

Contents

Preliminary Pages

Content of report	page	I
List of figures	page	ii
List of tables	Page	iii
List of appendices	page	iv
Executive Summary	page	v

Main Report

1. Introduction	page	1
2. Location, Description, History and Current Ownership of Site	page	4
3. The Importance of the Site	page	14
4. The Conservation of the Site	page	20
5. Problems, Threats and Vulnerabilities	page	23
6. The Planning Context	page	26
7. The Condition of the Buildings	page	32
8. Market Appraisal	page	40
9. Public Consultation	page	47
10. The Options for Re-use	page	55
11. Funding and Delivering the Options	page	70
12. Identification of the Preferred Option	page	84
13. Conclusions	page	86
14. Recommendations	page	91

List of Figures

Figure 1:	Aerial photograph showing the Home Farm and its environs including Kilmory Castle	page	2
Figure 2:	Location of Kilmory Home Farm	page	4
Figure 3:	The area and structures covered by the appraisal	page	5
Figure 4:	Excerpt from map of 1799 showing Kilmory House	page	8
Figure 5:	Kilmory Castle	page	10
Figure 6:	The Walled Garden	page	11
Figure 7:	The north, front elevation of the steading	page	12
Figure 8:	External elevations of the steading	page	13
Figure 9:	Stabling in the under croft at the Home Farm	page	17
Figure 10:	The designed landscape around the Castle	page	18
Figure 11:	Management policies for differing levels of significance	page	20
Figure 12:	View of the first floor, west wing	page	23
Figure 13:	Area for Action 12/12 the area around Kilmory Home Farm	page	28
Figure 14:	Curtilage of listed building as originally interpreted	page	30
Figure 15:	Curtilage of listed building extended to include piggery and sawmill	page	31
Figure 16:	The west wing of the steading illustrating the area of collapsed roof to the southern end	page	32
Figure 17:	Raised collared roof structure to the west wing	page	33
Figure 18:	The east / north wing roof junction	page	34
Figure 19:	Graph illustrating scoring of various options in the public consultation questionnaire	page	48
Figure 20:	Castlemilk Stables	page	56
Figure 21:	The south, rear elevation of the steading	page	92

List of Tables

Table 1:	Summary of Revenue, Income and Expenditure	page	68
Table 2:	Calculation of the costs and benefits of enabling development	page	72
Table 3:	Option B: Minimal repairs and mothballing	page	73
Table 4:	Option C: Residential use	page	74
Table 5:	The Kilmory Home Farm Community Project Proposal	page	82
Table 6:	Summary of Various Options	page	84
Table 7:	Risk Assessment	page	88

List of Appendices to the Report

- Appendix A. Listing description
- Appendix B. Assessment of Architectural, Historical and Social Significance:
Michael Davis
- Appendix C. Strathclyde Building Preservation Trust Conservation Policy
- Appendix D. National and Local Planning Policy Relevant to the Project
- Appendix E. Preliminary Structural Assessment
- Appendix F. Market Research Report
- Appendix G. Public Consultation Report
- Appendix H. Sketch Schemes
- Appendix J. Engineer's Repair Schedule and Outline Cost Plans
- Appendix K. Details of the Kilmory Home Farm Community Project
- Appendix L. Valuer's Report
- Appendix M. A3 Version of Kilmory Home Farm Community Project Funding Table

Executive Summary

This report represents the findings of an Options Appraisal managed by Strathclyde Building Preservation Trust (SBPT) working with the Kilmory Home Farm Community Project, Argyll & Bute Council and a team of consultants comprising:

John Gilbert Architects,
Elliot and Co Structural Engineers,
Gordon McLeod Quantity Surveyor,
Michael Davis Architectural Historian,
The District Valuer's Office, Glasgow

The appraisal has been funded jointly by the Architectural Heritage Fund and Argyll & Bute Council and was undertaken between January and July 2008. Business advice to the Kilmory Home Farm Community Project was provided by Slainte Ltd Business Advisors and was funded by Highlands and Islands Enterprise.

Kilmory Home Farm is a B listed classic courtyard steading of around 1830. The site includes a range of subsidiary structures from a derelict piggery to an unusual horse training ring and is located adjacent to the Argyll & Bute Council headquarters, Kilmory Castle just outside Lochgilphead in Mid Argyll. A group including the Castle, the Home Farm and a walled garden are contained in a romantic landscaped garden believed to have been designed by William Hooker.

The Home Farm served the Kilmory Estate and while the Castle changed use from country house, to hostel, hotel and finally from 1974 Council offices, the farm remained in agricultural use until the mid 1990's when the final tenant died. The farm buildings had already fallen into some disrepair and since being vacated, the rate of decay has accelerated.

In 1948 the Forestry Commission Scotland purchased much of the less productive land around the farm and have managed this since as a woodland park. In recent times they have been working to improve public access to the woodland park and the forested areas beyond and are currently in negotiations with the Council to extend this role.

Once the Home Farm became empty, the Council developed a scheme to convert it to offices but the high cost of the scheme led to it being shelved, since when a number of community groups have come forward with ideas for the Home Farm site but none has been developed. In 2007, the Council began positive action to try and find a solution for the future of the site. A feasibility study was commissioned which determined that a community use would be ideal for the site. The Kilmory Home Farm Community Project was emerging as a group interested in taking on the Home Farm buildings at this time, but their ideas were at too early a stage for them to be seen as a realistic option.

The Kilmory Home Farm Community Project is an initiative to restore Kilmory Home Farm and regenerate the Kilmory Estate to create a Community Activity Venue and Centre for Sustainable Living. The Home Farm will be the hub of a wider project which the group hope will include setting up a community farm and making allotments available to local people. During the course of the Options Appraisal process, the group have become legally constituted and are developing their ideas further to include a mix of commercial and community uses and lettable space. The Project has wide support from local people and several commercial enterprises.

This appraisal has studied the history of the Home Farm and begun the process of putting it into its wider context. The team has considered the significance of the site as a heritage asset and its importance to local people. A preliminary assessment of the condition of the building has been undertaken and has shown it to be in an advanced state of dereliction but with repair and re-use still a practical option. Consideration has been given to planning constraints on the site and a public

consultation has been undertaken to gauge local views. An appraisal of the local area has determined the provision of services and facilities and has identified where opportunities might arise. Consultations with potential collaborators in a repair and re-use project have been undertaken and possible funding sources have been investigated.

The project will require a cocktail of funding from both large and small funders and both groups have been approached to give a preliminary view of the fit of the project to their aims. Funders who have given a positive response to this approach include:

- Historic Scotland
- Heritage Lottery Fund
- Big Lottery
- LEADER
- Rural Priorities
- Highlands and Islands Community Energy Company
- Entrust

It should be noted that the Big Lottery are about to enter a review period and therefore it could only be assumed that while their specific programmes might change, their basic aims and aspirations would remain as they are today. Other funders whose aims appeared to match the project were approached but were unable to give a view without a formal application being submitted.

The appraisal considered 4 options including the Community Project in more detail:

1. demolition and site clearance
2. minimal repair and moth balling
3. residential conversion
4. use by the Kilmory Home Farm Community Project

At this time it seems safe to reject the option to demolish the buildings as there is a sufficiently positive outlook for options 2 and 4.

The residential option appears impractical because the capital receipts from the units produced could not match the cost of repair and there is little chance of obtaining funding to meet this conservation deficit.

The Community Project has produced a preliminary assessment of viability which indicates that their proposals will provide a small surplus. Alongside this, a positive funding model has been produced for this option as part of the appraisal process.

On the basis of this, the conclusions of the appraisal can be summarised as follows.

- Kilmory Home Farm is a site of sufficient heritage and social value to merit conservation.
- The Kilmory Home Farm Community Project has a realistic chance of delivering a secure, long term future for the site.
- The Project has potential to be a viable ongoing business which could also stimulate sufficient capital funding to undertake the repair and development work needed to bring the site back into use.

This use would represent good conservation of the site as it would require little alteration of the original configuration of the buildings and would preserve the maximum amount of historic fabric. The Project would provide wide public access to the site and facilities of value to the local community and visitors to the area.

While the Kilmory Home Farm Community Project offers a potentially viable and fundable solution to the problems of the Home Farm, it is recognised that there is still a lot of developmental work to be done. The Options Appraisal therefore makes the following recommendations:

- i. That the Council undertakes preliminary works to secure the building.
- ii. That the Council agrees to support a development phase for the project.
- iii. That SBPT, KHFCP and Argyll & Bute Council produce a programme for this phase including actions and milestones to extend to not more than 1 year from the date of adoption of the programme.
- iv. That the development phase has agreed outcomes which will take the project to the stage where funding and statutory approval applications can be lodged.
- v. That SBPT in particular seeks funding for the provision of a project officer to co-ordinate the development phase and the working of the various collaborating bodies.
- vi. That SBPT & KHFCP seek funding for this phase of work to ensure that the costs of the Building Preservation Trust are covered and that professional advice can be procured to assist the process.
- vii. That at the end of the development phase, a further report is put to the various collaborating bodies recommending their continued involvement in the project or abandonment of it.

1. Introduction

This report represents the findings of an Options Appraisal managed by Strathclyde Building Preservation Trust (SBPT) working with the Kilmory Home Farm Community Project, Argyll & Bute Council and a team of consultants comprising:

John Gilbert Architects,
Elliot and Co Structural Engineers,
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The appraisal has been funded jointly by the Architectural Heritage Fund and Argyll & Bute Council and was undertaken between January and July 2008. Business advice to the Kilmory Home Farm Community Project was provided by Slainte Ltd Business Advisors and was funded by Highlands and Islands Enterprise.

Kilmory Home Farm is described in the Historic Scotland listing description as a "*classical courtyard steading*"¹. The farm covers an area of grazing and woodland at the centre of which is a group of buildings including the steading. For the purposes of this appraisal, the area and buildings comprising the farm steading has been considered but it is important to set the repair and re-use of these buildings into their wider context, both the immediate and wider area are described further below.

Strathclyde Building Preservation Trust is a revolving fund Building Preservation Trust formed in 1985. The aims of the Trust are set out in our Memorandum of Association but these are summarised in our Corporate Strategy 2006-2009 as follows:

The aim of Strathclyde Building Preservation Trust is to provide sensible solutions to the problems of historic buildings at risk. By consulting widely, applying professional project management techniques, high quality design, sustainable methods,

¹ See Historic Scotland Listing Description at Appendix A to this report.

conservative restoration and a touch of ingenuity we will contribute to the conservation of Scotland's built heritage. Our projects will provide as much community involvement as possible, maximise opportunities for training and education and stimulate the future use and appreciation of our built heritage and historic environment.

The membership of the Trust is drawn from across the former Strathclyde Region and includes people from a wide range of backgrounds, experience and professional disciplines. Argyll & Bute Council are corporate members of the Trust.



Figure 1: Aerial photograph showing the Home Farm and its environs including Kilmory Castle

In 2006, the Council decided that it must take action to determine a future strategy for the Home Farm buildings and a feasibility study was undertaken by 3D Architects to

inform this process. The study was extensive and provided valuable information but not the detail required by the Council to make a definitive decision on the future of the site. It raised the critical issue of poor access which fetters development and suggested that a community use for the building might be suitable and have the best chance of raising sufficient funding for the capital repair work. At that time, the Kilmory Home Farm Community Project was just getting started and the study was concluded before the Project had, had a chance to formulate ideas for the site.

The purpose of this appraisal was to build on the earlier feasibility study and in particular to test the Kilmory Home Farm Community Project against other possible uses to determine whether it will be the best option for securing the future of the site.

The findings of this appraisal will inform decisions by Strathclyde Building Preservation Trust, the Kilmory Home Farm Community Project and Argyll & Bute Council on their future action regarding the site.

2. Location, description, history and current ownership of the site

2.1 Location and description of the site

Kilmory is an area just to the south east of Lochgilphead and the Castle and Home Farm are just off the A83 and beyond the Kilmory industrial estate and Council Offices.

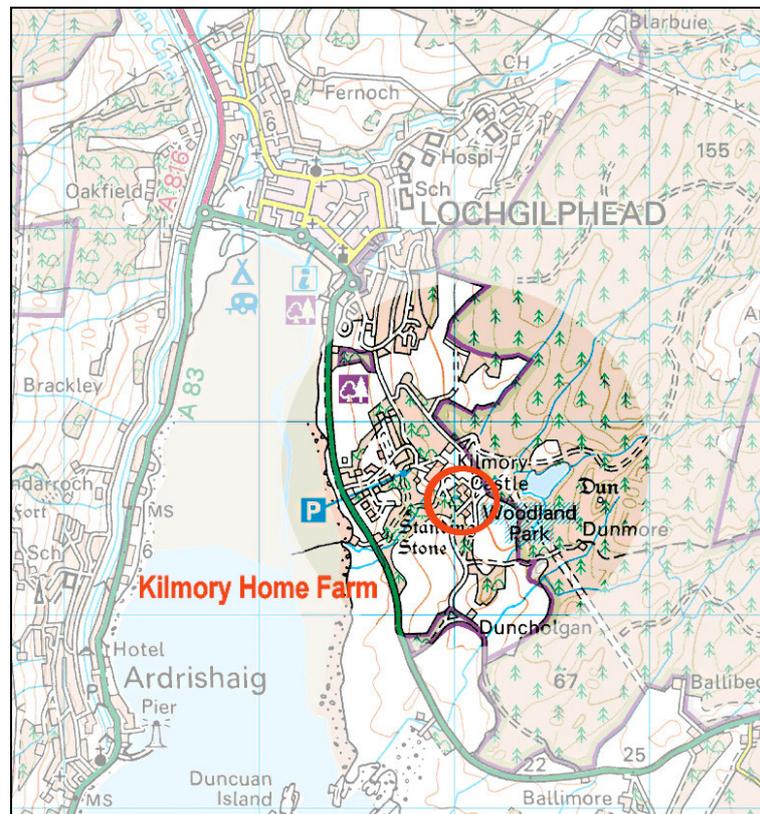


Figure 2: Location of the Kilmory Home Farm

The Home Farm was built to serve Kilmory Castle, now the headquarters of Argyll & Bute Council but formerly the home of the Campbell family. The castle today is broadly the result of the 1830's developments undertaken by Joseph Gordon Davis for Sir John Powlette Orde and the bulk of the development of the steading is

believed to date from this time. The main building is B listed with the list description including the horse training ring. Of the other buildings shown in Figure 3 below, the smithy and the sheep byre are considered to be listed by dint of being within the curtilage of the listed steading while the piggery and barn are considered to be unprotected. The view of the Council is however, that the curtilage extends to include the remains of the piggery and the sawmill, confirmation of the extent of listed structures will need to be sought (see section 6 below).



