

Carlisle City Council

Report to Executive

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| Meeting Date: | 18 January 2023 |
| Portfolio: | Leaders |
| Key Decision: | No |
| Policy and Budget Framework: | No |
| Public / Private: | Public |
| | |
| Title: | LONGTOWN PLACE PLAN |
| Report of: | Corporate Director of Economic Development |
| Report Number: | ED.02/23 |

Purpose / Summary:

This report provides an overview of the Place Programme that forms part of the Borderlands Inclusive Growth Deal, which is aimed at revitalising small market towns across the region through the delivery of key capital projects that will drive economic growth. Longtown has been selected as the town in the Carlisle district to be included in the Place Programme. Officers from the City Council have been supporting the community in Longtown to develop a Place Plan, which is required to access the funding.

This report outlines the vision, objectives and proposed action areas set out in the draft Longtown Place Plan and the Executive is asked to endorse the draft Plan in principle for progression onto the Borderlands Place Programme Board.

Recommendations:

It is recommended that Members of the Executive:

1. Endorse the contents of this report and the Longtown Place Plan provided in Appendix A
2. Delegate authority to the Corporate Director of Economic Development, following consultation with the Leader and Portfolio Holder for Enterprise, Economy and Housing to finalise the Longtown Place Plan for submission to the Borderlands Place Programme Board.

Tracking

| | |
|------------|------------------------|
| Executive: | 18 January 2023 |
| Scrutiny: | |
| Council: | |

1. Background

- 1.1 The Borderlands Inclusive Growth Deal signed 18 March 2021 by the five cross-border Local Authorities of Carlisle City Council, Cumbria County Council, Dumfries and Galloway Council, Northumberland County Council and Scottish Borders Council outlined £452 million of investment to promote the economic growth of the Borderlands area.
- 1.2 A core element of the Deal is the Place Programme. The Borderlands Place Programme's aim is to recognise the importance that smaller rural market and coastal towns have to the local economy of the Borderlands and help revitalise these towns across the Borderlands region through the delivery of key capital projects that will drive the economy of the area. The Place Programme is supported by £50 million of capital funding committed by the UK and Scottish governments.
- 1.3 In Cumbria, six places were selected for inclusion in the Place Programme. In 2020, Longtown was selected for inclusion in the Borderlands Place Programme as the candidate for the Carlisle district area [ED.29/20; EX.74/20]. This constituted the completion of the Stage 1 process, outlined in Section 2.2 below.
- 1.4 Since July 2022, Carlisle City Council have been co-designing a Place Plan with the community of Longtown in a series of community workshops. The Longtown Place Plan has been co-developed with a local partnership established for this purpose.
- 1.5 If endorsed by the Executive, the Longtown Place Plan is expected to progress to the Place Programme Board for endorsement on the 17 February 2023 and then onto the Borderlands Partnership Board on the 15 March 2023.

2. Place Programme Guidance and Process

- 2.1 The Place Programme aims to provide a new framework for investment in towns, underpinned by a 'whole-town' approach, with co-ordinated Place Plans led by town partnerships.
- 2.2 The Borderlands Place Programme is a four-stage process with:
 - Stage 1: The selection of the town to be included in the Place Programme, using prescribed quantitative and qualitative selection methodology.
 - Stage 2: The development of a Place Plan set by the local community. The purpose of the Place Plan is to articulate the 10-20 year vision for the

regeneration, resilience growth of the town, and to describe how this will be achieved in practice. The Place Plan will be primarily focused on describing the overarching strategy for the Town, how this aligns with other key strategies, areas for intervention and why they are needed, and the evidence base.

- Stage Three: The development of a focused Borderlands Town Investment Plan (BTIP) covering those elements to be funded directly through Borderlands funding. The purpose of the BTIP is to provide further detail and justification of the projects prioritised in each Place Plan for Borderlands investment. It is a light touch business case, aligned to the Treasury Green Book five case model.
- Stage Four: Implementation of the approved BTIP projects, including funding draw down, contracting with the accountable body, signing grant funding agreements and delivery.

This report concerns only Stage 2, the development of a Place Plan.

- 2.3 There are five principles underpinning the Place Programme and successful Place Plans will need to demonstrate how they address these:

Place-Based: Assessing what assets are already in place and what investment needs and solutions for each place on its own terms: what the place wants to be in 20 years, what it needs, and what it offers. This should make the most of what makes the place distinctive using local heritage and culture.

Collective: Looking at the contribution of each part to the whole: the added value to the place, the area, the region, and the country.

Systemic: Bringing public, private, third sector, and community assets together as part of a single, integrated system supporting communities, services and the economy.

Community-led: Putting communities at the heart of decisions about the solutions that the Place Programme brings to the challenges facing their towns.

Prevention and Future Proofing: Investment and action directed towards preventing further deterioration in our towns and town centres, and ensuring they are equipped to respond to future change, including recovery from the impact of Covid-19 and Climate Change.

2.4 A Place Plan can outline a range of projects / interventions, some of which may be potentially eligible for Borderland's funding - with others requiring different sources of funding. Projects seeking Borderlands funding will be required to develop Borderlands Town Investment (BTIP) and demonstrate that outputs aligned to the Inclusive Growth Deal will be achieved, such as:

- The creation of new businesses.
- The growth of existing businesses.
- Increased retail turnover in town centres.
- Improvements to the physical fabric of town centres.
- Increased visitor numbers.
- Increased footfall.
- Decreased vacancy rates for commercial premises.
- New facilities for young people.
- Reductions in number of dangerous structures.
- Housing solutions including affordable housing for young and old people.
- Increased levels of private sector investment / activities.

3. Proposals

3.1 The Place Plan sets out a 10–20-year vision for Longtown, developed by the community, which seeks to build a sense of community in Longtown and create a place where people want to live, work and visit. The vision states:

‘[...] Building on our heritage and unique qualities, we will make Longtown a thriving, cooperative destination that attracts people to live, visit and invest here. We will develop a foundation of social, environmental and economic sustainability by building on our existing positive assets and by bridging the gaps that exist between them.’

3.2 From this Vision, the community have developed three core objectives for the Place Plan, which provide the framework for future social and economic regeneration in the town. These are:

A. Thriving Longtown

- Addressing community health and wellbeing needs
- Creating a safe and secure place
- Connecting the town fabric
- Growing a Market Garden Town

B. Destination Longtown

- Growing a cohesive community

- Creating an attractive place to live, visit and invest in
- Capitalising on rural, environmental and heritage assets
- Connecting to wider Borderlands initiatives

C. Cooperative Longtown

- Enterprise - foster local co-operative initiatives
- Togetherness – support intergenerational connections
- Resilience – improve capacity and resources
- Volunteering – promote equity and fairness

3.3 Three Action Areas have been developed that address the key objectives of the Place Plan, breaking it down into three themes:

1. Connecting People & Place

This action area is about creating an attractive and well-functioning place. It is focused on improving active travel routes and connectivity, enhancing the townscape and public realm and celebrating the cultural heritage of the town.

