



Rugby Town Centre

Delivery Plan





Regent Street from Jubilee Gardens



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1. Introduction and Purpose

Rugby Revitalised: A delivery plan to regenerate our town centre

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

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

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

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

Rugby Town Centre Vision 2035

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

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

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

Source: Rugby Town Centre Regeneration Strategy 2024

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



The purpose of this Delivery Plan is...

To promote the diverse opportunities for redevelopment:

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

To guide and inform investment prioritisation:

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

To unlock deliverable solutions:

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

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



Town Hall towards Caldecott Park



North Street towards Clock Tower



Market Place

2. The opportunity

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

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

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

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

improve business support functions and flexible workplace offer

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

bring back into use significant **heritage assets**

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

establish a **vibrant** meanwhile use events programme

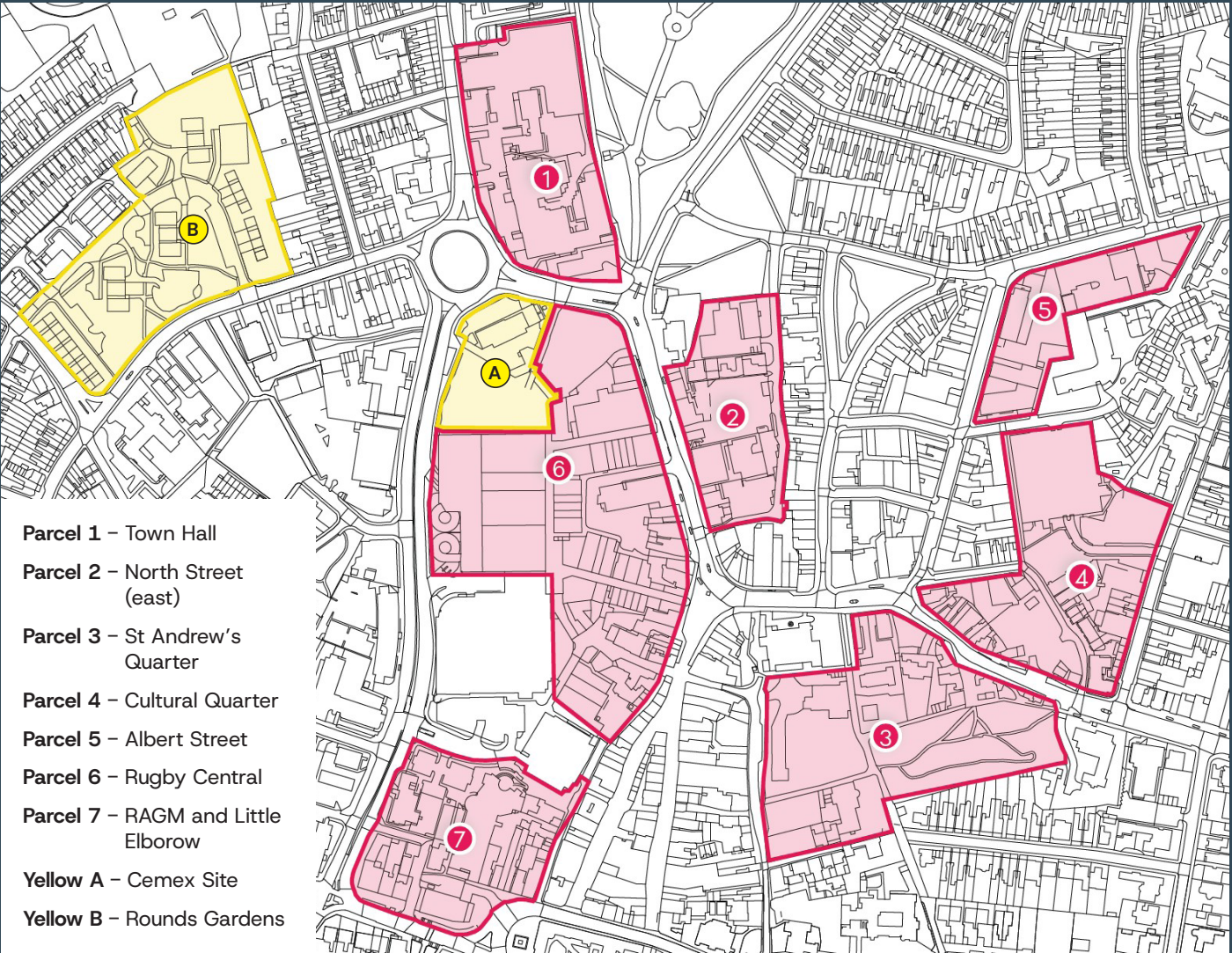
Opportunity parcels identified across the town centre have scope to deliver a total Gross Development Value of up to £140million. Gross Value Added (GVA) of the combined proposals across the town centre will generate £77million per annum to the local economy, an increase of £41million per annum.

