

3.01 THE AREA

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

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

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

3.01.01 SIGNIFICANCE

Introduction

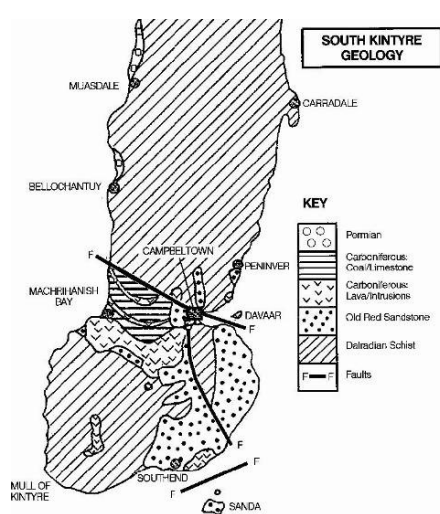
Campbeltown is a relatively small town but is well known within Scotland both through popular culture and because of its unique, remote setting at the end of the very long Kintyre peninsula. However, its history is not well known but, when understood, helps explain the unique historical and natural setting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

Setting - natural landscape

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

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

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



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



Urban form in relation Historical development

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

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

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

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

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

3.01.02 ANALYSIS

Character Areas

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

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

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

Positive Attributes

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

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

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

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

Negative Factors

- **Derelict or run-down buildings**

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

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

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

- **Setting**

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

- **Loss of traditional building details:**

- **Roof Materials and roofscape.**

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

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

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

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

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













- **Wall finishes**

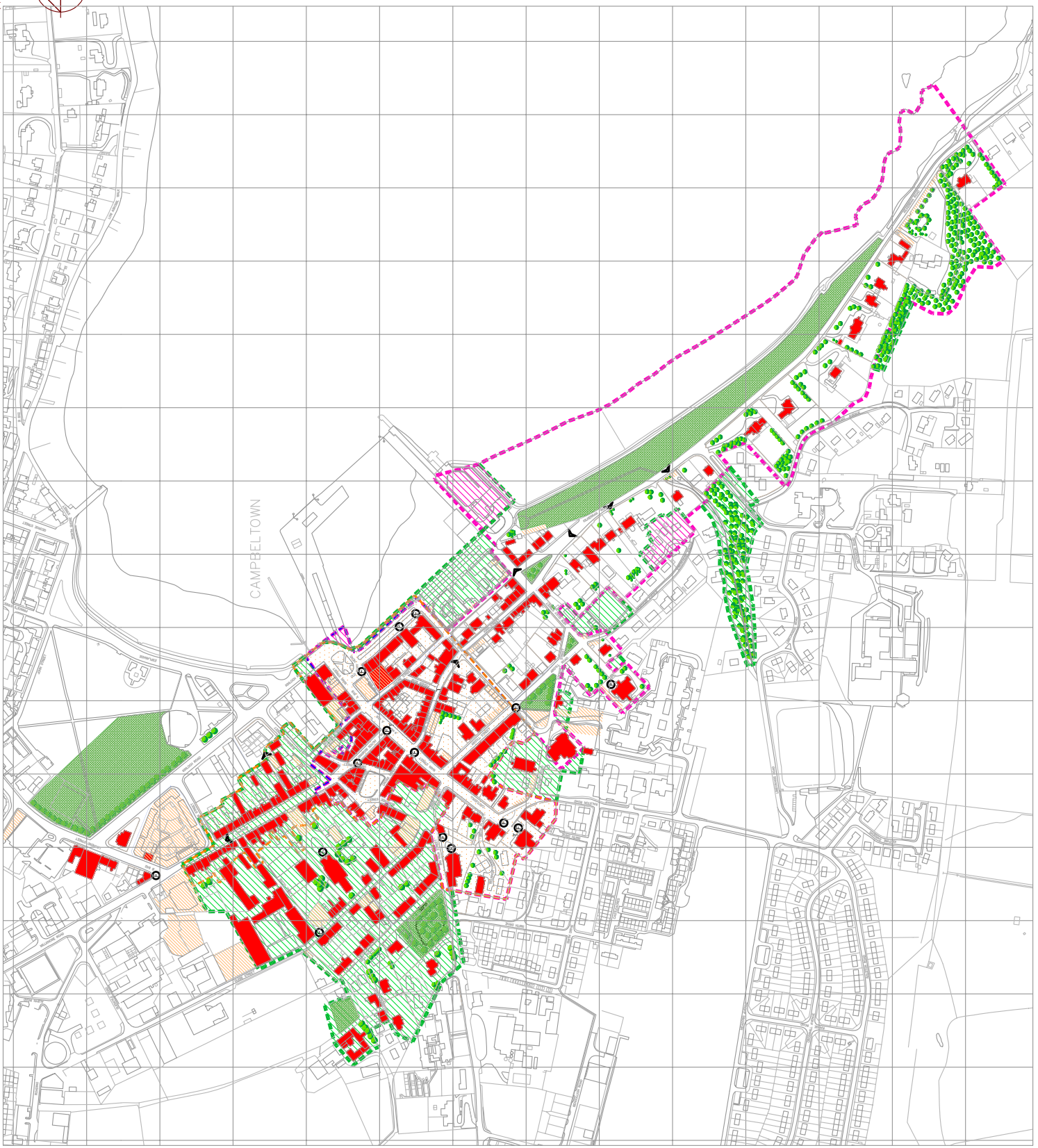
Many of the older buildings appear to have been harled as their original finish. In many cases this has been replaced by more modern harling/render and sometimes painted