Figure 3: The area and structures covered by the appraisal:

1. the horse training ring
2. the steading
3. the piggery
4. the sheep byre
5. the stables and smithy
6. the sawmill

Surrounding the farm buildings are the remnants of the original Home Farm, which is in the ownership of Argyll & Bute Council and beyond is an extensive area of forest managed by the Forestry Commission Scotland. As part of the Forestry Commission's drive to open up its land and encourage leisure uses, they have been developing a range of mountain bike trails in the area. Discussions are underway between the Forestry Commission and Argyll & Bute Council, which it is hoped will see the Council selling most of the remaining Home Farm land to the Forestry Commission who intend to manage it as woodland pasture. As part of their management strategy, the Forestry Commission will work with the Community Project and make land available to them.

2.2 History of the site

A copy of the historical research produced by Michael Davis is at Appendix B to this report, this section includes a summary of Mr Davis's research but begins with a look at the more recent past and current ownership of the site. Sections of the full Architectural and Historic Analysis of the Kilmory Home Farm by Michael Davis are included in the text below and are identified by use of a different font and the notation ^{MD}.

In 1948 the estate was split up with the Forestry Commission buying much of the less productive land. The Castle and its policies became variously a hostel, a country house hotel and finally in 1975 the offices of Argyll & Bute Council. The MacArthur family who had been in the Home Farm as early as 1938, were present as tenants under the Council^{MD}. Archie MacArthur and his sister Mary were the tenants in the 1990's and on Archie's death, in 1994 the Council revoked the tenancy. Even before the revocation of the tenancy, the farm had become somewhat dilapidated and since it was vacated by the MacArthurs its condition has deteriorated rapidly. Various plans for repairing and re-using the site have come and gone including the Council's own plans to convert it to offices. But cost has always precluded a viable scheme. The outlying buildings have remained in use for longer, with the Argyll Green Woodworkers Association occupying the piggery area and

constructing a pole barn over the ruins of the piggery for drying and seasoning wood. This is still in use although the workshops of the AGWA have moved their main centre elsewhere.

Alongside the deterioration of the farm buildings, the Council have struggled to manage the designed landscape and pleasure gardens around the Castle although the Walled garden and immediate environs of the house are very well maintained and much visited. In the wider area, the Forestry Commission have gradually developed recreational strategies for the area around the site and by the early 1990's, the land at Kilmory was designated a woodland park. Today initiatives from mountain bike trails to restoration of the designed landscape are part of the strategy of the Forestry Commission for bringing tourists to the area and providing better facilities for local people. The Forestry Commission see Kilmory Home Farm as the perfect location for a hub to support these initiatives.

2.3 Early History

An early reference in a charter, apparently dating from the 1230's, granted the "penny land of Kilmory which lies above Loch Gilp with the Chapel of St Mary built on said land" to Paisley Abbey. In 1558, the Abbot of Paisley granted the lands to John Lamont of Inneryne, and by 1575 they had come into the possession of Donald Campbell of Kilmory.^{MD}

By the mid 18th century, the Campbell family were styled 'the Campbells of Fish River and Kilmory', Fish River being their estates in Jamaica powered, as with so many such estates at that time, on slave labour. A series of letters and papers published by Marion Campbell in 2004, illustrates the internal discussions about who would live at Kilmory and how the estate would be developed. It seems that John Campbell of Orange Bay (another Jamaican property) was to take on the estate and he talks in correspondence of the various plans he has, from building a small mansion "*a neat, clever house*" to locating an orchard of about 2 acres to be planted with cherries, plums, apples, pears, walnuts, quinces, currents and gooseberries. Mr Davis

comments that this is possibly the forerunner of the walled garden still located to the south of the Castle.

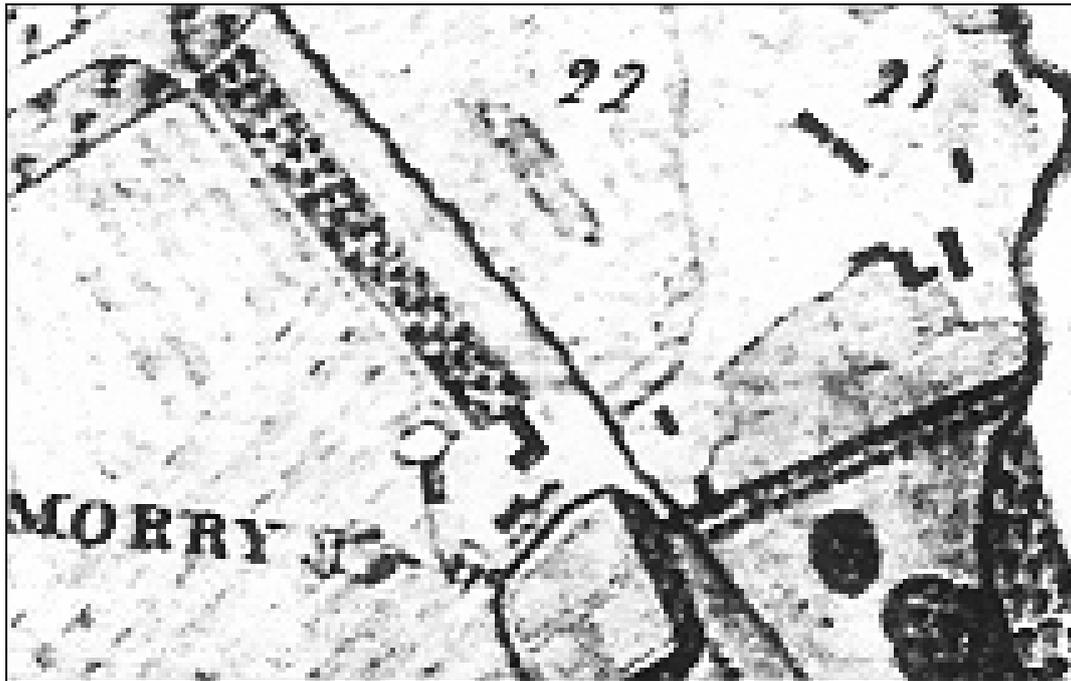


Figure 4: The old mansion house at Kilmory from a map of 1799. This was reported to have been of '*some considerable age*' by the New Statistical Account of Scotland in the 1840's. This was a house partly of single storey and was according to the New Statistical Account, thatched. To the south east, is what may be the first part of the Home Farm complex.

John Campbell never did live at Kilmory, and the estate eventually came into the possession of Sir John Powlett Orde (1803-78) in 1828, after his marriage to Eliza the daughter of Peter Campbell, the last Campbell owner of the property. (It seems that Eliza died in 1829 leaving her share of the estate to Orde who had apparently already bought out the other heir(s) and entails). By this time some of the Home Farm buildings were almost certainly in place (in part) although their function prior to the 1830's is unknown. Other buildings (stables and carriage houses) were present

close by the main house and these remained when the mansion was enlarged in 1816. The 1816 map also shows a straight avenue running from the mansion to a building on the site of the present Home Farm, the avenue suggesting that this building was of some significance^{MD}. Mr Davis puts forward a range of evidence that a significant portion of the main stabling building pre-dates Orde's arrival. He suggests that the existence of Palladian windows in the English Tudor style building, supports the view that one half of the entrance elevation was of 1816 or even earlier, while the other half incorporated new Palladian windows to provide symmetry.

So what of Sir John Powlett Orde and his time at Kilmory? To say that Orde was a colourful character would be an understatement. Son of a celebrated Admiral, he was educated at Eton and Christ Church, Oxford and succeeded his father as 2nd Baronet Orde, of Morpeth on 19 February 1824. An innovator and inventor, curragh racer and scourge of local fishermen, from the time he took on Kilmory he worked to convert it into a smooth running estate embracing up to date farming methods and indeed moving farming forward. He took an active interest in local democracy, sitting on the Police board and taking part in early local government in the area but remained unpopular with local people. His workforce on the estate, which was large and diverse, was well paid but fiercely regimented and his amalgamation of several tenanted farms to put together the Home Farm, meant the removal of tenants at best to waged labour on the farm and at worst to eviction from the land. Even so, compared to the huge estates being assembled across the Highlands at this time, Kilmory was a small concern and Orde ran it to some extent as a hobby alongside his other business concerns. But to suggest any lack of commitment to the estate would be unjust. From the outset, Orde attacked the 'improvement' with gusto, building estate roads, planting and enclosing and laying out a pleasure garden around Kilmory House (as it was then known) reputedly with the help of William J. Hooker, Professor of Botany at Glasgow University and later the first Director of The Royal Botanical Gardens at Kew. He imported Indian cattle which he interbred with native cattle in an attempt to improve the bloodstock and the farm included a range of exotic animals including llamas.

Inevitably, Orde's 'improvements' included updating both the mansion house and the buildings that supported the farm and he engaged a young architect builder, Joseph Gordon Davis to manage these developments. Not a great deal is known about Davis but he seems to have had some success as a developer in London, building parts of Pimlico and Kensington in the latter half of the 19th century. In Argyll he is known to have designed Kilmartin Church and School and is linked to a number of other buildings for the local aristocracy. At Kilmory it is generally believed, that he worked alongside Orde to put into being the latter's aesthetic aspirations for house and farm buildings. Kilmory House (now Castle) in the mixed English manor house style was an early dilettante attempt to suggest a mansion which had evolved through styles and time. This along with experiments in design such as the coach drive through the heart of the building, gives the imposing structure considerable interest.



Figure 5: Kilmory Castle

The evocation of England of the olden times was presumably intended to charm rather than deceive, however a "clever" game was being played with styles.

Along side, the Home Farm was remodelled and extended in the fashionable English Tudor style and was always intended to be visible from the House and Pleasure gardens. The historical styles of architecture employed at Kilmory, were often chosen to underline the pedigree of the commissioning family (often one that had comparatively recently come into money and influence), the link with the history of the British Isles, somehow underpinning their importance and involvement in that history².



Figure 6: The Walled garden has been well maintained by Argyll & Bute Council and is much visited, particularly for its collection of unusual rhododendrons and azaleas

Throughout his life Orde worked to develop and improve the farm and estate and after his death his son Sir John Campbell Orde inherited the farm and continued the improvement both here and at their estates on Uist where evictions of tenants in the last decades of the 19th century, gained him condemnation, indicating society's changing mood. There is a considerable amount of documentary evidence of the farm during this period from pay lists recording the workforce to the sales details

² As we have seen Orde was only the 2nd Baronet of Morpeth.

produced when the farm was put on the market in 1911. Death duties together with rising labour costs and the downturn in agriculture which had begun in the 1880's made it uneconomic^{MD}. The farm was not in fact sold until 1938 when it was bought by Mr Pelham Burns and its more recent history has already been outlined above.

Kilmory Home Farm has a long history and the summary given above illustrates only the past 200 years. There is an opportunity through this project to show the impact of the rapid alterations and 'improvements' made by land owners like Powlett Orde during the first half of the 19th century and to try to extend that history back to see how a traditional estate was managed. What is clear is that the Home Farm as it stands today is very much as Orde intended, substantially unaltered and remaining in its grouping with the Castle. The inclusion of the designed landscape and pleasure grounds which while in a sad state, are not beyond restoration makes this a very important site in illustrating the significant impact of the post Jacobite rebellion period on the history of agriculture and society in Scotland.

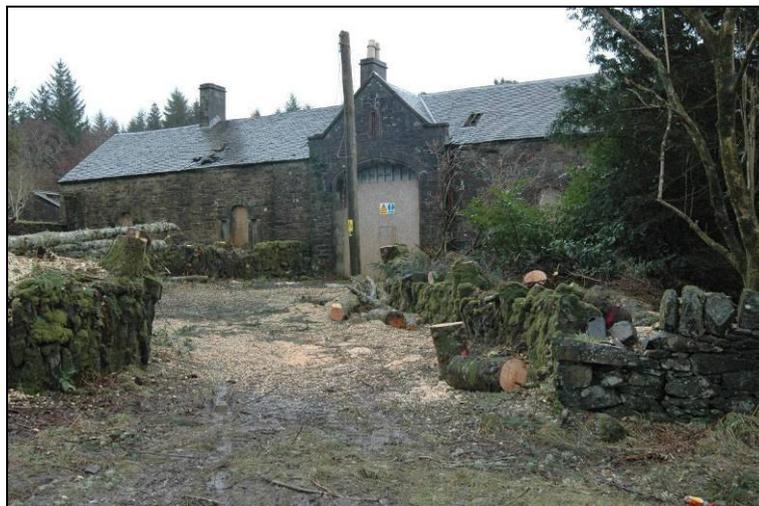


Figure 7: The English Tudor styling of the north elevation of the Home Farm including the curious raised shrubberies which mask the front elevation



Figure 8: External Elevations of the Steading (John Gilbert Architects)

3. The Importance of the site

3.1 Rationale behind the assessment of significance

There is a range of guidance to assist in assessing the importance of a historic building or site and identifying its areas of cultural significance³. The significance of historic sites or buildings is usually multi-faceted and it is important to understand all the values that combine to make up this significance in order that informed, balanced decisions can be made. Based on the work of James Semple Kerr and the definition of cultural significance outlined in full in the Burra Charter (2004), we have utilised in this study five key areas of significance:

1. Historical and social value
2. Architectural value
3. Completeness
4. Age and rarity
5. Group value

When considering each of the above key areas of significance, a relative value needs to be assigned to each. The value is generally on a sliding scale, ranging from exceptional, through high and medium, to low and eventually none. The steading building and horse training ring, have already been assessed as having a 'high' level of significance as is reflected by their Category B listing.

3.2 Historical and Social Value

As has been outlined in the previous section, Kilmory Home Farm as it stands today dates from the early part of the 19th century. Its development is a direct response to social changes in Scotland after the 1745 rebellion that finally brought England and

³ Australia ICAMOS 2004: *The Burra Charter*. Cultural significance means aesthetic, historic, scientific or social value for past, present or future generations. Its purpose is to help identify and assess the attributes which make a place of value to us and to our society. An understanding of this is therefore basic to any planning process.

Scotland together as a single economic entity. Sir John Orde Powlett the man responsible for the farm as it stands today, was born in London of English parents, his father sir John Orde, rose to prominence as a naval officer, Member of Parliament for Yarmouth and Governor of Dominica. Sir John became the 1st Baronet Orde of Morpeth in 1790, and while his family had a history of public service (his father was Deputy Lieutenant of Northumberland) they did not come from the ranks of the landed gentry. Orde's marriage into the Campbell family, provided him with entry into that group through association with Clan Campbell. The families were linked through trade connections with the West Indies, Eliza Campbell's father Peter being born and spending the first part of his life in Jamaica. Both families represented to some extent then the nouveau riche of the age, with family wealth built on the exploitation of slave labour. Such families as the Campbell–Ordes, sought respectability in the ownership of land and the development of country houses and estates. The buildings were often designed in one of the historical British styles and the choice of (essentially) English architectural form for both house and farm steading at Kilmory, would not have been an accident. It is likely that both sides of the family supported the Union, which brought economic opportunity and religious resolution. The Highlands of Scotland were a good location for such a family to build its estate, the crushing of the Jacobite Rebellion giving those seen 'loyal' to Great Britain advantages in the acquisition of land and the 'improvement' of that land by the assemblage of small tenanted lots, was considered both acceptable and beneficial for the wealth and progress of the Kingdom. Thus Kilmory Home Farm is an example of a system of farming that, in a short space of time, wiped out traditional, vernacular farming methods and tenures across vast swathes of Scotland. These developments led to the movement of people from rural to urban centres in Scotland and to the diaspora that sent the Scots all over the world.