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

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

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

Town centre opportunity parcels



Source: Node



Key Themes

REVIVED
REJUVENATING
RENEWING
REPLENISHED
RE-ANIMATED REFRESHED
RECONNECTING
RESTORING



Heritage and legacy

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



Growing businesses and employment

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



Identity and arrival

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



Diversifying uses

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



Accessibility and wayfinding

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

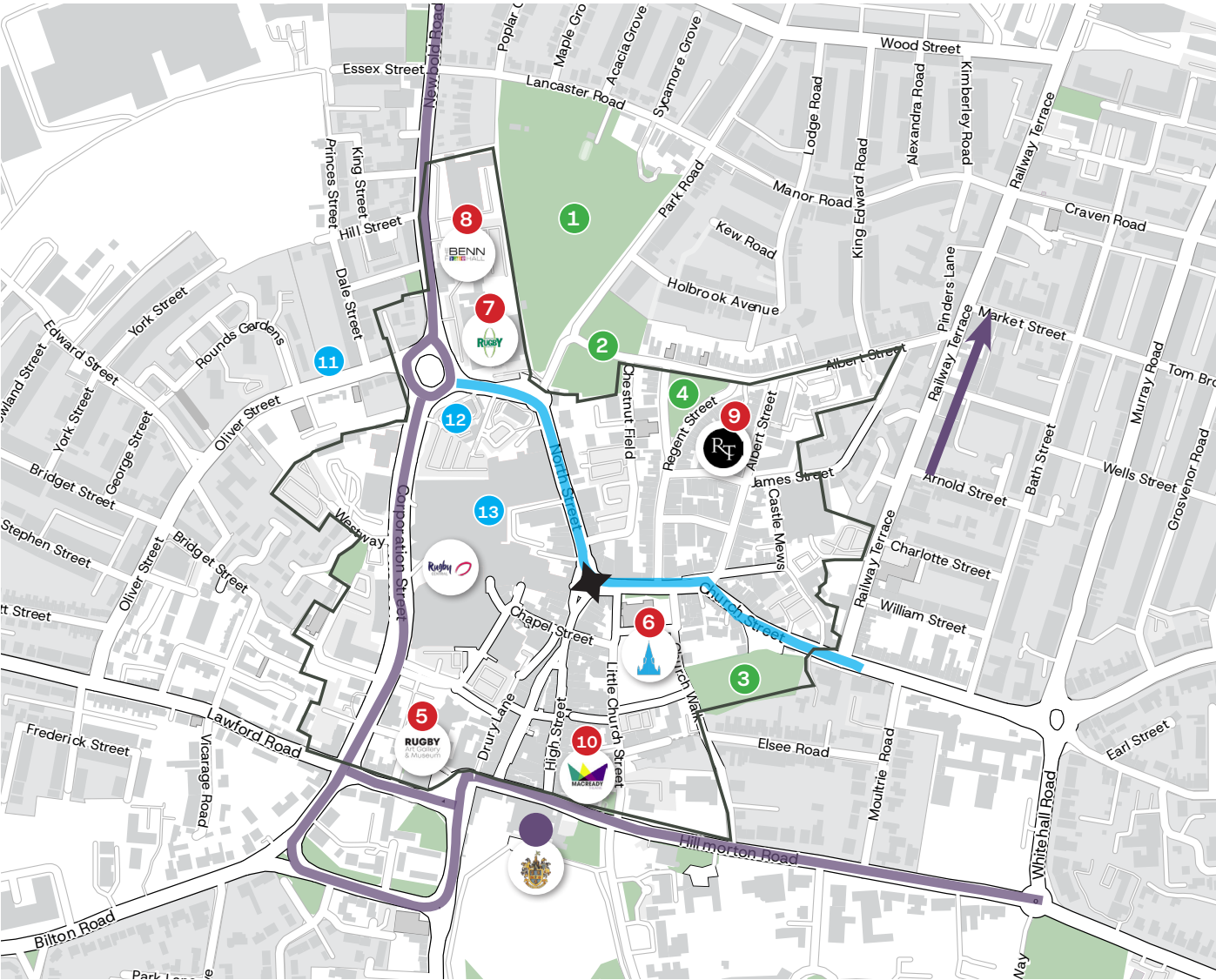


Culture and creativity

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

Overview of Rugby Town Centre

Town centre - key assets and infrastructure



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

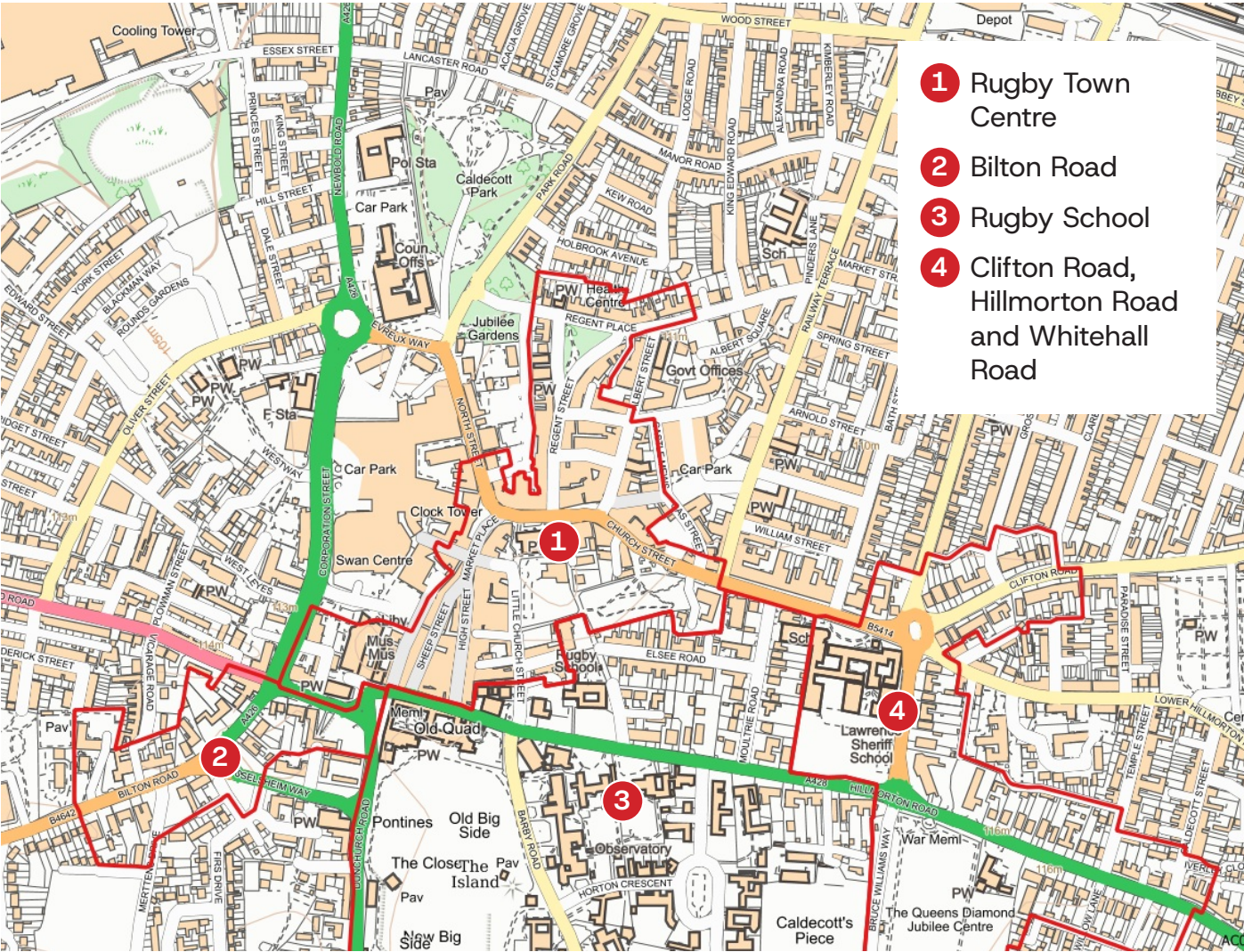
Heritage

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

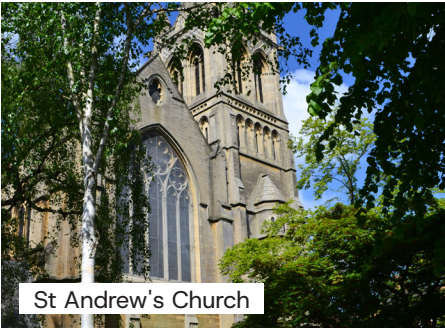
At the central core of the town centre is the Grade II* listed St Andrew's Church and its surrounds, which is at the confluence of historic streets (Market Place, Regent Street, Albert Street), with the recognisable heritage architecture of Butterfield and others who were integral to the town's evolution.

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

Rugby Town Centre conservation areas



Source: Rugby Borough Council



Key gateways

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

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

Green spaces

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

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

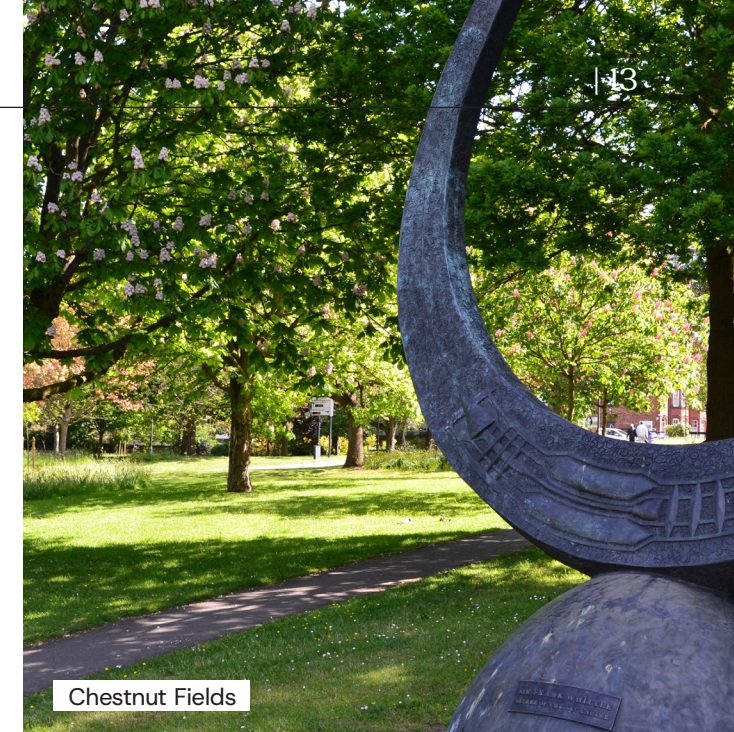


Connectivity

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

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

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



Chestnut Fields



Jubilee Gardens



Caldecott Park

Market Opportunities



A legacy for growth

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

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

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

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



Retail enhancements

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

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

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



Leisure opportunities

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

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

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

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

Market Opportunities



Creativity and Makers

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

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

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



Events

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

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

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



Revitalised town centre living

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

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

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

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



Civic and Community support

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

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

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

We've already started...

