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16 March 2009

CHORD PROGRAMME MANAGEMENT BOARD – 20 MARCH 2009

I enclose herewith additional item 7 (**CAMPBELTOWN TOWN CENTRE REGENERATION PROJECT (THI)**) not previously included with the above agenda.

Nigel Stewart
Director of Corporate Services

BUSINESS

- 7. CAMPBELTOWN TOWN CENTRE REGENERATION PROJECT (THI)**
Report by Director of Development Services (Pages 1 - 212)

CHORD PROGRAMME MANAGEMENT BOARD

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ARGYLL AND BUTE COUNCIL

**PROGRAMME MANAGEMENT
BOARD**

DEVELOPMENT SERVICES
Development Policy Service

MEETING DATE 20 MARCH 2009

Campbeltown Town Centre Regeneration Project (THI)

1. SUMMARY

Campbeltown has been successful in attracting grant assistance from two separate heritage schemes in recent years.

- The first, which is already active, is part-funded by Historic Scotland and is one of the first of their **Conservation Area Regeneration Schemes (CARS)**. We are in the third year of the five-year programme and we have a part-time Project Officer in post in the town.
- The other project is a **Townscape Heritage Initiative (THI)** part-funded by the Heritage Lottery Fund (HLF). We have passed Stage 1 of the bidding process and are due to submit Stage 2 in March 2008. It is hoped that both the CARS and the THI will run in tandem, with the THI covering a slightly larger area than the CARS.

The THI is now entering a critical phase and the Council now needs to fully commit the £300 K funding that was approved through the C.H.O.R.D outline business case in November 2008.

2. RECOMMENDATIONS

It is recommended that:-

1. The Programme Management Board recommend to the Executive Committee that the £300,000 allocated to the Campbeltown THI via the outline business case developed through C.H.O.R.D be released to the Campbeltown Project Board for allocation to the Campbeltown THI over the next 5 years.

3. DETAIL

Campbeltown has been subject to a number of Council funded studies (Yellow Book and most recently CHORD) that have both identified an urgent and compelling need to invest in the fabric of the historic town centre.

Following on from the successful and ongoing implementation of the CARS scheme the Council was successful with a THI stage 1 bid in October 2007. The Council's Development Policy Service have now prepared a THI stage 2 bid that will be formally submitted to the HLF in March 2009 following positive feedback from the HLF Monitor. This submission is comprehensive and contains a full business case, Attached as **Annex A** to this report, together with numerous appendixes that provide the necessary information for the HLF. In total the submission to the HLF is over 1,000 pages in length.

Given the late stage of this project a Project Implementation Document (PID) has not yet been undertaken due to the lack of an agreed template being made available. As an alternative the Policy Development Manager has prepared a health check PID which has been attached to this report as **Annex B** to this report.

The Council is required to commit matching funding to the THI to secure the full grant award. It is therefore essential for the THI to progress further that the Council agree to release the £300K following confirmation from the HLF that our stage 2 bid has been successful in late March. A further bid to LEADER has also been made and this will be determined on the 27th of March 2009.

Public Funding Packages	
CARS	
Historic Scotland	£385,000
Argyll and Bute Council	£200,000
HIE	£100,000
THI	
Heritage Lottery Fund	£700,000 (+ £25K Development Costs)
C.H.O.R.D.	£300,000
LEADER	£140,133

The key objectives of both projects are:

- To preserve and enhance the special architectural, historic and cultural value of Campbeltown town centre by preventing further decay and repairing the built fabric of the town centre
- To help to tackle Campbeltown's socio-economic problems by making the town centre a more attractive place to live and work in and a place well worth visiting
- To ensure that the demand for grant-aided work can be met locally and bring new skills into the area, providing well-paid and rewarding jobs
- To support parallel projects aimed at raising local awareness of and pride in the town's historic past, reinforcing a sense of place and sharing this with an increasing number of visitors

The key activities are:

- New uses for old buildings
- General repairs grant scheme (includes roofs, gutters, windows etc)
- Shop-front repair/reinstatement scheme
- Encouraging planned maintenance and factoring
- Traditional skills training programme
- Enhancing streets, spaces & the waterfront
- Celebrating local history and sense of place through arts and other community projects

Benefits:

- An enhanced built environment
- Increased sense of local identity & pride of place
- An enhanced tourism and retail offer
- Improved skills in construction
- New and improved jobs

The THI is scheduled to start in September 2009 following recruitment of the part time THI Project Officer, admin and finance assistant and the fitting out of a new office. It is intended that the Campbeltown THI be in existence for a maximum period of five years.

4. CONCLUSION

Campbeltown has been identified in the Yellow Book Study and CHORD outline business case as in urgent need for further investment in the historic town centre. The THI Stage 2 bid has been identified as being excellent value for money as it promises an investment of £725,000 in the fabric of the historic town centre from the HLF and £140,133 from LEADER. In order to secure this investment however the Council will need to release the identified figure of £300K as match funding for the THI which is now scheduled to commence in September 2009.

IMPLICATIONS

PERSONNEL	This will require the recruitment of a part time THI project officer and full time admin and finance assistant who will be line managed by the Development Policy Manager
FINANCIAL	A request for the release of £300K over five years for the Campbeltown THI
EQUALITY	None
LEGAL	None

For further information, please contact:

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Campbeltown THI Stage 2 Submission

23 January 2009

Ref	Project Monitor's Comments- on Final Draft	Response
1	<p>General</p> <p>There are fundamental issues with the Stage 2 submission which require to be addressed - not least the proposed increase in the common fund and the resultant funding gap and the significant shifts in approved purposes between the two stages.</p> <p>The technical elements of this Stage 2 submission in terms of the costings, condition survey etc are all well presented and extremely detailed, meeting HLF's requirements.</p> <p>The submission itself however does not "hang together" particularly well. There are inconsistencies in figures presented in different sections and the narrative is at times somewhat confusing. In particular, there seems to be a blurring of conservation management plan into the more specific THI proposals in terms of management, training, community engagement etc which contradicts or adds to proposals elsewhere in the submission. Someone needs to read the whole submission through again thoroughly to ensure that there is consistency throughout and that the proposals for the running of the THI - from management to training initiatives to community engagement etc - appear where they make most sense and are not hidden away in an appendix. An example of this is the excellent training plan which is provided in full in Appendix 03_05 the proposals from which are not done justice in any part of the main submission.</p> <p>As a general point, which is discussed in more depth below, the overlap, management and joint benefits of the THI, CARS, CHORD and town centre regeneration schemes are not adequately considered. It is not enough to look that the THI in isolation.</p>	<p>The socio-economic chapter has been amended to include the most up to date statistics available (from A & B Council) and some further explanation as to why the earlier studies remain relevant and have been adopted by the Council.</p> <p>Section 4.01.03 gives some detail of the set of integrated strategies and demonstrates how the THI fits with these.</p> <p>A new section had been added as an introduction to section 1.00 to try and explain the complex relationship between the various initiatives and the work to be carried out by the Town Centre manager.</p> <p>The Training plan now appears as Section 3.05</p>

Ref	Project Mbnitor's Comments	Response
2	<p>Additional key issues identified in the Stage 1 award letter</p> <p>In terms of addressing the additional key issues which were identified at Stage 1 by HLF, the submission goes a long way to achieving this. In particular Stage 2 has presented a holistic strategy for the THI rather than a building by building approach. The proposals to actively involve the building owners and business community are also well developed.</p>	
3	<p>There are innovative proposals to encourage proactive building management by owners although this does not appear to include log books as a condition of grant as was suggested in the offer letter.</p>	<p>Log books - added a phrase at 3.04.10</p>
4	<p>The proposals for use of the Town Hall were to include the possibility of public uses that complement Aqualibrium. To an extent the proposals put forward are for additional public use of and access to the Town Hall but there is no explicit link to Aqualibrium. As I did not undertake the Stage 1 assessment I am slightly unclear why this was set out but I assume that it was to ensure that the facilities in/uses of the Town Hall were not in direct competition to what is already available at Aqualibrium. It would be useful if the level of any potential competition between the two buildings could be examined and explained.</p>	<p>There will be no direct competition here. Text added in Section 4 to expand on this</p>
5	<p>Where the submission does not fully meet the special development issues is in the provision of feasibility studies and business plans for the Old Courthouse and (to a lesser extent) for the Old School House. The feasibility study for the Old School House is detailed and includes an options appraisal, basic market assessment and costings but it falls short of explaining how the project will actually be delivered and fully funded. The projected viability of the project over a 5 year period has been provided for the favoured option showing a surplus however it is clear that this is first much a best guess situation given the level of development work which has thus far been undertaken. Management and other operational issues have yet to be considered. While the work to date on this project may not fully meet the requirements of the Stage 1 award, I feel that there is sufficient information to at least take it forward.</p>	<p>Courthouse placed on reserve list - the Courthouse is retained in the general analysis and descriptions as it remains an important historical and architectural building.</p> <p>There has been a Leader bid made for the Old Schoolhouse</p>

Ref	Project Mbnitor's Comments	Response
6	<p>Unfortunately the same cannot be said for the information provided on the Old Courthouse. This is much more rudimentary and the lack of detail means that the project can only be considered as exceptionally high risk - a viable end use has yet to be identified. A considerable amount of detailed work is required to come anywhere close to meeting the requirements of the Stage 1 offer. From talking to Alan I understand that progress has been made - this needs to be reflected in the final submission to justify the project's inclusion in the THI.</p>	<p>Courthouse placed on reserve list</p>
7	<p>Section 1: Managing the scheme</p> <p>The practical management of the CARS scheme alongside the THI is not explained at all in terms of project management and this is a real weakness. There needs to be a full explanation of how the jointly funded projects will be funded, responsibilities etc. Also the relationship between THI/CARS and the town centre regeneration programme (CHORD?) and the associated manager needs to be spelt out. As its stands there seems to be a lot of scope for duplication and confusion. This is really important for the final submission.</p>	<p>See above - section added to explain this</p>
8	<p>The qualifications/skills etc required of the project officer appear appropriate although I would suggest that the job spec is more specific about how the roles works alongside the CARS officer and the town centre regeneration manager. What is the proposed salary for this post? How will recruitment be targeted? The post being half time would seem to be sufficient given the time commitment of the conservation manager to be in Campbelltown and to assist at least 2 days per week - it will be important that the THI officer and conservation manager are there at the same time given that the former's post is only half time. Fergus - what is your likely time input into the project once operational?</p>	<p>Amended</p>
9	<p>On decision making - will all grants no matter how small have to go through the steering group? Will the conservation manager/THI officer have no delegated authority? How will this work in practice if the group only meets on a quarterly basis?</p>	<p>No, the limit will be set at £5,000 for the delegated authority. Meeting quarterly should not present any difficulties and a special meeting of the Steering Group can be called at any time to discuss important issues.</p>

Ref	Project Mbnitor's Comments	Response
10	There is note on page 7 that a simple grant process has been developed through CARS - a copy of this should be included if it is being proposed for the THI - ditto with forms.	Examples of the forms and explanatory notes are included in Appendix 01_05.
11	The proposals for the final application pack include a number of leaflets which will be completely irrelevant to the majority of the projects - does this not confuse prospective applicants? The list also seems to omit information on what projects and costs within projects are eligible for THI funding, the criteria applied for decision making etc. The clawback element of any grant should also be explained at the application stage.	See above
12	In the Conservation Management Plan there is a section on future heritage regeneration in the THI area. Frankly this confuses things as there are a number of proposals which do not appear in Section 1 which is meant to about project management. This needs to be reviewed and the full details for project management for the THI (and its relationship with CARS, CHORD etc) need to be clearly stated in Section 1. I am unclear why there is a detailed section on project management (and various other issues) within the conservation management plan when these appear to be related most directly to the THI rather than the CMP.	I'm not sure how to respond to this - the CAMP is meant to be a stand-alone document that will have a longer life than the THI project. It has been adopted by the Council and when the THI is wrapped up, the policies for the care and protection of the CAA will remain. By necessity it must, therefore contain recommendations and proposals that go beyond the life of the THI. At the same time the THI provides funding, and an immediate management structure to actually implement many of the proposals, therefore they belong in both. I have added section 1.03.04 to try and set this out.
13	The Council is aware that there have been real concerns over project management of the THI. This is therefore a crucial section which should layout clearly exactly what is being proposed and what the relationships (management and otherwise) will be with the other key schemes in Campbelltown with which there is significant cross over	Section 1 updated.
14	Section 2: Researching and identifying the area's needs The consideration of the area's social and economic needs is really disappointing. All that has been done is to take chunks from the various (some outdated) reports which are in the appendices and list them. There is no obvious attempt to draw conclusions from the different reports or to identify the key issues for the town	Section amended and up to date statistics inserted. Things are being achieved - Fergus Murray notes the following, however some of the projects are, at present, confidential Aqualibrium built at a cost of over £7million

Ref	Project Mbnitor's Comments	Response
	<p>which the THI will seek to address. This is done to a limited extent later in the section (2.04) and later in the action plan (section 4) but overall these are weak. Also more up to date statistics must be available than some of those being quoted. This needs to be pulled together into something which is meaningful rather than simply going through the motions which is how it appears just now. This section needs to reflect what is happening now - what the various regeneration projects which are active or are about to be active in Campbeltown are achieving and how these along with the THI will effectively address the area's problems.</p>	<p>CARS underway and spending its allocation The new investment for renewable energy has been secured (confidential) The ferry to Ballycastle with a link to Argyshire will be launched in the summer (confidential) CHORD has awarded £6.5 million Kintyre action Plan has been approved</p>
15	<p>The property market review is similarly rather weak although I accept that there is little current activity. Actual examples of residential and commercial property values and how these compare to other towns (like Oban etc) should be provided to illustrate the scale of the problem. If these are difficult to get hold of for the most recent periods due to a lack of transactions, it would be useful at least to provide historical information.</p>	<p>Received DV's overview and have included this in Section 2.01.03</p>
16	<p>The section which looks at the area itself is good - detailed and thorough. It's probably just me, but it seems unclear at times if there is a proposal for the THI area to be extended to reflect the proposed extension to the conservation area?</p>	<p>The THI always included the Longrow area - however this wasn't within the Conservation Area until the Council adopted the revised boundary in Feb 2009 to regularise the matter.</p>
17	<p>The section on assessing the heritage need requires to be revised reflecting the comments above on the socio economic side but it does set our clearly what steps have been taken in terms of the condition survey etc.</p>	<p>I think the heritage need in so far as it can be seen to be a reflection of Campbeltown's declining fortunes over the last 100 years is well developed and presents a good case.</p>
18	<p>Something which I will come back to is the classification of three of the projects as "critical". The THI guidance is clear on the definition of what makes a project critical (1.4.3 of the guidance). These are projects which if not delivered would mean that the THI would have failed. Grants from the common fund for these projects are effectively ring fenced which means you can't use it for other projects unless the critical projects have been delivered. We also discussed this at our last meeting. Having spoken with Alan this appears to be a problem of terminology as these are considered by the team as the most important of all the projects for the THI. I do not consider that they are critical as defined by HLF and</p>	<p>Courthouse now in reserve Changed to "Key" with Old Courthouse noted as a reserve project. The fact that the scheme is not sufficiently developed doesn't reduce its architectural and historical importance, therefore it should be retained in all the descriptions, analysis, etc.</p>

Ref	Project Mbnitor's Comments	Response
19	<p>very strongly suggest (again) that you do not call them this or you will end up with a very high percentage of the common fund effectively frozen unless these projects can be delivered - particularly in the case of the courthouse this would be an extremely high risk strategy.</p> <p>12 "target" buildings are also identified which could attract significant grants and two priority areas for smaller grants. I am assuming that this could be tied back to what is done in other THIs with the 3 "critical" projects in effect being Priority 1 for major grants and "target" buildings being Priority 2 for major grants with the smaller grants being targeted on the two main areas of the town centre which are identified as priorities. I would be grateful if this could be confirmed and if so that this is better reflected in the Stage 2 bid.</p>	<p>Actually, the costs assume that only 50% of the projects will proceed -James has clarified which ones are most likely, and those which aren't (two have been removed from the costings) but I think that we have identified a good list and established a budget</p>
20	<p>It is unclear from the information provided what the scale of multiple ownership is within the currently designated target buildings. Multiple ownership obviously has an impact on the deliverability of projects and it would be useful to know to what extent that may be a problem in Campbelltown. Also, have the owners of the target buildings been approached to determine their interest in the scheme and their potential ability to participate.</p>	<p>The target buildings have only a few in multiple ownership and James has worked hard to bring owners on board in these cases. This is set out in Section 4.00 - delivering the Action Plan (4.07)</p>
21	<p>Grant rate levels are suggested as 75% for critical projects and 80% for all others. It looks as though these will be applied to conservation deficit calculations where appropriate which is fine. In the current economic climate I would agree that these high grant levels would be more likely to be acceptable to owners. It must be noted that for vacant properties, a grant can only be offered if a viable end use has been demonstrated and there is a proven unfulfilled demand for such properties within the THI area. Also the THI fund cannot be used simply to make buildings wind and water tight in the hope that development will take place at a later date.</p>	<p>James has the information for this and evidence of demand from the letters submitted - see CD enclosed with application. There is a demand for flats and these make up most of the target buildings most of which are occupied to some extent.</p>
22	<p>My real problem with the way in which the costings and financial need has been calculated is that the QS has included every aspect of the buildings which could be improved. This has resulted in extremely high project costs for individual projects. This does not seem to prioritise the works which are most urgently</p>	<p>The QS has based costs on Michael Thorndyke's condition survey together with an on site appraisal of the buildings. It was agreed at the February meeting that the aim of the THI was to bring about comprehensive improvements to the selected properties and that a piecemeal approach to</p>

Ref	Project Mbnitor's Comments	Response
	<p>required and would have the most impact in terms of the objectives of the THI. We did urge at the meeting in October that a prioritising exercise was undertaken but this doesn't seem to have happened. We will discuss this and the impact on funding required at the meeting on 3rd February.</p>	<p>work, eg windows only here, roof there was not an option. The QS costs are based on experience and local conditions but may be conservative and (ie on high side) and will not take into account recent tender trends (falling) however they establish an order of costs. The process has involved dividing the buildings into a set of ranked priorities, ie Key bldgs, then Target Buildings, Then areas by order of priority. Assessments have been made about likely take-up, but in effect the process sets budgets for each of the categories and the THI Team will have to seek to work to these, although some flexibility is build in.</p>
	<p>Section 3: Conservation management plan</p>	
23	<p>Was the conservation management plan adopted by the Council at the January meeting?</p>	<p>Both the Conservation Appraisal and the Management Plan were approved by the MAKI committee and the Conservation boundary change in its February meeting</p>
24	<p>I feel that the CMP perhaps goes into detail in areas which are not usually required and is broader than the stated need which is to develop a management plan for the conservation area which sets out the measures which will be put into practice to make sure that the benefits of the THI are maintained in the longer term. This one seems to get hung up on the details of the THI during its implementation etc rather than what will be done to ensure that the benefits are not lost when the project ends. I realise that this is difficult and that clearly what happens during the THI has an impact, but the inclusion of sections on THI management, training etc (sometimes contradictory to what appears elsewhere in the Stage 2) confuses matters. This whole section needs to be reviewed in the context of the rest of the submission to ensure that everything ties in and that there is not too much repetition - where it is felt that repetition is appropriate, the facts should at least be consistent.</p>	<p>See response on section 1.00 and revised introduction to Section 1.00. The CAMP in the appendix sets out the recommendations for the long term management of the whole CA, while section 3.00 of this document attempts to extract those elements that are relevant to the specific THI area.</p>
25	<p>Basically sections 3.01 to 3.04 are great.</p>	

Ref	Project Mbnitor's Comments	Response
26	From 3.05 onward a detailed review and revision is needed as a minimum to reflect what is being proposed elsewhere in the submission and preferably to reflect the longer term plans for the conservation area and narrower THI area.	Explained in new introduction to Section 1
27	One specific question - on page 71 it is implied that there may be bank support for owners seeking funding to contribute towards their personal contributions to the grants - in the current climate is that still likely?	Reference deleted
	Section 4: Action plan	
28	The section on integrated strategies is weak and once again seems simply to list initiatives but says nothing about how they all tie into each other and in particular to the THI. CARS isn't even mentioned. This needs to be reviewed in light of previous comments about Section 2 and also given the need to show how everything is likely to work together to address regeneration.	Again my colleagues are looking at this we need to mention CARS
29	In terms of the vision of the THI section 4.1.5 suggests that the Yellow Book vision is the THI vision - is that correct? Or is the vision for the THI what is stated on page 77 as the aims i.e. “..to retain, conserve and regenerate the historic character and buildings within Campbelltown Town Centre in order to support the local economy and reinforce the social fabric of the town”. That certainly seems far more appropriate and assuming that it is the “vision” it should be flagged up as such.	Vision amended
30	The strategic regeneration themes are good and appropriate and reflect the objectives of many of the other initiatives as well as those of the THI. Theme 1 “Investing in the unique identity of Campbelltown” is fine but with some of the others there are elements of the proposed actions/projects which I would doubt are eligible for THI funding from HLF’s contribution although other funders within the common fund may be able to contribute. This is something that we can talk about in detail with Caroline at the meeting on the 3 rd - I will forward her the relevant parts of the submission before then.	Section added to explain how the themes tie in with the wider regeneration strategies.
31	I have commented on the proposals for the specific buildings in section 2 above.	Noted

Ref	Project Mbnitor's Comments	Response
	<p>Please note again that vacant properties must have a demonstrated viable end use (and preferably user) to be eligible - this applies to all buildings including shop fronts. I would suggest that where this is an issue you look to other funders within the common fund such as HS to support such projects. I think that the assumptions made on take up of the grants between the various critical and target projects looks sensible although based on what has been provided to date I have serious doubts over the deliverability of the courthouse. I understand however that there has been recent progress and this needs to be reflected in the final submission. I am also a bit dubious based on previous experience with THIs across Scotland that 7 vacant floorspace projects can be delivered, particularly in the current economic climate and reflecting the fact that grant eligibility is reliance on a demonstrated viable end use.</p>	
32	<p>The training section needs to reflect far more thoroughly the really good work which has clearly been done and which is included in the appendices. There are specific courses which are directly relevant to the THI which are not shown within the action plan but which would make the proposals far more appealing rather than the table which is included at pages 89/90. This is a really positive part of the bid but all the good bits are hidden away just now and need to be brought forward. The bit on monitoring and evaluation could perhaps be beefed up a bit?</p>	<p>See above</p>
33	<p>There are issues with the figures used throughout sections 4.05 and 4.06 with inconsistencies and incorrect allocations which make what has been presented very difficult to follow. I have asked Alan to try to have a look at these before he goes on holiday. In any event the real problem seems to be that there is quite a significant funding increase from what was agreed with HLF at Stage 1. Clearly the HLF contribution towards the total costs is fixed and while additional funding sources have come on stream there is still a funding gap. This needs to be discussed at the meeting on the 3rd. We need full information about what may or may not be in the pipeline.</p>	<p>Figures revised</p>
34	<p>In terms of the CARS scheme - how much of the funds shown have already been</p>	<p>See note at end of funding section.</p>

Ref	Project Mbnitor's Comments	Response
	<p>spent and how much more is already allocated? Again, I must say that the lack of information on how the two schemes will run together is alarming and it is vital that this is addressed.</p>	
35	<p>It is important that the action plan considers in more detail how the funding from the various different contributors to the common fund will be allocated. Clearly HLF will contribute different percentages to the various categories shown on page 95 as will the other funders. This needs to be set out more explicitly for the final submission.</p>	<p>I need more guidance from HLF on this.</p>
36	<p>The delivery strategy is fine as far as it goes but I feel that additional detail would be very useful and would ask that this is developed further before the final submission.</p>	<p>It is a summary.</p>
37	<p>On the proposed programme, I think that you are too optimistic about what will be achieved in years 1 and 2 but would love to be proven wrong!! We can perhaps discuss this in more detail at the meeting and any revisions agreed can be made for the final submission.</p>	<p>The programme changes with the reduction in the proposed scheme to suit the funding. Year 1 involves 27% of the budget.</p>
	<p>Additional comments on the training plan</p>	
38	<ul style="list-style-type: none"> the training plan mentions various project groups being established from the main THI steering group. This was part of the stage1 bid but does not appear to be mentioned in the project management section in the Stage 2. This needs to be addressed. 	<p>These groups are in the process of being set up</p>
39	<ul style="list-style-type: none"> I am struggling to reconcile the cost figures in the training plan with the total allowed in the action plan. Can you please look at this and make sure that they do tie back. 	<p>Checked and amended.</p>



**STAGE 2 TOWNSCAPE HERITAGE INITIATIVE
SUBMISSION**

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SUBMISSION

5 March 2009

**CAMPBELTOWN
STAGE 2 TOWNSCAPE HERITAGE INITIATIVE
SUBMISSION**

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- Appendix 04_01 THI Costs Spreadsheet
- Appendix 04_02 Categories of Work
- Appendix 04_03 Year by Year Costs
- Appendix 04_04 CD - Campbeltown THI Costs Spreadsheet (Excel)



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5 March 2009

SECTION 1 MANAGING THE SCHEME

1.00 INTRODUCTION

1.00.01 THI Submission

This report presents the analysis and findings of the various studies carried out for, or relevant to, the Stage 2 Application to the Heritage Lottery Fund to establish a Townscape Heritage Initiative in Campbeltown Town Centre.

The general findings present a strong case for implementing a Townscape Heritage Initiative in Campbeltown in terms of:

1. the outstanding quality and historic character of the built heritage and townscape,
2. the urgent need for protection and improvement of the historic buildings and townscape to ensure retention of their heritage characteristics and
3. the social and economic concerns in a depressed area with low market demand.

1.00.02 Background

Campbeltown reached a peak of prosperity in the decades preceding the first world war. The war brought about fundamental changes to the economy of the town. Economic difficulties persisted through most of the 20th century with periods of relative prosperity offset by longer periods of declining fortunes. Section 2.1 (the review of the town's social and economic conditions) highlights that in recent years the economic base of Campbeltown has continued to decline.

Argyll & Bute Council have, for a number of years, recognised the particular problems facing Campbeltown and the Kintyre peninsula and have actively sought ways to support the community and provide impetus for regeneration. In addition to Council initiatives, other agencies have been encouraged and several initiatives involve partnerships to achieve specific goals. The THI proposal is a vital part of this broad regeneration strategy and provides a particular focus on heritage led regeneration in the historic town centre in a way that is difficult to achieve through other means. It is important, therefore to understand the importance of the THI in itself while recognising its role within a set of integrated regeneration strategies. These are set out within this document, in particular in Section 4.01.03 and include:

- Argyll and Bute Structure Plan 2002
- Argyll and Bute Modified Finalised Draft Local Plan June 2006
- Argyll and Bute Council Corporate Plan 2007-2011 and Beyond
- The Economic Strategy for Argyll and the Islands, 2005
- Yellow Book 'Campbeltown and Kintyre Strategy' 2006
- Campbeltown and Kintyre Action Plan
- Argyll, Loch Lomond & Forth Valley Tourism Partnership 'A Framework for Growth'
- *C*H*O*R*D* - Development Investment In Town Centres And Waterfronts By Argyll And Bute Council

These strategies are giving rise to a number of upcoming projects which range from investment in projects such as the proposed waterfront development (marina) to training and community initiatives. Some of these affect areas outwith the historic core of the town while some of the training, community and employment initiatives are wide ranging in their impact. This means that in some cases initiatives compliment the THI proposals while in other cases there is a distinct benefit to the THI proposals of linking efforts and co-ordinating work.

While this makes the background to the THI project complex it is hoped that this submission sets out the way the strategies work together and clearly identifies where initiatives are an integral part of the THI proposal.

Three key elements of the regeneration process are great significance for the town centre and are designed to work closely together:

- The proposed THI
- Campbeltown Conservation Area Regeneration Scheme (CARS)
- Appointment of a Town Centre Manager

These are set out in more detail below. Plans showing the CARS and THI boundaries within the Conservation Area follow Section 1.00.

1.00.03 Focus on Heritage Led Regeneration - Campbeltown Townscape Heritage Initiative (THI)

Many of the historic buildings are in need of urgent investment and without this Initiative there is likely to be further loss of historically important buildings and architectural details through continued decay, dereliction and inappropriate unauthorised and permitted development.

- The townscape and building improvements will support and coordinate with other initiatives to improve the economic conditions;
- the THI scheme has brought together matching funding which is now available from other public agencies to support this Initiative;
- and most importantly, there is already public interest in the THI Scheme, building on the current Campbeltown CARS initiative, and many property owners and local builders have shown a willingness to participate in the improvements.

The emphasis on the THI will be to protect, repair and reuse existing heritage buildings. With the recent history of **historic buildings being lost and falling into disuse coupled with a loss of heritage detailing**, the current low market values of property and the limited funds available, the decision has been made to omit projects for gap sites and to concentrate on improvements to individual buildings at risk. By targeting the funds, it should be possible to make a major impact and to assist the economic regeneration of the town centre and ultimately the wider area.

The THI Stage 1 application identified an area of the Campbeltown Town Centre Conservation Area to be included in the proposed THI area. Further investigation and analysis have resulted in a quite significant alteration to the Conservation Area, while the THI area remains largely as before, although with some minor adjustments.

1.00.04 Relationship Between Campbeltown Townscape Heritage Initiative (THI) and Campbeltown Conservation Area Regeneration Scheme (CARS)

Boundaries - both the proposed THI area and the CARS area are within the Conservation Area (now extended). The areas are similar, with shared boundaries except for the north and north west where the THI area is extended to include the historic Longrow area, as shown in the accompanying plans.

Difference between the grant eligible categories

The following are eligible under the proposed Campbeltown THI:-

- Building Repair
- Re-use of vacant historic floorspace
- Reinstatement of Architectural Detail
- Public Realm
- Education & Training Initiatives
- Administration

Under the Campbeltown CARS the following are eligible:-

- Building Repair (including the reinstatement of architectural detail and shopfronts)
- Education & Training Initiatives
- Administration

The Campbeltown THI therefore covers a more diverse range of eligible categories, with any potential overlap relating to those costs that are eligible under the Campbeltown CARS.

Match funding available

The Campbeltown THI Partnership Funding table of this report (Section 4.06) shows the partnership funding available and anticipated under the scheme. This funding includes £385,000 from Historic Scotland specifically allocated as match funding from the Historic Environment Regeneration Fund (CARS 2) to the Campbeltown THI.

Historic Scotland have also agreed that the funding allocated to the Campbeltown CARS can be considered match funding for the Campbeltown THI together with the £200,000 from the Council and the £100,000 from HIE - Argyll.

Separate Accounting Procedures

It is essential that the Campbeltown THI and the Campbeltown CARS funding is accounted for separately so that each schemes funding can be clearly identified. This is particularly important where the Historic Scotland match funding under the Campbeltown CARS will be identified under both schemes, however only that Campbeltown THI funding that relates to building repair can be classed as match funding towards the Campbeltown CARS. Where an invoice under any individual project is received it cannot be utilised to claim funding from both the Campbeltown THI and the Campbeltown CARS unless there is a clear percentage to be claimed from each scheme.

Detailed Accounting Policy bulletins have been established for both the Campbeltown THI and Campbeltown CARS, using the same financial assessment process for both schemes will ensure a

consistent approach between the schemes and reduce the financial requirements on grant applicants.

Skills Training / Education

The Council and the CTCRG, through both the Campbeltown THI and Campbeltown CARS wish to maximise the long-term benefits for the historic fabric of the conservation area and the local community through training in the skills necessary to manage, conserve, and thereafter interpret this important part of our heritage. The Campbeltown Contractor Skills Audit and Training Plan will form the basis of the Skills Training & Education programme delivered through the Campbeltown THI (see Section 3.05).

Managing the THI & CARS

Whilst there is an area of overlap in terms of Key/Target/Priority Buildings, Skills Training, and match funding as indicated above, there is a need for separate administration and financial accounting procedures and this involves additional requirements to ensure the two schemes are able to be accounted for, monitored, and evaluated separately. It has therefore been proposed that both schemes require separate administration including part time Project Officers and a Clerical and Finance Assistant for the larger THI scheme. Both projects will also benefit from the creation of the Town Centre Manager Post working in the same town centre office. In addition both schemes will be regularly advised by the Council's Conservation Officer and the line manager, for both schemes and the Town Centre Manager's post, will be the Development Policy Manager.

A job description for the Town Centre Manager's post is included as Appendix

The staffing levels will be regularly reviewed and any savings that can be made will be identified to the Heritage Lottery Fund and Historic Scotland, and an alternative use for any savings will be proposed.

1.00.05 Town Centre Manager

To compliment the work of the THI and the new Project Officer the Council will also create a Town Centre Management post initially for 3 years. This post was first proposed by the strategic Yellow Book study which was published in November 2005 and sought to stem the economic decline of Campbeltown. The need for such a 'town centre animation' approach has been further highlighted as an identified need within the THI action plan. The project fundamentally aligns itself with the objectives of the THI and the CARS initiative but rather than focusing on the infrastructure and buildings, focuses on the associated activities and 'animation' of the town centre. The intention is to co-locate the workers in a shopfront premises allowing the pooling of admin and office resources and to create a hub of town centre focused activity. All 3 initiatives will be line managed through Fergus Murray-Development Policy Manager, and all will be reporting to the Campbeltown Town Centre Regeneration Steering Group ensuring duplication is avoided, scarce resources are shared and value is added wherever possible. The Town Centre Manager post is funded through existing Council resources and Leader and is not subject to the THI bid. Jointly the 3 initiatives will provide a focus and critical mass that helps deliver the area's regeneration

strategy as expressed through:

1. The **CPP Community Plan** - promoting the Regeneration, Economy and Culture, arts and sports under the Vibrant Communities theme.
2. The **Corporate Plan** of Argyll and Bute Council - which promotes the Town Centre regeneration activities within Campbeltown as a key priority
3. The **Kintyre Action Plan**: A strategic plan focused on addressing the key economic challenges faced within Kintyre. The actions within this are drawn from the original Yellow Book proposals and the National Government Economic strategy. The Action Plan is a partnership document promoted by Argyll and Bute Council and HIE. The project is seen as complimentary to this - adding best value to these more strategic interventions.
4. The **CHORD** (Town Centre /Waterfront development) Project Board, HIE Operating Plan (Kintyre as 'transformational' area) and identifies the THI as a key project in delivering the regeneration of Campbeltown Town Centre.



- Conservation Area as Existing
- 2009 extension/boundary adjustment to Conservation area
- Conservation Area as Existing
- Additions to area
- Removals from area
- Listed Buildings within Areas Shown
- Category A
- Category B
- Category C

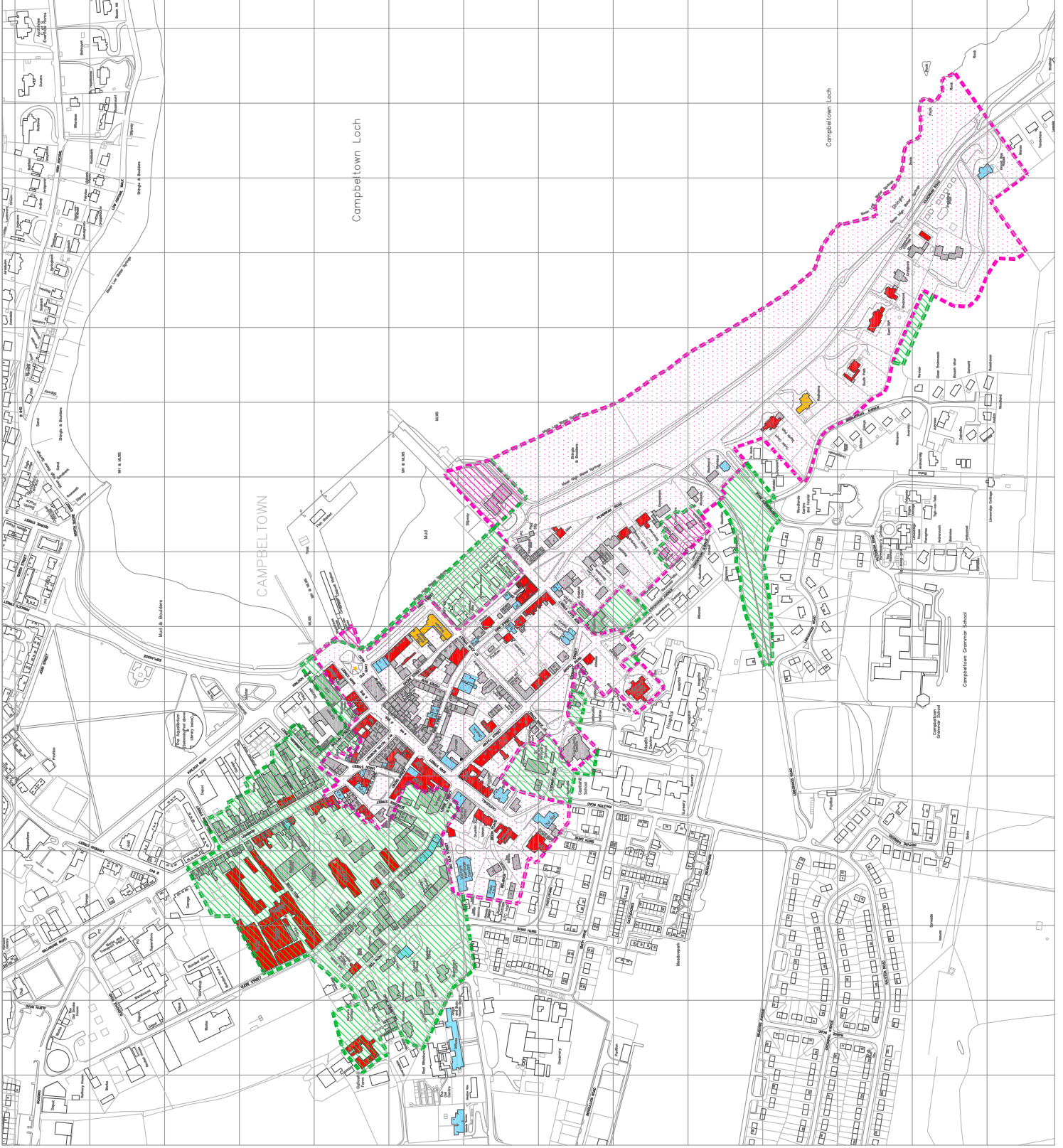
Rev. A: 28.02.09 Updated

Argyll & Bute Council Campbeltown Conservation Area

Plan of Area & Amendments

Gray, Marshall & Associates
23 Sturford Street E Edinburgh EH3 7EJ

Drawing No. BMF 06
Scale 1:2500@A1
September 2008





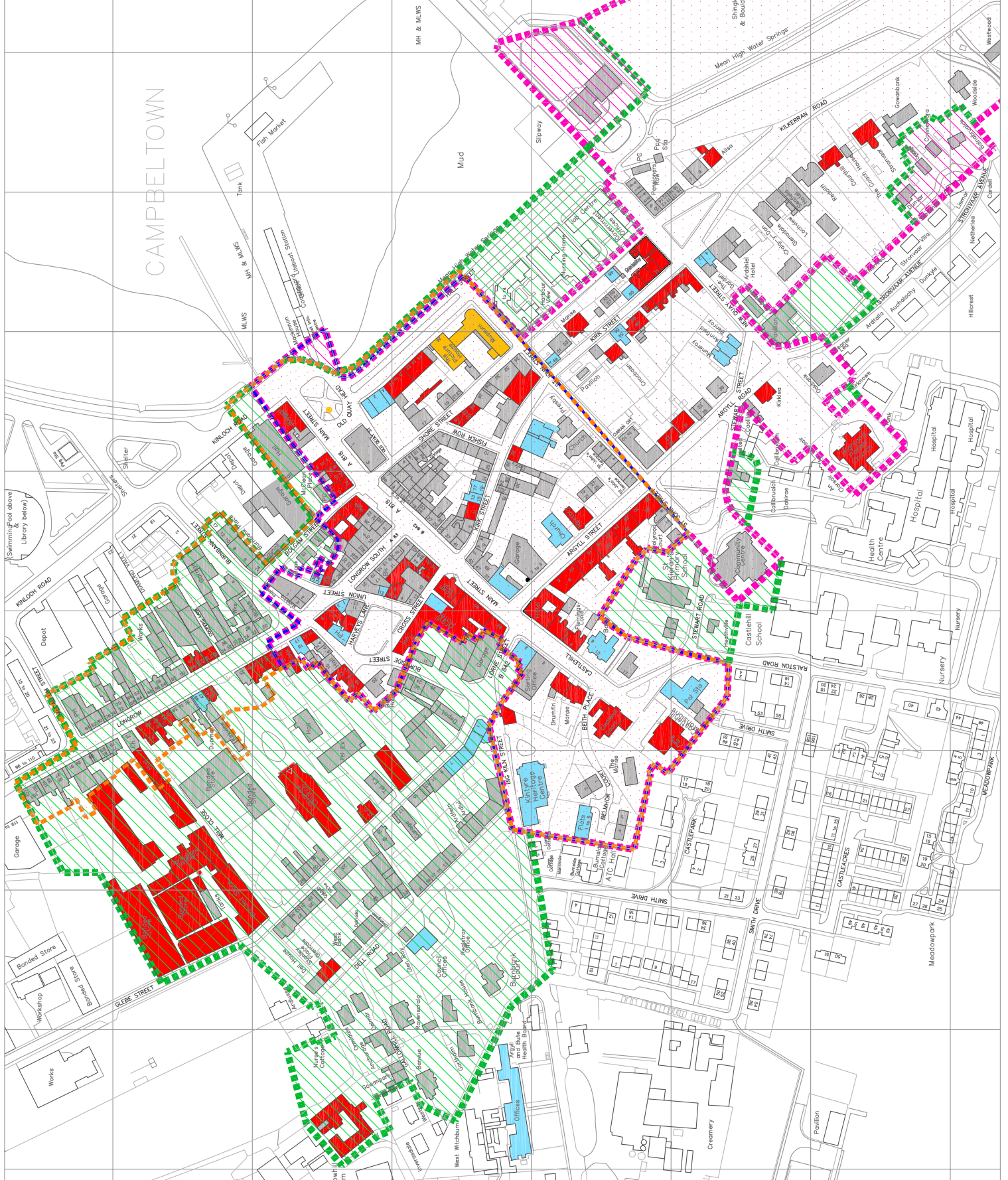
- Conservation Area as Existing 2009 extension/boundary adjustment to Conservation area
- Proposed TH1 Area
- Current CARS Regeneration Area
- Conservation Area as Existing
- Additions to area
- Removals from area
- Proposed TH1 Area
- Listed Buildings within Areas Shown
- Category A
- Category B
- Category C

Rev. A: 28.02.09 Updated

Argyll & Bute Council Campbeltown THI

Plan of Area (North Part) Showing Various Boundaries

Gray, Marshall & Associates
23 Stafford Street E. Edinburgh EH3 7EJ
Drawing No. BMF 07
Scale 1:1250@A1
September 2008



1.01 THE PARTNERSHIP

This application is submitted by Argyll and Bute Council on behalf of the Campbeltown Town Centre Regeneration Steering Group and as the lead in a Partnership comprising the following organisations and sources of funding:

Funding partners:

- Highlands and Islands Enterprise - Argyll
- Fyne Homes Housing Association
- ACHA
- LEADER
- Historic Scotland

and non-funding partners:

- Campbeltown Chamber of Trade
- Campbeltown Community Council
- Kintyre Civic Society
- Strathclyde Building Preservation Trust
- Kintyre Cultural Forum
- Kintyre Amenity Trust

1.02 THE PROJECT TEAM

1.02.01 Argyll and Bute Council

Argyll and Bute Council, Directorate of Development - Planning Service will be responsible for the management and successful implementation of the Townscape Heritage Initiative for Campbeltown Town Centre.

The Council's Director of Development, Mr George Harper, will be responsible for the overall progress of the Initiative; supported by the Head of Planning Services, Mr Angus Gilmore and Development Policy Service Manager Fergus Murray. Mr Michael Thorndyke, the Council's Conservation Officer will manage the initiative on a daily basis and will be the principal advisor for the THI. A part time THI Project Officer will be appointed, immediately following a successful stage 2 bid, who will be the daily contact point for the initiative. This officer will work alongside the established CARS project officer who also works on a part time basis. Support to the Project Officer will be provided for the Campbeltown Town Centre THI area by Michael Thorndyke, who will share the same office in Campbeltown for at least 2 days per week during the length of the THI and the Development Policy Manager, Fergus Murray. Administrative support will be sourced from the Planning Service's substantial administrative pool and through the appointment of a dedicated finance and administrative assistant together with the Policy Section's technician, James Martin.

It is also anticipated that the THI officer will work alongside a new post of Town Centre Manager for Campbeltown that will have the primary responsibility of promoting the town, coordinating activities and improving business performance.

See diagram of the structure of the Directorate of Development - Planning Services in Appendix 01_01.

1.02.02 A Campbeltown THI Officer Working Group will be set up within the Council to resolve any issues raised during the period of the Initiative and will be drawn from the Council services with all the statutory functions that could impact on the successful implementation of the Initiative. The representatives will include:

- The THI Project Officer
- CARS Project Officer
- Town Centre Manager
- Development Policy Manager
- Development Projects Manager (Council's Economic Regeneration Function)
- Conservation Officer
- Development Planning Officer
- Area Team Leader Development Management responsible for the THI area
- Development Department Financial Services Manager
- Principal Solicitor
- Operational Services - Roads and Transport (Public Realm)
- Asset Services
- Others with relevant expertise as required on an ad hoc basis.

This Officer Working Group will focus on the THI Initiative and work in parallel with the wider brief of the Campbeltown Town Centre Regeneration Steering Group.

Each member of the Project Team has an essential role to play in delivering the initiative. These roles are briefly set out below:

- **Fergus Murray (Development Policy Manager)**

The main responsibility is to oversee the running of the THI scheme and liaise with Councillors and senior officers.

- **Michael Thorndyke (Conservation Officer)**

The Conservation Officer will provide support and conservation guidance to the THI Project Officer, indicating what is and is not acceptable and providing guidance on the design of the public realm works.

- **THI Project Officer (To be appointed)**

Will be the lead officer dealing with the day to day work of the project and be the first point of contact for the THI

- **Town Centre Manager (To be appointed)**

Dealing with the animation of the town centre and the promotion of activities and business improvement in an effort to attract additional investment.

- **Kevin Williams (Development Projects Manager)**

The Development Projects Manager will provide guidance and support throughout the lifetime of the THI and will be the primary link between the Council and the Enterprise Company a funding partner of the THI. Advice will be given on marketing as well as liaising with the Chamber of Trade and Community Forums.

- **Paul Convery (Planning Policy and Development Officer)**

The Planning Policy and Development Officer will provide planning support for the THI Project including developing policies in the Local Development Plan, writing Supplementary

Planning Documents, helping with public consultation and promoting the THI.

- **James Lafferty (CARS Project Officer)**

The CARS Project Officer will attend the group to ensure coordination with the THI and established CARS initiative

- **Peter Robinson (Legal Services Manager)**

The Legal Services Manager provides legal advice to the THI Project Officer and will oversee the drawing up of contracts between the Council and the building owners.

- **Neil Brown (Roads & Amenity Services Manager)**

The Roads and Amenity Services Manager provides advice and information relating to public realm improvements work and provides a link to Council operatives responsible for street maintenance and parking.

- **Huge Blake (Estates Surveyor)**

The Council's Estate Surveyor oversees the Council's property assets.

- **Peter Couples (Development Finance Manager)**

The Development Finance Manager will oversee the financial management of the THI over the lifetime of the scheme.

- **Eileen Rae (Council Arts Officer)**

The Arts Officer will help with public engagement over the lifespan of the scheme as well as developing arts based projects to be run in conjunction with the THI.

- **Linda Syed (Communication Manager)**

The Council's Communication Manager will liaise with the local press; help with public consultation and general publicity. Linda will also take responsibility for the updating of the communication Strategy to ensure that public engagement adapts to the requirements of the THI.

The THI Project Officer when appointed will be the primary link between the Campbeltown Town Centre Regeneration Steering Group and the Officer Working Group.

The officer Working group will also be able to call upon the skills and expertise of a wider group of officers working within the Council and the wider Argyll and Bute Community Planning Partnership. Please see Appendix 01_02 for additional information on the membership of each of the groups identified.

1.03 THE PROJECT OFFICER

1.03.01 Management skills

Argyll and Bute's Council Directorate of Development has the experience of implementing enhancement plans for a number of Conservation Areas including the CARS initiative for Campbeltown and significant townscape improvements to Rothesay Town Centre.

A previous THI bid for Rothesay was not successful largely due to the scale of the works envisaged. In addition, Argyll and Bute has over 30 conservation areas covering a number of historic town centres, notable planned villages and a wide range of historically significant rural communities. The Council has encouraged sensitive regeneration in these areas and through careful application of Council planning policy has enabled many buildings to be brought back into productive use but at the same time retain their historic character. Notable examples of this include the Slate Villages of

Easdale, Toberonachy and Eillenabech that are in the process of completing their own conservation area appraisals

The Council has recently submitted a bid for a CARS initiative in Rothesay Town Centre and this has also been followed up by stage 1 THI bid that was submitted on the 30th of November 2008. The recent CHORD decision taken by the Council has committed £500,000 to match HLF funding if successful with this application that has been recently lodged.

