

4.01 REGENERATION STRATEGY & VISION

4.01.01 INTRODUCTION

The THI Action Plan consists of the following sections:

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

4.01.02 BACKGROUND

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

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

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

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

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

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

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

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

4.01.03 INTEGRATED STRATEGIES FOR REGENERATION

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

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

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

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

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

Summary

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

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

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

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

4.1.5 VISION FOR CAMPBELTOWN

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

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

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

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

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

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

4.02 ESTABLISHING PRIORITIES

4.02.01 STRATEGIC REGENERATION THEMES

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

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

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

4.02.02 Theme 1: Investing In the Unique Identity of Campbeltown

Priorities

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

Three key projects:

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

Twelve Target Buildings:

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

- ii. **Priority Areas**

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

- iii. **Shop Front Improvements**

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

- iv. **Promote the CARS proposals**

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

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

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

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

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

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

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

4.02.03 Theme 2: Improving the Visitor Offer

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

4.02.04 Theme 3 : Boosting Town Centre Businesses

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

4.02.05 Theme 4 : Delivering an Effective Training Plan

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

4.02.06 OUTCOMES & BENEFITS

The fundamental outcome of a successful THI will be to **preserve and enhance the character and appearance of the historic commercial and retail core of the Conservation Area**, which is currently fragile and in need of regeneration. The THI would also **bring historic buildings back into appropriate and sustainable use**. The particular benefits are likely to include, for:

Residents & Community

- Grants to repair and restore authentic details/materials and bring historic buildings back into appropriate use.
- Advice and assistance including a '**Conservation Area Maintenance Guide**'. The THI Project Officer and the Council's Conservation Officer will assist the local community, in order to ensure conservation standards are achieved and to work closely with the Campbeltown Regeneration Town Centre Steering Group and other local partners as appropriate.
- Enable local people to understand, learn about, appreciate and enjoy heritage and increase community participation in maintaining and managing the Conservation Area
- Enable more local people with appropriate skills to look after the built heritage through:
 - increased training opportunities in heritage skills;
 - increased community participation; and
 - improved approaches to management and maintenance of buildings.

Businesses

- Grants, advice and assistance to repair and restore authentic details/materials, including shop fronts/signage and help to bring historic buildings back into appropriate and sustainable use.
- Opportunities for new business starts and business growth based on developing new products and services focussing on built heritage and an improved visitor offer in terms of accommodation, food and whisky.
- Job creation and job safeguarding: new uses for vacant properties, promoting business expansion and new businesses in the area.
- Improve economic performance, such as increase in turnover.

Visitors

- Enable visitors to understand, learn about, appreciate and enjoy the heritage of Campbeltown and Kintyre.
- An even wider calendar of events and festivals to extend visitor season beyond April to September.
- Encourage visitors to use Campbeltown both as a base and to spend more time in the town

The THI will become a key co-ordinating initiative for public and private investment in physical improvements and heritage buildings conservation within the selected THI area. The THI will also be integrated as an important support for the range of economic and social initiatives

This will ensure that there is pro-active management of the Initiative, through participation of owners and residents in the THI area, and to create linkages with other local initiatives co-ordinated by the Campbeltown Regeneration Steering Group.

4. 03 KEY AND TARGET PROJECTS

4.03.01 KEY PROJECTS

Town Hall, Main Street



Significance:

- Visually - this 'B' listed building is one of the most important buildings in terms of defining the character of Campbeltown.
- Historically and architecturally - 1758-60, spire of 1778 by John Brown, remodelled by Campbell Douglas in 1865-6, classical town hall comprising 3-bay earlier section with Gibbsian tower projecting at centre.
- Socially - it has been the focus for much of Campbeltown's civic activities for many generations.
- The building is underused and is in a poor state of repair.

Opportunities:

- Restored, it will provide a landmark building, signalling the regeneration of the town centre.
- As a community asset its use can be extended, following improvements, to house a number of community activities and to serve for social events, civic ceremonies, weddings, receptions and other events.

