents by lowering emissions from council operations and supporting			

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				more sustainable service delivery. This includes reducing greenhouse gas emissions and, where feasible, improving local air quality through the use of lower-emission and zero-emission vehicles. Effective communication with residents will be important to ensure transparency and to highlight the environmental benefits of these changes. More broadly, updates on fleet changes—such as the introduction of electric vehicles or other low-emission technologies—can be shared through regular sustainability or climate reporting, as well as targeted communications where service delivery may be affected. This ensures residents are informed of both the environmental benefits and any practical			

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				implications of the transition.			
Adaptation	☐	☒	☐	The proposal helps to ensure the fleet is more resilient to changing climate conditions, enabling the Council to maintain operational capacity during extreme weather events such as heatwaves, flooding, and severe storms. Newer vehicles are generally more reliable and better equipped to operate in adverse conditions, with improved engine performance, braking systems, and safety features that enhance performance in extreme temperatures and poor weather. For example, modern vehicles are less prone to overheating during heatwaves and are designed with improved sealing and electrical			

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				systems that are more resistant to water ingress during heavy rainfall or flooding. In addition, a diversified fleet—including a mix of electric, low-emission, and conventional vehicles—can improve resilience by reducing reliance on a single fuel type. For instance, electric vehicles can continue to operate during fuel supply disruptions. Fleet management practices such as regular maintenance, real-time vehicle monitoring (e.g. telematics), and proactive replacement of aging vehicles further support resilience by reducing the risk of breakdowns during critical periods. This ensures that essential services can continue to be delivered even under increasingly variable and			

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
				extreme climate conditions. However, it should also be noted that some low-emission technologies, particularly electric vehicles, may have limitations in extreme conditions (e.g. reduced battery performance in very cold weather or reliance on electricity supply), and these factors will need to be managed as part of operational planning.			

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	
Key points to be considered through review	
Person responsible for review	
Authorised by	Clare Hope – Transport Manager

Fleet Number	Make & Model	DEPARTMENT	26/27	27/28	
RV14	DENNIS ELITE 6 / 6 x 4	REFUSE	£250,000.00		
RV27	DENNIS 4 x 2 NARROW WIDTH 18t	REFUSE	£230,000.00		
RV12	DENNIS ELITE 6 / 6 x 4	REFUSE	£250,000.00		
RV01	DENNIS ELITE 6 / 6 x 4	REFUSE	£250,000.00		
RV06	DENNIS ELITE 6 / 6 x 4	REFUSE		£275,000.00	
RV07	DENNISELITE 6 / 6 x 4	REFUSE		£275,000.00	
		REFUSE	£980,000.00	£550,000.00	£1,530,000.00
FL57	DAF FLAT BED - ELECTRIC OPTIONS TO BE CONSIDER	STREET		£100,000.00	
FL91	SWEEPER - ELECTRIC OPTIONS TO BE CONSIDER	STREET		£275,000.00	
FL139	TIPPER - ELECTRIC OPTIONS TO BE CONSIDER	STREET		£150,000.00	
		STREET	£0.00	£525,000.00	£525,000.00
FL63	JCB 8026 CTS	GROUND	£40,000.00		
Additional	JOHN DEERE	GROUND	£100,000.00		
P353	TIMBER WOLF CHIPPER	GROUND	£25,000.00		
P107	JOHN DEERE 440R LOADER	GROUND	£15,000.00		
FL37	JOHN DEERER 4066R	GROUND		£50,000.00	
		GROUND	£180,000.00	£50,000.00	£230,000.00
FL141	RANGER PARK WARDEN - ELECTRIC OPTIONS TO BE CONSIDER	PARKS	£40,000.00		
		PARKS	£40,000.00	£0.00	£0.00
FL65	INSIGNIA - ELECTRIC OPTIONS TO BE CONSIDERED	REG SERVICES		£40,000.00	
		REG SERVICES	£0.00	£40,000.00	£40,000.00
FL140	DFSK	BEREAVEMENT SERVICES	£55,000.00		
		REG SERVICES	£55,000.00	£0.00	£55,000.00
TOTAL			£1,255,000.00	£1,165,000.00	



Equality Impact Assessment Form

Name of Officer

Clare Hope

Contact Email

clare.hope@rugby.gov.uk

Names of other Officers involved in the writing of this Impact Assessment

Clare Hope

Service Area

Operations & Traded Services

Who will be approving this decision?

Council

Date this assessment will be going for decision

2nd June 2026

Policy being assessed

Capital Funding for the Purchase of Council Fleet

Name of Responsible officer

Claire Owen

Email address of Responsible Officer

claire.owen@rugby.gov.uk

Stage 2 – Policy to be analysed

The aim is to procure a safe, reliable, and cost-effective council fleet that supports effective service delivery. The purpose of the decision is to replace and maintain vehicles in a way that improves safety, reliability, and environmental performance while meeting operational needs and statutory duties.

How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?

The proposal supports Rugby Borough Council's corporate priorities by enabling the effective delivery of front-line services, ensuring value for money, and supporting environmental sustainability through a more efficient and lower-emission fleet. It aligns with service area priorities by providing safe, reliable, and fit-for-purpose vehicles that support staff in meeting operational, health and safety, and statutory requirements.

What are the expected outcomes you are hoping to achieve?

The expected outcomes are a safer and more reliable council fleet, improved efficiency in service delivery, reduced vehicle downtime and maintenance costs, and improved environmental performance through lower emissions. The proposal will also support staff by providing fit-for-purpose vehicles that meet operational and health and safety requirements.

Does or will the policy affect:

Customers Employees Wider Community or Groups

Please provide more information about how these groups will be affected

Customers: Indirectly affected through improved reliability and efficiency of council services delivered using the fleet.

Employees: Directly affected, as staff will use the vehicles to carry out their roles. The proposal aims to improve safety, reliability, and suitability of vehicles.

Wider community or groups: Indirectly affected through continued delivery of services and reduced environmental impact from a more efficient, lower-emission fleet.

Will the policy involve substantial changes in resources?

Yes

Please provide more information:

The decision involves planned capital investment in the replacement and procurement of council fleet vehicles. This is within approved budgets and existing fleet management arrangements and does not require significant changes to staffing or service structures.

Does this policy require a full Equality Impact Assessment?

No

Give reason why the policy does not require a full Equality Impact Assessment

a like-for-like replacement
with no change to service delivery
no workforce impact
no change in how residents access services

This assessment will be reviewed on...

2nd June 2027

Attach a copy of the policy being assessed



Capital Funding for the Purchase of Council Fleet 2026 - 2028 (1).docx

AGENDA MANAGEMENT SHEET

Report Title:	Great Central Walk Bridge Structural Remediation
Name of Committee:	Cabinet Error! Bookmark not defined.
Date of Meeting:	29 June 2026
Report Director:	Strategic Director – Operations and Transformation
Portfolio:	Environment and Climate
Ward Relevance:	Borough-wide (Great Central Walk structures)
Prior Consultation:	Portfolio holder, Legal Services, Financial Services, Report Director
Contact Officer:	Rebecca Govier
Public or Private:	Public Error! Bookmark not defined.
Report Subject to Call-In:	Yes Error! Bookmark not defined.
Report En-Bloc:	No Error! Bookmark not defined.
Key Decision:	Yes
Corporate Priorities:	This report relates to the following priority(ies): ☒ A Healthier Rugby – To support people to live healthier, longer, and more independent lives. ☒ A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre. ☒ A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change. ☐ A Fairer Rugby – To reduce inequalities and improve housing across the Borough. Corporate Strategy 2025-2035 ☐ This report does not specifically relate to any Council priorities but
Summary:	This proposal seeks capital funding for structural monitoring, vegetation clearance, and critical remediation of bridges along the Great Central Walk. The three-year programme focuses on meeting statutory health and safety obligations and ensuring the long-term sustainability of the assets.

Financial Implications:	The financial implications are detailed in section 2 of the report.
Local Government Reorganisation Implications:	No LGR implications have been identified in carrying out these improvements.
Risk Management/Health and Safety Implications:	Key risks include failure to act leading to bridge closures or public safety issues. Implementation risks regarding contractor availability and weather are mitigated through early procurement.
Environmental Implications:	Key risks include failure to act leading to bridge closures or public safety issues. Implementation risks regarding contractor availability and weather are mitigated through early procurement. A Climate Impact Assessment has been completed, see Appendix 5.
Legal Implications:	Works are essential to fulfil statutory and health & safety obligations for both trafficked and non-trafficked bridges.
Equality and Diversity:	No equality or diversity implications have been identified in carrying out these improvements
Options:	1. Approve the 3-year programme to ensure safety and manage whole-life costs. 2. Decline or delay funding, leading to asset deterioration and potential public safety risks.
Recommendation:	IT BE RECOMMENDED TO COUNCIL THAT a supplementary General Fund capital budget of £1.925m be approved and added to the 2026/27 capital programme for bridge improvements along the Great Central Walk, to be financed through borrowing.
Reasons for Recommendation:	To ensure the safety and structural integrity of assets, remove long-term maintenance liabilities (e.g., Staveley Way), and minimise whole-life costs.

Cabinet - 29 June 2026

Great Central Walk Bridge Structural Remediation

Public Report of the Strategic Director - Operations and Transformation

Recommendation

IT BE RECOMMENDED TO COUNCIL THAT a supplementary General Fund capital budget of £1.925m be approved and added to the 2026/27 capital programme for bridge improvements along the Great Central Walk, to be financed through borrowing.

1. EXECUTIVE SUMMARY

- 1.1 The Great Central Way (GCW) bridges were originally constructed around 1900. Legal records indicate that ownership of these assets was transferred to Rugby Borough Council (RBC) from British Rail in the 1970s. Over more than a century, these structures have been subject to environmental deterioration, including water ingress, extensive vegetation growth, and general operational wear. Notably, the metallic elements - such as the bridge girders - suffer from severe historic corrosion caused by atmospheric pollution from steam trains directly above the now-redundant tracks. Prior to the recent 2024/25 inspection cycle, the structures had not undergone formal assessment since 2007. This 18-year gap resulted in minimal proactive maintenance, such as regular vegetation clearance and brick re-pointing, allowing defects to compound. Consequently, the lack of timely preventative intervention has led to the current accelerated structural deterioration, moving the portfolio from routine maintenance into a position requiring substantial, backlogged remediation.
- 1.2 Public safety remains the paramount priority, and robust risk management processes are actively being enforced in strict alignment with the *Design Manual for Roads and Bridges (CS 450)*. To date, RBC has completed comprehensive general inspections to prioritise interventions, successfully addressing all immediate health and safety concerns. For instance, specific mitigations at the Clifton Road bridge include the installation of bollards to prevent vehicle loading on the footways and Heras fencing below to restrict public access beneath corroded steel arch plates. While 6 of the 13 structures inspected to date are classified in poor or very poor condition, there are no further outstanding urgent safety threats to pedestrians or motorists.
- 1.3 The division of public responsibilities is clearly defined under the Highways Act: as the Highway Authority, WCC is strictly responsible for the road surfacing overlying the bridges, while RBC, as the asset owner, maintains structural integrity. The requested £1.95 million, 3-year rolling programme will

fund the progression of Principal Inspections (spanning high, medium, and low priority structures from 2025 through 2028), complex remediation designs, and critical on-site engineering works. This funding will transition the network into a serviceable condition, establishing a sustainable, statutory-compliant 2-yearly general and 6-to-12-yearly principal inspection cycle from 2028/29 onward to permanently safeguard the public.

- 1.4 This report proposes a comprehensive three-year capital and revenue programme for the structural monitoring, vegetation clearance, and critical remediation of bridges along the Great Central Walk (GCW). Recent inspections have identified several trafficked and non-trafficked structures in "poor to very poor" condition, necessitating urgent intervention to ensure public safety and fulfil statutory obligations. A detailed prioritisation of these structures is provided in the Progress Summary, please refer to Appendix 1.
- 1.5 The programme includes the removal of the redundant Staveley Way abutment to eliminate ongoing maintenance liabilities and a phased approach to repairing high-priority bridges, See Appendix 2 Staveley Way Abutment Feasibility Report for further details. Approval is sought for a total capital investment of £1.925 million to be spent over two years.
- 1.6 A map of the locations along with photographs can be found in Appendix 3 – Map and photos of locations.
- 1.7 According to the Appendix 4 – Interpretive report for Clifton Road May 2026 Clifton Road Bridge (GCR 453) is in a "poor" overall condition, with critical elements such as the primary and secondary deck rated as "very poor". The report's key findings highlight significant structural and maintenance issues: The bridge's wrought iron girders exhibit moderate web corrosion across all visible areas, while the lower flanges show severe deformation and section loss of up to 10mm. Bottom flange deflections of 20–60mm were observed over a 3000mm length on the northern side, likely caused by permanent wet contact and lamination expansion. Furthermore, up to 5% of riveted connections surrounding the metal cover plates have failed. Localised areas of the metal jack arches and supporting transverse members have suffered extensive section loss and pitting up to 10mm deep, particularly behind the protective cover plates. While the masonry jack arches are generally in good condition, one area of hollow brickwork was identified. The bridge suffers from a failed waterproofing system, with active water ingress causing constant dripping from the deck soffit. The surrounding masonry, including parapets and wingwalls, shows severe pointing loss of up to 60mm, vertical cracking, and intrusive vegetation growth that requires urgent removal. The report concludes that identifying the source of water ingress, removing corrosion to apply protective coatings, and full masonry repointing are critical priorities to stabilise the asset.
- 1.8 It should be noted that budget estimates are currently based on initial general inspections and remain subject to change as detailed designs are finalised. Significant variables persist, particularly regarding the potential costs of re-waterproofing bridge decks which are not currently captured in the core estimates.

2. FINANCIAL IMPLICATIONS

- 2.1 This report asks for a capital budget of £1.925m to be added to the 2026/27 capital programme. This will be spent over 2 years, as detailed in Appendix 1, and once final quotes have been confirmed, a reprofile request will be proposed in the quarterly budget monitoring report.
- 2.2. It is proposed that the £1.925m will be funded through borrowing. This would incur interest costs of £1.217m over the remaining life of the assets (50 years). This has been calculated using PWLB's rate as of 5 June 2026 for a maturity loan at 6.32% per annum. The estimated annual borrowing costs of £0.024m will be charged to the General Fund from 2027/28 as part of the interest payable budget which will be increased to reflect this new scheme during the budget setting process. The Minimum Revenue Provision (MRP) will also increase from 2027/28 to reflect the principal element of the loan, estimated at £0.039m.
- 2.3 The depreciation for the bridges will be increased from 2027/28 and added to the revenue budget as part of the budget setting process.
- 2.4 There will be a revenue budget requirement in 2028/29 currently estimated to be £0.135m which will be requested during the 2028/29 budget setting process once the major capital works have been done and the maintenance costs for the upkeep of the bridges will be known.
- 2.5. Although this report is asking for the approval of a capital scheme to be funded through borrowing, as per the Capital Strategy, financing of the capital expenditure will be reviewed at the end of the financial year to ensure optimum use of the overall resources available to the Council. Any changes will be determined by the Chief Officer for Finance and Performance and if other means are available at the end of 2026/27 to finance this scheme, they will be considered to reduce the borrowing costs.

3. RECOMMENDATION

- 3.1 Cabinet approves the three-year programme for the Great Central Walk bridge remediation and ongoing maintenance, authorising a capital budget requirement of £935,000 for 2026/27 and noting the planned requirements for subsequent years.

4. PROGRAMME OVERVIEW

- 4.1 The Great Central Walk bridge portfolio requires a rolling capital maintenance strategy to manage both trafficked and non-trafficked structures.
Phase 1: 2026/27 Capital Works (£935,000): This phase includes de-vegetation and Principal Inspections at structures 445, 446, 456, and 441A. Physical remediation will be completed for high-priority non-trafficked bridges 439 and 442, alongside trafficked bridges at Bridge Street (452) and Clifton Road (453). Additionally, it includes the detailed design and removal of the redundant Staveley Way Abutment (448) to eliminate future liability; full

technical justifications and prioritisation for these specific structures are detailed in the Progress Summary, please refer to Appendix 1.

-
- Phase 2: 2027/28 Capital Works (£990,000): This phase focuses on the remediation of trafficked structures 454 and 455, which are currently less urgent than Year 1 priorities.
- Phase 3: 2028/29 & onwards transitions the programme from capital investment to a steady-state annual revenue allowance of £135,000 to ensure regular inspection and minor maintenance across the entire asset portfolio, as per the long-term financial projections in Appendix 1.

5. REASONS FOR RECOMMENDATION

- 5.1 Approval of the three-year programme is essential to ensure the safety, structural integrity, and long-term sustainability of the assets. Proactive de-vegetation and remediation are critical to minimising whole-life costs. Furthermore, the removal of redundant assets like the Staveley Way abutment permanently eliminates the need for future inspection and maintenance costs while enhancing local biodiversity. Failure to act could lead to bridge closures, public safety issues, or rapid asset deterioration.

6. CONCLUSION

- 6.1 This multi-year investment strategy shifts the Council toward a proactive maintenance model for the Great Central Walk. By addressing high-priority structural risks in 2026/27 and establishing a dedicated revenue stream for the future, the Council ensures the long-term usability of these routes while supporting corporate priorities related to health, the economy, and the environment.

Name of Meeting: Cabinet

Date of Meeting: 29 June 2026

Subject Matter: Great Central Walk Bridge Structural Maintenance and Remediation

Originating Department: Operations and Transformation

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

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
Appendix 1.	GCW Bridge Inspections – progress summary – April 2026.
Appendix 2.	Staveley Way Abutment Feasibility Report.
Appendix 3.	Map and photos of locations.
Appendix 4.	Interpretive report for Clifton Road May 2026.
Appendix 5.	Climate Impact Assessment.

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

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

GREAT CENTRAL WALK BRIDGE INSPECTIONS

Progress summary as of 21st April 2026

Non-trafficked structures - progress to end of 2025/26

- BWB Consulting completed 10 No General Inspections of bridge and culvert structures along the Great Central Walk (GCW).
- The structures have been prioritised based on the findings of the inspections, as shown in *Table 1* below.

Structure Ref	Structure name	Priority
GCR 439	Newton Lane Bridge and Park	High
GCR 440	Newton Village Track Bridge	Low
GCR 441	Newton Farm Track Bridge (Iron Bridge)	Low
GCR 441A	Newton Culvert	Moderate
GCR 442	Newton Farm Track Bridge	High
GCR 443A	Newton Manor Lane Culvert	Low
GCR 445	Brownsover Footpath Bridge (Avion Way)	Moderate
GCR 446	River Avon Bridge	Moderate
GCR 448	Staveley Way Abutment (Oxford Canal Bridge)	High
GCR 456	Pytchley Road Bridge	Moderate

Table 1: Structure prioritisation based on 2024 General Inspection Reports

- A programme of detailed inspection, design and remediation is necessary to keep the structures in a safe and serviceable condition, and to provide long-term best value to RBC.
- De-vegetation works were completed in summer 2025 at structures 439, 441A, 422, 445 and 448.
- BWB Consulting have completed Principal Inspections and remediation design works associated with high priority structures 439 and 442. These structures are both in a poor to fair structural condition and so remediation work is required in 2026/27.
- Staveley Way Abutment (448) is a redundant asset which serves no purpose; it is recommended that this structure is removed to avoid the need for ongoing inspection and maintenance. An options appraisal has been commissioned and a project is planned for 2026/27 comprising detailed design and completion of the structure's removal.

Non-trafficked structures - Planned works for 2026/27

The following works are planned for 2026/27:

- De-vegetation and Principal Inspections at structures 445, 446, 456 and 441A.
- Detailed design and removal of Staveley Way Abutment (448).
- Remediation works to structures 439 and 442.

Trafficked bridges - Progress to end of 2025/26

- Warwickshire County Council has completed 4No detailed bridge inspections and structural assessments at Bridge Street (452), Clifton Road (453), Lower Hillmorton Road (454) and Hillmorton Road (455).
- A technical note for Clifton Road Bridge was issued on 13/03/2025, setting out findings from the site investigation works. This note confirms that the structure is in 'fair' condition, and that "there are no immediate mitigation measures recommended at this time". The report advocates the ongoing use of temporary bollards to restrict footway loading.
- De-vegetation works were completed across all structures in October 2025.
- Inspection for Assessment and Interpretative Reports were issued in March 2026.
- Structures 452, 453 and 455 are in poor to very poor condition. Structure 454 is in fair to poor condition. Remediation works will be required in 2026/27 and 2027/28.
- An options appraisal for each structure is expected in April 2026.

Trafficked bridges - Planned works for 2026/27

- Detailed design of remediation works across all structures.
- Remediation works to structures 452 (Bridge Street) and 453 (Clifton Road).
- Remediation works to structures 454 and 455 are also required, but are less urgent, so are planned for 2027/28.

Financial projections

Cost projections for the inspection and remediation of the GCW structures is provided below. Budgets have been derived from previous inspection reports and historical project cost data. However, given the uncertainties which remain around the design solutions for each structure, estimates are currently subject to fluctuation; more certainty will be gained following the detailed design of remediation works at each location.

Table 2 below summarises projected spend across the GCW structures from October 2025 to March 2028, at which point all structures will have been brought back into a serviceable condition. Routine inspection and maintenance works will be required beyond this point.

Year	Vegetation clearance	Principal inspections and design of remediation	Remediation work
Non-trafficked Bridges			
2026/27	£19,200	£69,663	£356,135
2027/28	£12,600	£30,900	£364,422
Trafficked Bridges			
2026/27	£0	£96,000	£390,000
2027/28	£0	£9,600	£630,000
Total projected spend per year across all structures			
2026/27	£930,998		
2027/28	£987,522		
Total (Oct 25 to Mar 28)	£1,918,520		
Ongoing inspection and maintenance across all structures (from 2028/29 onwards)			
Annual allowance	£131,460		

Table 2: GCW cost projections

INFRASTRUCTURE

Rugby Borough Council
RBC Bridge Inspections
GCR 448 – Staveley Way Abutment
Feasibility Report

INFRASTRUCTURE

Rugby Borough Council
RBC Bridge Inspections
GCR 448 – Staveley Way Abutment
Feasibility Report

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FIGURES

Figure 1 Location Plans

Figure 2 - Isometric view of 3D model showing GCR-448 and existing ground surface

Figure 3 - Plan view of 3D model showing location of GCR-448, proposed embankment and existing topo/mapping

Figure 4 - Section A-A (see Fig. 3) at centreline of existing retaining wall

TABLES

Table 1 Key structure dimensions

APPENDICES

APPENDIX 1: Site Photographs

1. Introduction

- 1.1 BWB Consulting (BWB) were commissioned by Rugby Borough Council (RBC) to determine the feasibility of demolishing the existing GCR-448 Staveley Way Abutment.
- 1.2 The structure is generally found to be in fair to poor condition and is a maintenance liability for RBC. Removing the structure would eliminate future costs associated with the inspection and maintenance of the structure, whilst also opening the Great Central Walk (GCW) northern section which currently terminates at the structure.
- 1.3 This feasibility report considers the practicality of demolishing the existing structure, identifies key constraints, and outlines the implications for construction, environment and future maintenance. The findings of this report are intended to support RBC in deciding whether to progress the proposal to detailed design.

2. General Information

Description and Location of Structure

- 2.1 Staveley Way Abutment is a masonry retaining wall located at the southern end of the northern stretch of the Great Central Walk public footpath. The retaining wall sits between the River Avon and the Oxford Canal at grid reference 451788, 276450. The years of original construction and later structural modifications are unknown.
- 2.2 The structure originally formed the abutment of a since demolished viaduct that carried the historic rail line over the Oxford Canal. The top of the original abutment is visible at the skewback stones. The wall was extended vertically to retain an additional height of fill to the footway level. Palisade fencing provides pedestrian restraint adjacent to the parapet.
- 2.3 The structure has a maximum exposed height of approximately 10.355m.
- 2.4 Refer to Figure 1 for context.

Figure 1 Location Plans

Map 1



Map 2



Key Dimensions

- 2.5 Approximate dimensions were confirmed during the inspection.

Table 1 Key structure dimensions

Wall length	South face: 13.518m West face: 12.938m North face: 9.945m
Exposed height	10.355m
Footway width	8.3m

3. Inspection Details

Lead Inspector:	Jack Turton
Assistant Inspector:	Scarlett Duthie
Date inspected:	08/12/2025
Weather:	Day, Dry and mild 6-7 °C
Equipment used:	PPE, light hand tools (i.e. camera and measuring tape)
Method of Inspection:	Visual

- 3.1 A visual inspection was undertaken to inform the feasibility study including recording key dimensions and taking general photographs.
- 3.2 The structure was accessed during the daytime on the 8th December 2025. The weather was dry with a temperature of 7 °C.
- 3.3 Access to the east wall was limited by significant vegetation growth on the adjacent embankment.

Summary of Previous Inspection

- 3.4 A review of archive records for this structure has been carried out as part of this inspection. This included the previous inspection for assessment conducted by BWB Consulting Ltd. in December 2024.
- 3.5 The following defects were observed:
- Isolated missing bricks on the south wall
 - Area of spalled bricks on the north end of the east wall
 - Moss growth on the west wall
 - Vegetation growth on the corners of the east and south wall
 - Mortar loss observed throughout
 - Non-offensive graffiti throughout
 - Major cracks with leachate on the west and south walls

- Water and associated staining on the faces of the walls
- Displaced bricks on the west end of the south wall

4. DESIGN REQUIREMENTS

Functional Requirements

4.1 Geometric requirements

A slope angle of 1:3 is considered preferable to negate the requirement for slope stability measures and reduce long-term maintenance requirements, whilst minimising the footprint of the proposed earthworks.

4.2 Aesthetic requirements

No specific requirements have been provided by the client.

4.3 Services

Any additional buried services will need to be confirmed by reference to the relevant Statutory Undertakers' plans and site investigation as required.

Design standards

4.4 The design shall be carried out in accordance with DMRB standard CG 300 'Technical Approval of Highway Structures'.

4.5 Geotechnical design and any accompanying ground investigation will need to be undertaken in accordance with the relevant codes and British Standards. It will need to be agreed whether the processes set out in DMRB standard CD 622 'Managing Geotechnical Risk' will be applied including the appointment of a Designer's Geotechnical Advisor.

Planning and consents

4.6 Although not covered in any detail within the scope of this report, the potential need for the following is highlighted:

- Temporary closure of the Great Central Walkway within proximity of the retaining wall.
- Landowner agreements including for works access during construction.
- Liaison with the environmental agency.

5. CONSTRAINTS REVIEW

Adjacent Watercourses

- 5.1 The structure is located approximately 75m from the River Avon to the north and 66m from the Oxford Canal to the south.

Existing Public Footpath – Great Central Walkway

- 5.2 Staveley Way Abutment is located at the south end of the northern stretch of the Great Central Walk. The footpath will require partial closure within proximity of this area during construction.

Structure Articulation

- 5.3 It is understood that the client intends to demolish the existing abutment and grade it to an embankment.
- 5.4 The nature of the structures foundations is unknown, but it is assumed that the abutment is supported on spread footings.

Topography

- 5.5 The existing embankments are built up to footway with vegetated slopes on either side. In several locations, the slopes are steep and are covered by significant vegetation including mature trees.
- 5.6 The Great Central Walk is a historic rail line; hence the ground is generally flat with vegetated embankments on either side.

Geology

- 5.7 It is anticipated that the abutment was historically backfilled with engineering fill back up to footway level.
- 5.8 Based on a review of the British Geological Survey online GeolIndex Onshore mapping tool, the following geology is anticipated:
- Bedrock: Huddersfield White Rock-Sandstone.
 - Faults: No faults in proximity to the structure.
 - Superficial: No superficial deposits.

Environmental and Ecology

- 5.9 Based on a non-specialised review it is noted that the rail approach embankments are characterised by mature and semi-mature trees and shrubs.