In addition to the appointed THI Project Officer, the key officers with necessary conservation skills and qualifications who will be involved in the Campbeltown THI and responsible for the future management of the THI are;

- Angus Gilmore, BSC (Hons) RTPI - Head of Planning Services
- Fergus Murray, BA (Hons) RTPI - Development Policy Manager
- Michael Thorndyke, Certificate of Town and Country Planning; DIP Design in the Built Environment; IHBC RTPI Conservation Officer; to be the overall THI Manager and responsible for Campbeltown THI area;

The Development Policy Section of the Council's Planning Services is responsible for all matters relating to listed buildings and conservation areas, the administration of the conservation budget and the preparation of design guidance. They have extensive experience in managing conservation areas, preparing design guides, conservation area appraisals and enhancement plans and putting them through public consultation stages, to adoption and implementation of those proposals.

The policy section has also the ability to draw on the specialist conservation skills of Gray Marshall Associates who have carried out the Conservation Area Appraisal of Campbeltown Conservation Area and the Management Plan. Gray Marshall Associates have also been commissioned to assist with this stage 2 submission to the HLF. Jenny Carlile who was the former Conservation and Design Officer of the Council is now also employed by the Council as a conservation consultant to carry out specialist tasks relating to area regeneration that affects Argyll and Bute's built heritage. Most recently Jenny has helped prepare the stage 1 HLF submission for Rothesay Town Centre and is currently preparing a conservation area appraisal and management plan for the conservation area to support a potential stage 2 bid.

1.03.02 Proposed THI Management

A THI Project Officer will be appointed by Argyll and Bute Council as soon as the HLF grant is agreed, to work part-time on the THI. An indicative job description is included in Appendix 01_03. He/she will have a base in Campbeltown Town Centre in a prominent position, most likely in a vacant shop unit, and will be able to work closely with local agencies and the Campbeltown Town Centre Regeneration Steering Group as well as the Conservation Officer, the CARS project officer, the proposed Campbeltown Town Centre Manager post and other Council Officers as and when required.

THI Project Officer (to be appointed) will be a dedicated project officer with significant conservation skills, for the duration of the Initiative. She/he will be responsible for the daily operation of the THI scheme and will report to the Conservation Officer, Michael Thorndyke.

1.03.04 Management of the Conservation Area

Argyll & Bute Council have adopted the Conservation Area Appraisal (CAA) and Conservation Area Management Plan (CAMP). These are included as Appendix 03_01. The CAA redefined the extent of the conservation area, which now comprises quite a large area which includes the historic town centre and related villa areas. The THI area is at the core of the conservation area. The CAMP sets out recommendations for the management of the whole area. These include encouragements to invest in historic fabric while at the same time ensuring that there are robust control procedures to protect and maintain the area's character in the long term. These documents provide a structure for the long term care of the area. Argyll & Bute Council have responsibility for the area as a whole and several of the council personnel identified as having key roles within the management of the THI will also retain roles within the council in respect of the conservation area as a whole and will also continue to retain responsibility following completion of the THI. This is set out in Section 3.07.

The CAA and CAMP recognise the value of the town centre and focus on measures for its enhancement. These measures are taken up within the THI, which provides funding and a management structure designed to achieve a set of specific heritage objectives. Because of this general conservation management objectives within the CAMP find a specific focus within the THI.

This document sets out the particulars of the management of the THI while recognising their relationship to the CAA as a whole.

1.04 MANAGEMENT OVERHEADS**1.04.01 Budget for Planning Services, etc.**

The estimate for the 2008-2009 annual budget for the Planning Services section is:

Gross Expenditure	£3.635 million
Income	£1.958 million
Net Expenditure	£1.677 million

1.05 MAKING DECISIONS**1.05.01 Campbeltown Regeneration Town Centre Steering Group**

Key to the implementation of the THI is the Campbeltown Town Centre Regeneration Steering Group, which is the main decision-making body for the CARS and the proposed THI heritage projects in the town. The Steering Group contains the three Councillors for Campbeltown who form part of the MAKI Area Committee who make all the decisions relating to planning and listed building applications and enforcement for the Campbeltown Town Centre. The minutes of the Campbeltown Town Centre Regeneration Steering Group are sent to the MAKI committee for noting to keep elected members informed of its activities and current progress.

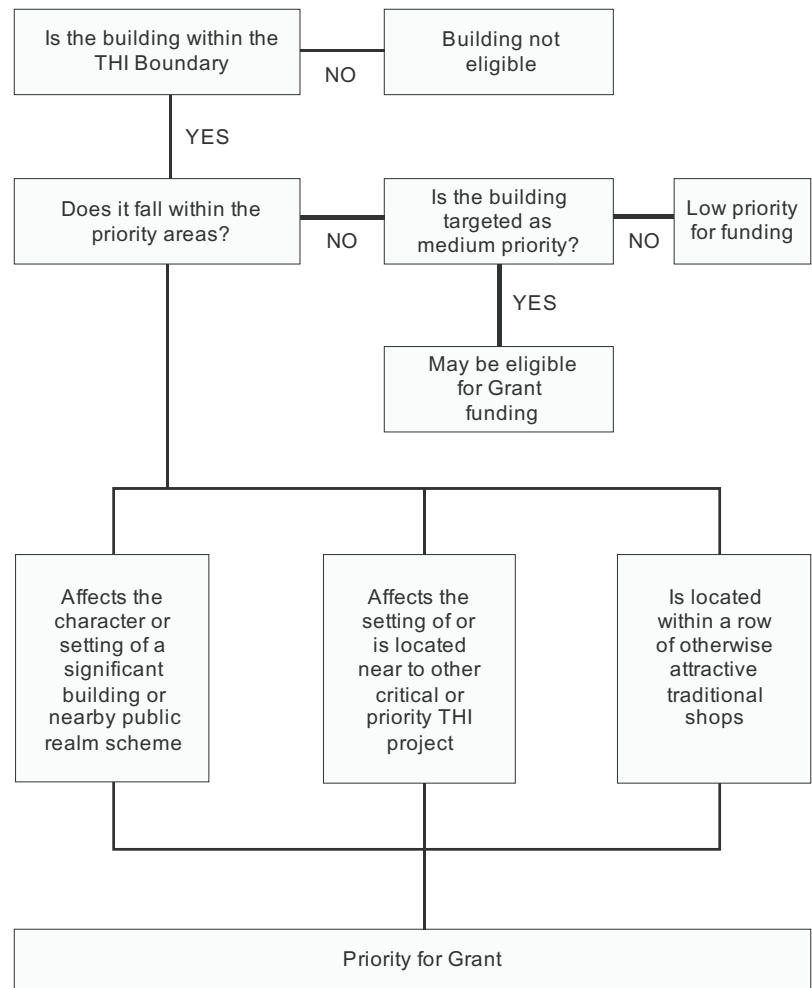
The Steering Group meets on a quarterly cycle and all applications for funding are presented to the Group's main Board for determination. Applications will be assessed against the THI Action Plan and updated annually to ensure targets are being met.

Any grant application will go through an open, transparent and rigorous assessment by both the Townscape Heritage Initiative Project Officer and the Steering Group before any money is made available. The application will also be assessed to ensure that the proposals fit in with the standard Townscape Heritage Initiative criteria which will be included in the application pack. Decisions regarding any grant application will be made by the Steering Group. Please see Appendix 01_04 that shows the wider relationship of the THI management structure.

In summary, checks will be made by the Townscape Heritage Initiative Project Officer, and the Council’s Conservation Officer, to ensure that the proposals fit in with the following:

- That the building and works are eligible for grant aid
- That all relevant planning consents have been obtained
- That the works conform to the quality and standards required for historically sensitive buildings
- That appropriate estimates for work are undertaken and submitted inline with the application guidance
- That the Townscape Heritage Initiative Officer is satisfied that the proposed contractor is suitably qualified and aware of the standards of workmanship required

Diagram 3, below, has been developed to help the Townscape Heritage Initiative Project Officer assess each grant application. This will ensure that each decision is transparent.



1.06 APPLICATIONS FOR THIRD PARTY THI GRANTS

Applications for third party grants will initially be dealt with by the proposed THI project officer with further specialist advice available from the Council's Conservation Officer. Applications for all grants over the threshold of £5,000 (applications below this will be dealt with by the THI project Officer in consultation with the Conservation Officer) will be reported to the quarterly meetings of the Steering Group and decisions on applications will be taken by the Steering Group to ensure that they reflect the established criteria and comply with HLF grant conditions.

A simple grant application process has been developed by the Council building on the experience of the CARS initiative. An expression of interest form will be created for use by any prospective grant applicant. This will allow the Townscape Heritage Initiative Project to plan for and assess the allocation of grant money throughout the Townscape Heritage Initiative scheme.

A grant application form and guidance notes will also be prepared and the information provided to applicants will be written in plain English and will be designed to be informative and will be easily accessible in public locations throughout the town and on the Council's web site. As Council policy dictates alternative versions of the grant application packs will be available on request in large print, Braille and in other languages. The final application pack will include the following, when relevant:

- Timeline for the decision-making process
- General conditions of grant offer, including clawback
- All relevant Supplementary Planning Documents
- Designing out Crime
- Design
- Flood Risk and Development
- Shopfronts
- Parking
- Planning application Forms
- Building Regulation Forms
- Townscape Heritage Initiative leaflet
- A copy of the assessment form used by the Townscape Heritage Initiative Project Officer in assessing each application.

Initially, the Townscape Heritage Initiative Project Officer will assess each grant application to determine if it is suitable for grant funding. Suitable THI applications will be then taken to the **Campbeltown Town Centre Regeneration Steering Group** who will make the final decision regarding the awarding of grants.

Application forms and guidance notes including a summary of eligible works will be provided in various formats such as in print, large print, on the web and on a CD.

Examples of the explanatory notes, guidance and an application form are included as Appendix 01_05

Clawback

The Heritage Lottery Fund's requirements for clawback in the event the property is sold for example will be made clear to all prospective applicants during the development of each project, the application stage and in any grant offer.

1.07 ACCOUNTING AND AUDITING PRINCIPLES

1.07.01 Administration

The Council's Development Services Finance Manager Peter Couples will be responsible for administering the THI funds. All payments will be audited in line with the Council's standard procedure. Most of the structure for a multi-funded, area project, financial management is in place and will use formats based on previous project-based implementation tasks. All the necessary staff skills for financial management are available. Detailed arrangements for day to day administration, delegation levels for decision making and linkages with the Planning Officers, THI Project Officer and the Conservation Officer will be prepared once the THI has been agreed by HLF and prior to the start-up of the project.

1.07.02 Accounting procedures

Argyll and Bute Council as lead organisation in this Initiative will be responsible for all accounting arrangements. The Council operates a computerised accounting system with suitable formats for project funding and accounting. The Campbeltown Townscape Heritage Initiative will have its own dedicated cost centres that will allow for the full auditing of the scheme. Three accounts will be created within the ledger:

- **to record the receipt of monies from the Heritage Lottery Fund and other funding partners;**
- **for grant payments;**
- **and for administrative costs**

Information on the accounts will be backed up on a continuing basis and regular reports will be produced as required by the HLF and other partners. All transactions will be carried out in line with the requirements of the accounting manual of procedures and all records will be sufficient for the full audit at the end of year one.

The Council fully complies with the CIPFA code of practice on Local Authority Accounting in the United Kingdom. A statement of recommended practice. Appendix 01-06 of this document contains Argyll and Bute Council's Financial and Security Regulations as adopted by the Council (and forming part of the Council's Constitution).

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APPENDIX 01_01 CAMPBELTOWN TOWN CENTRE MANAGER - JOB DESCRIPTION

Job title: 3 Year Post - Campbeltown Town Centre Manager		
Post Number:		
Service: Development Services	Location: Campbeltown	
Section: Development Policy	Grade:	tbc
Responsible To: Reporting to Campbeltown Town Centre Regeneration Steering Group, line managed by Development Policy Manager		
Responsible for: the co-ordination, development and implementation of a Town Centre Strategy for Campbeltown.		
Professional Qualifications: None		
Membership of Prof. body: None		
Class of Car User: Casual		
<p>Main Purpose: The Town Centre Manager, responsible to the Campbeltown Town Centre Regeneration Steering Group, will plan, co-ordinate and take a lead in implementing a programme of action which will:</p> <ol style="list-style-type: none"> 1. Facilitate the identification of, and co-ordinate the implementation of initiatives which improve the quality and economic viability of the town 2. Broaden the town's attractiveness to the visitor in terms of look, feel, activities and events 3. Facilitate and streamline communication between town centre interests 4. Act as a catalyst and facilitator for the promotion and enhancement of town centre businesses 5. Facilitate the identification of new town centre initiatives which can directly contribute to the reduction of community decline, enhance local employability, training and volunteering activity and help tackle poverty within the Campbeltown community 6. Enhance and assist with the delivery of key objectives of the Campbeltown Conservation Area and Townscape Heritage Initiative – in particular promotion of business improvement activity, training and employability programme 		
<ol style="list-style-type: none"> 1. To market the town centre, working closely with local and national media and tourism organisations to create a positive profile for Campbeltown 2. In consultation with traders, community groups and Kintyre Cultural Forum co-ordinate a programme of promotional events such as markets, fairs, Christmas celebrations and encourage added value to be gained from these 3. To maintain and develop good intelligence over the performance of the town centre and to be aware of new opportunities and threats to the town centre and to identify and plan for these 4. Identify employment and training opportunities relating to the town centre and liaise directly with Employability Network for these 5. Identification of relevant training and support needs to link into THI, HIE consultancy support, local training providers and volunteer / employability activities 6. Development of a 5 year Campbeltown Town Centre Action Plan within the context of the existing Kintyre Action Plan, CARS and THI project. 7. To make and maintain contacts with key commercial and community interests in Campbeltown to ascertain their role, concerns and aspirations, involve them in the 		

development and implementation of a Town Centre Action Plan, provide a channel of information to them and stimulate dialogue about town centre issues.

8. To have a particular focus on how the Town Centre Action Plan can respond to the wider issues of community decline, worklessness and poverty
9. To promote the principle of town centre management to secure wider involvement and contributions as required
10. Co-ordinate and support delivery of Action Plan
11. To provide regular reporting and monitoring to the Line manager, the Campbeltown Town Centre Regeneration Steering Group and Kintyre Initiative Working Group of progress with the Action Plan.
12. To liaise with service providers to co-ordinate appropriate responses to issues regarding appearance, cleanliness, maintenance and security within the town centre as they arise.
13. To be aware of funding sources and prepare funding bids for particular projects as opportunities arise and be responsible for project managing particular bids
14. Establish and undertake satisfactory methods of obtaining shopper, visitor and business feedback, report and feedback at least once per year
15. To plan an exit strategy for the Town Centre Initiative to cover the transition beyond Year 3.

Candidate Specification:

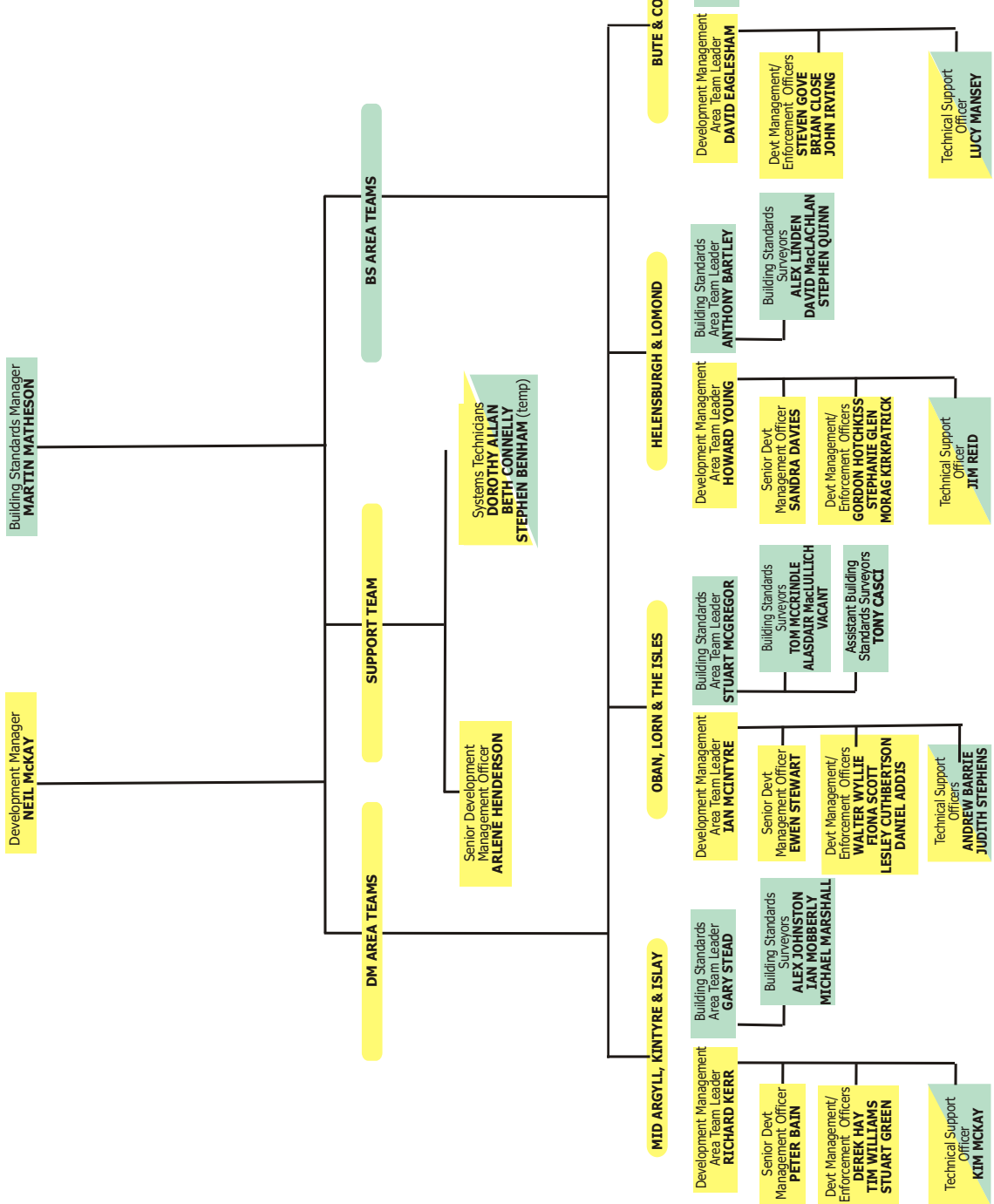
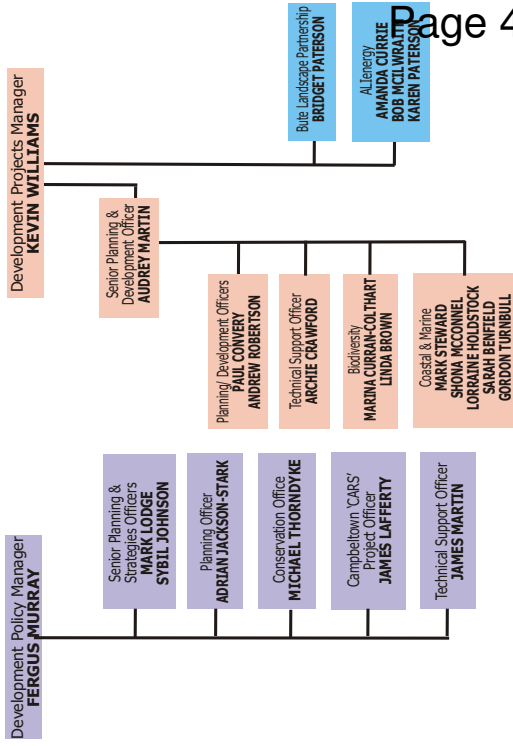
Job Requirements	Essential / Desirable
<p>Knowledge</p> <ol style="list-style-type: none"> 1. A thorough understanding and commitment to the needs of the private sector and town centre management initiatives 2. Good knowledge of partnership working 3. An understanding of external funding opportunities and processes 	<p>Desirable</p> <p>Essential Desirable</p>
<p>Skills and Abilities</p> <ol style="list-style-type: none"> 1. Good understanding of IT systems and standard software 2. Excellent written communication skills, including report and business plan writing 3. Excellent oral communication skills, including negotiation, customer service and presentation skills 4. As ability to exercise a high degree of personal initiative and independent action 5. An ability to prioritise workloads and to work both flexibly and tight deadlines 	<p>Desirable</p> <p>Desirable</p> <p>Essential</p> <p>Essential</p> <p>Desirable</p>
<p>Experience</p> <ol style="list-style-type: none"> 1. 3 years experience of working in town centre management, retail management or in regeneration, 	<p>Desirable</p>

<ul style="list-style-type: none"> and volunteer sector. 2. Project management 3. Experience in marketing and PR 	<p>Desirable</p> <p>Desirable</p>
<p>Educational</p> <ul style="list-style-type: none"> 1. A graduate or equivalent qualification in an appropriate discipline 2. 3 Highers or equivalent 	<p>Desirable</p> <p>Essential</p>
<p>Work related personal qualities</p> <ul style="list-style-type: none"> 1. Resilient in face of adverse comments 2. Self starter – able to work on own with minimal supervision 3. Flexibility to work outwith normal office hours as required 	<p>Essential</p> <p>Essential</p> <p>Essential</p>

APPENDIX 01_01 PLANNING SERVICES STAFF STRUCTURE

Director of Development Services
GEORGE HARPER

Head of Planning Services
ANGUS GILMOUR



APPENDIX 01_02 THI MANAGEMENT STRUCTURE

APPENDIX 2
Campbeltown Town Centre Regeneration Project
Conservation Area Regeneration Scheme (CARS)
&
Townscape Heritage Initiative (THI)
Proposed Management Structure

Officer Working Group

An in-house officer working group will deliver the project. This group will also draw up the Project Plan with the assistance of specialist advisers where appropriate, meet Historic Scotland, Heritage Lottery Fund and the Heritage Lottery Fund's monitor, and interview consultants. The Officer Group will support the CARS and THI management structure, as well as report back to the Campbeltown Town Centre Regeneration Steering Group, the MAKI Area Committee & the Kintyre Initiative. The THI Project Officer will be based in Campbeltown together with the CARS officer, the proposed Town Centre Manager and admin support. The Council's Conservation Officer will visit Campbeltown for 2 days a week to provide specialist advice as required.

Campbeltown Town Centre Regeneration Steering Group

A Partnership Steering Group will be formed to represent the principle stakeholders. This group will:

- approve the Project Plan (re-profiled at least once a year)
- approve deviations from the Project Plan
- receive progress reports from the Officer Group and specifically the THI project officer
- consider all applications and make offers above the ceiling set for grant

Individual members of the Steering Group may also be expected to chair sub groups to assist in delivering the project on behalf of the Steering Group, covering such issues as Conservation Area Management, Factoring and maintenance, Skills improvement and training and perhaps a charitable development trust to bring buildings back into use.

The **Campbeltown Town Centre Regeneration Steering Group** will be supported by the Officer Working Group (with help from the MAKI area management officers based in Campbeltown and any other Council/Community Planning Partner officer when considered appropriate). The meetings will be chaired by the THI Project Officer.

Meetings will normally be held quarterly, during office hours on a day of the week to be agreed, usually in Campbeltown. Members of local community will be asked to attend these meetings where topics of interest are to be discussed but will be excluded from all financial matters and other matters relating to business confidentiality.

Special meetings may need to be convened at relatively short notice to deal with non-delegated cases or urgent items. These could well be associated

with another meeting (such as the MAKI Area Committee, the Campbeltown Development Forum or the Kintyre Initiative) where a quorum of Steering Group members is likely to be available. A quorum will be four voting members. (Cases where a member of the Partnership Steering Group has an interest may be discussed with that member's participation, but the member in question will not vote on that item.)

Additional Team Members

The Officer Working Group will be supported by a team of technical and professional advisers, both from within the Council (where chief officers will be invited through the Strategic Management Team to send representatives from their various divisions within the Council) and from other stakeholder bodies.

Members of this team may also be invited to give support to one or more of the smaller sub groups formed to assist in delivering the project, some of which will require considerable specialist expertise.

Team meetings will be held only when there is business to discuss. Membership will be flexible depending upon the matters under discussion. The team will meet within office hours at either Kilmory or Campbeltown (as convenient), and chaired by the THI Project Officer.

Local Consultative Group

A loose Local Consultative Group will be on hand to further engage the local community and enable us to align the THI with other activities locally. Members of the stakeholder groups represented on the Steering Group and people representing a wide range of other local activities will be invited to comment on the draft Project Plan and its revisions through the life of the project. A number of individuals will also be welcomed, especially if representing the interests of hard to reach groups in the town.

Specific teams, formed from the membership of the Local Consultative Group, may be required to assist in delivering the Project Plan. The first of these sub-groups will be the Conservation Area Group (chaired by the chair of the Kintyre Civic Society) which will continue its project development work through delivery of the Conservation Area Management Plan.

Campbeltown Town Centre Regeneration Project

Proposed Management Structure (membership)

Officer Working Group

Overall management – Development Policy Manager (Fergus Murray)
Lead Officer - Conservation Officer (Michael Thorndyke)
Campbeltown CARS Project Officer (James Lafferty)
Campbeltown THI Project Officer (To be appointed)
Campbeltown Town Centre Manager (To be appointed)
Development Services Finance Manager (Peter Cupples)
Development Project Manager (Kevin Williams) or
Development Officer (Paul Convery)
Roads & Amenities Area Services Manager (Neil Brown)
Arts Development Officer (Eileen Rae)
Operation Services Estates Surveyor (Hugh Blake)
Communication Manager (Linda Syed)
Legal services Manager (Peter Robinson)

Campbeltown Town Centre Regeneration Steering Group

The Campbeltown Town Centre Regeneration Steering Group will comprise the following members:

3 Campbeltown Councillors Rory Colville, Donald Kelly and John Semple
Highlands and Islands Enterprise Argyll & the Isles (Various)
Campbeltown Community Council (Nancie Smith)
Campbeltown Traders' Association (George McMillan)
Kintyre Civic Society (Chair, Kate Singleton)
Kintyre Cultural Forum (Iain Johnston)
Kintyre Heritage Trust (Shena MacAllister)
Strathclyde Building Preservation Trust (Chief Executive, Sarah McKinnon)
Argyll Community Housing Association ACHA (Linda Haig)
Fyne Homes (New Business Director, Peter McDonald)
Fyne Homes (Chairman, John Pemble)
Scottish Government (Investment Manager, David Dowie)

Additional Team Members

Other Argyll & Bute Council officers invited to attend will include:
Development Management Area Team Leader (Richard Kerr)
Area Property Officer (James Hamilton)
Area Community Education Learning & Regeneration Manager (Felicity Kelly)
Employability Unit Programmes Manager, Special Projects (Jim Paterson)
Area Private Sector Officer Community Regeneration (Bill Halliday)
Area Librarian (Sue Fortune)
Funding Officer Chief Executive's Unit (Arlene Cullum)

Officers invited from other Community Planning Partners will include:

Highlands and Islands Enterprise Argyll & the Isles: Steven Dott, Lucinda Gray and Claire Gibb.
Fyne Homes: Ailsa Clark

ACHA: Factoring Officer

Local Consultative Group

Examples of potential members include:

Antiquarian Society

Argyll & Bute Building Preservation Trust

Campbeltown Art Club

Campbeltown Development Trust

Harbourmaster

Healthy Living Centre

Long and Winding Way

Kintyre Community website

Picture House

Seniors Forum

SEN Parents Support Group

Volunteer Centre

Woodlands Carers Group

Youth Forum

etc.

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APPENDIX 01_03 THI JOB DESCRIPTION

ARGYLL AND BUTE COUNCIL

JOB DESCRIPTION

Job Title: Campbeltown THI Project Officer		
Department: Development Services		
Location: Campbeltown	Section: Development Policy Unit	Grade: AP5/PO4
Responsible to: Development Policy Manager		
Responsible for: Campbeltown Town Centre Conservation Area Townscape Heritage Initiative		
Professional Qualifications: Degree in a relevant profession		
Member of Professional Body: It would be desirable to have IHBC, RTPI or RIAS membership		

Main Function:

1. To manage, administer and implement the Campbeltown Townscape Heritage Initiative.

Job Activities:

1. To encourage and promote the take up of grants under the Campbeltown THI including negotiations with owners/applicants, the preparation and publication of information leaflets and the drafting of press releases.
2. To encourage and promote the take up of historic skills training courses and other awareness raising events in connection with the THI and monitor and evaluate their effectiveness in line with the established THI training plan.
3. To promote and encourage the repair and restoration of historic buildings including the reinstatement of architectural detailing throughout the Campbeltown Conservation Area.
4. To provide technical advice on the repair, restoration and conversion of properties and provide assistance to property owners on the submission of grant applications.
5. To administer the THI, including the making of financial returns, and in liaison with the Development Policy Manager and Development Finance Manager, to certify grant payments and assist with the financial monitoring of the THI in accordance with the Heritage Lottery Fund's monitoring guidance and the Council's financial procedures.
6. To establish and implement effective management and monitoring systems for the THI to ensure that outcomes, expenditure and other targets are achieved.
7. To work in close liaison at all times with the Council's Conservation Officer and to establish and maintain good contacts with and seek specialist advice from other organisations and individuals both within and outside the conservation field to ensure a quality service.
8. To liaise with the Heritage Lottery Fund's appointed THI project monitor on a regular basis and to prepare reports on progress and achievements for the HLF and the Council's Strategic Management Team.
9. To keep up to date with current planning and conservation legislation, trends, techniques and expertise and their practical application.
10. To support and liaise with other initiatives and projects aimed at sustaining regeneration improvements to the project area including the CARS project officer and Campbeltown Town Centre Manager.

11. To administer, organise and report progress to the Campbeltown Town Centre Regeneration Steering Group for the purposes of the THI.
12. To prepare and submit bids to extend the initiative or to maximise grant opportunities from other sources.
13. To assist with measures to enhance or extend the scheme and to sustain the improvements to the conservation areas including Article 4 Directions and complementary environmental improvements.
14. Where necessary to prepare and serve urgent works notices and full repairs notices to secure the repair of any listed building included within the scheme, under the direction of the Conservation Officer.
15. To promote the THI through various media and undertake necessary public consultation when required.
16. To carry out any other duties and responsibilities that can reasonably be expected, given the grading and level of responsibilities of this post.

GENERAL DUTIES AND RESPONSIBILITIES

The Council's Corporate Plan and Service Delivery

To deliver the Council's Services in accordance with the Corporate Plan and contribute to the achievement of the Council's Vision and Priorities.

Customer Care

To promote a culture that places customer care at the heart of the organisation and service delivery.

Equality and Diversity

To ensure that in delivering services, and in employing staff, the Council acts fairly and without discrimination, ensuring that its services and workforce reflect and respect the diverse community it serves.

Information

To ensure that the Council meets its duties under all relevant legislation, including that relating to Data Protection, Freedom of Information and Human Rights.

Health & Safety

To ensure your own health and safety and that of members of the public, contractors, staff and colleagues by complying with Council and Directorate safety policies and with any training, guidance or instructions provided for you; specific health and safety responsibilities are detailed within the "Responsibilities" section of the Corporate Health and Safety Policy.

Representing the Council

To act as a good ambassador for the Council through their conduct and community awareness.

ORGANISATION CHART



Variations in posts

The duties of any post will vary over time as services, and the environment in which they are delivered, develop and change. This does not necessarily change the general character of the duties or the level of responsibility involved. The annual review meeting with their manager gives each employee the opportunity to discuss and review their job description and to ensure it is up-to-date and reflects current job content and context.

Disability Discrimination Act

The Council is committed to meeting its responsibilities under the Disability Discrimination Act and will make reasonable adjustments to posts to enable the recruitment and retention of employees with disabilities.

PLACE OF EMPLOYMENT

Campbeltown – This is the normal place of employment for this post. However, in order to deliver quality services, this may need to be varied from time to time and you may be required to work at Kilmory, Lochgilphead or travel wider for specialist courses as required.

Hours – 17.5 These are the normal total hours for the post.

Argyll and Bute Council

Person Specification

JOB TITLE: Campbeltown THI Project Officer**DIRECTORATE:** Development Services**SERVICE AREA:** Development Policy Service**RESPONSIBLE TO:** Development Policy Manager**RESPONSIBLE FOR:** Campbeltown Conservation Area Townscape Heritage Initiative

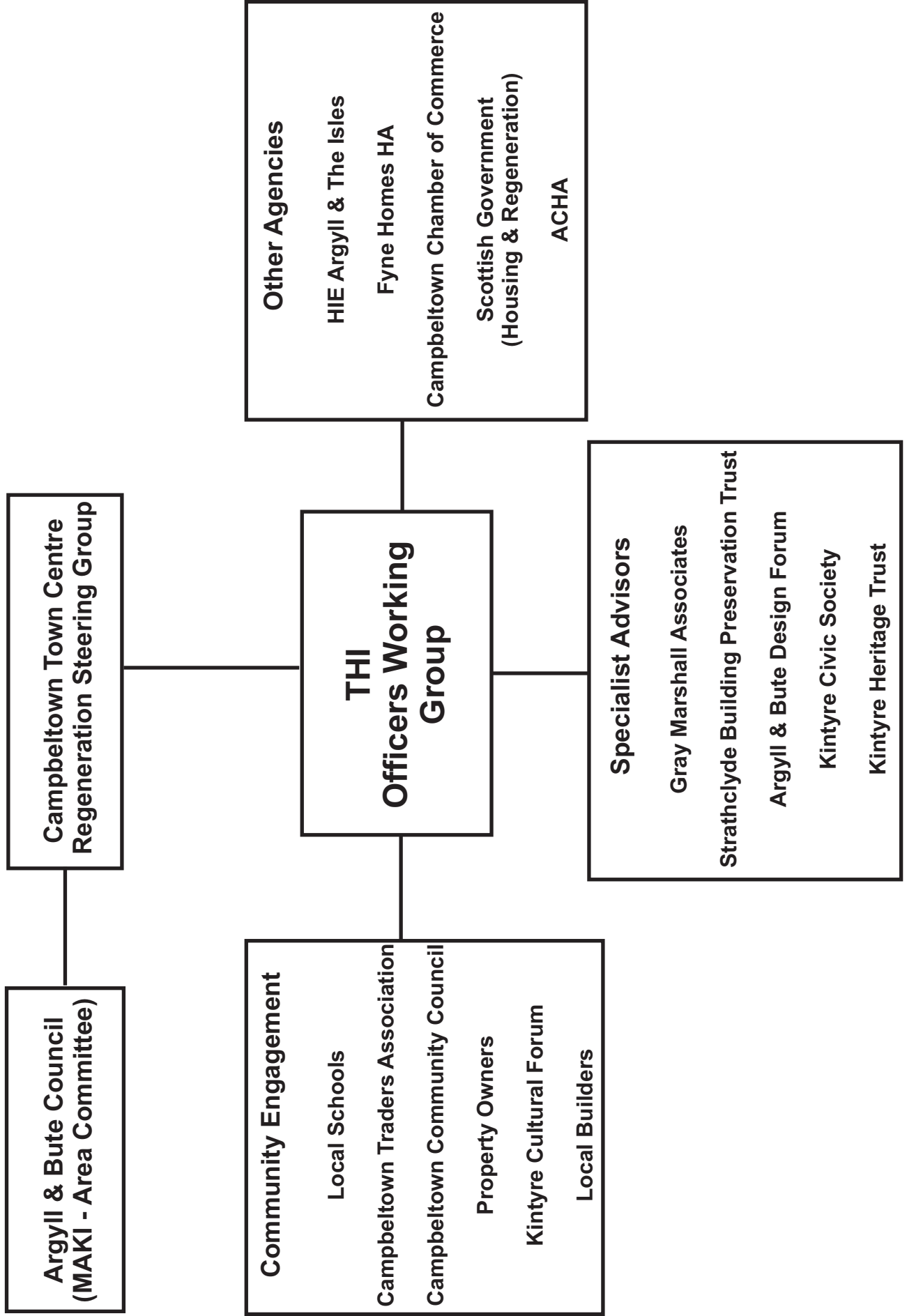
Essential Criteria	Assessment	Desirable Criteria	Assessment
EXPERIENCE			
At least two years experience in historic building and conservation area environment, working as part of a team	A,I	Experience of dealing with planning applications in a local authority	A,I
Experience of managing heritage regeneration projects, including funding and budget management	A,I		
Experience of undertaking and sustaining consultation and multi-agency involvement	A,I		
QUALIFICATIONS			
Degree or equivalent in Planning, Architecture, Urban Design or Historic Building Conservation	D	Design qualification Membership of relevant professional organisation eg. Institute of Historic Building Conservation	D
SKILLS & KNOWLEDGE			
Good working knowledge of historic building conservation principles and practice	A, I	Understanding of current Urban Design best practice	A,I
Good written and oral communication and consultation skills – including the ability to make presentations and produce letters and reports	A,I,T		
Good project management skills, including funding and budgets	A,I	Prince 2	A, I, D
Good ICT skills	A,I	Use of GIS	A,I
Confident, self-motivated and thorough with attention to detail	A,I		
OTHER REQUIREMENTS			
Current full driving licence and access to a vehicle	A,I,D		
Ability to occasionally attend meetings and events outside normal office hours	I		

Assessment: **A** – Application Form**I** – Interview**T** – Test**D** - Documentation

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APPENDIX 01_04 FLOW CHART OF THE WIDER THI GROUP

Diagram 1: The Wider THI Group



APPENDIX 01_05 THI GRANT APPLICATION FORM AND PROCEEDURES

- 1. Grant Application Process for THI Grant Assistance**
- 2. An Introduction to Campbeltown Townscape Heritage Initiative (THI)**
- 3. Project Grant Procedure**
- 4. Campbeltown THI - Grant Assessment Criteria**

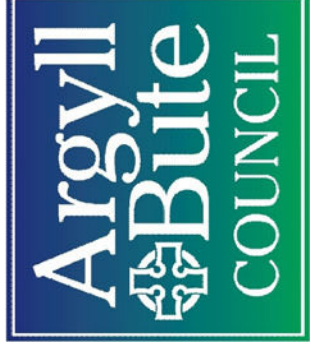
Grant Application Process for THI Grant Assistance

The grant application is relatively straight forward:

- Stage 1** – initial meeting with the THI Project Officer to discuss eligibility and extent of works
- Stage 2** – prospective applicant appoints agent to prepare specification of works for application.
- Stage 3** – draft specification of works submitted to the THI Project Officer who will consult Council's Conservation Officer if required and other specialist advisers if necessary.
- Stage 4** – once approved the specifications are put out to tender*.
- Stage 5** – once tenders are received an application is submitted to the various funding bodies. The scheme is approved by the HLF and the Campbelltown Town Centre Regeneration Steering Group (CTCRSG) who issue a letter of offer.
- Stage 6** – following return of letter of offer authority to commence works is given.
- Stage 7** – grant payment by instalment or one off payment will only be issued on production of architects certificate. Please note if works are commenced without written authority the application will be returned and the works rendered ineligible for assistance.

Tel: xxxxxxxxxxxxxxxx
Fax: xxxxxxxxxxxxxxxx
Argyll@bute.co.uk

For further assistance contact
THI Project Officer
C/o Argyll and Bute Council
Kilmory
Lochgilphead
Argyll
PA31 8RT.



CAMPBELTOWN TOWN CENTRE THI

An Introduction to Campbeltown Townscape Heritage Initiative (THI)

Argyll and Bute Council on behalf of Campbeltown Town Centre Regeneration Steering Group has been successful in securing a grant from the Heritage Lottery Fund to deliver a Townscape Heritage Initiative Scheme focused on the historic town centre.

This guidance leaflet is an introduction to the Campbeltown Townscape Heritage Initiative (THI) and further guidance and clarification should be sought from the THI Project Officer whose details are on the back of this leaflet.

The Townscape Heritage Initiative (THI)

THI is a Heritage Lottery Fund (HLF) programme intended to support strategic action through partnership of public and private bodies to address problems of disrepair, erosion of quality and the under use of historic buildings. THI aims to bring together partners interested in preserving and enhancing the distinctive character of historic areas, by offering grant assistance towards:

- Repairing historic fabric and public realm
- Restoring authentic details & materials
- Securing the continued use of historic buildings
- Bringing vacant floor space back into use
- Providing historic skills training

The THI programme will contribute to business development and economic regeneration within the village by improving its historic buildings and the wider environment. Specific projects will help make the centre of the town more appealing to both visitors and residents.

The Campbeltown Town Centre Regeneration Steering Group, manages the THI supported where appropriate by Argyll and Bute Council Officers and other specialist advisers. The Group

operates under strict guidelines stipulated within its contract with HLF.

The Grant Scheme

The project fund, from which grant assistance is awarded amounts to £700,000 from the HLF with an estimated common fund of £x million.

- All awards for grant aid must be signed up within 2 years.
- All grant assisted work must be completed within the period of this scheme.

Projects

Specialist advisors were engaged during stage one and two of the CTCRSG application process to evaluate all the buildings in Campbeltown Town Centre and identify the target buildings that require attention.

X projects have been identified as a result of their heritage merit and need, economic use, location and impact on the historic character of the town as well as an urgent need for action to arrest further deterioration of the townscape in Campbeltown. Details of the buildings selected can be obtained from the THI Project Officer.

General Eligibility Criteria

Properties eligible for assistance must be of:

- Architectural or historic interest
- Preferably of townscape value
- Lie within the THI boundary and

Eligible applicants must either be:

- The owner of the property
- A leaseholder with an un-expired interest of not less than ten years

The priority of the project is to tackle buildings in a poor state of repair and will have a beneficial impact on the setting of the Conservation Area. Priority will be given to buildings requiring comprehensive

schemes of work to bring them back into good repair and enable them to be used again. Other minor works are eligible but are considered less importance

Eligible Works

Grant assistance will be made available for:

- Works of repair to the external fabric of the building
- Structural repairs both internal and external
- The reinstatement of lost external architectural detail
- The reuse of underused floor space (*only in association with external works*)
- Environmental enhancement
- Professional fees
- VAT (where it is not reclaimable)

In addition, it is a requirement to qualify for assistance that:

- A chartered building professional (such as an Architect or Chartered Surveyor) be employed as your agent to prepare the application and specifications, undertake the tendering process, monitor works on site and certify payments.
- A comprehensive scheme of works is proposed that tackles all elements of work required.
- Consideration should be given to providing disabled access sympathetic to the historic character of the building.
- Ensure that signage is appropriate.

Grant Rates

Grant rates are currently set at a maximum of 80% of eligible works.

Repayment/Clawback

The grant, or any part of may, be repayable if the owner sells or otherwise disposes of the grant assisted property. The period in which repayment may apply varies depending on the level of grant assistance offered.



Project Grant Procedure



1. The project officer notifies owners of identified potential grant aided schemes. An application pack accompanies the letter.
2. The owner confirms interest in writing.
3. The project officer and/or conservation officer meets the applicant on site to discuss the outline of the project.
4. The applicant fee tenders for an architect accredited in building conservation. A list of architects accredited in building conservation can be provided by the R.I.A.S. (0131-2297205).
5. The applicant announces the appointment of the professional team.
6. The applicant, appointed agent and project officer/conservation officer meet to discuss the project in detail.
7. The agent tenders for the agreed work (at least three competitive tenders) and applies for all relevant statutory consents.
8. The applicant submits the completed THI application form. The following needs to accompany the application: the confirmation of VAT status and ownership, a professional fee tender report, detailed plan proposals and specifications, a tender report, three prized bills of quantities and a programme of works.
9. The project officer acknowledges the application and checks the application with the view to recommend for funders approval to the Campbeltown Town Centre Regeneration Steering Group.
10. The project officer presents the grant application, above £5,000, to the Campbeltown Town Centre Regeneration Steering Group for consideration and where required submit to grant funders for approval.
11. If successful, a contract between the Townscape Heritage Initiative and the applicant will be drawn up.
12. The applicant submits the signed contract to the project officer.
13. Argyll and Bute Council will send a copy of the signed contract to the applicant.
14. Only now can the agent instruct the contractor to commence work on site.
15. The project officer in consultation with the conservation officer if required will monitor the work closely for compliance with the conditions of grant. Any change from the original accepted proposal needs to be agreed by the project officer and should be reported immediately to avoid jeopardising the grant.
16. Grant will be paid after submission of interim and final certificates.
17. The finished work will be used to illustrate the success of the grant-aided project.

Campbeltown THI

Victoria Hall

Campbeltown

Tel: xxxxxxxx

E-mail: xxxxxxxxxxxxxxxxxxxx

Campbeltown THI - GRANT ASSESSMENT CRITERIA

General principles

The purpose of grants made under a Townscape Heritage Initiative (THI) is to promote comprehensive repairs to the eligible buildings, taking into account any existing or potential defects, as well as the work immediately proposed. Only structural repairs and the repair (including reinstatement) of historic details are eligible and all should be carried out using natural or traditional materials and methods.

All work must be undertaken with respect for the character and integrity of the building or structure, and of the area in which it lies, in accordance with the Memorandum of Guidance on Listed Buildings and Conservation Areas (1998), and following published guidance and advice issued or endorsed by Historic Scotland.

Please note that eligibility for grant does not necessarily mean a grant will be awarded. All grants will be subject to the availability of grant monies by the Townscape Heritage Initiative grant at the time of the application since there may be more demand than funding available.

Reinstatement of architectural details

The objective is to reinstate in whole or part elements of the exterior fabric of buildings which are essential to their design and character, such as ornamental masonry, applied historic finishes and details, joinery to historic patterns, and ornamental metalwork like balconies, railings, canopies and finials. Reinstatement grants must only be offered where the building is already in sound repair, or will be made so with a concurrent repair grant; the details must be known from the building, its neighbours, or documentary sources, not be speculative; and reinstatement must not involve the removal of later features of interest.

Bringing empty historic floorspace back into use

This includes empty space within partly used historic buildings, such as unused upper floors over shops. Proposals for this type of work must respect the character and interest of the building internally as well as externally. Only high quality materials and workmanship should be used throughout the works. The property must be brought up to high standards and comply with all current regulations and legislation. Urgent external repair work might be a condition of grant to safeguard against potential damage due to lack of maintenance of the rest of the building in the past.

In addition to the grant application form, feasibility studies and outline business plans must be submitted to the Heritage Lottery Fund for projects that will bring vacant historic floorspace back into use.

GENERAL MATTERS

Professional fees

Any scheme involving more than one trade or when indicated by the Project Officer and/or Conservation Officer, needs a professional adviser to coordinate and supervise the work. This adviser should be an independent suitably qualified and experienced architect. The funding bodies require the use of an architect accredited in Building Conservation. The Royal Incorporation of Architects in Scotland (RIAS) (0131-229 7205 or www.rias.org.uk) can provide a list of them. Full professional fees for architectural services would only be eligible if the professional adviser inspects the work in progress and is responsible for its certification on completion.

Should the applicant wish to use an architect or shop front designer who is not accredited in conservation strong evidence of previous work experience with historic buildings has to be submitted to the Project Officer. The evidence will be used to decide if an exemption to the above condition could be made. Should the applicant be a suitably qualified and experienced professional who wishes to undertake the professional work themselves, they can do so subject to the grant aiding bodies' approval. The applicant's professional fees would not be grant eligible.

Contractual work

All contractual work over £5000 (FIVE THOUSAND POUNDS) must be competitively tendered (work under £5000 requires just three estimates). At least three tenders by independent suitably qualified and experienced contractors and a tender report must be submitted for approval. The items should be broken down to show the costs of each element of work detailed in the specification. A 10 % contingency sum is required. The grant will be based on the eligible works detailed in the specification and calculated on the lowest of the competitive prices, although a more expensive contractor can be used subject to the grant aiding bodies' approval.

Should the applicant be a suitably qualified and experienced contractor who wishes to undertake the contractual work himself or herself, they can do so subject to the grant aiding bodies' approval. The applicant's contractual costs would be not grant eligible.

Value Added Tax

VAT may be payable on eligible repair costs and fees and, where it cannot be recovered, will be eligible for grant. Guidance on VAT and listed buildings is contained in VAT Notice 708 *Buildings and Construction* (August 1997) available from the local VAT office. The applicant's VAT status needs to be submitted to the Project Officer for the assessment of the level of grant.