As detailed in Appendix 03_06 c there are several local groups seeking a permanent base. The Kintyre Cultural Forum is completing an audit of the cultural activities and at Steering Group meetings has identified the need for a range of venues within the town to cater for events of different types and sizes. For example the annual music festival attracts many visitors and events range from large scale concerts to smaller gatherings and performances. The Town Hall is seen as a vital medium sized venue that complements the large Victoria Hall.

The nature of activities that take place, and are proposed to take place, in the Town Hall are not catered for elsewhere. The newly completed Aquilibrium Centre serves a different set of needs based mainly around Council services.

Former Free Church School, Big Kiln Street



Significance:

- Historically and architecturally - 'B' listed - Circa 1845. This building is an interesting survival of its type and has local importance being the only building surviving of a group of 4 buildings originally on this site.
- Visually - at an important junction on the edge of the town centre, but on the main route out to the south.

Opportunities:

- Restoring a building at this location helps arrest decay at the edge of the town centre, helping form an important 'edge' to the THI.
- The building can provide visitor accommodation and help boost the visitor offer within Campbeltown.

Strathclyde Building preservation Trust has produced a detailed report, included as Appendix 02_05. The recommendations of the report are given below:

The primary recommendation of this Options Appraisal is that the single storey hostel option be pursued. While it is tempting to go after the two storey option because of the potential for extra income for the Heritage Centre, there are several reasons for rejecting this option at this stage. The single storey option represents a low level of risk for the building owners. The funding and viability calculations are considered realistic and would leave the owners debt free. As the projected income over five years suggests, this option can provide the Trust with a steady income which would be sufficient to make a difference to their operation of the Heritage Centre. The increase in value of the building would also turn it from a liability to an asset. The smaller hostel would be less of a burden to manage and attrition on the building finishes and fittings are likely to be smaller.

The single storey hostel offers the best opportunity to conserve the overall significance of the building. It does not require alterations to the roof structure or appearance and by careful detailing, the external appearance can be maintained. There is potential to retain much of the internal volume to full height and to exploit the character of the building to make the accommodation something different and desirable to potential customers. It is also possible to construct the single storey option to allow for future conversion to two storeys should the market be proved.

There is a need to continue the development of this project and to explore in particular the funding of the capital works further. It is therefore proposed that the Kintyre Amenity Trust and Strathclyde Building Preservation Trust work together to:

- *Raise funding to support the development phase*
- *Develop a robust business plan and funding plan for the project*
- *Develop the design of the single storey hostel while continuing to investigate the two storey option*

The Old Court House, 5 Bolgam Street (Reserve Project)

Significance:

- This building, which is older than the Town Hall, is Campbeltown's hidden gem.
- Historically and architecturally - 'B' listed dating to the late 18th century, the old courthouse is a fine example of a range of buildings with high quality stonework detailing, ranged around a small court. It retains many features of note to both exterior and interior and is particularly remarkable for retaining a timber pegged oak roof in the South Range. This roof dates back to at least the late 18th century but may well be earlier as its structure is similar to roofs dating back as early as the 17th century.
- Townscape - although at present appearing to occupy an insignificant location, its historic setting was once much more formal and there the potential to regain this.

Opportunities:

- The building is a real challenge as it has been unused for a number of years and new uses have been difficult to establish. It is located beside the Whisky Tasting Centre and could, potential be linked to this in terms of becoming a focus for



Campbeltown's food and natural produce industries.

- There is a significant opportunity to improve its setting by upgrading the small square opposite, improve the quality of public realm in Bolgam Street and link through to the waterfront by the imaginative upgrading of the Victoria Hall.

In the first instance the key aim of the THI should be to secure the future of the building by ensuring that essential repairs are carried out, the building is made wind and water-tight and that any decay is treated or removed so that the building can dry out and be maintained in good condition.

Strathclyde Building Preservation Trust has become involved with the future of the building and has produced a detailed report, included as Appendix 02_06. The summary of conclusions and recommendations of the report are given below:

Summary of conclusions and recommendations

In summary, it is considered that this initial appraisal has produced a sufficiently positive indication of the repair and re-use potential for the Old Courthouse for SBPT to recommend further development of the potential project. The Trust is not however in a position to pursue the project alone. Not only will it be necessary for Argyll & Bute Council to undertake urgent works but the Council will need to take positive steps to facilitate a change of ownership of the complex. In addition the Council will need to adopt a collaborative approach to the delivery of the project which may involve action to assemble a viable development package for the Trust and to assist Old Courthouse Campbeltown with the management of risk. Assuming that this collaboration can be developed early in the project, then the prospects for conserving and re-using the Old Courthouse to the benefit of the wider regeneration of Campbeltown must be good.