- 5.10 There are known badger sets in close proximity of the existing structure. It should be confirmed whether they are active and what provisions need to be made to ensure demolition works can proceed.
- 5.11 In considering future options it is recommended that consideration be given to the relative embodied carbon / carbon footprint of scenarios to ensure this is reduced insofar as possible. It will be necessary to review any requirements or policies that may be required by the client.

Buildability and Construction Access

- 5.12 The demolition of the abutment will require access to be provided for construction plant, equipment, removal of structure materials and delivery of earthworks materials. Access appears relatively straightforward for conventional construction vehicles via a gated access point on Staveley Way.
- 5.13 It will be necessary to implement footway closures on the Great Central Walkway at various stages of demolition/construction.

6. FEASIBILITY STUDY

- 6.1 A review of the structure dimensions recorded on site and topographical survey information obtained freely available online (TopoExport) was used to produce a preliminary 3D model and associated sketches of the existing structure and proposed earthworks profile. It should be noted that the level of accuracy of the topographical information is unknown and had to be translated in plan to the approximately correct coordinates.
- 6.2 A slope of 1:3 shall be provided to tie in the base of the abutment wall to the footway level over approximately 29m. This slope shall negate the requirement for slope stability measures.
- 6.3 Demolition is anticipated to be undertaken in a top-down sequence, with temporary measures installed as required to maintain embankment stability. An assessment will be required to determine the feasibility of the Great Central Walk as an earthwork's haulage route.

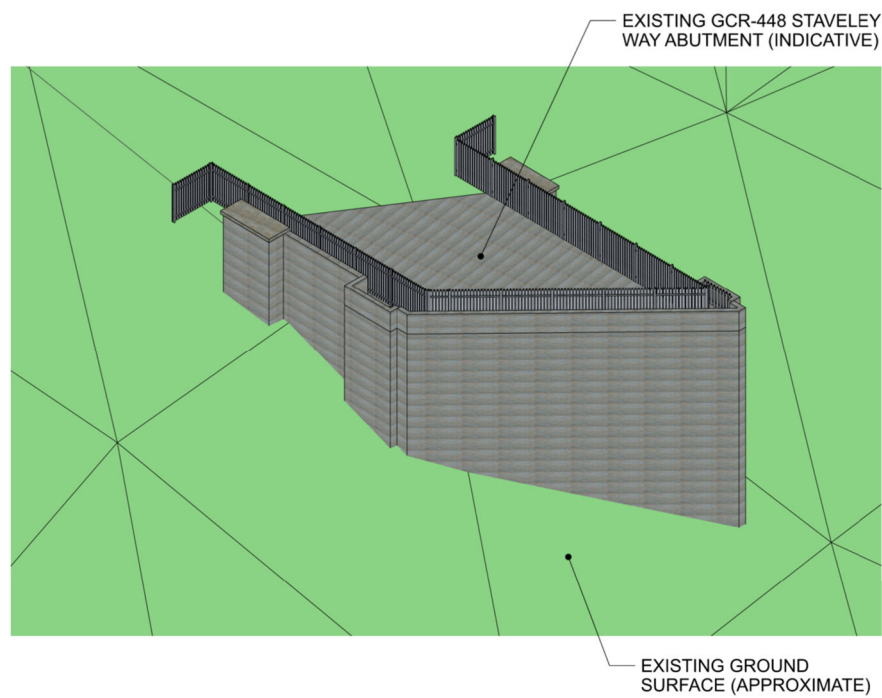


Figure 2 - Isometric view of 3D model showing GCR-448 and existing ground surface

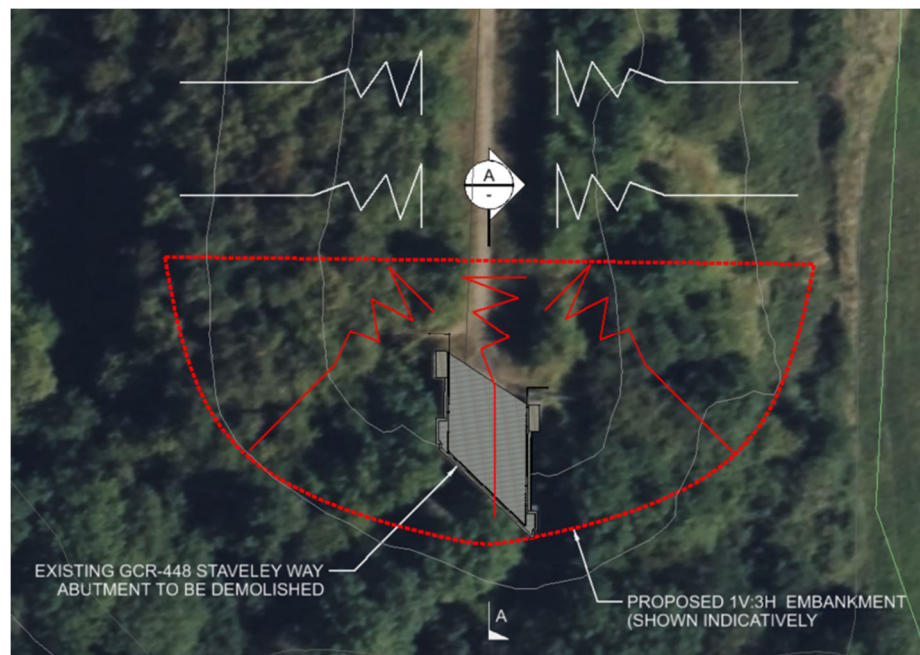


Figure 3 - Plan view of 3D model showing location of GCR-448, proposed embankment and existing topo/mapping

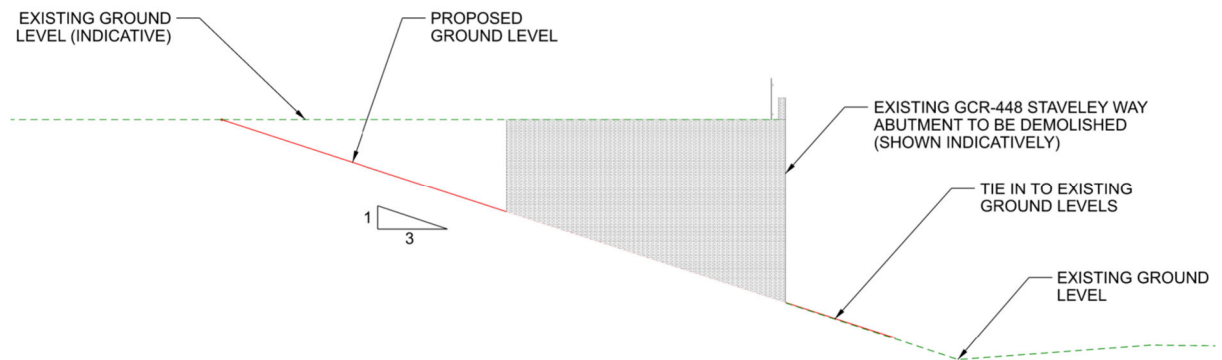


Figure 4 - Section A-A (see Fig. 3) at centreline of existing retaining wall

7. CONCLUSION AND RECOMMENDATIONS

Conclusions

- 7.1 The existing GCR-448 Staveley Way Abutment can safely be demolished and graded out to a proposed embankment that shall remove the need for maintenance and repair of the existing structure.
- 7.2 From an asset management perspective, the structure is in poor condition with several significant masonry defects. Hence, demolition removes the long-term inspection and maintenance burden associated with an ageing masonry structure.

Recommendations

- 7.3 The following specific actions are recommended to help assist the decision-making process:
- Procure an accurate, site-specific topographical survey.
 - Undertake geotechnical desk study and ground investigation to inform soil profile data.
 - Vegetation clearance on the face of the wall and adjacent embankments.
 - Buildability review for plant access.
 - Contact relevant stakeholders including the Environmental Agency to understand constraints and requirements.

APPENDICES

APPENDIX 1: Site Photographs



Photograph 1 General view of the front face of retaining wall, at the southeast corner, looking northwest.



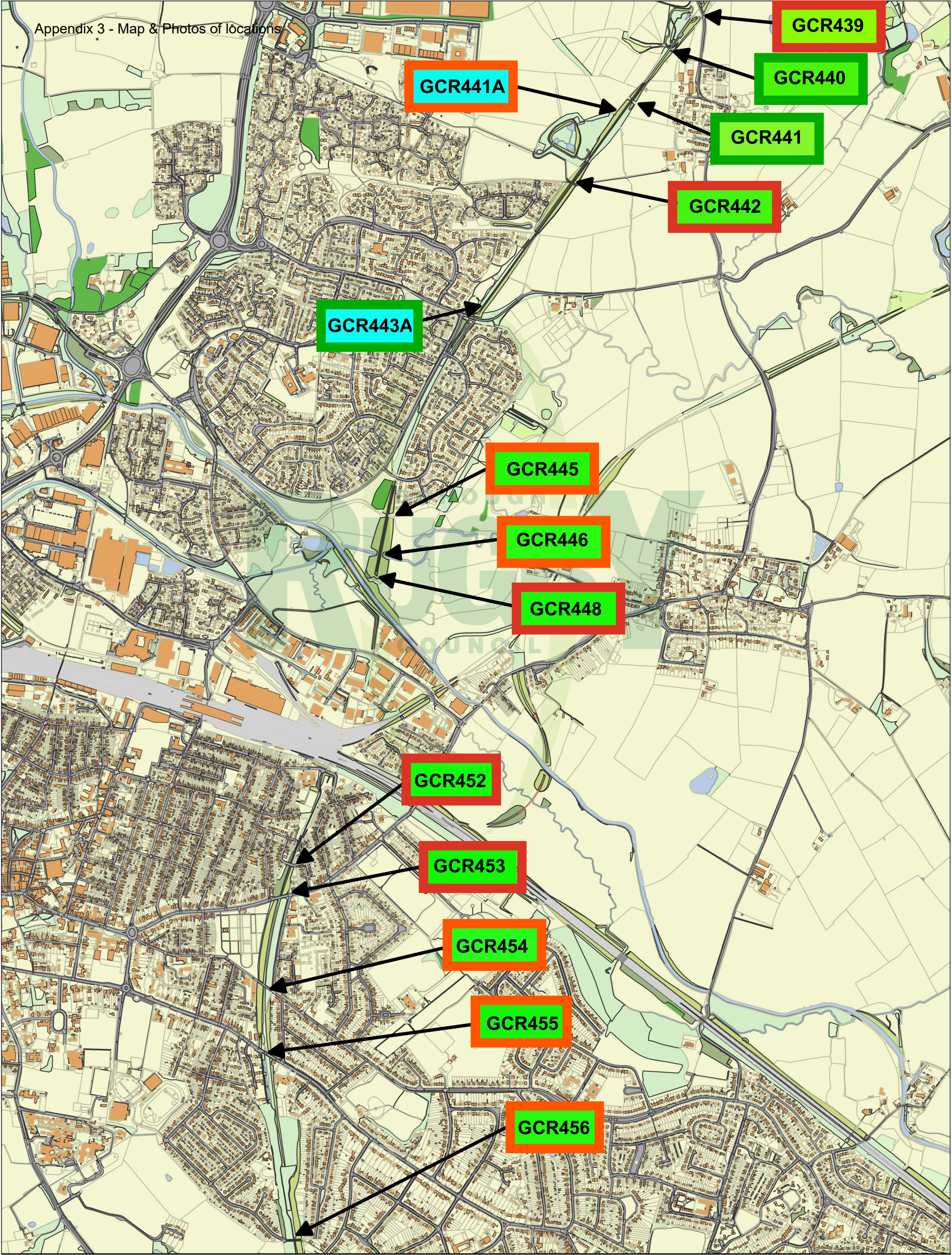
Photograph 2 General view of the east side face, looking west.



Photograph 3 General view of the west side face, looking east.



Photograph 4 General view of the topside of the wall, looking south.



Great Central Way - Bridges & Culverts

Jan19

Scale
1:12,500
(when printed @A3)

0 300 600 900 1200

1:12,500

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Ordnance Survey 100019417



GREAT CENTRAL WALK STRUCTURES

GCR 439 - Newton Lane Bridge (High priority)



Example repairs required:



Photograph 62: Missing bricks on extrados and mortar in poor condition surrounding it

GCR 440 Newton Village Track Bridge (Low priority)



Example repairs required:



Figure 5.23: North abutment corroded and obstructed drainage pipe



Figure 5.24: North span corroded drainage pipe



Figure 5.25: South span corroded drainage pipe



Figure 5.26: South abutment corroded drainage pipe

GCR 441 - Newton Farm Track Bridge - Iron Bridge (Low priority)



Example repairs required:



Figure 5.5: Concentrated corrosion to the main beams near the support location adjacent to the south abutment

GCR441A Newton Culvert (Moderate priority)



Example repairs required:



Figure 24: Crack through mortar joint at west end elevation of masonry arch barrel

GCR 442 Newton Farm Track Bridge (High priority)



Example repairs required:



Figure 5.3: Blocked weep hole and associated water stains and mortar loss under arch soffit in Span 1

GCR443A - Newton Manor Lane Culvert (Assumed abandoned, Low priority)



Photo showing planned abandonment of culvert:



**Figure 3: Concrete bag work at west end from inside of culvert from Scott Wilson Ltd
Principal Inspection Report (2009)**

GCR 445 - Brownsover Footpath Bridge, Avion Way (Moderate priority)



Example repairs required:

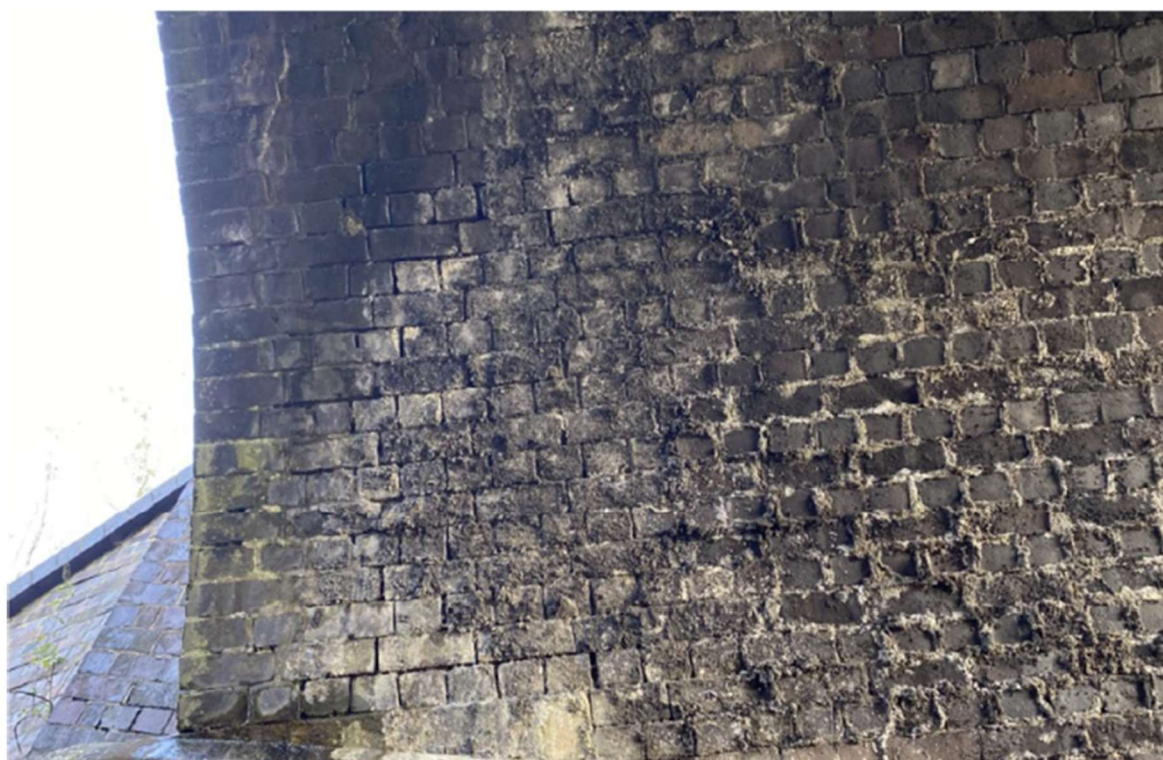


Figure 5.3: Mortar loss under arch soffit

GCR 446 - River Avon Bridge (Moderate priority)



Example repairs required:



Figure 5.19: Cracking to the top of the east concrete parapet stringcourse at interface with parapet post

GCR 448 - Staveley Way Abutment (Abandonment planned, High priority)



Example repairs required:



Figure 5.6: Significant stepped cracking with associated leaching found to the west end of the south wall

GCR 452 - Bridge Street Bridge (High priority)



Example repairs required:

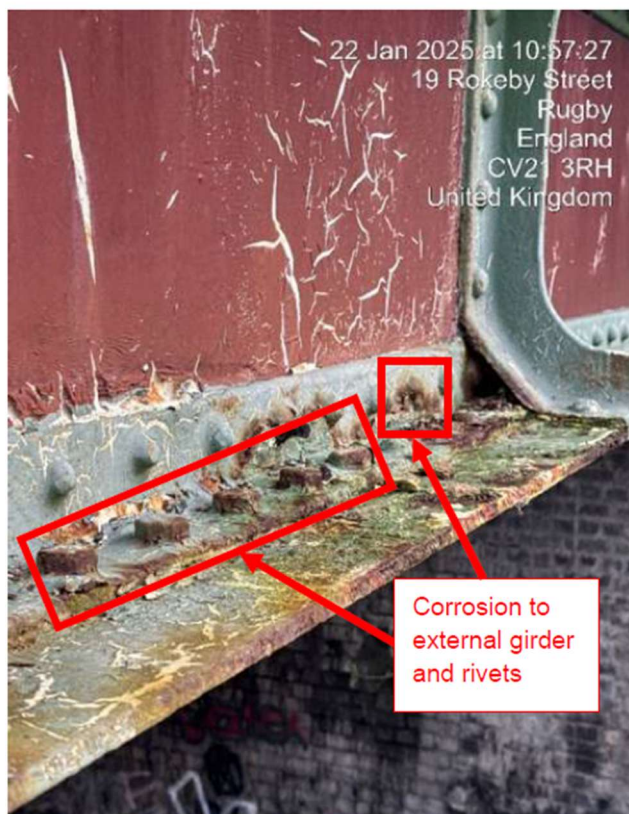


Figure 4-6 - Corrosion to external girders (SW)

GCR 453 - Clifton Road Bridge (High priority)



Example repairs required:



Figure 4-4 - Metal arches spanning longitudinally between 2 outermost girders

GCR 454 - Lower Hillmorton Road Bridge (Moderate priority)



Example repairs required:



Figure 4-6 - Flooded base of pier

GCR 455 - Hillmorton Road Bridge (Moderate priority)



Example repairs required:



Figure 4-12 – Severe corrosion to the steel girder resting on padstone

GCR 456 - Pytchley Road Bridge (Moderate priority)



Example repairs required:



Figure 5.8: Seepage and signs of efflorescence under arch soffit in Span 2

AtkinsRéalis



Inspection for Assessment and Interpretive Report – Clifton Road

Warwickshire County Council

March 2026

5230652-ATK-REP-ECV-000101

GREAT CENTRAL WALK BRIDGE ASSESSMENTS, RUGBY

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4.0	For Approval	PM	AJ	LKB	NP	25/03/2026

Client signoff

Client	Warwickshire County Council
Project	GREAT CENTRAL WALK BRIDGE ASSESSMENTS, RUGBY
Job number	5230652
Client signature/date	



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Executive Summary

Clifton Road bridge, C231/001, is a single-span structure with wrought iron girders and masonry jack arches supporting the deck and masonry parapets. It has been subject of the investigation work in accordance with the Site Survey and Structural Investigation Works Specification Ref 5230652-ATK-REP-ECV-000101. The work was carried out in January 2025.

The main elements of the investigation included:

- Road level trial pits.
- Drilling.
- Defect survey.
- Dimensional and level survey.

The survey found the following:

- Corroded and deflected wrought iron girders.
- Brickwork with missing mortar and hollow areas in the parapets, jack arches, abutments, and wingwalls.
- Overgrown vegetation on wingwalls, abutments and parapets.
- Water ingress through the deck from an unknown source.

The critical issues which have been identified from the structural survey are:

- Remove corroded metal surfaces and apply protective coating.
- Repointing of masonry.
- Remove vegetation from wingwalls, abutments and parapets, repointing brickwork after.
- Identify source of water ingress and condition of the waterproofing in order to take suitable action.

The overall condition rating of Clifton Road bridge is 'poor'.



1. Introduction

1.1 Purpose of the Report

The purpose of this report is to provide the results of the inspection for assessment, including the BCI Pro Forma score, and an interpretive synopsis of the findings of the site investigations carried out in January 2025 at Clifton Road bridge (ref C213/001), Rugby. Furthermore, it provides recommendations to be considered for this asset.

1.2 Background of the Scheme

AtkinsRéalis has been commissioned by Warwickshire County Council to undertake an assessment of the Clifton Road bridge. The single-span structure is located at the coordinates E451427, N275224.



Figure 1-1 - Site Location

Previous inspections include a General Inspection (GI) in 2019, and a Principal Inspection (PI) in 2017 by Jacobs which found the structure to be in an overall fair condition. A Principal Inspection was also carried out in 1995 by Parkman. There is evidence that vegetation clearance has been carried out since these inspections.

1.3 Scope of Works

Several investigative techniques were used, including:

Defect Surveys – A detailed visual inspection of the bridge to identify and document any defects or signs of deterioration. This includes cracks, spalling, corrosion, and other structural issues. The survey is used to assess the overall condition of the bridge and propose maintenance and repair works. All defects were within touching distance and a MEWP was used to reach locations at height. As part of the below deck intrusive investigation, bricks were also removed in one location in the jack arch in order to inspect the girder behind.

Dimensional and Level Surveys - Measuring the dimensions and levels of various bridge components to confirm measurements of structural elements to be used in a structural assessment.

Road Level Trial Pits - Shallow excavations made at the road surface level to inspect the underlying materials and structure. These pits allow visual examination of the condition of the road base, sub-base, any utilities present, and inspecting hidden elements/parts of the structure, where these were exposed.

Ground Level Trial Pits - Excavated at the ground level adjacent to the bridge. These pits provide access to the foundation and substructure of the bridge, allowing for detailed inspection and obtaining unknown dimensions. This helps in assessing the stability and condition of the bridge's support system.

Drilling – Drilling through metal structural elements to obtain their thickness (e.g. inner and outer girder web thickness).

The survey area included the wrought iron girders, jack arches, tie rods, masonry parapets, masonry abutments, masonry wingwalls, and road surface. Some hidden elements were not inspected including the foundations and bearings.

2. Site Description

2.1 General Site Conditions

The structure is located in a residential area of Rugby town centre and carries Clifton Road over the Great Central Walkway, which runs underneath. The top side of the structure is accessible by vehicle or on foot from Clifton Road or St Peters Road. There is no regular vehicle access to the underside of the structure; however, there is gated access for track vehicles, such as a MEWP, from the entrance on Abbey Street to the north of the site.

Site constraints include no access below the bridge for normal vehicles, and live traffic flowing above in a residential area. Services include water mains, gas, BT cables, and high and low voltage electric cables.

2.2 Bridge Details

Clifton Road bridge was originally constructed circa 1900. No historical drawings were available. It has a single square span of 7960mm, skewed at an angle of 30.5 degrees and comprises six simply supported “I” girders on masonry abutment walls, with masonry jack arches between internal girders and metal jack arches along the north and south edge of the structure. There are four steam guard cover plates, two on each side below the metal arches used to provide heat protection when the railway was in use, one of which has since been removed. The width between the parapets of the structure is 10715mm. The riveted wrought iron girders are 1210mm deep x 455mm wide, masonry jack arches span 2000mm with a central rise of 800mm, and an arch barrel thickness of 230mm. Trial holes found the road surfacing was 45mm thick with a 100mm thick base layer, 305mm of general fill, and 220mm minimum depth of concrete over the arch barrel. Masonry parapets can be found on each elevation, with a height of approximately 1500mm. See Appendix A for sketches showing further details.

See elevations in Figure 2-1 and Figure 2-2.



Figure 2-1 - North elevation



Figure 2-2 - South elevation

3. Inspection Details

3.1 General

Table 3-1 - Inspection/survey team member details

Name of Inspector	Title	Role
Laurence Moran	Senior Engineer	Lead Inspector
Rory Jenkins	Assistant Engineer	Inspector
Balfour Beatty/Haystoun Construction	Contractor/Sub-contractor	Civil Contractor carrying out the investigation works

The inspection was carried out in tandem with intrusive investigation works over a three-day period from 06/01/2025. The bridge was inspected from above (road level) and below.

Table 3-2 - Weather on site during works

On site date	Weather information on inspection day
06/01/2025	4°C partly sunny and dry
07/01/2025	4°C partly sunny and dry
08/01/2025	1°C sunny and dry

3.2 Access Arrangements

The structural inspection was conducted during the daytime, specifically within off-peak hours (9:00 AM – 3:00 PM), utilising single-lane closure traffic management with two-way signal control.

Access to the topside of the structure was obtained on foot via the carriageway and footpath, while access to the underside was achieved via public footpaths leading from road level down to the GCW.

A Mobile Elevating Work Platform (MEWP), operated by the contractor, was deployed beneath the structure to facilitate a detailed inspection of the bridge soffit, including intrusive investigation works such as localised breakouts to expose concealed structural elements.

Additionally, the contractor conducted excavation works (trial pits) at road level to access and inspect other hidden structural components of the bridge.

The north-west cover plate was previously removed by the contractor to allow access for inspection of the metal arches behind.

3.3 Summary of Previous Inspection

The 'Engineer's comments' from the 2019 General Inspection Report by Jacobs states the following: "Bridge appears to be in fair condition. Observations of water dripping suggests that the waterproofing (if any) may have failed. It is suggested to investigate the waterproofing system. Re-waterproofing could cost circa £20K and will



prevent future deterioration of the deck elements. Additionally, to improve the structure's condition it is recommended to remove vegetation and repoint the noted masonry elements, replace the missing rivets and re-coat the steel beams.”

Previous issues noted in past PI include corrosion to girders, 20mm displacement to the south parapet, spalling and missing brickwork in the south parapet was also noted, 2mm cracking to the east abutment, algae staining in the four lower corners of the east and west abutments, and graffiti covering approximately 50% of the abutment surface. Vegetation had been cleared since then but has grown back to a lesser extent.

Part A: Inspection for Assessment Report

4. Inspection Report

The following should be read in conjunction with the interpretation in Sections 7 and 8 and the BCI Form in Section 5.

4.1 Primary Deck Element

There are six riveted wrought iron girders spanning between the abutments which make up the primary deck element. They are approximately 10400mm in length and spaced at approximately 1825mm c/c between external and internal girders and 2455mm c/c between internal girders. Each girder is formed from a web plate and one or more bottom and top flange plates, connected with angle sections and rivets. Web stiffeners on the girders are at approximately 800mm c/c. See Figure 4-1 and Figure 4-3.

Corrosion to the external face of the web was moderate and affected the whole visible area.

Corrosion and deformation to the lower flange was severe, with localised section loss in the girders behind the removed cover plate measuring approximately 3m² and moderate in other areas of the lower flange. This corrosion and deformation had damaged the riveted connections too, whereby, the majority were heavily corroded and showed moderate section loss, especially above the old rail track alignments for approximately 1500mm to the east and 1500mm to the west on each girder. In the worst case, approximately 5% of the riveted connections surrounding the metal cover plates had failed. It is assumed this is the case behind all three remaining cover plates, which were not removed. The deterioration is likely due to historical damage from steam trains, worsened by weathering from water ingress in subsequent years.