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

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

Notable 'live' projects and initiatives are outlined below.

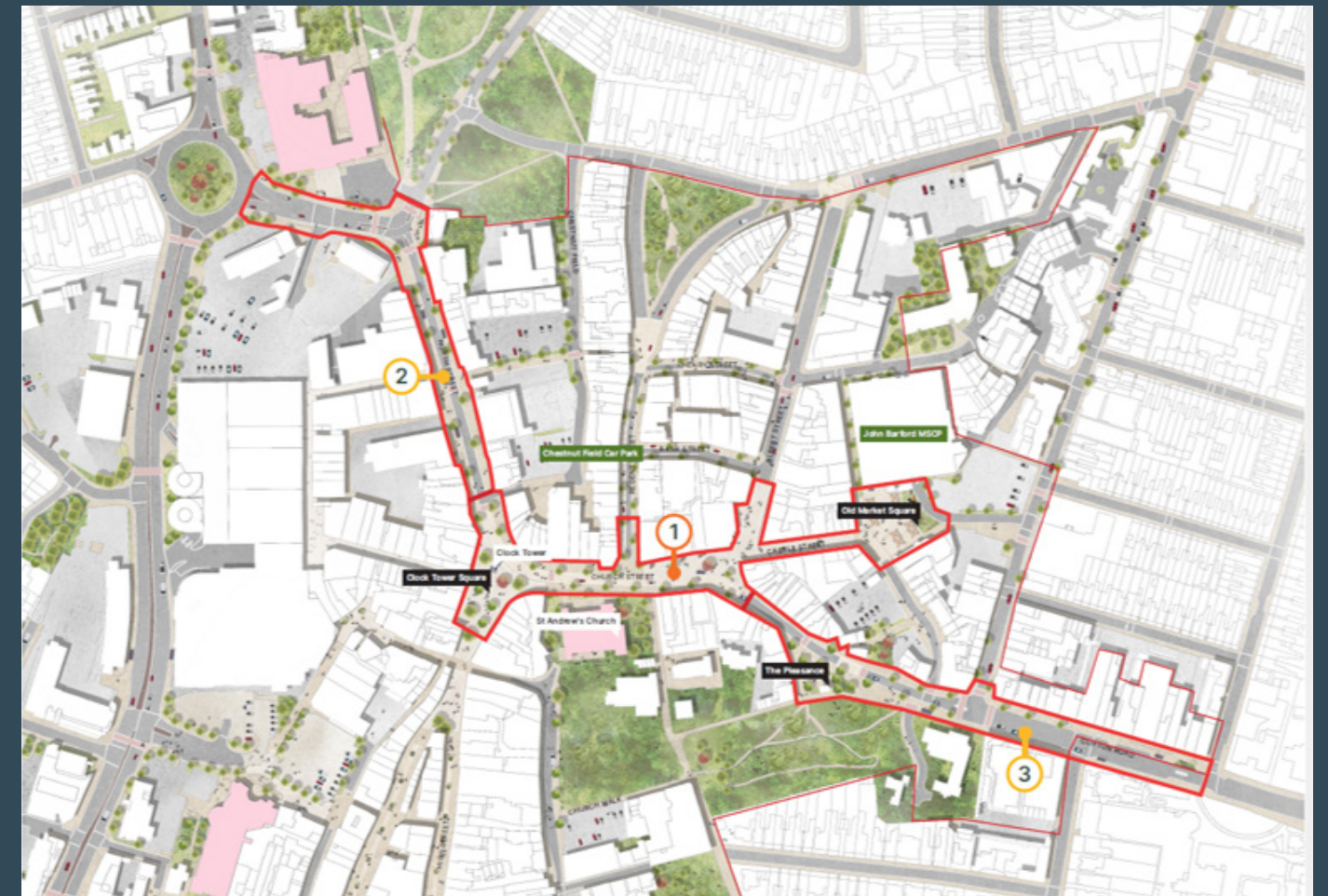
Public Realm Priority Projects



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

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

Public Realm Priority Projects 1 - 3



Source: Rugby Borough Council

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

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

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

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

We've already started...

Wayfinding

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

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

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

Place Brand

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

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

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

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

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

Car Parking Strategy

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

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

Business and Community Hub

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

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

Outdoor Market

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

Town Centre Frontages Grant Scheme

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



We've already started...

High Street Rental Auctions

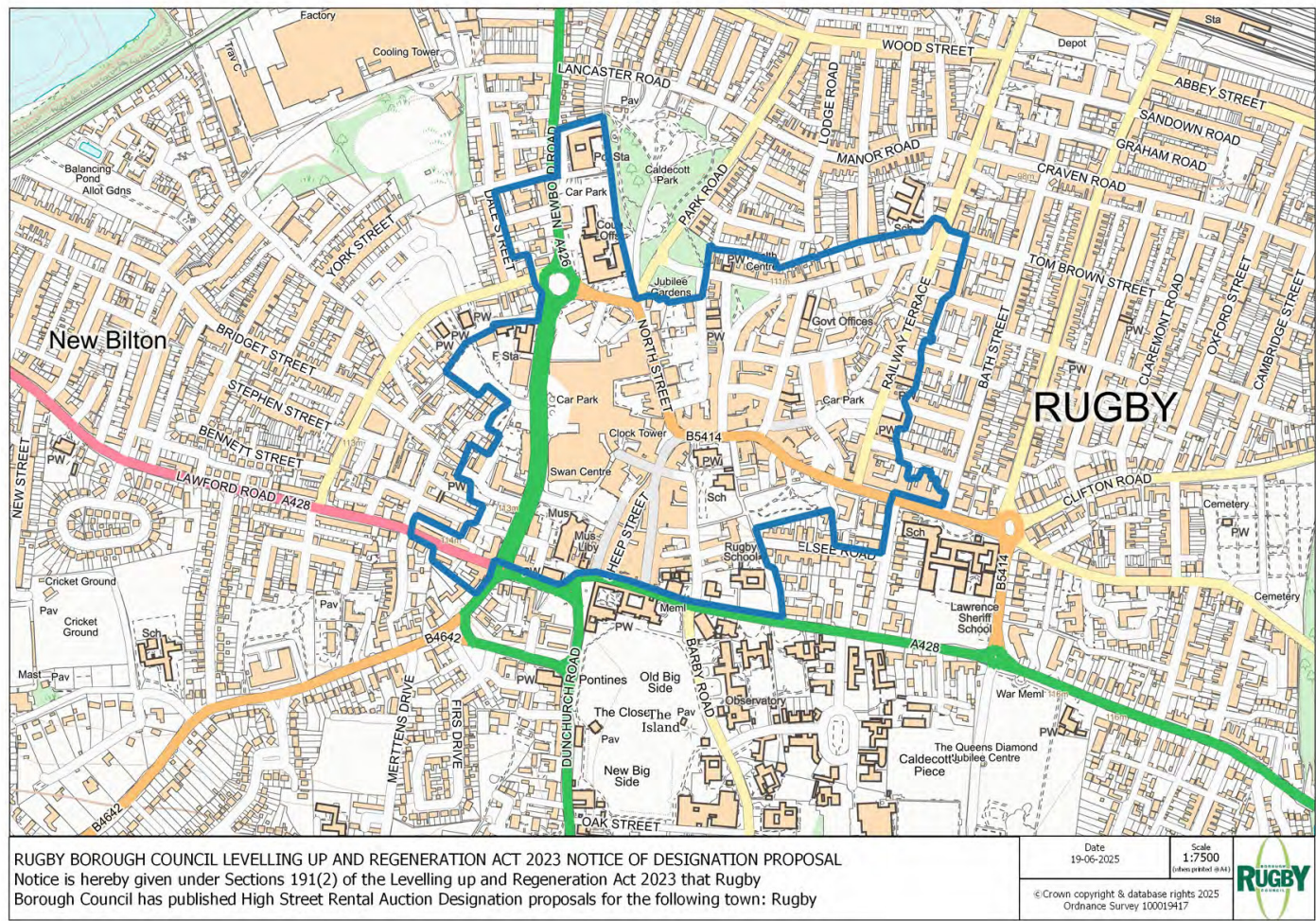
Rugby is one of the first Council’s in the country looking to enact the High Street Rental Auction Powers, which formed part of the Government’s Levelling Up and Regeneration Act 2023.