2. Focal Points & Places

This action area is about creating a sense of arrival, destination, and heart in Longtown. It is focussed on physical interventions in the town centre, the conservation area and the key gateways.

3. Enterprise Initiatives

This action area is about people, their future prosperity and security. It is concerned with building local skills, increasing business resilience, and creating space local enterprise.

4. Consultation

- 4.1 Throughout 2022, extensive consultation sessions have been delivered through a series of 5 community workshops, a stakeholder session as well as numerous other community meetings.
- 4.2 A requirement of the Place Programme is the creation of a locally-led partnership that takes co-develops and owns the Place Plan. For this purpose, a community group named the Longtown Development Team became a constituted group on 22 September 2022.

- 4.3 In the case that the Longtown Place Plan is endorsed by the Members of the Executive, it is anticipated that the Place Plan will be subject to a further round of consultation.

5. Conclusion and reasons for recommendations

5.1 In summary, the report recommends that Members of the Executive:

- Endorse the contents of this report and the Longtown Place Plan provided in Appendix A
- Delegate authority to the Corporate Director of Economic Development, following consultation with the Leader and Portfolio Holder for Enterprise, Economy and Housing to finalise the Longtown Place Plan for submission to the Borderlands Place Programme Board.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

6.1 The Longtown Place Plan will contribute towards the Carlisle Plan priority of delivering on the Borderlands Inclusive Growth Deal by working with local communities in Longtown to develop a locally-owned place plan that will seek investment in the town from the Borderlands Inclusive Growth Deal.

6.2 The Longtown Place Plan will also contribute towards the Carlisle Plan priority of delivering inclusive and sustainable economic growth and ensuring this growth benefits rural communities within the wider Carlisle district.

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Appendices **Appendix A – Longtown Place Plan**
attached to report:

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- None

CORPORATE IMPLICATIONS:

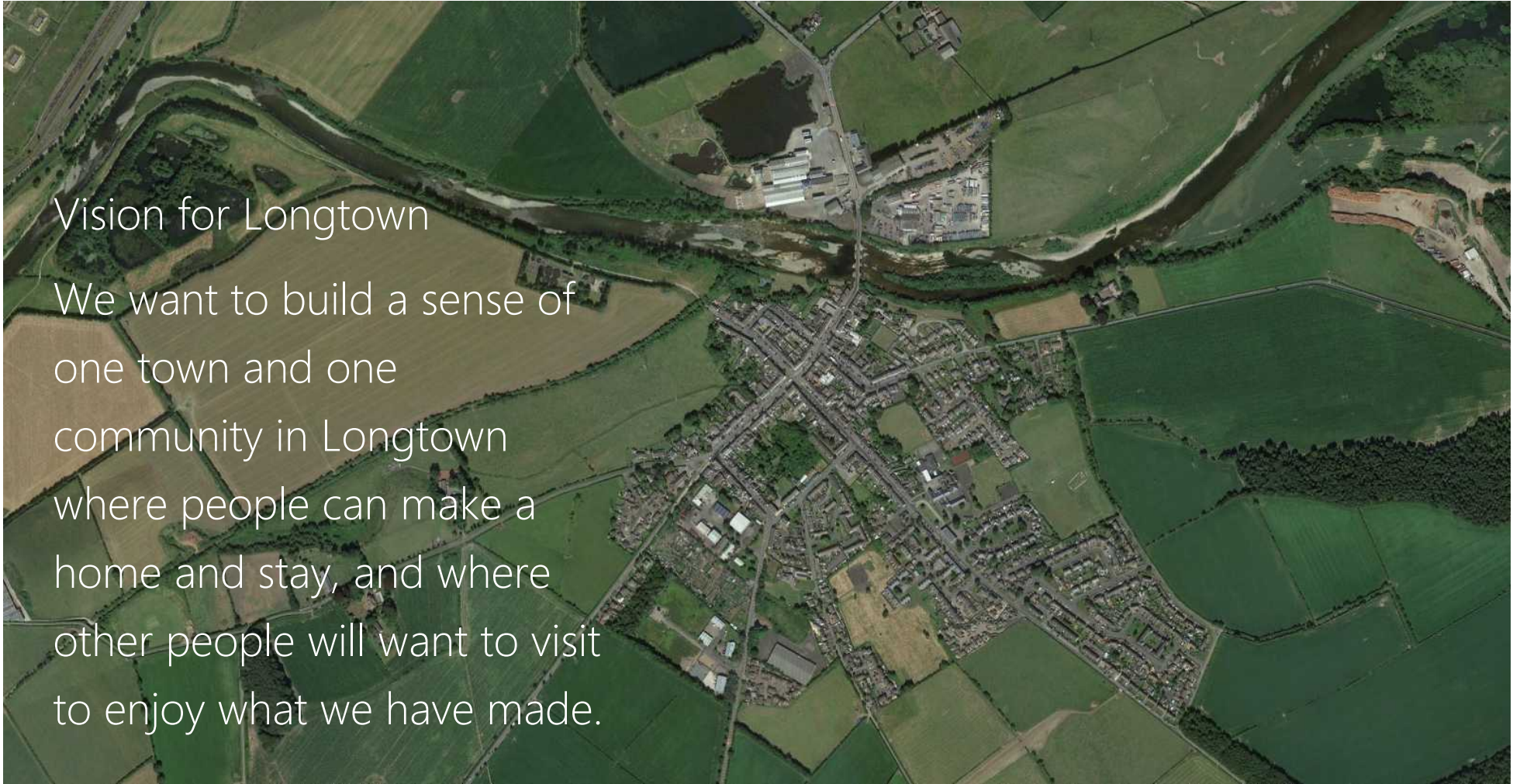
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| LEGAL | The Longtown Place Plan must be compliant with the requirements of the overarching Borderlands Agreement. |
| PROPERTY SERVICES | It is believed that there are no direct implications for property assets owned by the Council at this stage. As the Plan |

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| | develops over time however Property Services will be able to provide appropriate advice should the proposals either require the disposal of existing property assets or the acquisition of new ones. |
| FINANCE | The costs associated with the implementation of this Place Plan, if approved, can be funded from the £50million allocated within the Borderlands Inclusive Growth Deal for the overall Place Programme. |
| EQUALITY | The Longtown Place Plan contains information on protected characteristics and inequalities, this information can help inform positive action. |
| INFORMATION GOVERNANCE | There are no Information Governance implications. |

LONGTOWN PLACE PLAN

Vision for Longtown

We want to build a sense of one town and one community in Longtown where people can make a home and stay, and where other people will want to visit to enjoy what we have made.



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Foreword

Longtown Development Team

Carlisle City Council

Preface

Working Document V1

The Place Plan is a live document. All plans need to be endorsed to maintain focus, avoid mission drift and attract funding. However, the Action Plan part of the plan must evolve to reflect the opportunities the Plan has created, opportunities not anticipated, potential new issues to be resolved and the changes each of these provoke. The whole Plan should therefore be reviewed every 3 to 5 years.

Currently we are working towards the first endorsement of the Place Plan which requires support from the community, Carlisle City Council, Cumbria County Council and the Borderlands Board so that resources and funding can be released to support its delivery.