Deflection of the bottom flange was observed in the bottom flange of the two southern and two northern most girders. A deflection of between 5-60mm was observed, where the girders to the north showed the worst deflection of 20-60mm over a length of approximately 3000mm. Another isolated area of deflection measuring 20mm over 500mm was observed to the north side. More minor deflection was observed to the south side of the structure measuring 5mm over approximately 3000mm. See Figure 4-2 for an example of the beam deflection.





Figure 4-1 - Outer girder (north)

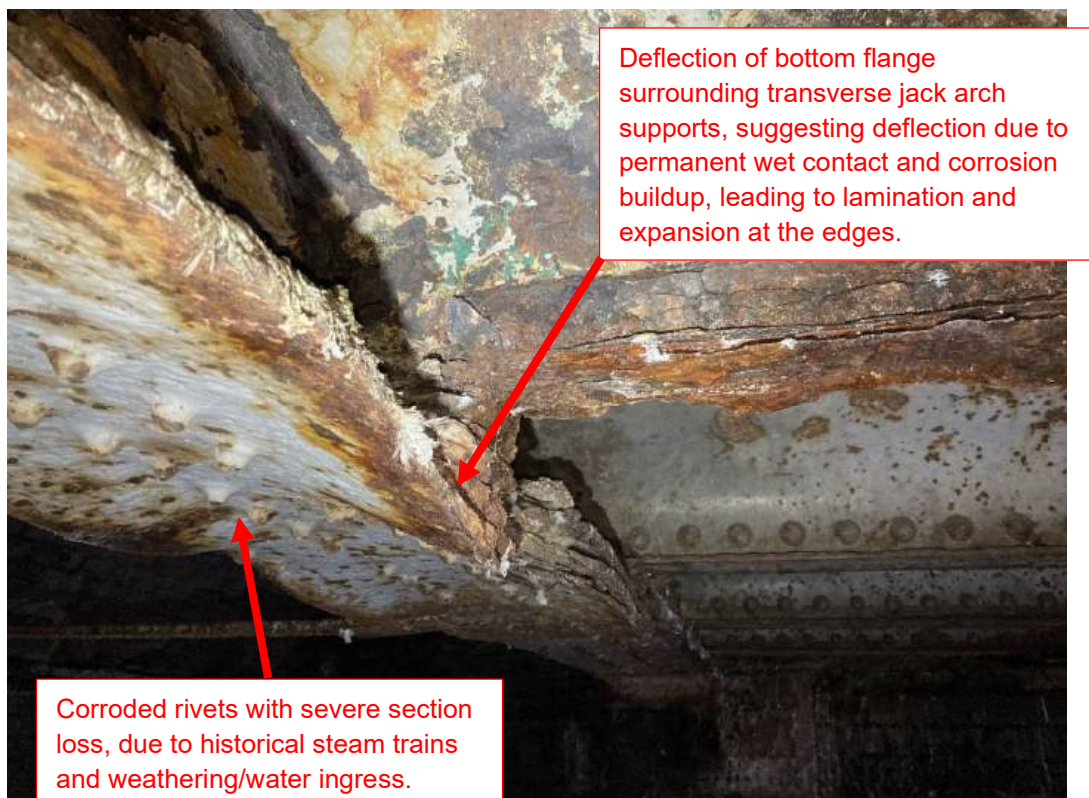


Figure 4-2 – Inner girder at northern service bay

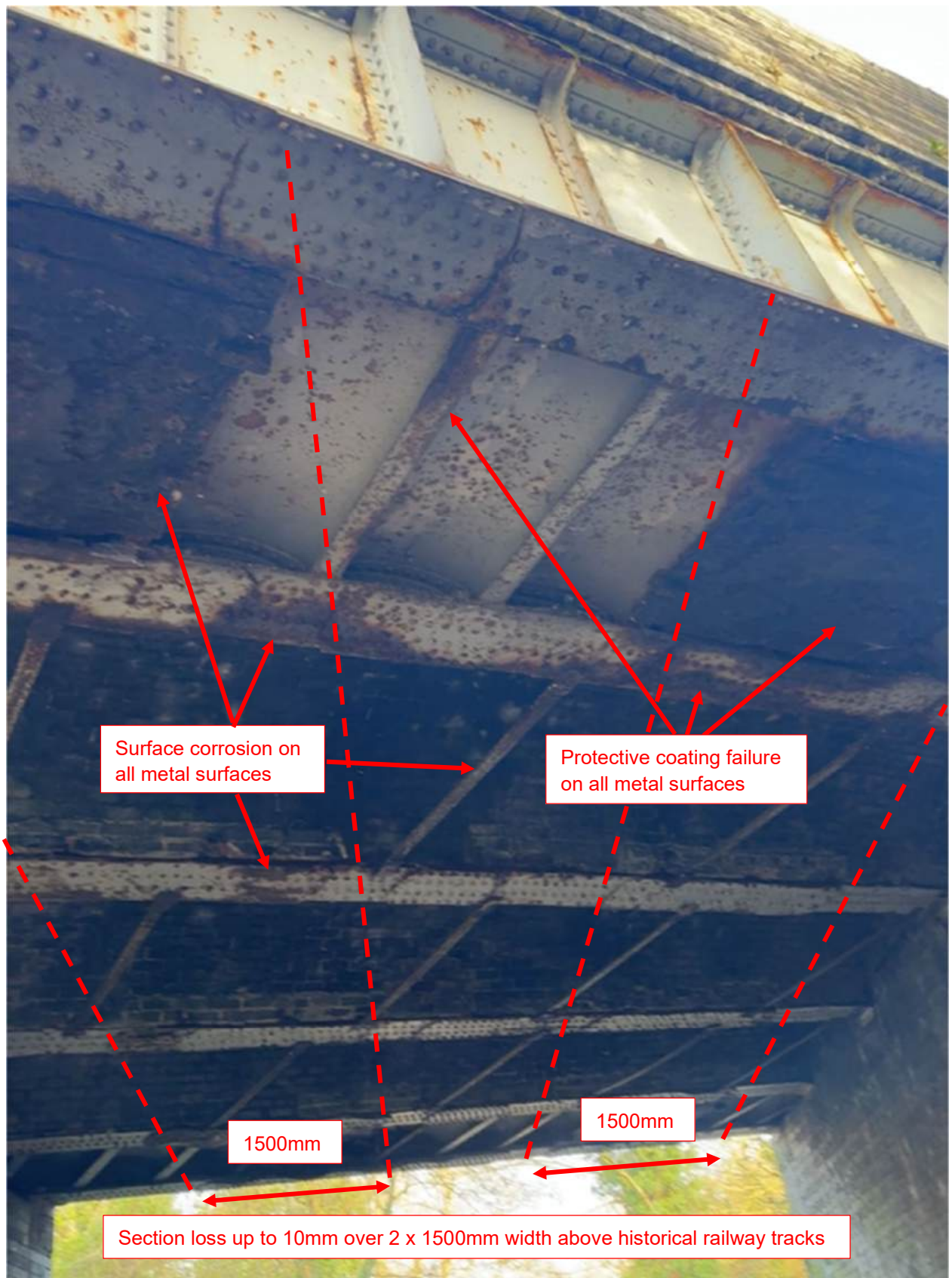


Figure 4-3 - Outer and inner girders

4.2 Secondary Deck Element

Jack arches span between the girders, with masonry jack arches between internal girders and metal jack arches along the north and south edge of the structure. There were also tie rods formed of flat sections at 760mm c/c in the outer bays and 1900mm – 2350mm c/c in the inner bays, as shown in drawings in Appendix A.

Extensive section loss due to severe corrosion has been identified in localised areas of the metal jack arches and the transverse members supporting them, particularly behind the metal cover plates, as illustrated in Figure 4-4. The transverse members have riveted connections at their lower support flanges, and the metal arches are also joined by rivets. These riveted joints, especially those concealed behind the cover plates, show significant corrosion. In these hidden areas, pitting up to 10 mm deep was observed. In contrast, areas not obscured by the cover plates exhibited minimal section loss.

The brick jack arches were in good condition overall, with one area of hollow brick (660mm x 480mm) on central arch close to the eastern abutment. Refer to Figure 4-5.

There was moderate section loss covering most of tie rods due to failure of protective paint coat. The tie rods supporting the masonry jack arches are welded to the lower flange of the longitudinal girders.

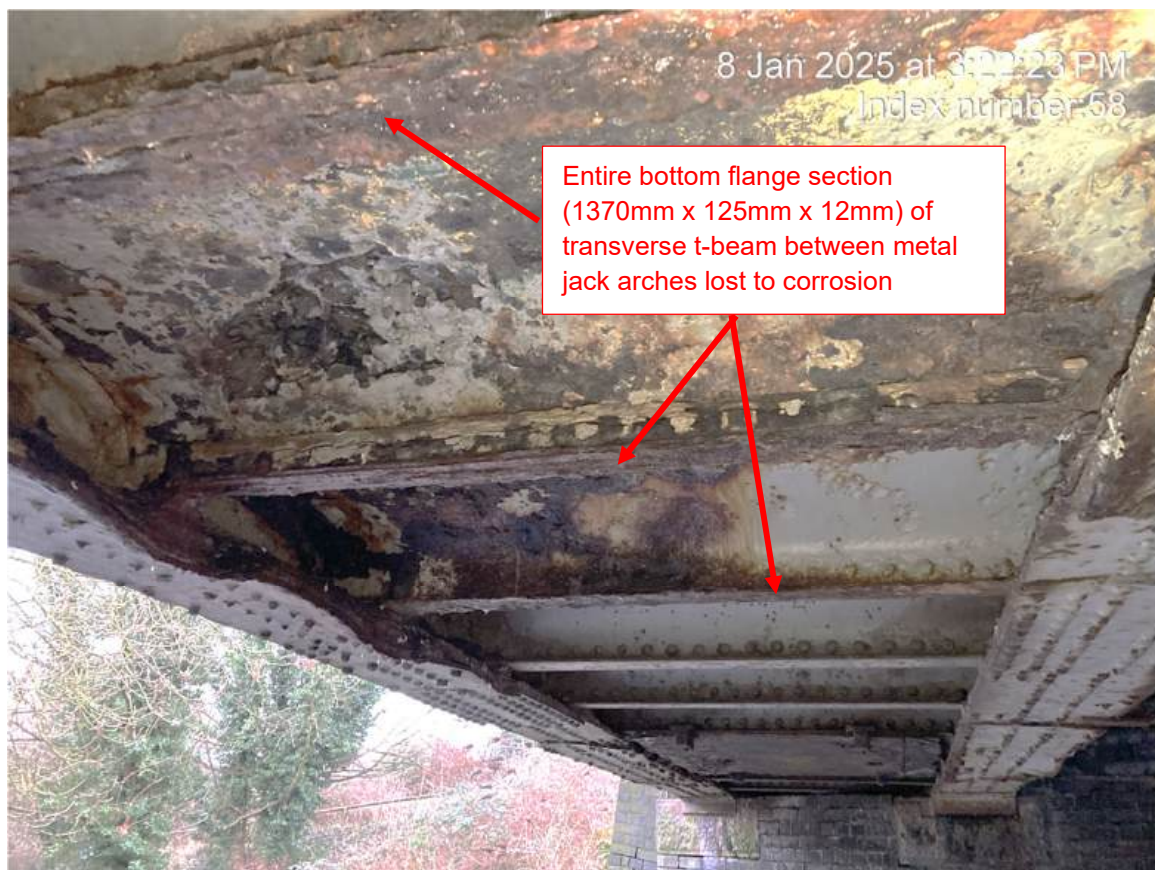


Figure 4-4 - Metal arches spanning longitudinally between 2 outermost girders



Figure 4-5 - View below typical transverse masonry arch

4.3 Foundations

The foundations were not visually inspected, but there was no evidence to suggest the presence of any structural defects, e.g. cracking or displacement, so they are assumed to be in good condition.

4.4 Abutments

Moderate pointing loss was observed on both brick abutments with a depth of 10-40mm in areas, specifically towards the north and south sides, which is thought to be caused by weathering. Leachate staining was observed on both abutments. Two hollow patches were found in close proximity midway along the east abutment, just below mid-height (2300mm x 900mm and 1400mm x 700mm). A 1.5mm vertical crack was found to be present across the full height of the east abutment, below the northern outer girder padstone, as shown in Figure 4-5. The crack was also noted in the 1995 report as up to 2mm wide, therefore, it appears that it is not worsening based on current measurements.



Figure 4-6 - Northeast abutment - full height cracking to masonry below padstone

4.5 Bearing Plinth/Shelf

The girders sit directly on sandstone bedstones on the abutments. The sandstone bedstone in each instance was in good condition overall. It was wet with algae staining, but no deformation or defects were observed. All angle brackets showed moderate corrosion, as the protective paint coat had failed.



Figure 4-7 - Sandstone bearing plinth

4.6 Waterproofing

Waterproofing appeared intact when observed through road level trial pits. However, surfaces below the structure, specifically the deck soffit at the service bays, appeared wet and had constant drips of water forming puddles below. Further investigation to find the source of water is needed.



Figure 4-8 - Wet area on abutment wall

4.7 Parapets

There was moderate to severe loss of pointing in the lower portion of the south parapet and upper portion of the north parapet between 10 - 60mm in depth. There were six cracks found, ranging from hairline to 5mm wide. Approximately 4 - 5 bricks were missing (on the west end of pilaster on the south parapet, on the outside face of the north-east parapet and on the outside face of the south-east parapet), approximately 2 bricks were displaced (on the outside face of the north-west parapet/wingwall and outside face of the south-east parapet) and 1 brick was found to be loose (on the inside face of the north-east parapet). The brick defects appeared singular and not connected; caused by intrusive vegetation growth and movement over time.



Figure 4-9 - North parapet with 5mm crack

4.8 Carriageway and Footway Surfacing

The carriageway surfacing appeared to be in good condition at the time of inspection.

The footway/verge/footbridge surfacing appeared to be in good condition at the time of inspection.



Figure 4-10 - Carriageway and footway surfacing from eastern side

4.9 Wingwalls

Severe pointing loss (generally 10-15mm) up to 60mm was found. Algae staining was observed in localised areas. Whilst there was evidence this has been cut back since previous inspections were undertaken, evidence of moderate vegetation growing through the brickwork remained.



Figure 4-11 - Northeast wingwall vegetation in masonry

5. Bridge Condition Indicator Form

See Appendix B for the Clifton Road BCI proforma.

5.1 Condition Statement

5.1.1 Condition Statement

The Bridge Condition Indicator scores are as follows:

BCIAV = 59.17

BCICRIT = 22.12

The average score indicates the overall condition of the bridge is “poor”, and the critical score indicates “very poor” condition for the critical element. See below key for more information.

Structure Condition Index Key	
Very Good	≥ 90 & ≤ 100
Good	≥ 80 & < 90
Fair	≥ 65 & < 80
Poor	≥ 40 & < 65
Very Poor	≥ 0 & < 40

Figure 5-1 - BCI score key

5.1.2 Recommendations

The critical elements contributing to the low ‘BCIcrit’ score should be addressed as a priority. This will increase the score to a more acceptable level. These include the primary and secondary deck elements.

Part B: Interpretive Report

6. Investigation Methodology

6.1 Road Level Trial Pits

Road level trial pits were carried out to determine the build-up of ground strata and measure the girders below. One trial pit with a base size of 500mm x 1500mm minimum and another with a base size of 1500mm x 500mm minimum was dug at Clifton Road. The size of excavation at the top of the trial pits were kept as close to the base sizes as practicably possible. The 500mm x 1500mm trial pit was placed at the third girder from the south edge, extending south over the jack arch crown as shown in Figure 6-1 to expose the hidden girder top flange, fill and arch characteristics which were to be recorded. The 1500mm x 500mm trial pit was shallower and placed at the third girder from the south edge of the bridge as shown in Figure 6-1 and Figure 6-2, exposing the top flange to investigate how its thickness (including the number of plates) varied along the bridge span. The deeper trial pit (500mm x 1500mm) was placed at mid-span and the shallower at quarter span along a single traffic lane to the south side. A suitable distance was kept between excavation works and the northern girders at Clifton Road due to their poor condition. Caution was exercised whilst excavating over Clifton Road due to cables in the north (low voltage cable) and south (high voltage cables) verge/footpath.

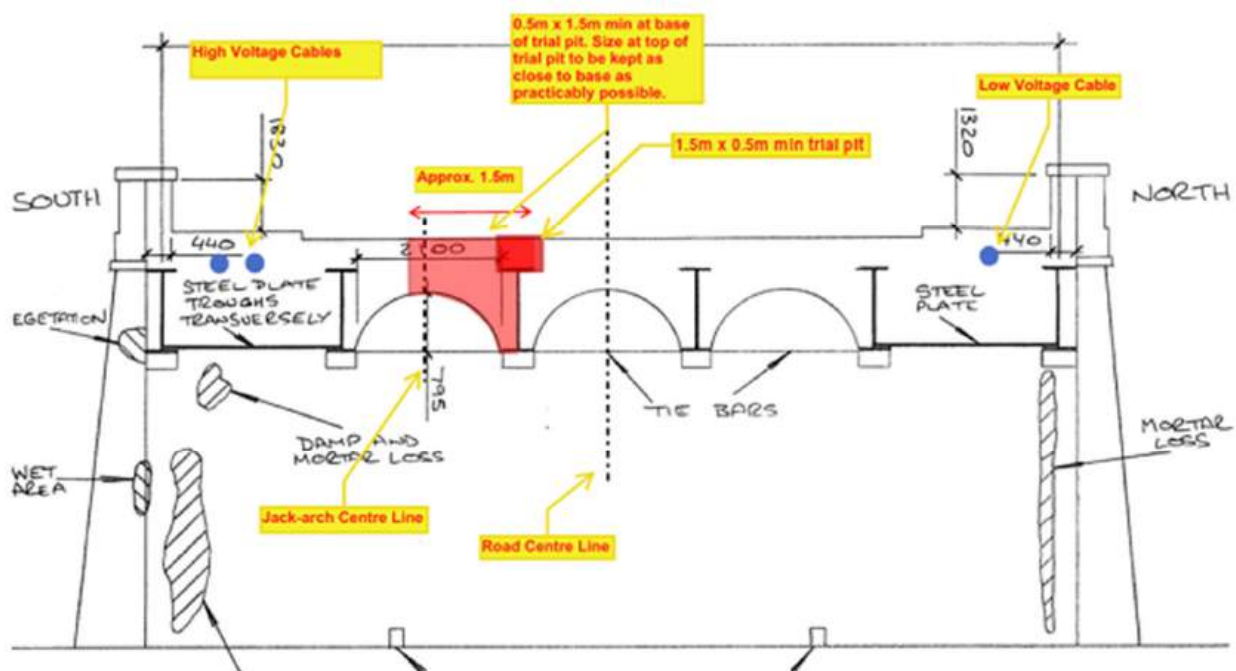


Figure 6-1 - Section showing location of trial pits



Figure 6-2 - Plan showing location of trial pits

6.2 Drilling

A metal jack arch at Clifton Road, between the northwest outer and adjacent inner girder, was drilled to measure the thickness of the metal arch. A local breakout under the bridge enabled drilling and measurement of the inner girder web thickness. The outer girder web was drilled from the outside face to find its thickness. The equipment used was a MEWP and drill with steel 20mm diameter drill bit. Refer to Section 7 of this report.

6.3 Defect Survey

Structural defects such as cracks, missing bricks, movement of members, and section loss due to corrosion were recorded for the elements of the superstructure and substructure.

Access to the girders and other hidden elements were available through trial pits which were provided by the contractor and described in section 6.1.

The survey recorded location, severity, extent and type of all defects on each structure, including, where appropriate, detailed descriptions and/or photographs (or sketches) of the defects that clearly identify their location and illustrate the severity/extent of damage. Any kind of repair carried out on the structure, visible at the time of the inspection, was reported. This information has been used as the basis to calculate condition factor and a sketch showing proposed section properties will be included in the AIP.

One of the cover plates was previously removed to expose any potential hidden defects that may have been present. The cover plate was not reinstated as existing.

Generally, the defect survey found corrosion throughout, overgrown vegetation, missing mortar, cracked masonry, and water ingress. Refer to Part A of this report.

6.4 Dimensional and Level Survey

Levels were obtained by measuring using a tape measure or callipers to a known point (e.g. top of parapet, top of abutment etc.). Access to measure hidden elements was via drilling and digging trial pits. Level details of the masonry jack arch and top flange of the inner girder at Clifton Road bridge were recorded and accessed by trial pits in the bridge deck.

The following components were measured; girders (top flange level), arch ring (crown of arch level), and top of fill below road surfacing above masonry jack arches (at crown location). See Figure 6-3 for illustration of levels taken.

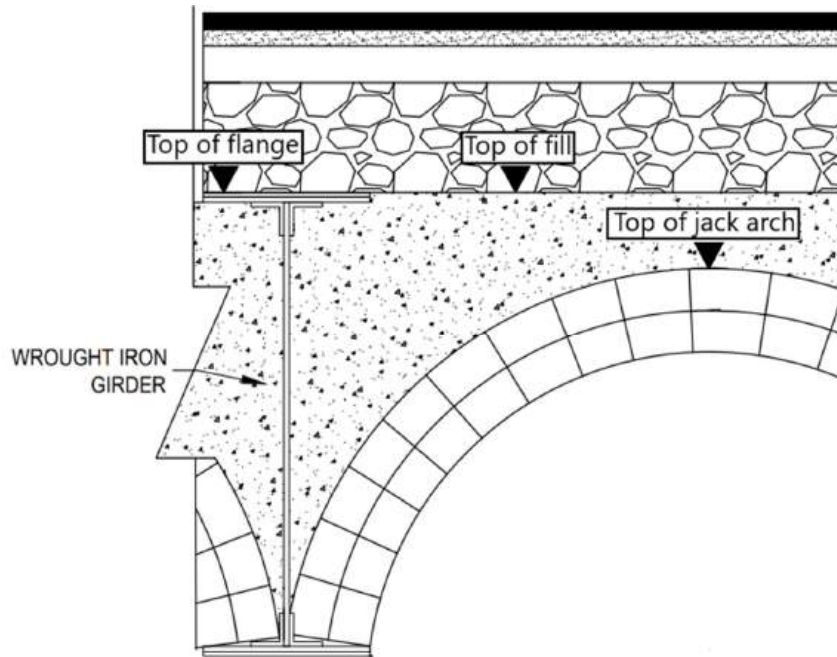


Figure 6-3 - Sketch to show where levels were measured

Dimension surveys were carried out to determine the diameter and spacing of rivets and bolts over a nominal half-metre length on stiffeners, angles, bottom flange, and top flange.

Girder cross-sectional dimensions measured using trial pits to access the upper portion and local breakouts for the lower portion include:

- Top flange thickness.
- Top flange width (one inner girder and one outer girder).
- Bottom flange thickness.
- Bottom flange width.
- Web thickness.
- Web depth (height).
- Additional plate locations.
- Additional plate lengths (longitudinal).
- Additional plate widths (transverse).
- Additional plate thicknesses.
- Stiffener thickness.
- Stiffener depth.
- Stiffener spacing.

Key dimensions are shown in sketches in Section 7 and in drawings included in Appendix A.

7. Findings and Interpretation

7.1 Summary Drilling

An intrusive inspection below the deck, which involved removing bricks from the jack arch to access the girder, revealed that the girder web exhibited minor pitting and corrosion. Drilling was carried out to determine the thickness of the girder web, which was confirmed to be 15mm; the metal arch thickness was also found to be 15mm. The second flange plate showed signs of buckling and lamination, while the stiffeners had lost their protective coating and displayed moderate pitting and section loss. Additionally, rivets exhibited section loss of up to 6mm. The following figures show the girder web that was drilled in order to measure thickness.



Figure 7-1 - Drilled hole in internal girder web



Figure 7-2 - Drilled hole in outer girder web on the south side

7.2 Structural Condition Assessment

7.2.1 Deck Elements Surrounding Cover Plates

A cover plate had previously been removed in the northwest corner. It showed there has been deformation of the bottom flange, and severe corrosion and section loss behind the plate. This is assumed to be the case for the remaining 3 cover plates. The estimated section loss to the bottom girder flanges is detailed in Table 7-1 below. All six girders are affected, with deterioration primarily located on the edge of the flanges at the steam guard positions. The affected area accounts for approximately 20% of the bottom flange surface, with slightly more extensive loss observed on the inner girders compared to the outer girder. Only very minor surface corrosion was observed on the girder web and the top flange plates and so current section is the same as the assumed max thicknesses, thus excluded from the comparison table below.

Table 7-1 - Assumed max vs current bottom flange thickness of typical outer and inner girders

	Outer Girder (mm)	Inner Girder (mm)
Clifton Assumed Max. Thickness	15	15
Clifton Current condition	6	9





Figure 7-3 - Outer and inner girders and cover plate (NE)



Figure 7-4 - Outer and inner girders with cover plate removed (NW)



Figure 7-5 - Heavily corroded arches and flange deflection (NW)

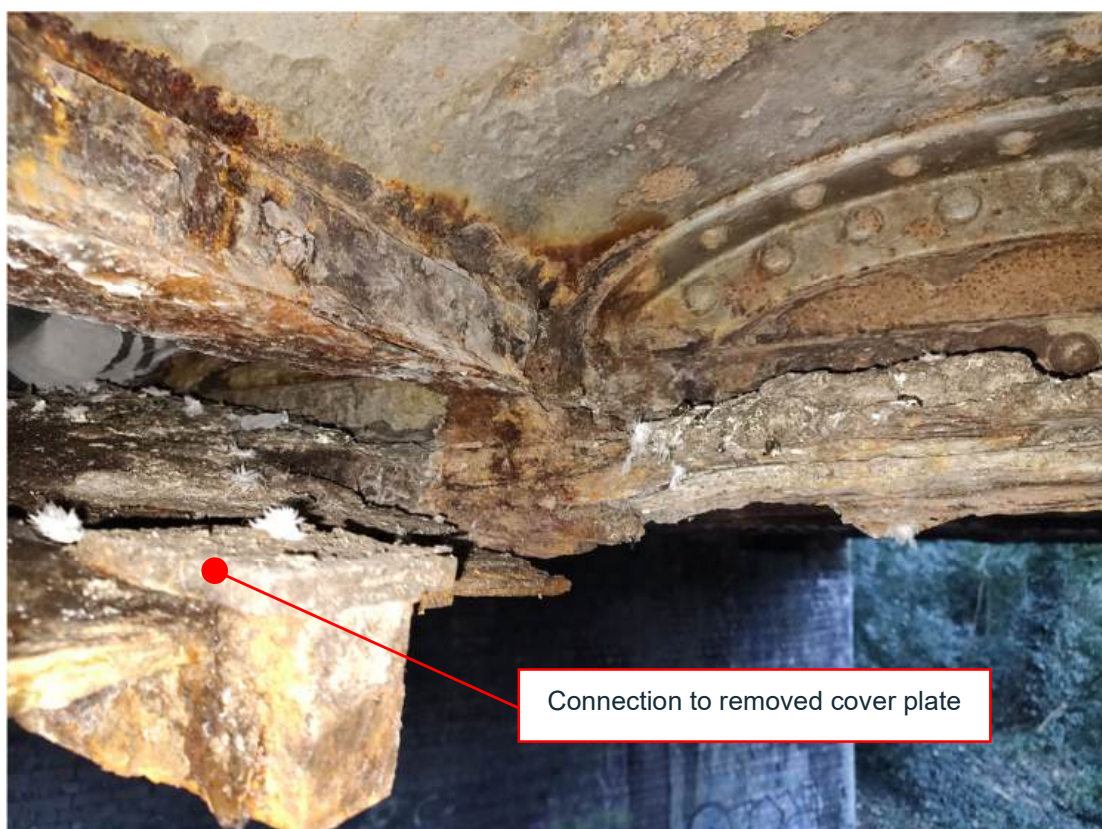


Figure 7-6 - Northwest area with cover plate removed

7.2.2 Trial Pits

The road surface was in an overall good condition. The following dimensions were determined from the trial pits. See Figure 7-7 and Figure 7-8.