At the time of completing this report discussions are ongoing with potential users/owners of the building and additional funding is being investigated. Because of this it is not possible to include a completed business plan and identify accurately the eligible costs for THI purposes. The building remains as a key property of architectural and historic significance and because of this has been placed on a reserve list of projects that should come forward during the course of the THI project.

4.03.02 TARGET PROPERTIES

13-15 Kirk Street

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



16-20 Main Street and 1-3 Bolgam Street,

Significance:

- Historically and architecturally - a relatively plain, 'B' listed, earlier building from the late 18th century. Its significance lies in its survival as an important example of that period.
- Visually - occupies a significant corner site.

Opportunities:

- Repair of historic fabric and restoration of missing detail.
- A significant visual presence in the heart of the THI

53 Main Street (Old Post Office)



Significance:

- Historically and architecturally - a relatively plain, 'C' listed, earlier building from the early 19th century. Its significance lies with its survival as an important example of that period. Although the frontage has been much altered there is significant detail surviving at the rear.
- Visually - occupies a significant corner site.

Opportunities:

- Repair of historic fabric.
- There is potential for significant restoration of missing detail.
- A significant visual presence on Main Street.

50-52 Main Street (and Cross Street)



Significance:

- Historically and architecturally - more restrained than many of the later tenement buildings, it survives as a very good example of the quality of late 18th C development. The later shopfronts are reasonably well preserved, however the whole building is somewhat run down and is in urgent need of repair.
- Visually - occupies a significant corner site across the (side) street from the Town Hall.

Opportunities:

- Repair of historic fabric and restoration of missing detail.
- A significant visual presence in the heart of the THI.
- Important in terms of the setting of the Town Hall

12 Longrow South

This small lock-up shop is boarded up and empty (left).



27-33 Main Street



38-48 Longrow,

'B' listed - early 19th century. A fine example of early 19th century burgh architecture.

The property is in fair condition but is important as a survivor of the early type of tenement within Longrow, close to the old sore line. The building, actually two adjoining buildings, has a rare example (for Campbeltown) of scrolled skew puts) but is somewhat dominated by the large, continuous shop facia.





69-73 Longrow

Again a modest but good example of the earlier type of domestic architecture of the town in a key location in Longrow. The building has suffered from unsuitable alterations and is run-down.



61-73 Longrow

Another modest but good example of the earlier type of domestic architecture of the town in a key location in Longrow next door to the above. The building has suffered from unsuitable alterations and is run-down.



Victoria Hall

Significance:

- Historical - although not listed, it was designed by one of Campbeltown's leading architects. Between 1885 and 1889, H E Clifford's workload was concentrated in Campbeltown (although his office was based in Glasgow). The Victoria Hall, 1888, in the original design, had an asymmetrical arrangement of towers and was a prominent addition to the row of significant buildings appearing along the waterfront. Damaged by bombing in the World War the front was reconstructed and now presents poorly to the street.



- Visual - the building is in a prominent location on the waterfront.

Opportunities:

- There is a significant opportunity to link the proposed waterfront/marina regeneration with that of the THI and, in particular, the Old Courthouse in the street behind and to revitalize an area of damaged space between.
- Historical repair and restoration of detail play a part but some new design and re-modeling could enhance this and create a striking new asset for the community at a key location.

As a council owned building, the costs for repair have been excluded from the costs.



26 Kirk Street

A small building, much altered and used as a store, very run-down and an eyesore within the historic core.

The owner is, at present unwilling to participate in the THI scheme and the building has been placed on the reserve list of projects.



18-24 Shore Street,

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

Shore Street originally bordered the loch and the buildings are important survivors from the earlier development of the Town. The empty shop and run-down appearance having a significant negative effect within this historic part of the town.