Kilmory Home Farm was not exceptional in its contribution to these events but its unaltered state (see below) and the completeness of the record of its history since 1828, are. Over generations, the people of Kilmory and Lochgilphead have known

the Castle and Farm and today they seek in effect to take back the land that Orde took from them to the benefit of the whole community.

3.3 Architectural Value

Kilmory Home Farm is as we have seen a classical example of the courtyard steadings once so common across Scotland. The development of farming methods and machinery since the Second World War in particular, has left most of these buildings functionally redundant, no longer fit for their designed purpose. Many have been lost altogether, many converted to private uses particularly housing. Few are left to tell the story of agriculture in Scotland between the beginning of the 19th and the middle of the 20th centuries. Kilmory is one and the continuity of its use for farming from 1828 until the 1990's, have left it relatively unaltered, any alterations it has undergone, serve only to improve its role as an exemplar of farming methods over that 170 years. The Home Farm and Castle, also illustrate in their architecture, the aspirations of their owner and the fact that he brought in a little know designer suggests that he wanted to maintain stylistic control while requiring some assistance with the management of such a large building project. Davis is an interesting character, in the mould of Thomas Cubit and others, he seems to have become one of the early housing developers and the patronage of the wealthy Campbell Ordes and others in Argyll must surely have boosted his career.

Kilmory Home Farm is predominantly clothed in the English Tudor style but the inclusion of the Palladian windows in the front (north-west) elevation is enigmatic and perhaps alludes to an earlier classical building on the site. Why, when so much investment was being made in the buildings and farm, Orde did not insist upon a complete architectural makeover for the steading however, may never be known. In addition, strange raised 'shrubberies' are placed in front of the building, masking it. Functionally, the building is effective, with farm house and animal accommodation linked to provide convenience. Stabling is of high quality and the inclusion of the

horse training ring, shows the interest of Orde in his horses and of modern techniques for their schooling.



Figure 9: Stabling in the under croft at the Home Farm

So the buildings at Kilmory Home Farm are an above average example of their type, relatively unaltered and containing some interesting architectural contradictions.

3.4 Completeness

The farm steading at Kilmory is remarkably complete, if damaged by lack of maintenance. The farm house, stables and barns around the courtyard are very much as they would have been in 1828 with only a few more modern insertions such as the threshing machine to indicate progress. Internally, many finishes remain and such rarities as the original diamond leaded lights are also still in place in many of the windows. Beyond the steading, the subsidiary buildings placed around a broader farm yard, provide a complete record of Orde's plan.

3.5 Age and Rarity

The existing farm as we have seen is not of great age although it is sited in an area where man has lived and farmed for thousands of years. The farm is not particularly uncommon in that steadings of this type can still be found across Scotland but the completeness and relatively unaltered state of this example increases its rarity.

3.6 Group Value

The positioning of the Kilmory Home Farm buildings within a complex including the main house and setting these within a designed landscape, was a very deliberate decision by Orde, perhaps indicating the importance to him of his farm. The retention of these three elements, farm, house and landscape is unusual and makes the group unusual and important. The involvement of Hooker in the design of the landscape setting for these buildings accentuates that importance.



Figure 10: Intimations of the romantic wilderness that was the designed landscape around the Home Farm

3.7 Summary of significance

Having drawn out the significance of various aspects of the site under the 5 headings above, its overall significance can be objectively assessed. What the analysis seems to show is that although not extraordinary, the Home Farm at Kilmory is an unusually complete example of its type. With its well documented history it represents an important phase in the social history of Scotland. It is set within an important if damaged, designed landscape in an area much affected by the upheavals after the crushing of the Jacobite rebellion. The money which allowed the development of the farm, was made through the efforts of slaves but also through the enthusiasm and energy with which many embraced the opportunities presented by the British Empire. Finally the relationship between Kilmory as the 'big house' and the people of Lochgilphead, has in a sense, been brought full circle by the acquisition of the Castle by Argyll & Bute Council and this project offers an opportunity for land taken from ordinary people to be returned to them for the benefit of all.

In summary then, this appraisal confirms the significance of Kilmory Home Farm as certainly *High*, indicating a considerable local importance but perhaps it could be seen as edging into the *Considerable* category because of its complete and unaltered state which is increasingly uncommon, the important phase of social history that it represents and the importance of the building to the local community now.

4. The Conservation of the Site

4.1 Policy

Strathclyde Building Preservation Trust has a conservation policy which is contained in our Corporate Strategy 2006-2009 the full text of which is at Appendix C. Having identified the significance of the Kilmory Home Farm in section 3 above, our overall policy can be used to provide a philosophy for this project which is summarised in the following section of this report.

Level of Significance	Importance	Conservation Management Policy
A Exceptional	International	Reveal, maintain and enhance through meticulous preservation and conservation.
B Considerable	National	Reveal, maintain and enhance significance but some adaptation and supplementary construction may be considered to accommodate future compatible uses.
C High	Local	Reveal, maintain and enhance significance but acceptable options may, subject to mutual agreement based on expert analysis including alteration or removal in whole or in part
D Modest	Local Site	Interventions of a greater extent and alterations and even demotion may be acceptable.
E Little	Detrimental	Alter, remove or demolish the setting and character of the asset.

Figure 11 Table indicating management policies appropriate for different levels of significance (Burra Charter)

4.2 Methodology

It can be dangerous to apportion different levels of significance to different parts of a building or site but it is valuable to try and identify what aspects of the site are critical to maintaining the overall significance. So the assessment above, when applied to the guidance in Figure 6 indicates that some removal, alteration and addition to the site should be acceptable. Overall we should try to reveal, maintain and enhance the significance of the site and in practice the following statements may be appropriate to guide our intervention.

Of particular importance to retain and repair are:

- the steading itself
- the general configuration of buildings around the wider site including the sheep byre
- as much original fabric including internal finishes as possible
- the horse training ring
- the raised shrubberies

Capable of accepting alteration are:

- the north east wing of the building including the milking parlour and open sided barn (although the curved, corrugated iron roof and cast iron pillars of the latter should be retained if possible)
- the saw mill

Suitable for more major intervention / redevelopment are:

- the piggery
- the smithy and stables

4.3 Philosophy for the project

Specific principles for the conservation of the site can be encompassed in the phrase *as much as necessary but as little as possible* and should include:

- repair of the historic fabric using conservation best practice encompassed in the various international charters, BS 7913: 1998 “The Principles of the Conservation of Historic Buildings”, consultation with Historic Scotland and compliance with current historic buildings and sites legislation
- retention of the general form of the site as it was when a working farm so that visitors can understand the way it functioned,
- sensitive design of new build to respect the historic fabric and designed and managed landscapes around it,
- new build only on the footprints left by previously removed structures,
- new build incorporating historic fabric where possible (the piggery and the north east wing in particular),
- finding a use that provides for the long term care and maintenance of the site and for it to be accessed by as many people and as diverse a range of people as possible,
- provision of interpretation in a range of formats to explain the history and significance of the site,
- employment of sustainable techniques and appropriate traditional methods of repair, construction and ongoing management.

5. Problems, Threats and Vulnerabilities



Figure 12: View of the first floor in the west wing

5.1 Discussion

Kilmory Home Farm has been included on the Scottish Civic Trust, Buildings at Risk Register since 1997 with the building unoccupied as we have seen, since the mid 1990's. While its neglect since has not been intentional it has to some extent been inevitable, no Local Authority is in a position to spend money endlessly on an unemployed building. The condition of the building today is however a direct result of that neglect and it is unfortunate that Argyll & Bute Council were not able to spend modest amounts to maintain the wind and weather-tightness of the building over the years to avoid that loss of fabric and considerable capital repair now needed. The problem for the building has been one of functional obsolescence, it is no longer suitable to function in its designed use and it has been a victim of lack of resources and poor economic conditions in the area. These two circumstances still pertain. In addition, the limited access to the site via the arch beside Kilmory Castle, has

fettered options for the site's re-use. Thus the site is threatened by its remoteness and its rapidly deteriorating condition.

Failure to arrest the deterioration soon will force the removal of fabric for safety reasons and in particular it is likely that the much of the remaining roof covering and fabric will require removal. This will leave the building exposed to the elements dormers will be lost and the wall heads, chimneys and interiors will be extremely vulnerable to decay. There is a domino effect in this gradual dismantling, removal of roofs leads to exposure of other fabric which in turn decays and requires. Thus, the main threat to the building is that it will be gradually dismantled to ensure public safety, until there is too little left to be worth saving.

On the other hand, the significance of the site can be seen as vulnerable to over restoration and heavy handed alteration. It has been shown above that the completeness and comparative lack of alteration are both key to the significance of this site and a scheme which removes too much fabric or alters the configuration of the site, will damage the significance irreparably.

So the buildings and site are in desperate need of a new use that will bring life back to the farm, provide the impetus and funding for repair and an income to provide maintenance in the long term. But this use must retain the configuration of the site and buildings more or less as they are or we will lose the very thing we are trying to conserve and Kilmory Home Farm will just be another 'desirable steading development'.

These then are the main problems, threats and vulnerabilities of the site but it can be seen to be at risk for a number of other subsidiary reasons:

- i. It lacks good access and thus the agreement between the Council and Forestry Commission that will bring a new road to the front of the steading is critical to finding a successful future use.

- ii. It is vulnerable because of its ownership by Argyll & Bute Council (something that conversely, probably gives it the best chance of survival also). The Council will need to be convinced of the viability of any proposed use before they can pass the building onto a restoring owner and the restrictions on them when transferring property may add to the complexity and price of any repair and re-use project.
- iii. It is vulnerable because of the cost of repairing it and putting it back into use. This is a B listed building and in the current funding climate, is unlikely to attract funding for its heritage value alone. Thus any new use will have to either support commercial borrowing or be such that it attracts funding on its own merit.
- iv. It is vulnerable because it provides slightly awkward accommodation. The four wings around the courtyard are narrow, limiting space for accommodation and circulation and the other buildings are dispersed around a sloping site.

5.2 Summary

In summary, the main threat to the building is that it will not be possible to find an appropriate use that will respect the various areas of significance and will be able to raise the funds needed for the capital repair and ongoing running costs and maintenance. As is described in section 6 below, the condition of the building is perilous and we are running out of time to save this important site. Whoever is at fault, the worsening condition of the buildings is putting increasing pressure on the Council to find a 'safe' solution to the problems of Kilmory Home Farm. Safe in this context has two meanings: *safe* for people accessing and walking past the buildings and *safe* in terms of the Council discharging its responsibilities appropriately with regard to the disposal of assets.

6. The Planning Context

6.1 Introduction

The following summary explains the planning policy situation pertaining to the Kilmory Home Farm and is based on examination of Local Plan documentation and discussions held with the Local Planning Authority (Argyll & Bute Council) regarding potential repair and re-use of the building. Appendix D contains extracts from the various national and local planning policy documents. Kilmory Home Farm is Category B listed and is in an area defined as Countryside Around Settlement. Development in such areas is tightly controlled under normal situations but is not completely disallowed.

6.2 National policy

For the moment, national policy regarding the historic environment is principally set out in National Planning Policy Guidance 18: *Planning and the Historic Environment*, which advises the minimum requirements for Local Authorities when drawing up their local plan. This includes policies to define and protect historic buildings and areas. It also includes three areas of guidance particularly pertinent to this building, stating that a local plan should:

- Outline the criteria that will be applied to development proposals... within the curtilage of listed buildings and development affecting the setting of scheduled monuments, listed buildings and Conservation Areas.
- Specify the criteria that will be applied to proposals for the alteration, extension, demolition or re-use of listed buildings....
- Highlight key gap sites / vacant underused buildings which when combined with suitably crafted development briefs could provide a regeneration focus for the built environment.

NPPG 18 identifies heritage as a means to support and regenerate vibrant, sustainable communities:

Collaborative, conservation-led approaches have been adopted as the basis of a number of successful regeneration initiatives. Careful and sensitive management of the heritage resource to achieve social, economic and environmental benefits can result in high quality, sustainable and popular solutions to the regeneration of our urban and rural areas.

The environmental impact of larger scale conservation initiatives and the rehabilitation of landmark buildings can help to raise confidence in an area, attract investment, and thus contribute to its economic regeneration. A renewed interest in and appreciation of the heritage of a declining town or village can also help rekindle a sense of place, civic pride and local distinctiveness. This can then be used as a catalyst for its more widespread regeneration and the resurgence of local communities. Within declining town or city centres, waterfront areas and other economically declining historic places, the contribution of conservation as an element in the wider process of physical, economic and community regeneration should be identified and promoted.

6.3 Local Policies

Argyll & Bute Council is currently developing a new Local Plan but the existing Argyll & Bute Finalised Local Plan 2005 is the document setting out current planning policy in the area. Both the existing and emerging Local Plan provide specific policies relating to Kilmory Home Farm and its location and more general policies which promote the protection of listed buildings.

The definition of Countryside Around Settlements in the Argyll & Bute Finalised Local Plan 2005 is as follows:

Countryside around settlements – a development control zone which, under the Argyll and Bute Structure Plan and this local plan, frames the area around settlements and settlement plans; within this zone a co-ordinated and planned approach to development is appropriate whilst allowing for small scale infill, rounding-off redevelopment and change of use of buildings to take place on an appropriate basis.

The area around Kilmory Home Farm is also designated as an Area For Action in the Argyll & Bute Finalised Local Plan 2005 and that designation is maintained in the emerging Local Plan. The area covered is illustrated in Figure 12 below. An area for action is defined in the 2005 Local Plan as follows:

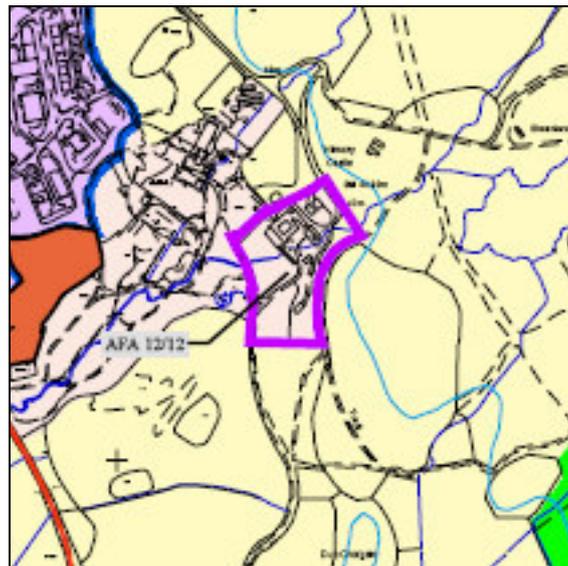


Figure 13: Area for Action 12/12: the area around Kilmory Home Farm

Area for action (AFA) – areas which, subject to resource availability during the plan period, will be the focus for partnership or community action. Area remits for these AFAs are being worked up in the Supplementary Information and Guidance report; these area remits may include investment and funding packages, land assembly and asset management programmes, development and redevelopment proposals, infrastructure provision, and environmental enhancement proposals. Depending on circumstances, AFAs may coincide with other categories of sites such as potential development areas.