There is evidence of a concrete slab in the service bay. The location that was exposed was not as deteriorated as expected. However, some areas were observed to have full thickness section loss from beneath the structure, indicating a continued risk of localised failure.

The level of deterioration behind the metal arches was less severe than previously anticipated due to the presence of concrete in this area. The thickness of this concrete slab still needs to be established. Nonetheless, deterioration from below at the cover plate locations suggests that localised failure remains a possibility.

The top flange of the longitudinal girder was found to be in good condition, with no significant defects see Figure 7-9 and Figure 7-10.

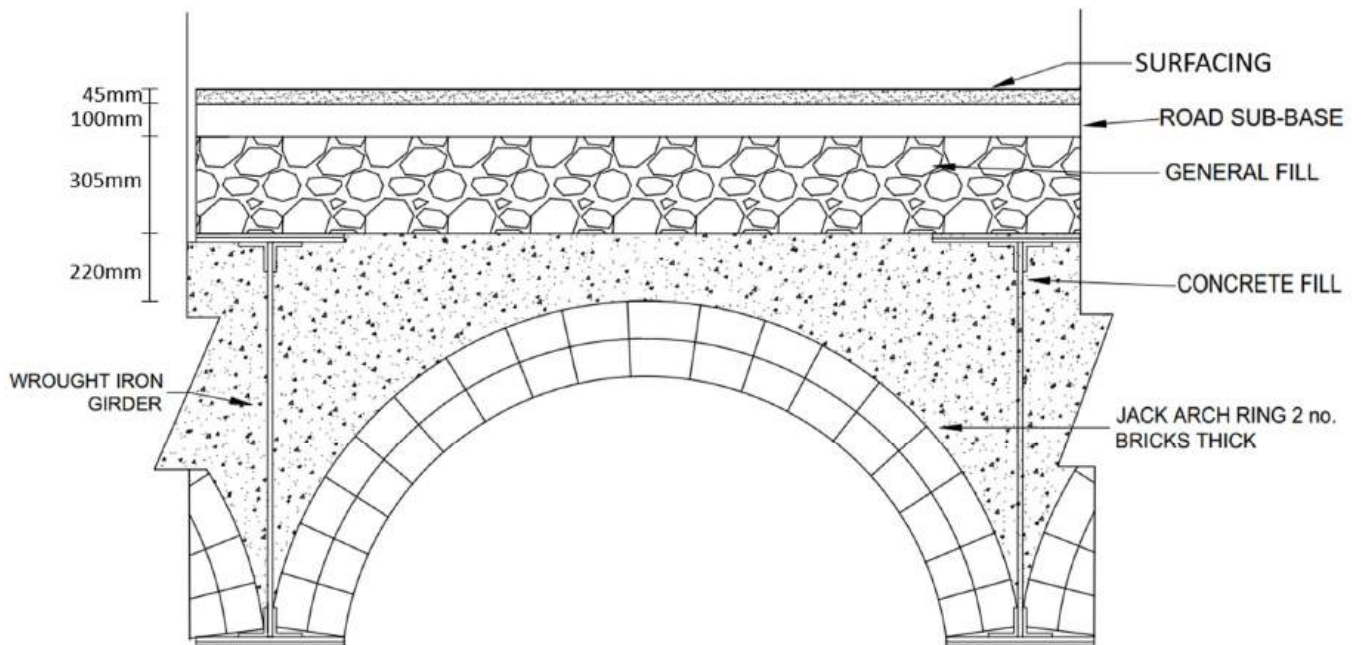


Figure 7-7 - Sketch showing depth of ground strata

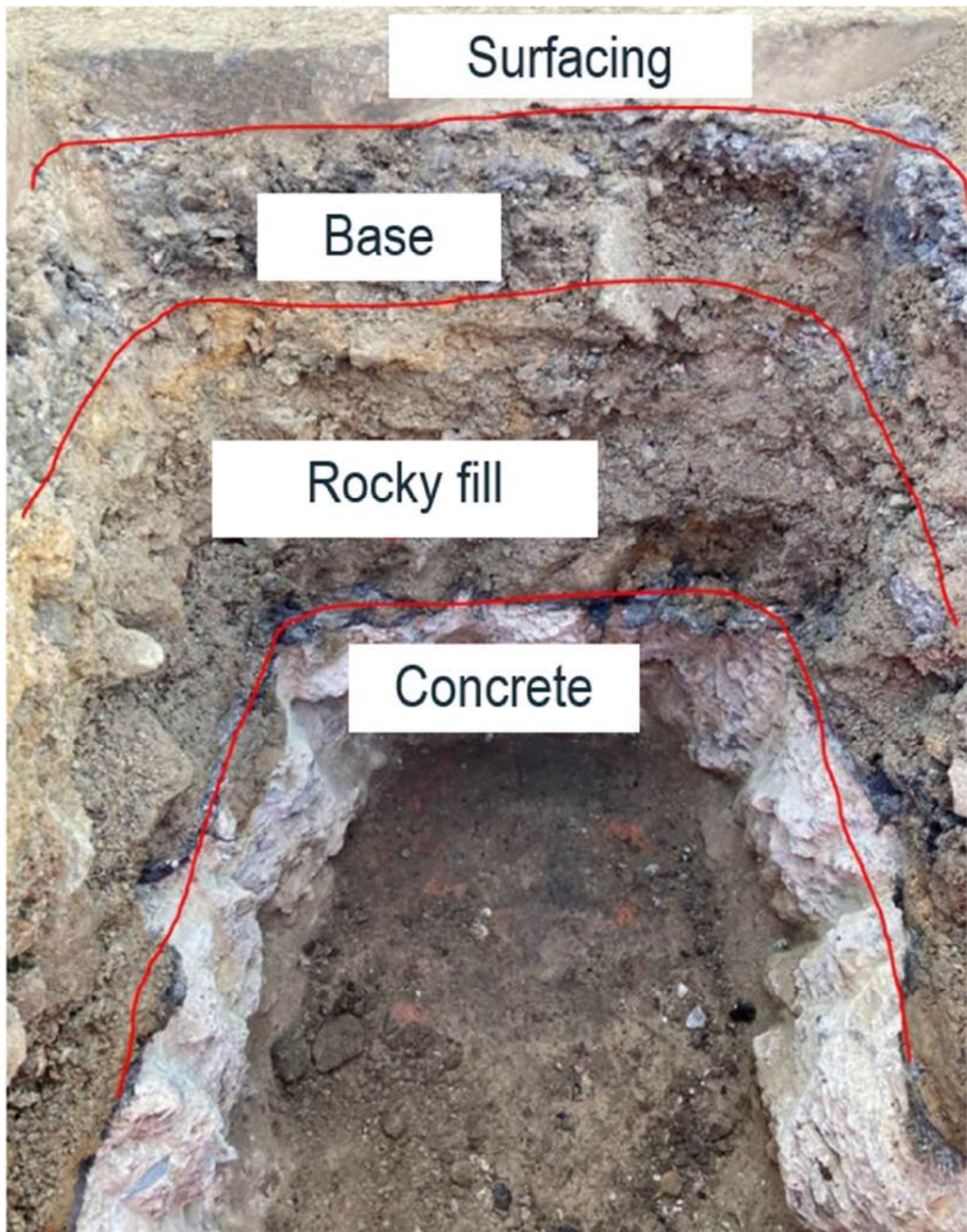


Figure 7-8 - View of top of girder at base of trial pit



Figure 7-9 - Top flange of longitudinal girder in trial pit TP1



Figure 7-10 - Top flange of longitudinal girder in trial pit TP2

7.3 Dimensions and Levels Measured

The survey has determined structure dimensions shown in Appendix A. Included in the drawing is a cross section through bridge showing general dimensions and levels to internal elements. Also shown is a long section and cross-section showing full girder/stiffener layout details with lengths, widths and thicknesses. Also see section 6.4 and Figure 6.3. For measurements of deterioration, for the purpose of assessment, refer to the AIP (5230652-ATK-FOA-ECV-000001).

8. Conclusions and Recommendations

8.1 Key Findings

The survey found the following:

- Corroded and deformed wrought iron girders.
- Brickwork of wingwalls, abutments, jack arches, and parapets with missing mortar and hollow areas.
- Overgrown vegetation on wingwalls, abutments and parapets.
- Water ingress through the deck and, possibly, from the backfill and into the abutments and walls from an unknown source.

The critical issues which have been identified from the structural survey are as follows;

- Remove corroded metal surfaces and apply protective coating.
- Repointing of masonry.
- Remove vegetation from wingwalls, abutments and parapets, repointing brickwork after.
- Identify source of water ingress and take suitable action.

The overall condition rating of Clifton Road bridge is considered to be poor.

8.2 Recommendations

Further trial pits are recommended on top of the footway to verify the extent of the concrete infill, or whether there is a concrete slab spanning between girders covering the services.

Based on the areas visible at the time of the inspection, the bridge is deemed suitable for assessment, and this is recommended at this stage. The condition of the bridge has deteriorated since the last inspection and the assessment will further inform RBC whether there is a need for repair and strengthening works or further mitigation measures.

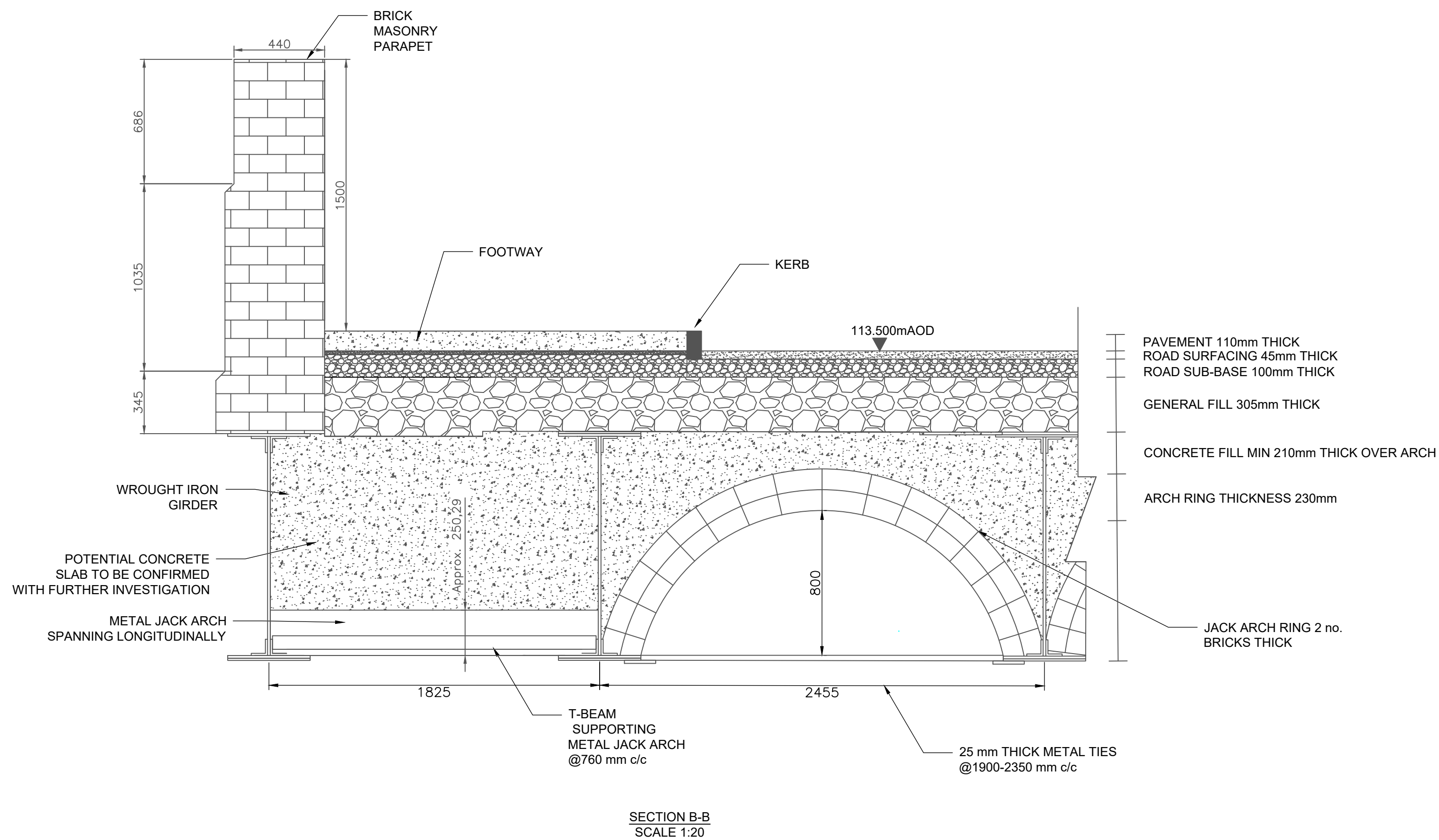
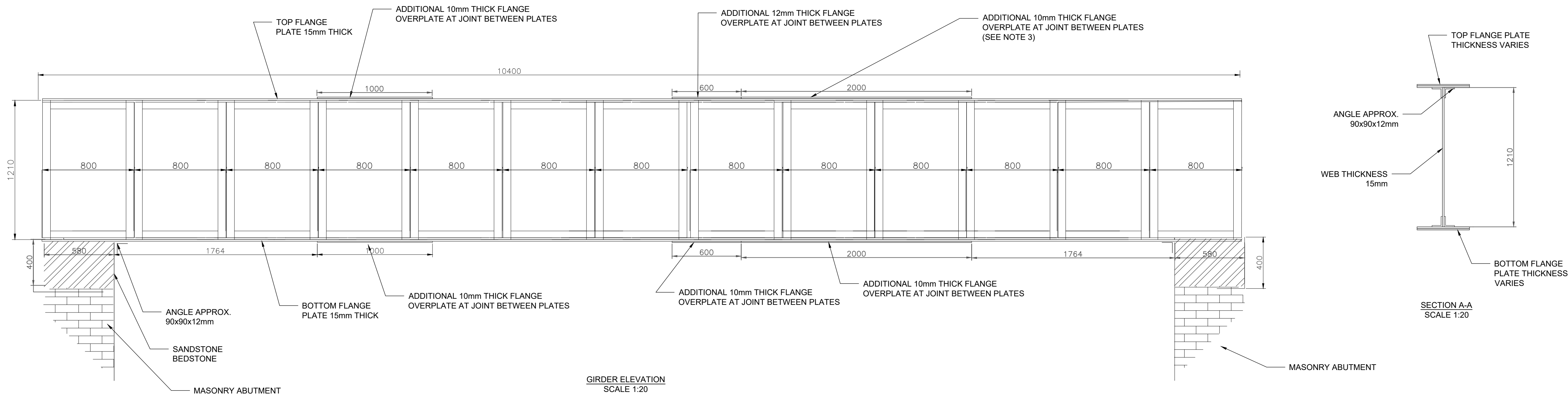
A maintenance strategy is recommended to be developed based on the assessment findings. There are no mitigation measures recommended immediately, however, the bollards should be left in place to restrict vehicles from parking on the footways until assessment or repair work has been completed.



APPENDICES

Appendix A. Drawings





THE TOPOGRAPHICAL SURVEY WAS UNDERTAKEN IN 2024

THIS DRAWING IS IN CONJUNCTION WITH 5230652-ATK-GCW-DRG-101 AND 5230652-ATK-GCW-DRG-103

1	FOR INFORMATION	02.06.25	NP	1	FIRST ISSUE	ZS	02.06.25	AJ	NP
Stat	Purpose of Issue	Date	Auth	Rev	Description	By	Date	Chk'd	Auth



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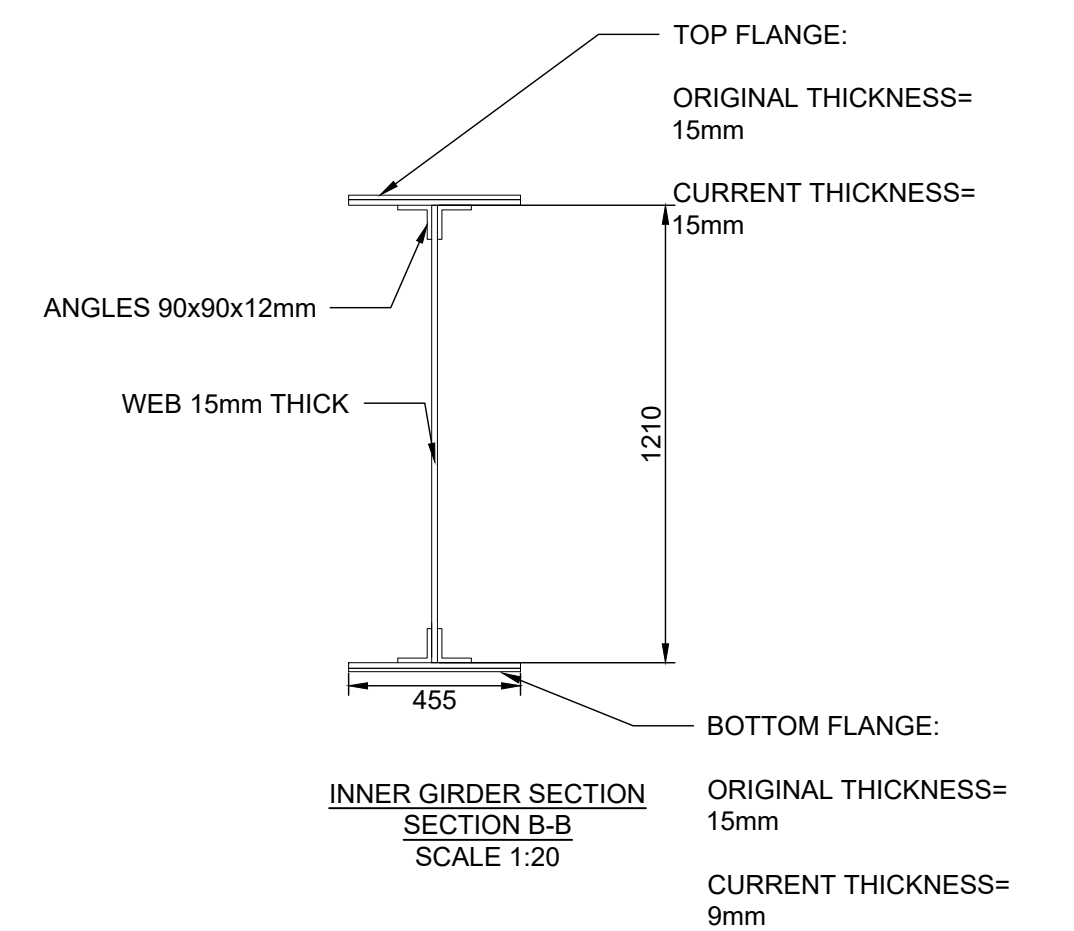
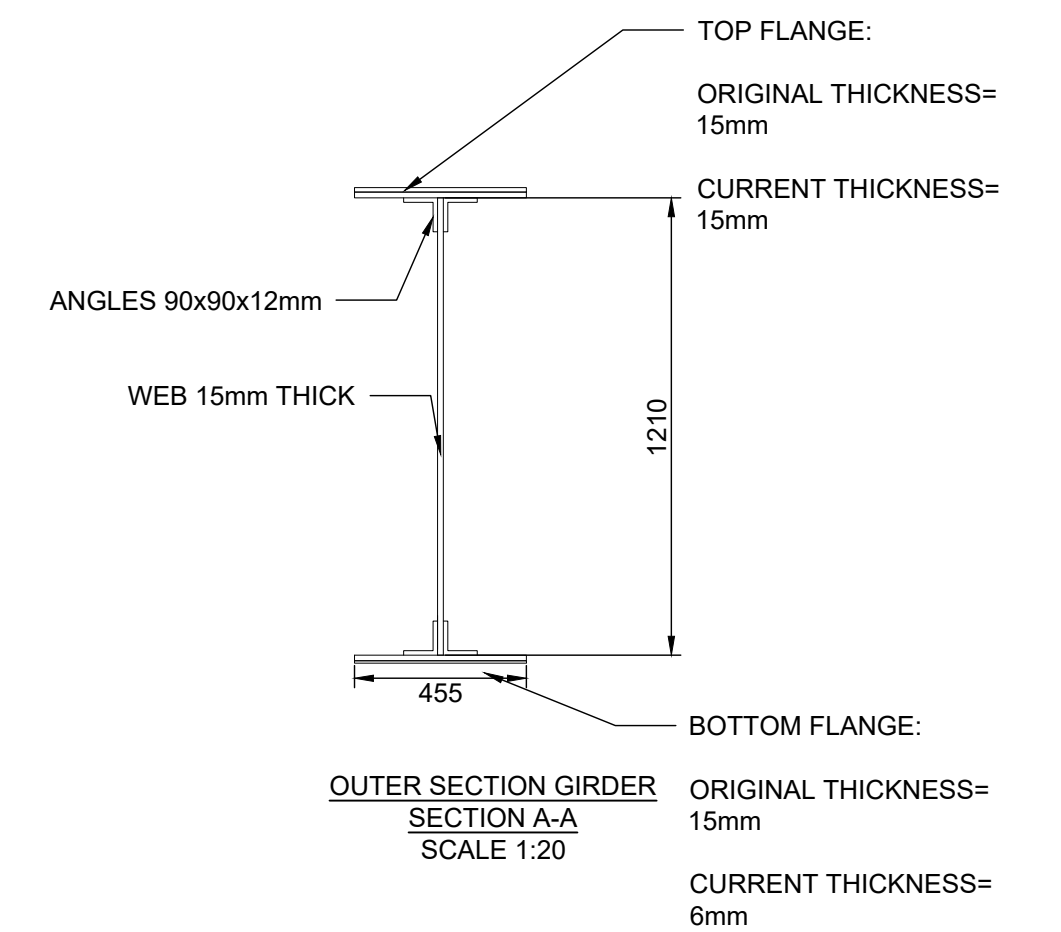
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Client
WARWICKSHIRE COUNTY COUNCIL

Project
RUGBY BRIDGES ASSESSMENT

Title
CLIFTON ROAD
SECTION AND ELEVATION

Sheet Size A1	Original Scale As Shown	Designed/Drawn ZS	Checked AJ	Authorised NP
Status S2	Drawing Number 5230652-ATK-GCW-DRG-102	Date 16.05.25	Date 21.05.25	Date 02.06.25
				Rev 1



	OUTER SECTION	INNER SECTION
CLIFTON ORIGINAL DESIGN	15	15
CLIFTON CURRENT CONDITION	6	9

THE TOPOGRAPHICAL SURVEY WAS UNDERTAKEN IN 2024
THIS DRAWING IS IN CONJUNCTION WITH 5230652-ATK-GCW-DRG-101 AND 5230652-ATK-GCW-DRG-102

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Status S2	Drawing Number 5230652-ATK-GCW-DRG-103			Rev 1

Appendix B. BCI Proforma



Bridge Inspection Pro Forma

☐ General		☐ Principal		☒ Detailed		Form		1	of	1	for this bridge										
Inspector:		RJ & LM		Date:		06/01/2025		Next Inspection Type/Date		General		Jan-27									
Bridge Name:		Clifton Road				Bridge Ref/No:		C213/001		Road Ref/No:		C213									
O.S. Map Ref:		SP	O.S. Eastings:		51433	O.S. Northings:		75231	Bridge Code <table border="1"> <tr> <td>Primary deck form</td> <td rowspan="2">Table G.4</td> <td rowspan="2">04</td> </tr> <tr> <td>Primary deck material</td> </tr> <tr> <td>Secondary deck form</td> <td rowspan="2">Table G.5</td> <td rowspan="2">23</td> </tr> <tr> <td>Secondary deck material</td> </tr> <tr> <td colspan="2">Table G.6</td> <td>Q</td> </tr> </table>		Primary deck form	Table G.4	04	Primary deck material	Secondary deck form	Table G.5	23	Secondary deck material	Table G.6		Q
Primary deck form	Table G.4	04																			
Primary deck material																					
Secondary deck form	Table G.5	23																			
Secondary deck material																					
Table G.6		Q																			
Span: 1		All spans	Sq. Span Width (m):		11.56	Sq. Span Length (m):		7.95													
of: 1			All above ground elements inspected?		YES	Photographs?		YES													
Number of construction forms in bridge/span:						1															
Set	No	Element Description		S	Ex	Def	W	P	Cost	Comments/Remarks											
Deck Elements	1	Primary deck element (Table G4)		4	D	1.1				Comment 1											
	2	Secondary deck element/s	Transverse beams	3	B	3.3				Comment 2											
	3		Element from Table G5	4	C	1.1				Comment 3											
	4	Half joints		N/A																	
	5	Tie beam/rod		3	E	1.1				Comment 4											
	6	Parapet beam or cantilever		N/A																	
	7	Deck bracing		N/A																	
Load-bearing Substructure	8	Foundations		1	A	6.1				Comment 5											
	9	Abutments (incl arch springing)		3	D	3.2				Comment 6											
	10	Spandrel wall/head wall		N/A																	
	11	Pier/Columns		N/A																	
	12	Cross head/capping beam		N/A																	
	13	Bearings		N/A																	
	14	Bearing plinth/shelf		1	A	3.1				Comment 7											
Durability Elements	15	Superstructure drainage		N/A																	
	16	Substructure drainage		N/A																	
	17	Waterproofing		3	D	14.2				Comment 8											
	18	Movement/expansion joints		N/A																	
	19	Painting: deck elements		5	D	4.1				Comment 9											
	20	Painting: substructure elements		N/A																	
	21	Painting: parapets/safety fences		N/A																	
Safety Elements	22	Access/walkways/gantries		N/A																	
	23	Handrail/parapets/safety fences		3	E	3.2				Comment 10											
	24	Carriageway surfacing		1	A	9.1				Comment 11											
	25	Footway/verge/footbridge surfacing		1	A	9.1				Comment 12											
Other Bridge Elements	26	Invert/river bed		N/A																	
	27	Aprons		N/A																	
	28	Fenders/outwaters/collision prot.		N/A																	
	29	River training works		N/A																	
	30	Revetment/batter paving		N/A																	
	31	Wing walls		3	E	3.2				Comment 13											
	32	Retaining walls		N/A																	
	33	Embankments		2	B	5.1				Comment 14											
	34	Machinery		N/A																	
Ancillary Elements	35	Approach rails/barriers/walls		N/A																	
	36	Signs		N/A																	
	37	Lighting		N/A																	
	38	Services		N/A																	
S - Severity, Ex - extent, Def - Defect, W - Work Required, P - Work Priority, Cost - Cost of Work																					

MULTIPLE DEFECTS													
Element No.	Defect 1			Defect 2			Defect 3			Defect 4			Comments
	S	Ex	Def	S	Ex	Def	S	Ex	Def	S	Ex	Def	
1	4	D	1.1	4	B	1.3	4	B	1.2				Comment 1
2	2	B	14.1	2	B	14.2							Comment 2
3	4	C	1.1	4	B	1.2	2	B	3.3				Comment 3
23	3	E	3.2	2	B	3.5							Comment 10
INSPECTOR'S COMMENTS													
1	Deep pitting and localised severe corrosion. North and south beam bottom flange buckled. Severe localised section loss Rivets heavily corroded and loss of section up to 10mm along approximate deck width of 1.5m above where tracks were located. The deterioration is likely due to historical damage from steam trains and weathering from water ingress. All angle brackets showed moderate corrosion as protective paint coat had failed. Small number of missing rivets.												
2	One hollow section (660 x 480mm) on central brick jack arch close to the eastern abutment. Isolated areas of staining and leakage observed across surface area of brick jack arches, indicating failure of waterproofing. Brick jack arches in fair condition overall.												
3	Severe loss of section through localised areas of the metal jack arches, specifically at horizontal metal cover plates. Severe pitting up to 10mm in localised areas. The brick jack arches were in good condition overall with 1 area of hollow brick (660mm x 480mm).												
4	Moderate corrosion covering the majority of tie rods which support masonry jack arch areas due to failure of protective paint coat. Areas of severe corrosion to transverse supports below metal arches in steam guard cover plate locations.												
5	No visible settlement therefore assumed to be in good condition.												
6	Moderate pointing loss was observed on both brick abutments with a depth of 10-30mm in areas, specifically towards the north and south side. Thought to be caused by weathering. Leachate staining was observed on both abutments. Two hollow patches were found on the eastern abutment (2300mm x 900mm and 1400mm x 700mm).												
7	Sand stone bearing shelf/plinth was in good condition overall, wet with algae staining but no deformation or defects observed.												
8	Waterproofing appeared intact when observed through road level trial pits. However, surfaces below the structure, specifically under the service bays, appeared wet and had constant drips of water forming puddles below suggesting that the waterproofing is no longer functional.												
9	All coats of protective paint to metal elements of deck had failed.												
10	Moderate to severe loss of pointing in lower portion of south parapet and upper portion of north parapet between 10 - 60mm depth. 6 No. cracks from hairline to 5mm wide. Approx. 4 - 5 missing bricks, approx. 2 displaced bricks and 1 loose brick.												
11	Carriageway surfacing appeared to be in good condition at the time of inspection.												
12	Footway/verge/footbridge surfacing appeared to be in good condition at the time of inspection.												
13	Severe pointing loss (generally 10-15mm) up to 60mm. Algae staining was observed in localised areas. Moderate vegetation was growing through the brick.												
14	Moderate vegetation was growing through the brick.												
Name: Rory Jenkins			Signed: R. Jenkins						Date: 06/01/2025				
ENGINEER'S COMMENTS													
See report 5230652-ATK-REP-ECV-000101													
Name: Lorraine Blanks			Signed: <i>L Blanks</i>						Date: 13/03/2026				
WORK REQUIRED													
Ref. No.	Suggested Remedial Work						Priority	Estimated Cost	Action/Work Ordered?				
1	Remove corroded metal surfaces and apply protective coating.						High						
2	Repointing of masonry.						Medium						
3	Remove vegetation from wingwalls, abutments and parapets, repointing brickwork after.						Medium						
4	Identify source of water ingress and take suitable action.						High						
Name: Lorraine Blanks			Signed: <i>L Blanks</i>						Date: 13/03/2026				

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Climate Change and Environmental Impact Assessment

Great Central Walk Bridge Structural Maintenance and Remediation

For Cabinet on 29 Jun 2026

Policy being assessed	Great Central Walk Bridge Structural Maintenance and Remediation
Service Area	Operations & Traded Services
Is this a new or existing policy/service	New
Name of Officer completing the assessment	Rebecca Govier
Timeline for policy/service delivery	3 Years
Climate Change and Environmental Impact Assessment Review Team	Portfolio holder, Legal Services, Financial Services, and the Report Directo
Date of this assessment	11 May 2026
Date of review	1 Jun 2027

Name and Signature of Responsible Officer	<i>David Collins</i> David Collins
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Section 1: Summary of Policy/Service and Climate Change and Environmental Impacts

Main Purpose and Goals: To implement a comprehensive three-year program for structural monitoring, vegetation clearance, and critical remediation of bridges along the Great Central Walk. To fulfill statutory health and safety obligations and ensure the long-term sustainability of both trafficked and non-trafficked assets. To eliminate long-term maintenance liabilities, specifically through the removal of the redundant Staveley Way abutment. To shift the Council from a reactive to a proactive maintenance model.