The owner is, at present, unable to find the resources to participate in the THI scheme and the building has been placed on the reserve list of projects.

The ground floor shop has been identified as a possible location for the THI Office.

4.03.03 PRIORITY AREAS

The priority areas contain a large number of eligible buildings which are detailed in preceding sections.



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

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

This building is first in the list of buildings set out in the spreadsheets in the Priority A category, however, it occupies a prominent corner close to the Old School and at a significant 'edge' to the historic core.

4.03.04 PUBLIC REALM

The key elements of the public realm that should be taken forward in the THI are:

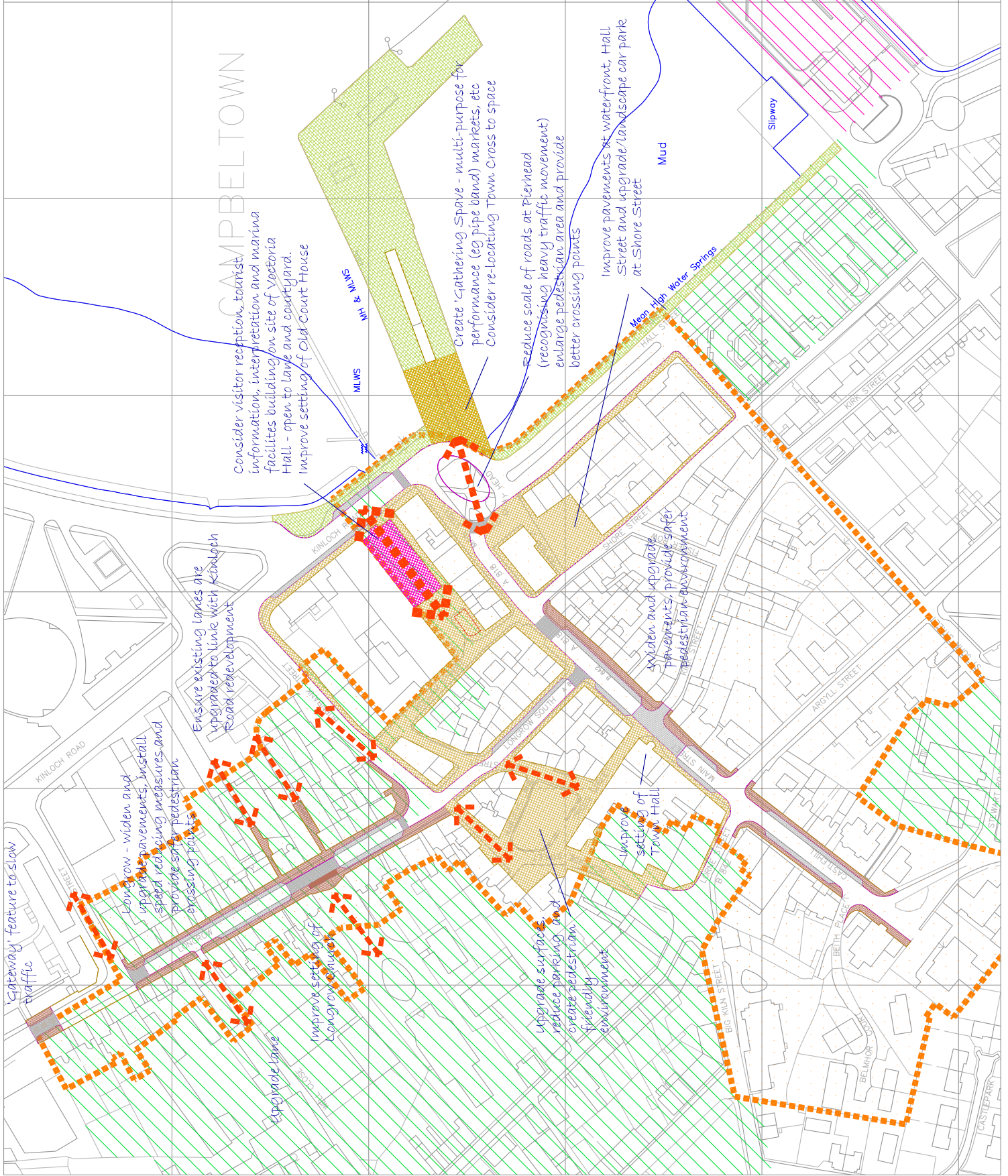
- The setting of the Town Hall
- Improvements to the Main Street generally
- Bolgam Street
- Improvements and traffic calming in Longrow
- Improvements to the lanes off Longrow