This document will pass through several processes giving different groups opportunities to refine it until we achieve a working consensus.

Introduction

Longtown 2037...

There have been bumps and bends in the road to get us here. The Borderlands initiative set down the challenge in 2022 for us to take a 'whole town' approach to planning what we wanted our town to be. With hard work and determination, we have delivered meaningful and positive change for the whole community.

Our community conversations during 2022, saw us all agree that Longtown was a good place to live but that it had some longstanding issues to address. We had an aging population and there were few opportunities for young people. Many of us experienced poor health and wellbeing. Although our town was dominated by traffic and we had little remaining connection to our cultural heritage, we loved it. Everyone agreed it had a strong sense of place and felt they belonged here. So, it became clear that we needed a **'Place-keeping'** approach to make the most of what we had in ways that could enhance Longtown's prospects.

Working through the Longtown Development Team, we have re-tied the bonds between people and place with an emphasis on our town's wellbeing. Thinking about the 'whole place', we organised our ideas into linked action areas to reconnect the social, physical and economic aspects of life, bringing back meaning and purpose to Longtown. We wanted to walk around our town and its stunning wider landscape with ease. We wanted a sense of one town and one community where people could make a home and stay and where other people would want to visit to enjoy what we have made.

Now we are reaping the rewards laid out in our Place Plan. Longtown 2035 has a strong sense of itself. We always felt we belonged to Longtown, but now we know we can always feel that way because it has become a place of choice and a destination for residents, visitors and enterprise alike.

Make no Little Plans...

"Make no little plans. They have no magic to stir men's blood and probably will not themselves be realized.

Make big plans, aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever growing insistency...."

The Place Plan must be ambitious to realise Longtown's potential. The above quote from Daniel Burnham - *Plan of Chicago*.1909 – emphasises the importance of working with a bold Place Plan to deliver positive change. The Longtown Development Team must keep the collective ambition alive by working with and refining its Place Plan as the town changes.

By returning Longtown to its 'planned town' roots, creating future built and cultural heritage that supports residents and attracts visitors and businesses, Longtown will be a model for other towns to learn from. Valuing the historic townscape, overcoming the negative impacts of 'Anytown' sprawl of recent decades, and cherishing its people are the first steps towards community wellbeing.

Reflecting the ideas of the Garden City Movement, one image to hold in mind is Longtown as a Market Garden Town.

The Borderlands Inclusive Growth Deal

The Borderlands Inclusive Growth Deal is a coherent package of activity delivered through fresh investment in the region. Jointly funded by up to £350 million from the Scottish and UK Governments it delivers total investment of £150 million for Scottish elements (£85 million Scottish Government and £65 million UK Government) and up to £200 million for English elements alongside local investment of a further £102.56 million. The Deal comprises activity around four themes that are essential to the long-term success of the Borderlands area:

- Enabling Infrastructure
- Improving Places
- Supporting Business, Innovation and Skills
- Encouraging Green Growth

Improving Places - The Place Programme

The programme supports a **'whole town'** approach to placemaking, launching community-led **'Place Plans'** as a means of achieving this. These Place Plans will complement and add value to other place-based investment programmes and projects and focus on the unique characteristics, needs and opportunities of each place. This approach has a strategically wide scope including capital development projects, skills delivery and visitor destination initiatives. Five key principles underpin the Place Programme:

- Community-led
- Place-Based
- Collective
- Systemic
- Sustainable

A Place-Keeping Model

Founded on Longtown's significant history, geography, and culture, this Place Plan is neither 'place-making' nor traditional regeneration. Instead, it focuses on sustaining the town in ways that are sensitive to its origins, assets and opportunities as well as the needs of residents across the district. **Place-Keeping** is the appropriate model for the future development of historic market towns like Longtown.

Only ambitious place-keeping can secure a meaningful, purposeful, thriving town capable of withstanding the inevitable challenges that change brings to small towns. As much about foresight as retrospection, this process of place-keeping takes account of the place and time factors that are fundamental to place survival, but which traditional place stewardship approaches do not engage with.

Longtown's community-led Place Plan has been shaped following the approach set out in Northern Ireland [Living High Streets Craft Kit](#) which is designed to encourage positive conversations around essential questions that every community needs to ask itself. A key outcome has been the establishment of the community-led **Longtown Development Team** to oversee the process of place change. This approach recognises that places and people are ever-changing and turns what seems like substantial challenges into a self-sustaining, rewarding process.

Introduction

Context

Regarded as the last town in England, Longtown is a market town with a wide catchment in a dispersed rural district, supplying an important service centre for residents and businesses. While the Place Plan is focussed on the built area of Longtown, it naturally embraces the Parishes of Arthuret, Kirkandrews and Nicholforest, bringing together a joint population of circa 3,000.

While the cultural history of the district provides a tourism opportunity to be developed, there are important lessons to be learnt from this history for the future sustainability of Longtown. First, this is a young town, originally planned by a single hand with its expansion of housing, services and facilities in the 20th century mostly delivered by the single hand of the authorities. These facilities, land and much of this housing remain in public and collective ownership which is a huge and positive asset to build on.

The second lesson is one of loss or the taking away of things. From the raids of the Border Reivers, this trait has continued with the loss of key facilities like the railway and secondary school, along with many accompanying incidental resources. A continuing sense of loss in Longtown is felt in every conversation. In part this maintains the melancholy experienced in the empty streets and the lack of things for people, especially the young, to do. It is therefore essential that this Place Plan delivers both social and economic growth for the town, so a vibrant sense of purpose and spirit is built.



Longtown Data

Understanding the enduring characteristics of how a place functions is critical to place-keeping.

Demographics: Longtown has fewer young people and more people of retirement age compared to the national average, demonstrating a need to make Longtown an attractive choice for working-aged people.

Households & Families (Census 2011): Households with dependent children are clustered in the area referred to in the Action Plan as ‘The Heart’ of Longtown. There are above average levels of people living alone who may be prone to feelings of isolation, a growing concern in rural communities. This makes effective community connection a key driver future wellbeing.