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

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

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

HSRA Zone plan



Source: Rugby Borough Council

Meanwhile Uses

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

The proposed approach is underpinned by three core objectives:

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

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

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

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

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

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

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

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





Caldecott Park



3. The Delivery Framework

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

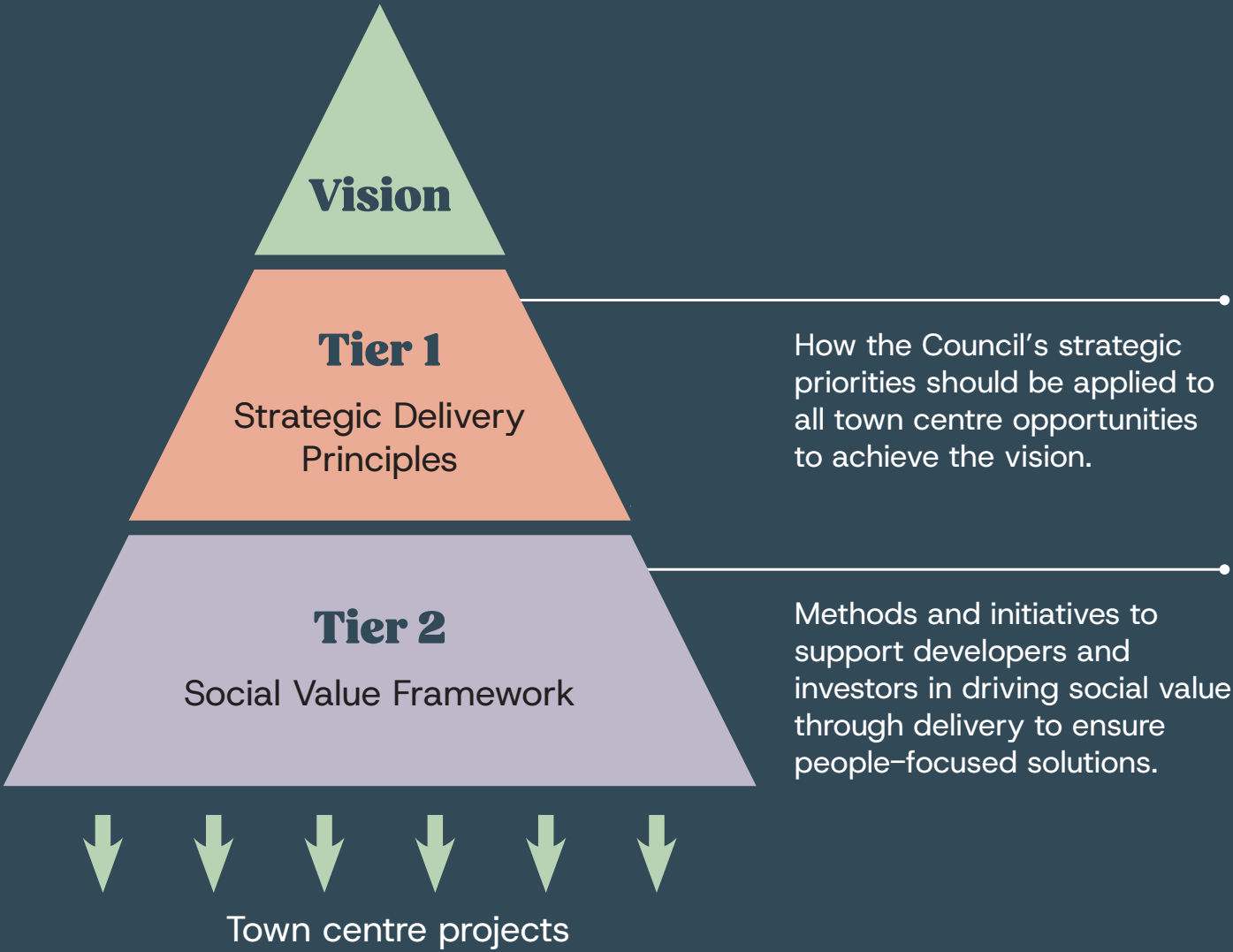
There is a two tier hierarchy for those guiding principles incorporating:



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

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

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



Tier 1 - Strategic Priorities

(Corporate Strategy 2025 - 2035)