NORTH



PRIORITIES:

1. Main Street and setting of Town hall
2. Eolgam Street area and setting of Old Court House
3. Longrow and Longrow South



Argyll & Bute Council
**Campbeltown
 Conservation Area**
PUBLIC REALM

Gray Marshall & Associates
 23 Station Street, Edinburgh EH7 5J
 Drawing No. BMF 30
 Scale 1:1000@A1
 August 2008

4.04 TRAINING NEEDS ANALYSIS & TRAINING PLAN

The Training Plan is included in full as Section 03.05

4.04.01 HLF/THI'S: NEW CONTEXT

The April 2008 HLF application and guidance highlighted the aim to safeguarding the character of conservation areas through:

- increasing training opportunities in heritage skills;
- increasing community participation; and
- improving approaches to conservation management and maintenance.

Among the key changes in the guidance are:

- Focus on self-evaluation and data collection from the start
- Stronger focus on training and community participation
- Stronger focus on 'greening' projects

4.04.2 ESTABLISHING THE STARTING POINT IN CAMPBELTOWN

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

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

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

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

The aims of the Campbeltown Training Plan are:

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

4.04.03 Variety of Training needs

Experience shows that there is likely to be significant interest from homeowners and professionals but **less interest from contractors.**

A survey of the local building industry has been carried out to determine the level of interest in the THI work and the likely interest in training in conservation and traditional skills. The results are shown in Appendix 03_05. This survey identified the range of skills available and demonstrated a good level of interest in a proposed training initiative.

In addition to the local contractors it was recognised that, for a scheme to be effective, a wide range of people need to be involved, from those managing and implementing the scheme to residents and others who will benefit from the work carried out in the THI.

The training plan identifies these in the following summary table.

Project group	Skills Required	Skills Available	Training Needs
Core Staff	<ul style="list-style-type: none"> • Experience in heritage management • Experience of working with volunteers • Health and Safety • First aid • Budget Management • Project Management • Presentation Skills • Report Writing • Fundraising • Writing tenders • Using Microsoft packages • Marketing and design • Heritage interpretation • Event management 	<p>Current staff's skills should be enhanced by those of new staff.</p> <p>Training opportunities exist within Argyll and Bute Council or there is the possibility of skill sharing exercises with the Council's Community Planning Partners.</p>	<ul style="list-style-type: none"> • Volunteer Management • Health and safety • First Aid • Presentation Skills • Writing tenders • Microsoft project manager • Fundraising • Marketing and design • Heritage Interpretation
Building Professionals	<ul style="list-style-type: none"> • Understanding of local heritage assets • Understanding of traditional building technology • Preparation of Repair Strategies • Health and Safety 	<ul style="list-style-type: none"> - Interested in undertaking CPD activities - Interested in new techniques - Interested in expanding their skill set 	
Building Contractors	<ul style="list-style-type: none"> • Understanding of local heritage assets • Health and safety • Traditional Building Skills • Understanding of traditional building technology • Preparation of repair strategies 	<p>Interested in undertaking CPD activities</p> <ul style="list-style-type: none"> - Interested in new techniques - Interested in expanding their skill set 	<ul style="list-style-type: none"> • Volunteer Management • Health and safety • First
Adult Community Groups and Volunteers	<ul style="list-style-type: none"> • Understanding of local heritage assets • First aid • Marketing • Understanding of traditional building technology • Traditional Building Skills • Introduction to building maintenance skills • General building maintenance skills • Event management • Admin skills 	<p>Individuals and groups can be assessed as activities progress</p> <ul style="list-style-type: none"> - Interested in expanding their skill set <p>Opportunity to link with Construction Excellence, New Deal, Scottish Government Wider Role focus on construction and training and HIE priority.</p>	<ul style="list-style-type: none"> • Health and safety • Presentation Skills • Interpretation • IT Skills • Local History • Story Telling • Multi Media • Research and Recording • Genealogy

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

4.04.04 Overall Training Plan Outputs

The training plan identifies the training needs and opportunities and provides a breakdown of who will be trained and an estimate of numbers. This is set out in a schedule in Section 5.0 of the Training Plan.