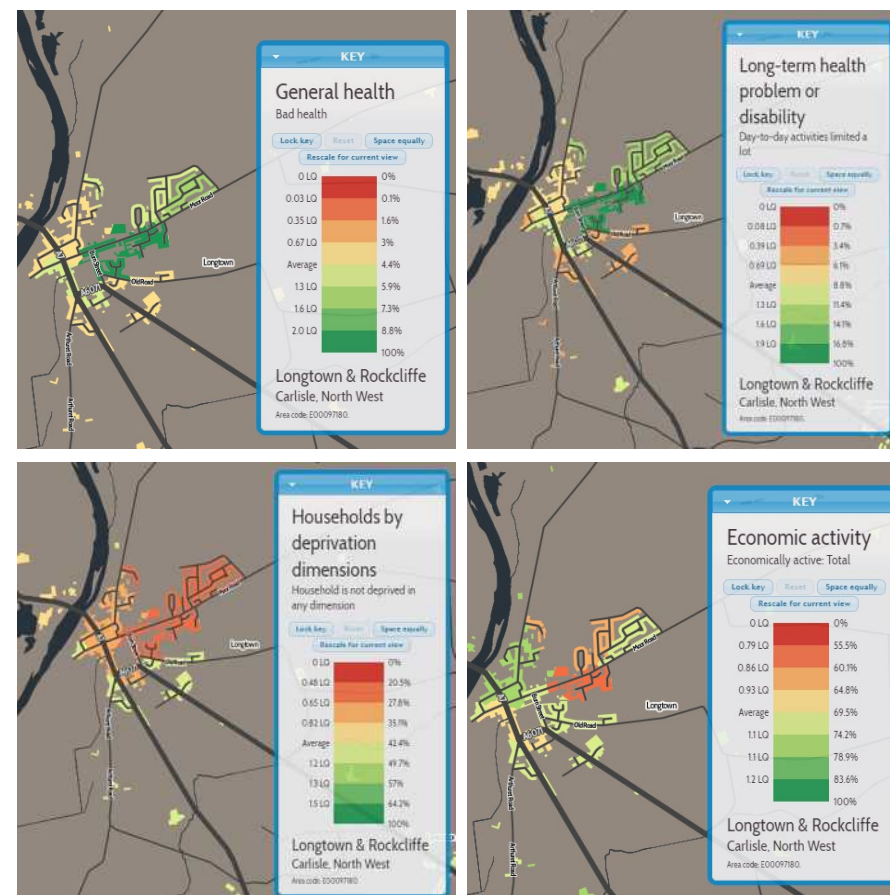
Deprivation (Census 2011, 2021; ONS 2019; Cumbria Observatory): Longtown sits in the top third of most deprived areas in England. Census data show the high percentage of households experiencing disadvantage on at least one measure. Of note is Longtown’s underperformance in education, skills and training of young people.

Health (Census 2011; Cumbria Observatory): There is a cluster of poor health and disability around ‘The Heart’ of Longtown.

Economic Activity & Educational Attainment (Census 2011): Data shows a need to build Longtown’s active working age population. There are higher than average numbers of residents with no formal qualifications and fewer than average numbers of residents with 5 or more GCSEs. There is more interest in the achievement of work-related or vocational qualifications.

Crime and Community Safety (Cumbria Observatory Crime Report): Recent data shows that Longtown’s crime rates are high for a rural town with peaks above the national average in criminal damage and arson, violence and sexual offences, vehicle crime and antisocial behaviour.

Travel to Work: There is a predominance of private car use for travelling to work to and from Longtown. This car reliance will have set up a habit of using them for short journeys around town too. Vector maps show the commuter flow to Carlisle as well as a flow of people commuting into Longtown to work, illustrating the potential to grow ‘Active Travel’ routes to and from the town as well as improve general transport communication to other town and regional centres.



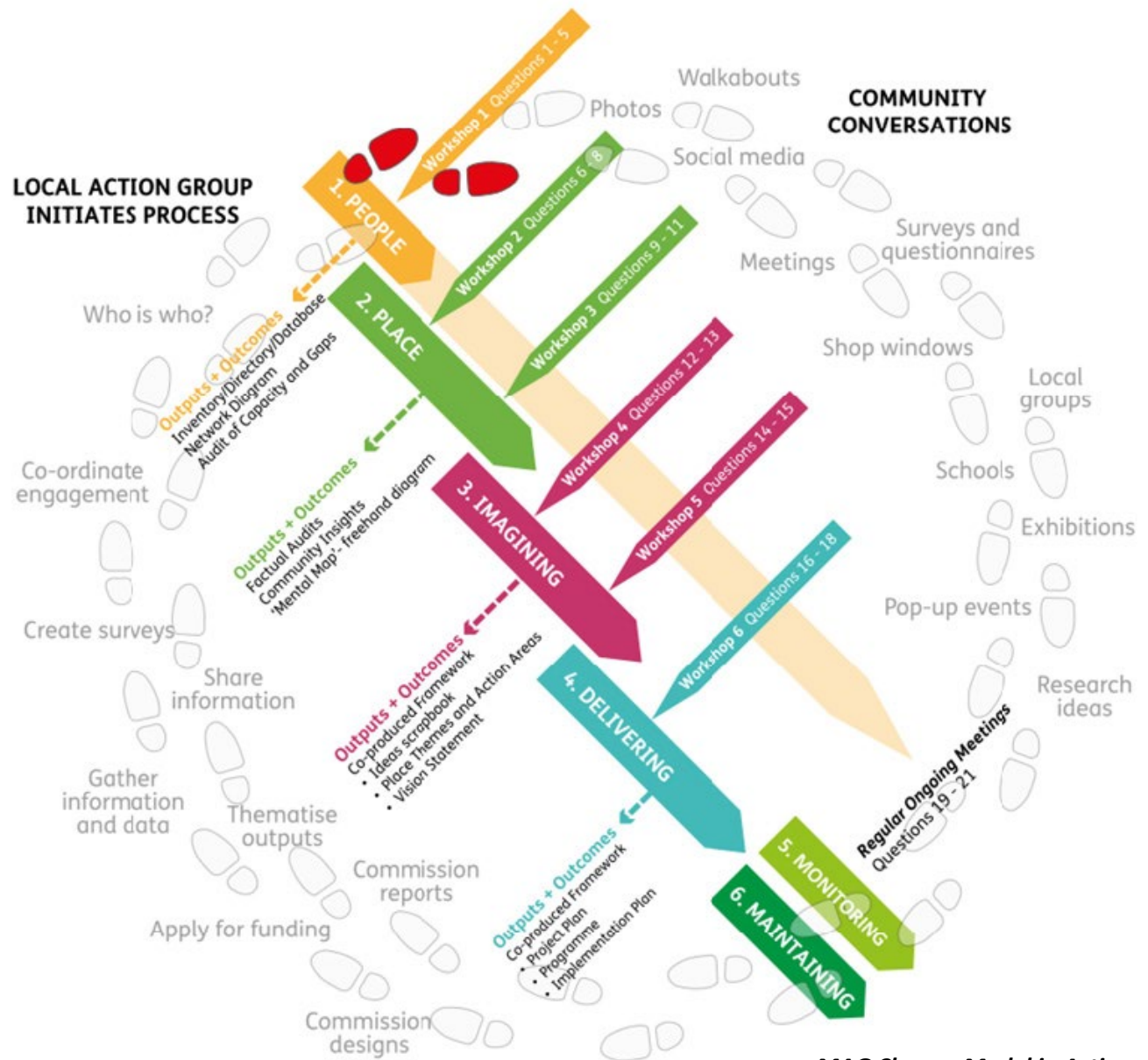
Introduction

Co-production Process

The Place Plan was shaped following the [Living High Streets Craft Kit](#). Key elements of this change-model include building social capacity and skills, along with instilling a community-led process to maintain positive change over the long-term.