No particular Area Remit has been produced for Kilmory Home Farm but the Planning Development Projects Team within the Council has been seeking a solution to the problems of the site for some time.

In practice, the designation of an Area for Action covering Kilmory Home Farm means that the Council will consider any reasonable proposal for the building on its own merits. Thus the normal restrictions on the site which might be imposed due to its location within an area designated as 'Countryside around a Settlement' may be relaxed. It is significant however that this policy allows for 'small scale infill, rounding-off redevelopment and change of use of buildings to take place on an appropriate basis'. Such development centred on the Home Farm might be considered appropriate.

Both the 2005 and the emerging Local Plan include policies specifically designed to protect Historic Buildings, these are at LP Env 13 and 13(a) respectively. The emerging Local Plan goes further with a second specific policy LP Env 13(b) covering the demolition of Listed Buildings. The expansion of the policies relating to Listed Buildings, illustrate a clear development of conservation thinking generally and within Argyll & Bute Council specifically. This move is indicative of a growing determination within the Council to protect and enhance the built heritage of its area and to work to find solutions to problem buildings. The continuance of Kilmory Home Farm as an Area for Action and recent efforts by the Council to find a new, sustainable use for the site demonstrate this more proactive attitude to putting their Local Plan policies into action.

6.4 Interpretation of situation

Discussions with the senior Development Control Officer at Argyll & Bute Council, suggests that within these broad policies, there is scope for consideration of a range of possible uses for the farm, and of particular interest in the definition of Areas for Action is the emphasis on 'partnerships or community action'. Potential uses might include: light industrial, commercial and residential and it appears that a limited

amount of additional development is likely to be acceptable. Also of note is the potential for enabling development in the area of the Home Farm, either at the southern end of the area demarked by the purple line on the map at Figure 12 or elsewhere on the estate. This land is in the ownership of the Council and could be made available for development to facilitate the repair and re-use of the Home Farm buildings subject to agreement with other stakeholders and compliance with statutory controls and the Local Plan. The key planning concern in this instance is the limited access to the site.

As mentioned in section 2 above, the exact curtilage of the listed building has yet to be confirmed. As illustrated at Figure 13 and 14 below, the interpretation of the Council regarding the extent of the curtilage would bring in all the structures covered by this appraisal and the sawmill.

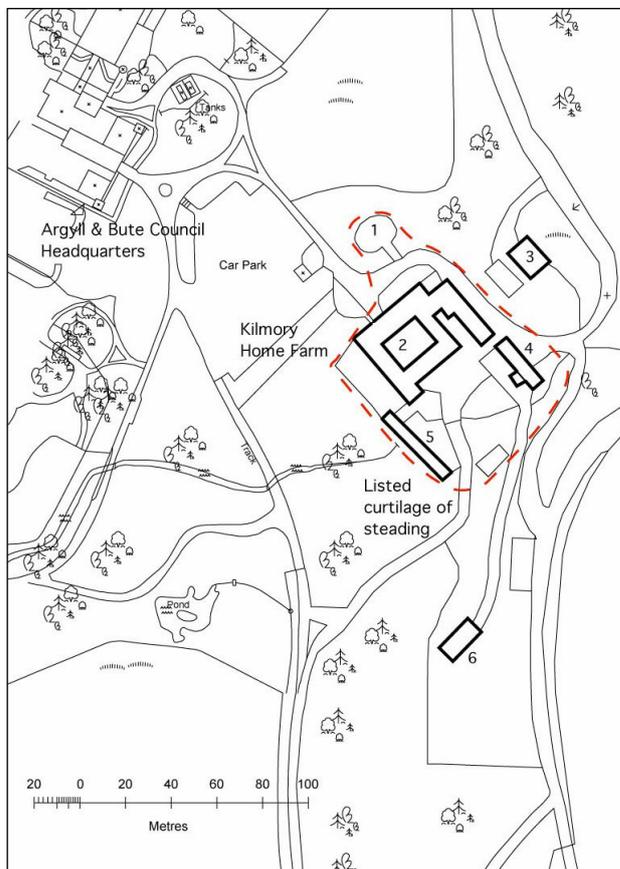


Figure 14: Curtilage of listed steading as originally interpreted

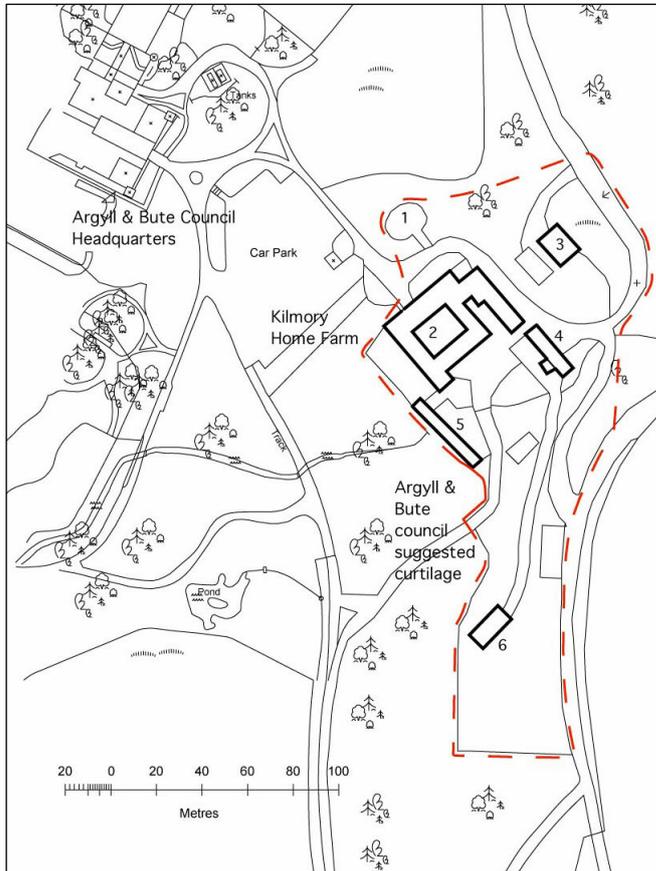


Figure 15: Curtilage of listed steading extended to include piggery and sawmill

7. The Condition of the Buildings

7.1 Introduction and inspection parameters

Two visits were made to Kilmory Home Farm by Peter Elliott of Elliott and Co in April and July 2007. He visited again in Spring 2008 and the following is a summary of his report on the main steading based on a visual inspection of the building undertaken during these visits. It should be noted that not all areas of the site were accessible on either visit either due to boarding up or danger due to the dilapidated state of the buildings and further investigations will be needed once a first phase of work has secured the building. The full report is included at Appendix E.



Figure 16: The west wing of the steading illustrating the area of collapsed roof to the southern end

7.2 Summary of Engineer's findings

The buildings have been neglected for a considerable time and this has led to deterioration of the roof finishes and flashings and thus ingress of water. Of the

subsidiary buildings only the sheep byre and sawmill are in a retrievable condition. For both, minor repairs including replacing corrugated iron roof coverings and minor masonry repairs are required. The remains of the piggery comprises a few walls which it is hoped can be incorporated into any new-build. The smithy building is of simple timber construction and could be replaced in a similar form comparatively simply and inexpensively.

There is lush vegetation growth around the building and the elevated moisture content of the walls is leading to plant growth here too. Trees growing close to the buildings have filled rones with leaves and water is not being transmitted away from the building effectively. Within the courtyard, an accumulation of vegetation, old cars and agricultural machinery makes access difficult.

Structurally, the building appears in good condition, with no evidence of movement in the walls. Areas of collapse of roof and upper floor structure in the west wing are due to water ingress. Due to the persistent water ingress over some time, timber safe lintels and built in ends of timber members throughout the building must be suspect.



Figure 17: The raised collared roof structure of the west wing is just visible to the centre of the photograph

Mr Elliott has identified two types of roof structure to the steading. To the north and south wings are raised collar rafter roofs with a considerable amount of redundancy in their structural design. In spite of this robust construction, damaged rooflights and flashings are leading to localised collapse particularly to the north wing. The side (east and west wings) have discrete trusses supporting purlins, with slate covering to the west wing roof and asbestos cement sheet to the east. The former has partially collapsed while the latter is still providing fair protection to the structure below. These roofs have considerably less redundancy in their structural design however and are thus particularly susceptible to collapse if subjected to water ingress and thus to rot. Of concern are the valleys to the north and south of the east wing where flashings have failed. The members below are severely decayed as a result.



Figure 18: The junction of the east wing, asbestos covered roof and the north wing, slate covered roof. Here the valley flashings have degraded considerably

Upper floors are of suspended timber construction and where accessible were found to be in fair condition, except to the west wing. As mentioned however, the ends of joists built into external walls must be suspect and areas where water has run

through the damaged roofs will also be liable to rot. The timber stairs to the cottage are in poor condition but the masonry stair beside the entrance porch is undamaged.

The condition of internal finishes varies depending on the degree of water ingress but most are believed to be salvageable. These include examples of original tiled and close boarded wall finishes.

7.3 Stabilisation works required

In his report Mr Elliott recommends that the following works are undertaken as a precursor to the main repair contract and SBPT has recommended that Argyll & Bute Council put these works in hand as a matter of urgency.

External works

An initial clearance of the surrounding area of all vegetation is required to allow access to the building by both men and machines. This should be carried out with care when in close proximity to the building given the risk of falling slates and loose elements. Given this, these works should be carried out in relatively windless conditions, and autumn through to spring programming would assist in ensuring the plant growth is suppressed.

North Vennel

Allow for construction of safety deck through the vennel to protect ingress and egress from the courtyard.

Courtyard Clearance

After securing access the courtyard, allow for the removal of the accumulation of old vehicles, domestic debris and plant growth. It would be prudent to carry out this work with a person familiar with older farm equipment, as there may be items of historic interest concealed in the undergrowth. Any methodology

should take cognoscence of the potential historic surfaces within the courtyard.

West Range (South End)

Allow for access by suspended basket, and cut back any remaining roof timbers. Once cleared carry out the same at ground floor level. Inspection of safe lintels can be carried out at this time. Allow for careful removal of windows (to be set aside for survey, identifying & possible repair) and propping lintels with treated timbers from the outside. Once the high level timbers are removed, access the lower level and clear out remaining debris. Secure windows & doors.

West Range (North End)

This area has not been surveyed, but evidence would suggest that this roof is constructed in a similar manner to the south end. All roof slates should be removed using a tele-handler or similar and be brought to ground sorted and stored carefully. Access should be made available from the courtyard for inspect the interiors by the engineer. Subject to such findings either careful dismantling from top to bottom should be carried out or propping as described later for the north and south ranges should be adopted.

North Range

This range comprises a traditional joisted and raised collar construction. Damage to the degradable material, while wide spread, is not global and we consider the construction to be recoverable. To that end, an allowance should be made for installing battens, Acrow-type props and spreaders along each wall line and mid-span to support the potentially degraded joist ends and back-propping to above to be installed above. After propping carefully remove the ceiling finishes where not historically significant to inspect the first floor joists from below.

Access to the upper levels of north range is by means of a secure masonry stair. Given the potentially rotten flooring, precautions should be taken to protect operatives from falling through the floors while accessing clearing and propping areas. This should take the form of 600 wide 18mm thick ply board sheets to form “routes” along the eaves and centre of the building. A simple framework of 100 x 50 timbers fixed to the underside of the rafters and propped to the approximate line of the Acrows below will stabilise the roof in the short term. A decision whether the slating is removed at this stage will be required, but measures local to the skylights should be put in place to prevent water penetration, being ply panels covered in felt as a minimum.

South Range

This range comprises a traditional joisted and raised collar construction. Damage to the degradable material, while wide spread, is not global and we consider the construction and finishes in both the cottage (particularly upstairs) and stables to be of merit at this time. To that end, an allowance should be made for installing battens, Acrow-type props and spreaders along each wall line and at each end of the spine beam in the stables to support the potentially degraded joist ends and back-propping to above to be installed above. After propping carefully remove the lower floor ceiling finishes where not historically significant to inspect the first floor joists from below.

Access to the upper levels of cottage is by means of a “ropy” timber stair, so an external tower within the courtyard is proposed at this time, and with access through an upstairs window. Access can be gained to the hay loft from the external door on the south end elevation or via the hatch in the first floor. Given the potentially rotten flooring, precautions should be taken to protect operatives from falling through the floors while accessing clearing and propping areas. This should take the form of 600 wide 18mm thick ply board sheets to form “routes” along the eaves and centre of the building. A simple framework of 100 x 50 timbers fixed to the underside of the rafters and

propped to the approximate line of the Acrows below will stabilise the roof in the short term. A decision whether the slating is removed at this stage will be required, but measures local to the skylights should be put in place to prevent water penetration, being ply panels covered in felt as a minimum.

East Range

While the roof is of an agricultural quality with minimal timbers, in general these are showing little marked distress. The asbestos cement roofing will in the fullness of time require to be removed and a more robust construction considered for the roof structure. However, in general it is offering some useful protection to the building and in particular the wall heads.

There are three areas of concern. Firstly where the local fire has damaged area in the south barn. We would recommend that this area is de-sheeted of asbestos cement panels.

The other areas of concern are the valley beams at each extremity of the East Range. The risks of this area collapsing are relatively high. Two options would be either to erect a local scaffold tower under the line of each valley and carefully install a series of localised props off the scaffold to support the valley beams, or the roof can be stripped of the slates from above off a tele-handler, and then carefully dismantle the roof timbers supported off the valley beam. When the roof is removed some temporary measures will be required to seal the building from both wind and rain penetration to the wallheads and remaining roof structure.

7.4 Areas for Further Investigation by opening up

Lintels

The survey to date has been preliminary. Allow for inspection of inner safe lintels by engineer.

Roofs

Detailed survey of roof construction remains to be done. After securing building allow for inspection and recording of details and sizes by engineer

Floors

Detailed survey of floor construction remains to be done. After securing building allow for inspection and recording of details and sizes by engineer

Walls

While inspection to date suggests the walls are sound, if in need of repointing, a detailed inspection of copes, skews and chimneys should be allowed for by engineer.