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



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



Tier 2 - Social Value Framework

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

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

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

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

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



Tier 2 - Social Value Framework

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

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



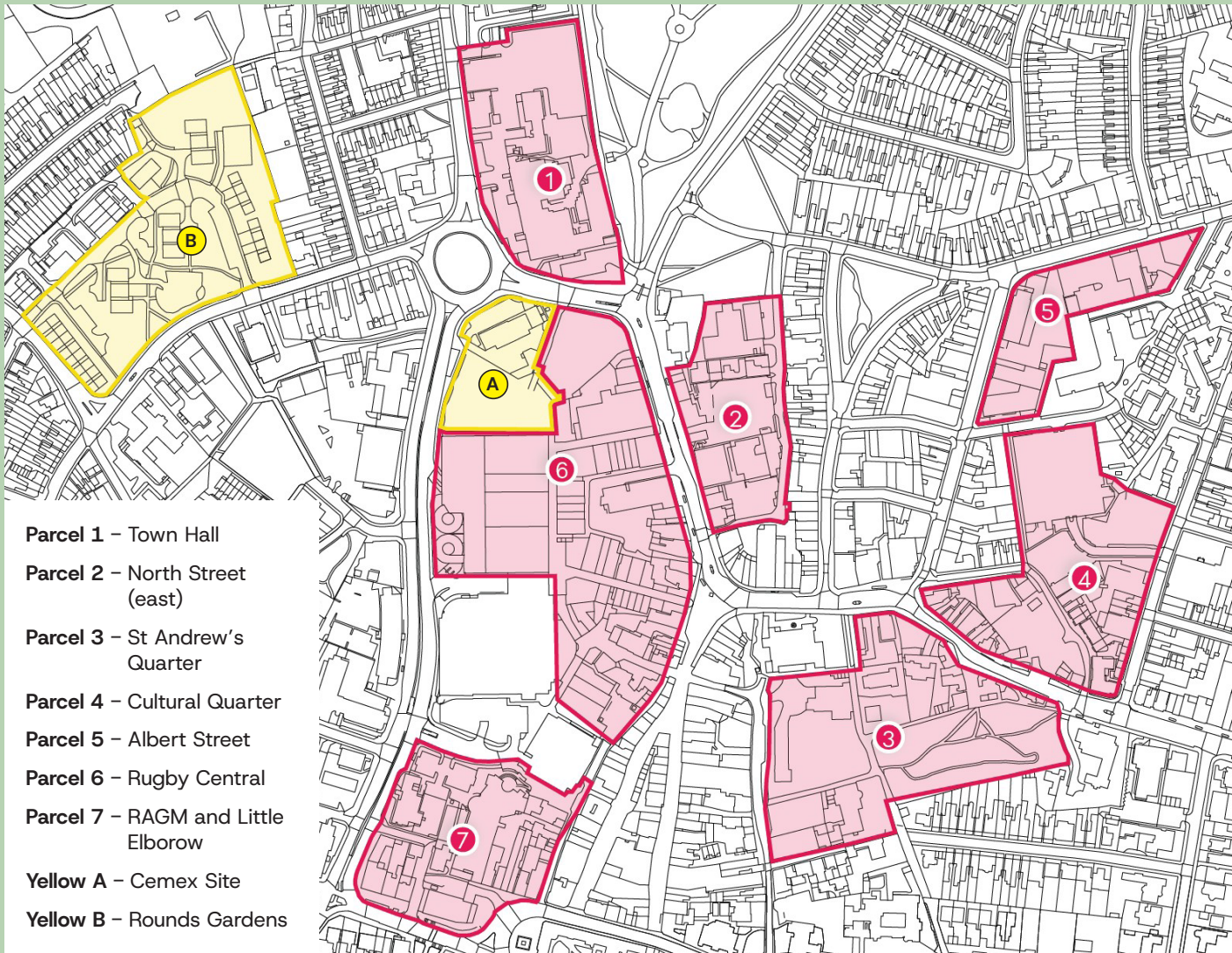
4. Opportunity parcels

Seven opportunity parcels have been identified for the town centre.

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

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

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



Source: Node



In this section we outline the delivery methodologies:

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

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

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

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

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

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

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



The identified projects provide a range of solutions:

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

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

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

Parcel 1 - Town Hall

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

Parcel 1 Town Hall

Legend

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

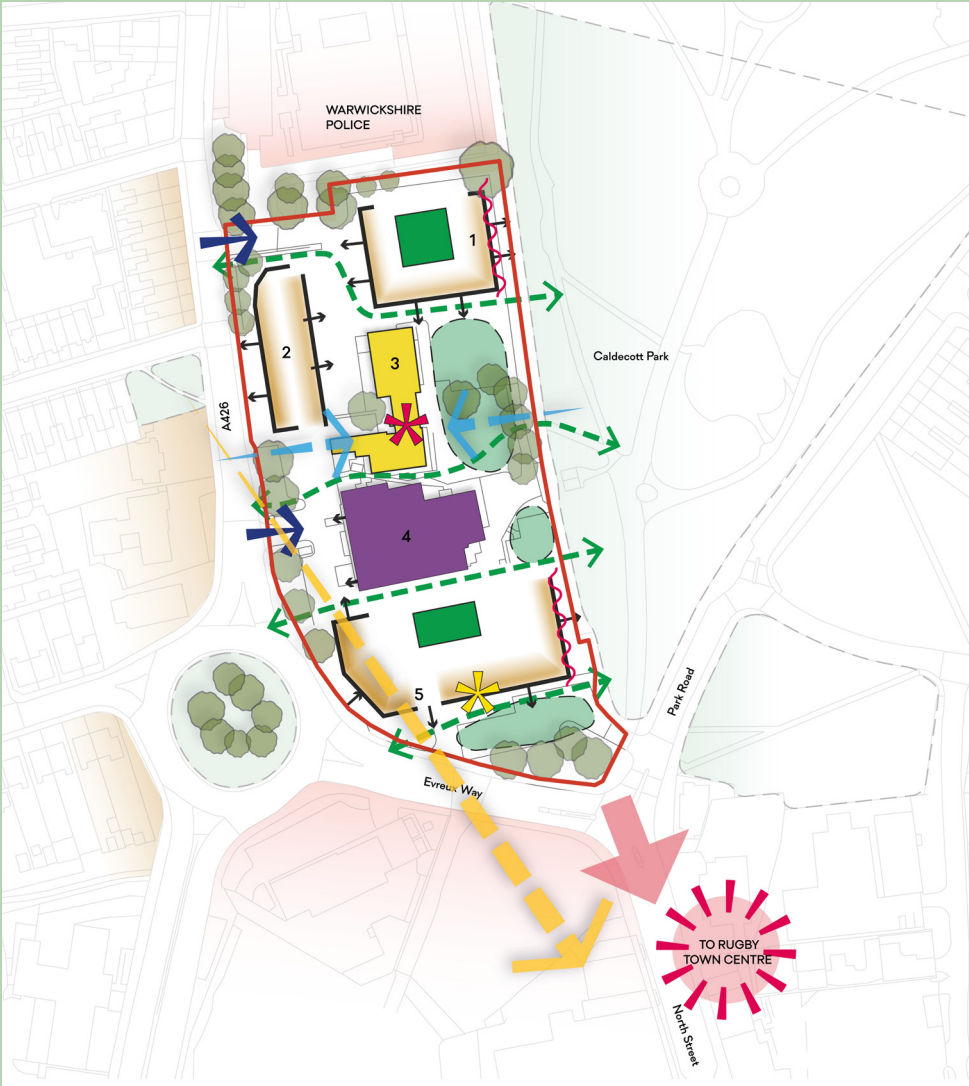
1 Potential residential overlooking park (3-5 storeys)

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

3 Retain listed building

4 Retain Benn Hall

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



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



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

Parcel 1 – Town Hall

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Parcel 2 – North Street East

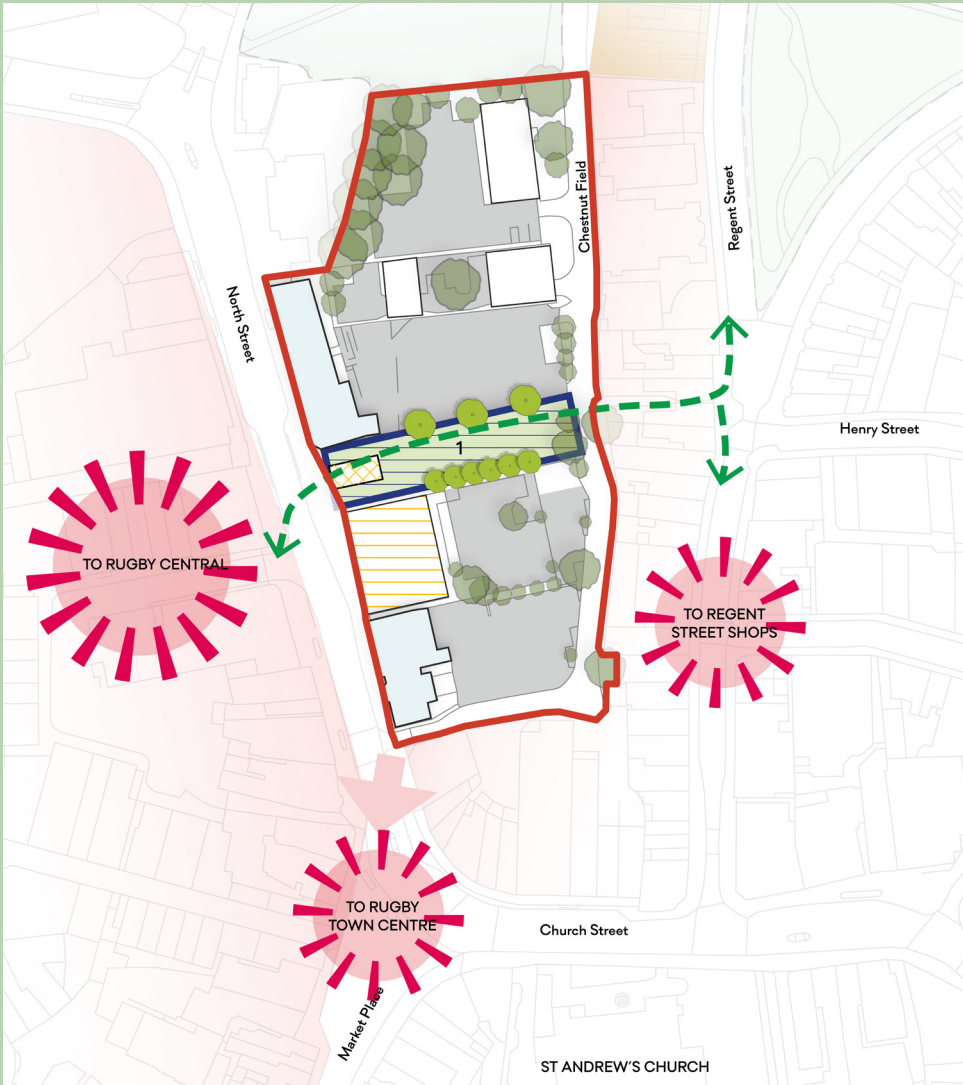
Vision
Greening pedestrian links (east-west) between principal retail areas to improve wayfinding, with future development potential