Campbeltown THI - GRANT APPLICATION FORM

Please send completed application form to:

The Project Officer
Campbeltown THI
Victoria Hall
Campbeltown
Tel: xxxxxxxxx
Email: xxxxxxxxxxxxxxxxxxxxxx

Project address: Postcode:	
Name of applicant: Address: Postcode: Daytime telephone number: E-mail:	
Nature of applicant, e.g. householder, company, charity etc.	
Do you own the property for which you are seeking a grant ? If not, please give name and address of freeholder and date the lease ends (you must obtain consent from the owner for the works)	YES / NO
Is the building listed as of architectural or historical importance ? If yes please circle which category.	YES / NO A B C(s)
You have to comply with all statutory consents. Date applied for: Date awarded/expected:	Planning Permission Listed Building Consent Building Warrant
Will any jobs result or be safeguarded through this project ? Please state numbers (full or part-time):	Construction Retail / Service Cultural / Other
Under which grant category will the proposed work fall ?	<input type="checkbox"/> Building repair <input type="checkbox"/> Re-instatement of architectural detail <input type="checkbox"/> Re-use of derelict/vacant historic floorspace <input type="checkbox"/> Gap site renewal <input type="checkbox"/> Public realm work
What is the current use of the premises ?	
What is the proposed use of the premises? Please describe the project proposal in detail:	

Please give names and addresses of the Architect: Quantity Surveyor: Structural Engineer: Other (eg Planning Supervisor):	
Please give estimated costs of work. Construction costs: Professional fees: Total: VAT: Total grant eligible costs:	£ _____ £ _____ £ _____ £ _____ £ _____
Is VAT reclaimable ? Grant is only paid on VAT if VAT is not reclaimable by the applicant.	YES / NO
Have you applied for a grant from any other source ? If yes, provide details:	YES / NO
What is the programme of works ? Contract starting date: Contract end date (practical completion):	
Checklist: Please confirm that you have included three copies of the following with this application (only one copy of photographs is required). Please note that an incomplete application would be invalid until the submission of all requested documents.	<input type="checkbox"/> Statutory Permissions <input type="checkbox"/> Consent of owner (if not applicant) <input type="checkbox"/> Confirmation of VAT status <input type="checkbox"/> Detailed drawings and specification of the works <input type="checkbox"/> Professional fee tender report (if applicable) <input type="checkbox"/> A tender report including at least three competitive tenders <input type="checkbox"/> The prized bill of quantities of the tender you wish to accept <input type="checkbox"/> The programme of works <input type="checkbox"/> Any other grant offers for the same work <input type="checkbox"/> Photographs (minimum of 3 good quality prints / transparencies)
Declaration:	I, the applicant / organisation accept that all grants are discretionary and that they will be subject to the terms and conditions of a legal agreement.
Signature:	Signed _____ Date: _____



SECTION 2 RESEARCHING AND IDENTIFYING THE AREA'S NEEDS

2.01 THE AREA'S SOCIAL AND ECONOMIC CONDITIONS

2.01.01 INTRODUCTION

The unique geographic position of Campbeltown is of the utmost importance, especially now that the economic development agencies for Scotland are paying much less attention to regional issues and leaving the regeneration responsibility to Councils. In anything less than a strictly literal sense, situated at the end of a long peninsula, Campbeltown is an island and has an island economy. The six highlighted features are of the essence:

- Peripherality
- Harbour and connectivity
- Declining population
- Rampant market failure in labour and property markets, and gross imbalance of market power in goods markets (check out the local supermarket prices, quality and offer)
- Sensitivity to specific challenging economic events and to branch plant syndrome
- Opportunity offered via tourism - but this heightens connectivity issues

Vestas wind turbines (and in due course Machrihanish Dunes Golf) lie just outside the town but are part of the town's economy because they are part of its labour market. Unfortunately the possible closure of the Vestas factory was announced during the course of this study (mid 2008). Efforts are continuing however to retain the facility and encourage new business activity to the MOD site at Machrihanish which is coming on the open market.

2.01.02 SOCIO-ECONOMIC PROFILE

The socio-economic profile of Campbeltown is set out in two key studies, attached to this report as Appendices 02_01 and 02-02:

- **Campbeltown and Kintyre Strategy**, November 2005 - Yellow Book, Willie Miller Urban Design & TTC International
- **Campbeltown Settlement Economic Overview**, December 2007 - Highlands and Islands Enterprise

These documents give an overview and analysis which remains relevant to this submission. At the same time, the need for the most up to date information is recognised and a third set of more recent statistics has been obtained from Chris Carr, Research and Information Officer, Argyll & Bute Council. This is included as Appendix 02_00. It is not intended to set out the findings of these documents in detail, however key elements are set out below:

1 EXTRACTS FROM CAMPBELTOWN UPDATED FIGURES - ARGYLL & BUTE COUNCIL 2009

Key Points

- Campbeltown has been experiencing a long-term trend of population decline
- The town's demographic profile indicates an older population than the average for Argyll and Bute. In turn, Argyll and Bute's

population has an older age profile than Scottish averages.

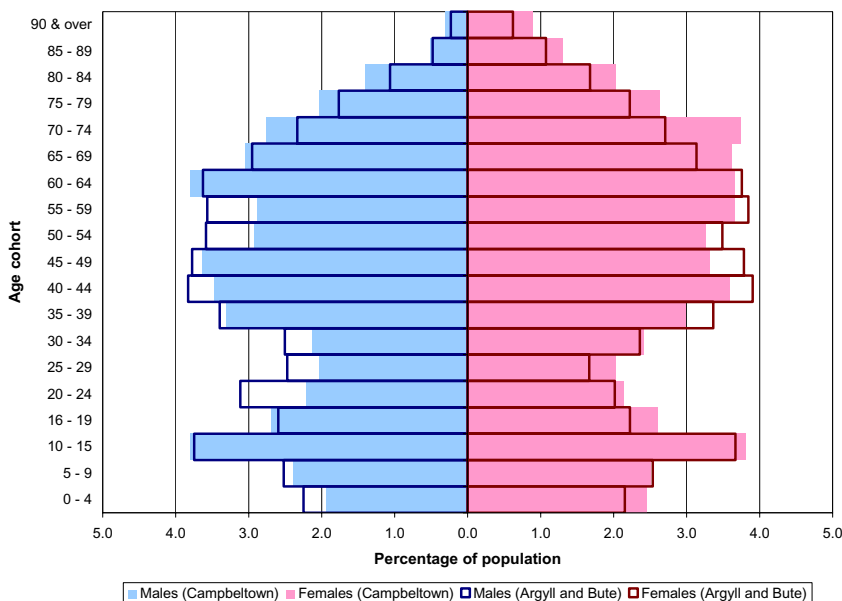
- 21 per cent of Campbeltown’s working age population is claiming benefits
- Average house prices in Campbeltown have for over a decade consistently been below Argyll and Bute’s averages.
- Two of Campbeltown’s data zones fall in the 15 per cent most overall deprived data zones in Scotland (according to the SIMD 2006). These are S01000716 and S01000717.) Over 28 per cent of Campbeltown’s resident population live in data zones that have been identified as being among the 15 per cent most overall deprived in Scotland
- Two of Campbeltown’s data zones overlap with the conservation area. These are data zones S01000712 and S01000716 (according to SIMD (2006), one of the 15 per cent most overall deprived data zones in Scotland). The data zones are shown in Appendix 02_00.

Population

The table shows the change in the population of Campbeltown between 2001 and 2007.

Year	Population	% change over 2001
2001	5,305	0.0
2002	5,198	-2.0
2003	5,190	-2.2
2004	5,232	-1.4
2005	5,170	-2.5
2006	5,108	-3.7
2007	5,057	-4.7

Population Pyramid: Campbeltown (GROS 2007-based SAPEs)



Demographic profile

Campbeltown has an older population profile than the average for Argyll and Bute. In turn, Argyll and Bute has an older age profile than the Scottish average. 28 per cent of Campbeltown’s population is of pensionable age, compared to 24 per cent of Argyll and Bute’s and 19 per cent of Scotland’s (GROS 2007-based SAPEs and MYEs).

Benefits claimants

As of May 2008, there were 580 benefits claimants of working age in Campbeltown. Of these, 110 were claiming Job Seekers Allowance and 320 were claiming Incapacity Benefit / Severe Disablement Allowance.

Of the IB/SDA claimants, 55 have been claiming for more than 2 years. Thus, approximately 17 per cent of IB/SDA claimants in Campbeltown have been claiming benefits for more than 2 years.

Although the most recent figures available from SNS or NOMIS for the **number** of benefits claimants by data zone relate to the second quarter of 2008, the most recent published figures showing **percentage** of working-age population claiming key benefits are for Q04 2005 (SNS).

A rough calculation suggests that, as of May 2008, approximately 21 per cent of Campbeltown's working age population were on benefits of some type ((580/2,788 [WA population from 2006 SAPEs])*100). This compares to a figure of 13 per cent for Argyll and Bute.

Deprivation

The Scottish Index of Multiple Deprivation (SIMD) measures, and ranks, relative deprivation for all 6,505 data zones in Scotland. Deprivation is calculated across seven Domains, which are then weighted and combined to produce an overall index of deprivation. The greatest weightings are given to the Income and Employment Domains, each contributing 28 per cent to the overall 2006 index. (Other Domains are Health (14 per cent); Education (14 per cent); Geographic Access (9 per cent); Housing (2 per cent); Crime (5 per cent).)

There are 122 data zones in Argyll and Bute. Of these, 10 fell into the 976 15 per cent most deprived data zones in Scotland. Two of these 10 data zones are in Campbeltown (S01000716 and S01000717.)

- S01000716 is ranked 976 most Overall deprived data zone in Scotland
- S01000717 is ranked 603 most Overall deprived data zone in Scotland

Part of data zone S01000716 overlaps with the northernmost part of the Campbeltown Conservation Area

Based on the GROS 2007-SAPEs there were:

- 623 people living in S01000716
- 799 people living in S01000717

Thus, 28.1 per cent of Campbeltown's population were living in areas that are identified as being multiply deprived, according to the SIMD 2006.

Housing and Dwelling Stock - House Prices

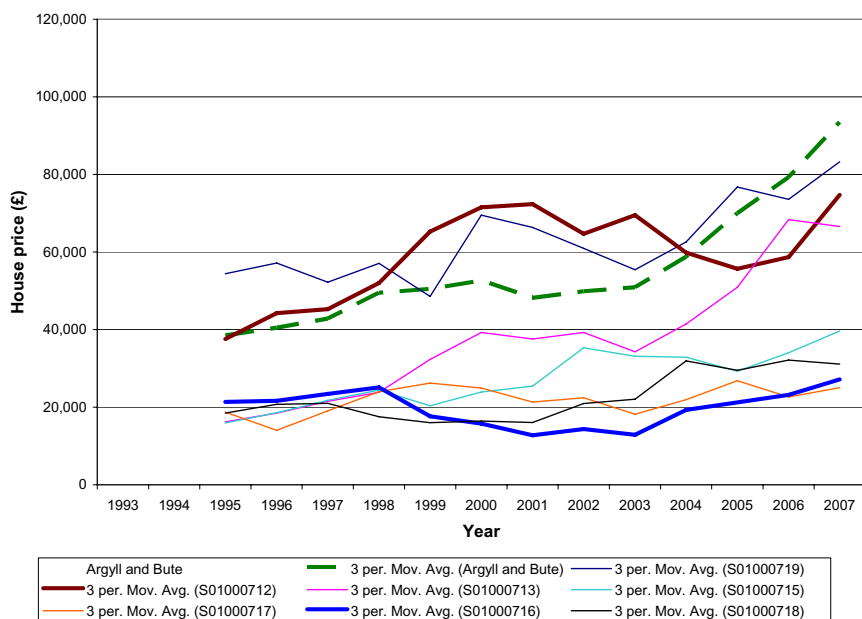
House price data has been downloaded from SNS. These data, the most recent of which relate to 2007, are the most up-to-date provided on the Scottish Neighbourhood Statistics website¹. As a result, the impacts that the more recent housing downturn is having on Campbeltown cannot be plotted from this data source.

These caveats notwithstanding, Campbeltown has lower house prices than Argyll and Bute's average. However, this varies

¹ As at 28 January 2009.

between data zones (figure 3). Variations in prices are likely to reflect both location and dwelling types. Certainly, S01000716, which has consistently below average house prices, has a high proportion of flatted properties with between 1 to 3 rooms. Historical house prices, dwelling size and type are reflected in the high proportion of properties in this data zone that are in Council Tax band A.

Median house prices (3 year moving average: 1993 to 2007)



Notes: The dashed green line is Argyll and Bute. The heavy burgundy line (S01000712) and the heavy royal blue line (S01000716) are the two data zones that overlap with the Campbeltown Conservation area. These two data zones show very different patterns of house prices over time. This is reflected in their different house types, size and Council Tax bandings in the data zones. According to SIMD 2006, data zone S01000716 is one of the 15 per cent most overall deprived data zones in Scotland.

2 EXTRACTS FROM CAMPBELTOWN SETTLEMENT ECONOMIC OVERVIEW SUMMARY - HIE DECEMBER 2007

Introduction

This profile provides a brief overview of key economic information for the settlement of Campbeltown. It provides information on recent trends in population, employment and unemployment in the area.

For the purposes of this profile, the definition of Campbeltown settlement has been based on the aggregation of several Scottish data zones that cover the area. Data zones are the smallest geographic area at which information from the above datasets is available. A map illustrating the area covered by this definition is provided, left. The geographic area selected may appear relatively broad; however, it has been designed to take account of both recent and planned developments in the surrounding area. Further, as the definition is dictated by the boundaries of data zones, in some cases larger data zones situated on the outskirts of an area have been selected in order to ensure that specific locations (e.g. housing, an industrial estate or business park) are included in the analysis.

Comparative figures provided throughout the profile for the Highlands and Islands are based on data zones, with the exception of unemployment rates, where a travel-to-work area definition has been used.



Map of Campbeltown settlement

Employment

According to the ABI, there were approximately 2,600 employees in employment (excluding the self employed) in Campbeltown in 2005. Information on the distribution of employees in employment in Campbeltown by broad sector in 2005, as well as comparative data for the Highlands and Islands and Scotland as a whole, is shown below.

Distribution of employees in employment by broad sector 2005			
Sector	Campbeltown (%)	Highlands and Islands (%)	Scotland (%)
Primary	2	3	3
Manufacturing	5	9	10
Construction	12	7	5
Services	81	81	82
Total	100	100	100

Looking at the service sector in more detail indicates that the proportion of employees employed in the public administration, education and health sector was greater in Campbeltown (39% of all employees) than in the Highlands and Islands and Scotland as a whole (34% and 30% respectively). It also had a slightly higher share of employees (27%) in the distribution, hotels and restaurants sectors compared with 26% in the Highlands and Islands and 22% at the Scottish level.

3 EXTRACTS FROM CAMPBELTOWN AND KINTYRE STRATEGY

Key findings for the Campbeltown area include:

- Campbeltown residents make 88% of their **convenience shopping** purchases in the town, and residents of the surrounding area spend a similar proportion in Campbeltown (54%) or other local centres (33%)
- half of all **comparison shopping** spend by Campbeltown residents is made in the town (compared with 36% for Buckie and 25% for Selkirk), and residents of the surrounding area made a similar proportion of purchases in Campbeltown and other local centres
- dependence on/loyalty to Campbeltown is strongest among:
 - retired households
 - people who have lived in the area for the longest time
 - people living close to the town
 - car owners
- local businesses made 51% of their **sales** in Campbeltown, higher than for any of the other towns surveyed
- the businesses **most likely to sell into local markets** are:
 - located in Campbeltown
 - small firms
 - long-established businesses
 - consumer services businesses

- 23% of **goods purchased** by local businesses were sourced from Campbeltown, much higher than any other town in the survey

Other points of note include:

- Campbeltown and Kintyre form a relatively **self-contained economic area** by modern standards (certainly in relation to **household income and expenditure**), and the town dominates the economy of the peninsula, despite the presence of secondary centres in Tarbert and Carradale. However, the research study shows that many businesses depend primarily on the local market, and that many of these are low-margin, low-productivity enterprises. The **implications** of this are very significant, and they represent both threats and opportunities.
 - the local economy is **fragile**, with low employment rates, low average wages and low productivity, although a small number of businesses export successfully to UK and international markets
 - the economy is **susceptible to shocks**: it is difficult to replace jobs lost through redundancies and business closures, the resulting loss of household income feeds straight through into reduced spending on goods and services

KEY TRENDS AND DEVELOPMENTS

Campbeltown's **long term decline** has been characterised by the contraction (and in some cases collapse) of **traditional industries** including agriculture, fishing, mining, textiles and distilling. A series of economic setbacks culminated in the closures of RAF Machrihanish and the Jaeger clothing factory, and the failure of the Ballycastle ferry service.

There were concerns that these major blows to the local economy would compound Campbeltown's decline to the point where the town was **no longer a viable entity**, and fears that **depopulation** would accelerate still faster leaving behind an increasingly **elderly and dependent** community.

Faced with these challenges the public sector agencies embarked on an intensive programme of action in the town designed to:

- attract **inward investment** to the area
- stabilise important **local businesses**, and
- encourage **new firm formation** and enterprise.

DEVELOPING KEY INDUSTRIES

Business growth - especially in wealth creating industries - transfers straight to the bottom line in terms of increased income and spending. The key opportunities for growth appear to be in the following sectors:

- **renewable energy**: building on the successful introduction and faster than anticipated growth of the Vestas-Celtic operation to capitalise on the growing market for renewable energy sources; the sector faces considerable challenges, including growing resistance to wind farms in some quarters and intense competition, but Campbeltown is well placed to serve Europe's Atlantic fringe, especially now that the port facilities are being upgraded. Further diversification of this key sector is expected in the medium term following an audit of tidal and wave energy potential In Argyll and Bute that shows considerable resources

off the Mull of Kintyre and Islay.

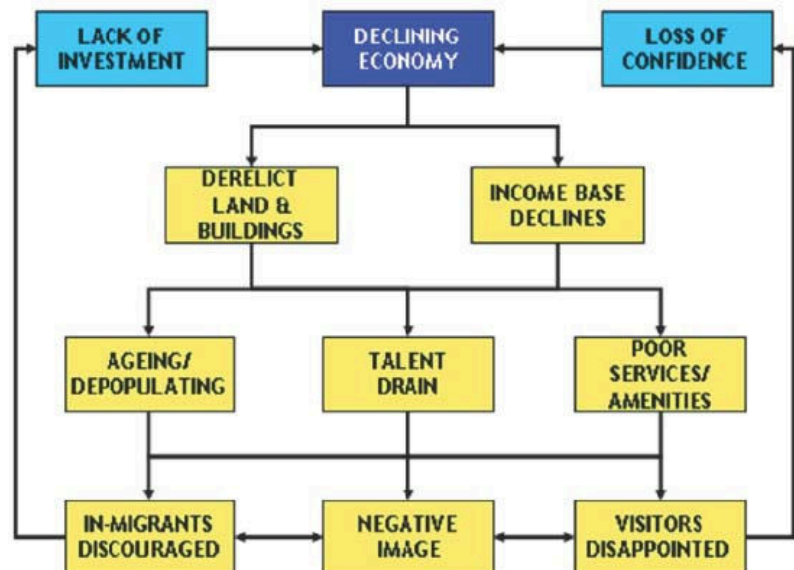
- forest products: Kintyre is an important centre for forestry and increasing use of Campbeltown and other local ports has relieved delays and environmental impacts on the road system; however the sector makes only a modest contribution to local employment/income, and we will review opportunities for value added activities in Kintyre
- the performance of the tourism industry in Kintyre has been constrained by the area's remote "cul-de-sac" location, but also by the generally indifferent quality of accommodation, restaurants, shopping and attractions; litter and water pollution add to the problems; despite this, the area's outstanding natural environment, the opening of the Kintyre Way, its two championship standard golf courses and growth prospects in cultural, green and activity based tourism are all opportunities to be exploited
- finally, new business formation is a key source of economic growth in the most successful rural areas.

THE CHALLENGES FOR CAMPBELTOWN

- Based on this review the study has confirmed that Campbeltown has experienced a modest revival after a prolonged decline. However, major problems and challenges persist, and the economy of the town remains weak and the arrival of the credit crunch will make things increasingly difficult.
- The study by the Scottish Agricultural College and others confirms that Campbeltown remains strongly connected to the surrounding area. Throughout much of Kintyre there is a strong and continuing loyalty to Campbeltown as a local retail and service centre. The area's remote location is a key factor here, but a combination of internet shopping and greater personality mobility will continue to erode the captive market.
- Positive changes have been achieved in the past few years, but it would very dangerous to assume that Campbeltown is no longer at risk. In our judgment, it continues to be one of the most fragile urban places in Scotland, with a continuing jobs deficit reflected in a very long term tradition of outmigration among the young and talented.
- All this points to the need for a strategy which will:
 - secure and build upon the achievements of the past 3-5 years
 - identify and exploit new economic opportunities, and
 - identify and address continuing weaknesses, liabilities and threats.
- For many years Campbeltown has been wrestling to deal with deep seated and systemic difficulties relating to the three pillars of economic development: business, people and place.
- There is no doubt that the root cause of Campbeltown's long-term decline is economic. The traditional industries that were the basis of its prosperity through to the early years of the 20th century - distilling, mining, farming and fishing - have all declined dramatically. The town's employment base collapsed, and the story of the past 80 years and more has been of efforts to replace those jobs with employment in new industries including tourism, farm diversification and the public sector. Those efforts have only been partially successful, and have depended heavily on public sector investment. The result there

has been a lack of economic opportunity in Campbeltown, especially for the most talented and ambitious members of the community. Out-migration, especially at the point when young people enter higher education, has been the inevitable result.

- This has had profound effects on Campbeltown's people, and the working age population in particular. Out-migration among 16-24 year olds is inevitable in the modern era, and we see no point in trying to stop it. But the lack of opportunities to attract well qualified people of working age and their families is a major problem. The result is that the population of Campbeltown is declining and ageing, and the resident workforce is not highly qualified. Long-term unemployment reflects a persistent jobs deficit, and prolonged worklessness makes it hard for people to return to the labour market.
- The appearance and character of the town is also a factor. Although information is inevitably anecdotal, many people have reported that what we have called the "intensely urban" character of the town - combined with its remote location - acts as a deterrent to potential migrants and to visitors. Our analysis shows that Campbeltown has many assets and positive qualities, but there is no doubt that it creates an uncompromising first impression, at odds with the outstanding scenic qualities of the Kintyre peninsula. This is, of course, largely the legacy of decline and underinvestment: the quality of Campbeltown's townscape has been steadily eroded as key buildings have fallen into decay and disuse.
- The inter-connected nature of this analysis is below, which presents Campbeltown's cycle of decline in schematic form.



- The reality is that Campbeltown has been **in decline for almost a century**, and its population today is only half what it was in the town's Edwardian heyday. This means that there is **no quick-fix solution** to the problems identified here. We are confident that the clients recognise this, and know that stopping the rot and getting the town pointing in the right direction are only the first steps. Getting Campbeltown **back on the growth track** for the first time in many years will be a significant achievement in itself. Creating the conditions for sustained growth and regeneration will be a **huge challenge**, requiring sustained effort for a decade and more.

ACTION PLAN

The Campbeltown and Kintyre Strategy set out a recommended action plan for the period 2005-2011. The plan is based on three themes and comprises a total 11 key measures, which are summarised below.

Ref	Theme/measure
1.0	Wealth creation
1.1	Key companies
1.2	Machrihanish golf resort
1.3	Ballycastle ferry initiative
1.4	Kintyre tourism initiative
2.0	Place making
2.1	Town centre masterplan
2.2	Public realm
2.3	Council offices
2.4	Town centre events and animation
3.0	Tackling exclusion
3.1	Training and recruitment initiatives
3.2	Social enterprise
3.3	Transforming the housing stock

4 TAKING FORWARD THE ACTION PLAN

While the Yellow Book study was completed in November 2005 and some of its conclusions and comments have been overtaken by recent events, it remains relevant to this submission for a number of reasons:

- It identifies the structural weaknesses in Campbeltown's socio-economic base and its vulnerability and susceptibility to shocks, some of which have been all too recently experienced.
- It combines a socio economic analysis with a physical appraisal of the town which no other studies do in such a related way and presents these in a way that is approachable for people with different backgrounds.
- It sets out a succinct action plan (above) much of which has relevance to the town centre and THI area
- The study identifies the historic town centre as having a crucial part to play in the regeneration of Campbeltown as a whole. The study has a good analysis of the townscape of the town centre and outlines various physical proposals which have relevance to the conservation area and THI area.
- It provides a vision statement which remains relevant to the town today.
- The report has been adopted by Argyll & Bute Council and the Action Plan can be seen to form the basis of the more developed Kintyre Action Plan which the Council is taking forward through a number of initiatives. The Kintyre Action Plan is included as Appendix 03_03.

2.01.03 PROPERTY MARKET REVIEW

This review has been prepared by David J Herriot BSc (Hons) MRICS, Senior Surveyor, District Valuation Service, Glasgow Valuation Office. David Herriot has carried out valuation work in the Campbeltown area for the past 20 years and has considerable experience of Campbeltown and the area generally.

1 OVERVIEW

Campbeltown is situated in a remote location almost 140 miles from Glasgow which is at least two and half hours away by road. Campbeltown historically relied upon traditional industries of the area which were farming, fishing, ship building and distilling and earlier this century there was also a coal mine nearby at Drumlemble. Some of these industries supplied Campbeltown with more of an industrial background than the other towns of Argyll and Bute. Within memory, visiting Campbeltown in the 1970's, it had a relatively prosperous town centre with a good range of small shops.

Over a 20 year period, during visits to Campbeltown on almost a monthly basis, a decline has been observed in both the fishing and farming industries to the point where there are only a handful of boats working Campbeltown and many of the renowned Kintyre dairy herds have been dispersed. Campbeltown shipyard which had an excellent reputation for building steel fishing vessels has closed and the nearby RAF/NATO base at Machrihanish has been run down and is likely to be sold in the near future. Also within this period the Jaeger clothing factory which employed many women in Campbeltown closed. A call centre which opened a few years ago proved to be transitory and the modern building is now lying empty.

Times have been very difficult for the Campbeltown area and this has been reflected in much lower property values than are generally found elsewhere in Argyll and this contrasts particularly with the Oban area which has a strong tourist industry.

There has been an over supply of small tenement flats in the town centre and many of these are let privately to benefit funded tenants and are in poorish condition.

A simple example to illustrate the dichotomy between the two towns would be to look at a two bedroom ex local authority flat which would currently fetch a figure in the region of £85,000 in Oban whilst in a comparable scheme in Campbeltown the value would be in the region of £45,000. Similar comparisons could be drawn in other classes of property.

When compared with Lochgilphead, which has a preponderance of more highly paid jobs associated with the local authority and health board headquarters, Campbeltown values are also considerably lower.

Oban is a relatively prosperous holiday resort which provides a gateway to the islands. Campbeltown briefly became a ferry port in the late 90's when a ferry was run from a new facility at the harbour to Ballycastle. However this service proved to be short lived and despite offers of subsidy new operators have not been found. The reinstatement of this ferry is seen as an important factor in the regeneration of the economy. It would seem however that this will not happen at least this year. Also in the last few years the paddle steamer Waverley ceased her regularly Wednesday call at Campbeltown ending a connection with the Clyde Coast Resorts extending back to the 19th century.

The above paints a rather bleak picture however there have been some positives. A few years ago a Danish Company, Vestas, set up a wind turbine manufacturing base at the nearby Macrihanish air base. This however was recently threatened with closure but it now seems likely that another Danish Company may take the plant over with a view to expanding particularly into the off shore wind turbine market. It was noted recently in the press that this incoming company are promising to provide some infrastructure improvements as well as a major expansion of the operation which will give prospects of good well paid jobs.

The sale of the air base may also be seen as an opportunity however its future remains uncertain at present.

It is also noted that work has been going on in providing a new golf course at Machrihanish Dunes and it is likely that this will provide local employment opportunities.

It would be fair to say that the town has suffered from the post industrial status which has affected many towns, for example in Ayrshire, and the town centre itself suffers from the general problems which have affected many traditional town centres, ie competition from supermarkets on the periphery (there are two in Campbeltown, a Co-op supermarket and a Tesco branch both on the periphery of the town centre.) Over the years many small business have come and gone and it is obviously difficult to set up any sustainable business in the town centre at present. As noted, however, this is far from a unique problem and these problems affect many town centre locations. The town has perhaps retained a better core of shops than some others because of the difficulty in travelling to a major centre.

In short then there are some hopeful signs but the difficulties ahead should not be underestimated particularly as economic downturns have a habit of affecting peripheral areas more seriously than those closer to centres of power.

2 PROPERTY MARKET REVIEW

The market for all classes of property is currently affected by a great deal of uncertainty. This, of course, is not confined to Campbeltown but is a general problem throughout the UK. The instability of conditions makes it extremely difficult to value and this is more so when the valuations are based on brief external inspections. One of the problems is that there is a general lack of transactions to provide backup evidence and it has been noted that in one or two recent transactions in the Campbeltown area, values appear to have fallen even from those applying two to three years ago. It is unlikely that some of the more marginal properties would attract any interest in the current market.

The lack of national confidence is made even worse in Campbeltown by various local factors noted above, in particular the continuing uncertainty surrounding the Vestas wind turbine factory which is a major employer, the fact that the call centre remains closed and, historically, the closure of fairly major employers like Campbeltown Ship Yard and the Jaeger factory. Against this there are hopes of regeneration following the sale of Machrihanish Airbase which, once again, was a fairly major employer and hopes always remain for the restoration of the ferry service to Ireland. The closure of Woolworth's store will also leave a major gap in main St and a further loss of employment.

These issues are, however, unlikely to be resolved in the short term but could provide the local economy with a boost as and when

matters improve.

In general terms, the commercial market in Campbeltown is characterised by an over supply of small shops and there are generally a number of empty units. Most of the shops are situated within three or four storey tenement buildings with residential properties above. The shops are generally situated around the Main Street and Longrow areas and, where Longrow was once a thriving shopping street, it has become distinctly more secondary particularly towards its far end. There are smaller numbers of shops in secondary streets scattered around this central area. In common with other areas of Argyll, it has been a difficult year for tourism and Campbeltown, being situated over 130 miles from the nearest major centre of population in Glasgow, perhaps suffers more than most. Values of commercial and, indeed, residential premises in Campbeltown are very much lower than their equivalents for example in the much busier town of Oban and, indeed, in Lochgilphead, which is the main administrative centre of Argyll and Bute.

In formulating the opinions of value that follow, it is assumed that the properties will generally be subject to roof repairs which will include lead work repairs and repairs to gutters, chimney heads etc, painting and pointing where applicable, renewal of gutters and particularly work around shop fronts etc to give a better appearance to the properties. It is understood that the flats will have no internal work done to them but you will be seeking to reintroduce traditional looking timber sash windows. It is noted that in some cases where there are already adequate replacement windows, this approach could even result in a diminution of value in cases where few other fabric repairs being carried out.

In general terms on the flats the uplift seldom be more than 10 per cent and could be as little as 5 per cent or, in some cases, could be less if the position on windows is as noted above. An average uplift of around 5% would be a fair assumption.

It is commented strongly at this stage that the values provided are at best indicative as a result of the limited inspections; however the major factor in the THI consideration is the likely uplift in value which results from the improvements. They are not based on a detailed resume of the improvements for each building and it is understood that the initial assessment made by the quantity surveyor was in respect of full renewal of all elements and that this will not, in fact, be the final outcome. Assumptions have been made as above on all the properties except the two derelict properties.

It may be necessary to reconsider some of the values as and when owners come forward with definitive schemes. In the current financial situation it may very well prove difficult to get owners to come forward despite grant availability

Once again it is noted that the values which follow due to the combination of market uncertainty and the type and location of the properties involved mean that the valuations carry a high degree of subjectivity leading to a greater than normal range of uncertainty.

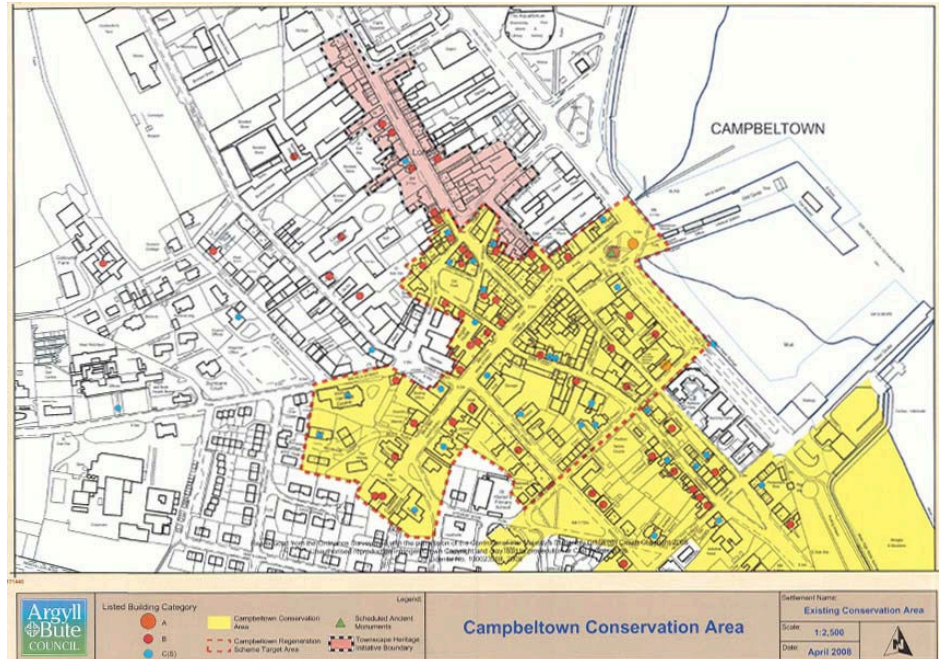
3 Opinions of value of individual properties are included as Appendix 02_03

David J Herriot BSc (Hons) MRICS

2.02 THE AREA

2.02.01 EXTENT OF THE THI AREA

Following the approval of the Campbeltown Townscape Heritage Initiative Stage 1 application to the Heritage Lottery Fund the area established to form the THI was set out in the following plan as a basis for further study.



The current conservation area covers a large part of the town centre and also a large area of larger villas to the south east bordering the loch and spread out along Kilkerran Road, however it excludes a significant part of the older fabric of Campbeltown on the north west side of the centre, along Longrow.

As part of the Stage 2 submission a Conservation Area Appraisal (CAA) and Conservation Area Management Plan (CAMP) have been prepared. These identify the Longrow area and also an area to the east of this as part of the historic fabric of the town and recommend inclusion of these areas within a revised conservation area boundary. This was adopted by the Council in February 2009.

Currently Argyll & Bute Council are consulting with the public on the final conservation area boundary following MAKI committee approval so that the area shaded pink above will be included.

The CAA and CAMP identified the central part of Campbeltown as containing several buildings at risk and generally being most in need of repair and restoration of their historic fabric. In view of the likely level of resources available the CAMP recommended that conservation efforts and funding should be concentrated in the centre of the town to focus on the areas of greatest heritage need where the local economy needs greatest assistance to retain its heritage character.

See maps included in Section 1.00 showing the existing Conservation Area boundaries; the additions to the Conservation Area in Campbeltown; and the proposed THI areas.

2.02.02 LOCATION

Campbeltown is located at the head of an east facing loch near the south end of the Kintyre peninsula. Although on the mainland it is a considerable distance from major centres of population.



1892 Bartholomew's Tourist Map (NLS Map Library)

2.02.03 POPULATION

From: Campbeltown and Kintyre Strategy November 2005 (Yellow Book, Willie Miller Urban Design & TTC International)

The population of Kintyre at the 2001 Census was only 10,100, down 7% since the 1991 Census. The decline was particularly severe in South Kintyre (-16%) although there was a 7% increase in North West Kintyre. Population projections point to a continuing steep decline: -11% 2001- 2011, and -21% 2001-2021. This is the result of natural decline due to an ageing population and low levels of in migration.

The Kintyre peninsula includes 4 Census wards:



	Population	% of Kintyre Population
• Campbeltown Central	2,516	25%
• North and West Kintyre (includes the Isle of Gigha)	2,376	24%
• East and Central Kintyre, and	2,666	26%
• South Kintyre.	2,530	25%

2.02.04 BRIEF HISTORY OF THE SETTLEMENT

Settlement Origins

Extracts from "The Campbeltown Area in the Middle Ages", Norman S. Newton, The Campbeltown Book.

Although there is no sign of any recognised settlement within its original boundaries during early Christian and mediaeval times, there are many signs of Viking settlement in Kintyre, and around Campbeltown. Somerled is credited with 'liberating' the western isles (and thus Kintyre) from Norse rule in 1156. His grandson Donald gives his name to the lineage of MacDonald, the Lords of the Isles, who ruled the Hebrides until their forfeiture by the Scottish Parliament in 1493. Kintyre was included in their sphere of influence, though they lost it a little earlier than all the rest, in the 1470s.

Kilkerran Castle, on the edge of the sea across the road from Kilkerran Cemetery, was probably built around 1498, in the reign of James IV, as part of his campaign to establish and defend Stewart power in Argyll. With the forfeiture of the Lordship of the Isles in 1493 the lands of the Lordship reverted to the Scottish Crown. The person appointed by the King to act as Crown Chamberlain of the forfeited lands in Kintyre was Archibald Campbell, 2nd Earl of Argyll. A century later, the Campbells were in complete command in Argyll as dependable representatives of the Scottish Crown in a turbulent environment.

17th C - Early Development

Campbeltown came into being as a direct result of three deliberate steps. In 1597 the Scottish parliament legislated for the eventual founding of three Royal Burghs in the Highlands and Islands; in 1607 the Earl of Argyll received the feu of all crown lands in Kintyre, undertaking to expel from them all the MacDonalds, Macallasters, Macneills and other proscribed families who had been found so troublesome; and in 1609 he was relieved of all feu duties relating to these lands on condition that he would "plant a burgh to be inhabited by Lowland men and trafficking burgesses" within their bounds - and within five years. Progress at first, however, was anything but rapid, and by 1636, despite the establishment of tolbooth and burgh school, the 'burgh' was still little more than a 'clachan', with fewer than half of its 30 householders having Lowland surnames.

However, by the second phase of plantation was more organized on terms that encouraged the incomers to settle. The ninth Earl's eldest son was created first Duke of Argyll in 1701, died in 1703; but in 1700 he had secured Campbeltown's promotion to Royal Burgh status.

18th C - Formative years of the Royal Burgh : 1700-1770

The population at the turn of the century is reckoned to have been about 2,500, so that overcrowding was endemic. The castle being by this time derelict, if not in ruins, High Street ran from an open space at the top down to Shoregate fronting the loch at the bottom, with six tenement blocks above the Kirk Street junction and four below, all two-storied and tiled or slated.

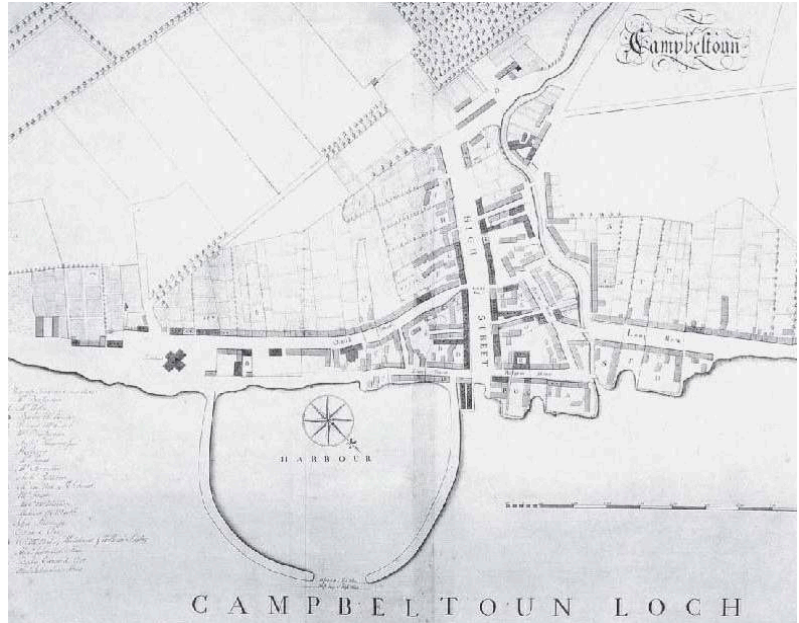
The prime mover in Campbeltown's eighteenth century development was not the Town Council but the Dowager Duchess of Argyll, "the first person to recognize the possibilities of Campbeltown as a seaport."

At this point the first plans of Campbeltown appear, see over.



McGrory - late 19th C photograph.

No buildings of this type survive. It is probably a good example of the earlier 18th C type of buildings of Campbeltown



1760 "Copyd by Wm Douglas Ano 1760 from an older plan"
(Civic Society - The Campbeltown Book)

Three notable 'Listed' buildings at the heart of the town are shown on the plan. The first is the English church of 1706 which replaced 'The Thatched House' in Kirk Street and, from 1770 on, has a chequered career to come, the next chronologically is the 'The Old Court-house' which was put up in the 1750s And the third is the present Town Hall (or House), which the Corporation erected in 1758-60 on the site of the original Tolbooth, because this had become so "ruinous" that its cells could no longer contain their prisoners.



1750 Fisheries Chart
(Civic Society - The Campbeltown Book)

The fishing port : 1770-1825

All the circumstantial evidence suggests a virtual doubling of population within the area of today's Campbeltown during the half century between the introduction of the fishing bounty in 1750 and its discontinuance in 1799.

Wheeled traffic was the norm by now, with the Corporation contributing to the cost of the County's 'patent roads', and even after the coal canal came into use in 1791 Since, too, there were as yet no proper breastworks in and around the harbour, where fishermen's boats could simply be drawn up on the shore, the space between the formal head of each quay and the foot of the street connecting with it resembled a kind of no-man's-land until, in 1774, the Council decided to build a wall from the north side of the Old Quay to the bottom of Main Street and ordered boats to deposit their ballast as infill behind it. New Quay head seems to have been similarly upgraded six years later.

Mid 19th C Development

The whisky capital : 1825-1860

By the time the Rev. Daniel Kelly wrote his follow-up report in 1843 for the New Statistical Account, he emphasized that "the great staple commodity of this place [i.e., the town] is the distillation of malt whisky." There were then 25 distilleries, an Excise Office employing 50 people, and no fewer than 76 public houses in addition to "two excellent inns"

In 1843 'The Disruption' also occasioned a veritable outburst of church building. Some long-awaited civic developments too were now materializing. One was the jail of 1847, later (1871) converted and extended into the present police station. The lighthouse on Davaar came into operation during the summer of 1854.

Tenement blocks in this period were constructed or reconstructed, with or without ground floor shops, in all the principal streets while urban-style residential development ranged almost as far afield as villas. The most significant housing breakthrough at this time, however, was the formation of Campbeltown Building Company in 1877 "to provide suitable accommodation for the working classes." The most outstanding development of this period, and perhaps in the whole history of Campbeltown, was the conversion of the Mussel Ebb into Kinloch Park.

Glasgow-on-Sea : 1890-1915

The Council had by now developed a penchant for land reclamation: after infilling small areas at the heads of the Old and New Quays, then the huge area of the Mussel Ebb, it began an inter-quay breast-wall in 1880. In 1904, though, the proposed railway development became a timely catalyst for Quarry Green. Though the line opened in August 1906, there was still infilling and levelling to be done.

Steamers had shaken out the whole Firth of Clyde at Glasgow's door, and Glasgow went for it in a big way. The season was short, however, and Campbeltown was in competition with all the less remote resorts. The two old-established principal hotels blazed the new trail in 1896 and 1897 respectively: first the Argyll Arms extended its Cross Street premises round the back of the Town Hall to emerge with a flourish in Main Street, and then the White Hart reformed and remodelled itself, sprouting a corner tower to rival that of the new Club diagonally opposite.

In 1896 James Macalister Hall of Killean generously offered to build, equip, and endow a library-cum-museum for the Burgh. Nearby the massive four-storey tenement block known as Royal Avenue Mansions was completed in December 1900. By 1908 Barochan Place had the longest frontage in town, with no fewer than 32 'up-to-date' flats.

In 1913, saw the building of a unique little cinema between two significant buildings on the recently upgraded harbour-front.

However, the so-called 'People's Budget' of 1909, while introducing unemployment benefit and old age pensions, plunged distilleries in trouble with a crippling rise in the duty on spirits. Throughout the last few summers before the First World War, the local papers feature two weekly lists:- one of affluent families on vacation in Kintyre, and the other of local people leaving it, at the rate of up to 37 a week, for better prospects overseas, mostly in Canada. The 1911 census confirmed an 8% drop in population during the previous decade.

The uneasy interwar peace : 1919-1939

In so far as the returning heroes most needed a livelihood and a decent home, however, this meant a daunting amount to do in Campbeltown: here, the 19 distilleries in business at the start of the 1920s were reduced to three by their end, with all the

obvious implications for associated trades; in 1931 there were still 633 privately-owned dwellings without basic WC accommodation - and still some owners "utterly incapable" of upgrading their tenements because even poorer than their tenants.

1945 - Present

The final clearance of Kirk Close in 1952, opened up a spacious approach to Longrow Church. 1963 saw the demolition of old buildings at the Pierhead and the erection of a new 'Woolworths', whereas by 1971 wholesale demolition had indeed "opened up an interesting square in the centre of the Burgh" at Cross Street/Burnside Street.

An identity crisis : 1975-2000

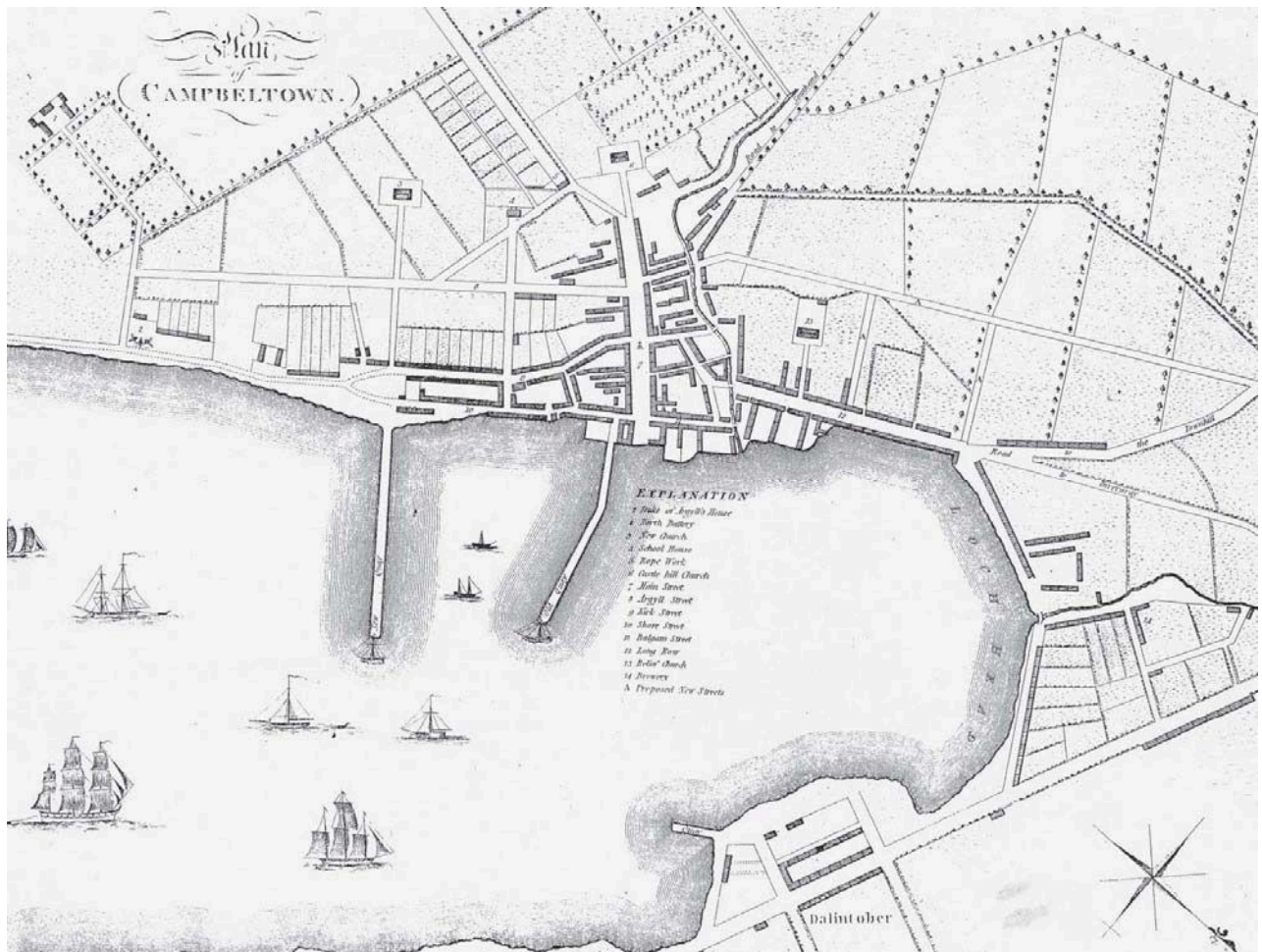
It is particularly striking that in Campbeltown's passage through the fourth quarter of the twentieth century compared with the previous three, after 75 years action-packed with development and demolition, not much appears to happen in the next 25

In 1996-97, after over 200 years of alterations and improvements to both Campbeltown's quays, the 'New' one underwent its most dramatic development yet, for the sake of a summer ferry to Northern Ireland which, in the event, barely lasted three summers.

2.02.05 STREET PATTERN AND TOPOGRAPHY

Campbeltown, being relatively recent (essentially 17th C), has a layout which is significantly different from many older Scottish towns where a main street, often between castle and friary, lined with narrow burgess plots, gives a typical 'herring-bone' pattern. When the 2nd Earl of Argyll (Archibald Campbell) established the town the site chosen was closer to the head of the loch than that of the medieval castle of Kilkerran

The focus of the new town was, from the first, the main street, rising from the shore to the castle. The castle did not survive for long - it was demolished by General Leslie's army in 1647 and was later occupied by the imposing Lowland Church, built in 1779-81



George Langlands & Son, 1801.

The ninth Earl's eldest son, created first Duke of Argyll in 1701, died in 1703; but in 1700 he had secured Campbeltown's promotion to Royal Burgh status. The Dowager Duchess was ensconced at Limecraigs a few years after (this is shown as the 'Duke of Argyll's House' at extreme top left in the plan above) and was instrumental in establishing the Old Quay, although was not completed until the middle of the 18th C by which time New Quay had also come into existence.

These above man made features, utilising natural changes in level provided the node points from which the town developed, principally with substantial buildings lining Main Street, further

development in the immediately adjoining streets and also along the shore. In contrast, the Witch Burn provided a natural feature which literally shaped one side of the town centre and to a large extent, by squeezing the available land between the burn and Main Street, led to an increase in the density of that area.