Activities through 2022 included:

- Five open half-day co-production workshops with the wider community.
- Two half-day workshops with children and young people within schools.
- A one-day summit with key stakeholders.
- 'Longtown Development Team' meetings.
- Regular meetings with a wide-ranging officer group from Carlisle and Cumbria Councils.
- Meetings with potential project partners.
- Informal discussions and ideas gathering via social media.
- Leafleting, posters, 'feedback boxes' placed around town and regular press releases.



Workshop Headlines

Contributors to all the workshops and other conversations directly shaped the Vision, Objectives and concepts within the Action Plan. The professionals mentoring these conversations helped interpret and shape these ideas into a deliverable, balanced, resilient and sustaining programme.

Goals generated in the early conversations included:

- Community to be fully engaged
- One focal point for the town
- Improve all facilities
- Longtown to be more prosperous
- Foster local co-operative ownership
- Create renewable, locally owned, affordable energy
- Establish a country park
- Establish a heritage museum
- Support more events and activities

Concerns raised included:

- Loss of the future generation
- Fragmentation and inequality persist
- Longtown continues to be passed through or over
- The Place plan comes to nothing.

Asking 'What Could we do Here?' generated the following ideas:

Themes:

- Pathways to Wellbeing
- Resilient, Cooperative Longtown
- Longtown Village Hub
- Community Inclusive Needs
- Longtown Boost/ Better Together
- Connecting People & Place

Action Areas:

- Open Spaces & Links
- Focal Points & Places

The children and young people gave a good insight into what it is like to grow up here:

- All said Longtown was a good place to live and knowing everybody one of the best things.
- Many spaces were considered unsafe by all age groups.
- Play spaces are poor, cater for boys better than girls and there is little space for imaginative play.
- Most streets were seen to be unsafe because of vehicle dominance.
- The consensus among the older age group is that there is nothing to do

Things they would like to see include:

- Youth Zone and Activity Centre
- Community Cinema and Theatre
- Sports Centre
- Fishing Pools

Vision & Objectives

Vision & Objectives

Vision for Longtown

We want to build a sense of one town and one community in Longtown where people can make a home and stay, and where other people will want to visit to enjoy what we have made.

Building on our heritage and unique qualities, we will make Longtown a 'thriving', 'cooperative' 'destination' that attracts people to live, visit and invest here.

We will develop a foundation of social, environmental and economic sustainability by building on our existing positive assets and by bridging the gaps that exist between them.

Objectives

Thriving Longtown

- Address community health and wellbeing needs
- Create a safe and secure place
- Connect the town fabric
- Grow a Market Garden Town

Destination Longtown

- Grow a cohesive community
- Create an attractive place to live, visit and invest in
- Capitalise on rural, environmental and heritage assets
- Connect to wider Borderlands initiatives

Cooperative Longtown

- Enterprise - foster local co-operative initiatives
- Togetherness – support intergenerational connections
- Resilience – improve capacity and resources
- Volunteering – promote equity and fairness

Vision & Objectives

Action Areas

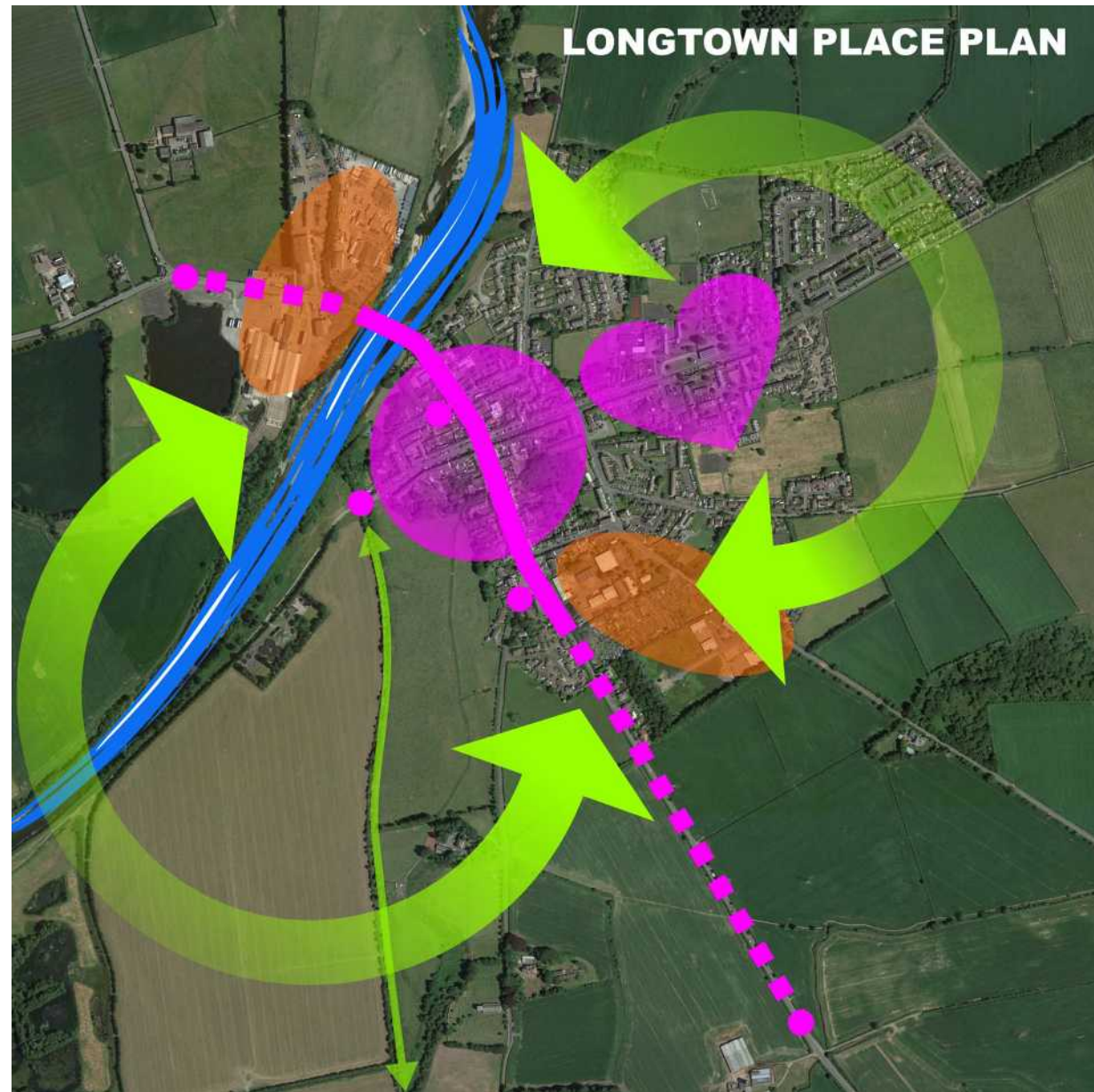
Taking a 'whole place' approach means recognising that everything is interconnected and complex. The Place Plan adopts this approach, while providing a rational framework to help deliver change.