Parcel 2 North Street east

Legend

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

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



Parcel size:
2.8 Acres | 1.1 Hectares



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

Parcel 2 – North Street East

EXISTING

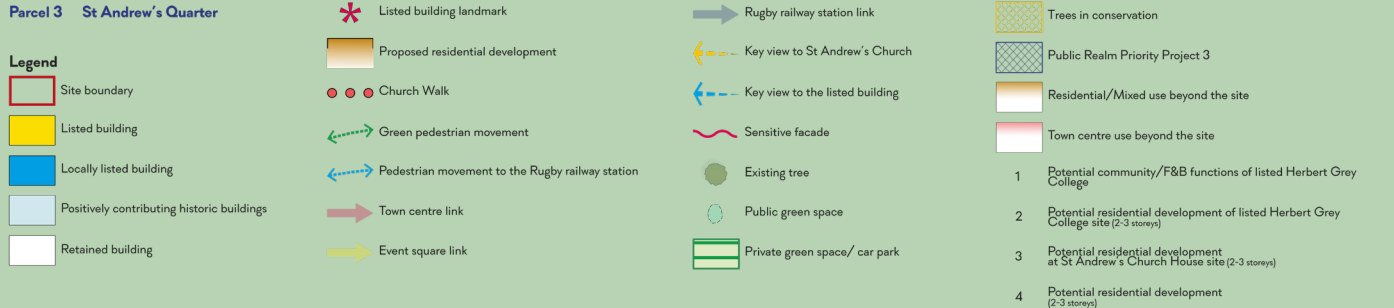
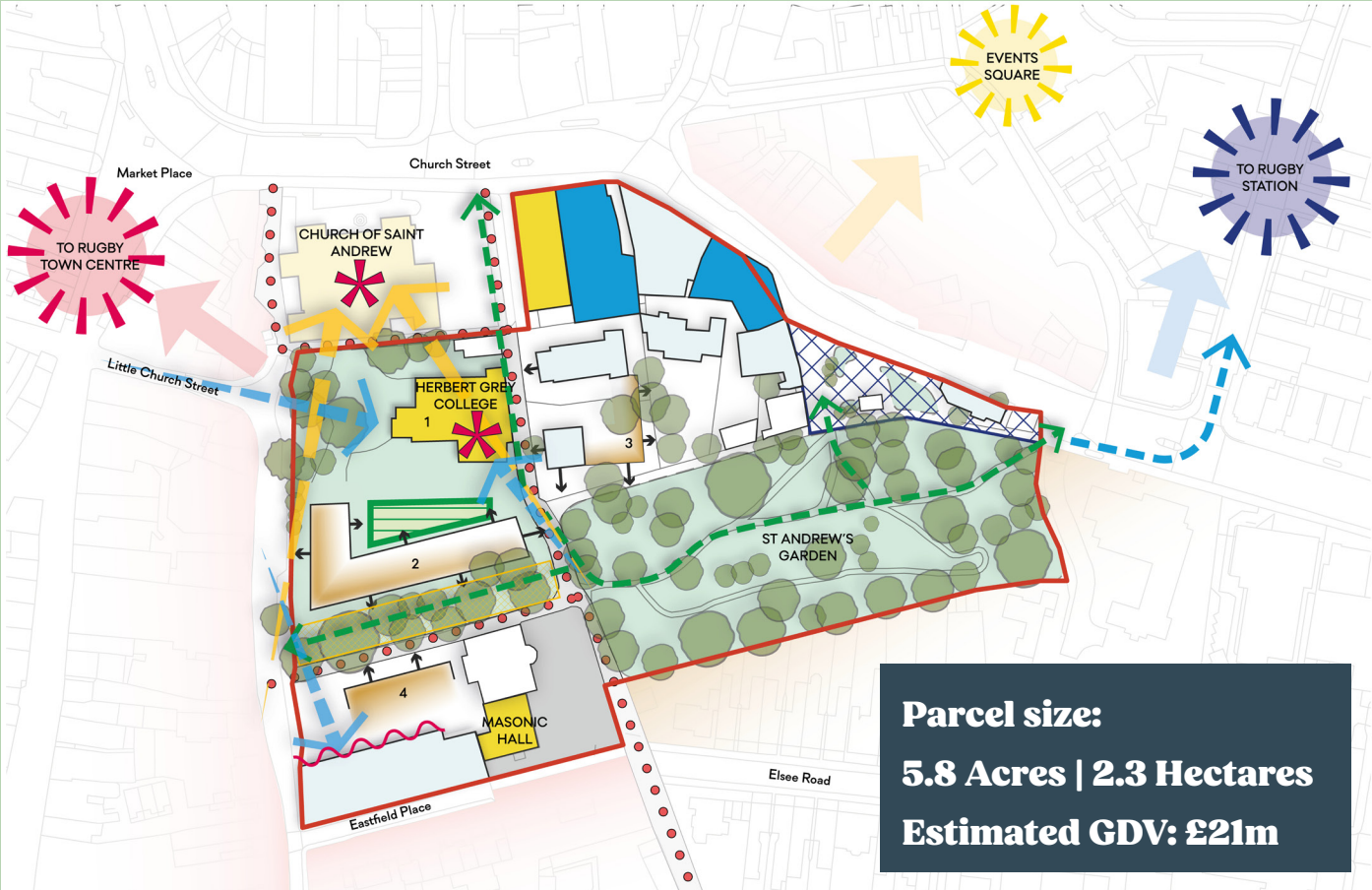


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Parcel 3 – St Andrew’s Quarter