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

NORTH

Key

-  Buildings of Great Value
-  Areas of Important Green Space
-  Areas of Important Potential
-  Important Trees/Planting
-  Important Building Lines/Profiles
-  Important Walls/Outcrops/Cornice and Settings
-  Post Offices/Landmarks
-  Transport Features
-  Views
-  Conservation Area
-  2009 extension/boundary of Conservation Area
-  Conservation Area



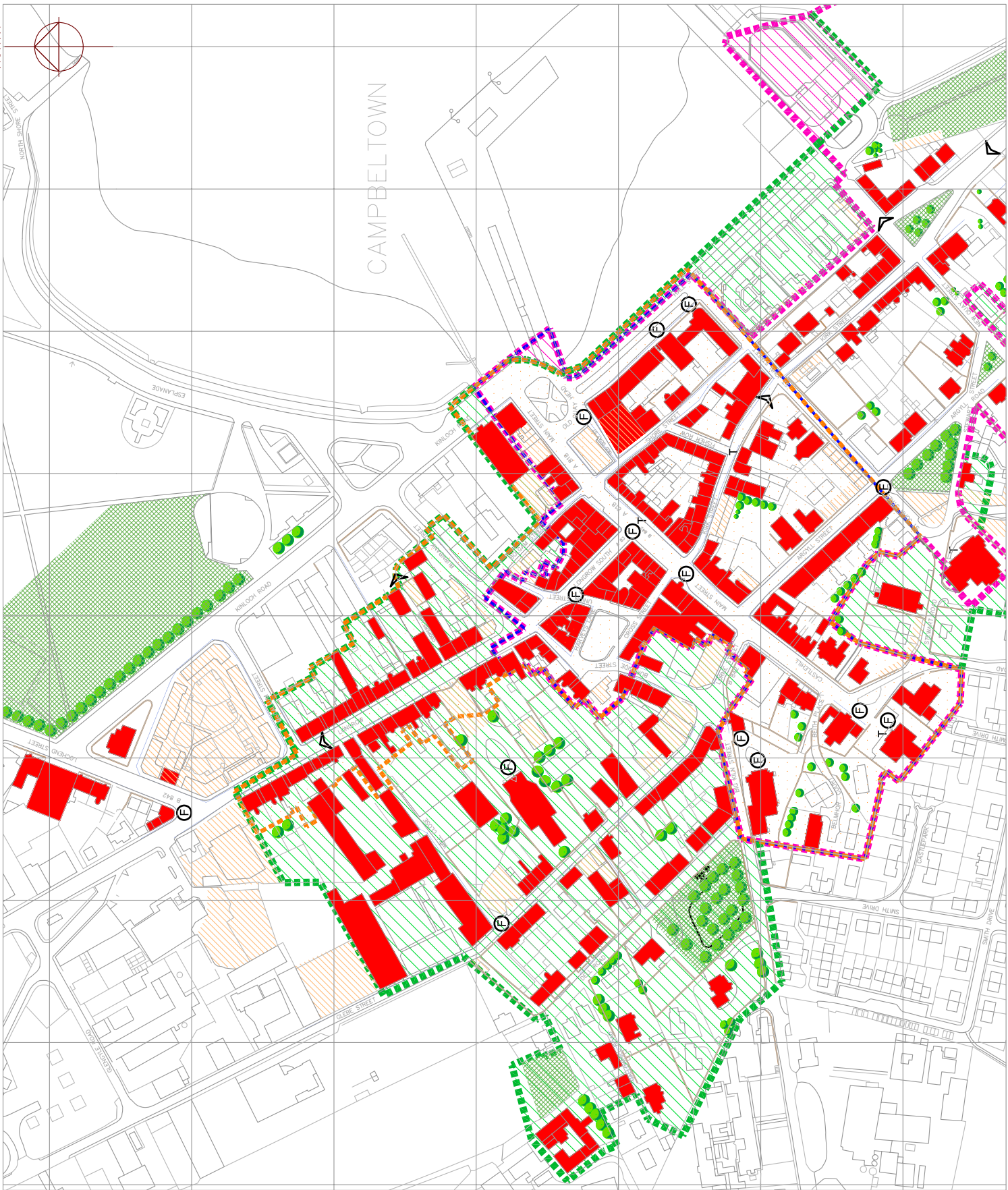
Argyll & Bute Council Campbeltown Conservation Area Appraisal - Plan of Area