Longrow appears on town plans at an early date, stopping abruptly at the Witch Burn (bridged at this point). Some development is shown up the west side of the burn. Bridging the burn appeared at first problematic but by the end of the 19th C most of its course down Burnside Street had been culverted and covered over.

Kirk Street, leading east off main Street became a more upmarket residential street at an early date, and is slightly cranked in plan as it follows a contour, raising its buildings slightly above those of Shore Street.

The Shore

The present, largely man-made, shore line developed relatively late on. Mid 19th C plans show the shore following its (relatively) natural line, with the exception of some seaward expansion to the north-west of the Old Quay and some, to a lesser extent, around new Quay head.

The key change to the north-west came with the creation of Kinloch Public Park, completed by the 1880's.

A little later the shore was extended outwards between the quays, while to the south-east the creation of Quarry Green took a considerable number of years - started in 1893 but not fully infilled until 1913, with work on the breast wall continuing, as a means of providing employment, well after the first world war.

The relatively late and lengthy development of the shore produced significant changes in the street pattern of the town. The previous somewhat irregular shore, became, in its central part (between the quays) more formal and lined with imposing buildings while a recognizable public space developed at Old Quay Head. Unfortunately by the time Kinloch Road developed it was lined with depots and industrial sheds while to the south-east, architectural quality, after the high point of the Museum and Library petered out.

Other Streets

Other than the irregularities created by the shore line and the Witch Burn, the ground to the north west is relatively flat or with gentle gradients, while to the south-east the coastal strip is also relatively even. This allowed the planning of quite regular streets which can be seen, as proposed, on the 1801 plan above and which were developed in accordance with these lines over the 19th century.



Traditional vernacular buildings gave way to more formal modern structures (above, Old Quay Head - current Woolworths store)

2.2.5 BUILDINGS AND TOWNSCAPE

SCHEDULED MONUMENTS

The only Scheduled Monument within the conservation area is the 'A' listed Town, now located, incongruously, in the middle of a traffic roundabout at the Old Pierhead.

KEY LISTED BUILDINGS

These are described in detail in the Conservation Area Appraisal. The following are the key buildings that make a special contribution to the character of the conservation area.

MAIN STREET AND CASTLEHILL

- Town Hall**
 One of the most important buildings in terms of defining the character of Campbeltown. It is 'B' listed and dates from 1758-60. The spire of 1778 by John Brown was remodelled by Campbell Douglas in 1865-6.
- Castlehill, Castlehill Mansions, (Formerly Lowland Church Of Scotland)**
 The building is of great visual significance, terminating the view up Main Street and Castlehill.
- Castlehill, Sheriff Court House**
 'B' listed, *David Cousin* of Edinburgh, 1869-71. Another prominent building.
- The Club**
 A distinctive property on a key corner site. 'B' listed, by *Henry E Clifford* of Glasgow, 1898. This building is of high quality construction and individual design by a significant west coast architect, and is a particularly prominent feature in the view down Main Street from Castlehill.
- Castlehill and Argyll Street, White Hart Hotel, Castlehill and Argyll Street**
 'B' listed, Circa 1900.



Town Hall



White Hart Hotel (McGrory)



Old Post Office



50-52 Main Street and Cross Street

Early Tenements

There are several buildings from the late 18th C or early 19th C which contribute to the townscape of the centre of Campbeltown. They tend to be well proportioned, regular buildings, often with shops at ground floor (many of which are later alterations). They also tend to be in relatively poorer condition than the later buildings. It is considered that these represent a significant element of the townscape in need of repair and restoration. Examples include:

- 53 Main Street (Old Post Office)**
 'C' listed - early 19th century.
- 50-52 Main Street and Cross Street**
 'B' listed - a very good example of late 18th C development.
- 16-20 Main Street and 1-3 Bolgam Street**
 'B' listed - a relatively plain late 18th century building.
- 2-14 Main Street & Maclean Place**
 'B' listed - a large earlier tenement in a prominent location within the Main Street but also in relation to Old Quay Head.

Later Buildings - Late 19th and Early 20th Century



Royal Hotel



Main Street/Kirk Street corner

- **Royal Hotel**
‘C’ listed, 1907 - its location at a prominent corner overlooking the harbour gives this building significance that goes well beyond its architectural merits.
- **Tenement properties**
There are several tenements built around the end of the 19th or beginning of the 20th centuries, many not listed, that reflect the development of good quality buildings, such as the corner building, left, and latterly the prominence of the Glasgow influence of the period on the buildings within Campbeltown. Examples of the latter include prominent corner buildings such as at the corner of Main Street and Longrow South, below.



AROUND MAIN STREET

The streets leading off Main Street or in its immediate surroundings possess a number of notable buildings.



Former Free Church School



5 Bolgam Street



30 - 32 Union Street

- **Former Free Church School, Big Kiln Street**
‘B’ listed, Circa 1845 - the building is in very poor condition and in need of major restoration and repair. The building is important in terms of defining the edge of the conservation area at this point.
- **5 Bolgam Street**
‘B’ listed, late 18th century, possibly incorporating earlier fabric, modernized 1852-3. The roof dates back to at least the late 18th century but may well be earlier as its structure is similar to roofs dating back as early as the 17th century. The roof constitutes a rare and special survival to the region. The town hall had served as a courthouse and prison since 1760, but friction between Sheriff Bruce and the Town Council in 1852 led to proposals to convert the buildings in Bolgam Street into a courthouse, and the courts moved there in 1853. This building is in a state of serious disrepair and is ‘at risk’, ie without intervention much of the surviving building fabric, or even the building itself could be lost.
- **6-10 Union Street**
‘B’ listed, later 18th century- a good example of 18th century Scottish burgh architecture’.
- **30 - 32 Union Street**
‘B’ listed, This building is listed primarily for its high quality shopfront.





Argyle Street

- **Argyll Street**
‘B’ listed, 1907 - excellent example of the style of architecture brought to the town by the architects visiting from Glasgow.

- **Kirk Street**
There are two main sections to this street, nearer the Main Street a terrace of fairly plain buildings represent survivors of the earlier development of Campbeltown and form part of an important group within this part of the town.

- **Kirk Street and St John Street, Highland Church Hall (Formerly Lowland Church)**

‘B’ listed church built in 1706 by lowlanders that had settled in Campbeltown on the site of an earlier church known as the "Thatched House" that was built for 17th century English-speaking worshippers. It was restored by H E Clifford 1904.



13-15 Kirk Street



Highland Church Hall (Formerly Lowland Church)



Christian Institute

ALONG THE WATER-FRONT

The water front along Hall Street, built on land reclaimed towards the end of the 19th C, contains some prominent and significant buildings.

- **Hall Street and Old Quay head, Christian Institute**
‘C’ listed, Henry E Clifford, 1885- it occupies a prominent position in the town, as well as being designed by an architect of local importance. The setting of the building is compromised by the traffic arrangements around the end of hall Street/Old Quay head.



Old Picture House, Hall Street

- **6-22 Hall Street, Royal Avenue Mansions**
‘B’ listed, 1900. This is a tenement good quality design and construction occupying a prominent waterfront site.

- **Old Picture House, Hall Street**
‘A’ listed, 1913 - an important and rare example of an early purpose-built cinema. It is one of the earliest surviving in the UK and also the only example in Scotland of this first wave of cinema building still in use as such.



McGrory Archive - Library and Museum

- **St John Street/ Hall Street, former Public Library and Museum with Caretaker’s House**
‘A’ listed John James Burnet, 1897-8. Free Scots Renaissance, asymmetrically composed, Library and Museum

LONGROW AND GLEBE STREET AREA

This important historic area will be included in the revised conservation area.

- **Longrow, Lorne and Lowland Church (Church Of Scotland)**
‘B’ listed, 1869 - the tower is the most prominent structure in the town, visible from almost all approaches and particularly from seawards.
- **Springbank Distillery, Glebe Street and Well Close**
‘B’ listed, substantial complex of distillery buildings, earliest dating from 1828. The extensive building of distilleries in Campbeltown after 1815 was due to the introduction of new government licensing regulations in 1814-15
- **38-48 Longrow (below)**
- ‘B’ listed - early 19th century tenement with a rare example (for Campbeltown) of scrolled. A fine example of early 19th century burgh architecture.



Longrow, Lorne and Lowland Church



Springbank Distillery



2.02.07 CHARACTER AND APPEARANCE

Setting - Assessment of the landscape and surroundings

The photograph shows well how Campbeltown sits at the head of its loch on the east side of the lower lying broad neck of land separating the Kintyre peninsula to the north from the broad, hilly area that forms the distinct area of south Kintyre. The peninsula gives protection to the loch from the prevailing westerly winds, while Davaar Island and the twist of the loch provide protection from easterly weather. This relationship with the sea and the excellent natural harbour is the chief reason for the siting of the town. These elements also define the views out of the area. From the harbour or shore the foreground is dominated by marine activity. Further into the town the townscape dominates but glimpses of the loch or harbour create interest while the more distant landscape is a constant presence.



Immediate Environment - Kinloch Road



To the west of the Old Quay the historic relationship was changed significantly when Kinloch park was formed in the late 19th C. What had become an unpleasant, polluted shoreline, especially at low tide, became a significant park. The siting of the swimming pool, replaced by the recent new building detracts from the original sweep of the park; however the historic part of the town suffers badly because the land along Kinloch Road, facing onto the park, developed as a series of depots and sheds, with the backs of Longrow visible between across the yards. The row of mature trees helps mitigate this effect but in terms of a first approach to the town centre by vehicle (from the north west) the effect is very unfortunate.

Immediate Environment - Longrow

The main road from the north leads directly to the street behind Kinloch Road - Longrow. This is an historic street and although presently outwith the conservation area is lined by traditional buildings, many of some age and several of merit.



The Area in Relation to its Form and Function

The waterfront

Campbeltown has an active working waterfront, with facilities for a small fishing fleet, pontoons for yachts, cargo handling at New Quay and the (currently mothballed) ferry terminal. This is an asset that adds vitality and interest to the life of the town as well as providing some useful employment.

However, links between the town centre and the waterfront are disappointing, and the quality of most development on the landward side has been poor. Heavy vehicles bring timber and wind turbine sections to the harbour for export; some of this traffic passes through the town centre and it all approaches New Quay past Old Quay Head and along Hall Street, which is a dual carriageway.

The area around New Quay Head is particularly unfortunate in townscape terms; here functionality has taken over and large areas of asphalt or concrete dominate.



2.02.08 PUBLIC REALM AND URBAN SPACES

Key spaces within the urban area

Main Street

The Town Centre of Campbeltown is urban in character, quite tightly built up and comprising a network of streets of varying widths, generally lined with buildings which are either terraced or built relatively tightly together.

Other than the Pierhead (and to an extent the peripheral triangular green formed by Argyll Street/St John Place and Stewart Road) formal urban spaces do not exist in terms of the squares or broader market places found in many of Scotland's towns. Historically the main urban space that acted as a focus for civic activities was Main Street.



Old Quay head

The pierhead and waterfront, although a hub of activity in terms of fishing, commerce and transport, appears, historically, to have been regarded as a mainly working area. Although the Old Quay was built at a relatively early date (during the first half of the 18th C) the waterfront on each side was, until quite late the tidal shoreline.

The Pierhead and adjacent shore changed towards the end of the 19th C when tourism increased, accompanied by a number of major changes including the enclosure of the head of the loch to form Kinloch Public Park (completed in the 1890's) and the reclamation of land and building of sea walls alongside and between the Old and New Quays at around the same period. The building of the Christian Institute (1885), Royal Avenue mansions, Hall Street (1900) and finally the Royal Hotel (1907) gave the area the present sense of enclosure and definition.

Sadly the area is dominated by traffic. The Campbeltown Cross is isolated in the middle of a busy roundabout and the space is not pedestrian friendly. The nature of the space effectively cuts off the quay head from the activity of the town. Given the activity which takes place around the pier and the attraction of the various marine activities this is much to be regretted.



Harvey's Lane/Cross Street/Burnside Street/Union Street Square.

This square came into being as late as 1971, when buildings in the centre were cleared away. The result is a potentially pleasant urban space, bounded by some of the town's interesting listed buildings and with shops and public houses giving life to the area. It is on well frequented pedestrian routes and its scale and orientation make it a sheltered sunny space. Unfortunately it is laid out as a car park which detracts from its potential contribution to the streetscape of Campbeltown.





Big Kiln Street/Burnside Street

Big Kiln Street/Burnside Street

More of a crossroads than an urban space, yet the area has the potential to tie together some of the elements within the town centre, such as the former Free Church School, Heritage Centre and the corner of Glebe Street with the more defined urban centre along Burnside Street. It is however dominated by traffic.

St John Street/Argyll Street and Stewart Road

A pleasant green space close to the town centre.

New Quay Street/Kilkerran Road

Another pleasant green space.



St John St/Argyll Stand Stewart Rd



Networks of Lanes and closes

There are a few remaining public lanes and closes linking streets. These include:

- Well Close - very much a lane serving the Springbank Distillery, although providing a useful connection between Longrow and Glebe Street.
- Kinloch Road to Bolgam Street - a narrow and claustrophobic lane alongside the Victoria Hall
- Kinloch Road to Longrow - another narrow and claustrophobic lane with a poor environment
- Dell Road to Glebe Street - a small and undistinguished lane.

Generally the lanes and closes are poorly surfaced and lit. They are important survivors of earlier street patterns.



Small private closes and spaces

There are numerous back gardens or enclosed drying greens, mostly located behind buildings and not playing a significant role in defining the character of the town, other than that they reflect the spacing of the, generally fairly dense, urban fabric. Occasionally glimpses are obtained of small private spaces such as at Fleming's Land. These often create a small haven within the built fabric.



Boundary Walls

Stone boundary walls are an important element of the town centre.

TREES AND LANDSCAPING

Although the centre of the town is built up with few trees within the centre, the town's landscape setting provides a distinctive backdrop, so that trees and green spaces are often seen in the distance framed between buildings. In several places there are sufficient garden spaces to allow trees to become part of the town. Trees have become established in a number of the smaller spaces around the town and help soften the built fabric.

2.03 CONSULTATION AND COMMUNITY INVOLVEMENT IN ESTABLISHING THE AREA'S NEEDS

Community Support

Over the past five years consultation exercises have been held to formulate policies contained within the Local Plan, the Yellow Book Campbeltown Study and as part of developing the Campbeltown CARS initiative. This work has continued with the stage 2 submission for the THI following the success of the stage 1 application.

The study has developed with the full involvement of key stakeholders, residents and business owners of Campbeltown.

Public Participation

Public awareness over the contribution of the historic environment to peoples' overall quality of life has been substantially raised in Campbeltown with the ongoing operation of the CARS initiative which has started to make significant changes to the town's environment through the refurbishment of shops and the repair of sash and case windows. The CARS initiative has also provided significant information to all property owners within the Conservation Area on how to maintain properties correctly and what permissions are required when considering works to historic properties in the Conservation Area.

Other events and involvement are detailed in Section 3.06 and have included:

- Numerous owners have been contacted to gauge interest in participating in the THI.
- Local school children were recently asked to produce photo montages of what they thought to be important to the town's architectural heritage.
- Montages from the above formed the centre piece of an open evening held in November that attracted over 150 people.

Consultation on the proposed Conservation Area expansion was also launched at this event with forms made available to make comments.

A questionnaire was issued to help establish residents' opinion on a number of conservation issues. This is attached as Appendix 02_04

- Another notable event was the recent gutter cleaning project which attracted considerable interest in the town and managed to remove a significant amount of vegetation from 15 properties in the town centre. The success of this event which tied in to national maintenance week and the distribution of over 300 leaflets on how to maintain your property will mean it will be repeated in the spring of 2009.

A considerable amount of information is included within Appendix 03_06.

2.04 ASSESSING THE HERITAGE NEED

The Historic Core

The important heritage elements of the Campbeltown Townscape Heritage Initiative area are set out in Section 2.2 above. Although the conservation area covers quite a large area, especially when proposed adjustments to the boundary are made, the key historic core of the town comprises Main Street (and Castlehill) and the adjoining streets and also Longrow and the area that once formed the original shore line.

Heritage Need in relation to Economic Issues

Section 2.01 established that the economy of Campbeltown has been hard hit in recent years including most recently with the announcement of the possible closure of Vestas in August of 2008. The privately owned market is very poor and retailers struggle for trade. Key problems include:

- a steadily decreasing population
- an out-migration of younger people and a relative increase in older residents
- rising unemployment above the Highlands and Islands average and recently identified by HIE as an employment deficit area
- its remote location.
- a continuing over-dependence for employment in declining traditional sectors particularly agriculture, fishing, forestry and manufacturing

The reality is that Campbeltown has been in decline for almost a century, and its population today is only half what it was in the town's Edwardian heyday. The economic problems faced by Campbeltown and its residents during the 20th Century have resulted in the following issues within the proposed THI area;

- low property values
- empty and underutilised properties
- derelict buildings
- failing and empty shops
- loss of heritage details and materials
- low quality repairs and maintenance
- examples of rebuilding or renovation showing few considerations for the heritage character of the area.
- poor quality public realm
- poor street furniture
- gap sites

Analysis (such as set out in the Yellow Book study) identified the need to focus regeneration resources on the town centre and Argyll & Bute Council have adopted this principle as policy.

One result, however, of the sustained economic downturn in Campbeltown has been the lack of commercial pressure for major redevelopment throughout much of the THI area and the consequent retention of significant areas of the townscape as well as the retention of many original architectural details throughout the town centre.

Preliminary Appraisal

As part of the Conservation Area Appraisal, the whole conservation area was examined together with adjoining areas and an 'area of search' to the north west of the centre that included Longrow, Glebe Street and their environs. Each building was inspected and photographed. At the same time historical research was carried out to establish the historical development of the town and the individual backgrounds to as many buildings as possible. A great many buildings within the proposed THI area are listed and, for Campbeltown, the list descriptions and notes are particularly detailed.

The area and its buildings were assessed under various categories:

- Age and historical significance
- Architectural significance
- Visual significance, ie individual prominence and contribution to town's character
- Townscape significance - contribution, often as part of a group
- Building condition

This appraisal established that buildings fell into the following main categories:

- Landmark buildings or buildings of historical and architectural significance in need of significant repair and restoration work.
- A number of older tenements or buildings of good basic design but suffering from lack of investment (in terms of repairs) and, in several cases, unsuitable alterations or loss of detail.
- A stock of good quality tenement and other buildings dating from the later 19th to early 20th centuries. Some of these, such as the Museum and Library, of outstanding quality or unique in other ways (for example the Cinema). Many of these were found to be in fair condition but several were in need of repair and the restoration of lost or altered detail.

Condition Survey

To establish heritage need within the town centre in more detail condition surveys were carried out during 2008. This concentrated on the town centre and, in conjunction with the above appraisal, both led to and resulted from a growing identification of priority areas which are shown overleaf. As the survey progressed the above categories were refined and the following detailed schedule emerged:

- **Three Key Projects:**
 - Town Hall, Main Street
 - Former Free Church School, Big Kiln Street
 - The Old Court House, 5 Bolgam Street (reserve project - see below)
- **Twelve Target Buildings:**
 - 13 - 15 Kirk Street
 - 26 Kirk Street
 - 38 - 48 Longrow
 - 61 - 67 Longrow
 - 69 - 73 Longrow
 - 12 Longrow South (Empty Shop)

- 16 - 20 Main Street
- 27 - 33 Main Street
- 50 - 52 Main Street
- 53 Main Street (Old Post Office)
- 18 - 24 Shore Street (With Boundary Wall)
- Victoria Hall

- **Priority Areas:**

Three levels of priority were established - firstly the Main Street and immediately adjoining streets, secondly Longrow and an area between Kirk Street and Shore Street (these representing the areas fronting the original shore line) and thirdly adjoining areas around the south and east of the first two which contain many of the tenement properties and other significant buildings within the tightly knit town centre.

The Key Projects (selected as described in Section 4.6) have been costed separately to identify the expected funding requirements to ensure that the THI Scheme delivers the necessary heritage townscape impact. Strathclyde Building Preservation Trust (SBPT) carried out detailed studies of the Former Free Church School and the Old Courthouse. Options appraisals and business cases were carried out and are shown in Appendices 02_05 and 02_06. Argyll & Bute Council had carried out a condition study of the Town hall which was re-assessed by the Argyll Partnership.

Subsequently, new funding/ownership possibilities have developed during the course of the study but are insufficiently advanced to permit the inclusion of detailed proposals within the THI submission. The building remains at risk and of high historical and architectural importance and therefore remains on the list of key properties. It is expected that proposals and funding partners will come forward within the near future and because of this the project has been identified as a 'reserve project'.

For all Target Buildings a standardised assessment was carried out by the Council's Conservation Officer, examining buildings on an element by element basis. An example of the pro-forma used is included in Appendix 02_07. This was then assessed by the Quantity Surveyors (Argyll Partnership) and tabulated as shown in Appendix 02_08. The pro-forma was also used as the basis for an assessment of each building in the Priority A and Priority B areas. Assessments were not carried out for the Priority C area.

The CARS officer, James Lafferty has approached most of the owners of the target buildings. Several of these are in single ownership but where multiple ownership is involved individual owners have been approached and their willingness to participate in the proposed THI scheme assessed. Two owners (26 Kirk Street and 18-24 Shore Street) have stated that they would not participate and costs for these properties have been removed. In practice funding constraints will permit 50% of the target properties to proceed, so that an early task for the THI team is to identify and select the most suitable projects.

Categories of Heritage Need

The work identified from this survey was also categorised by the THI types of work:

- **Structure and Fabric**

Throughout the THI area examples of the need for structure and fabric repairs have been identified. They range from minor

improvements to ensure the continuing repair of the heritage buildings, to major works requiring significant rebuilding, e.g. Old School

In particular, requirements for repairs to roofs, their ridges, rainwater goods, the chimneys and flashings are common, and though many only involve small scale works, there are numerous examples of the need for more extensive action.

- **Replacement of Architectural Details**

Numerous buildings throughout the THI area show a significant loss of heritage architectural details. In addition to changes in fenestration, the loss of mouldings and ground floor detail are common problems. Many of the simple Victorian shop fronts have been replaced with modern materials and are in poor condition and not in period with the principal heritage elevations.

Traditional sash windows have been replaced in many buildings with inappropriate modern designs which neither respect the design nor materials. In particular, uPVC frames with variations of openings and window bars change the character of the turn of the century, Victorian and earlier tenements and need to be replaced with windows suited to the age of the property. Similarly, new doors of inappropriate design have been used to replace the period doors in numerous locations. These changes also have a significant impact on the appearance of heritage properties.

The roofscape of both THI areas can be improved by the reinstatement of chimney pots and stacks and repairs to slate roofs to limit both the visual damage to the townscape and future maintenance problems.

Many of the buildings have had the gutters and rainwater goods replaced with plastic. These should be reinstated in traditional materials.

- **Vacant Floor Space**

Several properties with vacant floor space (or which are unoccupied) are found in the THI area. Prominent examples include:

- Former Free Church School, Big Kiln Street
- The Old Court House, 5 Bolgam Street (reserve project)
- 13 - 15 Kirk Street
- 26 Kirk Street
- 12 Longrow South (Empty Shop)
- 16 - 20 Main Street
- 50 - 52 Main Street
- 53 Main Street (Old Post Office)

In addition the cost of repair and restoring original detail in respect of shop fronts was identified within the above categories.

The condition survey identified the scale of disrepair and damage to the historic tenements and individual historic buildings. Essentially this built up an assessment of a worst case where, for each property, all potential, relevant repair and restoration work was established. The result was a figure for all works of over £15m.

2.05 ESTABLISHING THE NEED FOR GRANT ASSISTANCE

Economic Need and Conservation Issues

The historic character of the THI area represents an important record of the social and economic heritage of Campbeltown. It is this historic character combining with the town's waterfront location that makes the town attractive as an area suitable for regeneration. At the moment however it is clear that the current condition of the building stock is a disincentive to investment and economic development within the town.

Many conservation issues need to be tackled. These problems seriously threaten the future of not only individual buildings but also act as a blight on the whole of the town and prejudice its chance of sustained future prosperity. They stifle business confidence which in turn makes the town unattractive for potential visitors and businesses alike. The overall economic blight has a negative effect on the vitality and viability of the historic centre, affecting property values and future investment in building stock. This in turn has led to building vacancy, low property values, under-use of upper floors and poor standards of maintenance.

The economic decline over several decades of the retail and commercial function within the THI area has resulted in under investment and neglect of the historic building stock. This is evidenced by high levels of long term vacancy and poor internal and external repair of many of the target buildings. It is clear that current demand for business or retail space and commercial rents do not provide the necessary incentive for investment in their property.

The conclusion that must be drawn is that the poor condition of the historic fabric is a direct result of decades of under investment, and that a significant improvement in this situation will not occur without an investment catalyst or investment subsidy.

Establishing the Level of Grant Assistance

Several considerations come together:

The likely total sum available for the THI programme is in the order of £3m against a potential total expenditure of £15m. To achieve a positive outcome it is considered that funds must be targeted in way that will deal with those buildings most in need, as established above, and that some funds should be reserved for general building grants, but again targeted towards buildings in the key central area.

Through discussion at steering group and other meetings it also became clear that, due to the poor economic conditions in Campbeltown, grants would need to be set at an attractive level. However, it is recognised that in some situations, even substantial grants might not produce a high level of take-up.

The District Valuer (David Herriot) has assessed the values of the key projects and target properties (except for those owned by the Council). SBPT's studies for the Former Free Church School and the Old Courthouse contain assessments of the conservation deficits (excess of cost over increase in value) arising on these projects. For other projects the situation is a little more complex. The DV states that "an average uplift of around 5% would be a fair assumption" in respect of many of the tenement properties. In some cases, where a property is currently empty/derelect, the values would increase

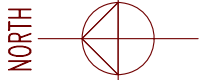
more significantly provide the whole property was improved both internally and externally. Properties such as these will need individual assessment when owners come forward with proposals.

Taking the above together the projects were assessed in terms of offering a relatively high level of grant (75% for key projects and 80% for target and other properties) while taking a view on the likely take-up of grant. This produced an estimate of the THI building costs (including professional fees and VAT where appropriate) as follows:

• Building Repairs	£1,689,412
• Restoring Architectural Detail	£237,837
• Bringing empty historic floor space into use	£55,146
Total	£1,982,395

Detailed calculations of these figures are shown in Appendix 02_09.

To protect the future of the heritage townscape of the THI area and to overcome the problems faced during its current economic difficulties, it is important that an appropriate system of grant aid is available with pro-active encouragement and support and continuing protection and management of the urban fabric. This must ensure that implementation really does occur and the qualities of these areas are retained and improved to assist future economic regeneration.



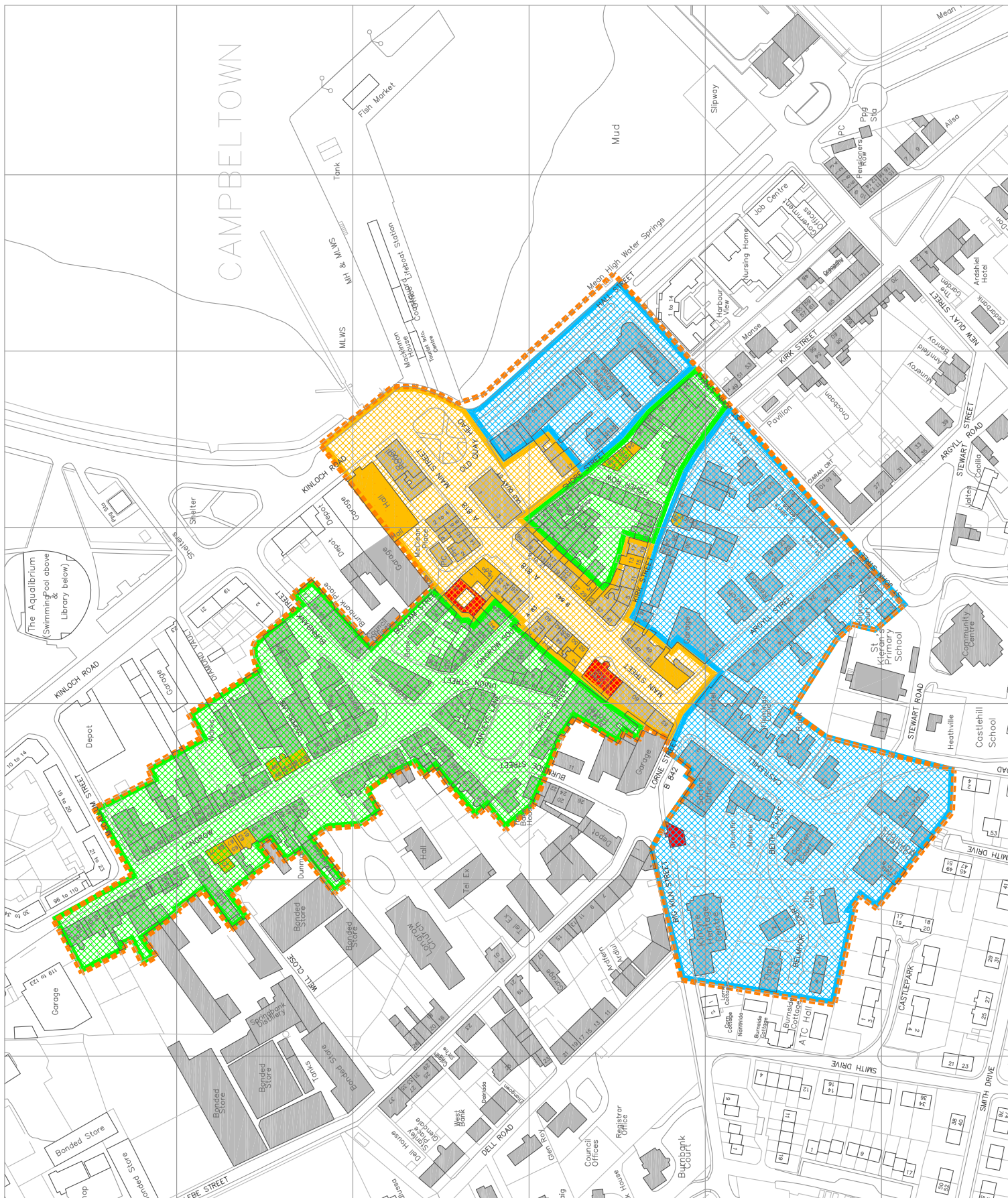
- Proposed THI Area
- Key Buildings
- Target Buildings
- Priority A Area
- Priority B Area
- Priority C Area

Rev B: 28.02.09 Updated
 Rev A: 05.12.08 Updated

Argyll & Bute Council Campbeltown THI

Plan of Area Showing Key & Target Buildings and THI Priorities

Gray, Marshall & Associates
 23 Stafford Street, Edinburgh EH3 7EJ
 Drawing No. BMF 20
 Scale 1:1000@A1
 September 2008



CAMPBELTOWN THI - PRIORITIES

THI Priority	Property Name/Number	Number Street	Street_secondary	Listing
Key	Town Hall	Main Street	Including lamp standards	B
Key	Former Free Church School	Big Kiln Street		B
Key	The Old Courthouse	005 Bolgam Street		B
Target		001-007 Glebe Street	Big Kiln Street	C(S)
Target		013-015 Kirk Street		C(S)
Target		024-028 Kirk Street		
Target		038-048 Longrow		B
Target		069-073 Longrow		B
Target	Shop	012 Longrow South		
Target		016-020 Main Street	Bolgam Street	B
Target		027-035 Main Street		
Target		050-052 Main Street	Cross Street	B
Target	Old Post Office	53 Main Street		C(S)
Target		018-024 Shore Street	with boundary wall	B
A		002 Kirk Street		
A		005 Kirk Street		
A		007-011 Kirk Street		B
A		017-019 Kirk Street		C(S)
A		002 Longrow South		
A		019 Main Street		
A		045 Main Street		
A		002-014 Main Street	MacLlean Place	B
A		007-009a Main Street		
A		009-013 Main Street		
A		015-017 Main Street		
A		022-028 Main Street		
A		023-025 Main Street		
A		037-041 Main Street		
A		040-048 Main Street		B
A		047-051 Main Street		
A		058-060 Main Street		B
A	Argyll Arms Hotel	Main Street		B
A	The Club	Main Street		B
A	Royal Hotel	Main Street		C(S)
A	Campbeltown Cross	Old Quay Head		A
A		017 Shore Street		
B		007 Bolgam Street		
B		009-011 Bolgam Street		
B		006-008 Burnbank Street		
B		010 Burnside Street		
B		002-004 Burnside Street		
B		006-008 Burnside Street		
B		012 - 018 Burnside Street		B
B		020A Burnside Street		
B		022-024 Burnside Street		
B	Burnside Bar	Burnside Street		C(S)
B	Burnside Bar	Burnside Street		C(S)
B		010 Cross Street		
B		012 Cross Street		
B	Commercial Inn	Cross Street	Burnside Street	B
B	Feathers Inn	Cross Street		B

B	Wee Toon Lounge Bar	Cross Street		C(S)
B		002 Fisher Row	Shore Street	
B		010 Fisher Row	Kirk Street	
B		021 Kirk Street		
B		025 Kirk Street		
B	Highland Church Hall	Kirk Street	St John Street; (formerly Lowland Church)	B
B	Galbraith and Cochrane	009 Longrow	Burnside Street	B
B		060 Longrow		
B		075 Longrow		
B		084 Longrow		
B		085 Longrow		
B	New Quay Chandlers	001-003 Longrow		C(S)
B	Streetwise	005-007 Longrow		B
B	Corner Shop	011-013 Longrow	Burnside Street	B
B	Hardware Stores	015-017 Longrow		C(S)
B	Clydesdale Bank	019-021 Longrow		B
B		022-026 Longrow		
B		023-029 Longrow	including outbuildings	B
B		027-035 Longrow		
B		028-030 Longrow		
B		032-036 Longrow		
B		041-045 Longrow	Including Boundary Wall	B
B		047-049 Longrow		C(S)
B		050-052 Longrow		
B		051-059 Longrow		
B		054-058 Longrow		
B		061-067 Longrow		B
B		062-064 Longrow		
B		066-068 Longrow		
B		070-072 Longrow		
B		074-076 Longrow		
B		077-079 Longrow		
B		080-082 Longrow		
B		081-083 Longrow		
B		089-091 Longrow		
B		095-97 Longrow		
B		099-101 Longrow		
B		103-107 Longrow		
B	Lorne and Lowland Church	Longrow	(Church of Scotland) with hall, boundary	B
B		001-021 Longrow South		B
B		004-010 Longrow South		
B		009-015 Longrow South		
B		016-018 Longrow South		
B		017-019 Longrow South		
B		020-022 Longrow South		
B		024-28 Longrow South		
B		026-028 Longrow South		
B		030-32 Longrow South	Union Street	
B		Mafeking place		
B		004 Shore Street		
B		006 Shore Street		
B		012 Shore Street		

B		014 Shore Street		
B		026 Shore Street		
B		028 Shore Street		
B		034 Shore Street		
B		048 Shore Street	with boundary wall	C(S)
B		008-010 Shore Street		
B		030-032 Shore Street		
B		002-004 Union Street		
B		006-010 Union Street		B
B		011-013 Union Street		C(S)
B		030-032 Union Street		B
B		034-036 Union Street		C(S)
B	Warehouse	Union Street	Burnside (square between two)	B
B		Union Street		
C	Episcopal Church Rectory	Argyll Street		B
C	St Kieran's Episcopal Church	Argyll Street		C(S)
C		006 - 034 Barochan Place	Argyll Street	B
C	Former Lowland Church Manse	Belmhor Court	off Castlehill	C(S)
C	Heritage Centre	Big Kiln Street	(formerly Lorne St Free Gaelic Church)	C(S)
C		002 Castlehill	Lorne Street	C(S)
C		004 Castlehill		
C		017 Castlehill		
C	Castlehill Mansions	Castlehill	(formerley Lowland C of S)	B
C	Drumfin and former Lowland Church Manse	Castlehill		B
C	Fleming's Land	Castlehill	with wash-houses	B
C	Royal Bank of Scotland	Castlehill		C(S)
C	Sherrif Court House	Castlehill		B
C	White Hart Hotel	Castlehill	Argyll Street	B
C	Christian Institute	Hall Street	Old Quay Head	C(S)
C	Harbour Wall	Hall Street	between New Quay and Old Quay	C(S)
C	The Picture House	Hall Street		A
C	Royal Avenue Mansions	Hall Street		B
C		018 Kirk Street		
C		026 Kirk Street		
C		032 Kirk Street		B
C		004-008 Kirk Street		
C		020-022 Kirk Street		
C	The Manse with Garage	Kirk Street		B
C	Presby	Kirk Street	St John Street	
C	Police Station	Ralston Road	with boundary walls and gatepiers	C(S)
C		019 Shore Street		
C		021-023 Shore Street		
C	Public Library and Museum	St John Street	Hall Street	A
C	St Kieran's RC Chapel	St John Street	including boundary wall, gates and gatepiers	C(S)
C	St Kiernan's Chapel House (RC)	St John Street	including boundary wall, gates and gatepiers	C(S)
C	St Kieran's Primary School	St John Street	Stewart Road	C(S)
C	Presby	St John Street	Kirk Street	

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APPENDIX 02_08 SUMMARY OF COST - REV 7

Longrow Section																						
1 - 31 Longrow	0.00	0.00	229,939.98	0.00	4,077.79	0.00	21,000.68	0.00	1,176.76	2,574.65	0.00	2,300.00	1,000.00	0.00	0.00	12,866.04	3,967.79	71,123	8,890	14,002	94,015	
5 - 71 Longrow	390.64	0.00	25,167.28	0.00	3,686.36	0.00	21,212.89	0.00	3,342.39	7,054.20	0.00	3,000.00	1,500.00	0.00	0.00	10,938.26	4,021.10	84,443	10,555	16,625	111,623	
9 Longrow	180.00	0.00	3,187.50	0.00	6,129.62	0.00	46,896.66	0.00	5,398.85	6,625.75	3,822.50	0.00	5,000.00	0.00	0.00	28,895.26	7,135.41	149,844	18,720	29,500	188,074	
11 - 13 Longrow	390.64	0.00	25,167.28	0.00	3,686.36	0.00	21,212.89	0.00	3,342.39	7,054.20	0.00	1,500.00	3,200.00	0.00	0.00	15,900.09	4,034.96	84,734	10,592	16,692	112,008	
15 - 17 Longrow	608.00	0.00	4,448.00	0.00	4,821.62	0.00	22,063.30	0.00	4,063.92	5,161.74	3,384.00	0.00	3,200.00	0.00	0.00	16,481.57	4,007.03	92,548	11,568	18,220	122,336	
19 - 21 Longrow (Cresdale Bank)	0.00	0.00	391,137.88	0.00	5,773.50	0.00	22,404.35	0.00	0.00	4,300.73	11,155.20	0.00	2,000.00	0.00	0.00	19,497.48	5,213.46	109,483	13,885	21,554	144,722	
23 - 33 Longrow	911.49	0.00	4,025.74	0.00	8,601.51	0.00	50,777.05	0.00	6,526.19	15,066.04	6,720.00	6,500.00	3,500.00	0.00	0.00	38,691.24	10,345.70	217,260	27,157	42,773	277,900	
35 Longrow	390.64	0.00	5,841.94	0.00	3,686.36	0.00	15,273.15	0.00	2,471.29	5,895.13	4,100.00	3,000.00	1,500.00	0.00	0.00	11,482.42	3,070.30	64,476	8,060	12,694	85,230	
41 - 45 Longrow	533.33	0.00	1,270.00	0.00	3,000.00	0.00	13,942.29	0.00	1,240.51	2,052.97	0.00	750.00	0.00	0.00	5,427.89	1,451.40	30,479	3,810	6,001	40,300		
47 - 49 Longrow	600.00	0.00	1,429.75	0.00	10,704.00	0.00	48,692.88	0.00	1,848.58	2,569.84	0.00	0.00	0.00	0.00	3,427.88	1,451.37	30,479	3,810	6,000	40,300		
51 - 59 Longrow	480.00	0.00	10,200.00	0.00	1,000.00	0.00	0.00	0.00	6,173.70	15,114.79	3,456.00	2,000.00	4,000.00	0.00	0.00	34,846.12	9,317.55	195,669	24,459	38,522	258,649	
75 Longrow (Springbank Evangelical Church)	666.7	0.00	0.00	0.00	0.00	0.00	12,800.00	0.00	4,368.08	13,844.14	0.00	0.00	0.00	0.00	4,419.04	1,181.61	24,814	3,102	4,885	32,801		
81 - 87 Longrow	126.67	0.00	3,016.25	0.00	6,672.75	0.00	27,240.34	0.00	4,737.37	6,899.80	0.00	0.00	0.00	0.00	5,316.11	1,421.48	29,851	3,731	5,977	39,659		
89 - 107 Longrow	15,623.55	0.00	6,901.28	0.00	5,400.00	0.00	13,000.00	0.00	15,929.96	23,562.79	17,843.74	6,500.00	3,500.00	0.00	0.00	78,601.77	20,457.6	42,961	5,970	24,902	167,199	
109 Longrow (Chinese Take Away)	501.00	0.00	2,300.43	0.00	4,912.15	0.00	86,617.96	0.00	10,929.36	7423.98	0.00	2,000.00	1,500.00	0.00	0.00	65,841.77	17,471.82	398,936	46,994	72,235	485,007	
21 Longrow	80.00	0.00	41,198.39	0.00	4,912.15	0.00	29,724.19	0.00	6,173.70	10,511.93	5,588.00	2,000.00	1,500.00	0.00	0.00	44,463.64	11,412.4	149,329	17,465	27,424	194,218	
28 - 36 Longrow	781.28	0.00	3,492.64	0.00	7,372.72	0.00	43,988.01	0.00	13,095.94	14,586.04	8,352.00	10,000.00	3,000.00	0.00	0.00	24,873.26	6,533.38	139,299	15,424	40,554	272,889	
2 - 45 Shore Street	668.80	0.00	7,069.80	0.00	5,305.76	0.00	25,769.97	0.00	5,325.13	7,152.49	3,722.40	3,500.00	3,000.00	0.00	0.00	21,633.03	9,658.91	205,897	26,748	40,554	272,889	
54 - 58 Longrow	868.00	0.00	3,834.04	0.00	8,191.82	0.00	47,139.76	0.00	13,977.94	15,094.43	9,260.00	2,000.00	3,000.00	0.00	0.00	26,801.99	7,166.62	150,469	18,812	23,336	157,685	
60 - 64 Longrow	651.06	0.00	2,875.53	0.00	6,143.94	0.00	35,354.82	0.00	3,998.51	9,538.13	6,960.00	2,000.00	3,000.00	0.00	0.00	25,398.82	6,788.21	142,552	17,819	29,629	188,437	
66 - 72 Longrow	651.06	0.00	2,875.53	0.00	6,143.94	0.00	36,635.12	0.00	4,668.35	12,756.50	8,532.00	0.00	3,000.00	0.00	0.00	21,127.08	5,649.20	118,633	14,829	23,356	156,818	
74 - 82 Longrow	911.49	0.00	4,025.74	0.00	8,601.51	0.00	53,017.57	0.00	7,561.47	16,557.92	9,744.00	1,500.00	3,000.00	0.00	0.00	42,075.96	11,250.74	238,266	29,533	46,515	312,314	
84 Longrow (Kilbrannan Bar)	390.64	0.00	16,248.62	0.00	3,686.36	0.00	23,133.34	0.00	4,288.45	8,758.80	4,176.00	0.00	3,000.00	0.00	0.00	15,039.09	4,021.32	84,448	10,556	16,626	111,629	
Total Priority B Area (Longrow)																	2,922,619		365,327		575,301	3,853,337
Kirk Street/Shore Street Section																						
21 - 23 Kirk Street	440.00	0.00	0.00	0.00	3,163.50	0.00	3,548.50	0.00	0.00	6,702.98	672.00	0.00	0.00	0.00	0.00	6,881.53	1,866.80	39,203	4,900	7,718	51,821	
37 Kirk Street (Garage/Workshop)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
39 - 43 Kirk Street	16,400.00	0.00	0.00	0.00	3,000.00	0.00	7,056.00	0.00	0.00	8,620.37	0.00	0.00	0.00	0.00	0.00	14,135.56	3,779.72	79,374	9,922	16,627	104,923	
Kirk Street (Highland Church Hall)	0.00	0.00	0.00	0.00	3,666.00	0.00	0.00	0.00	0.00	527.98	11,880.00	0.00	0.00	0.00	0.00	3,699.79	96,449	20,758	2,995	4,087	27,440	
2 - 45 Shore Street	920.00	0.00	0.00	0.00	3,000.00	0.00	0.00	0.00	3,038.36	8,130.97	840.00	3,000.00	0.00	0.00	0.00	8,270.23	2,211.39	46,439	5,965	9,143	61,387	
10 - 12 Shore Street	613.33	0.00	30,722.04	0.00	4,826.67	0.00	24,015.15	0.00	10,612.28	13,666.97	3,154.00	3,000.00	2,700.00	0.00	0.00	21,477.96	5,434.02	120,603	15,075	21,744	159,423	
26 - 28 Shore Street	1,000.00	0.00	9,600.00	0.00	6,507.00	0.00	27,514.95	0.00	57,051.12	10,203.90	8,532.00	3,000.00	3,000.00	0.00	0.00	23,272.69	6,741.71	141,576	17,897	27,973	187,466	
2 - 5 Shore Street	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,888.65	475.40	27,465	3,431	5,402	36,594		
2 - 5 Shore Street	2,560.00	0.00	0.00	0.00	1,825.83	0.00	0.00	0.00	4,538.82	12,241.47	0.00	0.00	0.00	0.00	4,891.82	1,307.82	462,543	63,918	95,001	627,461		
Total Kirk Street/Shore Street Section																	10,914,225		1,394,278		2,095,392	14,374,945

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APPENDIX 02_09 SUMMARY OF COST REV 7 - TYPE OF WORK

THI Properties	Repairs to Buildings in Use	Restoring Architectural Features	Shop Fronts	Bringing Vacant Floor Space Into Use	New Buildings For Gap Sites	Total Cost
Critical Properties						
54 - 56 Main Street (Town Hall)	240,306					240,306
Works to Spire, Lamp & Crest		25,830				25,830
Big Kiln St (Former Free Church School)						
SBPT Reconstruction Costs				312,543		312,543
5 Bolgam Street (The Old Courthouse)						
SBPT Reconstruction Costs						
Total Critical Properties						
Target Properties						
13 - 15 Kirk Street	134,682	10,434				145,116
26 Kirk Street	43,371	3,256	2,500			49,127
38 - 48 Longrow	195,177	15,463	3,000			213,639
61 - 67 Longrow	122,594	7,868	2,000			132,462
69 - 73 Longrow	154,267	15,406	2,000			171,673
12 Longrow South (Empty Shop)	4,852	0	10,000			14,852
16 - 20 Main Street	159,917	14,603	5,000			179,520
27 - 33 Main Street	87,499	8,479	15,000			110,978
50 - 52 Main Street	136,147	12,860	7,500			156,507
53 Main Street (Old Post Office)	100,575	5,364	6,000			111,939
18 - 24 Shore Street (With Boundary Wall)	148,235	16,685	1,500			166,420
Kinloch Road (Victoria Hall)	301,856	19,236	0			321,091
Total Target Properties						
Priority A Area Properties (Yellow Zone)						
1 - 7 Glebe Street ? Roof renewal	354,937	28,626	1,500			385,063
62 Main Street (The Club)	4,005	1,260	0			5,265
60 Main Street	91,274	5,745	0			97,019
58 Main Street (Argyll Arms Hotel)	122,409	13,418	0			135,827
48 - 40 Main Street/ 1 - 7 Longrow South	124,750	25,787	10,000			160,537
28 - 22 Main Street/ 2 Longrow South	144,210	37,662	0			181,871
14 - 02 Main Street/ 2 Bolgam Street	397,370	39,966	15,000			452,336
Kinloch Road (Royal Hotel)	365,785	28,984	2,000			396,769
51 - 43 Main Street/ 2 Kirk Street	271,771	36,178	0			307,949
4 - 8 Kirk Street	100,783	14,025	15,000			129,807
19 - 17 Kirk Street	104,821	9,791	0			114,612
11 - 7 Kirk Street	59,167	9,555	0			68,722
5 Kirk Street	70,497	5,983	0			76,479
41 - 37 Main Street/ 3 Kirk Street	162,640	21,092	22,500			206,232
25 - 19 Main Street	105,122	14,753	0			119,875
17 - 9 Main Street	214,915	28,719	0			243,634
9a - 7 Main Street	82,844	10,283	0			93,128
3 - 1 Main Street (Woolworth Store)	14,834	0	0			14,834
Old Quay Head Monument	0	10,282	0			10,282
17 Shore Street	31,917	0	0			31,917
Total Priority A Area						
Priority B Area Properties (Green Zone)						
Longrow South (Section)						
4 - 28 Longrow South	170,730	35,287	13,750			219,768
30 - 32 Longrow South	42,795	4,267	1,500			48,562
34 - 36 Longrow South	40,799	3,977	1,750			46,526
9 - 21 Longrow South	164,099	33,930	13,000			211,029
7 - 11 Bolgam Street	94,222	12,058	2,500			108,780
6 - 12 Union Street	105,609	14,158	0			119,766
2 - 4 Union Street/ 10 - 12 Cross Street	218,850	29,644	30,000			278,495
11 - 13 Union Street	65,742	6,706	2,300			74,748
3 Harveys Lane	0	0	0			0
1 Burnside Street (Burnside Bar)	52,430	9,360	0			61,790
2 - 8 Burnside Street	124,023	15,108	2,000			141,131
10 Burnside Street (Salvation Army Hall)	0	0	0			0
12 - 18 Burnside Street	170,390	16,262	0			186,652
20 Burnside Street (Scottish Hydro)	0	0	0			0
Burnside Street (CMC Ships Chandlers)	0	0	0			0
22 - 24 Burnside Street (This Zone?)	0	0	0			0
Cross Street (Commercial Inn)	97,427	7,985	600			106,012
Cross Street (Feathers Inn)	83,810	7,982	600			92,392
Cross Street (Wee Toon Lounge Bar)	0	0	0			0
Cross Street (Argyll Arms Hotel)	75,065	6,706	600			82,371
1 - 3 Mafeking Place	388,131	60,642	0			448,773
6 - 8 Burnbank Street	19,196	0	0			19,196
Total Priority B Area (Longrow South)						

Longrow Section

1 - 3 Longrow	62,115	6,708	2,300	71,123
5 - 7 Longrow	74,711	6,733	3,000	84,443
9 Longrow	131,312	18,531	0	149,844
11 - 13 Longrow	76,502	6,733	1,500	84,734
15 - 17 Longrow	82,062	10,485	0	92,548
19 - 21 Longrow (Clydesdale Bank)	91,029	18,454	0	109,483
23 - 33 Longrow	187,946	22,813	6,500	217,260
35 Longrow	50,644	10,833	3,000	64,476
41 - 45 Longrow	25,897	4,582	0	30,479
47 - 49 Longrow	26,296	4,183	0	30,479
51 - 59 Longrow	174,234	19,434	2,000	195,669
75 Longrow (Springbank Evangelical Church)	24,814	0	0	24,814
77 - 79 Longrow	26,011	3,840	0	29,851
81 - 87 Longrow	117,647	8,839	0	126,486
89 - 91 Longrow	39,061	3,900	0	42,961
95 - 107 Longrow	315,899	44,509	6,500	366,908
20 Longrow (Chinese Take Away)	4,543	0	0	4,543
22 - 26 Longrow	122,322	14,977	2,000	139,299
28 - 36 Longrow	173,882	22,105	10,000	205,987
50 - 52 Longrow	106,869	11,966	0	118,835
54 - 58 Longrow	124,258	24,241	2,000	150,499
60 - 64 Longrow	124,372	18,181	0	142,552
66 - 72 Longrow	98,676	19,957	0	118,633
74 - 82 Longrow	208,256	26,509	1,500	236,266
84 Longrow (Kilbrannan Bar)	72,963	11,485	0	84,448
Total Priority B Area (Longrow)				

Kirk Street/ Shore Street Section

21 - 23 Kirk Street	33,783	5,420	0	39,203
37 Kirk Street (Garage/Workshop)	0	0	0	0
39 - 43 Kirk Street	67,031	12,343	0	79,374
Kirk Street (Highland Church Hall)	8,878	11,880	0	20,758
2 - 8 Shore Street	37,491	5,948	3,000	46,439
10 - 12 Shore Street	106,762	10,841	3,000	120,603
26 - 28 Shore Street	132,661	8,915	0	141,576
30 Shore Street	4,503	2,622	0	7,125
2 - 10 Fisher Row	27,464	0	0	27,464
Total Kirk Street/Shore Street Section				

Total All Buildings - Works Costs	9,527,742	1,159,631	235,400	312,543	0	11,635,316
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Professional Fees (12.5%)	1,190,968	144,954	29,425	39,068	0	1,454,415
Sub-total	10,718,710	1,304,585	264,825	351,611	0	13,089,731
Value Added Tax (17.5%)	1,875,774	228,302	46,344	61,532	0	2,290,708

Total All Buildings - Project Costs	12,594,484	1,532,887	311,169	413,143	0	15,380,433
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Split shop fronts to repair/restoraton	62,234	248,936				311,169
Total in HLF Categories	12,656,718	1,781,823		413,143		14,851,683
Percentages	85.22%	12.00%		2.78%		100.00%
Costs for actual building works (£2,958,662 - £941,893)	£1,699,412	£237,837		£55,146		£1,982,395
Percentage grant						
Amount of Grant	£1,321,168	£185,995		£43,126		£1,550,289

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3.01 THE AREA

The Conservation Area was reviewed in detail during 2008 by Gray, Marshall & Associates. This involved an examination of the area as previously designated together with a wider ranging review of the adjoining areas in order to re-assess their historical and architectural significance. A Conservation Area Appraisal and Conservation Area Management Plan, together with a detailed boundary review were approved by the MAKI Committee in February 2009.