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



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



Parcel 3 – St Andrew's Quarter

EXISTING



Church House and Marjorie Hume House



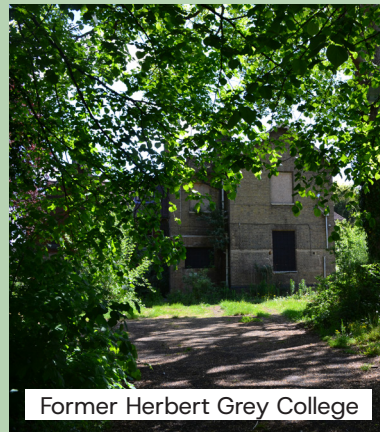
St Andrew's Gardens



Church Walk looking north



Church Walk looking north



Former Herbert Grey College



Redundant building



St Andrew's Gardens



St Andrew's Church



Former Herbert Grey College

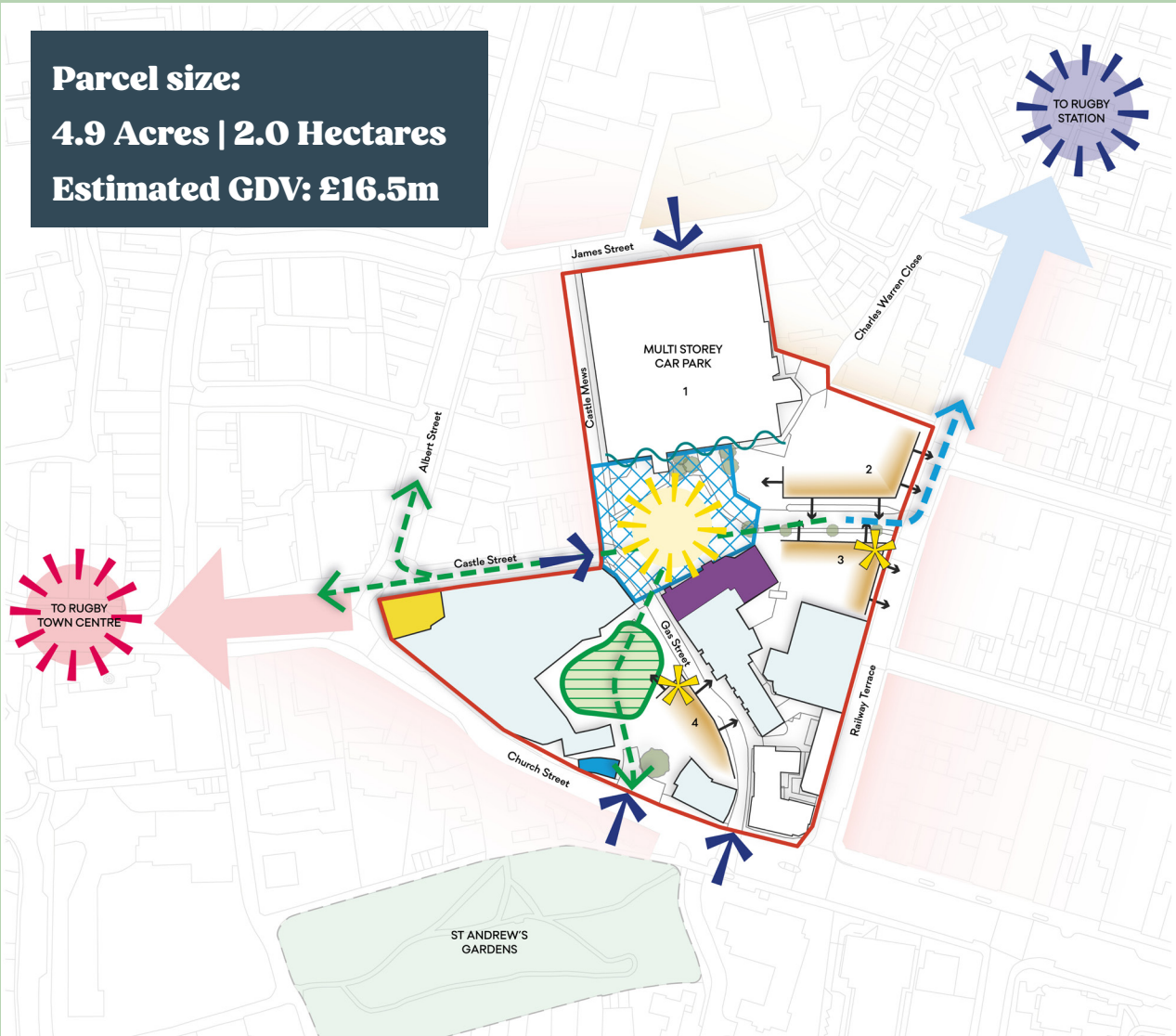
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Parcel 4 – Cultural Quarter

Vision

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



Parcel principles

Overview

Site characteristics

- East side of the town centre and historically disconnected from principal commercial core
- Provides the most direct link from the centre to the railway station via Railway Terrace
- John Barford multi-storey car park (411 spaces) with access via Railway Terrace and James Street
- Historically a former market square, with prominent surrounding assets such as the redundant Brotherhood House, and nearby land fronting Railway Terrace
- Includes Gas Street car park (53 spaces), with a mix of surrounding commercial, leisure and residential uses
- Castle Street offers access west to nearby leisure and nearby theatres

Ownership

- Rugby Borough Council – Railway Terrace land, John Barford multi-storey car park and Gas Street Car Park
- Brotherhood House – private owner
- Other multiple private ownerships

Project opportunities

- A new cultural quarter with attractive public square for hosting music / other events
- Brotherhood House converted to creative studios and maker spaces alongside community events/rehearsals rooms (c. 6,600 sq ft)
- Improved frontage to Railway Terrace with delivery of up to 50 residential units
- Exterior refurbishment of south façade of John Barford multi-storey car park as animated backdrop to new public square
- Retention of John Barford multi-storey car park but with ingress / egress from James Street only (south entrance for emergencies). Potential to use the top floor of the MSCP for alternative use (e.g. padel courts)
- Upgrade wayfinding and linkages to train station
- Gas Street car park offers long term potential for residential development alongside further maker spaces/studios

Delivery considerations

- Sufficient scale of RBC owned assets to unlock early wins
- Requires the acquisition of Brotherhood House
- Identified demand for creative space provision on affordable, flexible basis; will require funding support to deliver an operational asset
- Public sector funding support for public realm and infrastructure delivery required
- Meanwhile use potential – immediate scope for meanwhile uses for open markets and events at Gas Street



Parcel 4 – Cultural Quarter

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

EXISTING



Gas Street looking north



John Barford MSCP and Old Market Place car park



Brotherhood House

REIMAGINED



Vision

Residential redevelopment



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

Parcel principles	Overview
Site characteristics	• Albert Street is key pedestrian and cycling route from the train station, leading towards the commercial core, with a mix of uses • Victoria House, a redundant 1970s brick built office building, and surrounding land, fronting Albert Street (0.68 acres) • Within this parcel are the successful Kings Court and Queens Court, providing supported living to 16 – 18 year olds. The Exchange is an active community and events centre. The Job Centre offices and BT Telephone exchange are also within the parcel • The surrounds of this parcel are predominantly established residential dwellings alongside community, leisure and public houses
Ownership	• Rugby Borough Council – redundant site • Remainder multiple private ownerships
Project opportunities	• Redevelopment of the Council owned land to deliver affordable or open market residential development with a capacity of 25 residential units across 2-4 storeys • Frontage treatment important to re-set the street scene as a stepping stone to the town centre from the station • Under-croft or rear parking solutions (courtyard) to support visual quality of frontage • Job Centre has potential for an alternative employment or residential development opportunity, subject to long term strategy of the occupier
Delivery considerations	• Phase 1 – Council-owned site capable of being progressed as an early phase, subject to Council approvals, demolition and technical surveys • Previous planning permission for residential redevelopment • Ongoing engagement with other occupiers/landowners with the parcel to plan ahead for future potential phases • Important to strengthen pedestrian connections from the south to north of parcel, ensuring direct, safe and visually appealing routes. Additional active travel route to south of Albert Street may be possible
Key linkages	• Connectivity with Parcel 4
Timescales	• Phase 1: 0 – 2 years • Other assets: 5 years +