Potential Impacts: Safety: Mitigates the risk of bridge closures or public safety issues arising from structures currently in "poor to very poor" condition. Financial: Requires a total capital investment of £1.925 million over two years, followed by a permanent annual revenue commitment of £135,000 to minimise whole-life costs. Environmental: Includes de-vegetation of structures. The removal of the Staveley Way abutment is expected to enhance local biodiversity. Conclusion: The program is essential to stabilise deteriorating infrastructure (such as the Clifton Road Bridge) and support corporate priorities regarding a "Healthier," "Thriving," and "Greener" Rugby.

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

Scope 1 Emissions

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

Nature of impact	Negative
Description of impact	Impact: Increase (Temporary/Construction Phase). Explanation: The delivery of the three-year program involves physical remediation, vegetation clearance, and the removal of the Staveley Way abutment. These works will require the use of contractor vehicles and heavy machinery for demolition and structural repairs. While these are direct emissions related to the execution of the project, they are temporary and essential for fulfilling statutory health and safety obligations.

Any actions or mitigation to reduce negative impacts	Early Procurement: Implementation risks regarding contractor availability and weather - which can lead to inefficient machine use and idling - are mitigated through early procurement. Proactive Maintenance Model: The shift to a proactive maintenance model is designed to minimise "whole-life costs". By addressing structural issues early, the Council avoids more carbon-intensive, large-scale emergency reconstructions in the future. Removal of Liabilities: Permanently removing redundant assets like the Staveley Way abutment eliminates the need for future heavy machinery visits for inspection and maintenance. Justification for Supporting the Proposal: While construction activities generate temporary emissions, the project is essential to fulfill statutory health and safety obligations and prevent bridge closures. Furthermore, the program supports A Greener Rugby by ensuring the Borough adapts to climate change and enhances local biodiversity through the removal of redundant concrete structures.
How will the impact be monitored?	Principal Inspections: Ongoing monitoring will be conducted through Principal Inspections at specific structures (e.g., 445, 446, 456, and 441A) to track the physical condition of the assets. Phase 3 Transition: The program transitions in 2028/29 to a "steady-state" annual revenue allowance. The success of the delivery will be monitored by the completion of the remediation of high-priority bridges (such as Bridge Street and Clifton Road) and the successful removal of the Staveley Way abutment. Usage and Safety: Impact will be inferred by the continued "usability of these key borough assets" and the prevention of safety-related closures, ensuring the Great Central Walk remains a viable route for healthy, low-carbon transport.
Scope 2 Emissions Indirect emissions occurring at the location energy is produced for council activities. This would generally be the change in electricity usage.	
Nature of impact	No Impact
Description of impact	The program focuses on structural maintenance, vegetation removal, and the demolition of a redundant concrete abutment. There are no proposals to install new electrical infrastructure, such as lighting or powered monitoring systems, that would increase the Council's ongoing electricity demand. The long-term "steady-state" phase is centered on physical inspections and minor manual repairs.
Any actions or mitigation to reduce negative impacts	

How will the impact be monitored?	
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Section 3 – What is the impact of the policy/service in relation to RBC's Climate Strategy

Workplaces and the Economy

Nature of impact	Positive
Description of impact	The Council will implement a three-year capital and revenue program to perform structural monitoring, vegetation clearance, and critical remediation on bridges along the Great Central Walk. High-priority physical repairs will be conducted on trafficked bridges (Clifton Road and Bridge Street) and non-trafficked bridges (439 and 442) followed by repairs to all other structures owned by the Council along the route. The redundant Staveley Way abutment will be decommissioned and removed. The program will transition from an intensive capital investment phase to a steady-state annual revenue allowance of £135,000 for long-term maintenance starting in 2028/29. The structural integrity of critical borough assets will be stabilised, particularly at Clifton Road where "very poor" deck elements and failed waterproofing are currently causing deterioration. Potential public safety risks and the need for emergency bridge closures will be mitigated. Future maintenance liabilities will be permanently eliminated by removing redundant assets. The Great Central Walk will remain a safe and usable route for the long term. Climate Adaptation: Repairing failed waterproofing and masonry pointing ensures infrastructure is resilient against water ingress and extreme weather patterns associated with climate change. Biodiversity: The removal of the Staveley Way abutment is intended to enhance local biodiversity by removing unnecessary concrete/masonry structures. Resource Efficiency: Shifting to a proactive maintenance model reduces "whole-life costs" and the high carbon intensity of future emergency reconstructions or total bridge replacements. Sustainable Travel: By securing the safety of the Great Central Walk, the Council maintains a vital corridor for low-carbon active travel (walking and cycling), supporting a healthier and greener borough

Any actions or mitigation to reduce negative impacts	
How will the impact be monitored?	Asset Condition Inspections: Future "General Inspections" (conducted every 2 years) and "Principal Inspections" (conducted every 6 to 12 years) will be used to track the physical stability of the bridges and the effectiveness of the remediation. Program Delivery Milestones: Progress will be monitored against the phased timeline, specifically the completion of high-priority repairs in 2026/27 and the remediation of structures 454 and 455 in 2027/28. Financial Oversight: Monitoring will track the transition from capital expenditure (£1.925 million total) to the scheduled £135,000 annual revenue maintenance budget in Year 3. Inferred Usage Impact: The continued "usability" of the Great Central Walk as a public route will serve as a proxy for the program's success in supporting active transport and reducing vehicle reliance.
Transport	
Nature of impact	Positive
Description of impact	Action from this Proposal: The Council will repair and stabilise both trafficked bridges (Clifton Road and Bridge Street) and non-trafficked bridges along the Great Central Walk (GCW). This includes addressing "very poor" structural elements, failed waterproofing, and intrusive vegetation. Result of this Action: These repairs prevent the emergency closure of key transport links. It ensures that the Great Central Walk remains a continuous, safe, and viable route for the public. Impact on Climate Change and Environment:Active Travel: By maintaining the structural integrity of the GCW, the proposal directly supports "walking, wheeling, and cycling" (Active Travel) as a preferred alternative to private vehicle use. Traffic Management: Ensuring the safety of trafficked bridges like Clifton Road (GCR 453) prevents traffic diversions that would otherwise increase vehicle miles, congestion, and associated carbon emissions. Infrastructure Resilience: The work addresses climate-related impacts - such as active water ingress and masonry deterioration - to ensure that these transport assets continue to operate during extreme weather events.
Any actions or mitigation to reduce negative impacts	

How will the impact be monitored?	Asset Usability: Monitoring will focus on ensuring all bridges remain open and safe for public use, avoiding any "bridge closures" that would disrupt active travel or vehicle flow. Structural Condition Trends: The impact of remediation will be observed through "Principal Inspections" at specific structures (e.g., 445, 446, 456, and 441A), tracking whether the "poor to very poor" ratings improve following intervention. Maintenance Transition: Success will be measured by the successful transition to a "steady-state annual revenue allowance" in 2028/29, indicating that the assets have reached a manageable, sustainable condition. Active Travel Inference: While not directly tracking footfall, the continued availability of a safe, "remediated" Great Central Walk is a primary indicator that the Council is providing the necessary infrastructure to support a shift away from high-emission transport.
Natural Environment	
Nature of impact	Positive
Description of impact	Action from this Proposal: * The project involves comprehensive vegetation clearance across the Great Central Walk bridge portfolio. It includes the physical removal of the redundant Staveley Way abutment (Structure 448). The program implements a phased remediation of high-priority bridges, addressing structural issues like failed waterproofing and masonry decay. Result of this Action: * Removing invasive or intrusive vegetation prevents further structural damage and root-related masonry displacement. Decommissioning and removing redundant concrete/masonry assets eliminates permanent maintenance liabilities and clears physical space within the green corridor. Stabilizing existing structures ensures the long-term preservation of the Great Central Walk as a continuous environmental asset. Impact on Climate Change and Environment: * Biodiversity Enhancement: The removal of the Staveley Way abutment is explicitly designed to enhance local biodiversity by restoring natural space. Climate Adaptation: Repairing waterproofing and masonry resilience ensures the natural corridor's infrastructure can withstand increased water ingress and weathering caused by climate change. Habitat Management: Professional vegetation management balances the need for structural integrity with the preservation of the Great Central Walk as a vital green lung and wildlife corridor for the Borough.
Any actions or mitigation to reduce negative impacts	

How will the impact be monitored?	Principal Inspections: Scheduled inspections at structures 445, 446, 456, and 441A will track the effectiveness of vegetation management and structural stabilisation. Completion of Asset Removal: The successful demolition and site restoration of the Staveley Way abutment will be used to determine the observed positive impact on local biodiversity and land management. Steady-State Revenue Phase: From 2028/29, the transition to a dedicated revenue stream of £135,000 will be monitored to ensure regular, minor maintenance prevents future invasive vegetation overgrowth. Asset Condition Ratings: Monitoring the movement of structures from "poor to very poor" status toward stable condition ratings will serve as evidence of a successful proactive environmental management model.
Homes and Energy	
Nature of impact	Positive
Description of impact	Action from this Proposal: The project involves structural remediation and waterproofing of bridges, including those in close proximity to residential areas and key borough assets. It includes the removal of the redundant Staveley Way abutment to eliminate ongoing maintenance liabilities. The program addresses critical structural failures, such as those at the Clifton Road Bridge, which currently exhibits active water ingress and "very poor" deck elements. Result of this Action: Stabilising these structures prevents potential closures that could disrupt local access for residents. The remediation of waterproofing systems and masonry ensures that infrastructure near residential zones is protected from natural degradation. Removing redundant assets like the Staveley Way abutment reduces the long-term industrial footprint within the borough's landscape. Impact on Climate Change and Environment: Climate Adaptation for Infrastructure: While this proposal does not directly involve social housing or residential energy sources, it focuses on the resilience of the built environment. By fixing failed waterproofing and masonry, the council ensures that infrastructure can "cope with weather changes" (such as increased rainfall) resulting from climate change. Indirect Residential Benefit: Ensuring the structural safety of bridges used by residents for active travel supports a "Fairer Rugby" by maintaining high-quality, safe environments for all housing areas connected by the Great Central Walk. Low-Carbon Maintenance: The shift to a "proactive maintenance model" avoids the high-carbon building methods that would be required for full bridge replacements if the assets were allowed to fail.
Any actions or mitigation to reduce negative impacts	

How will the impact be monitored?	Structural Integrity Reviews: Monitoring will be conducted through "Principal Inspections" at specific structures (e.g., 445, 446, 456, and 441A) to ensure repairs are effectively managing water ingress and weathering. Completion of Remediation Phases: The delivery of Phase 1 (2026/27) and Phase 2 (2027/28) works will be tracked to ensure high-priority structures in residential or highly-trafficked areas are stabilized. Maintenance Liability Reduction: The successful removal of the Staveley Way abutment will be used as a metric for reducing the long-term physical and financial "liability" of redundant infrastructure in the borough. Public Safety and Access: The continued safe operation of the bridges without emergency closures will serve as an indicator of the program's success in maintaining a resilient built environment for the community.
Waste, Resources and the Circular Economy	
Nature of impact	Both

Description of impact	Action from this Proposal Implements proactive bridge maintenance (repointing, waterproofing, corrosion removal). Demolishes the redundant Staveley Way abutment. While this creates unavoidable brick waste, all viable bricks will be salvaged and stockpiled for future bridge repairs. Transitions to a steady-state maintenance and inspection allowance starting in 2028/29. Result of this Action Positive: Extends asset lifespans, prevents total structural failures, and eliminates ongoing maintenance liabilities for the redundant Staveley Way asset. Negative: Demolition will inevitably generate localised masonry waste from bricks that are damaged or unsuitable for reclamation. Impact on Climate Change and Environment Circular Economy (Positive/Negative): Adopts a "repair and reuse" model. Recovered bricks will be repurposed for local repairs to preserve historical alignment; however, true circularity is limited as degraded bricks cannot be reused and will exit the loop. Waste Minimisation (Positive/Negative): Proactive repairs prevent massive emergency construction waste. Conversely, demolition temporarily increases waste generation, requiring transport and disposal/crushing of unusable bricks. Resource Efficiency (Positive): Permanently removes a long-term maintenance liability and provides a free, stockpiled material resource for future Council masonry works.
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Any actions or mitigation to reduce negative impacts	Mitigation Actions Avoid: Implement on-site sorting to separate clean bricks from mortar/debris, and conduct a pre-demolition audit to target and carefully dismantle high-yield, reusable masonry sections. Reduce: Use systematic deconstruction (hand/selective tools) instead of high-impact crushing to maximise brick salvage. Crush unusable bricks on-site for immediate reuse as aggregate backfill, cutting down on imported materials. Offset: Restrict waste transit to a strict local radius to minimise HGV emissions, and donate excess bricks to local heritage or community projects if Council needs are met. Why the Demolition Must Go Ahead Public Safety: Eliminates a redundant asset that poses ongoing liability risks regarding structural decay and vandalism. Resource Preservation: Safely removing it permanently stops the drain on Council budgets and manpower required for mandatory, long-term safety inspections.
How will the impact be monitored?	Principal Inspections: Ongoing inspections at structures 445, 446, 456, and 441A will monitor the longevity of the repairs and the effectiveness of the new maintenance model. Asset Condition Ratings: Success will be observed by tracking the condition of high-priority bridges (like Clifton Road and Bridge Street) as they move from "poor to very poor" status to a stable, maintained state. Completion of Phase 1 and 2: The successful remediation of structures scheduled for 2026–2028 will serve as a metric for the project's ability to extend asset life through targeted intervention. Transition to Revenue Model: The shift to a steady-state £135,000 annual revenue allowance in 2028/29 will be used to monitor the long-term sustainability of the resource management strategy.
Climate and Nature Positive Communities	
Nature of impact	Positive

Description of impact	Action from this Proposal: * The Council is implementing a transparent, multi-year program to remediate and secure the Great Central Walk (GCW), a high-profile public asset. The project involves targeted biodiversity enhancement through the removal of the redundant Staveley Way abutment. The transition to a "steady-state" maintenance model ensures the long-term viability of the GCW as a community green space. Result of this Action: * By proactively managing the GCW, the Council demonstrates leadership in protecting the Borough's natural and structural heritage. The community retains a safe, high-quality "green corridor" that connects different parts of the Borough, fostering a sense of place and local pride. Public safety risks (such as falling masonry or bridge failures) are addressed, ensuring the space remains inclusive and accessible for all residents. Impact on Climate Change and Environment: * Community Engagement: Maintaining the GCW encourages residents to engage with the natural environment. A safe and well-maintained walk acts as a practical "classroom" for climate adaptation and biodiversity. Collective Voice: By investing nearly £2 million into these structures, RBC presents a collective voice that prioritises the preservation of green infrastructure over managed decline. Supporting Local Action: Providing a reliable active travel route supports community-led climate action, such as local walking groups and cycling initiatives, by providing the necessary safe infrastructure.
Any actions or mitigation to reduce negative impacts	

How will the impact be monitored?	Public Usability: The primary metric for community impact will be the continued availability and safety of the Great Central Walk. Monitoring will ensure no emergency closures disrupt community access. Biodiversity Outcomes: The successful demolition and "greening" of the Staveley Way abutment site will be monitored as a tangible example of a "nature-positive" intervention shared with the community. Corporate Priority Alignment: Progress will be reviewed against the "A Healthier Rugby" and "A Greener Rugby" priorities, ensuring the program continues to support independent, healthy lives and climate adaptation. Phase Completion: Delivery of the scheduled remediation works in 2026/27 and 2027/28 will be used to demonstrate to residents and community groups that the Council is fulfilling its stewardship obligations.
Adaptation	
Nature of impact	Positive

Description of impact	The program implements critical structural repairs, including the replacement of failed waterproofing systems and the repointing of masonry on historical bridge structures (e.g., Clifton Road Bridge). It initiates a "proactive maintenance model" that includes regular vegetation clearance and structural monitoring. It removes redundant and deteriorating assets, such as the Staveley Way abutment, which are prone to uncontrolled decay. The infrastructure is physically strengthened against the primary drivers of decay, such as water ingress and root-related damage. The council moves away from a "reactive" state, where extreme weather often leads to emergency closures and rapid deterioration, to a "resilient" state where assets are prepared for environmental stress. Resilience to Wetter Winters: Improved waterproofing and drainage remediation directly address the risk of "wetter winters." By preventing water from entering the bridge decks and masonry, the council mitigates the damage caused by increased rainfall and the freeze-thaw cycles that will become more volatile with climate change. Lifespan of Infrastructure: The proposal specifically addresses the "lifespan of infrastructure" highlighted in the strategy. Without these interventions, the report notes "rapid asset deterioration." These actions ensure that the Great Central Walk remains viable despite more extreme weather events. Health and Wellbeing: By adapting the bridges to withstand climate pressures, the council ensures the continued safety of the Great Central Walk. This allows residents to continue using the green corridor for exercise and cooling during "hotter summers," supporting long-term community health.
Any actions or mitigation to reduce negative impacts	

How will the impact be monitored?	Principal and General Inspections: Future inspections will specifically look for signs of weather-related stress, such as new water staining, leaching, or masonry movement, to verify that the waterproofing and repairs are holding up against intensified weather patterns. Monitoring of "Priority" Structures: The success of the adaptation will be measured by whether structures currently rated as "High Priority" (due to poor condition) stabilise and maintain a "serviceable" rating over the three-year period and beyond. Vegetation Management Cycles: The effectiveness of the de-vegetation program will be monitored to ensure that "hotter summers" (which can accelerate certain types of plant growth) do not lead to invasive roots undermining the structural integrity of the bridges. Operational Continuity: The absence of emergency closures following extreme weather events (e.g., heavy storms or prolonged rainfall) will serve as a key performance indicator for the successful climate adaptation of these assets.
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<u>Section 4 – Review</u>	
Review Date	1 Jun 2027

Key points to be considered through review	Key points to be considered in the review Asset Condition Improvement: Review "Principal Inspection" data for high-priority bridges (Clifton Road, Bridge Street, and structures 439/442) to confirm they have moved from "poor/very poor" to a serviceable condition. Biodiversity Net Gain: Evaluate the site of the former Staveley Way abutment to ensure the removal of the masonry has resulted in successful natural recolonisation and habitat enhancement as intended. Active Travel Resilience: Assess whether any emergency closures occurred during extreme weather events; a lack of closures will indicate successful climate adaptation of the structures. Contractor Sustainability: Review procurement records to confirm that selected contractors adhered to sustainability commitments regarding machinery emissions and waste disposal. Maintenance Transition: Verify the successful implementation of the £135k annual revenue budget and whether it is sufficient to prevent the return of intrusive vegetation.
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Review Summary To be completed following the review	Review Summary (Note: As this is the initial assessment, the summary below provides the framework for what the officer should record during the first review in June 2027): Data Changes: Updates should include actual tonnage of waste diverted from landfill during the Staveley Way demolition and finalised carbon emission data from the contractor's fleet. Impact Observations: Assess if the proactive vegetation clearance caused any temporary displacement of local fauna and whether the remediation of waterproofing at Clifton Road effectively halted active water ingress during the winter of 2026/27. Expected vs. Actual: Determine if the "early procurement" strategy successfully mitigated the risk of increased costs or if supply chain issues forced the use of less carbon-efficient materials. Missed Impacts: Evaluate if the increased construction traffic during the remediation phase caused unexpected noise or air quality issues for residents adjacent to the Great Central Walk. Future Influence: The outcomes will determine if this "proactive maintenance model" should be rolled out to other Council-owned infrastructure to minimise long-term carbon footprints and financial liabilities.
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Supporting Documents	Appendix 2 Staveley Way Abutment Feasibility Report.pdf Appendix 3 - Map and photos of locations.pdf Appendix 4 - Interpretive report for Clifton Road May 2026.pdf
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AGENDA MANAGEMENT SHEET

Report Title: Brandon Stadium – Current Position and Proposed Preparatory Work

Name of Committee: Cabinet

Date of Meeting: 29 June 2026

Report Director: Strategic Director - Operations and Transformation

Portfolio: Environment and Climate

Ward Relevance: Wolston and the Lawfords

Prior Consultation: Chief Executive
Strategic Director – Operations and Transformation
Strategic Director - Place
Strategic Director - Communities
Chief Officer – Law and Governance
Report Governance Consultees
Portfolio Holder - Environment & Climate
Ward Members – Wolston and the Lawfords

Contact Officer: Richard Kiernan - Senior Project Manager,
Corporate Assets

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Key Decision: No

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

Summary:

This report updates Cabinet on the current position in relation to Brandon Stadium (also known as Coventry Stadium) and seeks a decision on whether the Council should continue the project into a limited and controlled preparatory phase. If Cabinet is minded to do so, the report proposes a tightly scoped next stage of work, including preparation for soft market testing and related evidence gathering, so that any later substantive decision can be taken on a more informed basis. The report does not seek approval to issue any market-facing soft market testing document at this stage. A further report would be brought back to Cabinet before any such document is issued or any substantive commitment is made. The report also highlights that such work would need to be progressed in the context of increasing Local Government Reorganisation (LGR) pressures on capacity, governance and longer-term programme continuity. Further detail on the proposed soft market testing approach, stage structure and delivery responsibilities is set out in Appendix B.

**Local Government
Reorganisation Implications:**

At this stage, the report seeks only a strategic steer on whether limited preparatory work should continue and does not commit the Council to any substantive acquisition, procurement or compulsory purchase decision. However, any next phase of work would need to be planned in the context of LGR, including its implications for officer capacity, programme ownership, governance, decision-making and continuity of delivery. There is also a wider strategic risk that preparatory work undertaken now may ultimately fall to a different governance environment if later decisions arise as reorganisation progresses.

Financial Implications:

The report does not seek approval for any substantive acquisition, procurement or compulsory purchase commitment at this stage. However, continued progression would require further officer time and may require further use of external specialist support. If Cabinet wishes the project to continue, any next phase should remain limited to defined preparatory work, with any later substantive financial implications to be reported back for further consideration. Initial specialist advice indicates that any future compulsory purchase order (CPO) route would involve material compensation, professional fee and process-cost exposure and would require robust funding and indemnity arrangements before

any substantive progression could sensibly be considered.

Risk Management/Health and Safety Implications:

This report is intended to support an early strategic decision on whether the Council wishes to continue the project in principle. If the project remains live, further work will be required to develop a fuller risk picture covering deliverability, legal and procurement risk, financial exposure, public expectation, governance and programme risk. There are no direct health and safety implications arising from the recommendations at this stage.

Environmental Implications:

A Climate Change and Environmental Impact Assessment has been completed and is provided as a supporting document to this report.

No direct environmental or climate change decision is sought through this report. The recommendations are limited to a controlled preparatory phase and do not approve land acquisition, compulsory purchase, procurement, physical works, stadium reopening, operational motorsport use, an operator appointment or a final delivery model.

The assessment identifies that direct climate and environmental impacts at this stage are expected to be limited and mainly associated with officer time, professional advice, meetings, document preparation and any proportionate site-related due diligence or inspection work. Environmental, planning, climate, transport, biodiversity, drainage, noise, lighting, air quality and community amenity considerations would need to be assessed further as part of any future substantive proposal affecting the site.

Legal Implications:

The matters raised in this report engage legal issues relating to planning, procurement, property, subsidy control and, potentially at a later stage, compulsory purchase. Initial legal advice indicates that the Council should proceed in stages, continue reasonable efforts to acquire by agreement, avoid any premature commitment to a preferred operator or delivery structure, and return to Members again before any substantive decision is taken. Internal procurement advice also indicates that soft market testing should be undertaken before any such commitment is made.

Equality and Diversity:

An Equality Impact Assessment has been completed and is provided as a supporting document to this report.

No change of policy or service delivery is proposed through this report. The recommendations are limited to a controlled preparatory phase and do not approve a compulsory purchase order, land acquisition, procurement process, preferred operator, partner appointment or final delivery model.

The equality implications at this stage are therefore limited. However, equality, accessibility and community impact considerations would need to be reviewed further if the Council wished to move beyond exploratory and preparatory work and toward any substantive proposal. The Equality Impact Assessment should therefore be reviewed and updated as necessary before any later decision on procurement, acquisition, compulsory purchase, works, operational use or delivery model.

Options:

1. Cease active progression work.

Benefit: avoids further officer and external resource commitment.

Risk: closes off further structured exploration of the issue despite changed planning and policy context.