The following Action Areas address the key objectives of the Place Plan, breaking it down into themes that consider:

1. Connecting People & Place
2. Focal Points & Places
3. Enterprise Initiatives

The Action Areas are integrated, whole place interpretations of the Place Plan objectives. There are natural overlaps through projects and activities and in outcomes and benefits. This integration will increasingly:

- Improve quality of life for residents
- Strengthen sense of place
- Improve management of revenue investment
- Create a marketing narrative that attracts investment
- Strengthen funding bids



Vision & Objectives

1 Connecting People & Place

This action area is about creating a beautiful and well-functioning place to live, grow and age well in. It is focused on policy planning and the development of strategic programmes of incremental change:

- A. **Pathways to Wellbeing** – Promoting active lives
- B. **Townscape & Public Realm** – Delivering a high-quality place
- C. **Cultural Heritage** - Valuing historic legacies

Outdoors is where communities meet and do things together, including events that attract visitors. These shared outdoor spaces must flow seamlessly through the town and into the wider landscape. That means valuing the planned town and controlling 'Anytown' sprawl and vehicle dominance.

Important ingredients in this landscape include Longtown's cultural and farming heritage, sport and play, and the high-quality natural environment. Harnessing these elements and expanding programmes like '**Incredible Edible**' will promote the health and wellbeing of everybody.

2 Focal Points & Places

This action area is about creating a sense of arrival, destination and heart in Longtown. It is an action area focussed on tangible interventions in primary spaces:

- A. **The Heart** – Integrating the social life of the town
- B. **The Conservation Area** – Valuing the historic town & high street
- C. **The Gateways** – Reinforcing entrances and arrival points

The original planned town is what makes Longtown unique and encompasses the main destination points of the high street and sense of arrival. This needs safeguarding and improvement on several fronts. The gateways to Longtown need reinforcing, along with the entrances to the riverside and wider landscape.

The area identified as '**The Heart**' is already a key destination for community facilities, including the primary school, nursery, library and health centre. It is also an area of opportunity where meaningful change can tackle current community challenges.

3 Enterprise Initiatives

This action area is about people, their future prosperity and security. It is concerned with enterprise in its broadest sense:

- A. **Transition Longtown** - Cooperative Development
- B. **Building Skills** - Education & Training
- C. **Business Development** - Resilience

Focusing on Longtown's assets to support local cooperative enterprise and move towards a more resilient circular economy is essential. Here we build on initiatives already in place and new opportunities raised during key stakeholder conversations. It also focusses on building local skills, increasing business resilience, and creating space for new opportunities.

It is important to note here that Longtown must look outwards too and take opportunities to integrate with the Borderlands through these enterprise initiatives, and through transport links.

Action Plan – Connecting People & Places

1A: Pathways to Wellbeing: Facilitating Active Lives

A constant feature throughout the engagement was vehicle dominance in the town. Parking, the incivilities of some drivers using the pavements, speeding and high volume of heavy commercial vehicles in residential streets were all mentioned.

The role of this initiative is to connect walking, cycling and wheeling (pushchairs, buggies and wheelchairs) routes around the town, upgrading them to make them accessible to all. By highlighting the network of active travel and leisure routes, residents and visitors will become aware of the option to move safely around the town and visit, by foot or by bike, the local heritage and natural assets of Longtown and the wider district.

The programme will improve the integration of Longtown itself; connect it to local points of cultural interest and places; reduce car use for short journeys; provide a focus for active pursuits into the local countryside; and improve the health and wellbeing of the whole community.

First Steps

- Implement the funded National Lottery Walks of our Life project
- Public Rights of Way Design Strategy
- Highway Management Strategy

Priorities

- Pathways to Wellbeing Volunteer Group
- Active Travel Initiative
- Safe Routes to School
- Esk Bridge Experimental Traffic Order
- Public transport improvements

Action Plan – Connecting People & Places

1B: Townscape & Public Realm

Longtown has a great opportunity to become a sustainable model town that would satisfy the future needs of residents and deliver the aspirations of the Borderlands initiative. This strength is embedded in a combination of the protected and dominant original planned town, the relative compactness of the town today, extensive ownership by Riverside Housing and the quality of the unspoiled surrounding pastoral landscape.

Making the most of these opportunities requires consistency in approach and an appreciation of the importance and value of good design. The **National Model Design Code** offers an appropriate way of establishing an urban design vision for Longtown and a means of appropriately managing regeneration and development.

An overarching framework for the whole town will create a foundation that guides policy development, incremental maintenance actions and individual project designs of all scales and types around a single sustainable ethos.

First Steps

- Urban Design Guidance – National Model Design Code
- High level Public Realm Strategy

Priorities

- Shaping New development
- Lochinvar Masterplan
- Neighbourhood regeneration
- Incredible Edible Longtown
- Implementing movement and public realm interventions

Action Plan – Connecting People & Places

1C: Cultural Heritage

Cultural heritage is a theme that runs through all the concept programmes and needs drawing out as an individual programme too. There is a powerful story in the 'Debatable Lands', the Roman occupation, local customs and folklore, and the development of the town and natural environment.

There are many people in the community with knowledge and interest in the tangible, intangible and natural heritage of the landscape. Preservation, conservation and interpretation are all key to the viability of the Place Plan and they need to be considered holistically to maximise their value. At the foundation level it helps establish a sense of meaning while generating visitor interest and an educational resource.



Battle of Solway Moss 1542

First Steps

- Establish an LDT sub-group to champion the theme
- Heritage research and exhibitions

Priorities

- Prepare a Heritage Strategy
- Involve national heritage partners in developing the strategy
- Implement wayfinding and interpretation
- Contribute to all other projects

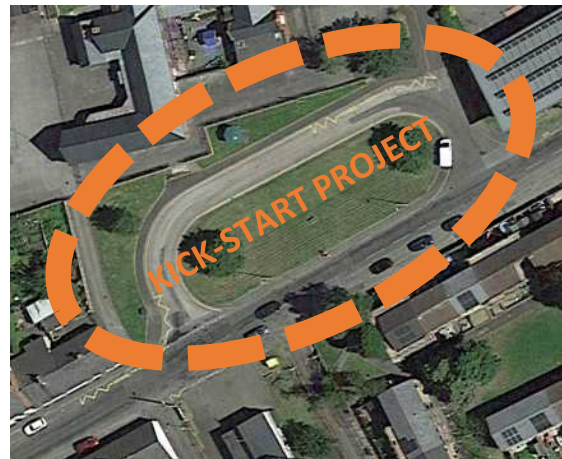
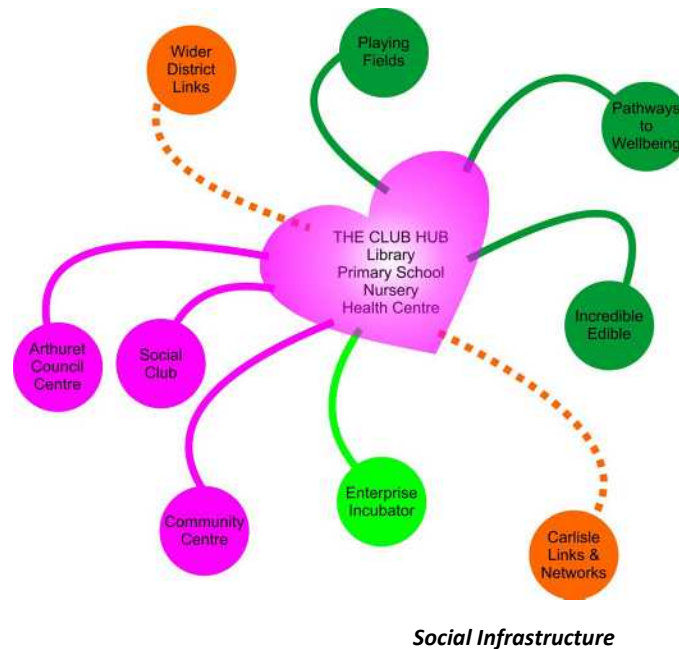
Action Plan – Focal Points & Places