The following sections summarise key elements of the report in order to:

- establish the area's conservation value;
- analyse the existing and potential threats to the area; and
- set out the objectives that should be achieved through the THI management plan.

3.01.01 SIGNIFICANCE

Introduction

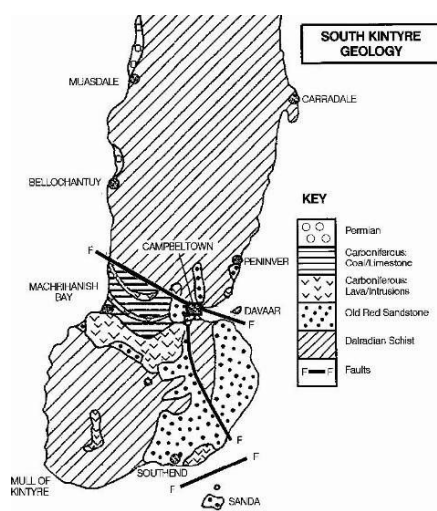
Campbeltown is a relatively small town but is well known within Scotland both through popular culture and because of its unique, remote setting at the end of the very long Kintyre peninsula. However, its history is not well known but, when understood, helps explain the unique historical and natural setting of the town and underpins its significance at local, regional and national levels.

Setting - natural landscape

Campbeltown is located at the head of a sheltered natural harbour close to the major headland of the Mull of Kintyre. From the earliest days of seafaring the harbour has provided a secure haven for ships travelling up and down the west coast of Scotland and for those making a rounding of the Mull of Kintyre either outbound from or inbound to the various Firth of Clyde Ports. It is of note that, in heading out from the Firth of Clyde, Campbeltown provides the last safe anchorage before a relatively long passage to the next nearest haven at Gigha or beyond. While less important for modern shipping this factor is important for the many leisure and fishing craft that make the passage.

The Kintyre peninsula comprises a long range of moderately low hills, generally sparsely populated upland landscape and extensive forest, with cultivated agricultural land along some of the coastal strips or in sheltered glens. It terminates with the higher ground of the Mull of Kintyre itself which, around the south west end of the peninsula forms some dramatic sea cliffs and crags. Between these two elements the landform (and Geology) accentuates the difference because between them the ground is relatively flat right across the peninsula from Macrihanish to Campbeltown - Campbeltown loch itself representing an element of this feature.

These geological elements provide a fine setting for the town. It occupies an area beside (and around) the head of the loch, having utilised some of the low prominences for key buildings. Behind the town the land rises to the south, while to the west the flatter ground provides a large, fertile agricultural hinterland.



It is this combination of the natural bowl of fertile land, backed by hills and forest, around a substantial loch that gives Campbeltown a unique and significant setting as one of Scotland's finest coastal towns.



Urban form in relation Historical development

Campbeltown is, for such a remote location, a surprising urban small town. It owes much of the present character to its relative wealth and prosperity which grew during the 18th and 19th centuries, reaching a peak in around from around 1890, until the First World War dramatically changed the town's fortunes. Prior to the war Campbeltown was well connected to Glasgow and the towns around the Clyde estuary. Regular steamship services made communications relatively quick and easy and the various economic generators (distilling, shipbuilding, fishing, tourism and agriculture) seemed to be part of the network of activity around the Clyde. Many of Campbeltown's finest buildings date from this period and the Glasgow influence is strong in terms of the vibrant tenements, commercial and public buildings of the period. Many of these were built to a three or four storey pattern more akin to a city centre location rather than a remote coastal town. Meanwhile the wealthier residents built large villas along both shores of the loch, those on the south side, along Kilkerran Road, providing a series of distinctive, handsome villas that would grace the suburbs of any large town. This form, of tight urban centre and more spacious suburbs (on quite a small scale), survives to this day and gives the town much of its character.

Despite this Edwardian richness, the form of the town is older and dates from its foundation at the very end of the 16th century as a deliberate plantation of lowland Scots (as part of the Crown's efforts to subdue the Highland clans and end the influence of the Lordship of the Isles). Although it developed slowly at first during the 17th century the present form of the town was established at the outset. A prominence was utilised for the 17th century castle (later Castle Church) and the line of the Main Street and other streets established, so that by the time the town was elevated to a Royal Burgh in 1700 the basic form of the town as seen today was set out. Some of the earlier buildings survive and many from the period of expansion that began around the end of the 18th century and continued through the earlier part of the 19th century.

The First World War saw a dramatic reduction in services to the town, the cessation of the tourist industry and a loss of vitality. The years following the First World War and the depression continued the process of decline and to some extent the vitality of the pre-war period has not returned.

Perhaps because of this lack of 20th century development much of

the earlier fabric remains and the townscape is significant in that the history can be clearly read in terms of the town's establishment, early development and later prosperity.

3.01.02 ANALYSIS

Character Areas

The historical analysis of Campbeltown, demonstrated well in the various historical plans included within this report, shows that the town centre developed about the main axis of main Street/Castlehill and roads or lanes leading off on both sides. These included, from an early date, the shore, along what are now Shore Street and Longrow, which backed on to the then shore. Both, now, are somewhat isolated from the sea because of the 19th C land reclamation. In particular Kinloch Park has advanced the shore at the head of the bay so much that the relationship of Longrow to the former shore line has been completely lost. Kirk Street and Argyll Street and the area of building between the Main Street and the burn all developed early on.

Because of this it is recommended that the Conservation Area is extended to include the area around Longrow/Glebe Street, as indicated on the attached plan. Further, in assessing character areas this area fits with the town centre and it is proposed to include the whole historic core, including the Longrow area as one character area - the "Town centre Character Area".

The remaining southern portion of the area, from New Quay Street onwards is of quite a different character. Although some of the villas date from relatively early (ie early 19th C), the nature of development, generally large houses in extensive grounds or on large plots, is quite different from that of the town centre. The spacious grounds are often large enough to support large trees and the rear slopes behind are also wooded, making this area, in effect, a leafy suburb. It is proposed that this area should be seen as the "Kilkerran Road Character Area".

Positive Attributes

Given the remoteness of Campbeltown, in terms of its road connections, it comes as a surprise to find such an urban environment at the end of the very long peninsula. The chapters on historical development chart the reasons for this but there are three key factors which have contributed to its present form.

- First, the growth of the early town, principally during the 18th and early 19th centuries established the street patterns and the basis for future growth and prosperity. This period produced many fine buildings, such as the Town hall, early Churches and also the good quality early tenement buildings.
- Secondly, the growth of the distilling brought wealth and increased population. The industrial buildings have left their mark on the town, some by surviving and forming distinct enclaves within the town, others, by their disappearance, creating open sites close to the town centre. Perhaps most significantly the lasting contribution in terms of the conservation area is the spread of high quality villas along Kilkerran Road.
- Thirdly, the development of the town at the end of the 19th C

and into the early 20th C, with its clear Glasgow influences (and close connections with Glasgow both through regular steamer services and close ties of association/family such the prominent architect Henry Clifford) produced a rich collection of large scale tenements as well as some individual buildings of distinction, such as the Museum on Hall Street and Redholme on Kilkerran Road.

These factors together with a continual effort from the 18th C onwards to improve the harbour and seafront have produced the distinctive urban form of Campbeltown. It is a rich mixture with a very large stock of notable buildings.

Negative Factors

- **Derelict or run-down buildings**

The loss of many of the traditional industries has left Campbeltown with almost a surfeit of buildings and sites. Along Glebe Street, outside the conservation area at the western edge of the town, large areas that were formerly distilleries have been cleared and serve as depots or rough storage areas. Within the town centre declining fortunes in trade and a reduction in population have left some building under-used or derelict.

Derelict buildings are of particular concern and should be given high priority for regeneration. The worst examples (the Old School and Old Court House) are not in themselves prominent, however, they are both integral parts of the urban fabric and every effort should be made to retain them.

Under-used buildings are also of concern. The Town hall is the chief example, but the Old Post Office, close by, although a modest building is also an important part of the streetscape. The earlier tenements have suffered from change and, to an extent, neglect more than later buildings. Many of these are plain, well proportioned buildings that play a more modest role in the street scene than their more flamboyant late Victorian neighbours. However they are an integral part of the townscape and efforts should be concentrated on repairing fabric and restoring historic detail.

- **Setting**

The rear of Longrow, towards Kinloch Road, once followed the shore line of the head of the loch; The creation of Kinloch park in the late 19th C provided a great asset for the town in terms of the open space. Unfortunately, perhaps because of the economic climate at the time, Kinloch Road, while lined on one side with fine trees, is lined on the other side by an unfortunate series of gap sites, run-down depots, industrial sheds and poor quality boundary and surfacing materials. Although outside the conservation area (and proposed extension) the area is crucial to the setting of the historic town. Argyll & Bute Council are in the process of issuing a development brief for this area. It is vital to the town that the link between the historic core and the fine open space of Kinloch Park is of high quality.

- **Loss of traditional building details:**

- **Roof Materials and roofscape.**

The Town Council, from an early date, appears to have ordained the use of slate and this is the (almost universal roofing material. The exceptions are the occasional large

distillery or industrial/depot building or the few more modern buildings with either flat roofs or concrete tiles.

Chimneys are generally harled and have stone copes. Many of these are in need of repair.

There are a few examples of over-sized box dormers but these are, fortunately, rare. Many of the earlier buildings sport later Victorian dormers, but on the whole these do not detract from the overall roofscape.

Wallheads to the older buildings generally project and have simple copes. The buildings at 38-48 Longrow have the only examples of scrolled skew-puts in the area. Later Victorian buildings have a wealth of features at roof level from crow steps and ornate chimneys to very distinctive Glasgow style corner turrets.

- **Wall finishes**

Many of the older buildings appear to have been harled as their original finish. In many cases this has been replaced by more modern harling/render and sometimes painted

- **Rendering and Harling** - cement rendered frontages tend to crack leaving unsightly fissured surfaces. Damp problems may lead to worse cracking and leave empty frontages. Cement based wet dash harling, although textured, is often applied in heavy coats and has a dull grey finish (unless painted). Dry dash harling, often with buff pea gravel or chips produces a bland finish that disguises the quality of the wall below.
- **Pick and Pointing** - Some buildings are finished pointed stonework. Modern pointing is often carried out using hard cement based mortar keyed back from the face of the stone.
- **Rendering and Dressed Stone** - older shop fronts are usually cement rendered, coursed ('cement ashlar') and sometimes painted. Separation between shop front and residences above is achieved by painting the render. This provides colour and adds visual emphasis to the purpose of each part. Cement ashlar, as it contains no lime is often liable to cracking, and where not painted, presenting a grey and drab appearance.
- **Rainwater goods, ironwork** - traditional cast iron drainage/guttering and more ornate painted Victorian iron drainage are frequently lost to modern pvc often in unsympathetic light grey. Sometimes light grey pvc, has replaced part of the iron drainage, leaving a mismatch of style and colour.
- **Doors and Windows** - details such as traditional styles of doors and windows are frequently lost to unsympathetic modern styles or mock traditional. PVC windows stand out due to their often very thick profiles. Wood stained window finishes lack colour and quickly lose finish quality. Inward opening windows with 'stick-on' astragals look fake and lack visual quality. Glazed front doors look incongruous with the historic fabric.

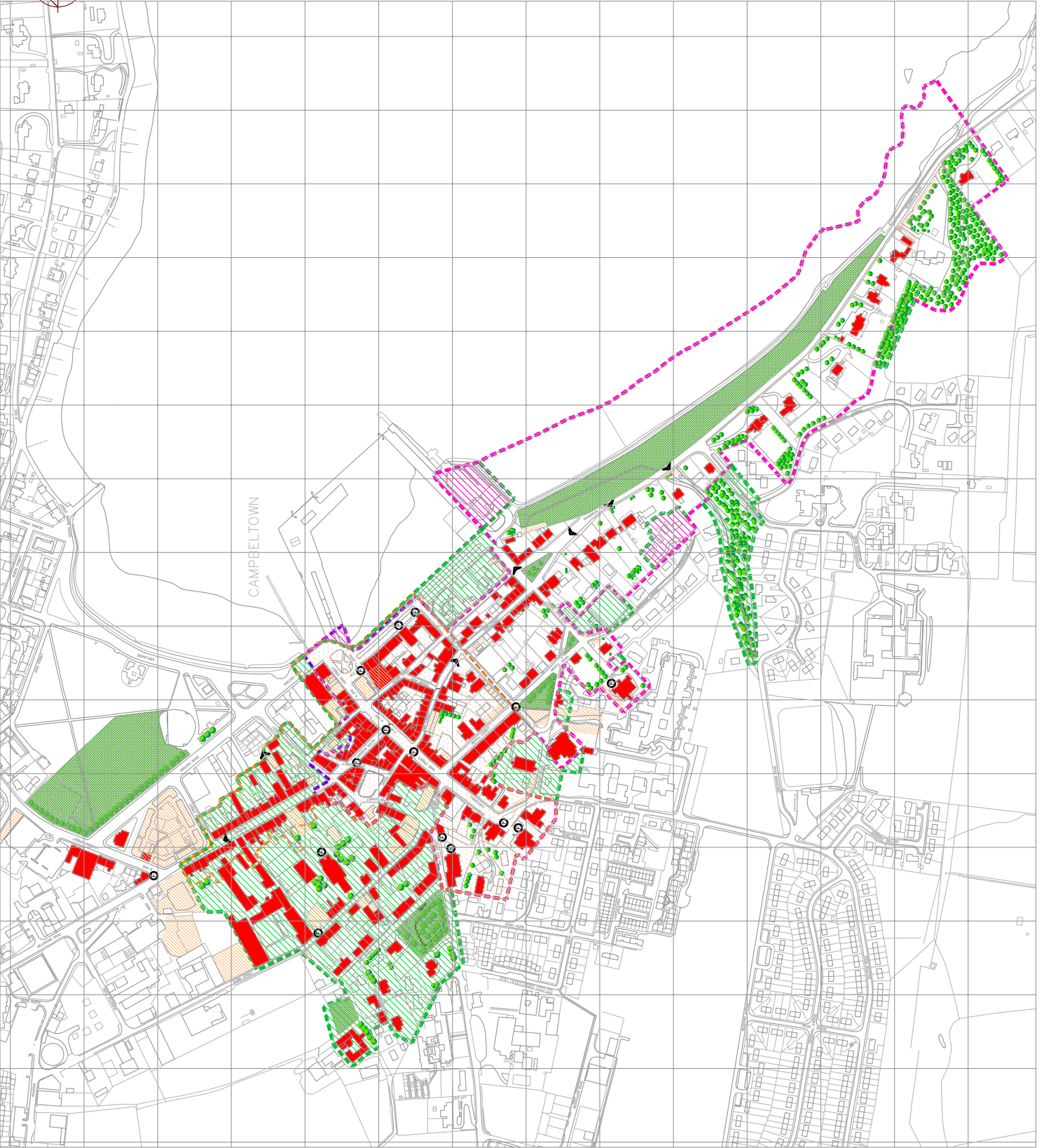
Argyll & Bute Council
Campbeltown
Conservation Area
Appraisal - Plan of Area

Gray, Marshall & Associates
23 Stafford Street • Edinburgh EH3 7EU

Drawing No. BMF 50
Scale 1:2500@A1
July 2008

NORTH

- Key
- Buildings of Great Value
 - Areas of Important Green Space
 - Areas of Important Potential
 - Important Trees/Planting
 - Important Building Lines/Projections
 - Important Walls/Steps/Cutts and Railings
 - Front Footways/Landmarks
 - T
 - Views
 - Conservation Area
 - 2019 extension/boundary of Conservation Area



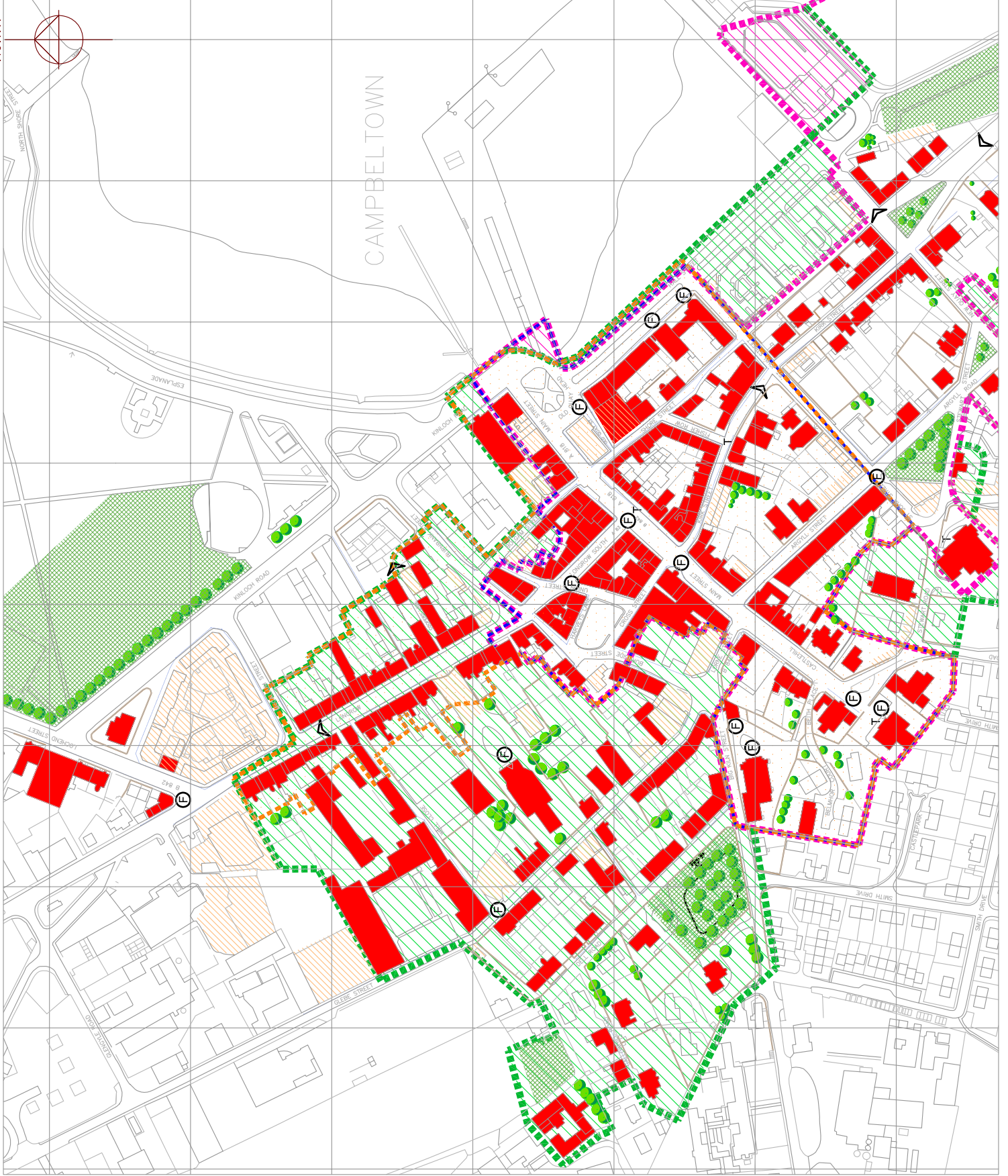
Argyll & Bute Council
 Campbeltown
 Conservation Area
 Appraisal - North

Gray, Marshall & Associates
 22 Stafford Street • Ellonburgh B93 7BJ

Drawing No. BMF 51
 Scale 1:1250@A1
 July 2008

- Key**
- Buildings of Great Value
 - Areas of Important Green Space
 - Areas of Important Potential
 - Important Trees/Planting
 - Important Building Lines/Features
 - Important Walls/Architectural Details and Settings
 - Food Features/Landmarks
 - Transport Features
 - Views
 - Conservation Area
 - 2019 extension/boundary of Conservation Area

NORTH



3.01.03 Buildings At Risk Of Loss Due To Poor Condition**Former Free Church School, Big Kiln Street, 'B' listed**

Circa 1845. This building is an interesting survival of its type and has local importance being the only building surviving of a group of 4 buildings originally on this site.

The building is derelict and has lost its roof coverings, allowing water to penetrate the building. This has caused considerable damage to the internal finishes and fabric. The stonework remains sound; however the building as a whole is in very poor condition.

**The Old Court House, 5 Bolgam Street, 'B' listed**

Dating to the late 18th century, the old courthouse is a fine example of a range of buildings with high quality stonework detailing, ranged around a small court. It retains many features of note to both exterior and interior and is particularly remarkable for retaining a timber pegged oak roof in the South Range. This roof dates back to at least the late 18th century but may well be earlier as its structure is similar to roofs dating back as early as the 17th century.

The building is in very poor condition, particularly within the internal courtyard where water ingress has led to severe deterioration in the fabric. Parts of the internal structure have collapsed.

3.01.04 Buildings At Risk - Loss Of Original Fabric/Detail**53 Main Street (Old Post Office), 'C' listed**

Early 19th century. On corner site with Argyll Street. This building is an important survivor of the type of building that used to line Main Street.

One of the earlier buildings lining the Main Street. The ground floor façade has been altered in the past, however at the rear some original detailing remains but is in poor condition.

**50-52 Main Street (and Cross Street), 'B' listed**

A key property on a key corner site. More restrained than many of the later tenement buildings, it survives as a very good example of the quality of late 18th C development. The later shopfronts are reasonably well preserved, however the whole building is somewhat run down and is in urgent need of repair.



13-15 Kirk Street (left)

Former residential property that has been empty for some years and is now in an extremely poor state of repair.

12 Longrow South

This small lock-up shop is boarded up and empty.



27-33 Main Street, Unlisted

The building is a survivor from the earlier period, but has been much altered in the past. The ground floor detailing has been overlaid and obscured, while above the windows have been replaced with unsuitable modern windows which are now in poor condition. The modern cement render is cracked in places and the paintwork is flaking



28 Kirk Street

Part of this building has been removed and altered to form an entrance to a yard. The fabric of the building is in poor condition with cracked render and flaking paintwork.



18-24 Shore Street, 'B' listed

Early 19th century. An important survivor of the original houses of the late 18th and early 19th century burgh that once bordered the loch.

The corner building is in poor condition with boarded up windows, flaking paintwork and leaking pipework.

**38-48 Longrow, 'B' listed**

Early 19th century. A fine example of early 19th century burgh architecture.

The building (really two similar buildings) is not at risk overall, however it is an important survivor from the earlier period of building and has some rare original details such as the scrolled skew puts. The building has suffered a loss of authentic detail in terms of the unsympathetic replacement windows, modern roughcast and broad sweeping fascia continuing across two buildings.

**1-7 Glebe Street and Big Kiln Street, 'C' listed**

Mid and later 19th century. A relatively undistinguished building, however important because of its strong presence at an important corner.

Again not at risk overall, but occupying an important corner site and suffering from a loss of authentic detail on terms of unsympathetic window replacements and modern render.

3.01.05 Vulnerable Areas - Priorities

Overall, a study of the buildings within the conservation area leads to a view that the centre of the town is vulnerable to a number of negative changes as established in Section 2.0 above. To counter these a clear strategy emerges that, in order of priority, focuses on the following:

- A number of buildings at risk - these need significant effort and investment to ensure that the buildings survive and can be given useful future lives,
- Target properties - a second tier of buildings includes many of the older surviving buildings in the centre, particularly around Main Street and Longrow.
- Following this the fabric of the central area in general should be repaired and restored.
- The next areas are each side of the central area - Longrow and Kirk Street.

3.01.06 Conservation And Regeneration Objectives

Specific objectives can be seen as follows:

- Safeguarding and enhancing the quality and value of the historic built environment, through targeted investment to repair historic fabric, restore missing detail and bringing vacant historic space back into use.
- Safeguarding and enhancing the quality of the historic public realm, repairing and restoring damaged fabric and protecting spaces with special qualities.
- Promoting the regeneration of the historic core of Campbeltown, through encouraging business to invest in their properties, providing for new uses and encouraging diversity through cultural and artistic initiatives.
- Increasing the attraction of the area as a place to live and visit,
- Strengthening existing statutory and economic initiatives, to

both encourage investment and protect the historic environment,

- Promoting the understanding, enjoyment and sustainable management of the heritage resource.

These objectives can be achieved through encouragement backed up by control:

- Encouragement to carry out work, by offering financial assistance, providing training and raising public awareness of the conservation issues and techniques. Important elements of this include:
 - The CARS programme
 - The Proposed THI Programme
- Control of unsuitable alterations or development, and establishing statutory advice and guidance for work within the conservation area, through:
 - Building Repair Notices or other statutory enforcement
 - Shop front design guidance
 - Window design guidance
 - Strengthened Article 4 direction

3.01.07 Conservation Management Area Plan - THI Focus

A detailed Conservation Area Management Plan (CAMP) has been prepared as part of the Conservation Area Appraisal (CAA) process. This is contained in Appendix 03_01

The CAMP sets out a framework for managing the whole conservation area in the longer term. The nature of the area is such that that the CAMP focuses on the centre of the town and certain important buildings. It follows that the THI, which has a more immediate timescale, focuses on this area and these buildings. The THI boundary is drawn more tightly than that of the CAA and more specific attention is given to a number of key and target buildings. It is intended that these projects can bring about a significant improvement in the area in a relatively short timescale while bolstering the long term aims of the wider CAMP. Thus, while echoing the provisions of the CAMP, the THI Conservation Area Management Plan sets out to focus efforts in a way which will bring immediate improvements while preparing the ground for the long term management of the whole conservation area.

3.01.08 Conservation Strategy

In order to achieve the above objectives, a Conservation Strategy is required, based on preserving and enhancing the historic fabric of the area and obtaining funding to initiate a series of programmes. In overall terms the strategy would include the following programmes:

- Restoration of severely damaged listed buildings (rescuing 'buildings at risk' in some cases)
- Repair and re-use of redundant or underused listed buildings
- Repair and conservation of listed buildings in use
- Reinstatement of lost architectural detail
- Support for similar work to unlisted buildings of merit that contribute to the townscape
- Public realm enhancement.

3.01.09 Recommended Actions

To implement this strategy, a series of policies is recommended;

1. Target key projects for the restoration, repair and re-use of redundant or underused buildings through making grant aid available and by working with owners, agencies and others to provide viable uses.
2. Establish an order of priority for the repair and conservation of buildings in use, ie, take a pro-active approach through making grant aid available and encouraging take-up.
3. Include in the above measures to bring about the reinstatement of lost architectural detail.
4. Encourage best practice in terms of building repair techniques and the use of appropriate materials through education and training initiatives and the production and issue of appropriate conservation and design guidance.
5. Exercise control of unwanted alterations and loss of detail through use of the statutory framework.
6. Encourage the retention and repair of traditional shop fronts and improve signage; encourage the redesign and replacement of inappropriate shop fronts.
7. Carry out work to the public realm involving repair and reinstatement of lost detail and enhancements to mitigate the domination of vehicular traffic and improve the setting of key listed buildings.
8. Introduce measures to improve the setting of the Outstanding Conservation area and preserve its links to the shore and to Kinloch Park.
9. Develop a signing and interpretation strategy that enhances the conservation area while improving interpretation and understanding.

3.01.09 Implementing The Actions

These actions will require a number of measures to be put in place. These include;

1. **Re-definition of the area** - adjust the boundary of the Outstanding Conservation area to provide consistency
2. **Management** - effective management of the strategy will be required with staff dedicated specifically to the project.
3. **Strategic Planning** - ensure that the conservation objectives for Campbeltown are recognised fully within other economic and regeneration strategies.
4. **Priorities for Funding and Grants** - create funding and grant regimes specifically targeted to the priority projects.
5. **Grants** - at the same time, to achieve improvements throughout the area measures will be needed to encourage individual owners through a grant system that can;
 - Generate widespread interest in carrying out often small scale repair and conservation work.
 - Encourage similar widespread interest in reinstating architectural detail.

Grants could be made available on the basis of relatively high percentages but with amounts capped to encourage widespread take-up.
6. **Repair Techniques and Building Methods** - a programme of training and educational initiatives would help build up a body

of local knowledge. These should be targeted at the construction professionals and building firms in the area. The local chapters of the professional institutes could be encouraged to include regular conservation training within their CPD programmes. Seminars and workshops involving conservation techniques could be established for the local building industry, perhaps with the help of the local college. The Scottish Lime centre could be invited to run local courses.

7. **Design Guidance - Repair and maintenance** - private owners and their professional advisors and contractors will play an important role in the process, however it will be important to ensure that work is carried out to an appropriate standard. Specific guidance for Campbeltown should be developed. In the meantime a number of published maintenance guides will be of relevance. Specific guidance should be included for the repair/restoration of roofs, external wall finishes, window and door repairs.
8. **Design Guidance - new building, extensions and alterations** - the character of the area requires to be maintained through establishing appropriate design guidance for gap sites, redevelopment and work involving extension and alteration. Design guidance for the area as a whole, for example on building heights and materials, should be supplemented with individual planning design briefs prepared for each development site. Planning briefs should also be prepared for development sites adjacent to the conservation area to ensure that these sites relate to the pattern and scale of historic lanes and streets.
9. **Design Guidance - Shop fronts** - specific design guidance should be implemented for shop front improvements. This should include examples of best practice.
10. **Control** - it will be important to balance the encouragement to improve with good control procedures to prevent further loss of character. This will involve strengthening existing policies, and issuing Article 4 Directions to achieve specific aims.

3.02 PLANNING POLICIES

3.02.01 Regeneration Strategies

The THI bid will be a central component of a comprehensive regeneration strategy for Campbeltown which aims to improve the physical fabric in parallel with social and economic initiatives. In Campbeltown, a Conservation Area Regeneration Scheme has been in operation for nearly two years within the Town Centre Conservation Area and the potential THI is now considered as an opportunity to extend the regeneration benefits to some of the buildings and streetscapes that are still under threat. The THI is also recognised as being key to the marketing of the Town Centre to private investors. As such the both the CARS and THI schemes will jointly make a considerable contribution to improving the historic built environment for the local community and stimulating investment confidence.

In recent years a range of multi-disciplinary proposals and programmes have been developed to alleviate social, economic, and physical problems in Campbeltown. As a result the organisational and citizen participation mechanisms are in place through the Campbeltown Town Centre Regeneration Group to coordinate effective regeneration.

The key past and current conservation and regeneration initiatives that will affect the THI area include:

Campbeltown

- The development of the award winning £7 million Aqualibrium complex on the front green
- Yellow Book Study
- Campbeltown Conservation Area Regeneration Scheme (2006 to present)
- C.H.O.R.D
- Kinloch Road Redevelopment Scheme
- Expansion of Marina

3.2.1 Local Development Policies

The Campbeltown Town Centre THI area lies within the coverage of the Argyll and Bute Local Plan that is currently nearing adoption following a public local inquiry. This plan together with the approved Argyll and Bute Structure Plan (adopted 2002), and collectively known as the Development Plan, provides the approved basis for development management policies. The plan has strong and up to date conservation/built heritage policies which seek to conserve and enhance the built environment, especially in conservation areas and in relation to listed buildings and scheduled ancient monuments.

The built environment and conservation area policies in the Argyll and Bute Development Plan are based on the latest Scottish Government planning guidance and place particular emphasis on

the retention, restoration, maintenance and continued use of Listed Buildings, other buildings of architectural or historic interest and important buildings in designated Conservation Areas.

The Local Plan has specific sections related to Protecting and Enhancing the Natural and Built Environment. Key policies mainly relate to the protection and enhancement of Conservation Areas, Listed Buildings, Scheduled Ancient Monuments and Archaeology. The Local Authority, through its professional officers, is committed to improving the quality of life of its local residents and considers retaining and improving its built heritage will benefit existing and future generations.

Policies already contained in the Local Plan relating to Economic Development; Retailing and the protection of town centres; Transport; Housing; Sustainable Design; Shopfront Alterations and Settlement Proposal maps and actions, provide a useful framework for implementing the actions identified in the THI. Please see Appendix 03_02 that contains all relevant planning policies.

The Kintyre Action Plan has developed out of this and is enclosed as Appendix 03_03

Supplementary Planning Guidance has also been adopted by the Council that relates to matters of Sustainable Design. Of particular reference to the proposed Campbeltown THI is document 3 that deals with **Working with Argyll and Bute's Built Heritage**. This document informs potential developers on what is required in Conservation Areas and when work is done on listed buildings. Other topics include dealing with public realm, shopfronts, the use of materials and construction methods and how to convert, extend and alter existing buildings. This guide has been attached as Appendix 03_04.

3.03 PLANNING MEASURES

3.03.01 Development Management and Enforcement Actions

The Campbeltown Town Centre THI area lies within the coverage of the Argyll and Bute Local Plan that is currently nearing adoption following a public local inquiry. This plan together with the approved Argyll and Bute Structure Plan (adopted 2002), and collectively known as the Development Plan, provides the approved basis for development management policies. The plan has strong and up to date conservation/built heritage policies which seek to conserve and enhance the built environment, especially in conservation areas and in relation to listed buildings and scheduled ancient monuments.

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3.03.02 Preparation of additional supporting Development Plan policies

The two key areas where new supporting planning policies will need to be implemented are both about to be prepared for early implementation:

- Introducing the variations to the boundary of the Campbeltown Town Centre Conservation Area. This proposal will be finally approved by the MAKI Area Committee and then the Council's Executive Committee for formal designation once the THI is confirmed;
- and, once this boundary change has been completed, a review will immediately follow to consider the potential to withdraw permitted development rights within the extended

Campbeltown Town Centre Conservation Area and to ensure that all of the THI area is covered with an Article 4 Direction. This will include roofs/ wall finishes/ fenestration/ doors/ chimney stacks/boundaries; etc. An agreement will involve gaining the support of the local business community and residents with the assistance of local agencies.

3.04 A FRAMEWORK FOR DESIGN STANDARDS AND MAINTENANCE

3.04.01 Introduction

The success of the THI must be maintained following the end of the project to ensure the sustainable future of the town. The aim of this section of the management plan is to support the fundamental practical objectives of the Campbeltown Conservation Area Townscape Heritage Initiative in maintaining and restoring the historic built environment.

3.04.02 Windows and Doors

Windows and doors are an essential part of the character and appearance of any building. They demonstrate changing architectural tastes and styles, but also social hierarchy, building economics, craft ingenuity and technical advances. Often they are the key element which most serves to establish the character of a building.

A wide variety of original traditional window types exist in the conservation area therefore it is not possible to suggest a certain type that maybe acceptable throughout the conservation area and it will be necessary for the requirements of individual buildings to be assessed as repair or replacement becomes necessary. Equally, there are a variety of door types throughout the conservation areas as such the same principle of individual assessment will be adopted. Although it should be noted that whilst there are a large number of traditional windows surviving there are fewer traditional doors and they need to be retained wherever possible.

New windows and doors to premises throughout the conservation areas will be expected to be appropriate in design and materials to the age and appearance of the building on which they are to be installed. The local planning authority will not approve applications for UPVC replacements or modern timber or metal designs in place of traditional surviving windows. Equally where modern inappropriate replacements already exist the local planning authority will seek to encourage the reinstatement of traditional appropriate windows and doors when replacement occurs in the future. The Council through the CARS has encouraged the repair of a number of historic sash and case windows with a show case project being undertaken by Ventrolla and completed in November 2008. A guide on maintenance and the importance of traditional sash and case windows in the conservation area has also been produced by the Council for use by the general public, builders and potential developers.

The following repair principles will apply for windows:

- Repair is preferable and complete replacement is seldom necessary and may be counterproductive. Old timber is much better quality than modern softwood and will last longer.
- Re-use original windows whenever possible
- Pay special attention to mouldings on the frames, glazing bars and meeting rails
- Copy the traditional depth of reveal
- Traditional windows should always be painted and not stained and as a general rule with light colours such as white or cream - avoid modern garish colours or brown timber stain.
- Care should be taken when repairing windows not to damage

old glass and should be protected when using chemical paint stripper or removed and replaced later.

The following repair principles will apply for doors:

- Repair and redecorate original timber doors rather than replace them.
- If door has to be replaced, use a purpose made, matching timber door, which should be painted not stained.
- Avoid off-the-shelf modern doors with such features with features such as false fanlights, stained wood, course mouldings and decorative glazing.
- Avoid UPVC and other modern materials.

3.04.03 Chimneys

Chimneys play an important role in the character of the Campbeltown Conservation Area and while many are no longer in active use their loss could quickly erode the unique character of the town centre.

The Local Planning Authority will resist any application for Conservation Area Consent for the demolition of any free standing chimney in the conservation areas and will through planning agreements or conditions to actively seek to secure appropriate management and maintenance plans for surviving chimneys where new developments are proposed on sites containing such chimneys.

3.04.04 Shopfronts

Campbeltown is fortunate that a substantial number of the historic shop fronts survive albeit many have been altered through the use of inappropriate modern materials or suffered from neglect and poor maintenance. Some buildings have lost some or all of their traditional detailing and unfortunately other frontages have been replaced with inappropriate, timber, aluminium or UPVC frontages. The success of the ongoing CARS scheme and the shopfront improvement scheme undertaken by the HIE before that has shown people the potential of restoring the elegant shop fronts that remain intact often under inappropriately sized fascias and modern paints. The restoration of these shopfronts needs to continue as they have a major impact on the overall character of the area.

New shop fronts to retail premises throughout the conservation area must be designed and developed in accordance with the Argyll and Bute Local Plan, Appendix B, on Shopfront /Advertising Design Principles. The local planning authority will not approve applications which involve the removal of existing surviving traditional shop frontages or traditional elements. The local planning authority will not approve of applications for UPVC, aluminium, modern timber or metal designs in place of traditional surviving frontages. Equally where modern inappropriate replacements already exist the local planning authority will seek to secure the reinstatement of traditional appropriate shopfronts in accordance with Appendix B and the Council's approved design guide on heritage matters when replacement occurs in the future. A specific shopfront design guide for Campbeltown is also currently being prepared by the Council's Conservation Officer and this will be approved by the Council when completed and used to inform the decision making process with regard to the replacement and

repair of traditional shopfronts.

Where original or traditional shop front detailing survives intact, repair should always be considered rather than complete replacement of such traditional elements.

Where complete replacement is deemed necessary to replace inappropriate modern installations or where erosion and decay dictate that no original detail has survived then new installations should be undertaken in accordance with our approved Appendix B of the Local Plan on Shopfront/Advertising Design Principles and the Council's approved design guide that deals with heritage matters and contains a specific section on shopfronts.

3.04.05 Signage

Similar to shop fronts there are very few traditional signs in the conservation area. The majority of signage within the conservation area has been replaced with modern, brightly coloured signs of inappropriate design which is damaging to the character and appearance of the conservation areas. Within the conservation area the presence of the main highway through the town has led to a plethora of signage associated with the highway and the management of pedestrians and parking.

New signage to retail and commercial premises throughout the conservation area must be designed to integrate with both the shop frontage and overall building frontage on which they are to be displayed and shall comply with the approved Appendix B of the Local plan on Shopfront/Advertising Design principles.

We will actively seek to work in partnership with the Council's Roads service to reduce the clutter of road signage through the town centre and improve the appearance of existing street name plaques. Work has already started on this following a comprehensive audit of the state of the conservation area street furniture and budgets will be identified over the next five years to address this problem through replacement, rationalisation and upgrading of all street furniture as appropriate.

3.04.06 Materials

Traditional materials within the conservation area include rubble stone work, cast iron rain water goods and railings, lime harling and pointing, stone dressing, Scottish slate roofs and leadwork.

The objective of the management plan is to retain traditional materials throughout the conservation area where they survive intact and to promote and actively reinstate traditional materials where they have been lost to modern inappropriate replacements.

New development should be constructed of materials which are either traditional, as existing, or materials which complement and harmonise with the existing buildings. The local planning authority will not accept poor quality materials or materials which aim to imitate the traditional.

Where traditional materials survive, they should always be repaired rather than replaced where possible. An excellent source of guidance on methods of repair can be found on the Society for the Protection of Ancient Buildings website (www.spab.org.uk) and the Historic Scotland website. The Council's Conservation Officer will also give advice, contact details can be found at www.argyll-bute.gov.uk.

Where traditional materials are to be replaced, the local planning authority would encourage developers to use materials to match

the existing, obtained from certified sources.

Where new developments wish to experiment with alternative materials the Council would seek to ensure that such alternatives are appropriate in colour, texture, durability and properties for the conservation setting.

The local planning authority will request a full materials palette be submitted with each significant application for built development in the conservation areas.

3.04.07 New Design

Campbeltown is a town with a rich industrial and social history which has dictated much of the town's morphology and architectural form to date. However the town has been in economic decline for some time now and there is a need for substantial new investment that could include new build although the town is fortunate in that there are few vacant sites within the proposed THI area. As such where any opportunity arises the Council will seek to secure new design in the town which is innovative whilst sensitive to its surroundings. All new design must be developed in the context of the historic setting but must also be robust and adaptable to the needs of today allowing Campbeltown to perform effectively as a market town serving many of the needs of the people living in Kintyre and visitors to the area.

Sustainability must be at the centre of all development proposals as it is our primary aim that new developments must contribute to the long term social, economic and environmental sustainability of the wider town. The choice of materials and construction methods in new developments must be appropriate to their sensitive setting but must also aim to be low in their environmental impact and high in the energy performance of the resultant buildings.

Any new developments within the conservation area, that covers Campbeltown's town centre, one of Argyll and Bute's main towns, will be deemed to be in a sustainable location in accordance with national planning policy. As such, we would look to the use of minimum parking provision to encourage the use of the public transport network. Where parking is to be included within a development proposal, this should be well integrated, supporting the street scene.

Domination of the public realm by motor vehicles will be resisted and the layout of both built form and parking areas should aim to enhance the public realm and create streets which are friendly to pedestrians, cyclists and vehicles. New developments should integrate with and support the surrounding routes including both roads and footpaths. The Council has recently formed a Parking group to look at this issue within the town in an effort to reduce the impact of the car on the town's environment and improve choice for the pedestrian.

New buildings should exhibit architectural quality and should positively contribute to the legibility and distinctive character of the local area. Through appropriate exploitation of existing built form, landscape and topography new developments should positively enhance the character and appearance of the conservation areas.

The scale, massing and bulk of new developments should be appropriate to the context and should relate directly to the grain of the surrounding built form for any given location in the conservation areas.

Existing important views and vistas particularly to key buildings or features in the conservation areas should be protected and enhanced by new developments.

Any new developments proposed in the conservation area should be appropriate in their proposed end use and should integrate with the surrounding development and use types. We will aim to secure developments and uses which complement and enhance the existing mix of uses within the town. Promoting and protecting the future economic vitality and viability of the town centre.

New developments should directly address associated and surrounding routeways, including streets, rights of way and footpaths. It is essential that good design allows for the inclusion of ground floor uses which provide an active and attractive frontage to the surrounding public realm, creating an environment which has high levels of natural surveillance and the fear of crime is reduced through good design.

The risk of flooding will be a major consideration for new developments in Campbeltown that lie in close proximity to the sea. As such it is essential that all applications where flooding may be an issue include a flood risk assessment in accordance with Council policy as contained in the Development Plan and policy LP SERV 8 and as identified in SEPA flood maps that are available on line at their web site.

3.04.08 Craft Skills

Traditional methods of construction often provide much of the unique architectural character of historic buildings and areas. Very often it is the skill of working a material which gives either a whole building or an individual element of a building an air of quality and distinctiveness which is so often lacking in mass produced, 'off the shelf' materials and detailing.

We will actively encourage the use of traditional methods of construction and repair for the repair, reinstatement and installation of traditionally designed replacement work within the conservation area. The Council will encourage the use of traditional craft skills wherever possible and insisting through planning conditions that detailing is designed and prepared specific to the unique character, age and style of any given building. In promoting traditional craft skills we will also promote training in traditional skills amongst local contractors and operatives to increase the local skills base and encourage stability and growth in the local economy.

3.04.09 Public Realm Maintenance

The evidence for high quality public realm in Campbeltown utilising traditional materials such as cobbles and stone flagstones is very limited. The Council does however increasingly recognise the need for high quality materials to be used in the conservation area but budgets are very limited and as such works need to be targeted to achieve the greatest impact. The emphasis will always be on highly durable, natural materials that require minimal maintenance to limit future maintenance costs. The Council does recognise however that some additional costs may have to be incurred to ensure the appearance of the public realm is maintained to a satisfactory standard and budgets will have to be adjusted accordingly.

Current Maintenance Regime

Argyll and Bute Council as part of their highway inspection regime undertake routine inspections of the public realm improvement areas and carry out any necessary repairs as required. From time to time larger capital projects are implemented by the Council.

Street furniture is currently in a poor condition and there is an initiative now underway to address this problem following a visual survey and recording of unsuitable street furniture. The Council have set up an officer working group to look into issues such as parking in the town centre, traffic calming and street maintenance which will cover the quality of street furniture in the town centre of Campbeltown and how it will be maintained in the future.