2. Continue with controlled preparatory work.

Benefit: allows the Council to test deliverability, implications and risk in a structured and evidence-led way.

Risk: requires continued officer time and some further support without guarantee of a positive outcome, and would need to be managed alongside LGR pressures and longer-term governance uncertainty.

3. Maintain only a limited watching brief / policy-support position.

Benefit: limits immediate resource commitment.

Risk: unlikely to move the matter forward in any meaningful or evidence-based way and may simply defer the issue into a more uncertain future governance environment.

Recommendation:

1. The background, planning history and current position in relation to Brandon Stadium be noted;
2. The comments received from the Wolston and the Lawfords Ward Members, and the officer response set out in section 9.0 be noted;
3. Continuation of the project into a limited and controlled preparatory phase be approved;
4. Officers be authorised to undertake the defined preparatory work described in sections 6 and 7 of this report, within existing approved service budgets and available officer resources, and to bring a further report to Cabinet before any market-facing soft market testing document is issued or any substantive commitment is made;
5. The indicative staged route set out in section 7 of the report and the supporting Soft Market Testing Delivery Note at Appendix B be noted, recognising that any later substantive step would be subject to a further report and approval as appropriate; and
6. The more detailed legal, financial and commercial considerations set out in Exempt Appendix 1 be noted.

Reasons for Recommendation:

Brandon Stadium remains a site of longstanding public interest and policy significance. The Council has an existing democratic basis for having explored the issue, and Local Plan consultation responses demonstrate both significant support for the policy approach relating to the stadium and objections / unresolved issues around matters including viability, future use, deliverability and the landowner's position. The work undertaken to date shows that the matter remains complex and that any further progression should be limited, staged and evidence-led at this stage. This approach is consistent with the Council's wider strategic commitment to support sustainable growth, strong governance and evidence-led decision-making. It also recognises that any next phase would need to be carefully managed in the context of LGR, which may affect both near-term capacity and the longer-term governance environment within which any later substantive decision would be taken.

Cabinet - 29 June 2026

Brandon Stadium – Current Position and Proposed Preparatory Work

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

Recommendation

1. The background, planning history and current position in relation to Brandon Stadium be noted;
2. The comments received from the Wolston and the Lawfords Ward Members, and the officer response set out in section 9.0 be noted;
3. Continuation of the project into a limited and controlled preparatory phase be approved;
4. Officers be authorised to undertake the defined preparatory work described in sections 6 and 7 of this report, within existing approved service budgets and available officer resources, and to bring a further report to Cabinet before any market-facing soft market testing document is issued or any substantive commitment is made;
5. The indicative staged route set out in section 7 of the report and the supporting Soft Market Testing Delivery Note at Appendix B be noted, recognising that any later substantive step would be subject to a further report and approval as appropriate; and
6. The more detailed legal, financial and commercial considerations set out in Exempt Appendix 1 be noted.

EXECUTIVE SUMMARY

This report provides Cabinet with an updated position on Brandon Stadium, also known as Coventry Stadium, and seeks a decision on whether the Council should continue to treat the matter as an active project. The site has longstanding sporting, community and policy significance, and the Council has previously resolved to explore options available to bring the stadium back into use, should that be achievable.

Since the Council motion in December 2022, the wider context has changed. The owner's previous residential redevelopment appeal was dismissed in January 2024, and the submitted Local Plan includes a policy position supportive of the restoration of Brandon Stadium for speedway, stock car racing and associated community uses. However, these factors do not in themselves establish a deliverable route forward. The site remains in private ownership, the landowner's position remains contested, and significant issues remain unresolved around deliverability, funding, legal powers,

procurement, future operation, acquisition by agreement and any possible compulsory purchase route.

The work undertaken to date has confirmed that the matter is complex and that the Council should not move directly to any substantive commitment. Initial legal, procurement, valuation and commercial work all point to the need for a staged, evidence-led approach. In particular, any further work would need to maintain the Council's neutrality, continue reasonable efforts to acquire the site by agreement, avoid any premature commitment to a preferred operator or delivery structure, and ensure that Members are able to consider any later decision on the basis of a fuller evidence base.

The report therefore recommends that, if Cabinet wishes the project to remain live, the next phase should be limited to controlled preparatory work only. This would include preparation for soft market testing and related evidence gathering, to help the Council understand market appetite, deliverability, likely commercial expectations, procurement implications, legal structure and risk. Soft market testing would not be a procurement exercise, would not appoint or select an operator, and would not commit the Council to acquisition, disposal, compulsory purchase or any final delivery model.

Before any market-facing soft market testing document is issued, officers would bring a further report back to Cabinet setting out the proposed exercise, governance and resource arrangements, budget position, legal advice on timing and any further authority required. Any later substantive step, including any procurement, acquisition, disposal or compulsory purchase process, would also require further Member consideration and approval as appropriate.

The report also highlights that any further work must be managed in the context of Local Government Reorganisation, including potential impacts on officer capacity, governance, programme ownership and future decision-making. The recommended approach is therefore intended to preserve Member control, limit immediate commitment, and allow the Council to test whether there is a realistic, lawful and proportionate basis for any further progression before a more significant decision is considered.

1.0 INTRODUCTION

- 1.1 This report provides Cabinet with an updated position in relation to Brandon Stadium and seeks a clear steer on whether the Council should continue to commit officer time and other resources to exploring possible next steps in relation to the site.
- 1.2 The report is being brought forward because, while the Council previously resolved to explore options available to bring Brandon Stadium back into use, any further progression would require a more deliberate commitment of internal capacity and potentially external support. The Notice of Motion carried by Council on 14 December 2022 provides the democratic basis for the work undertaken to date, but did not in itself commit the Council to a particular delivery route, a compulsory purchase process, or any formal commercial arrangement.
- 1.3 Since that motion, the context has changed. In particular, the owner's residential redevelopment appeal was dismissed on 19 January 2024, and the emerging Local

Plan position has moved in a direction supportive of the restoration and protection of the stadium for speedway, stock car racing and associated community uses. Those developments are material, but they do not in themselves establish a deliverable route forward.

- 1.4 The purpose of this report is therefore not to seek a substantive decision on procurement, acquisition or compulsory purchase at this stage. Rather, it is to enable Cabinet to determine whether the matter should remain an active Council project and, if so, whether any next phase should be limited to defined preparatory work so that Members can take any later decision on a more informed basis.

2.0 BACKGROUND, PLANNING HISTORY AND POLICY CONTEXT

- 2.1 Brandon Stadium has a long history as a motorsport venue and has been the subject of sustained public interest over a number of years.
- 2.2 The site remains in private ownership, currently Brandon Estates Limited.
- 2.3 Brandon Stadium opened in 1928 and was first used for speedway events. Over time it became a nationally significant motorsport venue, principally for speedway and stock car racing, with greyhound racing also taking place intermittently from 1978 onwards.
- 2.4 Following wartime closure, the stadium reopened in 1948 and the Coventry Bees competed there from 1948 until the venue ceased operating in 2016. BriSCA Formula 1 stock car racing began at Brandon Stadium in 1958, and the stadium hosted the BriSCA F1 World Championship for the first time in 1960, going on to stage numerous championship events.
- 2.5 In 2003 the stadium was sold by Midland Sports & Stadia Ltd to Mr Avtar Sandhu, including the promotional rights to hold speedway and stock car events at the venue. Since closure in 2016, the site has fallen into disrepair and has been subject to vandalism and fires.
- 2.6 For ease of reference, a site boundary plan is included at Appendix A.
- 2.7 On 16 January 2018, planning application ref. R18/0186 was submitted for demolition of the existing stadium and residential redevelopment of the site. That application was refused by Rugby Borough Council on 16 November 2022. The subsequent appeal was dismissed on 19 January 2024. The Inspector treated surplus, viability and the claimed benefits of alternative provision as central matters before ultimately dismissing the appeal.
- 2.8 On 14 December 2022, full Council considered and carried a Notice of Motion recognising the sporting heritage associated with Brandon Stadium and requesting that the Council explore options available to bring Brandon Stadium back into use and any likely public advantages to the local and wider communities, should that be achievable.
- 2.9 The Council's own public statement following the appeal dismissal recorded that the need to keep the stadium, and its national importance to speedway and stock car racing, outweighed the proposed benefits of the redevelopment scheme.

- 2.10 On 8 May 2024, a community nomination seeking to list the site as an Asset of Community Value was not accepted because the nominating body did not satisfy the relevant statutory requirements. That decision related to the legal status and constitution of the nominating body rather than amounting to a positive determination on the future use of the site.
- 2.11 The current adopted planning framework includes policy protection relevant to the retention of sports and community facilities. In addition, the Submission Local Plan position has moved further in a supportive direction. The Council's Submission Local Plan consultation ran from 30 January to 13 March 2026 and the Local Plan was subsequently submitted to the Secretary of State for examination on 27 April 2026. Policy W1(b), which supports the redevelopment of Brandon Stadium for speedway and stock car racing alongside other community uses and seeks to prevent development which conflicts with those uses, has been retained in the submitted Local Plan.
- 2.12 The Local Plan consultation process is relevant to this report because it demonstrates both the level of public and stakeholder interest in the future of the site and the competing issues which would need to be considered if the Council were to take any further substantive step. Earlier consultation on the emerging Local Plan recorded significant support for the proposed policy approach to Brandon Stadium, with objections also raised around matters including noise, pollution and viability. The Council's consultation response was to retain the policy in the Submission Local Plan.
- 2.13 Representations submitted during the Regulation 19 consultation also demonstrate that the matter remains contested. Representations in support of Policy W1/W1B emphasised the stadium's historic, sporting and community significance, the desire to see speedway and stock car racing reinstated, and the potential wider community and economic benefits of bringing the site back into active use. The campaign group and consortium also submitted a collective response in support of the policy and the reinstatement of the stadium.
- 2.14 Conversely, representations submitted on behalf of the landowner objected to the policy approach, including on the basis of soundness, the treatment of the site as a community facility, the potential for the site to accommodate housing, and the argument that the policy should allow for a more flexible approach to the site's future use. Other objections raised through the consultation process included concerns regarding noise, pollution and viability.
- 2.15 The consultation responses have not led officers to recommend any substantive acquisition, procurement, disposal or compulsory purchase decision at this stage. Rather, they reinforce the need for a cautious, staged and evidence-led approach. The level of support for the policy position and the longstanding public interest in the site support the recommendation that the matter should remain an active Council project for now. However, the objections and unresolved questions around deliverability, viability, ownership, funding, legal powers, procurement and future operation support the recommendation that any next phase should be limited to controlled preparatory work only, with a further report to Cabinet before any market-facing soft market testing document is issued or any substantive commitment is made.

- 2.16 While the Submission Local Plan position and consultation responses are relevant and supportive of continued consideration, they do not in themselves resolve questions of ownership, deliverability, funding, procurement, legal powers, market appetite or the extent to which the Council should commit further resource.
- 2.17 At this stage, the report does not assume that soft market testing must necessarily be deferred until adoption of the Local Plan, but nor does it treat that timing point as settled. Before any market-facing soft market testing document is issued, officers will obtain legal advice on whether the exercise should proceed ahead of Local Plan adoption, and if so on what basis and with what caveats. The position reached on that point will be recorded in the further report before any later substantive step is considered.

3.0 CURRENT PROJECT POSITION AND WORK UNDERTAKEN TO DATE

- 3.1 Since the Council motion of 14 December 2022, officers have undertaken preliminary work to better understand the current position in relation to Brandon Stadium, the planning and policy context, and the practical implications of any further Council involvement.
- 3.2 This work has included review of the public planning and policy record, internal officer discussions, and initial specialist input on legal powers, valuation, procurement and deliverability. Initial strategic legal advice obtained in June 2024 indicated that there appear to be suitable statutory powers available to support compulsory acquisition, but also made clear that any robust case would depend on further work on planning, funding and delivery strategy. That same advice identified a CPO-compliant valuation and efforts to acquire the site by agreement as key early actions.
- 3.3 Officers have also engaged with the consortium and considered both legal advice received on 3 June 2025 and the subsequent meeting between the Council and the consortium held on 4 June 2025. The advice highlighted the need for a compelling public-interest case, confidence in deliverability, continued efforts to acquire the site by agreement, and indemnity protection for costs. Those themes were then reflected in the meeting with the consortium, where related practical workstreams were identified, including community use and public benefit, business case and valuation validation, procurement considerations and cost-cover arrangements.
- 3.4 Officers are aware that engagement has taken place between parties interested in the future use of the site and the landowner. The detailed commercial position relating to that engagement is addressed in Exempt Appendix 1.
- 3.5 In advance of a proposed meeting on 26 February 2026, a draft request for information was prepared seeking fuller detail from the consortium on matters including its structure, advisers, funding, negotiation history, intended consents and how any potential compulsory purchase costs would be met.
- 3.6 In response dated 12 March 2026, a representative of Brandon Estates Limited stated that no supporting information had been provided in respect of operating structure, evidence of funding, business plan viability, governance or indicative delivery programme, and also made clear that the site was not being marketed for sale. That response further indicated that the landowner was progressing its own planning proposal said to accommodate speedway alongside residential development.

- 3.7 Officers have also taken more detailed specialist advice in relation to legal powers, process sequencing, valuation and procurement. That advice has consistently pointed to the need for a staged and evidence-led approach. In particular, it has emphasised that reasonable efforts to acquire the site by agreement would need to continue, that the Council would need a clear understanding of the public-interest case and deliverability of any underlying proposal, and that soft market testing would be the appropriate next step before any commitment, formal or informal, was made to a preferred operator or delivery model.
- 3.8 Taken together, the work completed to date has clarified that the matter remains live and of policy significance, but that there is no agreed acquisition or delivery route and no sufficiently evidenced basis for a substantive decision at this stage. Further progression would require additional officer time, further specialist support and clearer evidence on deliverability, funding, governance and risk.
- 3.9 A more detailed analysis of the legal, financial and commercial matters informing this report is set out in Exempt Appendix 1.

4.0 WHY A FRESH DECISION IS NEEDED NOW

- 4.1 The Council has now undertaken sufficient preliminary work to understand the broad shape of the issue and the likely implications of taking it further.
- 4.2 At the same time, the planning and policy position has changed materially since the original 2022 motion, while the level of further work needed to progress matters has become clearer.
- 4.3 Moving from preliminary exploration into the next stage would require a more deliberate commitment of officer time, management attention and potentially external support. Cabinet is therefore being asked to determine whether the matter should remain an active Council project before that next step is taken.

5.0 COUNCIL OBJECTIVES AT THIS STAGE

- 5.1 At this stage, the Council's objective is not to commit to a final delivery model. Rather, it is to determine whether there remains a sufficient basis to justify further work.
- 5.2 In broad terms, the Council's objectives are:
- 5.2.1 to clarify whether bringing Brandon Stadium back into active use remains realistically achievable;
 - 5.2.2 to understand whether there is a sufficient public-interest case to justify further Council involvement;
 - 5.2.3 to ensure that any next step is lawful, proportionate and evidence-based; and
 - 5.2.4 to avoid committing significant officer time or external expenditure without a clear Member steer.

- 5.3 These objectives are consistent with the exploratory nature of the original Council motion and with the need for defensible decision-making at each stage.

6.0 WHAT CONTINUING THE PROJECT DOES AND DOES NOT MEAN

- 6.1 If Cabinet wishes the project to remain live, continuing the project at this stage would mean moving into a controlled preparatory phase only.

- 6.2 Continuing the project at this stage would mean:

6.2.1 proceeding into defined preparatory work, including preparation for soft market testing and related evidence gathering;

6.2.2 continuing reasonable efforts to acquire the site by agreement;

6.2.2.1 For the avoidance of doubt, continuing efforts to acquire the site by agreement does not imply any agreed or approved onward transfer arrangement; any such structure would require separate legal, commercial and governance consideration and, if appropriate, a further report to Members.

6.2.3 further clarifying the Council's role, objectives and next-stage options; and

6.2.4 bringing a further report back to Members before any substantive commitment is made.

- 6.3 Continuing the project at this stage would not mean:

6.3.1 approving a compulsory purchase order;

6.3.2 selecting a preferred operator or partner;

6.3.3 committing the Council to a procurement process; or

6.3.4 committing the Council to acquisition terms or a final delivery model.

7.0 PROPOSED NEXT STAGE: SOFT MARKET TESTING AND INDICATIVE ROUTE

- 7.1 If Cabinet is minded to continue the project, officers propose that the next phase should be limited to defined preparatory work rather than any immediate substantive commitment. This is intended to improve the Council's understanding of deliverability, market appetite, legal structure and risk before any later substantive decision is considered.

- 7.2 The immediate next step would be to prepare for soft market testing and related evidence gathering. The purpose of that work would be to improve the Council's understanding of market appetite, deliverability, likely commercial expectations, procurement implications and the overall realism of any potential route forward.

- 7.3 For the purposes of this report, soft market testing means structured, documented and non-binding engagement with potential operators, delivery partners or other relevant market participants prior to any procurement or substantive decision. In practical

terms, it would involve issuing a brief setting out the opportunity, the Council's objectives and the context for the site, together with a set of questions designed to test market appetite, commercial viability, likely delivery structures, realistic timescales, risks and the information the market would need if the Council wished to progress further.

- 7.4 In this context, soft market testing is not a procurement exercise, not a competitive award process, not a commitment to a preferred operator or partner, and not a decision to proceed with acquisition or compulsory purchase. Rather, it is a structured evidence-gathering exercise intended to help the Council understand the market view, inform its next-stage legal and commercial analysis, and decide whether there is a realistic basis to take the matter any further.
- 7.5 In this case, completion of soft market testing would allow the Council to assess whether there is genuine operator and market interest, whether the restoration of the stadium appears commercially realistic, what form of commercial or delivery structure may be workable, what information or assurances the market would expect, and whether procurement requirements are likely to arise.
- 7.6 Soft market testing is not a statutory pre-requisite to the use of compulsory purchase powers. However, the legal and procurement advice obtained to date indicates that it is an important evidential and sequencing step in this case and should take place before any commitment, formal or informal, is made to a preferred operator or delivery model. It is therefore not, on its own, enough to justify proceeding to a CPO or any other substantive step.
- 7.7 If the outcome of soft market testing were supportive, that would not in itself justify proceeding to a CPO or any other substantive step. The Council would still need to review the outcome, continue reasonable efforts to acquire the site by agreement, determine whether any further legal or procurement analysis or formal procurement exercise was required, and bring a further report back to Members before deciding whether there was a sufficient basis to move toward formal CPO preparation.
- 7.8 Soft market testing would nevertheless require a coordinated and resource-intensive piece of work. Under Contract Standing Order 7.3, the Procurement Team will lead the design and conduct of the soft market testing exercise, working alongside Corporate Assets, Legal Services, the Monitoring Officer where required, Growth & Investment, Estates / Property Management, Procurement and Finance. Council templates and the authorised tendering portal will be used for any market-facing documentation. Where, on officer assessment, any subsequent procurement is likely to be above the relevant threshold, the Procurement Team will ensure that any required Preliminary Market Engagement Notice is published and that the exercise is conducted on a compliant and auditable basis. Before any market-facing document is issued, the Chief Officer for Finance and Performance will confirm the Procurement Team's review and sign-off arrangements to ensure that the exercise is conducted on a compliant, coordinated and auditable basis.
- 7.9 Subject to Cabinet confirming that work should continue, the indicative staged route would be as follows.

- 7.10 Further detail on the proposed soft market testing approach, including the overall sequencing, stage structure, broad service responsibilities and immediate delivery priorities, is set out in Appendix B (Soft Market Testing Delivery Note), which is intended to be read alongside the Soft Market Testing Action Plan and Tracker.
- 7.11 **Stage 1 – Immediate preparatory phase:** prepare the soft market testing approach and documentation, continue reasonable efforts to acquire the site by agreement, and develop the supporting evidence base around deliverability, funding, governance, legal structure and procurement implications. This stage would also be used to confirm the budget position, officer resource availability, procurement leadership, and the legal position on timing relative to Local Plan adoption and LGR.
- 7.12 **Stage 2 – Officer review and further Member report:** before any market-facing soft market testing document is issued, officers would bring a further report back to Cabinet setting out the proposed exercise, the confirmed governance and resource arrangements, the budget position, the legal advice on timing and any further authority required. Officers will target the September 2026 Cabinet cycle for this further report, subject to the required governance, resource, legal and professional inputs being sufficiently advanced. If those inputs are not sufficiently progressed by that point, officers would either bring a progress update or defer the next-stage decision; in either case, no market-facing soft market testing document would be issued until Cabinet has considered and approved the proposed exercise.
- 7.13 **Stage 3 – If Members wished to proceed further following that checkpoint:** if the further report supported progression, the Council would then be in a position to issue the soft market testing exercise, analyse the outcome and consider the appropriate legal, commercial and governance route, including any procurement process required, the structure of any agreement with a partner, and whether there remained a sufficient basis to justify continued preparation toward possible compulsory purchase.
- 7.14 **Stage 4 – Later compulsory purchase preparation and decision, if justified:** only if the preceding work demonstrated a sufficiently robust case would the Council be in a position to consider whether to move toward a formal compulsory purchase route. Any such step would need to be brought back separately for Member consideration, and any decision to make a CPO would require a Full Council resolution.
- 7.15 This route is indicative only and is included to explain the likely implications of continuing the project. It does not commit the Council to any procurement process, compulsory purchase process or commercial arrangement at this stage.

8.0 RESOURCE IMPLICATIONS, RISKS AND CONSTRAINTS

- 8.1 Progressing this matter further would require continued officer input across a number of services, including Legal Services, Monitoring Officer oversight where required, Growth & Investment, Estates / Property Management, Procurement and Finance, together with further external specialist input where necessary.
- 8.2 Any preparatory phase would need to be managed carefully within the Council's available officer capacity. To support this, clear officer leads, reporting lines and workstream responsibilities would need to be confirmed before further work is progressed, recognising that the project would require coordinated input across a number of services.

- 8.3 There is also an opportunity-cost consideration. Work on Brandon Stadium would compete with other corporate priorities for limited officer time and management attention. Cabinet is therefore being asked not simply whether the issue remains of interest in principle, but whether it justifies further commitment of constrained Council capacity.
- 8.4 On that basis, the intended officer structure for the preparatory phase would comprise overall senior responsibility at Strategic Director for Operations and Transformation, with the Strategic Director for Operations and Transformation chairing the project board / governance route, Corporate Assets acting as the accountable lead service, and a Senior Project Manager within Corporate Assets acting as the day-to-day project lead. Defined lead input would be required across Development Strategy, Development Management, Legal Services, Monitoring Officer oversight, procurement, property and estates, finance and economic development. Legal input would be supported by Monitoring Officer oversight, with external legal advice commissioned where required. Procurement leadership, including any interim arrangements within Financial and Procurement Services and/or the Procurement Shared Service, would be confirmed by the Chief Officer for Finance and Performance before any market-facing document is issued. The preparatory phase would report through the Strategic Directors / Chief Executive route, with informal briefing to the Leader and the relevant portfolio holder as appropriate. Cabinet is not being asked to approve that officer structure formally, but it is set out to demonstrate how the preparatory phase would be governed and managed if authorised.
- 8.5 No additional budget is sought through this report for the proposed preparatory phase. On that basis, any work authorised at this stage would need to be contained within existing approved service budgets and available officer resources. If officers conclude that external advisory support, market-facing soft market testing activity or any later substantive step cannot properly be progressed on that basis, a further approval and funding decision would be required before progression.
- 8.6 At present, no specific budget has been identified within 2025/26 or 2026/27 for any later compulsory purchase process. While this report does not seek such a commitment, Members should be clear that any later CPO route would involve potentially significant compensation, legal, advisory and process costs, and would require a separate funding decision and approval before any substantive progression could take place.
- 8.7 There are a number of material risks and constraints associated with any continued Council involvement in Brandon Stadium. These include the fact that the site is not in Council ownership or control, the possibility that the owner's aspirations may not align with the Council's policy direction, the complexity and likely duration of any further route, legal and procurement risk if matters are not carefully sequenced, financial exposure if the matter progressed further, and the risk of officer time being committed without a sufficiently clear prospect of a deliverable outcome. A particularly relevant current factor in that regard is the timing and potential impact of LGR. Any later decision on whether procurement is required, and if so on the appropriate procurement route, would need to be taken on the basis of a formal officer recommendation and not treated as predetermined by the soft market testing exercise or any prior engagement.

- 8.8 LGR is not simply a background consideration but a live programme issue that may affect the timing, governance and resourcing of any next phase of work on Brandon Stadium. At the time of drafting this report, the Government's statutory consultation on Warwickshire LGR proposals has closed, and the Secretary of State's decision is currently expected by summer 2026. If proposals are taken forward, current published material indicates that new unitary councils would be expected to assume full functions from April 2028, with transitional arrangements in 2027-28, and local reporting anticipates a Structural Change Order in autumn 2026.
- 8.9 On that basis, if Cabinet were to approve progression in late June 2026, the immediate preparatory phase and intended September 2026 Cabinet checkpoint would be likely to run through the same period in which Warwickshire councils currently expect both the Government's LGR decision and the commencement of more formal transition activity. While that would not in itself prevent preparatory work from proceeding, it would mean the work would need to be planned and resourced on the basis that Legal, Growth & Investment, Procurement, Finance, Estates and senior management capacity may come under increasing pressure from summer 2026 onward. If Cabinet subsequently approved the issue of any market-facing soft market testing document, that later exercise would also need to be considered against the LGR position at that time. More significantly, current published LGR implementation material indicates that, once a Structural Change Order is in force, a section 24 direction may be issued requiring predecessor councils to obtain consent from the new councils before entering into certain contracts or making certain asset disposals. On that basis, any later decision relating to acquisition or disposal of the site may no longer rest solely with Rugby Borough Council and may instead fall within a transition framework involving the shadow authority elected in 2027.
- 8.10 Officers will keep the implications of any section 24 direction under continuous review and will not rely on any pre-direction Cabinet authorisation to take steps that, once such a direction is in force, would require shadow-authority consent or approval under the relevant transition framework. Any matter which, on legal advice, is considered to fall within the scope of a section 24 direction will be brought back to Members, or otherwise dealt with through the relevant transition arrangements, before being progressed.
- 8.11 More broadly, even if the Council were to complete soft market testing and related preparatory work during 2026, any later stage of the programme may fall to a significantly different governance environment as LGR progresses. In particular, a future shadow authority or unitary authority may not share the same strategic priorities, risk appetite or willingness to assume the potential financial exposure associated with any later CPO, acquisition or delivery phase. This creates a risk that preparatory work undertaken now, including soft market testing, may not ultimately be carried through into a later substantive decision.
- 8.12 The more detailed legal, financial and commercial risks informing the officer recommendation are set out in Exempt Appendix 1.

9.0 WARD MEMBER CONSULTATION

- 9.1 The Wolston and the Lawfords Ward Members have been consulted as part of the report preparation process.

- 9.2 Ward Members confirmed that they consider the future of Brandon Stadium needs to be resolved as a matter of priority, particularly given the continued uncertainty for Brandon residents. They also confirmed that they remain committed to further dialogue regarding the future of the site in line with community and Council aspirations and requirements.
- 9.3 Ward Members have asked Cabinet to consider either deferring the report or supporting Option 3, namely maintaining only a limited watching brief / policy-support position at this stage, rather than progressing to Option 2. Their comments refer in particular to the current status of the Local Plan, the potential impact of Local Government Reorganisation on officer capacity and governance, the 2027 electoral timetable, and the cautious legal, financial and commercial position set out in Exempt Appendix 1.
- 9.4 Officers have considered those comments carefully. The points raised by Ward Members are material and are consistent with the wider caution expressed throughout this report, particularly in relation to Local Plan timing, LGR, resource pressures, governance continuity and the need to avoid premature commitment.
- 9.5 The officer recommendation remains that Option 2 is the most balanced approach. This is because the recommendation is limited to controlled preparatory work only, within existing approved service budgets and available officer resources. The report does not seek approval for any acquisition, disposal, procurement process, compulsory purchase order or market-facing soft market testing document. It also confirms that a further report would be brought back to Cabinet before any market-facing soft market testing document is issued or any substantive commitment is made.
- 9.6 On that basis, the officer recommendation is considered to address the need for caution while still allowing the Council to undertake the limited preparatory work required to test whether there is a realistic, lawful and proportionate basis for any further progression. This approach preserves Member control over any later decision while recognising the concerns raised by Ward Members.
- 9.7 Cabinet is specifically asked to have regard to the Ward Member comments when considering the options available, including whether it wishes to proceed with the officer recommendation, defer the matter, or support a more limited watching brief / policy-support position at this stage.