2A: The Heart

This is an important initiative for addressing some of Longtown's longstanding challenges. Communities with the greatest need for support are situated in this central area along with most of the town's public facilities and concentration of families. While it is the natural heart of the town, it is a mixture of poorly designed neighbourhoods and redundant spaces making it a dysfunctional place where social problems tend to accumulate.

At the same time, these issues and spaces provide an opportunity to deliver something ground-breaking in Longtown that can be transferable to similar places within the Borderlands initiative. It therefore identifies itself as an area where interventions aimed at improving wellbeing and community spirit would be best placed to have the most immediate and longer-term impact.

In line with '**Levelling-up**', directed attention to this neighbourhood will significantly uplift the profile of the whole town, raising Longtown's objective metrics, in many cases, up to or above the national average.



First Steps

- Club Hub Social Infrastructure Audit – understanding range of existing and potential community activities and existing built facilities with community access.
- Work with Riverside Housing to develop the Heart concept - kick-Start and Lochnivar projects

Priorities

- Community Kick-Start Project
- Develop the 'Club Hub' concept
- Develop former School Site for recreation
- Lochinvar Regeneration Framework

Action Plan – Focal Points & Places

2B: Conservation Area

The Longtown Conservation Area is intact and in a good state of repair. However, the public realm is of poor quality and completely dominated by traffic and vehicles. These negative issues have repeatedly been voiced throughout the community Place Plan development process. The concerns were primarily about accessibility, safety and the attractiveness of the town.

The main high street is central to the conservation area. It must work better than it does for residents and to attract visitors to stop in Longtown. Currently the town is a sea of tarmac with some historic but sickly tree planting. It is an inaccessible urban landscape where pedestrians have little priority and are under-valued.

The built fabric could be better maintained and managed too. Guidance for building owners would help, along with the potential to support and develop conservation skills and apprenticeships.



Conservation Area

First Steps

- Conservation Area Management Plan
- Detailed public realm design plan

Priorities

- Implement the Bank Street Tactical Project
- Implement wider incremental public realm projects/ comprehensive scheme depending on resources

Action Plan – Focal Points & Places

2C: Gateways

The sense of approach and arrival into Longtown is underwhelming. Though the town is pretty, most people in vehicles have passed through it within a minute without any cue that it might be worth stopping. This lack of a sense of destination is an issue for potential visitors, for residents and for those interested in investing in the town.

Longtown needs to become a place of choice and that means making the most of the place through design. For example, the town was built here because of the river, yet Longtown turns its back on that key asset. The Gateway actions are complementary to the integration plans recommended elsewhere but they can also be implemented independently for early win impacts.

First Steps

- Community co-design ideas, develop designs and help implement

Priorities

- Southern approach: Carlisle Road
- Northern approach: Auction Mart
- Esk Bridge Crossing
- Community Centre

Action Plan – Enterprise Initiatives

3A: Transition Longtown

Among the main assets of Longtown is its high-quality and desirable, rural landscape.

However, fuel poverty and food insecurity are particularly relevant to Longtown and make living here more of a challenge for communities with lower levels of disposable income.

The Transition Longtown concept illustrates that Longtown's natural resources can be sympathetically harnessed to support the bases of local cooperative enterprise, helping Longtown to become a more resilient circular economy. It can build on initiatives already in place and realise new ventures. This transition town programme can grow gradually and sustainably from humble beginnings over a 20-year period.

Residents who attended the community workshops referred to the need for an affordable supermarket in Longtown to serve the wider community. 'Cooperative Longtown' could establish a community shop and consider growing food to supply it.

First Steps

- Transition Town feasibility study
- Partner with near-by Transition Towns

Priorities

- Develop local incubator for cooperative/ social business
- Cooperative developments - land for growing of local produce/ generation of renewable energy
- Cooperative developments - local food cooperative shop
- Cooperative developments – energy supply/ development business

Action Plan – Enterprise Initiatives

3B: Education & Training

The sustainability of Longtown depends upon it becoming a place of choice where people want to live, work and play across the lifecourse. Young people's livelihoods in the town depend on the ability to support established and new businesses, attracted to Longtown by its Place Plan.

Apprenticeships are a model that can support young adults into training by getting them ready and prepared for the work environment. Various opportunities already exist in this regard for Longtown including the Auction Mart, Amazon and the Haulage company, as well as local hospitality businesses.

Future opportunities have been explored with key partners such as Newton Rigg college and Riverside Housing who point out the future need for skilled people in the Green Economy, particularly energy production and transforming how we heat buildings. This links to the opportunity to develop this industry locally, particularly with the MoD site on the doorstep and the potential reduction in its current use.

First Steps

- Coordinate existing apprenticeship programmes and immediate local opportunities

Priorities

- Develop a comprehensive apprenticeship programme
- Develop the local adult training offer linked to the Club Hub

Action Plan – Enterprise Initiatives

3C: Business Development

A lot of local employment is provided within the town and in the substantial businesses in its hinterland. In terms of business development, several approaches can be taken to increase resilience and build on the opportunities.

Increasing skills training and establishing a vibrant business association that can share knowledge will make existing local business more sustainable – potentially developing a circular economy.

Festivals: Christmas, annual food fairs and shopfront competitions can increase the visibility, quality of frontage and develop a Longtown 'brand' among larger businesses, helping to illuminate Longtown as an enterprising place.

Developing a hub for green industries could be encouraged here, particularly with the potential to expand into the MoD estate.

While 'Urban Farming' is taking off in cities, Longtown could herald a return to market gardening on the edge of town in a cooperative model that delivers food security to the community while having a visitor market on its doorstep requiring quality fresh food.