Again, street lighting is inspected by the Council, at night on a regular basis to note any defective lighting. Basic repairs and maintenance that the Council would normally expect to carry out i.e. replacement of defective lamps; wash and a clean of the lantern for instance are undertaken by the Council.

3.04.10 Maintenance for Property Owners

As part of the THI the Council intends to commission the Lime Centre Trust to produce a comprehensive maintenance manual for use by property owners in the Conservation Area. This manual will address specific issues faced by Campbeltown particularly with regard to shared tenement property that present particular challenges to delivering high quality maintenance. Additional information on maintenance will also be provided through the Council's Conservation officer and the CARS and THI project officers at special events and when they are speaking to individuals interested in grant assistance.

This manual will build on the work already done through the CARS initiative and the development work on the THI which enabled all property owners and tenants in the Conservation Area to be issued with SPAB maintenance leaflets and other associated material highlighting the need to adequately maintain historic properties to prevent the need for larger repair bills. The leaflets were distributed during national maintenance week and coincided with a gutter cleaning project that targeted 15 properties to have their rain water goods freed of unwanted vegetation. This exercise proved extremely popular with local residents and business owners and is expected to be repeated in the spring.

A significant problem in Campbeltown is the lack of adequate factoring in shared ownership properties that has given rise to buildings suffering from a lack of maintenance and just in time repairs. The Council is working with partners such as ACHA to address this problem and a leaflet has been produced to encourage the take up of factoring arrangements. This work will be built on through a sub group of the Campbeltown Town Centre Regeneration Group that will focus on factoring and grants will only be offered to shared ownership properties when a factoring agreement has been signed up to by all parties concerned with the building.

As part of the long term maintenance regime, log books for each property, to record work carried out and other relevant details can be developed. These could be established as a condition of the grant offer.

3.05 EDUCATION AND TRAINING

Campbeltown Townscape Heritage Initiative Training Plan

3.05.01 INTRODUCTION

The development of a comprehensive training programme should be considered essential to the success of any Townscape Heritage Initiative (THI). High quality training and skills development will maximise the benefit received from the project and ensure its sustainability over the longer term. This Training Plan considers all stakeholders of the built heritage and provides a guide to the management of training within Campbeltown Townscape Heritage Initiative.

To ensure the successful delivery of a Townscape Heritage Initiative scheme a wide variety of skills will be required from project leaders and staff involved with the THI on a daily basis. This Training Plan identifies the skills required by Project staff and sets out a training implementation programme.

Specific attention has been given to engaging local communities to participate in the management of their heritage with training acting as a catalyst to nurture an appreciation and interest in local heritage and provide an opportunity for people to care about their own environment.

In addition, the local construction industry needs to be in a position to respond to the increased demand for traditional skills being generated by grant-aided activities. At present it cannot cope and there have been difficulties in securing quotations for grant-aided work. Training opportunities made available as part of the Campbeltown THI will encourage contractors to undertake work to historic buildings, using best conservation practice, and promote traditional skills and techniques.

The aims of the Campbeltown Training Plan are:

- to identify the skills required for the delivery of the THI scheme
- to identify a strategic approach as to how skill shortages will be met
- to identify training opportunities arising within the project

3.05.02 MANAGEMENT OF THE TRAINING SCHEME

1 Organisational Context

Argyll and Bute Council has a Stage 1 pass from the Heritage Lottery Fund for a Townscape Heritage Initiative (THI) for Campbeltown and as such is the lead organisation for the project, responsible for the employment of project staff. The current CARS Project Officer is employed part-time and this post will work alongside the proposed THI project officer post who will also be employed in a part time basis with the start of the THI (April 2009). Argyll and Bute's Conservation Officer, together with the Policy Development Manager, will project manage the work with additional support and advice available through the Strathclyde Building Preservation Trust and other specialist conservation advisers as appropriate.

An officer group, advised by a technical support team, will manage the project through the THI Project Officer and will be

supported by a Project Steering Group of stakeholders. Members of the Project Steering Group may be expected to chair specialist sub-groups comprising technical experts and members of a local consultative group.

Argyll and Bute Council and many partner organisations have access to video conferencing facilities, to ensure accessibility for meetings over a large geographic area and enable expertise to be connected to remote projects such as Campbeltown THI.

Proposed Management Structure

2 Core Officer Group

An in-house Officer Group from Argyll and Bute Council will deliver the project. This group will also draw up the Project Plan, meet the Heritage Lottery Fund monitor and interview consultants. The Core Group will support the THI management structure, as well as report back to the MAKI Area Committee & the Kintyre Initiative. The THI Project Officer will be based in Campbeltown and it is proposed that office facilities will be situated in a key building within the THI area and shared with the CARS project officer and the town centre manager post.

3 Partnership Steering Group

A Partnership Steering Group has been formed, drawing on expertise and support resources from public agencies, organisations and individuals within the local community called the Campbeltown Town Centre Regeneration Group to represent the principle stake-holders. This group will:

- approve the Project Plan (re-profiled at least once a year)
- approve deviations from the Project Plan
- receive progress reports from the Core Officer Group
- make offers above the ceiling set for grant

Individual members of the Partnership Steering Group may also be expected to chair sub groups formed to assist in delivering the project on behalf of the Partnership Steering Group, such as a Group to deal with factoring arrangements and a new charitable Development Trust to bring buildings back into use.

The Campbeltown Town Centre Regeneration Steering Group will be supported by the Officer Group with help from the MAKI area management officers based in Campbeltown. Initial meetings will be chaired by the Council's lead officer until such time as a chair is appointed from the membership.

Meetings will normally be held quarterly either at Argyll and Bute's Kilmory offices or in Campbeltown as convenient. Special meetings may need to be convened at relatively short notice to deal with non-delegated cases or urgent items. These could well be associated with another meeting, such as the MAKI Area Committee, the Campbeltown Development Forum or the Kintyre Initiative where a quorum of Steering Group members is likely to be available. A quorum will be four voting members. In cases where a member of the Partnership Steering Group has a vested interest they may be included in discussions but the member in question will not be permitted to vote on that item.

4 Technical Team

The Core Officer Group will be supported by a team of technical



Former Miss Fitz shop premises, possible location of THI office.

and professional advisers, both from within Argyll and Bute Council and from other stakeholder bodies. Chief Officers from the council will be invited through the Council's Strategic Management Team to send representatives from their various divisions.

Members of the Technical Team may also be invited to give support to one or more of the smaller groups formed to assist in delivering the project, some of which will require considerable specialist expertise.

Team meetings will be held only when there is business to discuss. Membership will be flexible depending upon the matters under discussion. The team will meet within office hours at either Kilmory or Campbeltown being chaired by a member of the Core Group

5 Local Consultative Group

A loose Local Consultative Group will be on hand to further engage the local community and enable the THI to align with other activities locally. Members of the stakeholder groups represented on the Campbeltown Town Centre Regeneration Steering Group and people representing a wide range of other local activities will be invited to comment on the draft Project Plan and its revisions through the life of the project. A number of individuals or organisations will also be welcomed, especially if representing the interests of hard to reach groups in the town.

In addition Community Engagement Activities and a publicity and marketing programme, will ensure information on the development and progress of the THI will be provided to the wider community and encourage ongoing interest and involvement in the project and its related activities.

Specific teams, formed from the membership of the Local Consultative Group, may be required to assist in delivering the Project Plan. The first of these sub-groups will be the Conservation Area Group (chaired by the chair of the Kintyre Civic Society) which will continue its project development work through delivery of the Conservation Area Management Plan. It is also likely to be necessary to form a charitable body to take on one or more of the Priority Buildings within the THI. A sub-group comprising contractors, trainers and factors may also be necessary to help develop and deliver the Training Programme.

Proposed Management Structure (membership)

6 Core Officer Group

- Overall management - Argyll and Bute Council Development Policy Manager
- Lead Officer -Argyll and Bute Council Conservation Officer
- THI Project Officer
- Post Development Projects Manager and Development Officer (Council's Economic Regeneration Function)
- Professional Support - Campbeltown CARS Project Officer
- Administrative support (non-voting) - Senor Administration Assistant
- Finance (non-voting) - Argyll and Bute Finance Manager
- Area Team Leader Development Management responsible for the THI area

- Development Department Financial Services Manager
- Principal Solicitor
- Operational Services - Roads and Transport (Public Realm)
- Property Services Officer - Asset Services

7 Campbeltown Town Centre Regeneration Steering Group

The Steering Group will comprise the following members:

- Councillors Rory Colville, Donald Kelly and John Semple
- Core Group of Argyll & Bute Council's Officers (above)
- Highlands and Islands Enterprise Argyll & the Isles
- Campbeltown Community Council
- Campbeltown Traders' Association
- Kintyre Civic Society
- Kintyre Cultural Forum
- Kintyre Heritage Trust
- Strathclyde Building Preservation Trust
- Argyll Community Housing Association ACHA
- Fyne Homes
- Scottish Government (Housing)

8 Technical Team

From time to time additional Council Officers will be asked to contribute to the work of the THI.

Other Argyll & Bute Council officers invited to attend will include:

- Development Project Manager or Development Officer
- Development Management Area Team Leader
- Area Property Officer
- Roads & Amenities Area Services Manager
- Arts Development Officer
- Area Community Education Learning & Regeneration Manager
- Employability Operations Manager
- Area Private Sector Officer - Community Regeneration
- Area Librarian
- Funding Officer Chief Executive's Unit

9 Other partners

Officers invited from other partners will include:

- Highlands and Islands Enterprise Argyll & the Isles
- Fyne Homes
- Fyne Futures
- ACHA: Factoring Officer - Careers Scotland
- Argyll College
- Argyll Training
- Private Sector Grants Officer
- European Officer

10 Local Consultative Group

Examples of potential members include:

- Antiquarian Society
- Argyll & Bute Building Preservation Trust
- Art Club
- Campbeltown Development Trust
- Healthy Living Partners
- Seniors Forum
- SEN Parents Support Group
- Volunteer Centre
- Woodlands Carers Group
- Youth Forum
- Kintyre Community website
- Kintyre Cultural Forum
- Picture House
- Long and Winding Way
- Harbourmaster
- Kintyre Youth Enquiry Service
- Opportunity Kintyre
- KADAS

3.05.03 TRAINING NEEDS ANALYSIS

Project group	Skills Required	Skills Available	Training Needs
Core Staff	<ul style="list-style-type: none"> • Experience in heritage management • Experience of working with volunteers • Health and Safety • First aid • Budget Management • Project Management • Presentation Skills • Report Writing • Fundraising • Writing tenders • Using Microsoft packages • Marketing and design • Heritage interpretation • Event management 	<p>Current staff's skills should be enhanced by those of new staff.</p> <p>Training opportunities exist within Argyll and Bute Council or there is the possibility of skill sharing exercises with the Council's Community Planning Partners.</p>	<ul style="list-style-type: none"> • Volunteer Management • Health and safety • First Aid • Presentation Skills • Writing tenders • Microsoft project manager • Fundraising • Marketing and design • Heritage Interpretation
Building Professionals	<ul style="list-style-type: none"> • Understanding of local heritage assets • Understanding of traditional building technology • Preparation of Repair Strategies • Health and Safety 	<ul style="list-style-type: none"> - Interested in undertaking CPD activities - Interested in new techniques - Interested in expanding their skill set 	<ul style="list-style-type: none"> •
Building Contractors	<ul style="list-style-type: none"> • Understanding of local heritage assets Health and 	Interested in undertaking CPD activities	<ul style="list-style-type: none"> • Volunteer Management

	<ul style="list-style-type: none"> safety • Traditional Building Skills • Understanding of traditional building technology • Preparation of repair strategies 	<ul style="list-style-type: none"> - Interested in new techniques - Interested in expanding their skill set 	<ul style="list-style-type: none"> • Health and safety <ul style="list-style-type: none"> ○ First
Adult Community Groups and Volunteers	<ul style="list-style-type: none"> • Understanding of local heritage assets • First aid • Marketing • Understanding of traditional building technology • Traditional Building Skills • Introduction to building maintenance skills • General building maintenance skills • Event management • Admin skills • IT skills • Heritage Interpretation • Marketing and design • Presentation and guiding skills • Research and recording skills 	<p>Individuals and groups can be assessed as activities progress</p> <ul style="list-style-type: none"> - Interested in expanding their skill set <p>Opportunity to link with Construction Excellence, New Deal, Scottish Government Wider Role focus on construction and training and HIE priority.</p>	<ul style="list-style-type: none"> • Health and safety • Presentation Skills • Interpretation • IT Skills • Local History • Story Telling • Multi Media • Research and Recording • Genealogy
Young Peoples Community Groups, Volunteers and Schools	<ul style="list-style-type: none"> • Understanding of local heritage assets • Understanding of Traditional Building Skills • General building maintenance skills • Introduction to building maintenance skills • IT skills • Heritage Interpretation • Presentation and guiding skills • Research and recording skills • Marketing and design 	<p>Individuals and groups can be assessed as activities progress</p> <ul style="list-style-type: none"> - Interested in expanding their skill set <p>Opportunity to link with Construction Excellence, Skills for Work, Get Ready for work and New Deal, Scottish Government Wider Role focus on construction and training and HIE priority.</p>	<ul style="list-style-type: none"> • Health and safety • Presentation Skills • Interpretation • IT Skills • Local History • Story Telling • Multi Media • Research and Recording • Genealogy

3.5.4 TRAINING OPPORTUNITIES

1 A broad range of training opportunities will arise as part of the Campbeltown THI and are detailed within this section. Many participants will be seeking skills that can be used within their working lives or that can improve job prospects. In addition the project offers potential to add value to employment training activities, assisting excluded individuals to gain skills and experience to enable them to move on to longer term employment or training opportunities. The THI offers an opportunity to increase the local skills base in relation to presentation, interpretation, storytelling and customer service, to enhance the visitor experience in Campbeltown and increase awareness of and market the value of the Towns heritage.



A key building within the THI - The Old School House, Big Kiln Street

- 2 The Council's greatest asset is its employees and the Core Management group will listen to and value staff views, communicating clearly and directly with them. We will also support personal development and career progression, trusting people to deliver the best and recognising their contribution. Argyll and Bute Council's main provider of training to its staff is through the Strategic HR service which has achieved Investor in People status. A range of courses are available to staff. This training is supplemented by individual Council services training budgets that concentrate primarily on developing professional skills and meeting professional development needs that are identified each year by individual Professional Development Reviews (PDRS).

The PDR system is a key element in the Council's performance management framework and is made up of a number of related parts, including:

- Objective setting
- Progress reviews
- Performance reviews
- Training and development planning

Overall a PDR provides a vital link between Council needs and people development needs. It is a sound basis for promoting good interpersonal communications that encourage real personal development. It aims to improve service quality and delivery by integrating individual personal and career development with service development. The scheme is intended to give each employee an entitlement to a regular review of their skills and abilities, to discuss their current performance, to identify their needs for development and to develop a plan to meet these needs. The PDR scheme and resulting employee development will provide equality of opportunity and equality of access to opportunities.

The Council is the largest employer in the area and therefore Council employees make up a large part of the community. Personnel Services promotes best practice on valuing employees and creating opportunities for employees to realise their full potential not only for the benefit of Argyll and Bute Council as an employer but also for the communities which make up Argyll and Bute. Partnership is a cornerstone of the work of Personnel Services both within the Council and working with external agencies such as health and other public sector bodies.

In addition to its goals, the Council has a statutory duty to deliver best value to the people of Argyll and Bute by providing high quality services which represent value for money and involve key stakeholders such as staff and the public in the provision of these services. The Council has recently undergone a Best Value Audit with a number of areas in which the Council needs to strengthen identified and an improvement plan has been developed to address these issues. The Strategic HR section will support services where appropriate in delivering other elements of the Best Value improvement plan.

The unit's main priorities over the next three years will be to:-

- Create and sustain a customer focussed, competent, motivated and well-led workforce, recognising the particular importance of leadership, to meet current and future organisational needs.
- Achieve a culture of continuous improvement in organisational, service and individual performance focussed on user

involvement, improved outcomes for users and effective partnerships.

- Achieve a diverse workforce which reflects the communities we serve across all occupational groups promoting equality, fairness and dignity in the treatment of all employees.
- Achieve Best Value from investment in people management; including the efficient management of resources and skills recognising the contribution of all employees across the Council.

3 Core Staff Development

It is important that core staff, particularly the Campbeltown THI Project Officer and Argyll and Bute Council Conservation Officer, possess a range of the skills detailed in section 3.0. The skills analysis in section 3.0 may be useful in terms of creating a job description and forward plan for training for project staff.

Training opportunities already exist with Argyll and Bute Council there will be opportunity for skill sharing with colleagues within the Council or external agencies.

4 Construction Sector Overview

The continuous professional development within the construction sector is supported by the Argyll and Bute Construction Training Group (with input from Skills for Construction) and Construction Excellence, a partnership group involving key public agencies including; HIE, Argyll and Bute Council, Careers Scotland, Construction Skills, and the 4 Argyll based RSL's. The THI in Campbeltown offers an opportunity to support the construction sector, to engage with traditional skills as a method and resource for conserving the fabric of historic buildings in the town. This enables older tradesmen to re engage with traditional skills and pass these on to younger tradespersons, to create a skills hub of excellence in the area. The work activity generated by the THI and CARS activity can support additional apprenticeship opportunities as well as providing work for a range of construction related professions, thus all opportunities to promote and support opportunities for employment and skills development within the sector will be maximised.

5 Construction Related Awareness Raising Work Experience and Apprenticeship Opportunities.

A programme of activities to identify and highlight the range of employment opportunities in the construction sector as affected by building maintenance, repairs and major refurbishment activities will be developed with young people in relation to Townscape Heritage improvements. This activity will bring additional support from Careers Scotland, Kintyre Cultural Forum, Fyne Homes and ACHA. This work will enable young people to make informed choices about future skills development and employment opportunities in relation to traditional skills and construction related employment.

This approach links well with a range of training and employment opportunities for progression to accredited training and long term careers opportunities.

Campbeltown THI will provide the opportunity for work experience

placements. Pupils attending Campbeltown Grammar School undertake work placements towards the end of their S4 year and opportunities will arise with contractors or building professionals involved with THI projects or with the THI Project Officer. There is scope within the project to address the gender inequality in current apprenticeship opportunities and promote construction careers opportunities with young women.

Where ever possible apprenticeships will be encouraged within projects. Most apprenticeships are over 3 or 4 years and it may be difficult to impose this condition on a contractor if the project within the THI covers a shorter length of time, however making links to framework contracts with partner agencies, such as the RSL,s there may be scope to develop an adequate package of work to support apprenticeship opportunities

One solution would be to specify within tender documents that contractors will be scored in relation to their support of apprenticeship opportunities within the quality criteria as part of a quality and price tendering framework.

6 Building Professionals Development

Campbeltown THI will provide ample opportunity for building professionals to undertake continuing professional's development expanding on their skills and knowledge of both traditional building technology and managing heritage projects

A series of seminar topics will arise from the project and these would be of interest to architects, local authority building professionals, surveyors and those responsible for heritage assets.

Seminars can take the form of day long or evening sessions focusing on specific aspects of built heritage conservation arising within Campbeltown THI.

An introductory seminar would be useful to introduce the project, dealing with to the historical and architectural background of the Campbeltown THI. This could also detail the ways in which the project was brought into being covering the processes of applying for funding, how to include training within a project and managing a project on this scale.

Four Seminars dealing with traditional building technology should include the following topics. The seminars should include not only a discussion of the theory behind traditional skills but also offer practical solutions and techniques for repair.

- Local vernacular traditions and materials
- Non destructive survey and investigation techniques
- Traditional shop front repairs
- Masonry repairs
- Stone repairs, stone matching and indenting
- Traditional exterior finishes
- Traditional interior plaster repairs
- Traditional roofing
- Traditional joinery

More specialist seminars topics aimed at specific groups may also present themselves as the THI progresses. These could include

- Structural repairs to historic buildings (aimed at engineers)
- Topics aimed at specific groups of conservators (stained glass,

painted interior decoration, archaeological aspects)

- Topics demonstrating new equipment or techniques being used within Campbeltown THI

8 Several of the seminar topics described in 4.4 may lend themselves to practical training sessions. More practical training may appeal to building professionals providing live demonstrations and the opportunity to undertake the techniques that they may specify on a daily basis.

This style of practical training could also be offered to students of the built environment and homeowners within the same session.

9 Visits to Campbeltown THI could also be aimed at College and University students of the built environment including those studying architecture, building conservation, building surveying and structural engineering.

10 Building Contractors Development

A formal skills audit of contractors local to Campbeltown was undertaken by Maitland Consulting to inform this training plan. 44 local contracting firms were identified and asked to respond to the questionnaire (see appendices). Reasons for no response included immanent retirement, a lack of interest or Maitland Consultants inability to make contact.

Of the 30 contractors who did respond a high percentage were interested in the training element of Campbeltown THI with 18 willing to join the suggested sub groups as the project progressed. Reflecting national trends, 4 of the contractors who responded had staff who they would consider to have 'traditional skills' who were due to retire.

The contractors described their trades as the following

- 10 identified as Builders
- 3 identified as 'all trades' or general maintenance
- 9 identified as Carpenters and Joiners
- 7 identified as Painters and Decorators
- 1 identified as a Stonemason

19 of those surveyed confirmed that they would be willing to be involved in training offered as part of the THI.

Results of the survey showed that contractors in the area would be interested in the following training -

- 7 interested in masonry training
- 5 interested in traditional joinery
- 2 interested in traditional internal plasterwork
- 4 interested in lead work and plumbing
- 4 interested in traditional glazing
- 2 interested in traditional roofing

Of those surveyed all respondents would look for training that was accredited with the majority of respondents interested in short courses, 4 would be interested in undertaking training in the evening or at weekends. Interest has also grown since the audit has been conducted due to the current down turn in the economy

and the fact that work has commenced through the CARS Initiative. 5 respondents showed interest in longer intensive courses, in each case for their apprentices.

In response to the skills audit and also considering the conservation works to be undertaken as part of the THI it is suggested that training for contractors focus on masonry and joinery repairs with opportunities for lead working and traditional roofing up skilling.

Joinery repairs could be combined with traditional glazing repairs in the form of sash and case window and shop front repair training opportunities.

In addition there is scope to link with priorities for the sector, highlighted by Contractors, Building Professionals and Relevant Agencies at a recent Forum hosted by the Scottish Government. This highlighted opportunities and issues affecting the sector and the THI activities offer scope to work with contractors to overcome issues and engage with opportunities, increasing skills levels and creating learning and training opportunities for future generations.

11 Adult Community Groups and Volunteers



New life for old buildings. Campbeltown Free Church - Now home to the Heritage Centre

There is potential with the Campbeltown THI to include several community led activities focusing on local heritage.

Activities delivered as part of a community engagement programme, highlighted a willingness to participate in heritage related activities and an interest in ongoing training, learning and educational activities, by the wider public. There was also indication of the knowledge base available from within the community, which, with appropriate support and training, could support a range of activities to promote the town's heritage;

- There is scope to develop cross generational activities, bringing together children and older age
- groups to offer opportunities for learning about the towns past through oral history.
- There is an opportunity to gather stories and information about the town's buildings and heritage using multi media and storytelling.
- There is a desire by local traders to promote the town as a venue, highlighting the town's heritage by way of a new signage system and possible heritage trail.
- The community council intend to use banners to promote the town's heritage during the summer months.

There are a range of local groups and organisations, whose primary activity is in relation to heritage, such as:

- Antiquarian Society
- Kintyre Civic Society
- Kintyre Cultural Forum
- Kintyre Heritage Trust

All the above bodies have a proven track record in heritage related activities and there is scope to add value to these activities by providing additional training opportunities.

In addition to those groups, whose primary activity is in relation to

heritage, there are a range of community groups who have undertaken heritage related activities, such as: Women's Guild, Inner Wheel, Highland Parish Young Women's Group. There is an opportunity to build on this activity to ensure access to townscape heritage information for a range of groups and organisations, raising the profile and providing new route ways to ongoing learning opportunities.

Ongoing Community THI activities provide an opportunity to harness and develop community interest and raise public awareness on the towns heritage, which in turn can be passed on to visitors and used to promote the towns historic context. This could involve the creation of a local heritage society or friends group or be of interest to existing groups such as the Kintyre Heritage Society.

12 Research and Recording

Initially a research and recording project involving archival research into the history of the buildings, trades and local people of Campbeltown could be undertaken. An oral history project would create an important archive of the social history of Campbeltown while giving participants skills in using digital recording and editing techniques and IT skills.

The creation of a website for the THI project could also be undertaken by those interested in local history or may be a project suitable for groups learning IT skills as a 'back to work' project or a 'silver surfers' group.



Fig 5: Archival Image of Reform Square

These elements offer opportunities for Modern Apprenticeships and pre apprenticeships, providing work based learning and associated training to enable young people and long term unemployed to develop skills that will enhance their long term employability and provide a valued resource for the area. Argyll and Bute previously has a history of quality Archivist activities and there is a need to redevelop this resource, making links with the Scottish Diaspora and providing historical information for future generations.

Administrative work placements will arise as the THI Project Officer will be based within an office in the THI area. A longer term admin placement would be suitable for a Project Scotland volunteer or a suitable person recommended by the Argyll and Bute Employability Team or Get Ready for work. This could support progression to a Modern Apprenticeship opportunity.

13 Design and Interpretation

Involving the local community in the design of interpretation for the Campbeltown THI area would help towards community ownership and 'buy in' to the project. It is important that interpretation appeals not only to visitors of an area but those who use a space on a regular basis.

There is scope to develop cross generational activities, bringing together children and older age groups to offer opportunities for learning about the towns past through oral history, and using information gathered to produce high quality interpretation information to be enjoyed by locals and visitors alike. Local community groups could help to create text for interpretation in the form of leaflets, and multimedia information such as downloadable walking tours. There is a proven track record of quality local history publications and the THI provides an

opportunity to add to this valuable resource, working with existing groups and supporting community outreach activities. The creation of a heritage trail and accompanying interpretation materials would also benefit the Campbeltown area. Information produced in partnership with Kintyre Amenity Trust as part of an Architectural Tour could be used as a starting point for this activity.

The design of artistic interpretation may appeal to the local art club. There is also scope to link interpretation elements to Community Education Courses, such as; photography and arts based activities, offering opportunities to develop embroidery/tapestry and banner making activities, using new and old technologies. The Community Council aims to take forward a banners project to provide interpretation in the town centre next year and is keen to make links to the heritage activities being developed. These kind of activities provide a visual medium which can be accessed by the wider public and provide community involvement in interpretation situated in public spaces.

14 Training opportunities for unemployed young people and adults.

The project offers scope to offer skills development and training opportunities to young people and adults currently disengaged from employment and training. There are a range of tasks and activities associated with interpretation, recording and organisational activities that would provide valuable skills development and learning opportunities assisting people to move on to longer term employment and training opportunities.

One placement has been supported to assist with the CARS activity to date, enabling a young man to re engage with employment, gain skills in relation to administration and interpretation activities and gain confidence through active engagement with the project. There is scope to develop this aspect of the project, providing placement opportunities with specific tasks required to assist the development and delivery of the project and providing valuable assistance to the THI project officer. There would be an opportunity to assist local organisations to develop their THI related activities with assistance from placement participants. Match funding via Jobcentre Plus and Get Ready for Work programmes would support this programme.

In addition a specific training programme in traditional building skills may also be suitable the Employability Teams clients who are seeking to enter the construction industry. This would build on the success of the Gutter Cleaning project which enabled employed trainees to gain certification and experience working at heights using a cherry picker.

15 Talks, Visits and Events

To encourage the local community to become involved and support Campbeltown THI a series of talk's visits and events should be undertaken.

An initial 'Illuminating Campbeltown's Past' event, provided an opportunity to raise awareness of potential ongoing activities to be supported by the THI and showcased interpretation materials designed by local primary schools. Base line monitoring information was gathered and will provide a useful resource to measure changes in perceptions, aspirations and views over the life

of the project.

The THI Project Officer should be encouraged to host an initial open evening for the local community giving information about the project and the funding and training opportunities available. This will also be a valuable opportunity for further consultation to evaluate what local people would like to gain from the project.

There is an opportunity to develop a Visual Arts and Drama presentation to launch the project, bringing a wider audience and providing a resource to raise the profile of the project out with the local area. This assists in bringing the context of the buildings and heritage in to the public domain, using a medium that engages people of all ages and abilities. The presentation will explore factors that have developed and changed the town centre, housing and businesses, people and demographics and aspirations for the future.

This initial evening to 'launch' the THI project could be followed by update evenings, and press releases, reporting on progress of the project.

An evening talk aimed at homeowners can promote the importance of maintenance and repair of their property, disseminate information regarding grants schemes and highlight where they can find further information and advice.

Similarly an evening event aimed at the local traders association would be an important opportunity to encourage the retention and repair of local shop fronts and highlight the benefits of the THI scheme to the local economy.

A more practical homeowner's event is proposed to be held giving handy homeowners the skills to undertake their own maintenance and repair. This event could be extended to volunteers and community groups who may be undertaking simple maintenance to buildings in community ownership such as the Town Hall.

As work progresses and where site conditions and Health and Safety regulations permit local community groups should be invited to view work in progress on site. This may be suited to the Town Hall where the local community will be able to access the completed building on a regular basis.

The Project Officer should be present at suitable local events, such as local gala days, to promote the project and activities. European Doors Open Day is also an opportunity to open buildings within the THI to the public and promote the project.

There may also be the opportunity to hold a heritage open day with demonstrations of traditional building skills and an accompanied 'heritage walk' of the THI area.

In addition there is scope to use update events and activities to showcase the range of community based activities delivered and supported by the THI.

16 Heritage Hosts

Should there be significant local interest the possibility may exist for a 'Heritage Host' scheme. This would involve local volunteers willing to undertake heritage tours for visitors or other community groups and events such as Doors Open Day.

The 'Heritage Hosts' could focus on leading visitors around the heritage trail or on guiding visitors around a specific building such as the Town Hall. A 'Heritage Host' scheme would provide the host with a range of training opportunities including learning about

local history, public speaking, first aid and guiding for the visually impaired.

17 Young Peoples' Community Groups, Volunteers and Schools

Many of the training opportunities open to adult community groups and volunteers would also be suitable for young people. They may provide the opportunity for groups from different sectors of the community to work together, for instance a youth group and a seniors group.

In addition there is scope to link elements of the THI activity to various aspects of both Primary and Secondary School Curriculum. Primary Teachers and Teachers of Geography and Art have indicated an interest and scope for further educational opportunities with schools. Educational Topics would include:

Local History - offering opportunities to focus on specific periods, issues, industries, population change and demographics.

Architecture and Townscape Planning, - offering opportunities to focus on specific designs, influences, skills, development and factors influencing development.

Liaison with teachers to date has demonstrated a willingness and interest in working with the project and training and support would enable teachers to provide quality educational resources linked to the project.

Schools in Campbeltown are

- Castlehill Primary School
- Carradale Primary School
- Dalintober Primary School
- Drumlemble Primary School
- Southend Primary School
- St Kieran's Primary School
- Campbeltown Grammar School

18 Research and Recording

The opportunities for young people to undertake projects researching and recording local history within the Campbeltown THI will be vast.

For school projects it is often easier for primary school classes to undertake long term projects as they are for the majority of the time in one classroom space with the same teacher.

Activities for school groups could include library and archive visits, online research or interviewing people with local knowledge. This research and recording could be focused on one building or the THI area as a whole and could include looking at the uses of buildings, local trades and the people who would have used the spaces.

As with adult groups, research and recording projects can provide young people with IT skills. Suggested activities include using digital equipment for an oral history project, involvement with creating and updating a website or a photographic survey of the THI area. Older children may be able to undertake simple building condition surveys giving an introduction to the materials used in traditional construction and encouraging careers in the built environment.

19 Design and Interpretation

As with adults, local young people should be encouraged to have input into the design and creation of interpretation materials.

Projects would be suitable for school groups, youth groups, art clubs, scouts and guides. These could include creating artwork for leaflets and interpretation materials or a logo for the THI Project.

Local secondary schools and Argyll College may also be interested in undertaking 'live' art and design projects where students can experience having a real design brief and client.

20 Heritage Skills

With a severe lack of the traditional skills required to maintain and repair our heritage assets the THI project should be viewed as an opportunity to encourage young people to consider working in the heritage sector as a career option. Activities to work towards this could include 'try the trades' days giving taster sessions of practical skills, archaeological activities or building design and architectural historical activities. 'Try the trades' days can be held at school or schools can be invited to visit a suitable venue. It would be important that transport costs were considered for visits out with school. Groups such as the Scouts and Guides also have a heritage badge and Campbeltown THI could provide the activities needed to attain this.

3.05.05 WHO WILL BE TRAINED

The following table summarises the training needs and opportunities identified by the Campbeltown THI Training Plan. It provides a breakdown of who will be trained and an estimate of numbers.

Trainees/Participants	Training Area/Opportunity	Estimated Numbers
Core Staff	Risk assessment and method statements	3
	First aid	3
	Project management	3
	Public speaking and presentation	2
	Fundraising	2
	Writing tenders	3
	Introduction to Prince 2 Project Management Package	3
	Introduction to Marketing	2
	Managing Volunteers	2
Building Professionals and Contractors	Seminar - Introduction to Campbeltown THI	35
	Seminar - Local vernacular traditions and materials	20
	Seminar - Non destructive survey and investigation techniques	8
	Seminar - Traditional shop front repairs	8
	Seminar - Masonry repairs	8
	Seminar - Surface stone repairs, stone matching and indenting	8
	Seminar - Traditional exterior finishes	8
	Seminar - Traditional interior plaster repairs	8
	Seminar - Traditional roofing	8
	Seminar - Traditional joinery	8
	Specialist seminars should topics arise	24

	Practical Training - covering suitable seminar topics	24
	Site visit - Built Environment Students	25
Adult Community Groups and Volunteers	Using the library archive	30
	Using the internet for archival research	30
	Interviewing for oral history projects	5
	Digital recording and editing	15
	Digital photography	15
	Website design	15
	Introduction to marketing	8
	Creating marketing materials	8
	Illustration	8
	Creation of tapestry	8
	Event - Project launch open evening	150
	Event - Project update open evening	150
	Talk - Homeowners maintenance and repair	50
	Talk - Local Trades Association 'Shop front repair'	50
	Talk - Presentation to local community groups detailing THI	90
	Practical training - 'maintaining your building'	15
	Visits - Community groups site visits or heritage walks	90
	Events - Gala day information stall	100
	Events - UK Civic Trust Doors Open Day	100
	Events - Heritage Open Day	100
	Heritage hosts programme - public speaking	8
	Heritage hosts programme - first aid	8
	Heritage hosts programme - guiding skills	8
Practical training - Employability Team clients	18	
Young Peoples Community Groups, Volunteers and Schools	Using the library archive	50
	Using the internet for archival research	50
	Interviewing for oral history projects	15
	Digital recording and editing	15
	Digital photography	15
	Creating artwork for leaflets and interpretation	60
	Graphic design - creating logos	15
	Art and design - project for school or college class	30
	Practical training - Try the trades	8
	Practical training - apprenticeships	5
	Practical training - work experience in construction	15
	Practical training - work experience built environment professions	6
	Practical training - office admin	2
	Practical training - Get Ready for Work Clients	6
	Practical training - Skills for Work Students	18
	Practical training - office admin	2

3.5.6 TRAINING AND DEVELOPMENT SCHEDULE

Training	Date / Project year	Arranged by	Delivered by (include quality assurance and details of accreditation)	Other partners involved	Costs
Core Staff					
Risk assessment and method statements	Year 1	Argyll and Bute Council	Argyll and Bute Council	None	Met by Argyll and Bute Council
First aid	Year 1	Argyll and Bute Council	Argyll and Bute Council	None	Met by Argyll and Bute Council
Project management - Prince 2	Year 1	Argyll and Bute Council	Argyll and Bute Council	None	Met by Argyll and Bute Council
Public speaking and presentation	Year 1	Argyll and Bute Council	Argyll and Bute Council	None	Met by Argyll and Bute Council
Fundraising	Year 1	Argyll and Bute Council	Council's external funding officer	HIE	Met by Argyll and Bute Council
Introduction to Prince 2 Project Management	Year 1	Argyll and Bute Council	Argyll and Bute Council	None	Met by Argyll and Bute Council
Introduction to Marketing	Year 2	Argyll and Bute Council	Argyll and Bute Council	Opportunity Kintyre	Met by Argyll and Bute Council
Managing Volunteers	Year 2	Volunteer Development Scotland	Volunteer Development Scotland		500 + Vat
Building professionals and contractors					
Seminar - Introduction to Campbeltown THI	Year 1	Argyll and Bute Council	Argyll and Bute Council	None	Met by Argyll and Bute Council
Seminar - Local vernacular traditions and materials	Year 1	Historic Scotland		Argyll and Bute Council	£500 + VAT
Seminar - Careers in relation to building conservation and development activities	Year 1	Kintyre Cultural Forum	Fyne Homes	Argyll and Bute Scotland, Careers Scotland, Fyne Homes, ACHA, Campbeltown Grammar School	£1000 (with match funding from Scottish Government and HIE)
Workshops with Building Professionals in relation to Public Realm Buildings	Year 1	Kintyre Cultural Forum		Argyll and Bute Scotland, Careers Scotland, Fyne Homes, ACHA, Campbeltown Grammar School	£3500 (with match funding from Scottish Government and HIE)
Seminar - Non destructive survey and investigation techniques	Year 1	Lime Centre	Lime Centre - SLCT Certification	None	£1,200 +VAT
Open Day, Presentations and	January 2009	Argyll and Bute Council/Throug	SPAB, Roger Curtis from HS,	SPAB Historic	£200 admin costs - Met By Argyll and Bute

workshop - The Repair of Sash and Case Windows		h CARS		Scotland	Council
Seminar - Traditional shop front repairs	Year 1	Argyll Construction College	UHI	HIE; Argyll and Bute Council	£2,400 + VAT
Seminar - Traditional Masonry repairs	Year 2	Lime Centre/ Argyll construction collage	Lime Centre - SLCT Certification	HIE; Argyll and Bute Council	£3,600+ VAT
Seminar - Surface stone repairs, stone matching and indenting	Year 2	Lime Centre/ Argyll construction collage	Lime Centre - SLCT Certification	HIE: Argyll and Bute Council	£2,400+ VAT
Seminar - Making and using Traditional Mortars	Year 1	Lime Centre/ Argyll construction collage	Lime Centre - SLCT Certification This course gives candidates the underpinning knowledge required to undertake assessment for SVQ National Unit 1 in conservation masonry	HIE; Argyll and Bute Council	£2,400+ VAT
Presentation on Sash and Case windows- MAKI Area Committee and council Officers	October 2008 - In association with CARS	Argyll and Bute Council in partnership with Historic Scotland	Historic Scotland	Kintyre Civic Society	Costs met by Historic Scotland
Seminar - Lime wash and Traditional Paint	Year 1	Lime Centre	Lime Centre - SLCT Certification	HIE; Argyll and Bute Council	£1,200+ VAT
Seminar - Traditional interior plaster repairs	Year 2	Lime Centre	Lime Centre - SLCT Certification	HIE; Argyll and Bute Council	£1,200+ VAT
Seminar - Traditional roofing	Year 2	Argyll construction college	Lime Centre - SLCT Certification	HIE; Argyll and Bute Council	£2,400+ VAT
Seminar - Traditional joinery	Year 1	Argyll construction college	UHI	HIE; Argyll and Bute Council	£2,400+ VAT
Specialist seminars should topics arise	Year 1 to 3	Argyll construction college/ Lime Centre	Lime Centre - SLCT Certification	HIE; Argyll and Bute Council	£2,400+ VAT
Practical Training - covering suitable seminar topics	Year 1 to 3	To be arranged	To be arranged	HIE; Argyll and Bute Council	£3,000+ VAT
Site visit - Built Environment Students	Year 3	Argyll and Bute Council	Argyll and Bute Council, Kintyre Civic Society	HIE	£500+ VAT
Adult Community Groups and Volunteers					
Using the library archive	Year 1 to 3	Argyll and Bute Council	Argyll and Bute Council	Kintyre Civic Society	Met by Argyll and Bute Council
Using the internet for archival research	Year 1 to 3	Argyll and Bute Council	Argyll and Bute Council	Kintyre Civic Society	Met by Argyll and Bute Council

Interviewing for oral history projects	Year 1 to 3	Argyll and Bute Council	Argyll FM	Kintyre Cultural Forum, Argyll FM	£500 + Vat
Digital recording and editing	Year 2	Argyll and Bute Council	Argyll College	KYES and Argyll FM	£1000 + vat
Digital photography	Year 2	Argyll and Bute Council	Argyll College	Argyll College	Met by Argyll and Bute Council
Website design	Year 1	Argyll and Bute Council	Argyll College	Argyll and Bute Council	Met by Argyll and Bute Council
Introduction to marketing	Year 1	Argyll and Bute Council	Argyll College	Argyll and Bute Council	£500 + vat
Creating marketing materials	Year 2	Argyll and Bute Council	Argyll College	Argyll College	£500 + vat
Illustration	Year 1	Argyll and Bute Council	Argyll College	Argyll and Bute Council	£500 + vat
Creation of heritage banners	Year 1	Community Council	TBC	TBC	Met by Campbeltown Community Council
Event - Project launch open evening	Year 1	Argyll and Bute Council	Fyne Futures	Community Council, KYES, Kintyre Cultural Forum, Amenity Trust,	£1500 + vat
Event - Project update open evening	Year 2 and 3	Argyll and Bute Council	Fyne Futures	Community Council, KYES, Kintyre Cultural Forum, Amenity Trust,	£1500 + vat
Talk - Homeowners maintenance and repair	Year 1	Argyll and Bute Council	Argyll and Bute Council	Argyll College	£500 + vat
Talk - Local Traders Association 'Shop front repair'	Year 1	Argyll and Bute Council	Argyll and Bute Council	Argyll College	£500 + vat
Talk - Presentation to local community groups detailing THI	Year 1 to 3	Argyll and Bute Council	Argyll and Bute Council	Various groups	Met by Argyll and Bute Council
Practical training - 'maintaining your building' Publication of maintenance guide	Year 1	Lime Centre			£5,000 +vat
Creation of Heritage Trail in the town. Visits - Community groups site visits or heritage walks	Year 1 and Year 2	Argyll and Bute Council and Amenity Trust		Kintyre Civic society, Kintyre Cultural Forum, Kintyre Heritage Trust	£3,500 +vat
Events - UK Doors Open Day	Bi annual event September 2009 and September 2011; 2013	Civic Trust	Kintyre Civic society	Civic Trust Argyll and Bute Council	£1,500 +vat
Events - Heritage Information Day. To report on progress of the	Annual Event at Christmas Lights switch on	Argyll and Bute Council	Campbeltown Town Centre Regeneration Steering Group	Historic Scotland	(£400 per event) £2k + vat for the length of the project

project and receive feedback from project stakeholders and members of the community	community event				
Heritage hosts programme - public speaking	Year 1	Argyll and Bute Council	Argyll and Bute Council	Development Trust	£500 + Vat
Heritage hosts programme - first aid	Year 1	Argyll and Bute Council	Argyll and Bute Council	Development Trust	£500 + Vat
Heritage hosts programme - guiding skills	Year 1	Argyll and Bute Council	Argyll and Bute Council	Development Trust	£500 + Vat
Practical training - Employability Team clients and Get Ready for Work young people	Introduction to construction skills and placement opportunities with framework contractors	project managed by RSL Wider Role project manager	Employability, Get Ready for work, RSL's, Scottish Government, Linked to accredited training such as SVQ	Employability / Wider Role (Via RSL's), Argyll Training and HIE	£3000 + vat towards overall costs with match funding from New Deal, Argyll Training and Scottish Government
Townscape Interpretation Programme	Interpretation skills, customer service, local history	project managed by RSL Wider Role project manager	Employability, Get Ready for work, RSL's, Scottish Government, Linked to accredited training such as SVQ	Employability / Wider Role (via RSL's), Argyll Training and HIE	£3000 + vat towards overall costs with match from New Deal, Argyll Training and Scottish Government
Young Peoples Community Groups, Volunteers and Schools					
Using the library archive	Year 1 to 3	Argyll and Bute Council	Argyll and Bute Council	Kintyre Civic Trust	Met by Argyll and Bute Council
Using the internet for archival research	Year 1 to 3	Argyll and Bute Council	Argyll and Bute Council	Kintyre Civic Trust	Met by Argyll and Bute Council
Interviewing for oral history projects	Year 2	Argyll and Bute Council	Argyll College	KYES and Argyll FM	£500 + vat
Digital recording and editing	Year 2	Argyll and Bute Council	Argyll College	KYES and Argyll FM	£1000 + vat
Digital photography	Year 2	Argyll and Bute Council	Argyll and Bute Council		Met by Argyll and Bute Council
Creating artwork for leaflets and interpretation	Year 2	Argyll and Bute Council	Argyll and Bute Council		£500 + vat
Graphic design - creating logos	Year 1	Argyll and Bute Council	Argyll and Bute Council		Met by Argyll and Bute Council
Art and design - project for school or college class	Year 2	Argyll and Bute Council	Argyll and Bute Council		Met by Argyll and Bute Council
Practical training - Try the trades	Year 1 - 3	Argyll and Bute Council	Argyll and Bute Council	Careers Scotland and Local Contractors	Met by Argyll and Bute Council
Practical training - apprenticeships	Year 1 - 3	Argyll and Bute Council	Argyll and Bute Council	Careers Scotland and Local	Framework agreements

				Contractors, Fyne Homes, ACHA	
Practical training - work experience in construction	Year 1 - 3	Argyll and Bute Council	Argyll and Bute Council	Careers Scotland and Local Contractors	Met by Argyll and Bute Council
Practical training - work experience built environment professions	Year 1 - 3	Argyll and Bute Council	Argyll and Bute Council	Careers Scotland and Local Contractors	Met by Argyll and Bute Council
Practical training - office admin	Year 1 - 3	Argyll and Bute Council	Argyll and Bute Council	Careers Scotland, Employability	£1500 + vat towards overall costs supported by New Deal / Get Ready for Work
Practical training - Employability Teams clients	Year 1 - 3	Argyll and Bute Council	Argyll and Bute Council	Job Centre Plus	Supported by New Deal

3.5.7 MONITORING AND EVALUATION

The success of the Campbeltown THI Training Plan should be monitored against the tables in section 5.0 and 6.0 using the estimated numbers to be trained and dates training undertaken as performance indicators.

Records should be kept by the THI Project Officer of trainees contact details and the Project Officer will be responsible for monitoring training uptake. Records of training undertaken can include attendance 'sign in' sheets, feedback forms, evaluation surveys and individual learners training plans.

Argyll and Bute Council's Core Staff will be responsible for auditing and evaluating training performance indicators which should be assessed quarterly.

An annual assessment of the Campbeltown THI Training Plan will be undertaken by core staff to identify any arising training gaps or any adjustments to the training schedule.

3.5.8 CONTRACTOR/CONSULTANT SURVEY

See Appendix 03_06 for survey report.

3.06 COMMUNITY SUPPORT

Public Participation

Public awareness over the contribution of the historic environment to peoples' overall quality of life has been substantially raised in Campbeltown with the ongoing operation of the CARS initiative which has started to make significant changes to the town's environment through the refurbishment of shops and the repair of sash and case windows. The CARS initiative has also provided significant information to all property owners within the Conservation Area on how to maintain properties correctly and what permissions are required when considering works to historic properties in the Conservation Area.

There have been a number of local newspaper articles that have highlighted the progress of the CARS and alerted local people to the prospect of the THI. These articles have helped identify contact points for the initiatives and included details on officer availability and web site addresses to access information.

An early success of the CARS was the attraction of over 30 local contractors to a breakfast meeting to raise awareness of the training opportunities that could be available through the CARS and ultimately the THI. This meeting helped kick start the training plan and the associated skills audit that forms part of this THI stage 2 application.



Contractors Breakfast Meeting hosted by the Strathclyde Building preservation Trust

A number of presentations have also been organised on specific topics including a visit by Historic Scotland to a meeting of the MAKI Area Committee and invited guests to discuss the merits of keeping traditional sash and case windows.

The Council has continued this work with a public engagement programme designed to raise awareness of what the THI can do to repair and improvement the built heritage of the town within the proposed target area. All owners and their tenants in the Conservation Area have been contacted and many have written letters of support or expressions of interest in participating in the THI if approved.

Local school children have also been involved in the project when they were recently asked to produce photo montages of what they thought to be important to the town's architectural heritage. These montages formed the centre piece of an open evening held in November that attracted over 150 people to the exhibition set up in the Kintyre Youth Inquiry Office on Main Street. Attendees provided comments on a baseline survey of what they considered to be the most important things the THI needs to address and what concerns they had about the state of the historic town centre. Further activity days with local children are also planned to supplement the work already done and get them involved as the THI progresses.



Local Primary Children preparing montages for the exhibition

Consultation on the proposed Conservation Area expansion was also launched at this event with forms made available to make comments. Future events are planned up to March focussing on special events to attract people to attend such as an opportunity to view a private collection of historic postcards showing the town in days gone by.



Over 150 local people attended the open evening exhibition on the proposed THI and Conservation Area proposed extension



Members of the employability team who carried out the Gutter Cleaning project

Another notable event was the recent gutter cleaning project which attracted considerable interest in the town and managed to remove a significant amount of vegetation from 15 properties in the town centre. The success of this event which tied in to national maintenance week and the distribution of over 300 leaflets on how to maintain your property will mean it will be repeated in the Spring of 2009.