Gray, Marshall & Associates
23 Station Street, Edinburg, BT8 1J

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

NORTH

- Key
- Buildings of Great Value
 - Areas of Important Green Space
 - Areas of Important Potential
 - Important Trees/Planting
 - Important Building Lines/Projections
 - Important Walls/Height/Forms and Settings
 - Food Features/Landmarks
 - Townland Features
 - Views
 - Conservation Area
 - 2009 extension/boundary identified by Conservation Area



Argyll & Bute Council
 Campbeltown
 Conservation Area
 Appraisal - North

Gray, Marshall & Associates
 23 Salford Street, Edinburgh EH7 5JY

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

3.01.03 Buildings At Risk Of Loss Due To Poor Condition



Former Free Church School, Big Kiln Street, 'B' listed
Circa 1845. This building is an interesting survival of its type and has local importance being the only building surviving of a group of 4 buildings originally on this site.

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



The Old Court House, 5 Bolgam Street, 'B' listed
Dating to the late 18th century, the old courthouse is a fine example of a range of buildings with high quality stonework detailing, ranged around a small court. It retains many features of note to both exterior and interior and is particularly remarkable for retaining a timber pegged oak roof in the South Range. This roof dates back to at least the late 18th century but may well be earlier as its structure is similar to roofs dating back as early as the 17th century.

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

3.01.04 Buildings At Risk - Loss Of Original Fabric/Detail



53 Main Street (Old Post Office), 'C' listed
Early 19th century. On corner site with Argyll Street. This building is an important survivor of the type of building that used to line Main Street.

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



50-52 Main Street (and Cross Street), 'B' listed
A key property on a key corner site. More restrained than many of the later tenement buildings, it survives as a very good example of the quality of late 18th C development. The later shopfronts are reasonably well preserved, however the whole building is somewhat run down and is in urgent need of repair.



13-15 Kirk Street (left)

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

12 Longrow South

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



27-33 Main Street, Unlisted

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



28 Kirk Street

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



18-24 Shore Street, 'B' listed

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

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



38-48 Longrow, 'B' listed

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

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



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

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

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

3.01.05 Vulnerable Areas - Priorities

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

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

3.01.06 Conservation And Regeneration Objectives

Specific objectives can be seen as follows:

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

both encourage investment and protect the historic environment,

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

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

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

3.01.07 Conservation Management Area Plan - THI Focus

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

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

3.01.08 Conservation Strategy

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

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

3.01.09 Recommended Actions

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

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

3.01.09 Implementing The Actions

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

1. **Re-definition of the area** - adjust the boundary of the Outstanding Conservation area to provide consistency
2. **Management** - effective management of the strategy will be required with staff dedicated specifically to the project.
3. **Strategic Planning** - ensure that the conservation objectives for Campbeltown are recognised fully within other economic and regeneration strategies.
4. **Priorities for Funding and Grants** - create funding and grant regimes specifically targeted to the priority projects.
5. **Grants** - at the same time, to achieve improvements throughout the area measures will be needed to encourage individual owners through a grant system that can;
 - o Generate widespread interest in carrying out often small scale repair and conservation work.
 - o Encourage similar widespread interest in reinstating architectural detail.Grants could be made available on the basis of relatively high percentages but with amounts capped to encourage widespread take-up.
6. **Repair Techniques and Building Methods** - a programme of training and educational initiatives would help build up a body

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

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

3.02 PLANNING POLICIES

3.02.01 Regeneration Strategies

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

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

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

Campbeltown

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

3.2.1 Local Development Policies

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

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

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

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

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

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

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

3.03 PLANNING MEASURES

3.03.01 Development Management and Enforcement Actions

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3.03.02 Preparation of additional supporting Development Plan policies

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

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

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

3.04 A FRAMEWORK FOR DESIGN STANDARDS AND MAINTENANCE

3.04.01 Introduction

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

3.04.02 Windows and Doors

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

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

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

The following repair principles will apply for windows:

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

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

The following repair principles will apply for doors:

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

3.04.03 Chimneys

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

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

3.04.04 Shopfronts

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

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

repair of traditional shopfronts.