10.0 OPTIONS APPRAISAL

- 10.1 At this stage, Cabinet is not being asked to determine a final delivery model for Brandon Stadium, nor to take a decision on procurement, acquisition or compulsory purchase. The decision required at this point is narrower: namely, whether the Council wishes to continue committing officer time and limited preparatory resource to exploring whether a credible and lawful route forward exists. In assessing these options, Cabinet should have regard not only to the merits of the Brandon project itself, but also to the timing, resource and governance pressures likely to arise from LGR over the same period.

- 10.2 **Option 1 – Cease active progression work.** Under this option, the Council would bring active project work to a close and would not commit further officer resource to exploring next steps in relation to Brandon Stadium, beyond maintaining general awareness of planning and policy developments affecting the site.
- 10.3 Option 1 would avoid further pressure on constrained officer capacity and prevent the Council from incurring additional external advisory costs on a matter that remains uncertain and complex. It would also reduce pressure on services at a time when wider corporate capacity is likely to come under increasing strain from LGR activity. The principal disadvantage is that it would bring to an end the Council's active response to the 2022 motion and would leave unresolved the question of whether a credible route exists to support the stadium's restoration.
- 10.4 **Option 2 – Continue with controlled preparatory work.** Under this option, the Council would continue with limited exploratory work designed to test whether there is a realistic, lawful and proportionate basis for further progression. This would include structured evidence gathering, clarification of the Council's objectives, and preparatory market engagement through soft market testing.
- 10.5 Option 2 would allow the Council to move forward in a staged and disciplined way, without committing itself to any final route. It would enable Cabinet to receive a later and better-informed report before any substantive decision was taken. The principal disadvantage is that it would require further officer time and some continued use of external specialist support, without any guarantee that the eventual outcome would be positive. It would also need to be progressed during a period in which LGR is likely to place increasing pressure on officer capacity, governance arrangements and programme continuity. In addition, there is a risk that preparatory work completed now, including soft market testing, may not ultimately be taken forward if a future unitary authority or changed governance structure does not share the same strategic priorities or willingness to assume the potential financial exposure associated with a later CPO or delivery phase.
- 10.6 **Option 3 – Maintain only a limited watching brief / policy-support position.** Under this option, the Council would continue to recognise the site's policy significance and keep the matter under review, but would not at this stage undertake the fuller preparatory work needed to test deliverability, procurement implications or acquisition strategy.
- 10.7 Option 3 would reduce immediate resource commitment while allowing the Council to maintain a degree of strategic interest in the site. However, it would be unlikely to move the matter forward in any meaningful or evidence-based way and may therefore amount to deferral without a clear basis for later progression. There is also a risk that deferring fuller consideration in this way could simply push the issue into a period when LGR pressures are more advanced, organisational capacity may be more constrained, and the eventual decision-making environment may be less certain.
- 10.8 On the information currently available, Option 2 is considered to be the most balanced and defensible approach if Cabinet wishes the Brandon Stadium project to remain live.
- 10.9 Option 2 reflects the fact that the Council has already undertaken useful preliminary work, that the planning and policy context has shifted in a more supportive direction, and that there remains a legitimate public-interest question as to whether a realistic

route forward exists. At the same time, it properly recognises that the matter is not yet sufficiently advanced to justify any substantive commitment. A controlled next stage would therefore allow the Council to test deliverability, implications and risk in a structured way, while preserving Member control over any later and more significant decision. If Cabinet is minded to adopt this option, it should do so on the basis that the next phase will need to be tightly scoped and carefully managed alongside the Council's wider LGR responsibilities, and with a clear understanding that later strategic direction may be affected by future governance changes.

11.0 CONCLUSION

- 11.1 Brandon Stadium remains a site of clear local interest, historic significance and current policy relevance. The Council has already undertaken useful preliminary work in response to the 2022 Council motion, and that work has helped clarify both the opportunities and the constraints associated with any further involvement.
- 11.2 However, the work completed to date has also demonstrated that there is not yet a sufficiently developed basis for any substantive commitment by the Council. The site remains in private ownership, there is no agreed route to acquisition or delivery, and important questions remain around deliverability, resourcing, commercial structure, procurement implications and risk.
- 11.3 The issue for Cabinet is therefore not whether the site is important in principle, but whether the Council should now continue to commit time and resource to exploring a potential route forward. If Cabinet wishes to do so, the most prudent course would be a defined and controlled next phase of preparatory work, centred on preparation for soft market testing and related evidence gathering, with a further report brought back before any market-facing document is issued or any substantive decision is taken. If that course is adopted, it will need to be tightly scoped and managed in the context of LGR, both because of increasing near-term pressure on corporate capacity and because later strategic direction may be affected by future governance changes.
- 11.4 For those reasons, the recommended approach is to continue only into a limited and controlled preparatory phase. This would allow officers to test deliverability, implications, risk, governance, resource requirements and the proposed soft market testing approach, while ensuring that Cabinet retains control before any market-facing soft market testing document is issued or any substantive commitment is made.

Name of Meeting: Cabinet

Date of Meeting: 29 June 2026

Subject Matter: Brandon Stadium – Current Position and Proposed Preparatory Work

Originating Department: Operations and Transformation

DO ANY BACKGROUND PAPERS APPLY ☒ YES ☐ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
1	Council Minutes – 14 December 2022 Council Minutes – 14 December 2022.pdf
2	Appeal Decision APP.E3715.W.23.3322013 Appeal Decision APP.E3715.W.23.3322013.pdf
3	Brandon Stadium Appeal dismissed – Rugby Borough Council Brandon Stadium Appeal dismissed – Rugby Borough Council.pdf
4	Rugby Borough Council Local Plan Consultation Statement – December 2025 Rugby Borough Council Local Plan Consultation Statement – December 2025.pdf
5	Rugby Borough Local Plan 2025–2042 – Submission Local Plan Rugby Borough Local Plan 2025–2042 – Submission Local Plan.pdf
6	Rugby Borough Council Proposed Submission Local Plan Consultation Responses – Save Coventry Speedway and Stox Campaign Group and Consortium (423) Rugby Borough Council Proposed Submission Local Plan Consultation Responses – Save Coventry Speedway and Stox Campaign Group and Consortium (423).pdf
7	Rugby Borough Council Proposed Submission Local Plan Consultation Responses – Brandon Estates Limited (556) Rugby Borough Council Proposed Submission Local Plan Consultation Responses – Brandon Estates Limited (556).pdf

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

☒ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A
1	3 and 5 – Brandon Stadium, Rugby – Procurement, SMT & CPO - Indicative Process and Timelines (March 2026)
2	3 and 5 – Rugby Brandon Stadium Legal Advice 041125 (Pinsent Mason)

3	3 and 5 – Brandon Stadium, Coventry – Final Report (Deloitte)

EXEMPT APPENDIX 1 – LEGAL, FINANCIAL AND COMMERCIAL CONSIDERATIONS

E1.0 Purpose and status of appendix

- E1.1 This appendix supplements the main report. It contains information that is not suitable for public disclosure because it includes legally privileged advice, commercially confidential material and financially sensitive information relating to the Council, the landowner and third parties.
- E1.2 It is provided to assist Members in understanding the fuller legal, financial and commercial implications that sit behind the public recommendation.

E2.0 Legal and procurement position

- E2.1 Detailed legal and procurement advice obtained by officers indicates that soft market testing should occur before any commitment, formal or informal, is made to a preferred operator or delivery model. The advice further indicates that, depending on the legal and financial structure of any post-acquisition disposal, a formal procurement process may later be required.
- E2.2 The same advice warns against entering into exclusivity arrangements, heads of terms, conditional sale agreements or similar commitments before the procurement position has been resolved. The identified risks include procurement challenge, predetermination arguments, reputational damage and a weakened position at any later compulsory purchase inquiry.
- E2.3 The legally strongest sequence identified to date is: soft market testing; then assessment of the commercial structure and procurement position; then, if required, a procurement exercise; and only thereafter any later compulsory purchase inquiry stage. That sequencing underpins the officer recommendation in the main report.

E3.0 Valuation and potential financial exposure

- E3.1 In parallel with the legal advice, valuation advice was obtained from Deloitte to assist the Council in considering the potential compensation implications of any compulsory acquisition and to review the robustness of the consortium business proposition.
- E3.2 Deloitte's position indicated a total compensation estimate of approximately £1.275 million, comprising an adopted rule 2 market value of £1.05 million together with costs of re-investment, basic loss payment and professional fees. However, Deloitte also made clear that the document was a working draft issued for discussion purposes only, that its work remained incomplete and subject to further internal review, and that the assessment had been prepared on a desktop basis without site inspection. The draft was also expressly stated to be confidential and restricted in its onward use.

E3.3 In addition to compensation, any later compulsory purchase route would also be likely to bring wider cost exposure, including legal fees, title and land referencing work, preparation and making of the order, objection handling, inquiry costs, implementation costs and the risk of related challenge costs. While the scale of those costs would depend on the precise route taken and the level of contest, they reinforce the need for a staged approach and robust indemnity protection before any substantive progression is considered.

E4.0 Business plan robustness and deliverability

E4.1 The current business proposition remains insufficiently evidenced to support any substantive decision at this stage. Earlier opportunity-plan material assumed that significant capital expenditure was not anticipated and did not include reinstatement costs, depreciation, fundraising or finance costs in any meaningful way.

E4.2 A later revised business case moved to a materially different position. It assumed acquisition costs of approximately £1.345 million, reinstatement and capital works of approximately £1.804 million, and a total investment requirement of approximately £3.149 million, supported by £2.7 million of proposed shareholder funding and operational income. The revised case also assumed demolition of the fire-damaged grandstand and construction of a replacement 1,000-seat stand.

E4.3 Those changes illustrate the extent to which the proposition remains dependent on assumptions that require further independent validation. The specialist review obtained by officers indicates that further work is still needed on acquisition costs, capital programme assumptions, financing structure, operating assumptions, governance and long-term deliverability before the proposition could credibly support any later compulsory purchase case.

E5.0 Landowner negotiations and acquisition-by-agreement position

E5.1 The commercial position with the landowner also remains unresolved. On 17 February 2026, Avison Young submitted a formal offer of £300,000 on behalf of Midlands International Motorsports Limited to acquire the freehold with vacant possession, stating that funds were immediately available for a straightforward cash purchase.

E5.2 On 12 March 2026, the landowner's representative replied that no supporting information had been provided in respect of the proposed operating structure, evidence of funding, business plan viability, governance arrangements or delivery programme. The response also stated that the site was not being marketed for sale and referred to the landowner progressing its own planning proposal.

E5.3 In practical terms, that exchange shows that there is presently no agreed route to acquisition by agreement and that the current offer history is not, by itself, sufficient to demonstrate a deliverable route forward.

E6.0 Consortium due diligence and information gaps

E6.1 Officers also prepared a draft request for information to obtain fuller details from the consortium on matters including consortium membership, any corporate vehicle, legal and professional advisers, acquisition funding, reinstatement funding, operating costs,

the costs of any potential compulsory purchase process, negotiation history, proposed consents and delivery timing.

- E6.2 That request remains a useful summary of the due diligence that is still outstanding. At present, the Council does not yet have a complete evidenced picture of who would ultimately contract, how acquisition and reinstatement would be funded, how operational shortfalls would be addressed, or how wider compulsory purchase costs would be indemnified.

E7.0 Exempt conclusion

- E7.1 Taken together, the legal, financial and commercial material supports a cautious conclusion. There is currently no sufficiently robust basis for a substantive compulsory purchase or delivery decision. The proposition requires more evidential development, stronger validation and a clearer understanding of market appetite, structure and risk allocation. In addition, there is a wider strategic risk that any preparatory work undertaken now may ultimately fall to a different governance environment if later decisions arise as LGR progresses.
- E7.2 For those reasons, the protected officer view remains that the next defensible gateway is soft market testing and related preparatory work, alongside continued efforts to acquire the site by agreement. Any later substantive step should come back to Members only once that work has been completed and the Council is in a stronger position to assess deliverability, procurement implications, funding and risk, and with a clear understanding that future governance change may affect the strategic direction and risk appetite applying at that point.

APPENDIX A – Site Boundary Plan



APPENDIX B – Soft Market Testing Delivery Note

NOTE: Document status and version control

This SMT Delivery Note is included as Appendix B to the Cabinet report for the 29 June 2026 meeting. The Appendix B version should be treated as the version presented to Cabinet at that meeting; following Cabinet, the operational SMT Delivery Note may be maintained as a live working document, subject to document control, version control and change control.

Corporate Assets is the document owner, with day-to-day coordination through the Senior Project Manager within Corporate Assets. Overall senior responsibility will sit with the Strategic Director for Operations and Transformation through the project board / governance route. Any subsequent amendments will be recorded in the version-control log. Any material change affecting governance, budget, legal/procurement position, Cabinet authority, the scope of the SMT exercise or the decision-making route will be escalated through the agreed governance route before being relied upon.

Brandon Stadium

Soft Market Testing Delivery Note

To be read alongside the Soft Market Testing Action Plan & Tracker

1. Purpose of this note

This note explains the purpose of the Brandon Stadium soft market testing exercise, the stage structure, the broad allocation of responsibilities and the practical role of each service. It is intended to sit alongside the **Soft Market Testing Action Plan & Tracker**, which should be used as the live delivery document for actions, ownership, timescales, dependencies, RAG status and completion dates.

2. Overall approach

The Council's agreed working approach is to:

- clarify the project basis, governance, resource availability and ownership position first;
- maintain acquisition-by-agreement and related landowner engagement in parallel;
- undertake soft market testing before any formal or informal commitment is made to any preferred operator, partner or delivery structure;
- use soft market testing to test market appetite, viability, deliverability, operator capability, likely Council role, information requirements and possible structure;
- use soft market testing findings to inform the post-soft market testing legal, procurement and Faraday analysis. In this note, "Faraday analysis" means the procurement-screening assessment applied where a land disposal and development structure may engage public-procurement obligations, following *R (Faraday Development Ltd) v West Berkshire Council* [2018] EWCA Civ 2532, including whether any formal procurement process may be required;
- and only then determine whether any further business case, procurement, governance or later CPO-related steps should follow; and

- before any market-facing soft market testing document is issued, bring a further report back to Cabinet to confirm the budget position, governance and resource arrangements, relevant legal advice, and any further authority required.

This sequencing remains important because the Council does not own the site, the planning and delivery position is not binary, and alternative propositions or structures may exist. The exercise must therefore be carefully framed, properly sequenced and conducted on a neutral and even-handed basis, with equal information provided to participants and no informal assurances given that could be read as predetermining the outcome or constraining the Council's later discretion.

3. Purpose of the Soft Market Testing

The purpose of soft market testing is to test market appetite, realism, deliverability, operator capability, governance, funding evidence, possible structure, likely expectations of the Council's role, information requirements and whether a phased pre-CPO / post-CPO approach could work in practice, in the context of restoring and operating Brandon Stadium for speedway and stock car racing alongside associated community uses.

It is intended to help the Council understand:

- whether there is genuine and credible interest in the opportunity;
- whether the proposition appears commercially and operationally viable;
- what level of funding, governance, technical input and due diligence may be required;
- what information the market would need before any later formal process;
- what risks, constraints or alternative approaches the market sees in the current position; and
- whether the likely downstream structure may give rise to procurement, subsidy-control or other legal issues requiring further analysis.

Soft market testing is therefore an information-gathering gateway, not a procurement, selection, disposal or commitment exercise. It is intended to help the Council decide what it should do next, not to pre-judge that outcome.

4. Responsibility model

Service / Role	Broad responsibility
Corporate Assets	Accountable lead service for the soft market testing programme overall, with day-to-day coordination undertaken by the Senior Project Manager within Corporate Assets and overall senior responsibility sitting with the Strategic Director for Operations and Transformation through the project board / governance route.
Senior Project Manager, Corporate Assets	Day-to-day project lead within Corporate Assets. Maintains the SMT Action Plan & Tracker, project audit trail, version-control record, clarification log and

Service / Role	Broad responsibility
	conflict-of-interest record, convenes input from the relevant services, draws outputs together, manages dependencies, coordinates the Cabinet checkpoint timetable and supports escalation of issues through the agreed project governance route.
Legal Services	Legal drafting, disclaimer wording, participation conditions, caveats, neutrality wording, legal observations, route advice and support on any later legal / procurement structuring issues arising from the soft market testing findings.
Monitoring Officer	Constitutional oversight, governance and timing constraints, Member decision-making requirements, LGR / section 24 implications, and any matter requiring consideration under the Monitoring Officer's personal statutory duties, including section 5 of the Local Government and Housing Act 1989 where applicable.
Procurement	Lead service for the design and conduct of the soft market testing exercise under Contract Standing Order 7.3, including use of Council templates, the tendering portal, market engagement process, clarification handling, response moderation framework, audit trail, conflict-of-interest process support and procurement / route observations.
Estates / Property Management	Land ownership, site and access matters, acquisition-by-agreement records, valuation-related records, negotiation evidence and parallel land / CPO evidence. Estates / Property Management should also lead on confirming whether any independent condition survey, building survey, site-condition review, QS validation or capital-works cost validation is required to test reinstatement, capital-cost and deliverability assumptions, with Finance oversight where the outputs affect affordability, budget, capital or revenue implications.
Growth & Investment	Planning and policy input for the soft market testing brief and any planning observations arising from responses.
Finance	Budget, affordability, resource implications and financial / commercial observations, including review of funding evidence, capital assumptions and Council cost or support implications arising from responses. Finance should also provide financial oversight of any independent condition-survey, building-survey or QS validation outputs where those outputs affect

Service / Role	Broad responsibility
	reinstatement costs, capital assumptions, affordability, Council exposure or later business-case assessment.
Communications	Support on outward-facing wording, issue communications, messaging discipline and consistency with the agreed neutrality and clarification approach.

These service allocations reflect the intended ownership model for the soft market testing exercise, but the practical availability of officer resource across the relevant services still needs to be confirmed as part of the early gateway work. For the avoidance of doubt, Legal Services' role in this note relates to legal drafting, advice and route support, whereas the Monitoring Officer's role is distinct and relates to constitutional oversight, governance constraints and any matter arising under the Monitoring Officer's personal statutory duties.

The key principle is that Corporate Assets owns the programme and provides day-to-day project coordination through the Senior Project Manager within Corporate Assets, while specialist services draft and own their technical inputs. Overall senior responsibility sits with the Strategic Director for Operations and Transformation through the project board / governance route. The tracker identifies that split clearly.

5. **Process controls: document control, conflicts of interest and information handling**

To support the defensibility of the soft market testing exercise, the following process controls should apply throughout preparation, issue, response handling and reporting.

Document and version control

Corporate Assets, through the Senior Project Manager, Corporate Assets, will hold the master versions of the soft market testing brief, questionnaire, response template, clarification log, findings report and associated working documents. Procurement will control the version issued externally through the agreed market engagement route, including any tendering portal or equivalent system used for the exercise.

No amendment to the market-facing brief, questionnaire, response template or clarification wording should be issued externally unless the change has been version-controlled, recorded in the project audit trail and, where appropriate, reviewed by Procurement, Legal Services and the Monitoring Officer. Where any clarification or amendment provides additional information to one participant, the same information should be made available to all participants through the agreed clarification process, unless there is a documented and lawful reason not to do so.

The audit trail should record the date of each document version, the author or service responsible for the change, the nature of the amendment, the approval or assurance route and the date and method of issue. The live audit trail should be retained in the agreed project folder, with any external issue record also retained through the procurement / market engagement system where used.

Conflicts of interest

All officers involved in designing the soft market testing brief, preparing the questionnaire, managing respondent engagement, reviewing responses, moderating findings or drafting the findings report should be asked to declare any actual, potential or perceived conflict of interest

before undertaking that work. This should include any prior or current involvement with the consortium, Brandon Estates, potential respondents, advisers, landowners, operators or other parties with a direct interest in the future of the site.

The Senior Project Manager should maintain a conflict-of-interest record for the exercise, with Procurement and Legal Services input as required. Any declared conflict, or potential perception of bias, should be escalated to the relevant manager and, where necessary, to the Monitoring Officer for advice on appropriate mitigation. Mitigation may include restricting access to information, separating roles, recording the basis on which an officer may continue to participate, or removing the officer from part of the process.

Information handling, confidentiality, FOI and EIR

Respondents should be advised that information submitted to the Council may be subject to disclosure under the Freedom of Information Act 2000, the Environmental Information Regulations 2004, the Local Government transparency framework, audit requirements or other legal obligations. Respondents should be asked to identify any information they consider commercially confidential or otherwise sensitive, explain why that information is sensitive, and state the period for which confidentiality is requested.

Confidentiality markings applied by respondents should be taken into account but cannot be treated as determinative. The Council will consider any disclosure request in accordance with the relevant statutory regime and will take advice from Legal Services where required. Depending on the nature of the information and the circumstances at the time, relevant exemptions or exceptions may include those relating to commercial interests, confidential information, legal professional privilege, the course of justice or the effective conduct of public affairs, subject to the applicable legal tests and public-interest considerations.

Responses and supporting information should be stored in a restricted-access project folder and shared internally only with officers and advisers who need access for the purposes of the soft market testing exercise, governance review, legal / procurement assessment, financial assessment, land strategy, audit or Member reporting. Any onward circulation, publication or use in a Cabinet report should be reviewed to ensure that commercially sensitive, legally privileged or personal information is handled appropriately.

6. Stage summary

Stage 1 – Project scoping, governance and internal mandate

This is the internal gateway stage. It confirms the project basis, governance route, officer responsibilities and initial risks. It is primarily led through Corporate Assets, with input from Legal Services, the Monitoring Officer, Procurement, Estates, Growth & Investment and Finance.

In practical terms, this stage should also be used to confirm whether the soft market testing approach is realistically resourced and deliverable in the way currently envisaged. That includes confirming the practical availability of officer input across the relevant services, identifying the appropriate leads, clarifying whether any budget is available for the soft market testing exercise and related preparatory work, and identifying at an early stage whether any additional internal capacity or external support may be required. It should also be used to confirm any key gateway constraints affecting soft market testing preparation, including governance, approvals, planning scope and any wider programme dependencies. This stage should also identify the point at which a further report will be brought back to Cabinet before any market-facing soft market testing document is issued.

Stage 2 – Legal, property and communications framing

This stage ensures the soft market testing is properly framed before issue. It covers legal caveats, participation conditions, neutrality and contact handling, clarification arrangements, information release, communications framing and the position on site access or site visits. In practical terms, this stage should establish the rules on which the soft market testing will be conducted, including equal treatment, single-point contact arrangements, how unsolicited approaches will be handled, what information can be shared and whether the exercise should remain desk-based unless a different lawful access position is confirmed.

This stage should also include legal confirmation on the timing of any soft market testing exercise relative to Local Plan adoption, and ongoing review of any emerging LGR section 24 implications affecting what can lawfully be progressed.

Stage 3 – Acquisition-by-agreement and parallel land workstream

This stage runs alongside the soft market testing. It maintains the evidential record of owner engagement, offers, valuation rationale and related material that may later support the wider land strategy or any future CPO case. This is substantively an Estates-led workstream, coordinated within the wider programme by the Corporate Assets. This stage should also confirm, through Estates / Property Management with Finance oversight, whether independent condition-survey, building-survey or QS validation is required to test the reinstatement, capital-works and deliverability assumptions being relied upon, including any assumptions that may later inform acquisition-by-agreement, funding, affordability or CPO-related evidence.

Stage 4 – Market definition and circulation planning

This stage determines who the Council wishes to hear from and how the soft market testing is to be issued. It includes the target market, circulation route and stakeholder mapping. It should be coordinated by the Corporate Assets, with substantive input from Procurement, Estates and Communications.

Where any later procurement is considered likely to be above threshold, Procurement should also determine whether a Preliminary Market Engagement Notice is required and ensure that any such notice is published in accordance with Contract Standing Order 7.3 before the exercise is issued.

Stage 5 – Drafting the Soft Market Testing Brief

This stage produces the core document for issue to the market. The Brief should be assembled through Corporate Assets, but specialist services should draft their own relevant sections. In practice:

- **Growth & Investment** should draft planning / policy content;
- **Estates** should draft site, ownership and access content;
- **Legal Services** should draft caveats, neutrality wording and legal framing, with the Monitoring Officer providing constitutional and governance oversight where required;
- **Procurement** should shape process wording and response structure;

- **Finance** should advise on Council position, affordability, funding assumptions, capital and revenue implications, and matters for respondent comment in relation to risk and Council role; and
- **Communications** should support outward-facing wording and consistency of presentation.

The planning section of the Brief should explain the adopted policy position, the limited weight of relevant emerging policy and the existence of alternative site propositions, so that the market is responding to an accurate and balanced planning context. The Brief should also clearly describe the scope of use being tested, including restoration and operation of Brandon Stadium for speedway and stock car racing alongside associated community uses, so that the market is responding to the opportunity on a clear and consistent basis.

Stage 6 – Questionnaire and response template preparation

This stage ensures the Council asks the right questions, receives structured responses and has a consistent basis on which to review them. Procurement should lead this stage, supported by Corporate Assets, with input from Legal Services, Finance, Estates and Growth & Investment as required, and with Monitoring Officer input where the questionnaire or response process raises governance, constitutional or timing issues. The questionnaire and response template should require respondents to provide clear evidence on legal structure, funding, governance, programme, capital works assumptions, operator capability, event assumptions, planning / regulatory route, and the extent of Council involvement they expect. It should also require respondents to identify the exact business plan / model version relied upon and the assumptions supporting it. Where respondents rely on reinstatement, refurbishment, capital-works or phased delivery assumptions, the response template should require those assumptions to be clearly identified, costed and evidenced, so that Estates / Property Management and Finance can determine whether independent condition-survey or QS validation is required.

Stage 7 – Soft Market Testing issue and market engagement

This stage covers issue of the soft market testing exercise, clarifications, respondent management, any dialogue stage and the handling of any unsolicited approaches received while the exercise is live. Procurement should lead this stage, including the process mechanics, use of the tendering portal, clarification handling and audit trail, with Corporate Assets retaining programme coordination and support from Legal Services, Communications and administrative support as required. Monitoring Officer input should be sought if any issue arises during the live exercise which may affect constitutional governance, Member decision-making, timing constraints or the Council's ability to maintain a neutral and lawful process. This stage should only commence once the relevant Cabinet checkpoint has been completed and any required governance, budget, legal and resource confirmations are in place. Any material clarification or follow-up information should be handled in a way that preserves fairness and equal information across the field.

Stage 8 – Analysis and Soft Market Testing Findings Report

This stage converts responses into an internal evidence base. The overall findings report should be coordinated by Corporate Assets, but should include specialist observations from Procurement, Legal Services, Estates, Finance and, where needed, Growth & Investment. Monitoring Officer input should be included where the findings raise governance, constitutional, timing, LGR / section 24 or Member decision-making issues. This stage should test not only

what respondents say, but also what they can evidence, including the credibility of business plans, funding, operator commitments, programme assumptions and capital-cost assumptions. It should also include the post-soft market testing procurement / Faraday screening note, deliverability and alternative route observations, and a route-selection rationale. Soft market testing should be treated as a genuine gateway at this point, not a procedural formality.