Building on the success of these aforementioned events Campbeltown Community Council are also implementing a heritage banners event in the summer aimed at visitors to the town in an effort to highlight the historic attractions that are on offer. The community council have also been inspired by the development of the THI to commission postcards of Campbeltown's most famous artist Taggart and his magnificent seascape paintings some of which are located in the Burnet Building that has been in receipt of a CARS grant as part of a comprehensive refurbishment of the building carried out by the Council.

Please see Appendix 03_06 that contains all details relating to community support including letters of support and consultations undertaken.

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3.07 PUTTING THE CONSERVATION MANAGEMENT PLAN INTO PRACTICE

3.07.01 Summary of Key Points in the Management Plan

The key points identified in this THI Conservation Area Management Plan are

- the Argyll and Bute Development Plan (Structure and Local Plan) policies provide the basis for appropriate conservation and development management within the THI area and coordination with other relevant policies;
- Development Management/Enforcement staff will be directly involved in the THI through liaison with the appointed THI Project Officer and the Council's Conservation Officer;
- Argyll and Bute Council - Planning Service, Policy Section will be responsible for the daily management and successful implementation of the THI;
- the Director of Development will be supported by the Head of Planning Services, the Development Policy Manager and the Conservation Officer;
- a THI Project Officer will be appointed who will report to the Conservation Officer in the first instance;
- applications for grants and planning permission will be made to Planning Services and will initially be jointly handled by the THI Project Officer and the Conservation Officer;
- two forms of organisational networks are required :
 1. Argyll and Bute inter-departmental officers working group for the THI,
 2. and the local organisations representing the local interests and the town centre heritage - the Campbeltown Town Centre Regeneration Steering Group;with a joint Annual General Meeting for both groups, the funding Partners, and other interested representatives including the HLF Monitor. The THI Project Officer and Council Conservation Officer will also make a presentation to the Council's Strategic Management Team every six months to inform them of the THI's progress.
- the role of the THI Project Officer is crucial as the 'eyes and ears' of the Initiative;
- pro-active arrangements to encourage private sector involvement are essential. The first steps have taken place - an information brochure and questionnaire;
- The Council Design Forum will be attended by the THI Project Officer and the Conservation Officer and given an additional remit to assist the THI when considered necessary;
- and supporting development plan policies to be implemented immediately are - the adjustment of the Campbeltown Town Centre Conservation Area boundary, and following this, steps to implement an Article 4. Direction to remove some of the permitted development rights in the Conservation Area.

3.07.02 Townscape Heritage Initiative Area Management Plan**Future Heritage regeneration management for the THI area**

The longer term management of the heritage and regeneration of the THI area, after the completion of the Initiative, will be based on the continuing implementation of the structures and methods identified for short term action:

- the effective application of Conservation Area Management within the THI;
- the alteration of the CA boundary in Campbeltown to include all of the THI area outside the existing boundary;
- the effective application of Article 4 Directions to control change throughout the THI area;
- the greater awareness within the local authority of the linkages between heritage, social development and economic regeneration;
- the more rigorous actions by Development Management/Enforcement staff to ensure continuing protection and encouragement of appropriate heritage standards to assist the local economy;
- the continuing regeneration actions by the Campbeltown Town Centre Regeneration Group;
- the continuing concern and pressure for heritage conservation by the Campbeltown Civic Society and Argyll and Bute Sustainable Design Forum.

The Conservation Officer working with appropriately qualified consultants will prepare a more detailed programme for the long term management of the Conservation Area.

Responsibilities and co-ordination of actions

As described in Section 1 Argyll and Bute Council's Development Department will be responsible for the management and successful implementation of the THI through the Planning Service.

The Council's Director of Development, Mr George Harper, will be responsible for the overall progress of the Initiative; supported by the Head of Planning, Mr Angus Gilmore and Service Manager for Development Policy Fergus Murray. The Council's Conservation Officer, Mr Michael Thorndyke, will be the daily contact point and advisor for the THI Project. The Council will also appoint a dedicated THI Project Officer to be accountable for, and report on the daily progress of the Initiative. The THI Project Officer will have a base in the Campbeltown Town Centre and have access to other Council offices as and when required.

All applications for grants will be made to Planning Services where they will be reviewed initially by the Conservation Officer. In addition he will be able to provide informal advice and encouragement to property owners and assist them with the preparation of the grant applications.

To ensure proper co-ordination of efforts and actions it is necessary that two networks are effective:

- an inter-service Officer Working Group will be set up for the THI within the Council. This Group will be responsible to ensure that necessary internal information systems define and

monitor the responsibilities of other Directorates involved in the Initiative or within the Initiative area i.e. Community Services (includes Housing and Education); Finance Services; Asset Services; and of particular importance, the Planning Service - Development Management/Enforcement Section, the Development Policy Section (which includes the Council's Conservation Officer) and Projects Section that deals with area regeneration and economic development; to meet every once every two months depending on progress;

- and the Campbeltown Regeneration Town Centre Steering Group, an established informal partnership of representatives drawn from local organisations representing the interests of the town. In addition the progress of the THI in Campbeltown will be reported to the Council's Strategic Management Team on a half yearly basis.

The Campbeltown Town Centre Regeneration Group has defined as one of its main roles to bring forward the improvement of the town centre and conserve its built heritage. The appointed THI project Officer, together with the Conservation Officer, will provide a secretariat for these tasks and will introduce all business associated with the THI including new applications and expressions of interest in order to gain the views of the Group. They will then be able to report to the Argyll and Bute Council Officers Working Group. The Group will also be used to help promote the THI by informing and encouraging property owners and other agencies to participate, and to highlight any local issues of concern for the Initiative.

In addition, it is considered necessary to programme an Annual General Meeting where the representatives of both groups, the funding agencies, plus any additional political representatives and the HLF THI Monitor could meet to discuss the implications of the past year's progress and the next years potential actions. This will provide an opportunity for the Groups to ensure that their views and those of local property owners are fully appreciated by the local authority and representatives of the funders and the HLF.

Key to the effectiveness of all networks will be the role of the THI project Officer supported by the Conservation Officer and the Development Policy Manager. He/she will be the local 'eyes and ears' of the Conservation Service and will carry out many aspects of the local authority THI assistance, co-ordination and monitoring functions, and will also provide the secretarial support to the Partnerships on THI issues. (see job description in **Appendix 3**),

Among the many tasks the THI Project Officer will be required to carry out will be to:

- advise the Development Management Officers and other Council Officers with all applications in the THI area;
- make personal contact with all owners of properties being considered for grant;
- prepare the monitoring information required by HLF at three-monthly intervals;
- continue to encourage and support all property owners and particularly those with limited resources in order to suggest alternative approaches;
- and to review all implementation to ensure standards are maintained and appropriate heritage solutions are achieved.

Pro-active arrangements to encourage private sector involvement

Without significant private sector involvement and investment in their properties, the THI scheme cannot achieve its aims. Local property owners need appropriate information, encouragement and support to make sure they are able to participate in this initiative.

The starting point is to ensure that the private owners have confidence in the economic future of the Conservation Area. The coordination of the THI with other regeneration efforts such as the CARS initiative will be important to achieve this, as will the impact of the early Townscape Heritage Initiative investment within the Conservation Area. Early improvements to a few key buildings, particularly some of the target buildings identified together with the numerous shop fronts in need of improvement within Campbeltown should encourage local optimism.

During the preparation of the Stage 2 THI scheme there have been a number of steps to start the process of public consultation and encouragement to participate in the Initiative, with more planned for when the grant has been announced:

- a comprehensive and informative newspaper article on the potential future for the CARS and emerging THI scheme has been published in 2008. This article has already generated a great deal of interest from property owners eligible for grant assistance (The article is included in Appendix 03_06)
- All property owners have been issued with advice on what is permissible within the Campbeltown Conservation Area
- a public art exhibition utilising images created by local people and an artist in residence in an effort to raise awareness of the scheme and identifying the historic importance of Campbeltown Town see Appendix 9 Exhibition format.
- and a public meeting will be held in Campbeltown Town Hall, one of the target buildings, to explain the opportunities, the next steps and the processes to implement the Initiative. The Council considers that the most appropriate time for these meetings will be after HLF acceptance of the Stage 2 bid and just before the Initiative is able to start.

This process of information and encouragement will be ongoing to help build up confidence that action will be taken to tackle the problems of neglect and under investment that the town centre currently suffers from. The first signs of support and encouragement for the THI can be seen from support and interest shown to the established CARS initiative.

Further steps will include:

1. Information to media and local newspaper on the success of the Stage 2 grant bid with the opportunity of a launch event.
2. Preparation and distribution of a regular newsletter on grant availability, the process of applications and other forms of support to all identified properties with a request for a response on level of interest (Annual)
3. Preparation of further guidance and information on how to undertake appropriate repairs and alterations to buildings within the Conservation Area.
4. Arrangements with the local banks on loan opportunities for all properties in the THI scheme and information to property

owners.

5. Raising awareness with local builders on the opportunities available in getting involved with the THI and encouraging their involvement in improving the conservation building skills
6. Personal contact with all owners of Target Properties to discuss potential support.
7. After six months, an evaluation of progress with particular emphasis on Target Projects to ensure early implementation.
8. Continuing encouragement and support for all owners with limited resources or equity in order to suggest alternative approaches to ensure implementation.

3.08 COMMITMENT TO THE CONSERVATION MANAGEMENT PLAN

The Council has consulted extensively on both the Conservation Area Appraisal document and the Conservation Area Management Plan. Both documents have subsequently been revised following the receipt of comments and presented to the Campbeltown Town Centre Regeneration Steering Group in December 2008 where it was subsequently approved. The Council approved both these documents at the February 2009 meeting of the Mid Argyll, Kintyre and Islay Area Committee (MAKI) and adopt them as supplementary planning guidance. This SPG document will be used to inform existing planning policy that already covers the Campbeltown Conservation Area.

In addition, the Council's Strategic Management Team that contains all senior Members and Chief officials of the Council committed to the formal setting up of the Officer Working Group at its meeting on the 6th of January 2009. This officer working group will form a key element in taking forward the proposed THI and builds on the work already underway via the CARS initiative.

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APPENDIX 03_06 LETTERS OF SUPPORT & COMMUNITY INVOLVEMENT

See attached CD

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4.01 REGENERATION STRATEGY & VISION

4.01.01 INTRODUCTION

The THI Action Plan consists of the following sections:

- summary of the socio economic background
- summary of how the THI strategy for Campbeltown links to a series of integrated strategies for Campbeltown and Kintyre
- statement the Vision for Campbeltown
- development of the THI regeneration strategy through four main themes
- development of clear priorities within these themes
- a summary of the benefits of the THI to residents, businesses and visitors
- assessment procedure
- partnership funding
- Grant Requirement tables
- Campbeltown THI area target programmes
- performance indicators and monitoring methods
- programme of action.

4.01.02 BACKGROUND

Section 2.1 (the review of the town's social and economic conditions) highlighted that in recent years the economic base of Campbeltown has continued to decline. The recent threatened closure of the wind turbine manufacturing plant has underlined the fragility of the local economy.

- Campbeltown has been experiencing a long-term trend of population decline.
- The town's demographic profile indicates an older population than the average for Argyll and Bute. In turn, Argyll and Bute's population has an older age profile than Scottish averages.
- 21 per cent of Campbeltown's working age population is claiming benefits.
- Campbeltown now falls into one of HIE's priority areas that suffer from a lack of employment opportunity.
- Two of Campbeltown's data zones fall in the 15 per cent most overall deprived data zones in Scotland. Over 28 per cent of Campbeltown's resident population live in data zones that have been identified as being among the 15 per cent most overall deprived in Scotland.
- The local economy is **fragile**, with low employment rates, low average wages and low productivity, although a small number of businesses export successfully to UK and international markets
- The economy is **susceptible to shocks**: it is difficult to replace jobs lost through redundancies and business closures, the resulting loss of household income feeds straight through into reduced spending on goods and services
- Average house prices in Campbeltown have for over a decade consistently been below Argyll and Bute's averages.

- The Property Market Review highlights that times have been very difficult for the Campbeltown area and this has been reflected in much lower property values than are generally found elsewhere in Argyll and this contrasts particularly with the Oban area which has a strong tourist industry.
- The CAA and condition surveys carried out as part of the THI submission highlight the poor condition of many of the town's historic properties.

These factors have resulted in a general loss of vitality in the town centre with a decrease in footfall, less people employed in the town centre and walking around, some business closures, less people visiting and a lack of atmosphere.

Lower incomes inhibit individuals' ability to buy and respond to the difficult challenges of maintaining historic housing and commercial premises. As a result there are problems with individual buildings including neglect and poor levels of maintenance and inappropriate changes, often involving a loss of historic detail.

Faced with these challenges the public sector agencies embarked on an intensive programme of action in the town designed to:

- attract **inward investment** to the area
- stabilise important **local businesses**, and
- encourage **new firm formation** and enterprise.

Some of the programme commenced before work on the THI began while other initiatives are actively under development. The relationship between these is set out below.

4.01.03 INTEGRATED STRATEGIES FOR REGENERATION

The purpose of the THI is to bring about regeneration of the historic town centre of Campbeltown through investment in the heritage assets within the area coupled with complimentary initiatives that support existing uses, create new uses and promote a framework of business and training structures that provide a sustainable, thriving, secure long term future for the town centre.

Regeneration initiatives for Kintyre as a whole and the wider Campbeltown settlement are crucial; obviously, to the success of the town centre and THI proposals must work together with these in a positive way. The strategies given in a number of initiatives have been drawn on:

- **Argyll and Bute Structure Plan 2002** - identifies key strategic issues;
 - “promoting regeneration and economically focused initiatives for the west and the islands and peninsular areas of Argyll and Bute, including the Kintyre peninsulas and Campbeltown.”
 - “Campbeltown town centre and waterfront: to include consideration of redevelopment areas and areas to support the expansion
- **Argyll and Bute Modified Finalised Draft Local Plan June 2006** -sets a number of policies dealing with
 - listed buildings and their settings
 - Conservation Areas
 - actions required to promote the harbour area including developing the marina potential

- **Argyll and Bute Council Corporate Plan 2007-2011 and Beyond** - sets out five strategic objectives of Environment, Social Change, Economy and Organisational Development. The C.H.O.R.D. projects contribute to the key objective of “Creating an attractive, well connected modern economy”, under the sub topic of “Rejuvenation of the main towns”.
- **The Economic Strategy for Argyll and the Islands, 2005** - The Economic Strategy for Argyll and the Islands, published by the Local Economic Forum in 2005 identifies five objectives: growing businesses; making global connections; developing skills; strengthening communities; and making best use of the environment.
- **Yellow Book ‘Campbeltown and Kintyre Strategy’ 2006** - set out a an action plan comprising:
 - **Wealth creation**
 - Key companies
 - Machrihanish golf resort
 - Ballycastle ferry initiative
 - Kintyre tourism initiative
 - **Place making**
 - Town centre masterplan
 - Public realm
 - Council offices
 - Town centre events and animation
 - **Tackling exclusion**
 - Training and recruitment initiatives
 - Social enterprise
 - Transforming the housing stock
- **Campbeltown and Kintyre Action Plan** - The Campbeltown and Kintyre Action Plan developed out of the Strategy and has six key Council supported projects from which the four projects promoted by the Project Board have arisen. It focuses on:
 - **Infrastructure & Development**
 - Infrastructure
 - Inward Investment
 - Transport
 - **Sustainable Economic Growth**
 - Supportive Business Environment
 - **Infrastructure & Place**
 - Planning & Place
 - **Key Sectors**
 - Tourism
 - Food & Drink
 - Energy (Renewables)
 - **Learning, Skills & Well-being**
 - Training
 - **Challenging, Monitoring & Review**

- **Argyll, Loch Lomond & Forth Valley Tourism Partnership ‘A Framework for Growth’** - sets out a detailed 63 point action plan (See Appendix 4.01) much of which is applicable to Campbeltown, and to the town centre in particular, it identifies the need for *“a step change in the way we all do business, individually and together. All those involved in tourism must look to what they can do, creating Action Plans for their own business and their local area...”*.
- ***C*H*O*R*D* - Development Investment In Town Centres And Waterfronts By Argyll And Bute Council** - identifies key regeneration projects that have been approved by the Council:
 - Revitalise the strategic Kinloch Road area, providing commercial premises in a key location, substantially improving the town centre housing stock, and realigning the road which will run from the town entrance towards Campbeltown Loch, past the Aqualibrium leisure centre to the harbour and the ferry facilities.
 - Develop its existing marina and position it for an improved market presence
 - Improve and restore its heritage and conservation sites in the town centre and increase residential occupancy

Summary

It is appreciated that the existence of these policies and initiatives makes the background to the THI complex, however it is important to distinguish the different areas that each is concerned with (and often the overlap) and to see that the THI is a crucial element of a key part of the overall regeneration process - namely the regeneration of the historic town centre.

The Yellow Book set out a table showing how the **Action plan interventions** relate to each other, below

Ref	Theme/measure	Account management	Attracting investment	Tourism initiatives	Physical regeneration	Employability initiatives
1.1	Key companies	•	•			
1.2	Golf resort		•	•		
1.3	Ferry initiative			•		
1.4	Tourism initiative			•		
2.1	Town centre				•	
2.2	Public realm				•	
2.3	Council offices				•	
2.4	Events			•		
3.1	Training/recruitment					•
3.2	Social enterprise					•
3.3	Housing stock				•	

Since its publications the CHORD initiative has introduced proposals for investment in new marina facilities and for a major housing/regeneration project between Kinloch Road and the Conservation Area (at Longrow). These can be seen to fit in with several of the headings above.

4.1.5 VISION FOR CAMPBELTOWN

Of all the above strategies, the Yellow Book strategy review for the town set out perhaps the clearest 'vision' for Campbeltown:

- Campbeltown in 2020 has broken the long-term cycle of decline and is once again a viable, sustainable community. Population has stabilised at the 2010 level, and new economic opportunities - including skilled workers - have drawn new residents to the town.
- Private sector employment is growing, based largely on the success of Kintyre as a centre for outdoor activities and green tourism and as place for music and arts festivals throughout the year. Campbeltown's restaurants and bars are a show case for Kintyre seafood and farm produce, and have become an attraction in their own right.
- New residential neighbourhoods and waterfront developments have given the town a lively and welcoming appearance, and have played a key role in attracting new residents to the town.

The vision remains relevant to the THI. Implicit in it is the regeneration of the town centre, however a fourth bullet point could be added to make this clear:

- The historic core of the town has been regenerated and restored and is an attraction to residents and visitors in its own right and is a focus for the leisure, cultural and tourism activities of the town.

Thus, the THI strategy is part of a series of initiatives aimed at regenerating the economy and fortunes of Campbeltown. Because of this and the nature of some of the other initiatives, such as the regeneration of the waterfront, the THI strategy sets out to achieve a set of specific objectives.

The THI aims to retain, conserve and regenerate the historic character and buildings within Campbeltown Town Centre in order to support the local economy and reinforce the social fabric of the town.

4.02 ESTABLISHING PRIORITIES

4.02.01 STRATEGIC REGENERATION THEMES

To achieve this vision, in terms of the THI programme, a series of four strategic themes have been established that respond to the key challenges that have been identified. They are as follows:

- **Theme 1: Investing In the Unique Identity Of Campbeltown**
- **Theme 2: Improving the Visitor Offer - arts and music festivals, retail, natural produce.**
- **Theme 3: Boosting Town Centre Businesses**
- **Theme 4: Delivering An Effective Training Plan**

Based on the four themes an Action Plan that includes a series of eighteen specific priority initiatives have been identified and are summarised below.

4.02.02 Theme 1: Investing In the Unique Identity of Campbeltown

Priorities

- i. **Implement key THI aims** to repair historic fabric, reinstate missing architectural detail and bring vacant historic space back into use, by targeting efforts and resources initially on:

Three key projects:

- **Town Hall, Main Street**
- **Former Free Church School, Big Kiln Street**
- **The Old Court House, 5 Bolgam Street (Reserve)**

Twelve Target Buildings:

- **13 - 15 Kirk Street**
- **38 - 48 Longrow**
- **61 - 67 Longrow**
- **69 - 73 Longrow**
- **12 Longrow South (Empty Shop)**
- **16 - 20 Main Street**
- **27 - 33 Main Street**
- **50 - 52 Main Street**
- **53 Main Street (Old Post Office)**
- **Victoria Hall**
- **26 Kirk Street(Reserve)**
- **18 - 24 Shore Street (Reserve)**

- ii. **Priority Areas**

Set up a grant scheme to encourage owners of other properties within the area to carry out repairs to historic fabric and restore missing architectural detail, including replacing inappropriate past alterations. This involves prioritising areas and buildings to focus funding to achieve the specific goals of the THI.

- iii. **Shop Front Improvements**

Set up a grant scheme to encourage business owners to invest in their properties, carry out repairs to historic fabric and restore missing architectural detail, including replacing inappropriate past alterations (such as poor quality shop fronts) - see below.

- iv. **Promote the CARS proposals**

The CARS scheme is underway and continuing to promote this in conjunction with the THI will bring about significant fabric repairs and improvements.

- v. **Invest in the 'public realm'**

Including appropriate signage and way finding to better connect the different parts of the town centre. Expenditure on heritage public realm areas is necessarily limited, so as to enable funding to be concentrated on improvements to

historic buildings, however effort will be focussed and priorities are likely to be:

- Improving the setting and pedestrian environment in the Main Street
- Re-design the area around Bolgam Street to create a more pedestrian orientated environment and provide better setting for the Old Court House
- Re-design Longrow/Longrow South to slow vehicles and create a better pedestrian environment and enhance the setting of the buildings.
- Improve signage & way finding - see below (Theme 2)
- Provide interpretive material - see below (Theme 4)

Immediately outwith the THI area the CHORD proposals will have a direct link to the Conservation Area by:

- Improving the Pierhead area in conjunction with the waterfront/marina improvements (the major art of the work being within that project)
- Improving the linkages between Longrow and the proposed Kinloch Road Development to ensure that the two projects achieve common goals of re-invigorating the town centre.

4.02.03 Theme 2: Improving the Visitor Offer

- i. Establish a **retail and tourism business action group** and **appoint a town centre manager** to act as a focus to deliver joint business development, marketing and promoting more effective networking.
- ii. Initiate a locally delivered **joint business development and marketing project** with independent local business to improve competitiveness and promote specific visitor offers such as food, whiskey, golf, the natural environment and marine & outdoor activities. The recently opened Kintyre Way and the CHORD proposals for the marina facilities provide an essential basis for some of these initiatives.
- iii. Provide a **focussed visitor welcome area** with key buildings and the local environment improved to provide visitor reception and interpretative facilities. Specifically provide a focus for visitors and for events within the **Old Courthouse**, linking this to the facilities/spaces available in the **Town Hall** and **Victoria Hall** to provide a range of venues and public spaces.
- iv. Work with partners such as the **Kintyre Cultural Forum** to build on the existing calendar of **events and festivals to extend visitor season beyond April to September**.
- v. Collaborate with partners to develop an improved **town centre website** with relevant content that promotes the town as a base to visit Kintyre
- vi. Improve signage and wayfinding

4.02.04 Theme 3 : Boosting Town Centre Businesses

- i. Use the **retail and tourism business action group** as a vehicle to tie in with business development initiatives specifically to encourage and support business development within the town centre.
- ii. Prioritise **third party grants to independent business and property owners** focussed on repairing historic fabric.
- iii. Promote improvements to **shop fronts and street frontage focused on** restoring architectural detail.
- iv. Use vacant and underused historic buildings to promote new business use and, particularly on upper floors, an increase in **appropriate residential accommodation** in the town centre.

4.02.05 Theme 4 : Delivering an Effective Training Plan

- i. Develop and deliver with partners the **training plan aimed at improving at building owners, local contractors, volunteers and schools.**
- ii. Promote **workshops** for owners/businesses and produce a tailored '**Conservation Area Maintenance Guide**'.
- iii. Work with partners to **promote a town heritage trail/ 'living history' tours** focussed on the town centre using iPod/MP3 audio walking tour and trained local guides.

4.02.06 OUTCOMES & BENEFITS

The fundamental outcome of a successful THI will be to **preserve and enhance the character and appearance of the historic commercial and retail core of the Conservation Area**, which is currently fragile and in need of regeneration. The THI would also **bring historic buildings back into appropriate and sustainable use**. The particular benefits are likely to include, for:

Residents & Community

- Grants to repair and restore authentic details/materials and bring historic buildings back into appropriate use.
- Advice and assistance including a '**Conservation Area Maintenance Guide**'. The THI Project Officer and the Council's Conservation Officer will assist the local community, in order to ensure conservation standards are achieved and to work closely with the Campbeltown Regeneration Town Centre Steering Group and other local partners as appropriate.
- Enable local people to understand, learn about, appreciate and enjoy heritage and increase community participation in maintaining and managing the Conservation Area
- Enable more local people with appropriate skills to look after the built heritage through:
 - increased training opportunities in heritage skills;
 - increased community participation; and
 - improved approaches to management and maintenance of buildings.

Businesses

- Grants, advice and assistance to repair and restore authentic details/materials, including shop fronts/signage and help to bring historic buildings back into appropriate and sustainable use.
- Opportunities for new business starts and business growth based on developing new products and services focussing on built heritage and an improved visitor offer in terms of accommodation, food and whisky.
- Job creation and job safeguarding: new uses for vacant properties, promoting business expansion and new businesses in the area.
- Improve economic performance, such as increase in turnover.

Visitors

- Enable visitors to understand, learn about, appreciate and enjoy the heritage of Campbeltown and Kintyre.
- An even wider calendar of events and festivals to extend visitor season beyond April to September.
- Encourage visitors to use Campbeltown both as a base and to spend more time in the town

The THI will become a key co-ordinating initiative for public and private investment in physical improvements and heritage buildings conservation within the selected THI area. The THI will also be integrated as an important support for the range of economic and social initiatives

This will ensure that there is pro-active management of the Initiative, through participation of owners and residents in the THI area, and to create linkages with other local initiatives co-ordinated by the Campbeltown Regeneration Steering Group.

4. 03 KEY AND TARGET PROJECTS

4.03.01 KEY PROJECTS

Town Hall, Main Street



Significance:

- Visually - this 'B' listed building is one of the most important buildings in terms of defining the character of Campbeltown.
- Historically and architecturally - 1758-60, spire of 1778 by John Brown, remodelled by Campbell Douglas in 1865-6, classical town hall comprising 3-bay earlier section with Gibbsian tower projecting at centre.
- Socially - it has been the focus for much of Campbeltown's civic activities for many generations.
- The building is underused and is in a poor state of repair.

Opportunities:

- Restored, it will provide a landmark building, signalling the regeneration of the town centre.
- As a community asset its use can be extended, following improvements, to house a number of community activities and to serve for social events, civic ceremonies, weddings, receptions and other events.

As detailed in Appendix 03_06 c there are several local groups seeking a permanent base. The Kintyre Cultural Forum is completing an audit of the cultural activities and at Steering Group meetings has identified the need for a range of venues within the town to cater for events of different types and sizes. For example the annual music festival attracts many visitors and events range from large scale concerts to smaller gatherings and performances. The Town Hall is seen as a vital medium sized venue that complements the large Victoria Hall.

The nature of activities that take place, and are proposed to take place, in the Town Hall are not catered for elsewhere. The newly completed Aquilibrium Centre serves a different set of needs based mainly around Council services.

Former Free Church School, Big Kiln Street



Significance:

- Historically and architecturally - 'B' listed - Circa 1845. This building is an interesting survival of its type and has local importance being the only building surviving of a group of 4 buildings originally on this site.
- Visually - at an important junction on the edge of the town centre, but on the main route out to the south.

Opportunities:

- Restoring a building at this location helps arrest decay at the edge of the town centre, helping form an important 'edge' to the THI.
- The building can provide visitor accommodation and help boost the visitor offer within Campbeltown.

Strathclyde Building preservation Trust has produced a detailed report, included as Appendix 02_05. The recommendations of the report are given below:

The primary recommendation of this Options Appraisal is that the single storey hostel option be pursued. While it is tempting to go after the two storey option because of the potential for extra income for the Heritage Centre, there are several reasons for rejecting this option at this stage. The single storey option represents a low level of risk for the building owners. The funding and viability calculations are considered realistic and would leave the owners debt free. As the projected income over five years suggests, this option can provide the Trust with a steady income which would be sufficient to make a difference to their operation of the Heritage Centre. The increase in value of the building would also turn it from a liability to an asset. The smaller hostel would be less of a burden to manage and attrition on the building finishes and fittings are likely to be smaller.

The single storey hostel offers the best opportunity to conserve the overall significance of the building. It does not require alterations to the roof structure or appearance and by careful detailing, the external appearance can be maintained. There is potential to retain much of the internal volume to full height and to exploit the character of the building to make the accommodation something different and desirable to potential customers. It is also possible to construct the single storey option to allow for future conversion to two storeys should the market be proved.

There is a need to continue the development of this project and to explore in particular the funding of the capital works further. It is therefore proposed that the Kintyre Amenity Trust and Strathclyde Building Preservation Trust work together to:

- *Raise funding to support the development phase*
- *Develop a robust business plan and funding plan for the project*
- *Develop the design of the single storey hostel while continuing to investigate the two storey option*

The Old Court House, 5 Bolgam Street (Reserve Project)

Significance:

- This building, which is older than the Town Hall, is Campbeltown's hidden gem.
- Historically and architecturally - 'B' listed dating to the late 18th century, the old courthouse is a fine example of a range of buildings with high quality stonework detailing, ranged around a small court. It retains many features of note to both exterior and interior and is particularly remarkable for retaining a timber pegged oak roof in the South Range. This roof dates back to at least the late 18th century but may well be earlier as its structure is similar to roofs dating back as early as the 17th century.
- Townscape - although at present appearing to occupy an insignificant location, its historic setting was once much more formal and there the potential to regain this.

Opportunities:

- The building is a real challenge as it has been unused for a number of years and new uses have been difficult to establish. It is located beside the Whisky Tasting Centre and could, potential be linked to this in terms of becoming a focus for



Campbeltown's food and natural produce industries.

- There is a significant opportunity to improve its setting by upgrading the small square opposite, improve the quality of public realm in Bolgam Street and link through to the waterfront by the imaginative upgrading of the Victoria Hall.

In the first instance the key aim of the THI should be to secure the future of the building by ensuring that essential repairs are carried out, the building is made wind and water-tight and that any decay is treated or removed so that the building can dry out and be maintained in good condition.

Strathclyde Building Preservation Trust has become involved with the future of the building and has produced a detailed report, included as Appendix 02_06. The summary of conclusions and recommendations of the report are given below:

Summary of conclusions and recommendations

In summary, it is considered that this initial appraisal has produced a sufficiently positive indication of the repair and re-use potential for the Old Courthouse for SBPT to recommend further development of the potential project. The Trust is not however in a position to pursue the project alone. Not only will it be necessary for Argyll & Bute Council to undertake urgent works but the Council will need to take positive steps to facilitate a change of ownership of the complex. In addition the Council will need to adopt a collaborative approach to the delivery of the project which may involve action to assemble a viable development package for the Trust and to assist Old Courthouse Campbeltown with the management of risk. Assuming that this collaboration can be developed early in the project, then the prospects for conserving and re-using the Old Courthouse to the benefit of the wider regeneration of Campbeltown must be good.

At the time of completing this report discussions are ongoing with potential users/owners of the building and additional funding is being investigated. Because of this it is not possible to include a completed business plan and identify accurately the eligible costs for THI purposes. The building remains as a key property of architectural and historic significance and because of this has been placed on a reserve list of projects that should come forward during the course of the THI project.

4.03.02 TARGET PROPERTIES

13-15 Kirk Street

Former residential property that has been empty for some years and is now in an extremely poor state of repair.



16-20 Main Street and 1-3 Bolgam Street,

Significance:

- Historically and architecturally - a relatively plain, 'B' listed, earlier building from the late 18th century. Its significance lies in its survival as an important example of that period.
- Visually - occupies a significant corner site.

Opportunities:

- Repair of historic fabric and restoration of missing detail.
- A significant visual presence in the heart of the THI

53 Main Street (Old Post Office)



Significance:

- Historically and architecturally - a relatively plain, 'C' listed, earlier building from the early 19th century. Its significance lies with its survival as an important example of that period. Although the frontage has been much altered there is significant detail surviving at the rear.
- Visually - occupies a significant corner site.

Opportunities:

- Repair of historic fabric.
- There is potential for significant restoration of missing detail.
- A significant visual presence on Main Street.

50-52 Main Street (and Cross Street)



Significance:

- Historically and architecturally - more restrained than many of the later tenement buildings, it survives as a very good example of the quality of late 18th C development. The later shopfronts are reasonably well preserved, however the whole building is somewhat run down and is in urgent need of repair.
- Visually - occupies a significant corner site across the (side) street from the Town Hall.

Opportunities:

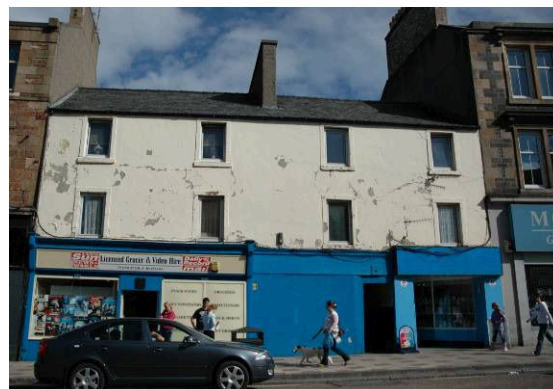
- Repair of historic fabric and restoration of missing detail.
- A significant visual presence in the heart of the THI.
- Important in terms of the setting of the Town Hall

12 Longrow South

This small lock-up shop is boarded up and empty (left).



27-33 Main Street



38-48 Longrow,

'B' listed - early 19th century. A fine example of early 19th century burgh architecture.

The property is in fair condition but is important as a survivor of the early type of tenement within Longrow, close to the old sore line. The building, actually two adjoining buildings, has a rare example (for Campbeltown) of scrolled skew puts) but is somewhat dominated by the large, continuous shop facia.





69-73 Longrow

Again a modest but good example of the earlier type of domestic architecture of the town in a key location in Longrow. The building has suffered from unsuitable alterations and is run-down.



61-73 Longrow

Another modest but good example of the earlier type of domestic architecture of the town in a key location in Longrow next door to the above. The building has suffered from unsuitable alterations and is run-down.



Victoria Hall

Significance:

- Historical - although not listed, it was designed by one of Campbeltown's leading architects. Between 1885 and 1889, H E Clifford's workload was concentrated in Campbeltown (although his office was based in Glasgow). The Victoria Hall, 1888, in the original design, had an asymmetrical arrangement of towers and was a prominent addition to the row of significant buildings appearing along the waterfront. Damaged by bombing in the World War the front was reconstructed and now presents poorly to the street.



- Visual - the building is in a prominent location on the waterfront.

Opportunities:

- There is a significant opportunity to link the proposed waterfront/marina regeneration with that of the THI and, in particular, the Old Courthouse in the street behind and to revitalize an area of damaged space between.
- Historical repair and restoration of detail play a part but some new design and re-modeling could enhance this and create a striking new asset for the community at a key location.

As a council owned building, the costs for repair have been excluded from the costs.



26 Kirk Street

A small building, much altered and used as a store, very run-down and an eyesore within the historic core.

The owner is, at present unwilling to participate in the THI scheme and the building has been placed on the reserve list of projects.



18-24 Shore Street,

'B' listed, early 19th century. An important survivor of the original houses of the late 18th and early 19th century burgh that once bordered the loch.

Shore Street originally bordered the loch and the buildings are important survivors from the earlier development of the Town. The empty shop and run-down appearance having a significant negative effect within this historic part of the town.

The owner is, at present, unable to find the resources to participate in the THI scheme and the building has been placed on the reserve list of projects.

The ground floor shop has been identified as a possible location for the THI Office.

4.03.03 PRIORITY AREAS

The priority areas contain a large number of eligible buildings which are detailed in preceding sections.



1-7 Glebe Street and Big Kiln Street, 'C' listed

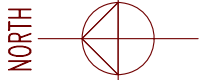
Mid and later 19th century. A relatively undistinguished building, however important because of its strong presence at an important corner.

This building is first in the list of buildings set out in the spreadsheets in the Priority A category, however, it occupies a prominent corner close to the Old School and at a significant 'edge' to the historic core.

4.03.04 PUBLIC REALM

The key elements of the public realm that should be taken forward in the THI are:

- The setting of the Town Hall
- Improvements to the Main Street generally
- Bolgam Street
- Improvements and traffic calming in Longrow
- Improvements to the lanes off Longrow



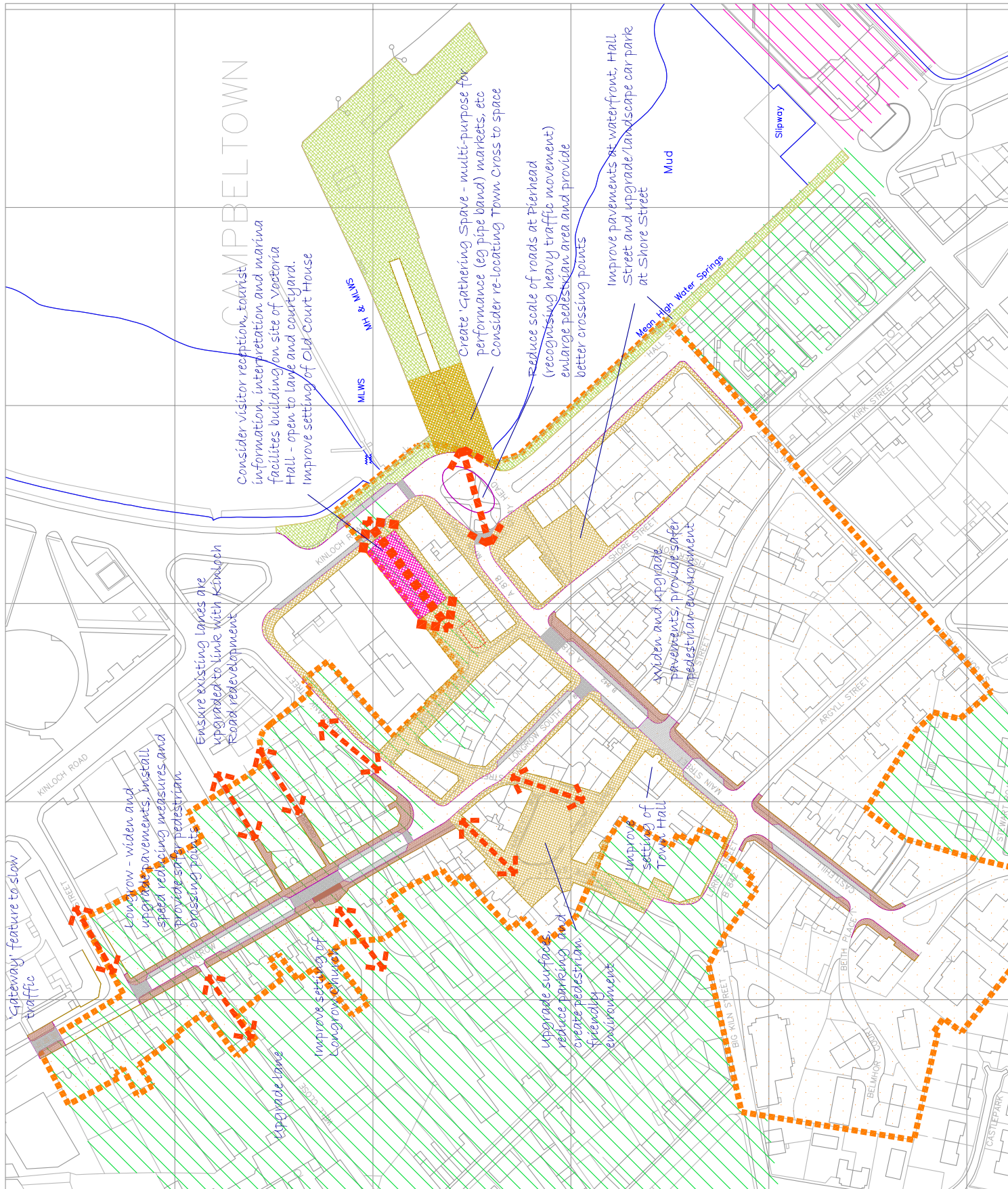
PRIORITIES:

1. Main Street and setting of Town hall
2. Bolgam Street area and setting of Old Court House
3. Longrow and Longrow South

**Argyll & Bute Council
Campbeltown
Conservation Area
PUBLIC REALM**

Gray, Marshall & Associates
23 Stafford Street • Edinburgh EH3 7EU

Drawing No. BMF 30
Scale 1:1000@A1
August 2008



4.04 TRAINING NEEDS ANALYSIS & TRAINING PLAN

The Training Plan is included in full as Section 03.05

4.04.01 HLF/THI'S: NEW CONTEXT

The April 2008 HLF application and guidance highlighted the aim to safeguarding the character of conservation areas through:

- increasing training opportunities in heritage skills;
- increasing community participation; and
- improving approaches to conservation management and maintenance.

Among the key changes in the guidance are:

- Focus on self-evaluation and data collection from the start
- Stronger focus on training and community participation
- Stronger focus on 'greening' projects

4.04.2 ESTABLISHING THE STARTING POINT IN CAMPBELTOWN

The development of a comprehensive training programme is essential to the success of the Townscape Heritage Initiative. High quality training and skills development will maximise the benefit received from the project and ensure its sustainability over the longer term. The Training Plan considers all stakeholders of the built heritage and provides a guide to the management of training within Campbeltown Townscape Heritage Initiative.

To ensure the successful delivery of a Townscape Heritage Initiative scheme a wide variety of skills will be required from project leaders and staff involved with the THI on a daily basis. This Training Plan identifies the skills required by Project staff and sets out a training implementation programme.

Specific attention has been given to engaging local communities to participate in the management of their heritage with training acting as a catalyst to nurture an appreciation and interest in local heritage and provide an opportunity for people to care about their own environment.

In addition, the local construction industry needs to be in a position to respond to the increased demand for traditional skills being generated by grant-aided activities. At present it cannot cope and there have been difficulties in securing quotations for grant-aided work. Training opportunities made available as part of the Campbeltown CARS and THI will encourage contractors to undertake work to historic buildings, using best conservation practice, and promote traditional skills and techniques.

The aims of the Campbeltown Training Plan are:

- to identify the skills required for the delivery of the THI scheme
- to identify a strategic approach as to how skill shortages will be met
- to identify training opportunities arising within the project

4.04.03 Variety of Training needs

Experience shows that there is likely to be significant interest from homeowners and professionals but **less interest from contractors.**

A survey of the local building industry has been carried out to determine the level of interest in the THI work and the likely interest in training in conservation and traditional skills. The results are shown in Appendix 03_05. This survey identified the range of skills available and demonstrated a good level of interest in a proposed training initiative.

In addition to the local contractors it was recognised that, for a scheme to be effective, a wide range of people need to be involved, from those managing and implementing the scheme to residents and others who will benefit from the work carried out in the THI.

The training plan identifies these in the following summary table.

Project group	Skills Required	Skills Available	Training Needs
Core Staff	<ul style="list-style-type: none"> • Experience in heritage management • Experience of working with volunteers • Health and Safety • First aid • Budget Management • Project Management • Presentation Skills • Report Writing • Fundraising • Writing tenders • Using Microsoft packages • Marketing and design • Heritage interpretation • Event management 	<p>Current staff's skills should be enhanced by those of new staff.</p> <p>Training opportunities exist within Argyll and Bute Council or there is the possibility of skill sharing exercises with the Council's Community Planning Partners.</p>	<ul style="list-style-type: none"> • Volunteer Management • Health and safety • First Aid • Presentation Skills • Writing tenders • Microsoft project manager • Fundraising • Marketing and design • Heritage Interpretation
Building Professionals	<ul style="list-style-type: none"> • Understanding of local heritage assets • Understanding of traditional building technology • Preparation of Repair Strategies • Health and Safety 	<ul style="list-style-type: none"> - Interested in undertaking CPD activities - Interested in new techniques - Interested in expanding their skill set 	
Building Contractors	<ul style="list-style-type: none"> • Understanding of local heritage assets • Health and safety • Traditional Building Skills • Understanding of traditional building technology • Preparation of repair strategies 	<p>Interested in undertaking CPD activities</p> <ul style="list-style-type: none"> - Interested in new techniques - Interested in expanding their skill set 	<ul style="list-style-type: none"> • Volunteer Management • Health and safety • First
Adult Community Groups and Volunteers	<ul style="list-style-type: none"> • Understanding of local heritage assets • First aid • Marketing • Understanding of traditional building technology • Traditional Building Skills • Introduction to building maintenance skills • General building maintenance skills • Event management • Admin skills 	<p>Individuals and groups can be assessed as activities progress</p> <ul style="list-style-type: none"> - Interested in expanding their skill set <p>Opportunity to link with Construction Excellence, New Deal, Scottish Government Wider Role focus on construction and training and HIE priority.</p>	<ul style="list-style-type: none"> • Health and safety • Presentation Skills • Interpretation • IT Skills • Local History • Story Telling • Multi Media • Research and Recording • Genealogy

	<ul style="list-style-type: none"> • IT skills • Heritage Interpretation • Marketing and design • Presentation and guiding skills • Research and recording skills 		
Young Peoples Community Groups, Volunteers and Schools	<ul style="list-style-type: none"> • Understanding of local heritage assets • Understanding of Traditional Building Skills • General building maintenance skills • Introduction to building maintenance skills • IT skills • Heritage Interpretation • Presentation and guiding skills • Research and recording skills • Marketing and design 	<p>Individuals and groups can be assessed as activities progress - Interested in expanding their skill set</p> <p>Opportunity to link with Construction Excellence, Skills for Work, Get Ready for work and New Deal, Scottish Government Wider Role focus on construction and training and HIE priority.</p>	<ul style="list-style-type: none"> • Health and safety • Presentation Skills • Interpretation • IT Skills • Local History • Story Telling • Multi Media • Research and Recording • Genealogy

4.04.04 Overall Training Plan Outputs

The training plan identifies the training needs and opportunities and provides a breakdown of who will be trained and an estimate of numbers. This is set out in a schedule in Section 5.0 of the Training Plan.

Section 6.0 of the Training Plan sets out a detailed programme with costs allocated to each training event or element. While some costs will be met directly by Argyll & Bute Council, the cost of the scheme identified for THI purposes is £60,600.

4.04.05 Monitoring and Evaluation

The success of the Campbeltown THI Training Plan should be monitored against the tables in section 5.0 and 6.0 using the estimated numbers to be trained and dates training undertaken as performance indicators.

Records should be kept by the THI Project Officer of trainees contact details and the Project Officer will be responsible for monitoring training uptake. Records of training undertaken can include attendance 'sign in' sheets, feedback forms, evaluation surveys and individual learners training plans.

Argyll and Bute Council's Core Staff will be responsible for auditing and evaluating training performance indicators which should be assessed quarterly.

An annual assessment of the Campbeltown THI Training Plan will be undertaken by core staff to identify any arising training gaps or any adjustments to the training schedule.

4.05 DEVELOPING THE ACTION PLAN'S OUTPUTS

4.05.01 The action plan reflects the priorities of the Campbeltown THI scheme. Projects have been assessed and prioritised to best achieve the aims established under the four themes set out in Section 4.2.

The action plan is presented in the format outlined in appendix 5 of the HLF stage 2 guidance notes:

PROPOSED STAGE 2 SUMMARY OF EXPENDITURE AND FUNDING

A: Category	B: Total Eligible cost	C: Grants proposed from common fund	Grant rate (i.e. C as % of B)	D: HLF contribution sought	HLF proportion of the common fund (i.e. D as % of C)
Building Repairs	£1,689,412	£1,321,168	78.20%	£365,831	27.69%
Restoring Architectural Detail	£237,837	£185,995	78.20%	£51,502	27.69%
Bringing empty historic floor space into use	£55,146	£43,126	78.20%	£11,942	27.69%
New buildings for gap sites	£0	£0	0.00%	£0	0.00%
Shopfronts (Included in above)	£0	£0	0.00%	£0	0.00%
Public Realm Work	£100,000	£100,000	100.00%	£27,690	27.69%
Staff costs and overheads	£236,546	£236,546	100.00%	£65,500	27.69%
Complimentary Initiatives	£60,600	£60,600	100.00%	£16,780	27.69%
Total	£2,379,541	£1,947,434	81.84%	£700,000	35.94%

For the purposes of the above table the HLF contribution has been shown distributed evenly over the categories of expenditure. In reality some adjustment will need to be made when the contributions from all sources are finalised. For example some projects will attract different types of funding (such as EU funding for specific outputs) and the balance of funding will have to be shown.

Another possible adjustment relates to the public realm work where there may be an opportunity to boost the budget at a later date (which cannot be confirmed until the THI scheme is in place).

4.05.02 Action Plan Outputs

The THI action plan contains a clear statement of the expected outputs of the THI. It includes the following information:

- The cost of the works The total eligible cost of the THI Scheme is £1,982,395
- The number of buildings in use that will be repaired
 - Key Buildings - 3 Key Buildings have been identified; it is expected that two will be upgraded. (A third the Old Courthouse) is a reserve project that may proceed during the THI 2
 - +1

- Target Buildings - 12 target buildings have been identified; 2 have owners unwilling or unable, at present to participate, it is assessed that 50% of the remainder will be upgraded 5
- Priority A Area*- there are 20 buildings in this area; it is assessed that 5% will be upgraded.* *1
- Priority B Area - there are 56 buildings in this area; it is assessed that 3.2% will be upgraded.* *2
- Priority C Area - there are insufficient funds to offer grants within the Priority C area.
- The number of vacant properties that will be brought back into use - these arise in the key and target building category. 6
- The number of traditional shopfronts that will be restored Up to 20

Note *: as set out in Section 2 & 3 the buildings have been assessed on the basis of costing all potential repairs to all buildings, producing relatively high individual building costs. It is anticipated that in the Priority B and C groups in particular the aims of the THI in terms of repair and restoration of detail will be achieved if owners come forward with more limited proposals.