Section 6.0 of the Training Plan sets out a detailed programme with costs allocated to each training event or element. While some costs will be met directly by Argyll & Bute Council, the cost of the scheme identified for THI purposes is £60,600.

4.04.05 Monitoring and Evaluation

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

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

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

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

4.05 DEVELOPING THE ACTION PLAN'S OUTPUTS

- 4.05.01** The action plan reflects the priorities of the Campbeltown THI scheme. Projects have been assessed and prioritised to best achieve the aims established under the four themes set out in Section 4.2.

The action plan is presented in the format outlined in appendix 5 of the HLF stage 2 guidance notes:

PROPOSED STAGE 2 SUMMARY OF EXPENDITURE AND FUNDING

A: Category	B: Total Eligible cost	C: Grants proposed from common fund	Grant rate (i.e. C as % of B)	D: HLF contribution sought	HLF proportion of the common fund (i.e. D as % of C)
Building Repairs	£1,689,412	£1,321,168	78.20%	£365,831	27.69%
Restoring Architectural Detail	£237,837	£185,995	78.20%	£51,502	27.69%
Bringing empty historic floor space into use	£55,146	£43,126	78.20%	£11,942	27.69%
New buildings for gap sites	£0	£0	0.00%	£0	0.00%
Shopfronts (Included in above)	£0	£0	0.00%	£0	0.00%
Public Realm Work	£100,000	£100,000	100.00%	£27,690	27.69%
Staff costs and overheads	£236,546	£236,546	100.00%	£65,500	27.69%
Complimentary Initiatives	£60,600	£60,600	100.00%	£16,780	27.69%
Total	£2,379,541	£1,947,434	81.84%	£700,000	35.94%

For the purposes of the above table the HLF contribution has been shown distributed evenly over the categories of expenditure. In reality some adjustment will need to be made when the contributions from all sources are finalised. For example some projects will attract different types of funding (such as EU funding for specific outputs) and the balance of funding will have to be shown.

Another possible adjustment relates to the public realm work where there may be an opportunity to boost the budget at a later date (which cannot be confirmed until the THI scheme is in place).

4.05.02 Action Plan Outputs

The THI action plan contains a clear statement of the expected outputs of the THI. It includes the following information:

- The cost of the works The total eligible cost of the THI Scheme is £1,982,395
- The number of buildings in use that will be repaired
 - Key Buildings - 3 Key Buildings have been identified; it is expected that two will be upgraded. (A third the Old Courthouse) is a reserve project that may proceed during the THI 2
 - +1

- | | |
|--|----------|
| ○ Target Buildings - 12 target buildings have been identified; 2 have owners unwilling or unable, at present to participate, it is assessed that 50% of the remainder will be upgraded | 5 |
| ○ Priority A Area*- there are 20 buildings in this area; it is assessed that 5% will be upgraded.* | *1 |
| ○ Priority B Area - there are 56 buildings in this area; it is assessed that 3.2% will be upgraded.* | *2 |
| ○ Priority C Area - there are insufficient funds to offer grants within the Priority C area. | |
| • The number of vacant properties that will be brought back into use - these arise in the key and target building category. | 6 |
| • The number of traditional shopfronts that will be restored | Up to 20 |

Note *: as set out in Section 2 & 3 the buildings have been assessed on the basis of costing all potential repairs to all buildings, producing relatively high individual building costs. It is anticipated that in the Priority B and C groups in particular the aims of the THI in terms of repair and restoration of detail will be achieved if owners come forward with more limited proposals.