Drainage

No assessment of the drainage either on site or in the records has been carried out. A full desktop and in-situ survey should be carried out for ground based features. Further inspection by camera may be prudent, though this will be dependent upon development options.

Archaeology

Allowance should be made in conjunction with Conservation Officer and Historic Scotland for the recording and monitoring of any existing features or objects and as the works progress.

8. Market Appraisal

8.1 Introduction

The following research was undertaken to support the choice of options for consideration.

- Desk based research of the area's demographics and economic characteristics.
- Desk and site based review of existing provision of activities and services.
- Public consultation by:
 - Questionnaires distributed throughout the town
 - Consultation with potential end users
 - Discussions with stakeholders
 - Public events and presentations organised by the KHFCP

This research undertaken helped the appraisal team to identify local demands and aspirations for the building. The following summarises this research and the full report is included at Appendix F.

8.2 Lochgilphead overview

Lochgilphead is the administrative centre for Argyll. Argyll & Bute Council's head quarters are at Kilmory Castle and this has attracted national bodies such as Scottish National Heritage and the Forestry Commission Scotland to the town. Highlands and Islands Enterprise has an office in the town and it is also the location of a psychiatric hospital and a new medical centre with accident and emergency facilities and an acute ward for 15 people. The town boasts a major new school complex which accommodates Lochgilphead High School, Lochgilphead Primary School and Whitegates Learning Centre. Argyll College has recently opened a Construction Skills Centre in the town.

8.3 Population, economic performance and housing

While the population of Mid-Argyll has been rising gradually since 2001, the population of Lochgilphead has declined. The lack of further and higher educational centres and employment opportunities in the area added to the limited supply of housing for first time buyers, encourages young people to leave the area. Average incomes in the area are 3% below the national average and public sector employment underpins economic activity although traditional industries such as agriculture and fishing still have an important role to play. Tourism too is important but perhaps an under developed industry in the town of Lochgilphead if not in the surrounding area.

Public administration employs some 42% of the population of the town against a national average of 5% and unemployment is low at approximately 2.25% and has been falling for some months. The area is susceptible to current economic conditions however, particularly as it is remote and has poor public transport with no rail links. Thus road transport is important and high fuel prices have an immediate effect on the price of goods in the shops and the quality of life of people living in the area. Furthermore, 12.9% of employment in Lochgilphead relates to construction and transport, both areas under considerable pressure.

House building has been constrained by a lack of land becoming available and by infrastructure deficiencies, particularly limits on the local water supply. The problem has been particularly acute in the affordable homes sector but the recent purchase of the old High School site by Fyne Homes for a mixed development of homes for sale, shared ownership and rental will go some way to ease the problem in the short term. 62% of people in Lochgilphead live in owner occupied housing and the average value of these houses rose a staggering 70.8% between 2002-2005. This still left the average house costing only £82,000 against a Scottish average of £129,631. This has exacerbated the problems of 'cherry picking' of property by those seeking retirement and second homes in the area. Argyll & Bute Council state that 11% of

homes in their area are second homes, a statistic which is 10 times the Scottish average. As already mentioned, this situation leads to a relatively wealthy population but a lot of people looking for homes and many leaving the area.

Argyll & Bute Council run an Employability Team which works with long term unemployed people to build up their skills and equip them better for work. They have a range of initiatives to provide basic employment training, help young people, work with older long term unemployed people and those on incapacity benefit.

Mid Argyll is not considered a fragile area in need of particular attention from the enterprise agency but it is vulnerable to a downturn in the national economic state and the quality of life for residents would be enhanced by a greater diversity of employment. Tourism in particular is an underexploited area.

8.4 Existing provision of services and facilities

8.4.1 Introduction and tourist attractions

Lochgilphead is located amongst some unrivalled cultural tourist attractions including the Kilmartin Glen and Crinan Canal. Curiously then, it is not itself a popular place with tourists and there is scope to improve the attractiveness of the town, its accommodation and attractions to the benefit of the local economy. This change should be possible; Lochgilphead occupies an attractive position with views down Loch Gilp to Arran and the Kintyre coast. The town is also appealing in an unspectacular 19th century way and has a range of individual shops which give it considerable character. The Forestry Commission Scotland have been at the forefront of efforts to improve the facilities and attractions of the area with the development of high quality bicycle routes in the Kilmartin and Knapdale Forests and

this work is set to continue with the potential transfer of the designed landscape at Kilmory from the Council⁴. Other attractions in the area include:

- Crarae garden owned by the National Trust for Scotland
- Auchendrain Museum, a pre-improvement township
- A range of outside activities from golf to walking, diving, fishing, sailing and other water sports.

8.4.2 Sporting facilities and public halls

The move of the High School to the new Joint Campus saw the closure of the Mid Argyll Sports Centre and relocation of facilities for the community to the new site. This has not been a particularly popular move and many consider the facilities at the Joint Campus to be inferior to the former provision.

Lochgilphead has a community owned swimming pool and a community centre which shares a converted secondary school with the Council's archives. Provision here includes 8 rooms and a computer suite. It is a good facility but fairly basic and is often over booked, with fire safety concerns limiting numbers who can use the space. Its location in the centre of the town is however of considerable value and its retention is important to the local community.

8.4.3 Conference, meeting and function space

Many of the local hotels provide meeting and conference space of good quality but only the Crinan Hotel provides full packages of team building and corporate events.

⁴ Negotiations are ongoing. The proposal is for the FCS to take ownership of much of the original Kilmory Home Farm including the designed landscape around the Castle.

There are a wide range of venues for wedding receptions and other functions but only the Council's two ceremonies rooms in Lochgilphead and Minard Castle are licensed for civil ceremonies.

Meeting space and facilities for training are at a premium in the town with the Council Headquarters particularly short of such provision.

8.4.4 Child care and activities for children

Child care in Lochgilphead is of high quality but patchy and there is scope for development of particularly, wrap around care and holiday care in the town. There are two main providers in the area and the concentration of the town's education facilities at the new Joint Campus offers an opportunity for provision tailored to the needs of parents and children attending that site.

Looking at less formal and more adventurous activities for children, the local organisation Stramash provides a programme of outdoor activities for children from 8 to 18. These include canoeing and sailing and structured courses to encourage social development and understanding of the environment.

These activities are complemented by the courses and events for adults and children organised by the Argyll Green Woodworkers Association who provide a range of training and day functions around traditional skills and crafts and outdoor activities.

The Mid Argyll Youth Project operates from a base in Lochgilphead and offers youth clubs and a Youth Health Drop In. It provides a range of services and support for young people in the area and seeks to give them an effective voice. Advice on education, health, housing and social matters is provided by the organisation.

8.4.5 Performing and visual arts

There is evidence that a lot of people get involved in performance art in the area but Lochgilphead does not hold a particular festival in the manner of the Campbeltown Music Festival although smaller music events are held regularly.

The town is at the centre of an activity for visual artists and while the recent WASPS survey only identified 8 artists in the Argyll area seeking studio space, ArtMap, a forum for local artists, identify studio and gallery space as a major problem in the area.

Lochgilphead has no theatre or cinema although the mobile 'Screen Machine' visits on a regular basis. Rock and classical concerts are accommodated at Inveraray Castle in the summer but there are no regular venues nearer to Lochgilphead.

8.4.6 Shopping and food

Lochgilphead has two good delicatessens and a number of independent food producers. Argyll & Bute Council are promoting local food production and sale with the Argyll Agricultural Forum under the banner of Argyll Food Supply Chain and there is an active farmers' market which visits the town monthly.

8.4.7 Accommodation

Accommodation for tourists in the area varies in quality but at the most basic end, there are no bunk houses or hostels locally and this is seen as a considerable deficiency in the market. The local caravan park is under threat of development and there is no camp site in the area.

8.4.8 Other initiatives in the area

The Dalriada Project is a HLF funded Landscape Partnership Project working in the area to improve understanding of and access to the historic landscape. They are working with communities and businesses on 3 main projects.

- **NATURAL HERITAGE & LANDSCAPES:** Bioiversity Action Plans for the Project Area, Black Grouse Habitat Improvement Scheme, Ancient Woodland Restoration Programme, Near to Nature Trail.
- **BUILT & CULTURAL HERITAGE:** An Examination of the Historic Landscape, Survey and Consolidation of Key Features, Community History Project
- **ENJOYING THE LANDSCAPE:** Heritage Access Network, Local Destination Marketing, Virtual Visitor Gateways, Visitor Introduction and Orientation Programme, Heritage Interpretation, Heritage Tourism Training.

9. Public Consultation

9.1 Introduction

The public, potential collaborators and stakeholders were consulted about possibly new uses for Kilmory Home Farm in a number of ways:

- By way of a questionnaire distributed widely in the town
- By public meetings and promotional held by the Kilmory Home Farm Community Project
- By individual discussions and consultations

The results are summarised below, with the whole report at Appendix G.

9.2 Questionnaire

Of 200 questionnaires distributed, only 38 were returned. This represents a disappointing 19% response rate and it is interesting to speculate why this might be. It may indicate disinterest in the project or it may be that the support for the KHFCP within the local community is so great that they almost feel there is no need to register support via a questionnaire.

The results of the questionnaire were conclusively in favour of the mix of uses proposed by the KHFCP and the small number of responses and bias in favour of the KHFCP must mean that this information should be treated with some caution. There was some concern about facilities being provided at the Home Farm competing with those in the town centre but overall, the responses were very positive and raised some additional ideas for consideration in the development phase of the project.

Most respondents sought a facility that would be used by locals and tourists and which exemplified green development and environmentally sound business.

A transfer of ownership from the Council to the Community was favoured and flexible space for use by the community, a local food outlet, a high class restaurant and a child care facility and wet weather entertainment for children were all felt to be important. The placing of the Home Farm site within a community farm was welcomed and people generally saw this as an ideal opportunity to reconnect people with the land and food production.

The analysis of the questionnaire included applying a scoring system to determine the favoured options for re-use. Three points were awarded if ranked first, two for second place and one for third place. Outdoor Leisure Pursuits gained the top score, followed closely by Country Park / Visitor Centre and Voluntary / Community group space. The options scoring the lowest are Forestry, Retail and Bunkhouse. Four respondents had no preference and felt many uses could comfortably co-exist within the building.

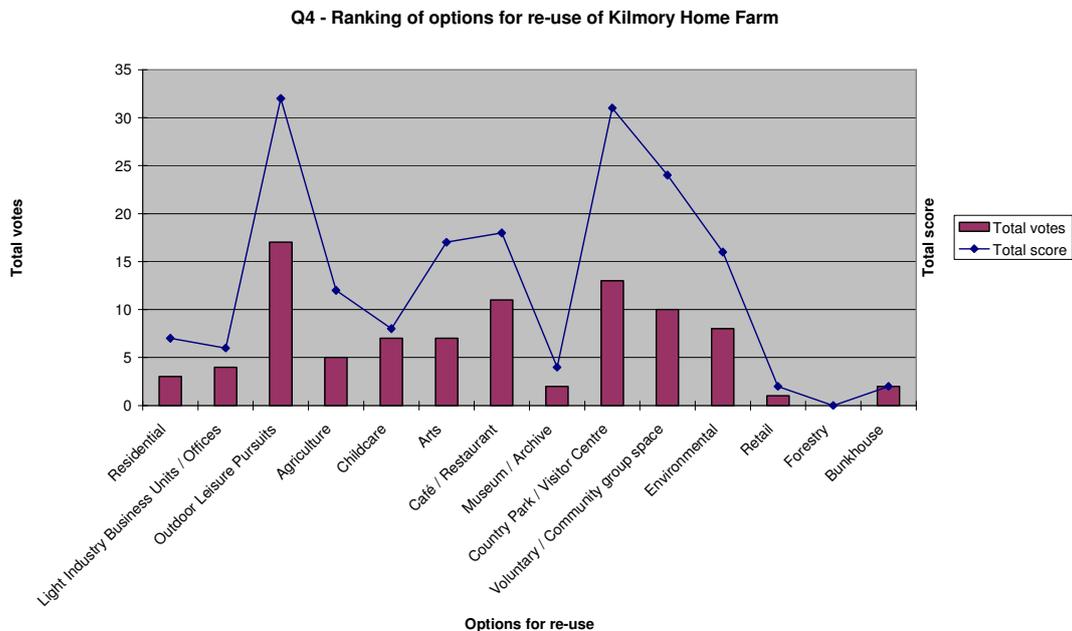


Figure 19: Graph illustrating the scoring of various options in the questionnaire

Of particular note was that only 1 respondent supported the demolition of the building. While others qualified their rejection of this idea on the bases of practicality and cost, there was an overwhelming support for the repair and re-use of the building. Most also supported limited development even of housing if this facilitated the project.

Of those who responded, the majority wanted to see the building as a hub for a range of activities promoting outdoor activities and sustainable living. They felt that the project should be an exemplar of sustainability both in the way in which and the materials used for the repair and redevelopment and in the activities housed there. Composting, recycling and 'green energy' were all high on people's priorities for inclusion in the completed Home Farm.

Housing was not generally supported as a use for the Home Farm but where it was, affordable housing for local people was favoured. Business units and other commercial uses were only supported as a means of subsidizing a community focused facility.

The importance of creating a tourist attraction was recognised by many people with this emphasising the local character and combining facilities for tourists with those for local people.

Farming and local produce were uppermost in the aspirations for the site, with vegetable boxes, animal husbandry and traditional breeds all seen as having a part to play. The farming and local produce emphasis, spread to a desire to see organic, local and fair trade food and other produces sold at the site and a good quality, family friendly café also located there.

Links with the Council were seen as important particularly in the provision of meeting space and child care. Child care requirements ranged from crèche facilities for

visitors to the Home Farm and the wider area, to complete packages of wrap around care for those working locally.

Provision for working artists and exhibition space, both formal and simple hanging space was considered desirable as was a low cost bunk house as part of the development but not the primary use.

The public consultation exercise was very positive with a wealth of ideas being expressed from the use of the site to tell the story of the area and of Scottish agriculture to the provision of child care. 97% of respondents said that the Home Farm should be retained and overall, a family focused, environmentally friendly facility was favoured providing a wide range of services, facilities and opportunities for the local community and tourists alike.

9.3 Public meetings and promotional events organised by KHFCP

These included the following:

Presentations to,

- Lochgilphead Community Council,
- Dunadd Community Council,
- Elemental Arts,
- The Nadair Trust
- Riverside Rascals Parents Forum
- Mid Argyll Lantern@10 committee,
- The Rotary Club,
- University of the Third Age
- People and Agencies Coming Together an organisation aiming to bring people with disabilities together, giving them access to support services and

helping them access new experiences and opportunities for learning and development.

Each presentation was followed by a question and answers session. Each organisation was supportive of the aims of the Kilmory Home Farm Community Project.