As the table appended to Section 2 demonstrates there are many properties that could benefit from comprehensive repair and restoration schemes. They are different in terms of individual details and individual needs for repair and/or restoration of detail. In some cases the aims of the TI will be met if a reduced scheme of work is carried out. The THI must be careful not to reduce the work in individual cases to the point where small improvements occur without a significant gain in overall THI terms, however, it is recommended that as projects come forward each property is assessed individually to establish the scope of work and likely costs. If this is implemented it is anticipated that the individual costs may be less than the totals given and the more properties in these categories will benefit from grant assistance.

This process requires careful monitoring and regular review to ensure that both THI aims are being met and expenditure targets are achieved.

A detailed breakdown of the cost of the works and the outputs is included in Appendix 02_08 to Section 2.

4.05.03 Management of the THI and Associated Activities

The THI action plan also includes information on the scheme's management and on the activities that will be run as part of the THI scheme:

- The proposed management of the THI is set out in detail in Section 1.
- The proposed projects and complimentary activities are set out in Section 4.2 above under the heading of the four themes and the training plan is further expanded in both Sections 3.5 and 4.4

4.06 PARTNERSHIP FUNDING**4.06.01 Introduction**

This Section outlines the partnership funding arrangement for the Campbeltown THI.

FUNDING SUMMARY

	Funding Sources	Owners contributions
Argyll & Bute Council		
• Original Allocation (CARS)	£200,000	
• Additional council	£100,000	
• CHORD allocation	£300,000	
• Office Costs	£25,000	
HIE	£100,000	
LEADER	£140,133	
Historic Scotland CARS	£385,000	
Private Owners Contribution (Including A&B C)		£432,106
Sub-total	£1,250,133	£432,106
HLF THI funding	£700,000	
Sub-total	£1,950,133	£432,106
	A	B
Total THI Programme	£2,382,239	(A +B)

4.06.02 SOURCES OF FUNDING

The main sources of partnership funding and the specific commitments are as follows:

1. Argyll & Bute Council

- Original allocation to CARS programme - £200K
- Addition Council commitment - £100k
- Allocation from CHORD initiative - £300K
- Office costs will be paid directly from Planning Service budget - £25,000

3. Highlands and Islands Enterprise

A commitment to £100,000

4. Leader Programme

The LEADER Programme next round of funding is to be confirmed in the near future. The key themes are:

- Revitalising Communities

- Progressive Rural Economy

The LEADER funding is calculated at 35% of the costs of training, public realm work, staff costs and accommodation.

The LEADER Programme will focus on increasing average earnings, reducing under-employment, sustaining and if possible increasing population levels in fragile areas with a focus on people of working age, improving provision for young people in economic spheres and increasing the enterprise and career prospects amongst women.

5. Historic Scotland

The CARS programme started in 2007 and will continue to work alongside and integrate with the THI programme. Historic Scotland Technical Conservation Group and Education Unit have confirmed their commitment to the THI/CARS and their willingness to assist in implementing the Training Action Plan.

Note: both the funding table above and the costs shown in Section 2 (and in 4.05) show the full amount of the CARS programme. The CARS scheme is now underway and some commitment to expenditure has been given. Without certainty about the timing of the THI process an accurate figure of how much may have been spent by the beginning of the THI cannot be established. However, while committed funding would have to be deleted from the above, committed expenditure would also be deleted from the costs so that the scheme would remain in balance.

4.06.03 Key changes between Stage 1 and Stage 2:

- Additional funding partners/sources of funding have been established. These include an allocation from the CHORD initiative (A&B Council) approved for Campbeltown, additional HIE and LEADER funding. Additional funds may also be available through Leader for specific projects in the THI area and through the Interreg IV European programme. The contribution from the HLF is shown at the same level as for Stage 1.
- The target properties have been re-appraised and the list amended to include some additional projects. The three most important buildings in terms of both significance and heritage need have been identified as key projects. Due to the developing situation in respect of the Old Courthouse this has been designated as a reserve project.
- The detailed cost breakdowns give a different split between the HLF categories between stages 1 and 2. The line is not always easy to draw between the two categories of work and is open to interpretation to some extent.
- The extent of public realm work, not allocated resources at Stage 1 has been included at a notional £100,000. Outline public realm proposals were prepared and the quantity surveyors estimated a total works costs of over £3m if all work is included, however it is recognised that:
 - HLF funding would only be allocated to support the use of higher quality conservation materials over and above normal road/streets improvement works, and
 - Work is dependent on a further commitment from A&B Council to invest in the public realm of Campbeltown.

- Staff and overhead costs have increased reflecting the identified need to manage and promote the scheme effectively within Campbeltown.
- Complimentary Initiatives, ie training is based on a detailed, costed training plan. The appointment of the town centre manager post for Campbeltown will be met by the Council and its partners including Leader and HIE.

The changes are shown in the two tables overleaf:

STAGE 1 - ORIGINAL SUMMARY OF EXPENDITURE AND FUNDING

A: Category	B: Total Eligible cost	C: Grants proposed from common fund	Grant rate (i.e. C as % of B)	D: HLF contribution sought	HLF proportion of the common fund (i.e. D as % of C)
Building Repairs	£915,000	£562,000	61.4%	£226,000	40.2%
Restoring Architectural Detail	£290,000	£217,000	74.8%	£132,000	60.8%
Bringing empty historic floor space into use	£1,500,000	£543,000	36.2%	£280,000	51.5%
New buildings for gap sites	£15,000	£10,000	66.7%	£10,000	100.0%
Public Realm Work	£0	£0	0.0%	£0	0.0%
Staff costs and overheads	£108,000	£108,000	100.0%	£54,000	50.0%
Complimentary Initiatives	£146,000	£86,000	58.9%	£43,000	50.0%
Total	£2,974,000	£1,526,000	51.3%	£745,000	48.8%

STAGE 2 - SUMMARY OF PROPOSED EXPENDITURE AND FUNDING

A: Category	B: Total Eligible cost	C: Grants proposed from common fund	Grant rate (i.e. C as % of B)	D: HLF contribution sought	HLF proportion of the common fund (i.e. D as % of C)
Building Repairs	£1,689,412	£1,321,168	78.20%	£365,831	27.69%
Restoring Architectural Detail	£237,837	£185,995	78.20%	£51,502	27.69%
Bringing empty historic floor space into use	£55,146	£43,126	78.20%	£11,942	27.69%
New buildings for gap sites	£0	£0	0.00%	£0	0.00%
Shopfronts (Included in above)	£0	£0	0.00%	£0	0.00%
Public Realm Work	£100,000	£100,000	100.00%	£27,690	27.69%
Staff costs and overheads	£236,546	£236,546	100.00%	£65,500	27.69%
Complimentary Initiatives	£60,600	£60,600	100.00%	£16,780	27.69%
Total	£2,379,541	£1,947,434	81.84%	£700,000	35.94%

The above Total Eligible Cost of £2,379,541 compares with the funding available of £2,382,239, giving a small balance of £2,698.

4.07 DELIVERY STRATEGY

4.07.01 Developing the Four Themes

Having identified the outputs that achieve the THI objectives for Campbeltown the THI action plan has been developed in order to deliver these outputs.

The THI Action Plan responds to the four identified themes developed and presented Steering Group meetings and looks at ways in which applications to the Common Fund can be encouraged and supported.

The role of the THI Project team will be essential in promoting the scheme within the local community. For this reason it was considered important that the THI Project team should be based within Campbeltown town centre.

4.07.02 Effective Management

Effective management will be necessary to deliver the THI programme. The management structure is set out in detail in Section 1.

4.07.03 How To Raise Awareness Of The Availability Of The THI Grant

The partnership, set out in Section 1 is formed from/has links to a wide range of local groups. The Steering Group is an important part of this and will be expected to 'feed' information back into the local community in order that people are aware not only of THI grant for building works but for education and training initiatives.

- **Leaflet**

A regular THI leaflet/newsletter will provides updates on the project. This will be delivered to all properties within the THI boundary.

- **Media Communications**

The THI Project Team will produce regular press releases which will be issued to local and national newspapers.

- **Web site**

This will provide members of the public with regular updates on progress and will highlight the opportunities to apply for THI grant.

- **Exhibition and information in library**

A copy of the application will be placed in the library and/or museum in Campbeltown. It is also proposed to establish a permanent information hub in the office to be occupied by the CARS and THI officer. On an occasional basis additional larger exhibitions will be held in the library, town hall and/or museum, or other suitable premises, updating residents and businesses on the progress of the THI. This will build on the temporary exhibition/information hub that is currently operating in the Kintyre Youth Information office on Main Street.

- **Education and Training Initiatives**

As part of the Campbeltown THI a number of training and education initiatives have been developed. This will include a series of workshops, seminars, one off events such as the

gutter cleaning initiative during national maintenance week and lectures on the historic environment. These initiatives will provide an opportunity to promote the availability of grant.

It is expected that by helping home owners and businesses to understand the importance of building environmental and the damage that inappropriate repairs can do they will be more knowledgeable and confident when dealing with work to their own properties. This should encourage more property owners to come forward for THI grant.

4.07.04 How to Support Owners in their Attempts to Bring Forward Projects

Argyll & Bute Council and our Community Planning Partners have provided support to numerous organisations and individuals in order to develop projects to improve and conserve historic buildings. A&B Council and its partners will use this experience to help property owners bring forward projects for THI grant. As soon as the Stage 2 approval is received, the main vehicle for this will be through the Campbeltown Town Centre Regeneration Steering Group working with the Council's officer working group.

Argyll & Bute Council and our Community Planning Partners also have considerable experience of supporting local businesses in making funding applications. This experience will help them to support business owners who wish to bring projects forward. As soon as the Stage 2 approval is received, the main vehicle for this will be through the Campbeltown Town Centre Regeneration Steering Group working with the officer working group.

The Council's Conservation Officer and the THI Project Officer will be expected to have experience of supporting organisations and individuals wishing to develop projects suitable for both THI grant and for support from the training and education programme. To date the CARS officer has made significant progress in contacting nearly all of the owners within the proposed THI area. The results are included in Appendix 03_06 and indicate a general willingness to participate. More specifically individual owners of the target properties have been contacted and their willingness to participate noted. Only two have been unwilling or unable to participate.

Support will involve a variety of practical measures including visits to the site, meetings with owners, help with completing application forms, meeting with planners, building control officers and discussions with Historic Scotland. Ensuring that the THI Project team is available within the town centre is essential to ensuring that there is continuing support for owners throughout the lifespan of the THI. This is why it is proposed to permanently locate the THI officer in a prominent location within the town centre working with the CARS officer and the new Town Centre Manager. The Council's Conservation Officer will also visit 2 days a week to ensure progress is made on the THI.

4.07.05 Statutory Powers Available To Argyll & Bute Council

The Conservation Area Management Plan outlines the statutory powers that are available. The Council will continue to enforce unauthorised alterations to the historic environment and build on the action already implemented through the CARS initiative

4.08 DELIVERY PROGRAMME

4.08.01 Programme/Expenditure

The detailed spreadsheet setting out the project costs has been extended to show a detailed programme by identifying which year each project is likely to be carried out. With the larger or more complicated projects expenditure has been spread over two or even three years.

The programme is based on all projects being committed in years 1 - 3 but with expenditure running on into years 4 & 5.

These costs are then summarised in a year by year format with the complimentary initiatives, staff costs and overheads and public realm works also added.

4.08.02 Year1 Programme

The detailed programme of expenditure is shown following the year by year costs.

The programme is ambitious and commits just over the required 25% of the common fund by the end of Year 2. This has been based on interviews of the owners of target properties (and other properties).

A detailed programme will be prepared and sent to HLF for approval at the start of each year for the length of the scheme.

4.08.03 Tables On The Following Pages

- Year by year programme for the THI
- Work/tasks programme for Year 1 of the THI

The full spreadsheet is attached as a Appendix 04_01

CAMPBELTOWN THI - TOTAL YEAR BY YEAR COSTS

	Likely Total Cost	Likely Total Grant	Likely Total owners Share	Year 1 Cost	Year 1 Grant	Year 1 owners share	Year 2 Cost	Year 2 Grant	Year 2 owners share	Year 3 Cost	Year 3 Grant	Year 3 owners share	Year 4 Cost	Year 4 Grant	Year 4 owners share	Year 5 Cost	Year 5 Grant	Year 5 owners share
Total Key Properties	£712,546	£534,409	£178,136	£299,403	£224,552	£74,851	£392,486	£294,364	£98,121	£0	£0	£0	£20,657	£15,493	£5,164	£0	£0	£0
Total Target Properties	£817,372	£653,897	£163,474	£222,093	£177,674	£44,419	£395,391	£316,313	£79,078	£161,170	£128,936	£32,234	£20,810	£16,648	£4,162	£17,908	£14,326	£3,582
Total Priority A Area	£213,626	£170,900	£42,725	£0	£0	£0	£114,105	£91,284	£22,821	£84,163	£67,331	£16,833	£6,006	£4,804	£1,201	£9,351	£7,481	£1,870
Total Priority B Area (Longrow South)	£95,005	£76,004	£19,001	£0	£0	£0	£0	£0	£0	£85,505	£68,404	£17,101	£0	£0	£0	£9,501	£7,600	£1,900
Total Priority B Area (Longrow)	£123,435	£98,748	£24,687	£0	£0	£0	£0	£0	£0	£111,091	£88,873	£22,218	£0	£0	£0	£12,343	£9,875	£2,469
Total Kirk Street/ Shore Street Section	£20,412	£16,329	£4,082	£0	£0	£0	£0	£0	£0	£18,370	£14,696	£3,674	£0	£0	£0	£2,041	£1,633	£408
Total All Buildings	£1,982,395	£1,550,288	£432,106	£521,495	£402,226	£119,269	£901,982	£701,961	£200,021	£460,300	£368,240	£92,060	£47,473	£36,945	£10,527	£51,144	£40,916	£10,229
PUBLIC REALM WORKS	£100,000	£100,000		£20,000	£20,000		£40,000	£40,000		£40,000	£40,000							
TRAINING AND INTERPRETATION	£60,600	£60,600		£30,900	£30,900		£20,700	£20,700		£5,700	£5,700		£1,400	£1,400		£1,900	£1,900	
STAFF COSTS	£211,546	£211,546		£37,467	£37,467		£39,901	£39,901		£42,569	£42,569		£44,941	£44,941		£46,668	£46,668	
OFFICE COSTS	£25,000	£25,000		£5,000	£5,000		£5,000	£5,000		£5,000	£5,000		£5,000	£5,000		£5,000	£5,000	
TOTAL YEAR BY YEAR COSTS	£2,379,541	£1,947,434	£432,106	£614,862	£495,593	£119,269	£1,007,583	£807,562	£200,021	£553,569	£461,509	£92,060	£98,814	£88,286	£10,527	£104,712	£94,484	£10,229

5 March 2009

4.08.04 YEAR 1 PROGRAMME

Description	Action	Timescale
Initial development work on Old School	A&B Council and SBPT continue work to secure future uses, funding and outputs.	Ongoing from 2008
Initial development work Old Courthouse (reserve project)	A&B Council and SBPT continue work to secure future uses, funding and outputs.	Ongoing from 2008
Co-ordinate sources of funding	A&B Council continue work to confirm funding from partners	Ongoing from 2008
Select THI Project Team	A&B Council advertise post and interview/select preferred candidates	Mid 2009
HLF Decision Received		
Initial promotion of THI	A&B Council announce THI	On decision
Appoint THI Project team	Appoint THI project manager and other team members	Sep 2009
Fit out office for THI Project Officer	Arrange for furniture and equipment to be located with office of THI project officer	Sep 2009
Begin promoting the THI	Distribute leaflets/newsletters and ensure publication of articles in newspapers	Sep 2009
THI Programme Commences		
Official launch of the Campbeltown THI	Official launch of the initiative	Oct 2009
Development work on larger key and target projects: <ul style="list-style-type: none"> • Old School • Town hall • Larger target projects 	Ensure appointment of professional teams in accordance with HLF guidelines. Take forward detailed proposals - planning, design, tender, etc	Oct 2009 onwards (allow 6-9 months)
Promote smaller projects	Develop smaller projects with owners willing to start - through specification, tender, grant application approval and start on site.	Oct 2009 onwards
Public Realm	Initiate work - Development studies, secure commitment from A&B Council Highways	Oct 2009 onwards
Shopfronts	Develop smaller projects with owners willing to start - through specification, tender, grant application approval and start on site.	Oct 2009 onwards
Implement the training plan	Refer to details listed in the training plan	Oct 2009 onwards

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**APPENDIX 04_01 SUMMARY OF COST - REV 7_09-03-05
CATEGORIES OF WORK -REV 7_09-03-05
YEAR BY YEAR COSTS -REV 7_09-03-05
CD - EXCEL FILE - SUMMARY OF COST REV 7_09-03-05**

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TM Properties	Cables and Anchors	Chimney Heads Renewal/Repairs	Roof Covering Renewal/Repairs	Gutters & Downpipes Renewal/Repairs	Windows/Ext Doors Renewal/Repairs	External Rendering Renewal/Repairs	External Painting	Store Restore	Shop Front	Driveway Treatment	Site Works	Other Costs	Prelims	Contingency	Total Work Costs	Professional Fees	Value Added Tax	Total Cost	
Key Properties																			
54 - 56 Main Street (Town Hall) Works to Store, Lamp & Crest Big Kin Si (Former Free Church School) SBP Reconstruction Costs The Old Courthouse (Bogan Street) - Placed on reserve list SBP Reconstruction Costs	360.00 0.00 0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00	7,217.00 0.00 0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00	23,063.73 0.00 0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00	5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00	0.00 0.00 0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00	42,795.47 4,800.00 11,443.14 1,230.00 55,860.00 14,833.00	240,306 25,830 312,543	30,038 3,229 38,068	0 0 61.52	270,344 230,659 413,143	
Total Critical Properties															578,679	72,335	61,522	712,546	
Target Properties																			
13 - 15 Kirk Street 26 Kirk Street 38 - 46 Longrow 51 - 53 Longrow 69 - 71 Longrow 12 Longrow South (Empty Shop) 16 - 20 Main Street 27 - 33 Main Street 50 - 52 Main Street 53 Main Street (Old Post Office) 18 - 24 Shore Street (With Boundary Wall) Kinch Road (Victoria Hall)	840.00 0.00 12,200.00 0.00 320.00 1,360.00 920.00 760.00 0.00 0.00 540.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	5,434.50 2,706.50 1,274.00 1,074.00 1,074.00 8,897.00 2,838.80 5,997.00 22,821.18 41,974.94	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	29,997.56 8,469.56 47,784.97 27,524.60 45,769.44 25,472.71 31,517.49 18,799.27 29,725.70	7,722.48 3,650.54 17,066.00 10,667.91 10,667.91 9,298.82 9,272.97 8,294.83 12,222.48 8,423.50	891.00 462.00 0.00 6,075.00 6,075.00 0.00 0.00 0.00 0.00 7,682.00	2,900.00 3,000.00 2,000.00 10,000.00 10,000.00 15,000.00 15,000.00 15,000.00 15,000.00 15,000.00	5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	25,843.26 8,748.90 38,646.52 10,173.31 38,646.52 30,672.83 8,741.91 2,845.00 31,970.20 19,763.76 27,871.92 11,939.19 29,837.38	6,910.26 2,339.38 10,173.31 8,741.91 10,173.31 14,862.50 7,072.25 179,520.00 5,248.66 7,452.71 5,330.42 7,527.18	145,116 49,127 213,639 16,752.00 171,673 14,862 22,440 110,978 156,597 111,939 186,420	18,159 6,141 26,705 16,752 33,798 1,857 22,440 18,872 19,963 13,992 20,863	26,570 9,972 46,050 3,798 2,924 35,343 21,849 30,812 22,038 32,764	191,625 64,940 282,465 228,900 19,933 237,302 146,689 206,883 147,869 219,897	
Total Target Properties															1,462,233	161,529	265,938	1,919,670	
Priority A Area Properties (Yellow Zone)																			
1 - 7 Glebe Street / Floor Renewal 62 Main Street (The Club) 58 Main Street 48 - 40 Main Street (Aglis Arms Hotel) 22 - 26 Main Street / Longrow South Kinch Road (Victoria Hall) Kinch Road (Victoria Hall) 4 - 8 Kirk Street 19 - 17 Kirk Street 11 - 7 Kirk Street 41 - 37 Main Street / 3 Kirk Street 25 - 19 Main Street 7 - 9 Main Street 9a - 7 Main Street 3 - 1 Main Street (Woolworth Store) Old Quay Head Monument 17 Shore Street	1,360.00 800.00 760.00 14,400.00 16,000.00 520.00 1,760.00 240.00 1,000.00 920.00 600.00 1,440.00 1,600.00 716.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	19,382.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	66,404.84 18,419.97 32,133.91 88,199.53 68,379.78 59,559.50 91,497.53 35,997.49 30,332.56 27,461.22 54,376.11 76,541.11 22,588.23 0.00 0.00 0.00 0.00	29,696.54 7,757.94 6,103.31 6,843.75 12,647.06 18,801.91 18,801.91 6,921.18 6,921.18 3,393.28 6,383.82 5,220.80 9,438.67 4,103.52 9,111.51 9,915.95	6,168.00 1,260.00 3,548.00 10,000.00 15,000.00 2,000.00 7,392.00 28,344.00 1,317.00 4,182.00 3,058.00 4,716.00 3,096.00 0.00 0.00 0.00 0.00	1,500.00 0.00 0.00 10,000.00 15,000.00 2,000.00 15,000.00 2,000.00 2,000.00 2,000.00 22,500.00 6,000.00 6,000.00 2,000.00 0.00 0.00 0.00 0.00	5,000.00 0.00 0.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00 5,000.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	66,574.91 89,771 24,189.13 28,899.68 32,899.68 45,197.53 45,197.53 54,941.81 20,117.02 12,238.56 36,727.38 21,348.22 43,388.18 16,894.90 2,841.78 1,831.03 5,894.04	183,363.34 250.74 4,619.94 7,844.63 161,337 413,971 413,971 308,769 307,946 129,807 68,772 206,232 119,875 243,624 93,128 14,834 3,990 3,222,159	48,133 659 12,127 19,979 20,967 52,534 52,534 40,596 38,644 16,236 8,950 25,779 14,984 34,454 16,641 1,854 3,990 491,000	75,809 1,037 26,741 31,696 8,950 8,950 8,950 70,114 25,556 13,502 49,602 15,957 47,965 132,103 2,920 2,024 6,284 635,381	509,005 6,969 128,247 179,547 212,270 496,356 496,356 524,480 407,700 171,580 90,942 262,613 158,460 322,054 123,103 13,891 42,190 4,222,811				
Priority B Area Properties (Green Zone)																			
Longrow South (Section)	1,970.55 368.67 453.33 1,894.74 689.20 694.44 2,890.00 623.33 1,080.00 1,080.00 920.00 0.00 0.00 680.00 680.00 840.00 1,160.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	12,113.26 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	93,266.97 13,864.00 12,273.59 89,679.78 25,372.59 35,877.93 75,181.86 21,000.58 23,572.41 41,927.80 36,022.72 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	12,113.26 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	7,937.37 1,750.00 1,750.00 7,026.32 3,000.00 2,340.00 6,116.00 2,300.00 2,288.00 1,800.00 4,731.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	13,750.00 6,000.00 7,000.00 13,000.00 2,500.00 3,000.00 30,000.00 2,300.00 0.00 2,000.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	39,537.85 8,648.37 8,285.67 37,891.68 108,760 119,769 49,996.43 13,311.69 11,003.95 25,133.64 33,240.44 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	219,769 48,862 46,526 211,029 108,760 119,769 278,495 3,356.43 6,1790 141,131 186,652 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	27,471 6,070 5,816 26,379 21,476 14,971 34,812 9,344 7,724 17,641 23,332 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	43,267 9,561 9,160 41,546 143,794 23,579 368,135 14,716 12,165 27,785 8,828 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	290,505 64,189 61,801 278,954 143,794 278,579 988,308 74,748 81,678 186,557 246,731 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00					
Total Priority B Area (Longrow South)															2,245,992	261,749	442,180	2,969,921	

Longrow Section																					
1 - 31 Longrow	0.00	0.00	229,939.88	0.00	4,077.79	0.00	21,000.68	0.00	1,176.76	257,465	0.00	2,300.00	1,000.00	0.00	0.00	12,866.04	3,987.79	71,123	8,890	14,002	94,015
5 - 71 Longrow	390.64	0.00	25,167.28	0.00	3,686.36	0.00	21,212.89	0.00	3,342.39	7,084.20	0.00	3,000.00	1,500.00	0.00	0.00	6,825.26	4,021.10	84,443	10,555	16,625	111,623
9 Longrow	1,800.00	0.00	3,187.50	0.00	6,129.62	0.00	46,896.66	0.00	5,398.85	6,625.75	3,822.50	0.00	5,000.00	0.00	0.00	28,895.26	17,135.41	149,844	18,720	29,500	198,074
11 - 13 Longrow	390.64	0.00	25,167.28	0.00	4,821.66	0.00	22,403.30	0.00	3,342.39	7,084.20	0.00	1,500.00	3,200.00	0.00	0.00	16,801.09	4,034.96	84,734	10,592	16,692	112,308
15 - 17 Longrow	608.00	0.00	4,448.00	0.00	5,773.50	0.00	22,404.35	0.00	4,063.92	5,161.74	3,384.00	0.00	2,000.00	0.00	0.00	16,481.57	5,213.46	92,548	11,968	19,220	122,306
19 - 21 Longrow (Cresdale Bank)	911.49	0.00	4,025.74	0.00	8,601.51	0.00	50,777.05	0.00	6,526.19	15,066.04	6,720.00	6,500.00	3,500.00	0.00	0.00	38,691.24	10,345.70	109,483	17,157	21,554	144,722
23 - 33 Longrow	390.64	0.00	5,841.94	0.00	3,686.36	0.00	21,212.89	0.00	2,471.29	5,895.13	4,100.00	3,000.00	1,500.00	0.00	0.00	11,482.42	3,070.30	64,476	8,060	12,694	85,230
35 Longrow	608.00	0.00	1,270.00	0.00	3,000.00	0.00	15,273.15	0.00	1,240.51	2,052.97	0.00	750.00	0.00	0.00	5,427.89	1,451.40	30,479	3,810	6,001	40,290	
41 - 45 Longrow	533.33	0.00	1,429.75	0.00	1,074.00	0.00	48,692.88	0.00	1,848.58	2,569.94	0.00	0.00	4,000.00	0.00	0.00	34,846.12	9,317.55	195,669	24,459	38,522	238,649
47 - 49 Longrow	480.00	0.00	1,200.00	0.00	1,000.00	0.00	12,800.00	0.00	4,368.08	13,844.14	0.00	0.00	0.00	0.00	4,419.04	1,181.61	24,814	3,102	4,885	32,601	
51 - 59 Longrow	666.67	0.00	1,597.50	0.00	3,000.00	0.00	27,240.34	0.00	2,053.98	2,855.38	0.00	0.00	0.00	0.00	5,316.11	1,421.48	29,851	3,721	5,977	39,659	
77 - 79 Longrow (Springbank Evangelical Church)	126.67	0.00	3,016.25	0.00	6,672.75	0.00	13,000.00	0.00	4,737.37	6,999.80	0.00	0.00	1,500.00	0.00	22,325.63	6,025.16	126,486	15,811	24,902	167,199	
89 - 107 Longrow	1,562.35	0.00	6,301.25	0.00	5,400.00	0.00	27,240.34	0.00	5,340.34	7,423.98	0.00	0.00	0.00	0.00	7,859.79	2,045.76	42,361	5,370	8,458	56,189	
109 - 117 Longrow	520.00	0.00	1,040.00	0.00	6,817.20	0.00	86,671.96	0.00	10,929.96	23,362.79	17,843.74	6,500.00	3,500.00	0.00	66,341.77	17,471.82	398,936	46,994	72,235	465,007	
121 Longrow (Chinese Take Away)	80.00	0.00	3,200.00	0.00	4,812.50	0.00	29,724.19	0.00	6,176.00	10,513.50	5,588.00	2,000.00	1,500.00	0.00	24,897.36	6,533.38	139,299	17,485	27,424	164,198	
26 - 36 Longrow	781.28	0.00	3,492.64	0.00	7,372.72	0.00	43,388.01	0.00	13,095.94	14,586.04	8,352.00	10,000.00	3,000.00	0.00	36,883.74	9,658.91	205,897	26,748	40,554	272,889	
50 - 52 Longrow	668.80	0.00	7,069.60	0.00	5,305.76	0.00	25,799.97	0.00	5,325.13	7,152.49	3,722.40	3,000.00	3,500.00	0.00	21,633.03	5,658.91	118,835	14,854	23,336	157,865	
54 - 58 Longrow	868.00	0.00	3,834.04	0.00	8,191.82	0.00	47,139.76	0.00	13,977.94	15,094.43	9,260.00	2,000.00	2,000.00	0.00	26,801.99	7,166.21	150,499	18,812	29,629	198,941	
60 - 64 Longrow	651.06	0.00	2,875.53	0.00	6,145.94	0.00	35,354.82	0.00	3,998.51	9,538.13	6,960.00	3,000.00	3,000.00	0.00	25,368.82	6,788.21	142,552	17,819	29,025	188,437	
66 - 72 Longrow	651.06	0.00	2,875.53	0.00	6,145.94	0.00	36,635.12	0.00	4,668.35	12,756.50	8,532.00	0.00	3,000.00	0.00	21,127.08	5,649.20	118,633	14,829	23,356	156,818	
74 - 82 Longrow	911.49	0.00	4,025.74	0.00	8,601.51	0.00	53,017.57	0.00	7,561.47	16,567.92	9,744.00	1,500.00	3,000.00	0.00	42,075.96	11,250.74	236,266	29,533	46,515	312,314	
84 Longrow (Kilbrannan Bar)	390.64	0.00	1,725.32	0.00	3,686.36	0.00	23,133.34	0.00	4,288.45	8,758.80	4,176.00	0.00	3,000.00	0.00	15,039.09	4,021.32	84,448	10,556	16,626	111,629	
Total Priority B Area (Longrow)																2,922,619	365,327	84,448	10,556	575,391	3,933,337
Kirk Street/Shore Street Section																					
21 - 23 Kirk Street	440.00	0.00	0.00	0.00	3,163.50	0.00	3,548.50	0.00	0.00	6,702.98	672.00	0.00	0.00	0.00	6,881.53	1,866.80	39,203	4,900	7,718	51,821	
37 Kirk Street (Garage/Workshop)	0.00	0.00	0.00	0.00	0.00	0.00	15,827.48	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
39 - 43 Kirk Street	16,400.00	0.00	0.00	0.00	3,000.00	0.00	7,056.00	0.00	0.00	8,620.37	0.00	0.00	0.00	0.00	14,135.56	3,779.72	79,374	9,922	16,627	104,923	
Kirk Street (Highland Church Hall)	0.00	0.00	0.00	0.00	3,665.00	0.00	0.00	0.00	0.00	527.98	11,880.00	0.00	0.00	0.00	3,699.79	96,449	20,758	2,995	4,087	27,440	
2 - 4 Shore Street	920.00	0.00	0.00	0.00	3,000.00	0.00	17,027.17	0.00	3,038.36	8,130.97	840.00	3,000.00	0.00	0.00	8,270.23	2,211.39	46,439	5,965	9,143	61,387	
10 - 12 Shore Street	613.33	0.00	30,722.04	0.00	4,826.67	0.00	24,015.15	0.00	10,612.28	13,666.97	3,154.00	3,000.00	2,700.00	0.00	21,477.96	5,474.02	120,603	15,075	21,744	159,423	
26 - 28 Shore Street	1,000.00	0.00	9,800.00	0.00	6,907.00	0.00	27,514.95	0.00	97,051.12	10,203.90	8,532.00	3,000.00	3,000.00	0.00	23,212.89	6,741.71	141,576	17,897	27,973	187,466	
2 - Shore Street	0.00	0.00	0.00	0.00	0.00	0.00	473.00	0.00	0.00	0.00	2,622.00	0.00	0.00	1,888.65	416.00	3,513	543	5,402	36,594		
3 - Shore Street	2,560.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,538.82	12,241.47	0.00	0.00	0.00	4,891.02	1,307.82	462,543	63,918	95,001	627,461		
Total Kirk Street/Shore Street Section																10,814,225	1,394,278	2,065,392	14,374,935		

THI Properties	Repairs to Buildings in Use	Restoring Architectural Features	Shop Fronts	Bringing Vacant Floor Space Into Use	New Buildings For Gap Sites	Total Cost
Critical Properties						
54 - 56 Main Street (Town Hall) Works to Spire, Lamp & Crest	240,306	25,830				240,306 25,830
Big Kiln St (Former Free Church School) SBPT Reconstruction Costs				312,543		312,543
5 Bolgam Street (The Old Courthouse) SBPT Reconstruction Costs						
Total Critical Properties						
Target Properties						
13 - 15 Kirk Street	134,682	10,434				145,116
26 Kirk Street	43,371	3,256	2,500			49,127
38 - 48 Longrow	195,177	15,463	3,000			213,639
61 - 67 Longrow	122,594	7,868	2,000			132,462
69 - 73 Longrow	154,267	15,406	2,000			171,673
12 Longrow South (Empty Shop)	4,852	0	10,000			14,852
16 - 20 Main Street	159,917	14,603	5,000			179,520
27 - 33 Main Street	87,499	8,479	15,000			110,978
50 - 52 Main Street	136,147	12,860	7,500			156,507
53 Main Street (Old Post Office)	100,575	5,364	6,000			111,939
18 - 24 Shore Street (With Boundary Wall)	148,235	16,685	1,500			166,420
Kinloch Road (Victoria Hall)	301,856	19,236	0			321,091
Total Target Properties						
Priority A Area Properties (Yellow Zone)						
1 - 7 Glebe Street ? Roof renewal	354,937	28,626	1,500			385,063
62 Main Street (The Club)	4,005	1,260	0			5,265
60 Main Street	91,274	5,745	0			97,019
58 Main Street (Argyll Arms Hotel)	122,409	13,418	0			135,827
48 - 40 Main Street/ 1 - 7 Longrow South	124,750	25,787	10,000			160,537
28 - 22 Main Street/ 2 Longrow South	144,210	37,662	0			181,871
14 - 02 Main Street/ 2 Bolgam Street	397,370	39,966	15,000			452,336
Kinloch Road (Royal Hotel)	365,785	28,984	2,000			396,769
51 - 43 Main Street/ 2 Kirk Street	271,771	36,178	0			307,949
4 - 8 Kirk Street	100,783	14,025	15,000			129,807
19 - 17 Kirk Street	104,821	9,791	0			114,612
11 - 7 Kirk Street	59,167	9,555	0			68,722
5 Kirk Street	70,497	5,983	0			76,479
41 - 37 Main Street/ 3 Kirk Street	162,640	21,092	22,500			206,232
25 - 19 Main Street	105,122	14,753	0			119,875
17 - 9 Main Street	214,915	28,719	0			243,634
9a - 7 Main Street	82,844	10,283	0			93,128
3 - 1 Main Street (Woolworth Store)	14,834	0	0			14,834
Old Quay Head Monument	0	10,282	0			10,282
17 Shore Street	31,917	0	0			31,917
Total Priority A Area						
Priority B Area Properties (Green Zone)						
Longrow South (Section)						
4 - 28 Longrow South	170,730	35,287	13,750			219,768
30 - 32 Longrow South	42,795	4,267	1,500			48,562
34 - 36 Longrow South	40,799	3,977	1,750			46,526
9 - 21 Longrow South	164,099	33,930	13,000			211,029
7 - 11 Bolgam Street	94,222	12,058	2,500			108,780
6 - 12 Union Street	105,609	14,158	0			119,766
2 - 4 Union Street/ 10 - 12 Cross Street	218,850	29,644	30,000			278,495
11 - 13 Union Street	65,742	6,706	2,300			74,748
3 Harveys Lane	0	0	0			0
1 Burnside Street (Burnside Bar)	52,430	9,360	0			61,790
2 - 8 Burnside Street	124,023	15,108	2,000			141,131
10 Burnside Street (Salvation Army Hall)	0	0	0			0
12 - 18 Burnside Street	170,390	16,262	0			186,652
20 Burnside Street (Scottish Hydro)	0	0	0			0
Burnside Street (CMC Ships Chandlers)	0	0	0			0
22 - 24 Burnside Street (This Zone?)	0	0	0			0
Cross Street (Commercial Inn)	97,427	7,985	600			106,012
Cross Street (Feathers Inn)	83,810	7,982	600			92,392
Cross Street (Wee Toon Lounge Bar)	0	0	0			0
Cross Street (Argyll Arms Hotel)	75,065	6,706	600			82,371
1 - 3 Mafeking Place	388,131	60,642	0			448,773
6 - 8 Burnbank Street	19,196	0	0			19,196
Total Priority B Area (Longrow South)						

Longrow Section

1 - 3 Longrow	62,115	6,708	2,300	71,123
5 - 7 Longrow	74,711	6,733	3,000	84,443
9 Longrow	131,312	18,531	0	149,844
11 - 13 Longrow	76,502	6,733	1,500	84,734
15 - 17 Longrow	82,062	10,485	0	92,548
19 - 21 Longrow (Clydesdale Bank)	91,029	18,454	0	109,483
23 - 33 Longrow	187,946	22,813	6,500	217,260
35 Longrow	50,644	10,833	3,000	64,476
41 - 45 Longrow	25,897	4,582	0	30,479
47 - 49 Longrow	26,296	4,183	0	30,479
51 - 59 Longrow	174,234	19,434	2,000	195,669
75 Longrow (Springbank Evangelical Church)	24,814	0	0	24,814
77 - 79 Longrow	26,011	3,840	0	29,851
81 - 87 Longrow	117,647	8,839	0	126,486
89 - 91 Longrow	39,061	3,900	0	42,961
95 - 107 Longrow	315,899	44,509	6,500	366,908
20 Longrow (Chinese Take Away)	4,543	0	0	4,543
22 - 26 Longrow	122,322	14,977	2,000	139,299
28 - 36 Longrow	173,882	22,105	10,000	205,987
50 - 52 Longrow	106,869	11,966	0	118,835
54 - 58 Longrow	124,258	24,241	2,000	150,499
60 - 64 Longrow	124,372	18,181	0	142,552
66 - 72 Longrow	98,676	19,957	0	118,633
74 - 82 Longrow	208,256	26,509	1,500	236,266
84 Longrow (Kilbrannan Bar)	72,963	11,485	0	84,448
Total Priority B Area (Longrow)				

Kirk Street/ Shore Street Section

21 - 23 Kirk Street	33,783	5,420	0	39,203
37 Kirk Street (Garage/Workshop)	0	0	0	0
39 - 43 Kirk Street	67,031	12,343	0	79,374
Kirk Street (Highland Church Hall)	8,878	11,880	0	20,758
2 - 8 Shore Street	37,491	5,948	3,000	46,439
10 - 12 Shore Street	106,762	10,841	3,000	120,603
26 - 28 Shore Street	132,661	8,915	0	141,576
30 Shore Street	4,503	2,622	0	7,125
2 - 10 Fisher Row	27,464	0	0	27,464
Total Kirk Street/Shore Street Section				

Total All Buildings - Works Costs	9,527,742	1,159,631	235,400	312,543	0	11,635,316
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Professional Fees (12.5%)	1,190,968	144,954	29,425	39,068	0	1,454,415
Sub-total	10,718,710	1,304,585	264,825	351,611	0	13,089,731
Value Added Tax (17.5%)	1,875,774	228,302	46,344	61,532	0	2,290,708

Total All Buildings - Project Costs	12,594,484	1,532,887	311,169	413,143	0	15,380,433
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Split shop fronts to repair/restoraton	62,234	248,936				311,169
Total in HLF Categories	12,656,718	1,781,823		413,143		14,851,683
Percentages	85.22%	12.00%		2.78%		100.00%
Costs for actual building works (£2,958,662 - £941,893)	£1,699,412	£237,837		£55,146		£1,982,395
Percentage grant						
Amount of Grant	£1,321,168	£185,995		£43,126		£1,550,289

CAMPBELTOWN THI - TOTAL YEAR BY YEAR COSTS

	Likely Total Cost	Likely Total Grant	Likely Total owners Share	Year 1 Cost	Year 1 Grant	Year 1 owners share	Year 2 Cost	Year 2 Grant	Year 2 owners share	Year 3 Cost	Year 3 Grant	Year 3 owners share	Year 4 Cost	Year 4 Grant	Year 4 owners share	Year 5 Cost	Year 5 Grant	Year 5 owners share
Total Key Properties	£712,546	£534,409	£178,136	£299,403	£224,552	£74,851	£392,486	£294,364	£98,121	£0	£0	£0	£20,657	£15,493	£5,164	£0	£0	£0
Total Target Properties	£817,372	£653,897	£163,474	£222,093	£177,674	£44,419	£395,391	£316,313	£79,078	£161,170	£128,936	£32,234	£20,810	£16,648	£4,162	£17,908	£14,326	£3,582
Total Priority A Area	£213,626	£170,900	£42,725	£0	£0	£0	£114,105	£91,284	£22,821	£84,163	£67,331	£16,833	£6,006	£4,804	£1,201	£9,351	£7,481	£1,870
Total Priority B Area (Longrow South)	£95,005	£76,004	£19,001	£0	£0	£0	£0	£0	£0	£85,505	£68,404	£17,101	£0	£0	£0	£9,501	£7,600	£1,900
Total Priority B Area (Longrow)	£123,435	£98,748	£24,687	£0	£0	£0	£0	£0	£0	£111,091	£88,873	£22,218	£0	£0	£0	£12,343	£9,875	£2,469
Total Kirk Street/ Shore Street Section	£20,412	£16,329	£4,082	£0	£0	£0	£0	£0	£0	£18,370	£14,696	£3,674	£0	£0	£0	£2,041	£1,633	£408
Total All Buildings	£1,982,395	£1,550,288	£432,106	£521,495	£402,226	£119,269	£901,982	£701,961	£200,021	£460,300	£368,240	£92,060	£47,473	£36,945	£10,527	£51,144	£40,916	£10,229
PUBLIC REALM WORKS	£100,000	£100,000		£20,000	£20,000		£40,000	£40,000		£40,000	£40,000							
TRAINING AND INTERPRETATION	£60,600	£60,600		£30,900	£30,900		£20,700	£20,700		£5,700	£5,700		£1,400	£1,400		£1,900	£1,900	
STAFF COSTS	£211,546	£211,546		£37,467	£37,467		£39,901	£39,901		£42,569	£42,569		£44,941	£44,941		£46,668	£46,668	
OFFICE COSTS	£25,000	£25,000		£5,000	£5,000		£5,000	£5,000		£5,000	£5,000		£5,000	£5,000		£5,000	£5,000	
TOTAL YEAR BY YEAR COSTS	£2,379,541	£1,947,434	£432,106	£614,862	£495,593	£119,269	£1,007,583	£807,562	£200,021	£553,569	£461,509	£92,060	£98,814	£88,286	£10,527	£104,712	£94,484	£10,229

5 March 2009

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Project Management – Check Sheet *Amend this Check Sheet to suit your project*

A: SET UP – Start-Up	Y	N	COMMENTS
1 Developed the business case?	Y		The full business case has been prepared. At over 1000 pages long the case is comprehensive and fully costed by specialists in their field of work.
2 Is a full options appraisal necessary?			Full options appraisal have been carried out for two of the priority projects to full business case level.
3 Is the project in line with the strategic plan?	Y		The Campbeltown THI supports the aims and priorities of the Councils Corporate Plan, the single outcome agreement, the Structure Plan, the Local plan, the Yellow Book study and the Campbeltown and Kintyre Action Plan.
4 Has the project received sign off by sponsor or project board?	Y		The Campbeltown Town Centre Regeneration Steering Group have approved the full business case for submission to the HLF.
B: SET UP – Initiation			
1 Has a PID or project definition form been completed?		N	This project has reached the submission of a full business case stage without a PID being identified. That said HLF applications demand many of the same requirements of Prince 2 and they have been fully integrated into the business case submitted for the THI.
2 Are roles explicit and documented?	Y		The roles of both individuals and organisations have been clearly set out by the full business case
3 Are levels of authority clear?	Y		The levels of authority have been fully established in the full business case
4 Have you carried out a stakeholder analysis and planned accordingly?	Y		There has been extensive community engagement with this project which has been fully documented. Principle stakeholders have been included within the management structure of the project to allow them to influence how the project will be delivered.
5 Have you assessed risks and put a plan into action to monitor them?	Y		A full risk assessment has been carried out and mitigation measures have been implemented. The risks associated with the project will be monitored on a quarterly basis and acted on accordingly.
6 Are you clear what is driving the project Quality, Cost or Time (1 only)	Y		Cost – There is a finite budget that must be adhered to. This aspect of the project has been fully set out in the full business case
7 Have clear project review procedures been established?	Y		The project has established a full monitoring schedule that allows the project to respond quickly to changing priorities or situations arising.
8 Has planning started for a start up workshop (or series of workshops)?	Y		A full training plan has been established which includes “raising awareness” events to help launch the THI
9 Team selection – have you got the correct mix of	Y		The management structure of the project contains a wide range of different skills

skills and professional experience?			and expertise to cope with the demands of the THI. There will be a need however to recruit a part time THI Project Officer and Admin and Finance assistant following the commencement of the project.
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C: PLANNING	Y	N	COMMENTS
1 Have you broken the project down into its component products – product breakdown	Y		The project has been fully broken down into costed elements. Specific budgets have been allocated to different target buildings, public realm works, administration costs, training costs and publicity and promotion activities.
2 Have you created product descriptions	Y		
3 How accurate are your estimates? If a low percentage then recalculate	Y		The estimates have been fully costed by a QS experienced in delivering local build projects in Argyll. The figures have also been checked by specialist conservation practitioners. The district valuer has also provided information on likely property valuations following refurbishment and the training plan has been fully costed by training specialists. It is regarded that the estimates are highly accurate but are subject to market fluctuations due to the nature of the THI project and the work envisaged.
4 Have you developed a milestone chart or produced a Gantt chart, or a product flow diagram?	Y		A full spread sheet has been completed for all target buildings and their likely completion date. The training plan has also been fully costed with times allocated for each identified course to be completed by. The project has also been broken into different phases to allow the early closure of the project if funds are exhausted prior to the scheduled end in 2013.
5 Have you developed an overall project budget? Have you sought advice from financial experts?	Y		The project has been fully broken down into costed elements. Specific budgets have been allocated to different target buildings, public realm works, administration costs, training costs and publicity and promotion activities. This has all been done by specialists in their field.
6 Have you identified the critical path for the project?	Y		
7 Have you developed a communications plan and included its component parts into the Gantt charts?	Y		There in communication plan as such but communications is a key aspect of this project which has been included in the training plan. The creation of a prominent office in Campbeltown will act as a constant communication hub for the project that will continually be added to as the project progresses.
8 Are you continuing to carry out risk analysis	Y		The risk analysis will be constantly updated by the THI project officer

throughout the project?			
9 Are quality standards high? How do you know?	Y		The project has to provide a high standard of workmanship to specific standards as demanded by the project funders. For example training courses offered are required to have all necessary accreditation in place prior to their implementation. If standards are not met there will not be any payment as grant conditions clearly identify from the outset what standards are demanded.
D: DELIVERY			
1 Have you identified the appropriate type of control – loose versus tight?	Y		The project has a fairly tight control given the complexity of the project and the different elements involved. Procedures have been put in place to ensure checks are made at appropriate stages and a scheme of delegation has been established to allow the project to proceed in line with established deadlines.
2 Project reporting – are you clear who reports what and to whom and how?	Y		This has been fully set out in the full business case
3 Do you have a clear procedure for managing change?	Y		This will be the responsibility of the main project board which is in this case the Campbeltown Town Centre Regeneration Steering Group. Major change will also be subject to reports being made to the HLF and the Council's SMG.
4 Have you developed a planned versus actual schedule? How up to date is it?	Y		Progress of the project will be monitored on a quarterly basis which will allow a rapid reaction to targets not being met.
5 Tolerance – have you an agreed tolerance figure?		N	There has been to set tolerance figure as budgets have been set. There will be variation between elements of the project but decisions need to be taken within the constraints of the finance available as there is no possibility of additional funding at this stage.
6 Variations – are these quickly flagged?	Y		Progress of the project will be monitored on a quarterly basis which will allow a rapid reaction to targets not being met.

E: CLOSEDOWN AND REVIEW	Y	N	COMMENTS
1 Post project review has been planned?	Y		The project is subject to a full monitoring and evaluation report at the end of the project to measure all outputs achieved and assess what lessons need to be learned for future projects
2 Learning identified?	Y		The project is subject to a full monitoring and evaluation report at the end of the project to measure all outputs achieved and assess what lessons need to be learned for future projects
3 End of project review reports are produced and circulated?	Y		The project is subject to a full monitoring and evaluation report at the end of the project to measure all outputs achieved and assess what lessons need to be learned for future projects

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