Stage 9 – Post-Soft Market Testing gateway, business case and route recommendation

This stage draws the findings together into a recommendation on next steps. It includes the post-soft market testing gateway paper, route recommendation, updated risk register, resource implications, any brief for external legal / procurement advice and next-stage actions. These are strategic outputs and should be owned and coordinated through Corporate Assets, supported by the relevant specialist services. No formal or informal commitment should be made to any later route until the post-soft market testing legal / procurement position has been considered. Where the next-stage recommendation involves procurement, the proposed route to market should be brought forward as a formal officer recommendation and not treated as predetermined by the soft market testing exercise or any prior engagement.

7. Drafting guidance for the Soft Market Testing Brief

The soft market testing brief should be structured as follows:

1. Introduction and status of this document
2. Purpose of the Soft Market Testing exercise
3. Background and site context
4. Site overview
5. Planning and policy context
6. Council objectives and matters being tested
7. Current land ownership position and important caveats
8. Council position / matters for respondent comment
9. Potential future structures being explored
10. Market feedback sought
11. Respondent information and evidence requested
12. Soft market testing questionnaire and response template
13. Process and indicative timetable
14. Rules of engagement, participation conditions and neutrality principles
15. Contact details and clarification process

16. Appendices

These headings should be used to allocate drafting responsibilities across services and to ensure the soft market testing is framed consistently with the tracker.

8. **Drafting guidance for the Soft Market Testing Findings Report**

The Soft Market Testing Findings Report should be structured as follows:

1. Purpose and status
2. Exercise undertaken
3. Respondent overview
4. Summary of key themes
5. Market appetite and realism
6. Deliverability and risk issues
7. Funding, affordability and Council role observations
8. Business-plan validation and evidence gaps
9. Legal Services, neutrality and structural observations
10. Implications for procurement route / Faraday analysis
11. Implications for land strategy and any later CPO case
12. Alternative propositions and route-selection rationale
13. Recommended next step
14. Need for any further legal services, Monitoring Officer or external legal / procurement advice
15. Decision required

This should form the basis of the post-soft market testing gateway report.

9. **Immediate delivery priorities**

The immediate priorities are to:

- confirm the project sponsor and reporting route;
- complete the remaining Stage 1 scoping, governance and resource actions;
- confirm the practical availability of officer resource across the relevant services and whether the current soft market testing ownership model is deliverable as drafted;

confirm the appropriate Legal Services, Monitoring Officer, Finance, Estates, Growth & Investment, Procurement and Communications leads for the exercise;

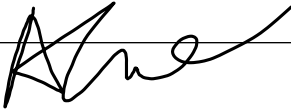
- confirm interim procurement leadership and sign-off arrangements through the Chief Officer for Finance and Performance before any market-facing document is issued;
- confirm whether any budget is available for the soft market testing exercise and related preparatory work;
- confirm whether officer time and legal / professional input are to be treated as project costs or absorbed within existing service budgets;
- confirm the exact planning-position wording to be used in the soft market testing brief, including the current adopted policy position, the limited weight of emerging policy and any relevant alternative site propositions;
- obtain a planning steer on the scope of use being tested through soft market testing and any limits that should be reflected in the soft market testing brief;
- seek Monitoring Officer advice on any governance, approval, constitutional or timing constraints affecting the soft market testing process, including any LGR / section 24 implications and any matter which may engage the Monitoring Officer's personal statutory duties;
- obtain legal advice on whether soft market testing should proceed ahead of Local Plan adoption, and if so on what basis and with what caveats;
- prepare the neutrality, communications and contact-handling arrangements for the live exercise;
- establish document and version-control arrangements, a clarification log, conflict-of-interest declarations for officers involved in the exercise, and information-handling arrangements for respondent submissions, including confidentiality markings and FOI / EIR considerations;
- prepare the information release schedule and confirm the position on site access or site visits;
- establish and maintain the acquisition-by-agreement and parallel land / evidence records;
- through Estates / Property Management, with Finance oversight, confirm whether independent condition-survey, building-survey or QS validation is needed to support acquisition, reinstatement-cost assumptions, capital-works assumptions, affordability assessment and later deliverability testing;

- confirm what form of funding evidence, operator evidence and business-plan version control the Council will require from respondents as part of the soft market testing response template;
- confirm how the Council wishes to describe the stadium's community significance without misstating the ACV position;
- begin preparation of the soft market testing brief, questionnaire and response template in parallel;
- agree the target market, circulation route and market coverage rationale;
- keep any section 24 direction implications under review and ensure that no pre-direction authority is relied upon for steps which, once such a direction is in force, would require shadow-authority consent or approval under the relevant transition framework;
- and confirm the intended post-soft market testing legal / procurement gateway, including whether external advice is expected to be required once soft market testing concludes.

The tracker should be used for live management of those actions.

Climate Change and Environmental Impact Assessment Brandon Stadium – Current Position and Proposed Preparatory Work.

For Cabinet on 29 Jun 2026

Name and Signature of Responsible Officer	 Andrew Grant
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Policy being assessed	Brandon Stadium – Current Position and Proposed Preparatory Work.
Service Area	Environment & Climate
Is this a new or existing policy/service	New
Name of Officer completing the assessment	Richard Kiernan
Timeline for policy/service delivery	Initial preparatory phase from June 2026 to September 2026, with a further report to Cabinet by 30 September 2026, or before any market-facing soft market testing document is issued, whichever is sooner. Any later phase would be subject to further Member approval and an updated Climate Change and Environmental Impact Assessment.
Climate Change and Environmental Impact Assessment Review Team	N/A
Date of this assessment	15 May 2026
Date of review	30 Sep 2026

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

The Cabinet report seeks approval to continue the Brandon Stadium project into a limited and controlled preparatory phase. This would include preparation for soft market testing and related evidence gathering so that any later decision can be taken on a more informed basis.

The report does not approve land acquisition, compulsory purchase, procurement, physical works, stadium reopening, operational motorsport use, an operator appointment or a final delivery model. The direct climate and environmental impacts at this stage are therefore expected to be limited and mainly associated with officer time, professional advice, meetings, document preparation, and any proportionate site-related due diligence or inspection work.

The preparatory phase may have minor negative impacts through travel, digital activity and professional-service input. These should be managed through remote meetings, coordinated site visits, careful scoping of advice and avoidance of unnecessary duplication.

The main positive impact is strategic. The staged approach allows the Council to identify and assess environmental, transport, carbon, energy, waste, biodiversity, drainage, noise, lighting, air quality, community amenity and climate resilience issues before any substantive commitment is made.

If the project progresses beyond this stage, a further assessment will be required before any market-facing soft market testing document is issued and before any later decision on procurement, acquisition, compulsory purchase, works or operational use.

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

Scope 1 Emissions

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

Nature of impact	Negative
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Description of impact	The proposal is to continue the Brandon Stadium project into a limited and controlled preparatory phase. The actions arising from this proposal are expected to include officer and adviser meetings, preparation for soft market testing, evidence gathering, review of existing information and, if required, limited site-related due diligence or inspection work. The proposal does not approve physical works, demolition, construction, stadium reopening, operational motorsport use or Council operation of the site. Therefore, it does not directly create significant Scope 1 emissions from buildings, plant or operational activity. The potential Scope 1 impact at this stage is limited to direct emissions from any Council vehicle use for meetings or site visits, and any small-scale fuel use if limited site inspection, survey or due diligence activity is later commissioned. This would have a minor negative climate impact through vehicle fuel use and any plant or equipment emissions associated with preparatory activity.
Any actions or mitigation to reduce negative impacts	Travel should be avoided where it is not necessary, with meetings held remotely where appropriate. Where site visits or in-person meetings are required, they should be coordinated so that multiple issues can be dealt with in one visit where practicable. Officer, adviser and consultant attendance should be limited to those who need to be present. Any site-related inspection or due diligence should be clearly scoped before commissioning to avoid repeat visits, abortive work or unnecessary use of equipment. If any contractor activity is required, suppliers should be asked to use efficient, well-maintained vehicles or equipment, avoid unnecessary idling, and minimise travel through coordinated attendance. The minor negative impact is considered acceptable at this stage because the preparatory work is intended to support better-informed decision-making and ensure that any future environmental, transport, operational and carbon impacts are understood before the Council considers any substantive commitment.

How will the impact be monitored?	Monitoring will focus on delivery of the preparatory proposal and any activity likely to generate direct emissions. The Senior Project Manager will maintain a proportionate record of significant site visits, in-person meetings, external adviser attendance and any commissioned site-related inspection or survey activity. This should include the purpose of the visit or activity, who attended, and whether visits were combined or coordinated. If any contractor or survey activity is commissioned, the project record should capture the number of visits, the type of activity undertaken, and whether any plant, equipment or vehicles were used. This information will be reviewed before the next Cabinet gateway and used to determine whether preparatory activity remained proportionate and whether further carbon, transport or environmental controls should be included in any later soft market testing, procurement, works or operational proposal.
Scope 2 Emissions Indirect emissions occurring at the location energy is produced for council activities. This would generally be the change in electricity usage.	
Nature of impact	Negative
Description of impact	The proposal is to continue the Brandon Stadium project into a limited and controlled preparatory phase. The actions arising from this proposal are expected to include officer and adviser meetings, document preparation, preparation for soft market testing, review of existing evidence, internal governance work and potentially limited site-related due diligence or inspection work. The proposal does not approve physical works, demolition, construction, stadium reopening, floodlighting, temporary site accommodation, operational use of buildings, or any new energy-consuming facility. Therefore, it does not create any significant direct increase in electricity use at the stadium or across Council operations. The potential Scope 2 impact is limited to electricity use associated with normal office activity, digital meetings, document production, use of Council systems and any consultant activity. If any limited site inspection or survey work later required temporary electricity, this could create a small additional electricity demand. Overall, the climate impact is expected to be minor because the preparatory phase is primarily desk-based and does not involve operational energy use.

Any actions or mitigation to reduce negative impacts	Preparatory work should be managed efficiently to avoid unnecessary duplication of meetings, reports and document production. Remote meetings should be used where appropriate, particularly where they avoid unnecessary travel and associated emissions. Document sharing should be undertaken digitally wherever possible, with printing kept to a minimum. Any site-related inspection or due diligence should be clearly scoped before commissioning so that any temporary power requirement is avoided or minimised. If temporary power is required for any site-based inspection or survey work, mains electricity should be used where available and safe to do so. Generator use should be avoided unless there is no practical alternative. If generator use is required, the reason should be recorded and considered under Scope 1 emissions. The minor negative impact is considered acceptable because the preparatory work is intended to support more informed decision-making and ensure that any future energy, carbon and environmental impacts are identified before the Council considers any substantive commitment.
How will the impact be monitored?	Monitoring will focus on whether the preparatory work remains proportionate and whether any site-based electricity use is required. No separate metering is proposed for normal office or digital activity because the impact is expected to be negligible and absorbed within existing Council and adviser working arrangements. The Senior Project Manager will monitor delivery through the project action tracker, including whether meetings, document production and evidence gathering remain proportionate to the preparatory scope approved by Cabinet. If any site-based inspection or survey work requires temporary electricity, the project record should capture what power was used, why it was required, whether mains electricity or a generator was used, and whether the activity could be combined with other site work to avoid repeat attendance. This information will be reviewed before the next Cabinet gateway and used to determine whether any further energy, carbon or environmental controls should be included in future soft market testing, procurement, works or operational proposals.

Section 3 – What is the impact of the policy/service in relation to RBC's Climate Strategy

Workplaces and the Economy

Nature of impact	Both
Description of impact	The proposal is to continue the Brandon Stadium project into a limited and controlled preparatory phase. This will involve officer and adviser input, preparation for soft market testing, review of existing evidence, governance work and potential engagement with the market. This may result in limited professional-service activity and officer time, with minor associated emissions from meetings, document preparation, digital systems and any necessary travel. However, it also allows the Council to test whether there is a credible, deliverable and sustainable future use for the site before any substantive commitment is made. The positive impact is that the Council can build climate, environmental, transport, waste, energy and sustainability considerations into any future soft market testing and delivery assessment at an early stage. This supports better-informed decision-making and may help ensure that any future economic or visitor activity is considered alongside environmental responsibilities.
Any actions or mitigation to reduce negative impacts	Preparatory work should remain tightly scoped and proportionate. Meetings should be held remotely where appropriate and document sharing should be digital wherever possible. Any external advice should be clearly scoped to avoid duplication or abortive work. Any future soft market testing documentation should include questions on sustainability, carbon reduction, energy use, transport, waste, circular economy, environmental management and climate resilience. If the project progresses beyond this stage, any future procurement or delivery model should include proportionate sustainability requirements and expectations of contractors / operators.

How will the impact be monitored?	Monitoring will be through the project action tracker, governance records and evidence log. The review should check whether the work remained within the preparatory scope, whether any external advice was proportionate, and whether future soft market testing material includes appropriate climate and environmental questions. If soft market testing proceeds, responses should be reviewed for evidence of sustainable delivery, environmental management, green skills, local economic benefit and carbon-conscious operational planning.
Transport	
Nature of impact	Both
Description of impact	The proposal may result in limited travel by officers, advisers or consultants for meetings, site-related due diligence or inspection work. This would have a minor negative climate impact through vehicle emissions where travel is required. The report does not approve stadium reopening, events, construction or operational use, so it does not create direct event-day transport impacts at this stage. However, transport would become a significant issue if the project progresses. A future stadium use could affect traffic, parking, public transport, walking, cycling, blue badge parking, servicing, road safety and local amenity. The positive impact of the preparatory phase is that these issues can be identified and tested before any substantive decision is made.
Any actions or mitigation to reduce negative impacts	Use remote meetings where appropriate. Combine site visits and in-person meetings where possible. Limit attendance to those who need to be present. Include transport, parking, public transport, active travel, accessibility and event-day management questions in any future soft market testing. Seek input from Highways, Planning, Environmental Health, Licensing, Safety Advisory Group and community safety partners before any later operational or works-stage decision.

How will the impact be monitored?	The Senior Project Manager should keep a proportionate record of significant site visits, in-person meetings and commissioned inspection activity. The review should consider whether travel was minimised and whether visits were combined where practical. If soft market testing proceeds, responses should be reviewed for transport assumptions, expected visitor numbers, mode share, parking demand, blue badge provision, coach / minibus arrangements and active travel opportunities.
Natural Environment	
Nature of impact	Both
Description of impact	The proposal does not approve physical works, ground disturbance, vegetation clearance, demolition, construction, floodlighting or operational use. There is therefore no direct impact on the natural environment at this stage. The preparatory phase may, however, identify future environmental issues that would need to be assessed if the project progresses. These could include biodiversity, protected species, trees and vegetation, drainage, surface water, contaminated land, air quality, dust, noise, lighting, waste and the environmental condition of the derelict site. The positive impact is that environmental constraints and opportunities can be identified early and built into any later decision-making process before the Council considers acquisition, procurement, CPO, physical works or operational use.
Any actions or mitigation to reduce negative impacts	No physical works or ground disturbance should be undertaken unless separately approved and properly controlled. Any future site-related inspection or survey should be clearly scoped and subject to appropriate environmental controls. Soft market testing should ask respondents to identify likely environmental constraints and how they would manage biodiversity, drainage, contamination, noise, lighting, air quality, waste and local amenity. Specialist input should be sought from relevant services before any future works or operational proposal is brought forward.

How will the impact be monitored?	Monitoring will be through the project tracker, risk register and evidence log. The review should check whether any environmental issues have been identified during preparatory work and whether further surveys or specialist input are required. If soft market testing proceeds, responses should be reviewed for environmental assumptions, constraints, mitigation proposals and evidence gaps.
Homes and Energy	
Nature of impact	Both
Description of impact	The proposal does not approve housing, building works, refurbishment, demolition, floodlighting, operational use or new energy infrastructure. It therefore has no direct material impact on homes or energy at this stage. However, if the project progresses, energy considerations could become relevant to any future stadium restoration or operational model. This may include lighting, floodlighting, heating, hot water, catering, welfare facilities, security, audio systems, workshops, hospitality areas and any new or refurbished buildings. The positive impact of the preparatory phase is that future energy requirements can be identified early and tested through soft market engagement before any substantive commitment is made.
Any actions or mitigation to reduce negative impacts	Any future soft market testing should ask respondents to identify likely energy requirements and how energy demand would be minimised. Future proposals should consider energy efficiency, LED lighting, lighting controls, low-carbon heat, metering, renewable energy opportunities and efficient operational management. Existing utilities, site capacity and upgrade requirements should be understood before any future works-stage decision. Where safe and viable, future options should consider whether retention or reuse of existing structures could reduce embodied carbon compared with full demolition and replacement.

How will the impact be monitored?	No direct energy monitoring is required at this stage because no operational energy use is approved. The review should check whether future soft market testing documents include energy and carbon questions. If soft market testing proceeds, responses should be reviewed for energy assumptions, utility requirements, low-carbon measures and operational energy risks.
Waste, Resources and the Circular Economy	
Nature of impact	Both
Description of impact	The proposal does not approve demolition, clearance, refurbishment, construction or waste-generating physical works. Waste impacts at this stage are therefore expected to be minimal and limited to ordinary office and document-management activity. If the project progresses, waste and resource impacts could become significant. Future work could involve site clearance, management of fire-damaged or vandalised structures, refurbishment, demolition, construction waste, contaminated materials, asbestos, track materials, fencing, lighting infrastructure, catering waste and event-day waste. The positive impact of the preparatory phase is that waste, reuse and circular economy issues can be identified before any substantive works or operational decision is made.
Any actions or mitigation to reduce negative impacts	Use digital document sharing and avoid unnecessary printing. Do not undertake clearance, demolition or physical works unless separately approved. Include waste, reuse, recycling, circular economy and materials-management questions in any future soft market testing. Require future respondents to identify likely waste streams and opportunities for repair, retention, reuse and recycling. If the project progresses to works, require appropriate waste-management plans, licensed disposal, waste transfer records and reuse / recycling reporting.

How will the impact be monitored?	Monitoring will be through the project tracker and evidence log. The review should check whether any waste-generating activity has taken place and whether it remained within the agreed preparatory scope. If soft market testing proceeds, responses should be reviewed for waste assumptions, circular economy proposals, likely demolition / refurbishment impacts and opportunities for reuse of structures or materials.
Climate and Nature Positive Communities	
Nature of impact	Both
Description of impact	The proposal allows the Council to continue exploring whether Brandon Stadium could have a future leisure, sporting, heritage and community role. This could have positive community impacts if a credible and sustainable route is identified. However, the site is of longstanding public interest and any future operational proposal could also raise concerns for local communities, including traffic, parking, noise, lighting, air quality, event timings, public safety, environmental amenity and effects on nearby residents. The preparatory phase has a positive impact because it allows these matters to be considered early and in a structured way before any substantive decision is made.
Any actions or mitigation to reduce negative impacts	Communications should remain factual, neutral and clear. The Council should avoid implying that any future operator, acquisition route or operational model has already been selected. Future soft market testing and engagement should include questions on community benefit, environmental management, local amenity, access, safety and climate impacts. Future engagement should include local residents, parish councils, ward members, relevant community groups and technical consultees, not only motorsport interests.

How will the impact be monitored?	The Senior Project Manager should maintain a stakeholder, communications and issues log. The review should consider what community or environmental concerns have been raised and whether they have been reflected in the next-stage brief or risk register. If soft market testing proceeds, responses should be reviewed for credible community benefit, environmental management and local amenity proposals.
Adaptation	
Nature of impact	Both
Description of impact	The proposal does not approve physical development, operational use, drainage works, public realm changes, new buildings or infrastructure. There is therefore no direct climate adaptation impact at this stage. If the project progresses, climate adaptation would become relevant. Future proposals may need to consider hotter summers, wetter winters, extreme rainfall, surface water management, flood risk, overheating, shade, water efficiency, resilient materials, event safety, emergency access and operational disruption from extreme weather. The positive impact of the preparatory phase is that adaptation risks can be identified early and built into any future soft market testing, business case, design, planning or procurement work.
Any actions or mitigation to reduce negative impacts	Include climate resilience and adaptation questions in any future soft market testing. Ask respondents how they would manage surface water, heat, severe weather, event safety, emergency access, water use and long-term maintenance. If the project progresses, seek appropriate technical input on drainage, flood risk, utilities, resilience, emergency planning and climate-related operational risks. Ensure any future works or operational proposal includes suitable adaptation measures before any substantive commitment is made.

How will the impact be monitored?	Monitoring will be through the project tracker, risk register and evidence log. The review should check whether adaptation risks have been identified and whether they need to be built into future soft market testing or technical work. If soft market testing proceeds, responses should be reviewed for climate resilience, drainage, overheating, severe weather and emergency planning assumptions.
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<u>Section 4 – Review</u>	
Review Date	30 Sep 2026
Key points to be considered through review	Whether the project remained within the limited preparatory scope approved by Cabinet. Whether officer, adviser and consultant travel was minimised and site visits were coordinated. Whether any site-related due diligence, inspection or survey work was undertaken and what climate or environmental impacts resulted. Whether any energy use, temporary power, waste, plant, equipment or physical site activity occurred. Whether the soft market testing brief and response template include appropriate questions on transport, parking, energy, carbon, waste, circular economy, biodiversity, drainage, noise, lighting, air quality, local amenity, climate resilience and community impact. Whether further specialist input is required before the next stage, including Planning, Highways, Environmental Health, Ecology, Drainage, Licensing, Safety Advisory Group or community safety input. Whether the assessment needs to be updated before any later decision on procurement, acquisition, compulsory purchase, physical works or operational use.

Review Summary To be completed following the review	The assessment will be reviewed before the next Cabinet gateway or before any market-facing soft market testing document is issued, whichever is sooner. The review will consider whether the preparatory phase has remained proportionate, what impacts have actually been observed, whether the expected minor negative impacts were managed, whether any additional impacts have emerged, and whether further climate or environmental controls are required before the project progresses.
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Supporting Documents	
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EQUALITY IMPACT ASSESSMENT (EqIA)

Brandon Stadium – Current Position and Proposed Preparatory Work

For Cabinet on 29 Jun 2026

Policy being assessed	Brandon Stadium – Current Position and Proposed Preparatory Work
Service Area	Environment & Climate
Name of Officer completing the assessment	Richard Kiernan
Other Officers involved	John Murphy
Date of this assessment	15 May 2026
Date of review	

Name and Signature of Responsible Officer	 Andrew Grant
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<u>Stage 1 – Policy to be analysed</u>	
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(1) Describe the main aims, objectives and purpose of the Policy?

The purpose of the Cabinet report is to update Members on the current position in relation to Brandon Stadium, also known as Coventry Stadium, and to seek a decision on whether the Council should continue the project into a limited and controlled preparatory phase.

The report does not seek approval for a compulsory purchase order, land acquisition, procurement process, preferred operator, partner appointment or final delivery model. The proposed decision is limited to defined preparatory work, including preparation for soft market testing and related evidence gathering, so that any later substantive decision can be taken on a more informed basis.

The immediate aims are to:

- clarify whether bringing Brandon Stadium back into active use remains realistically achievable;
- understand whether there is a sufficient public-interest case to justify further Council involvement;
- ensure that any next step is lawful, proportionate, transparent and evidence-based;
- avoid any premature commitment to a preferred operator, procurement route, acquisition route or compulsory purchase process;
- identify the legal, procurement, commercial, financial, operational and equality implications that would need to be considered before any later substantive decision; and
- ensure that Members retain control of any later decision through a further report before any market-facing soft market testing document is issued or any substantive commitment is made.



(2) How does it fit with Rugby Borough Council’s Corporate priorities and your service area priorities?

The report has been prepared in the context of the Council’s Corporate Strategy 2025–2035 and aligns with the priorities of A Healthier Rugby and A Thriving Rugby.

It supports A Healthier Rugby – To support people to live healthier, longer, and more independent lives, because the potential longer-term outcome, if a deliverable and lawful route were ultimately identified, could support access to leisure, sporting, heritage and community uses.

It also supports A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre, insofar as the preparatory work would allow the Council to explore whether the site could contribute to wider economic, visitor, heritage, leisure and community activity within the Borough. However, this potential benefit remains subject to further evidence, market testing, deliverability assessment and future Member decisions.

The current report is only concerned with whether the Council should continue exploratory and preparatory work. It does not itself approve a new service, facility, acquisition, compulsory purchase process, procurement exercise, operator appointment or operational model.

The approach also supports good governance by ensuring that any further work is staged, evidence-led and subject to further Member consideration before substantive decisions are taken. This is particularly important given the legal, procurement, financial, planning, Local Government Reorganisation and deliverability issues associated with the site.



(3) What are the expected outcomes you are hoping to achieve?	The expected outcomes of the preparatory phase are: • a clearer evidence base on whether restoration or reuse of Brandon Stadium is realistically deliverable; • preparation of a structured soft market testing approach, subject to further Member approval before any market-facing document is issued; • better understanding of potential market interest, operator capacity, commercial expectations and delivery risks; • clearer understanding of whether any future delivery structure could trigger procurement, subsidy control, property, planning or compulsory purchase implications; • continued efforts to understand whether acquisition by agreement is possible, without implying any decision to acquire or use compulsory purchase powers; • identification of any further technical, legal, financial, planning, highways, environmental, accessibility, community safety or equality evidence that would be needed before the Council could consider progressing further; and • a further report to Cabinet by 30 September 2026, or before any market-facing soft market testing document is issued, whichever is sooner.
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(4) Does or will the policy affect:

- Customers**
- Employees**
- Wider community or groups**

Customers, Employees, Wider Community or Groups

Customers, Employees, Wider Community or Groups.

At this stage, the impact is limited and indirect. The report does not change service delivery, create a new Council service, approve public access to the site, authorise works, or commit the Council to acquisition, procurement or compulsory purchase.

The groups potentially affected in a limited and indirect way include:

- local residents living near Brandon Stadium, particularly those in Brandon, Binley Woods and the surrounding area;**
- residents and communities with an interest in the sporting, heritage, leisure or community use of the site;**
- campaign groups and potential operators interested in the return of speedway, stock car racing or other community uses;**
- the landowner and any parties with a legal or commercial interest in the site;**
- Council officers who would need to support preparatory work across Legal, Procurement, Planning, Estates, Finance, Corporate Assets and related service areas; and**
- wider residents who may have an interest in how Council time and resources are used.**

If the matter progresses beyond preparatory work, future equality impacts may become more direct. These could include accessibility of any future venue, transport and parking arrangements, noise, lighting, event management, community safety, affordability, inclusive participation, access to consultation, and the effect on local residents.

(5) Will the policy involve substantial changes in resources?	No
(6) Please describe how the policy will meet the aims of the Equality Duty: a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic	
<u>Stage 2 – Evidence about user population and consultation</u>	
(1) What does the data tell you about the groups this policy impacts?	
Additional evidence can be found:	



(2) Have you consulted or involved those groups that are likely to be affected by the policy you want to implement?

If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy?

If you have not consulted or engaged with communities that are likely to be affected by the policy, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary

Stage 3 – Analysis of impact

(1) Protected Characteristics

From your data and consultations is there any positive or negative impacts identified for any particular group, which could amount to discrimination?

If left blank, this means that no impacts have been identified for this group.

Protected Characteristic	Nature of Impact Positive, Negative, Both	Explain why	
Age			
Disability			
Sex			
Gender reassignment			
Marriage/civil partnership			
Pregnancy/maternity			
Race			



	Religion/belief		
	Sexual Orientation		
(2) <u>Cross cutting themes</u>	Description of impact	Nature of impact Positive, Negative, Both	Explain why
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition		
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution		
(4) Are there any barriers to accessing the service? If yes, how can they be overcome?			
(5) What data will be collected to analyse impact? How will the data collected be used?			



(6) Complete this section if any adverse impacts were identified in 3.1.

Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.