As the table appended to Section 2 demonstrates there are many properties that could benefit from comprehensive repair and restoration schemes. They are different in terms of individual details and individual needs for repair and/or restoration of detail. In some cases the aims of the TI will be met if a reduced scheme of work is carried out. The THI must be careful not to reduce the work in individual cases to the point where small improvements occur without a significant gain in overall THI terms, however, it is recommended that as projects come forward each property is assessed individually to establish the scope of work and likely costs. If this is implemented it is anticipated that the individual costs may be less than the totals given and the more properties in these categories will benefit from grant assistance.

This process requires careful monitoring and regular review to ensure that both THI aims are being met and expenditure targets are achieved.

A detailed breakdown of the cost of the works and the outputs is included in Appendix 02_08 to Section 2.

4.05.03 Management of the THI and Associated Activities

The THI action plan also includes information on the scheme's management and on the activities that will be run as part of the THI scheme:

- The proposed management of the THI is set out in detail in Section 1.
- The proposed projects and complimentary activities are set out in Section 4.2 above under the heading of the four themes and the training plan is further expanded in both Sections 3.5 and 4.4

4.06 PARTNERSHIP FUNDING

4.06.01 Introduction

This Section outlines the partnership funding arrangement for the Campbeltown THI.

FUNDING SUMMARY

	Funding Sources	Owners contributions
Argyll & Bute Council		
• Original Allocation (CARS)	£200,000	
• Additional council	£100,000	
• CHORD allocation	£300,000	
• Office Costs	£25,000	
HIE	£100,000	
LEADER	£140,133	
Historic Scotland CARS	£385,000	
Private Owners Contribution (Including A&B C)		£432,106
Sub-total	£1,250,133	£432,106
HLF THI funding	£700,000	
Sub-total	£1,950,133	£432,106
	A	B
Total THI Programme	£2,382,239	(A +B)

4.06.02 SOURCES OF FUNDING

The main sources of partnership funding and the specific commitments are as follows:

1. Argyll & Bute Council

- Original allocation to CARS programme - £200K
- Addition Council commitment - £100k
- Allocation from CHORD initiative - £300K
- Office costs will be paid directly from Planning Service budget - £25,000

3. Highlands and Islands Enterprise

A commitment to £100,000

4. Leader Programme

The LEADER Programme next round of funding is to be confirmed in the near future. The key themes are:

- Revitalising Communities

- **Progressive Rural Economy**

The LEADER funding is calculated at 35% of the costs of training, public realm work, staff costs and accommodation.

The LEADER Programme will focus on increasing average earnings, reducing under-employment, sustaining and if possible increasing population levels in fragile areas with a focus on people of working age, improving provision for young people in economic spheres and increasing the enterprise and career prospects amongst women.

5. Historic Scotland

The CARS programme started in 2007 and will continue to work alongside and integrate with the THI programme. Historic Scotland Technical Conservation Group and Education Unit have confirmed their commitment to the THI/CARS and their willingness to assist in implementing the Training Action Plan.

Note: both the funding table above and the costs shown in Section 2 (and in 4.05) show the full amount of the CARS programme. The CARS scheme is now underway and some commitment to expenditure has been given. Without certainty about the timing of the THI process an accurate figure of how much may have been spent by the beginning of the THI cannot be established. However, while committed funding would have to be deleted from the above, committed expenditure would also be deleted from the costs so that the scheme would remain in balance.

4.06.03 Key changes between Stage 1 and Stage 2:

- Additional funding partners/sources of funding have been established. These include an allocation from the CHORD initiative (A&B Council) approved for Campbeltown, additional HIE and LEADER funding. Additional funds may also be available through Leader for specific projects in the THI area and through the Interreg IV European programme. The contribution from the HLF is shown at the same level as for Stage 1.
- The target properties have been re-appraised and the list amended to include some additional projects. The three most important buildings in terms of both significance and heritage need have been identified as key projects. Due to the developing situation in respect of the Old Courthouse this has been designated as a reserve project.
- The detailed cost breakdowns give a different split between the HLF categories between stages 1 and 2. The line is not always easy to draw between the two categories of work and is open to interpretation to some extent.
- The extent of public realm work, not allocated resources at Stage 1 has been included at a notional £100,000. Outline public realm proposals were prepared and the quantity surveyors estimated an total works costs of over £3m if all work is included, however it is recognised that:
 - HLF funding would only be allocated to support the use of higher quality conservation materials over and above normal road/streets improvement works, and
 - Work is dependent on a further commitment from A&B Council to invest in the public realm of Campbeltown.