First Steps

- Establish a Longtown Business Association

Priorities

- Business Development Strategy
- Explore development of a green business cluster
- Explore the market garden initiative

Action Plan – Summary Table

| 1 Integration Programmes | Objectives | | | Timescale | BTIP |
|--|------------|---|---|-------------|------|
| | T | D | C | | |
| Objectives: Thriving Destination Cooperative ● primary ○ secondary | | | | | |
| Timetable: First Steps – Immediate start Now – 2023/4 Sooner – 2024/7 Later 2027/37 | | | | | |
| 1A Pathways to Wellbeing - Facilitating Active Lives | | | | | |
| Public Rights of Way Design Strategy –improving existing routes and implementing new paths for walking and cycling. | ● | ● | ○ | First Steps | |
| Highway Management Strategy – an urban design led study to assess and address traffic and vehicle dominance. | ● | ● | | First Steps | |
| Esk Bridge – trial reducing the bridge to a single alternating signalled carriageway under Experimental Traffic Order. | ● | ● | | Now | |
| Active Travel Initiative – building on and supporting the recommendations of the Highway Management Strategy. | ● | | | Now | |
| 1B Townscape & Public Realm | | | | | |
| Urban Design Guidance – apply the National Model Design Code to create a Vision for Longtown as a ‘planned town’. | ● | ● | | First Steps | |
| Public Realm Strategy – a light touch strategy building on the Urban Design Guide and Highway Management Strategy. | ● | ● | | First Steps | |
| Shaping New development – working in partnership with private developers following the Urban Design Guide. | ● | ● | ● | Now | |
| Incredible Edible Longtown – build this initiative into the Public Realm Strategy as a foundation. | ● | ● | ● | Now | |
| Lochinvar Masterplan – working with the National Model Design Code, develop a community masterplan. | ● | ● | ● | Sooner | |
| Neighbourhood regeneration –wider implementation following the Urban Design Guidance with communities. | ● | ● | ● | Sooner | |
| Longtown Country Park - advance the idea of a ‘working’ Country Park around the river. | ● | ● | ● | Later | |
| 1C Cultural Heritage | | | | | |
| Heritage Research – establish a subgroup within the LDT to build an archive of material from within the community. | ○ | ○ | ● | First Steps | |
| Heritage Strategy – incorporating cultural heritage in other concept programmes and bespoke projects with partners. | ○ | ● | ● | Now | |

Action Plan – Enterprise Initiatives

| 2 Focal Point Interventions | Objectives | | | Timescale | BTIP |
|---|------------|---|---|--------------------|------|
| | T | D | C | | |
| Objectives: Thriving Destination Cooperative ● primary ○ secondary | | | | | |
| Timetable: First Steps – Immediate start Now – 2023/4 Sooner – 2024/7 Later 2027/37 | | | | | |
| 2A The Heart | | | | | |
| Community Kick-Start Project – Community co-design of the space at the entrance to the former secondary school. | ● | ● | ● | First Steps | ✓ |
| Club Hub – Survey existing facilities and activities and develop a management and accommodation hub and spoke plan. | ● | ● | ● | First Steps | ✓ |
| Former School Site – Assess viable sports and recreation potential and community needs - develop a plan. | ● | | ○ | Now | |
| Lochinvar Regeneration Framework – Community co-design framework for housing and the open field. | ● | ● | ● | Now | |
| 2B Conservation Area | | | | | |
| Conservation Management Plan –aimed at building owners to alert them to their responsibilities. | | ● | ○ | Now | |
| Bank Street Tactical Project – street closure in Bank Street to trial public realm ideas from public realm strategy. | ● | ● | ○ | Now | ✓ |
| Public realm design plan – develop a detailed design plan for the conservation area – phased implementation. | ● | ● | | Now | ✓ |
| 2C Gateways | | | | | |
| Community co-design - generate ideas, develop designs and assist in implementation | ● | ● | ● | First Steps | |
| Southern approach: Carlisle Road – establish a Lime tree avenue within the hedgerows to create dramatic entrance. | | ● | ● | First Steps | |
| Northern approach: Auction Mart – repeat the lime avenue and improve business frontages to raise profile. | | ● | ● | Now | |
| Community Centre – regenerate the building within the ‘Club Hub’ model and design a memorable town entrance. | ● | ● | ● | Now | ✓ |
| Esk Bridge Crossing – Opportunity to place a statue to mark the historic significance of the crossing point. | | ● | ● | Now | |
| Brampton, Netherby and Moor Road Entrances – designs incorporate crossing points on the ‘Pathways to Wellbeing’. | ● | ● | | Sooner | |

Action Plan – Enterprise Initiatives

| 3 Enterprise Initiatives | Objectives | | | Timescale | BTIP |
|---|------------|---|---|-------------------|------|
| | T | D | C | | |
| Objectives: Thriving Destination Cooperative ● primary ○ secondary | | | | | |
| Timetable: First Steps – Immediate start Now – 2023/4 Sooner – 2024/7 Later 2027/37 | | | | | |
| 3A Transition Longtown | | | | | |
| Transition Town - feasibility study of potential of transition towards self-sufficiency in energy and food supply. | ● | ● | ● | First Step | |
| Local incubator for cooperative/ social business - feasibility study of setting up a flexible centre. | ● | ● | ● | Sooner | ✓ |
| Cooperative development - purchase land to grow local produce and generate renewable energy. | ● | | ● | Sooner | ✓ |
| ‘Market Garden Town’ - pursue the ambition using the incremental growth of Incredible Edible and Transition. | ● | ● | ● | Later | |
| 3B Education & Training | | | | | |
| Immediate Apprenticeships – partners like Riverside willing to work in partnership to support skills development. | ● | | ○ | First Step | |
| Apprenticeship Programme – developing comprehensive offer partnering FE, Newton Rigg, HE and other stakeholders. | ● | | ○ | Now | |
| Local Training – develop within Club Hub to provide more permanent, equipped space. | ● | | ○ | Now | |
| New School – potential for a Year 10-13 Academy. An expansion to the town would require a full high school. | ● | ● | | Later | |
| 3C Business Development | | | | | |
| Business Association – encourage the development of a Longtown business association | ● | | ● | First Step | |
| Business Development Strategy - Engage with larger businesses to develop Longtown brand and marketing approach. | ● | ● | ○ | Now | |
| Green Business Cluster - investigate green business opportunities and develop an employment estate plan. | ● | ● | ○ | Sooner | |
| Market Garden Initiative - investigate potential for development with potential partners – eg Netherby Hall. | ● | ● | ● | Sooner | |

Governance

Organisational Structure - RACI Matrix

A RACI Matrix should be prepared for every project to ensure that there is clarity in who will leading, who is involved and who needs to know. These roles may change over time.

RACI stands for:

- **Responsible:** is the person/organisation in charge of leading the co-production process.
- **Accountable:** is the person/organisation who is ultimately accountable for delivering the process. They give permission for it to be initiated (in some cases) or approve the results, delivery and monitoring/evaluation.
- **Consulted:** is a person/organisation who can contribute to the process. They may be a stakeholder or subject matter specialist that supports the process with experience and knowledge.
- **Informed:** other people will need to be informed of processes and when an activity has important consequences for any of the people involved, they should be kept informed.

| | Responsible | Accountable | Consulted | Informed |
|--|-------------|-------------|-----------|----------|
| Longtown Development Team | | | | |
| Cumberland UC | | | | |
| Councillors | | | | |
| Parish Council | | | | |
| Project Leader | | | | |
| Project Partner | | | | |
| Service providers (housing, health, education etc.) | | | | |
| Businesses/ Services – owners, operators and investors | | | | |
| Social enterprises and circular economies | | | | |
| 3rd sector voluntary groups | | | | |
| Wider Community | | | | |

Acknowledgements