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

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

3.04.05 Signage

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

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

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

3.04.06 Materials

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

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

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

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

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

the existing, obtained from certified sources.

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

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

3.04.07 New Design

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

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

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

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

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

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

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

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

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

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

3.04.08 Craft Skills

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

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

3.04.09 Public Realm Maintenance

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

Current Maintenance Regime

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

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

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

3.04.10 Maintenance for Property Owners

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

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

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

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

3.05 EDUCATION AND TRAINING

Campbeltown Townscape Heritage Initiative Training Plan

3.05.01 INTRODUCTION

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

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

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

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

The aims of the Campbeltown Training Plan are:

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

3.05.02 MANAGEMENT OF THE TRAINING SCHEME

1 Organisational Context

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

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

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

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

Proposed Management Structure

2 Core Officer Group

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

3 Partnership Steering Group

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

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

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

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

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

4 Technical Team

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



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

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

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

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

5 Local Consultative Group

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

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

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

Proposed Management Structure (membership)

6 Core Officer Group

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

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

7 Campbeltown Town Centre Regeneration Steering Group

The Steering Group will comprise the following members:

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

8 Technical Team

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

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

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

9 Other partners

Officers invited from other partners will include:

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

10 Local Consultative Group

Examples of potential members include:

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

3.05.03 TRAINING NEEDS ANALYSIS

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

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

3.5.4 TRAINING OPPORTUNITIES

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



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

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

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

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

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

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

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

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

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

involvement, improved outcomes for users and effective partnerships.

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

3 Core Staff Development

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

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

4 Construction Sector Overview

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

5 Construction Related Awareness Raising Work Experience and Apprenticeship Opportunities.

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

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

Campbeltown THI will provide the opportunity for work experience

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

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

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

6 Building Professionals Development

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

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

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

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

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

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

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

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

painted interior decoration, archaeological aspects)

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

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

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

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

10 Building Contractors Development

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

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

The contractors described their trades as the following

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

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

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

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

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

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

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

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

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

11 Adult Community Groups and Volunteers



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

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

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

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

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

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

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

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

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

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

12 Research and Recording

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

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

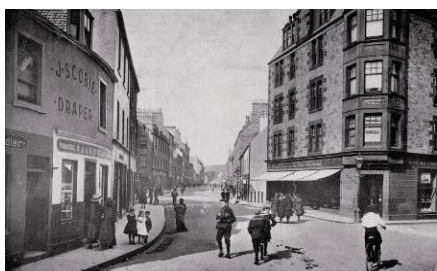


Fig 5: Archival Image of Reform Square

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

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

13 Design and Interpretation

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

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

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

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

14 Training opportunities for unemployed young people and adults.

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

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

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

15 Talks, Visits and Events

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

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

of the project.

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

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

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

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

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

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

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

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

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

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

16 Heritage Hosts

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

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

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

17 Young Peoples' Community Groups, Volunteers and Schools

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

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

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

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

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

Schools in Campbeltown are

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

18 Research and Recording

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

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

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

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

19 Design and Interpretation

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

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

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

20 Heritage Skills

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

3.05.05 WHO WILL BE TRAINED

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

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

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

3.5.6 TRAINING AND DEVELOPMENT SCHEDULE

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

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

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

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

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

3.5.7 MONITORING AND EVALUATION

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

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

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

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

3.5.8 CONTRACTOR/CONSULTANT SURVEY

See Appendix 03_06 for survey report.

3.06 COMMUNITY SUPPORT

Public Participation

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

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

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



Contractors Breakfast Meeting hosted by the Strathclyde Building preservation Trust

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

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

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



Local Primary Children preparing montages for the exhibition

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



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



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

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

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

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

3.06 COMMUNITY SUPPORT

Public Participation

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

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3.07 PUTTING THE CONSERVATION MANAGEMENT PLAN INTO PRACTICE

3.07.01 Summary of Key Points in the Management Plan

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

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

3.07.02 Townscape Heritage Initiative Area Management Plan

Future Heritage regeneration management for the THI area

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

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

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

Responsibilities and co-ordination of actions

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

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

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

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

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

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

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

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

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

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

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

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

Pro-active arrangements to encourage private sector involvement

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

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

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

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

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

Further steps will include:

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

owners.

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

3.08 COMMITMENT TO THE CONSERVATION MANAGEMENT PLAN

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

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