Other events included:

- Information stall at the Elf's Fun Day and forthcoming Mid Argyll Show .
- Monthly open public committee meetings
- Creation of the www.kilmoryhomefarm.org website, for further project promotion.
- Monthly update e-newsletters to 170 people on our emailing database.
- Three positive journalistic reports in the Argyllshire Advertiser with a circulation of 10,000 readers

Over time, the Kilmory Home Farm Community Project have gained considerable support from local groups and businesses these have all restated their support in discussions held during the process of this Options Appraisal.

These groups include:

KHFPC Partners:

The Forestry Commission Scotland

Riverside Rascals Day Nursery

The Grab Trust

ALIENERGY

Crinan Cycles

A Touch of Glass

Indications of interest have been received from:

The Rowan Tree (bakery and delicatessen)

Mid Argyll Visual Arts

The Community Recycling Project

Support for the project comes from the following groups and charities in the area:

Blarbuie Woodland Project

Argyll & Bute Hospital Garden Project

Fyne Families Childcare Services

Kilmartin House Museum

Dalriada Project

The Lantern Parade Committee

Employability Team

Argyll Green Woodworkers Association

Lochgilphead Community Council

Dunadd Community Council

Elemental Arts

The Rotary Club

U3A

PACT

9.4 Sustainable energy

Kilmory Home Farm is located in a huge area of woodland and locally the opportunity to use wood chip boilers to provide heat is already being exploited. The community swimming pool and one of the local housing association estates are heated by such means. Argyll & Bute Council are currently exploring energy saving measures including the potential for installation of a biofuel (woodchip) boiler at Kilmory Castle. There is a growing supply chain for wood chips, with two local suppliers and there is

huge potential for tapping into this technology for the Home Farm either in partnership with the Council or as a stand alone project.

Other technologies may also be suitable for the site which has a free running burn, a range of south facing roof pitches (albeit, the sensitivities of the listed status of the building must be considered), windy hill sides and a large area which could provide opportunities for ground source heat pumps. The correct mix of sustainable energy sources for the site has not been examined in this Options Appraisal but funding for feasibility studies to determine suitability are available from the Highlands and Islands Energy Company. There are also several funding sources including HIEC to assist with the capital cost of installing sustainable energy systems. Should it be possible to produce an excess of heat or power from the installations at the Home Farm, the sale of this excess will assist the revenue funding for the finished project.

9.5 Conclusions from market appraisal and consultation

The various studies and research undertaken in this strand of the Options Appraisal has raised the following points which are pertinent to the choice of options for consideration in the next section of this report.

- There is a need locally for additional housing and particularly affordable housing.
- There is scope for developing Lochgilphead's attractiveness to tourists.
- Most tourists are attracted to Scotland for its heritage, to play golf and to experience the great outdoors through a range of activities of varying strenuousness and adventure.
- There appears to be a local market for:
 - childcare
 - wet weather facilities and activities
 - meeting and training space
 - a venue for corporate events and team building exercises

- attractive function venues
 - rehearsal and performance space
 - attractive multi-purpose community spaces
 - artists' working and exhibition space
 - space for the delivery of alternative therapies
 - an outlet for fair trade, local and organic produce
 - a garden centre or plant sales outlet
- There is support in the local community for a central location which provides these facilities and for the repair and re-use of Kilmory Home Farm but which complements the existing town centre rather than competing with it
 - There is a desire to deliver an exemplar of sustainable development and living and to support and develop local food suppliers and connection between the community and the land.

10. The Options for Re-use

10.1 The capacity, flexibility and restrictions of the site

Sections 2 and 3 above outline the history and significance of the site and provide a framework for its conservation. While it is not intended to repeat the content of these sections, it is worth repeating that the site is capable of accepting a fair degree of alteration and redevelopment but that the general configuration of the buildings and particularly the steading is of primary importance. It is also important to employ the Home Farm as an opportunity to explain the wider social and agricultural developments in Scotland at the end of the 18th and during the 19th centuries. From the Kilmartin Glen, through Auchendrain to Kilmory, the story of farming in the area can be told. And alongside the Crinan Canal, Kilmory illustrates the acceleration in technology during the 19th century and how this affected even rural locations.

The steading itself provides the majority of the usable floor space on the site at approximately 450m². The building is laid out around a courtyard and provides narrow accommodation with limited circulation space because all areas opened onto the courtyard, or outwards to the larger yard area to the south. In other similar buildings, 'cloisters' or other enclosed circulation routes have been created to allow access to the various parts of the building under cover.

Such arrangements are generally very satisfactory in terms of utility but often damage the appearance of a building, particularly where double height entrance arch ways and pends are present, as at Kilmory. A sensitive solution to this issue will need to be found during the design phase.

The spaces within the steading building range in size and are therefore well suited to a number of uses. The building could accommodate the various uses identified by the public consultation, or to conversion to residential, commercial or office use. Beyond the steading itself, the range of other structures making up the Kilmory Home

Farm site, could also be altered or re-developed to accommodate a range of uses. The key to a successful conversion of the site from its design use, is to retain as much of the original fabric as possible and to respect and preserve the essentially agricultural character of the buildings.



Figure 20: Castlemilk Stables, circulation is provided via a glass cloister constructed around the courtyard

One considerable restriction on the redevelopment of the site remains and is the poor access. This problem relates primarily to vehicular access and the provision of a new road access either as part of agreements between the Council and the Forestry Commission or as part of the development costs of the site will be essential. While not prohibitively expensive, the cutting of a new road through the designed landscape presents problems of its own and will have to be sensitively delivered. In any event, it may only be possible to provide a single track route with passing place or a one way loop incorporating the existing route through the Castle.

Consideration should also be given to the provision of improved public transport, cycle and pedestrian routes to the site. New paths provide access to the Joint

Campus and Kilmory Castle beyond, these should be extended to the Home Farm. Bus links to the town centre will also be needed if a thriving centre is to be provided.

10.2 Options

From the outset, the primary purpose of this appraisal was to explore and develop the Kilmory Home Farm Community Project aspirations for the site and to test that option against any other potentially viable uses. Through this study, four possible options for the site have been identified:

- A. Recording, demolition and site clearance.
- B. Minimal repair and mothballing of the site.
- C. Conversion to residential accommodation.
- D. The Kilmory Home Farm Community Project – a mix of commercial and community uses on a theme of sustainable, healthy living.

A. Demolition and site clearance

Kilmory Home Farm is a category B listed building and therefore there is a presumption in favour of its retention. On the other hand, the building is functionally redundant and in a very poor state of repair such that it is a danger to public safety. If no viable use can be found for the site, then recording and demolition must be seriously considered by the Council to ensure public safety and to remove the dereliction represented by the buildings. The findings of this Options Appraisal if positive, will not improve the chances of an application for demolition being supported.

Kilmory Home Farm is in a sensitive location for the Council, being adjacent to their headquarters and an attempt to demolish it would not sit well with their commitment (illustrated by the enhanced provisions in the emerging Local Plan) to the management of historic buildings in its area, the promotion of them as catalysts to regeneration and as an attraction for visitors.

Furthermore, while not all historic buildings can be saved the responses to the public consultation show that retention of this group of buildings is very much favoured by the community.

At this stage, there do appear to be other options apart from demolition and the Council is not intending to pursue this option for the time being at least.

B. Minimal repair and mothballing

Normally this option is precluded on grounds of cost but the funding opportunity provided by the European Rural Development Fund through the Rural Priorities stream might make this a realistic option in this case. With uncertainty in the housing market and the wider economy, a final solution for the building may not be forthcoming at this time. Argyll & Bute Council are also undertaking an accommodation review which may see a desire to centralise services more, in this case the possibility of accommodating those services in a converted Kilmory Home Farm might be an attractive option. Securing the building now by minimal urgent repairs could therefore be a sensible move at this time.

Repairs in this case might include:

- Rubbish and vegetation removal (including from interior of steading)
- Partial demolition of unsafe structures such as the milking parlour
- Removal of deleterious materials (where this would not adversely affect the condition of the building)
- Removal of dangerous roof structures:
 - temporary roof coverings to remaining structure
 - capping walls where roofs removed completely
- Structural repairs, in particular replacement of decayed safe lintels
- Propping upper floors
- Provision of temporary rainwater disposal

- Boarding of doors and windows with allowance for ventilation
- Ongoing maintenance of grounds and buildings until a new use is found.

C. Conversion for residential use

A sketch scheme for residential conversion has been produced and is included at Appendix H with an outline cost plan at Appendix J.

The need for new homes in the Lochgilphead area has been shown in the Market Appraisal section of this report. This has indicated the need for 30 new homes per year for the next 5 years but with an emphasis on affordable homes. Discussions have therefore been held with Fyne Homes to determine the likelihood of developing a partnership scheme to provide shared ownership units in the Home Farm complex.

The response to this suggestion was not promising for the following reasons:

- Location: Kilmory Home Farm is well outside the centre of Lochgilphead and transport is not easy. The proximity of the Council's headquarters is also a negative factor. It is therefore not an ideal place for shared ownership development.
- Cost of development: as is shown in the costing tables in section 11 below, the likely cost of a residential conversion is in the region of £2.5 million to provide 9 units. This gives a unit cost of approximately £277,000, over twice the current cost eligible for a Grants for Owner Occupation (GRO) grants or shared equity equivalents.
- There is currently uncertainty both in the national housing market and for RSL's in terms of their long term funding. Both Fyne Homes and ACHA are heavily committed elsewhere in the area and such a complex development is therefore not attractive to them at this time.

The alternative to a low cost residential scheme would be a purely commercial development of the site. Once again there are problems with this option in the current housing market, funding for the repairs would be difficult to find and it is questionable whether the locational disadvantages of the site would make it attractive to purchasers. In addition, any residential conversion scheme would remove the Home Farm from regular public access, community benefit would be low and intervention high. Thus the residential option is considered unsatisfactory at this time because it represents poor conservation of the site, limited public benefit and as shown in the funding table in section 11 below there are problems with its capital viability.

D. The Kilmory Home Farm Community Project (KHFCP)

The Kilmory Home Farm Project is an emerging initiative, not a finished article. While much development of the group's ideas has happened during the course of this Options Appraisal, there is still a huge amount of work to do. Details of the Project are included at Appendix K, the following summarises their proposals and considers the potential fundability and viability of this option.

What are the aims of the project?

"The Kilmory Home Farm Community Project is an initiative to restore Kilmory Home Farm and regenerate the Kilmory Estate to create a Community Activity Venue and Centre for Sustainable Living" (Kilmory Home Farm Community Project). The existing farm buildings will form a hub for the wider project which is being masterminded by a constituted group from the local community, the Kilmory Home Farm Community Project (KHFCP).

What capital work do we plan to do?

The capital works will include:

- Repair of the existing historic buildings

- Fit out of these buildings to provide space for the activities of the Community Project
- Development of derelict buildings to provide space for the activities of the Community Project including provision of a nursery and child care facility

The wider project will see the Community Project setting up a community farm and making allotments available to local people. Working with the Forestry Commission and Council they will manage much of the original farm in a sustainable way. The farm and allotments will produce food which will be sold locally.

There is also scope for some new build housing which may need to be used as pure enabling development for the project, depending on the availability of funding. If not possible this should be shared ownership or low cost houses and sites for small holdings in association with the community farm. Any new development will need to respect the philosophy of the overall project with regard particularly to the use of sustainable materials and technologies and should be marketed as part of a wider, ecologically sound project.

What activities are planned for the new venue?

The Community Activity Venue will provide somewhere for people to come together in a variety of activities including care of the landscape, farming and food production, performing arts, sports and recreation, nature activities and arts and crafts. The venue would provide space for training, education, meetings and for daytime and evening functions.

The Centre for Sustainable Living will be a place where we can learn more about our impact on the environment and what action we can take to reduce or mitigate this impact. Activities and examples will include recycling, farming methods, forestry, fuel and energy use, the use of sustainable energy sources and the promotion of traditional craft skills.

The project will be a partnership between a range of commercial and voluntary groups with revenue provided from commercial rents, hire of meeting and function spaces, one off events, training and education opportunities and a society of friends.

What benefits will the project bring to people?

The benefits to people are very wide ranging but might be summarised as follows:

- The benefits associated with delivering a project of this type:
 - Capacity building
 - Building local confidence
 - Regeneration of the local economy
 - Employment opportunities

- The facilities provided by the project themselves, there is a shortage of meeting and activity space in the area
- The facilities and opportunities provided by the wider project to develop understanding of sustainable living, local food production and sale
- The opportunities and benefits provided by the community working together to promote local produce and enterprise
- Provision of access for people of all abilities to the countryside and local heritage
- The potential for increased tourism with consequent value for the local economy
- The opportunity to take part in education and training activities
- The opportunity to learn more about the built and natural heritage of the area
- Opportunities for employment and development of the local economy

What benefits will the project bring to heritage?

The benefits to heritage can be summarised as follows.

- Conservative repair of the historic buildings
- Ongoing maintenance of those buildings in the long term
- Accessibility of the buildings and site to allow greater understanding of this piece of built heritage
- Opportunities for wider interpretation, training and education of built heritage matters (both as part of the project and once the facility is in use)
- Opportunities to spread knowledge of the built heritage and traditional building skills (NB the Argyll Construction Training College is near by), through workshops and formal training
- Links to other heritage initiatives in the area principally the Dalriada Project
- Opportunities for exploring other forms of heritage from the natural heritage around the site, to the designed landscape of the castle, the wider parkland and less tangible heritage such as people's memories of traditional farming

10.3 Potential viability of the Project in use

Unless the project can be shown to be viable, then the capital works will not be fundable nor will the Council agree to transfer the building to the KHFCP. Indeed they would be unwise to pursue the project themselves if they cannot produce a robust business case for it. To date, a local desire for the services and facilities that could be housed in the Home Farm has been shown although only a small proportion of the local community has expressed a view and as yet, the demand for those services and facilities has not been shown. Additional analysis of competitors and comparators is needed as is development of the *idea* of the Community Project into a concrete, deliverable *plan*. At this stage a model for the Project using the best information available now has been produced. This has been used as the basis of a brief for our architect to produce a sketch scheme for the Project and a cost estimate for this scheme has been produced by our QS. The sketch scheme is included at Appendix H with the cost plan at Appendix J.

At this stage only a Preliminary Estimate of Revenue Potential has been produced by the KHFCP working with their business advisor, this is summarised below.