Parcel 5 – Albert Street

EXISTING



Albert Street looking north



Vacant site on Albert Street



Vacant site on Albert Street



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Parcel 6 – Rugby Central

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



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

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

Parcel 6 – Rugby Central

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



EXISTING



Rugby Central entrance



Rugby Central internal mall

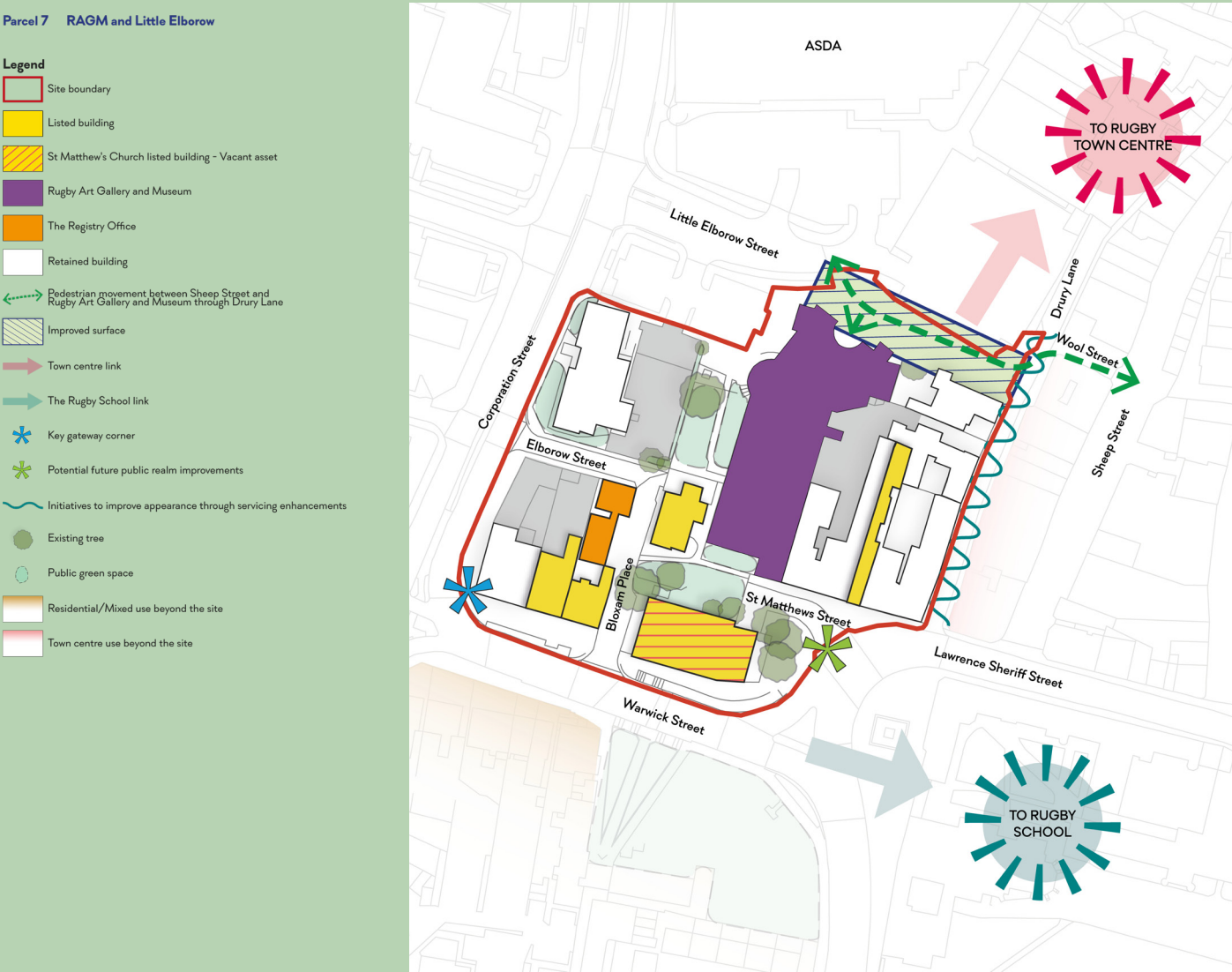
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Parcel 7 – Rugby Art Gallery and Museum (RAGM) and Little Elborow

Vision

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



Parcel size:
3.4 Acres | 1.4 Hectares

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

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

EXISTING



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5. A route map for regeneration

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

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

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

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

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



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



This approach is further broken down below.

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

Funding support

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

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

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

Summary of investment priorities

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

Investment priorities have been measured against:

(a)

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

(b)

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

(c)

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

High priority projects

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



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

Medium priority projects

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

Summary of investment priorities

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

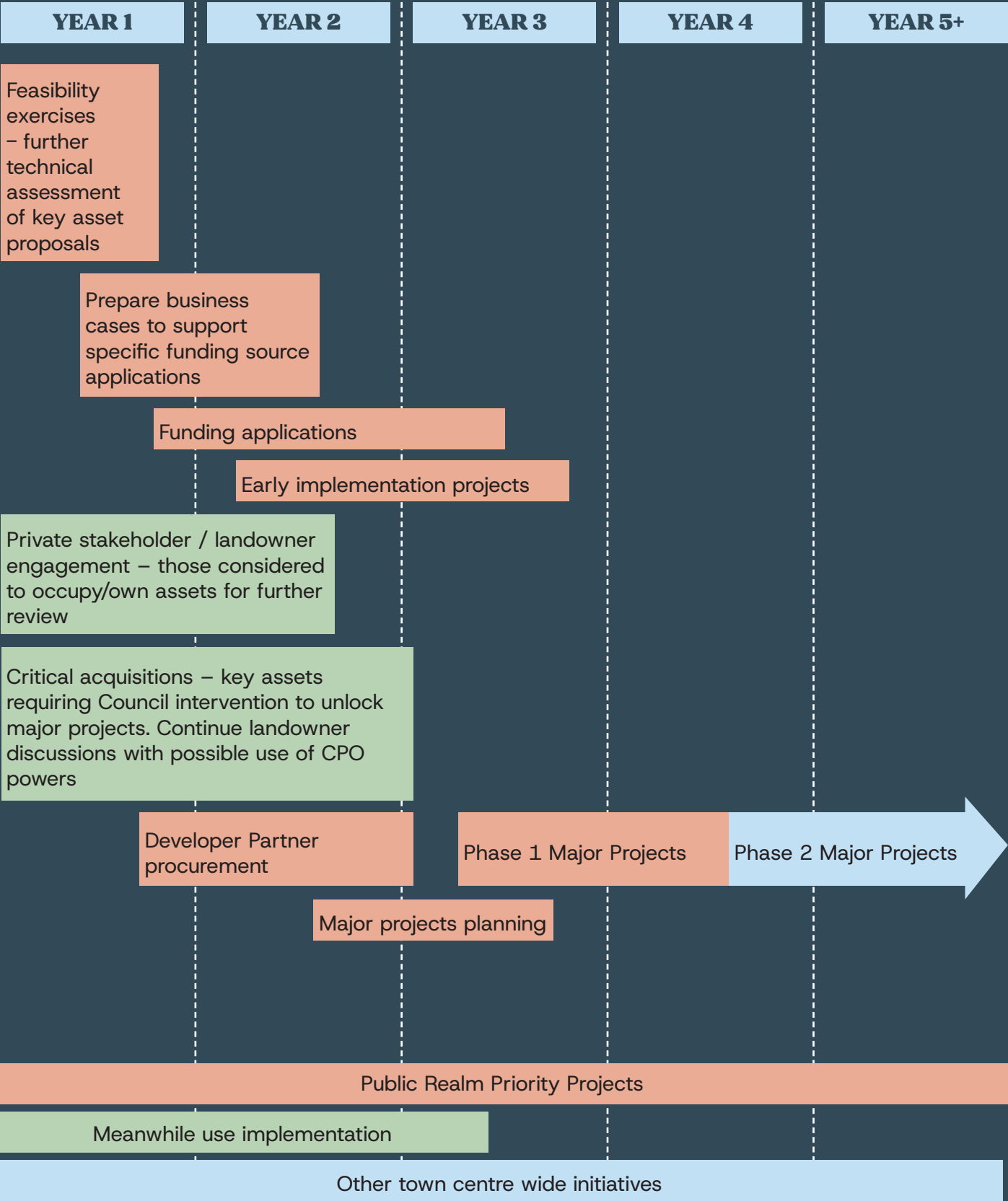
Low priority projects

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



Action plan

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



6. Conclusion

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

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

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

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

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

High priority projects for investment are:

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

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

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

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

The key delivery credentials for revitalising Rugby town centre are:

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



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



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

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

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



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

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

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



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

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