Kilmory Home Farm is a multi-layered project incorporating a number of agencies and partners; a range of activities – some based on profit, some not-for-profit; different types of buildings and land. The overall basis is that this is an environmental project with the objective of demonstrating a sustainable way of approaching living, business and recreation. There are a number of activities which will generate revenue to ensure the project is financially self-sustaining, and the detail below is intended to demonstrate where these revenue streams might be and what they might contribute. The exact mix of activities and businesses, and whether these are contracted to others or managed direct, is still being discussed. No account has been taken of VAT which may have to be applied to charges proposed below since total turnover is over the threshold, but this will depend on the final financial structure

10.4 Summary of Areas of Activity

Rental of Business Unit Space

A number of business units of differing sizes have been designed into the plans for the Home Farm building. These include spaces that have been for illustrative purposes earmarked for children's nursery; café; cinema; gallery; office spaces. Although some of the activities could be run direct by the project, for this exercise it is assumed that all will be rented or leased to others and that these rents will form the income stream. Revenue assumptions are based on current market rates (taken to be £130 per square metre per annum based on recent property advertising in Lochgilphead), discounted for not-for-profit businesses where it is unlikely these could access funds to pay the market rate.

Income estimates

The following describes the likely uses for the Home Farm and gives an estimate of potential income. These are summarised on a table below where account has been taken of vacancy rates.

For-profit use is expected to come mainly from micro-businesses operating in the environmental sector such as environmental consultants and in complementary health services, although demand has also been expressed by a bakery producing traditional breads and Crinan Cycles. The primary for-profit use proposed for the site is the provision of a childcare facility (Riverside Rascals are a project partner). The inclusion of this use is likely to require the largest area of new build in the project (approximately 180 sq m) but also has potential to provide a significant proportion of the income and is central to the aims of the KHFCP to provide a whole life facility for the local community. On the basis of £130 per sq m, this would be £23,400.

The café provides 62 sq m of lettable space, equating at £130 per sq m to £8,060.

The bulk of the remaining 403 sq m of space within the steading, would be aimed at the demand from the not-for-profit sector, which has come from the Community Recycling Project; Nappy Washing Service; Argyll Food Network; Mid Argyll Visual Artists. At the discounted rate of £110 per sq m, this could net £44,330 per annum in rental.

Bunkhouse

A bunkhouse is planned for the existing smithy, adjacent to the Home Farm. Revenue assumptions are based on an assumed 20-bed capacity. The specification of the sleeping facilities is still to be agreed but a base figure of £12.00 per night will be used which is within the normal range for bunkhouses. At full capacity this would provide an income of £240 per night.

Agricultural Activities

There will be a number of agricultural activities. These can provide some income in the form of rental of allotments; purchase and resale of allotment produce; sale of fruit, compost, horse manure, etc.

Energy and Recycling

It is anticipated that the project will generate a surplus of energy through careful design and that income will be derived from selling the surplus back to the National Grid. There will be a number of recycling projects and it is anticipated that Service Level Agreements will be struck with Argyll and Bute Council to provide income.

Events and Retail

The project will be able to host a number of events such as business exhibitions, presentation and meetings; weddings; sports participation events such as walks and cycles; consultations. There is also the capacity to provide activity and special interest workshops. The reception point, in addition to providing information to visitors and administering the project, will be a retail point that will provide a range of products sympathetic to the philosophy and will showcase tenants arts, crafts and produce.

Other Income Sources

There are a number of additional revenue sources, including: a "Friends of Kilmory" scheme to encourage supporters to donate on a regular basis; commercial advertising and sponsorship from companies sympathetic to the ideals; income from coin-operated toilets and showers; grazing for horses.

Expenditure

The Kilmory Home Farm Community Project would be a substantial business operation. It is anticipated that it will require 2 full time staff a manager and

grounds / caretaker plus at least 3 part time staff (NB this number may need to be adjusted to take account of seasonal variations in use). The caretaker would be required to live on site. The Home Farm will not be an inexpensive site to maintain and the various uses will need comprehensive insurance cover to protect the management group. Insurance arrangements of particular uses eg the child care facility will need to be agreed with the tenant.

A contingency fund will be needed to deal with unexpected expenditure requirements and provision will need to be made for replacement of equipment, fixtures and fittings.

Details of the letting agreements with specialist uses such as the child care facility and the café will need to be worked out. Equipment for these uses will be expensive and ownership and therefore replacement, insurance and maintenance liability will need to be considered.

Table 1: Summary of Revenue, Income and Expenditure

	Value (£)
Income Source	
1 Space rental Basis: rental income of £110 per sq m per annum average; not-for-profit to pay lower rate of £100, for-profit £130; full repairing and insuring leases; no significant direct cost of sales; 465 sq m total rental area; assume 20% vacant at any one time; 372 m earning rent.	40,920
2 Rental of the childcare facility Rental of 180 sq m at £130 per m2	23,400
3 Bunkhouse Basis: 20 bed-spaces; open for 6-month season (max potential occupancy 3600 bed-nights); average occupancy 25% (900 bed-nights); charge £12 per night; cost of sales included in overheads below.	10,800
4 Agricultural Activities Basis: rental of 10 allotments at £200 per annum (£2000); net produce and other sales of £4000 after deducting purchase costs.	6,000
5 Energy and Recycling Basis: Recycling Service Level Agreements with ABC - still to be discussed but assumed to be £5000; resale of surplus energy to National Grid £1000. Note: all figures to be confirmed.	6,000
6 Events and Retail Basis: 4 major events pa with net surplus of £500 each (£2000); 10 small events pa with net surplus of £200 pa (£2000); 12 workshops with net surplus of £50 each (600); gross retail sales of £5000 (net profit £3000); £2000 commission on £8000 sales of arts and crafts.	9,600
7 Other Income Sources Basis: 200 friends paying £10 pa (£2000); advertising/sponsorship £2000; Toilets and showers £1000.	5,000
Total projected income	£101,720
Expenditure	
8 Salaries and Wages Basis: 1 Manager (FT) £25k; 1 Grounds Maintenance/Caretaker (FT) £10k plus tied accommodation; 1 Administrator/Reception/Retail (PT) £6k; Seasonal staff 3 FT x £6k (£18); plus 15% Emp NI/ sick and holiday cover .	67,850
9 Property Costs Basis: insurance £3000; repair and maintenance £7500; water £1000; energy costs assumed at zero here;	10,000
10 Contingency Provision of contingency fund against emergency expenditure	5,000
11 Administration Costs Basis: stationery, advertising, phone, postage, consumables (£2000); travel costs (£2000); marketing (£2000)	6,000
12 Materials Basis: replacement of equipment (£2000); materials for grounds maintenance (£4000); machinery fuel (£1000)	7,000
13 Caretakers Flat Basis: repair and maintenance (£500); rates (£2000);	2,500
Total Expenditure	£99,850
Net Surplus	£1,870

The assessment of rental values at £130 per sq m is on the high side for the area but particularly because of the high concentration of public sector operators in the area, the business rental sector in Lochgilphead is stronger and more resilient than in most similar sized towns.

While this preliminary estimate shows a very small surplus for the Project, a considerable amount of further research and development is required to confirm this early positive assessment. The information needed to confirm the viability of the project will not be available until a much more concrete model of the mix of uses has been developed.

10.5 Valuations

The District Valuer has valued the site in its existing use at £30,000. His view is that the value in the mixed community use would be as follows:

▪ Main building (steading)	£655,000.00
▪ Nursery building (piggery)	£195,000.00
▪ Bunk House:	£ 40,000.00
▪ Total value of site:	£890,000.00

It should be noted that this valuation is based on an unencumbered feu of the site. The burdens likely to be imposed on the Community Project in regard to their ability to sell the site and the requirement to maintain the buildings and site, are likely to depress this figure somewhat but an exact valuation cannot be calculated until the details of the burdens are confirmed.

A copy of the full valuations report is at Appendix L.

11. Funding and Delivering the Options

11.1 Methodology

In determining the potential fundability of the various options, the larger potential funders have all been approached and asked to give a view on the fit of the project to their schemes. In the case of smaller funders, an assessment of fit has been made on the basis of reading their criteria. Amongst the potential large funders the following have been approached:

- Historic Scotland
- Heritage Lottery Fund
- Big Lottery
- European Regional Development Fund (through the Highlands and Islands Partnership (HIPP) who administer the scheme)
- LEADER
- Rural Priorities

It should be noted that the Big Lottery are about to enter a review period and therefore it could only be assumed that while their specific programmes might change, their basic aims and aspirations would remain as they are today.

The view of HIPP was that the scheme was not a good fit within any of the major strands of the ERDF and that because Lochgilphead is not in an area identified under the ERDF as 'Fragile' funding was unlikely to be forthcoming. This decision has been challenged with the support of the European Funding Officer at Argyll & Bute Council but was upheld by HIPP although some discrete strands of the project might be eligible for funding from this source. The advice of HIPP was that the LEADER and Rural Priorities funding streams might provide a better fit for the project.

Smaller funders approached include the Pilgrim Trust and the Esmée Fairbairn Foundation and those who provide targeted funding such as the Highlands and Islands Community Energy Company who can assist with design and capital costs of sustainable energy installations.

The potential for enabling development was identified in section 6 above and it has been found necessary at this early stage to include investment in a small housing development in the funding calculations. Two models have been considered, a development of high spec eco houses for sale and a development of shared ownership housing, more in keeping with the philosophy of the project. Preliminary discussions with Fyne Homes suggest that they might be interested in becoming a development partner for the latter, a commercial developer would be sought to deliver the former model.

While the Council are likely to make land available for any enabling development, it is unlikely that they would do so without requiring a portion of any surplus paid to them. An allowance of 25% of the surplus has therefore been made in the calculations below.

Valuation information used in these calculations has been provided by the District Valuer, his full report is at Appendix L.

The following tables consider the cost of delivery of:

- Option B: Minimal repair and mothballing
- Option C: Residential use

Preceding these tables is a table explaining the expenditure and income related to the enabling development proposals

Table 2: Calculation of the costs and benefits of enabling development

1 Hi spec housing

Houses floor area	200m2		
	Sale price	£	280,000.00
	Build cost (£900 per m2)	£	180,000.00
	Admin cost	£	20,000.00
Surplus per property		£	80,000.00
	Council portion 10%	£	8,000.00
	Developers profit @ 25%	£	18,000.00
Surplus to project per property		£	54,000.00
Say 8 No properties		£	432,000.00

2 Shared ownership housing

Houses floor area	150m2		
200m2			
	Sale price	£	80,000.00
	Grants	£	75,000.00
	Build cost (£750 per m2)	£	112,500.00
	Admin cost	£	10,000.00
Surplus per property		£	32,500.00
	Council portion 25%	£	8,125.00
	HA portion 50%	£	12,187.50
Surplus to project per property		£	12,187.50
Say 10 No properties		£	121,875.00

Table 3: Option B: Minimal repairs and mothballing

Options Appraisal	£	15,000.00
Total preliminary costs	£	15,000.00
Building Costs		
Preliminary works	£	100,000.00
Contingency @ 10%	£	10,000.00
Total building costs	£	110,000.00
Other costs		
Professional fees @ 10%	£	10,000.00
VAT	£	21,000.00
Total other costs	£	29,250.00
TOTAL PROJECT COSTS	£	146,000.00
AHF Options Appraisal grant	£	7,500.00
A&BC funding for Options Appraisal	£	7,500.00
Rural priorities grant	£	75,000.00
Recoverable VAT*	£	8,750.00
TOTAL INCOME	£	98,750.00
SURPLUS / DEFICIT (cost to A&BC)	-£	47,250.00

Notes:

- i. VAT will not be recoverable on the grant funded works
- ii. Scope of works is based on the recommendations of our engineer as costed by our QS but includes temporary roof coverings to ensure that the interior of the building remains dry. These works are seen as a precursor to complete repair and therefore the temporary roof covering would be in the form of (for example) felt applied to new roof structure and sarking where necessary and retained structure and sarking where not. The works would include temporary dismantling of the most decayed dormer windows. Propping of the structure below the roof would be undertaken.

Table 4: Option C: Residential use

	Without Enabling Development	With Enabling Development Type A
Options Appraisal	£ 15,000.00	£ 15,000.00
Acquisition	£ 1.00	£ 1.00
Total preliminary costs	£ 15,001.00	£ 15,001.00
Building Costs		
Preliminary works	£ 30,000.00	£ 30,000.00
Main contract	£ 1,328,000.00	£ 1,328,000.00
Other buildings	£ 50,000.00	£ 50,000.00
Prelims	£ 176,000.00	£ 176,000.00
Contingencies	£ 158,400.00	£ 158,400.00
Professional fees	£ 261,360.00	£ 261,360.00
BW & Planning fees	£ 10,000.00	£ 10,000.00
Total building costs	£ 2,013,760.00	£ 2,013,760.00
Other costs		
Access, learning & training	£ 3,000.00	£ 3,000.00
BPT overheads / fee	£ 75,000.00	£ 75,000.00
Insurance building & public liability	£ 2,000.00	£ 2,000.00
Misc expenses	£ 7,500.00	£ 7,500.00
Legal fees	£ 3,000.00	£ 3,000.00
VAT (inc SBPT fee)	£ 363,783.00	£ 363,783.00
Interest on working capital loan	£ 10,000.00	£ 10,000.00
Inflation	£ 3,000.00	£ 3,000.00
Total other costs	£ 467,283.00	£ 467,283.00
TOTAL PROJECT COSTS	£ 2,496,044.00	£ 2,496,044.00
AHF Options Appraisal grant	£ 7,500.00	£ 7,500.00
A&BC funding for Options Appraisal	£ 7,500.00	£ 7,500.00
AHF Capacity Building Grant	£ 20,000.00	£ 20,000.00
Rural priorities grant	£ 75,000.00	£ 75,000.00
Enabling development surplus	£ -	£ 360,000.00
Sales receipts	£ 1,270,000.00	£ 1,270,000.00
Recoverable VAT	£ 250,000.00	£ 250,000.00
TOTAL INCOME	£ 1,630,000.00	£ 1,990,000.00
SURPLUS / DEFICIT	-£ 866,044.00	-£ 542,044.00

Notes:

As can be seen even with enabling development of the hi spec type, there is a considerable deficit in funding for this option. This reflects a comparatively low selling price for the houses plus the difficulty of finding funding for a low public benefit option such as private residential use.

- i. If it becomes necessary to include the cost of an access road to the Home Farm within the cost, an additional £150,000 should be added to the project costs.
- ii. Whether housing would be permitted as enabling development in this case or whether the provision of up to 15 residential units would be considered an overdevelopment of this area of countryside bordering a settlement is debatable.

Option D: The Kilmory Home Farm Community Project

In considering the community mixed use, it is necessary to determine the best the delivery mechanism for the capital project. This is because, there are urgent repairs needed for the buildings as we have seen and their early repair will have an impact on the way the funding package is comprised. Three potential delivery models have been considered and they are summarised below.

Model 1

<i>Phase</i>	<i>Detail</i>	<i>Lead Organisation</i>
Phase 1:	Consolidation and Envelope repairs	A&BC
Phase 2:	Historic Building Repairs	SBPT & KHFCP
Phase 3:	Development	KHFCP & SBPT

Perceived Advantages:

- Provision of 3 mini-projects makes whole more manageable
- Splitting of project spreads fund raising load
- Involvement of KHFCP early in the project ensures that they feel 'ownership' of it and are fully committed early on
- Undertaking of phase 1 early arrests deterioration of buildings
- A&BC undertaking the consolidation phase allows time to develop the KHFCP to a stage where all partners can be confident that it is viable and deliverable
- Each organisation is to some extent concentrating on its own specialisation
- Opportunity to use specialist contractors for each phase
- Phase 3 can continue to be developed throughout phases 1 & 2
- Failure of phase 3 would leave a repaired, watertight building (other uses, sale)
- Handover of building between phase 2 & 3 – reduced cost to KHFCP

Possible Disadvantages:

- Fragmentation of project makes focus on final aim difficult
- Potential for falling into double funding traps
- Will the funders fund phases 1 & 2 on the strength of an incomplete phase 3
- Increased preliminary costs
- Potential for increased professional fees and cost of permissions
- Inexperience of KHFP in delivery of such a project

- Potential VAT implications of partially finished building disposal
- Risk for SBPT of ending up with partially completed building if KHFP unable to proceed with project

Model 2

<i>Phase</i>	<i>Detail</i>	<i>Lead Organisation</i>
Phase 1:	Historic Building Repairs	SBPT
Phase 2:	Development	KHFCP

Perceived Advantages:

- Whole repair project contained in one no duplication of work, reduced prelim costs and fees
- SBPT / KHFCP each managing part of main project specific to their aims
- Splitting of project spreads fund raising load
- Opportunity to use specialist contractors for each phase
- Phase 2 can continue to be developed throughout phase 1
- Failure of phase 2 would leave a repaired, watertight building (other uses, sale)
- Handover of building between phase 1 & 2 – reduced cost to KHFCP

Possible Disadvantages:

- Fragmentation of project makes focus on final aim difficult
- Potential for falling into double funding traps
- Will the funders fund phase 1 on the strength of an incomplete phase 2
- No early repair of building will leave it deteriorating until whole repair project is under way
- Inexperience of KHFP in delivery of such a project
- Potential VAT implications of partially finished building disposal
- Risk for SBPT of ending up with partially completed building if KHFP unable to proceed with project

Model 3

<i>Phase</i>	<i>Detail</i>	<i>Lead Organisation</i>
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A:	Phase 1-3	Historic Building Repairs and Development SBPT
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OR

B:	Phase 1-3	Historic Building Repairs and Development KHFCP
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Perceived Advantages:

- Continuity of control throughout project
- No danger of double funding

Possible Disadvantages:

- Availability of funds for such a large project
- Inexperience of KHFP in delivery of such a project
- Potential for catastrophic failure if KHFCP fail
- Greater risk on either organisation
- Greater end value if SBPT undertake work this translates to a greater transfer cost to KHFCP
- Risk for SBPT of ending up with partially completed building if KHFP unable to proceed with project

11.2 Summary and conclusions of potential delivery models

Discussions with the Council and the KHFCP suggest a clear preference for model 1 which provides a good spread of risk and early repair of the steading building which provides insurance against failure of the project. This model also allows involvement of the KHFCP in the delivery early on which is valuable both in ensuring their commitment to and ownership of the project and should be more attractive to funders. The relationship between the KHFCP and SBPT, whether grants are applied for individually by each organisation or jointly and the detail of the administration of the project all require further development but on the basis of model 1, a funding table has been calculated. This shows:

- The KHFCP scheme including enabling development of high spec eco housing
- The KHFCP scheme including enabling development of shared ownership eco housing with small holding / allotment sized plots
- The KHFCP without enabling development

Below is the final cost and funding table covering the Kilmory Home Farm Community Project option. NB this table has been shown at minimal font size to allow it to be included in the text, a larger print version is at Appendix M.

Table 5: Option D: The Kilmory Home Farm Community Project Proposal

		With Enabling Development Type A	With Enabling Development Type B	With No Enabling Development
Options Appraisal	£	15,000.00	£ 15,000.00	£ 15,000.00
Acquisition	£	1.00	£ 1.00	£ 1.00
	Total preliminary costs	£ 15,001.00	£ 15,001.00	£ 15,001.00
Building Costs				
	Preliminary works	£ 30,000.00	£ 30,000.00	£ 30,000.00
	Main contract	£ 1,237,000.00	£ 1,237,000.00	£ 1,237,000.00
	New build (project)	£ 525,000.00	£ 525,000.00	£ 525,000.00
	Other buildings	£ 150,000.00	£ 150,000.00	£ 150,000.00
	Prelims	£ 242,750.00	£ 242,750.00	£ 242,750.00
	Contingencies	£ 218,475.00	£ 218,475.00	£ 218,475.00
	Professional fees	£ 360,483.00	£ 360,483.00	£ 360,483.00
	BW & Planning fees	£ 10,000.00	£ 10,000.00	£ 10,000.00
	Total building costs	£ 2,773,708.00	£ 2,773,708.00	£ 2,773,708.00
Other costs				
	Access, learning & training	£ 3,000.00	£ 3,000.00	£ 3,000.00
	BPT overheads / fee	£ 100,000.00	£ 100,000.00	£ 100,000.00
	Insurance building & public liability	£ 2,000.00	£ 2,000.00	£ 2,000.00
	Misc expenses	£ 7,500.00	£ 7,500.00	£ 7,500.00
	Legal fees	£ 3,000.00	£ 3,000.00	£ 3,000.00
	VAT (inc SBPT fee)	£ 464,423.00	£ 464,423.00	£ 464,423.00
	Interest on working capital loan	£ 10,000.00	£ 10,000.00	£ 10,000.00
	Inflation	£ 3,000.00	£ 3,000.00	£ 3,000.00
	Total other costs	£ 592,923.00	£ 592,923.00	£ 592,923.00
TOTAL PROJECT COSTS	£	3,381,632.00	£ 3,381,632.00	£ 3,381,632.00
	AHF Options Appraisal grant	£ 7,500.00	£ 7,500.00	£ 7,500.00
	A&BC funding for Options Appraisal	£ 7,500.00	£ 7,500.00	£ 7,500.00
	AHF Capacity Building Grant	£ 20,000.00	£ 20,000.00	£ 20,000.00
	Awards for All/Investing in ideas	£ 20,000.00	£ 20,000.00	£ 20,000.00
	Leader grant	£ 20,000.00	£ 20,000.00	£ 20,000.00
	Rural priorities grant	£ 100,000.00	£ 100,000.00	£ 100,000.00
	A&BC repairs	£ 50,000.00	£ 50,000.00	£ 50,000.00
	HS Repairs grant	£ 529,494.00	£ 529,494.00	£ 529,494.00
	HLF Heritage grant	£ 350,000.00	£ 350,000.00	£ 350,000.00
	Big Lottery grant	£ 1,000,000.00	£ 1,000,000.00	£ 1,000,000.00
	Enabling development surplus	£ 432,000.00	£ 154,375.00	£ -
	Other funders	£ 250,000.00	£ 250,000.00	£ 100,000.00
	Contributions in kind	£ 75,000.00	£ 75,000.00	£ 75,000.00
	Handover payment	£ 300,000.00	£ 300,000.00	£ 300,000.00
	Recoverable VAT	£ 178,769.00	£ 178,769.00	£ 178,769.00
TOTAL INCOME	£	3,410,769.00	£ 3,133,144.00	£ 2,463,263.00
SURPLUS / DEFICIT	£	29,137.00	-£ 248,488.00	-£ 918,369.00

Notes:

- i. The preliminary approaches to funders has been positive but can only give an indication of potential grant funding and levels.
- ii. The reliance on the provision of hi spec housing as enabling development is unwelcome however, further development of the project and of the funding strategy may a. reduce project costs or b. increase funding levels available making this form of enabling development unnecessary.

What is clear is that funding this project will not be easy and at this stage only cautious optimism can be expressed about the likely success of this enterprise.

12. Identification of Preferred Option

The preceding sections have considered the viability of the Kilmory Home Farm Community Project and the other options in terms of fundability and revenue earning potential. The table below, summarises these findings and considers the additional benefits that each might provide.

Table 6: Summary of various options

<i>Option</i>	<i>Viability – surplus / deficit (worst case)</i>	<i>Capital cost</i>	<i>Impact on historic building</i>	<i>Potential fundability</i>	<i>Public benefit assessment</i>
Demolition		Say £250,000	Catastrophic	No external funding is likely to be available	The removal of the revenue cost of maintaining the building must be seen as a positive but the loss of the historic asset far outweighs this.
Min Repair	£47,250 to Council	£146,000	Positive, arrests decay, retains historic fabric	Potential funding from Rural Priorities	Good in that the historic asset is conserved and the cost of maintaining it will be reduced. But poor in that the problem of use and long term conservation remains.
Residential development	-£866,000	£2.5 million	Poor, much loss of historic fabric and change of plan form	Poor	Very poor, access to building becomes very limited and its ability to be used as a community resource is lost
KHFCP	£29,000 or -£250,000	£3.4 million	Good, retention of historic fabric and original configuration of plan	Fair to good	Very good, provision of a community facility, potential regeneration value and provision of access to a historic site.

The findings are clear then, the preferred option must be the Kilmory Home Farm Community Project proposal. This appears to be potentially viable in use and has the best chance of raising funding for the capital repair and development of the site. It also provides continuing public access to the site and provides the best means of conserving the heritage asset.

13. Conclusions

13.1 The findings of the Options Appraisal

The various information presented in this report indicates that Kilmory Home Farm is an important and valued historical asset and is worthy of conservation. What the information also shows is how difficult it will be to find uses and funding to bring about that conservation. Overall however, the findings are positive. There is a potentially viable option in terms of funding and ongoing income generation for the site and this option also has potential to provide a valuable facility for the local community which will appeal to visitors as well. The project could be an exemplar of how Local Authorities can work with their communities and the third sector to provide such facilities and to offer an environmentally sensitive solution for a historic building at risk.

The scale of the repair project, the difficulties of access, the multiple collaborators in the project and the difficult funding climate make this a complicated project however, and further work will be needed to give comfort to all the collaborating groups and stakeholders that the project is viable and deliverable. This development will be necessary also to show funders of the solidity of the project.

13.2 Outstanding issues

The Options Appraisal has not been able to look in depth at all aspects of this project and further analysis is required of the following areas in particular.

- Ultimate ownership of the site
- Details of the delivery mechanism and in particular the relationship between the collaborators in the capital project
- The management of risk in the delivery of the capital project (see below)

- The linkages between the building project and the wider land ownership aspirations of the KHFCP
- Detailed business planning and determining:
 - The overall viability of the proposals
 - The correct commercial / community mix to provide viability and satisfy funders
- The relationship between the Council and the Community Project particularly in how it would act as a guarantor or how reversion of the site would work if things go wrong
- Potential for phasing the capital project and the impact this would have on funding and viability.

Other issues have been identified as potential challenges during the delivery of the project:

- Managing funding streams to avoid 'double funding'
- Issues of state aid
- European procurement rules

All of these issues (and probably others) will need to be addressed before the project can be said to be deliverable.

13.3 Risks

As has been identified above, the management of risk throughout this project will be critical and as a precursor to the production of a full risk management plan, there follows an initial analysis of likely risks in the development of this project, as identified through the Options Appraisal process. It is proposed that a system of risk analysis and management be initiated and maintained throughout the project delivery.

Table 7: Risk Assessment at Options Appraisal Stage

	Description of Risk	Comments	Likelihood	Potential Impact	Mitigation Methods	Comments
01.	A&BC refuse to back project	Impact will change at different stages in project	Possible	Project will be impossible to deliver	Case to Council must be strong enough to overcome any concerns	It will be possible to get a staged backing – so if they back the first stage of development we can go back for further support later
02.	Funding is not available for project development		Unlikely	Project development will not be possible	Ensure good fit of project to potential funders and that applications are complete and comprehensive	
03.	KHFCP are unable to pursue project	Impact will change at different stages in project	Possible	Preferred option could not be delivered	The group needs sensible support and advice to become a strong and capable organisation	NB issues of phasing – depending on model of delivery, this occurrence will have different impacts
04.	Changes in partners priorities / ability to resource the project		Possible	Could delay or at worst prejudice the project's success	Ensure proper, honest communication at all times to head off unexpected problems	

	Description of Risk	Comments	Likelihood	Potential Impact	Mitigation Methods	Comments
05.	Failure to obtain necessary funding for main project	Due to poor development of funding strategy	Possible	Preferred option could not be delivered	Undertake early and continuing consultations with funders. Ensure good fit of project to potential funders and that applications are complete and comprehensive	Important to establish the exact nature of the project before funding applications are made and to engage necessary professional expertise to ensure applications are appropriate and acceptable to funders
06.	Argyll & Bute Council do not / are unable to fund first phase of repair		Possible	Will make cost planning of main project more difficult. Could prejudice survival of building	Stress the value of the works to the project and of the project to the Council. Work with Council to find funding sources for these works.	
07.	Enabling development is not considered appropriate by A&BC as the LPA		Possible	Huge impact on fundability of project.	Seek alternative funding sources to negate value of E.D. Reduce scope of project or introduce phased delivery.	

	Description of Risk	Comments	Likelihood	Potential Impact	Mitigation Methods	Comments
08.	Access road cannot be delivered by FCS		Unlikely	Additional cost to project	Consider alternative provision. Source additional funding to deliver this aspect of the project.	NB bearing in mind the difficulty of funding the project as it stands, this additional cost may be impossible to fund.

14. Recommendations and proposals

The main recommendation of this report is that the preferred option the Kilmory Home Farm Community Project proposals should be developed. As has been shown, there is potential for this project to provide for the long term conservation of Kilmory Home Farm while other options either fail to show viability or will only provide a short term hold on the deterioration of the buildings. A new use is vital if this historic farm site is to be saved and the community group have shown that they have a realistic chance of providing such a use.

There is a need for further development of the KHFCP and their proposals and therefore the following subsidiary recommendations are made:

- viii. That the Council undertakes preliminary works to secure the building.
- ix. That the Council agrees to support a development phase for the project.
- x. That SBPT, KHFCP and Argyll & Bute Council produce a programme for this phase including actions and milestones to extend to not more than 1 year from the date of adoption of the programme.
- xi. That the development phase has agreed outcomes which will take the project to the stage where funding and statutory approval applications can be lodged.
- xii. That SBPT in particular seeks funding for the provision of a project officer to co-ordinate the development phase and the working of the various collaborating bodies.
- xiii. That SBPT & KHFCP seek funding for this phase of work to ensure that the costs of the Building Preservation Trust are covered and that professional advice can be procured to assist the process.
- xiv. That at the end of the development phase, a further report is put to the various collaborating bodies recommending their continued involvement in the project or abandonment of it.



Figure 21: The south, rear elevation of the steading