- Staff and overhead costs have increased reflecting the identified need to manage and promote the scheme effectively within Campbeltown.
- Complimentary Initiatives, ie training is based on a detailed, costed training plan. The appointment of the town centre manager post for Campbeltown will be met by the Council and its partners including Leader and HIE.

The changes are shown in the two tables overleaf:

STAGE 1 - ORIGINAL SUMMARY OF EXPENDITURE AND FUNDING

A: Category	B: Total Eligible cost	C: Grants proposed from common fund	Grant rate (i.e. C as % of B)	D: HLF contribution sought	HLF proportion of the common fund (i.e. D as % of C)
Building Repairs	£915,000	£562,000	61.4%	£226,000	40.2%
Restoring Architectural Detail	£290,000	£217,000	74.8%	£132,000	60.8%
Bringing empty historic floor space into use	£1,500,000	£543,000	36.2%	£280,000	51.5%
New buildings for gap sites	£15,000	£10,000	66.7%	£10,000	100.0%
Public Realm Work	£0	£0	0.0%	£0	0.0%
Staff costs and overheads	£108,000	£108,000	100.0%	£54,000	50.0%
Complimentary Initiatives	£146,000	£86,000	58.9%	£43,000	50.0%
Total	£2,974,000	£1,526,000	51.3%	£745,000	48.8%

STAGE 2 - SUMMARY OF PROPOSED EXPENDITURE AND FUNDING

A: Category	B: Total Eligible cost	C: Grants proposed from common fund	Grant rate (i.e. C as % of B)	D: HLF contribution sought	HLF proportion of the common fund (i.e. D as % of C)
Building Repairs	£1,689,412	£1,321,168	78.20%	£365,831	27.69%
Restoring Architectural Detail	£237,837	£185,995	78.20%	£51,502	27.69%
Bringing empty historic floor space into use	£55,146	£43,126	78.20%	£11,942	27.69%
New buildings for gap sites	£0	£0	0.00%	£0	0.00%
Shopfronts (Included in above)	£0	£0	0.00%	£0	0.00%
Public Realm Work	£100,000	£100,000	100.00%	£27,690	27.69%
Staff costs and overheads	£236,546	£236,546	100.00%	£65,500	27.69%
Complimentary Initiatives	£60,600	£60,600	100.00%	£16,780	27.69%
Total	£2,379,541	£1,947,434	81.84%	£700,000	35.94%

The above Total Eligible Cost of £2,379,541 compares with the funding available of £2,382,239, giving a small balance of £2,698.

4.07 DELIVERY STRATEGY

4.07.01 Developing the Four Themes

Having identified the outputs that achieve the THI objectives for Campbeltown the THI action plan has been developed in order to deliver these outputs.

The THI Action Plan responds to the four identified themes developed and presented Steering Group meetings and looks at ways in which applications to the Common Fund can be encouraged and supported.

The role of the THI Project team will be essential in promoting the scheme within the local community. For this reason it was considered important that the THI Project team should be based within Campbeltown town centre.

4.07.02 Effective Management

Effective management will be necessary to deliver the THI programme. The management structure is set out in detail in Section 1.

4.07.03 How To Raise Awareness Of The Availability Of The THI Grant

The partnership, set out in Section 1 is formed from/has links to a wide range of local groups. The Steering Group is an important part of this and will be expected to 'feed' information back into the local community in order that people are aware not only of THI grant for building works but for education and training initiatives.

- **Leaflet**

A regular THI leaflet/newsletter will provides updates on the project. This will be delivered to all properties within the THI boundary.

- **Media Communications**

The THI Project Team will produce regular press releases which will be issued to local and national newspapers.

- **Web site**

This will provide members of the public with regular updates on progress and will highlight the opportunities to apply for THI grant.

- **Exhibition and information in library**

A copy of the application will be placed in the library and/or museum in Campbeltown. It is also proposed to establish a permanent information hub in the office to be occupied by the CARS and THI officer. On an occasional basis additional larger exhibitions will be held in the library, town hall and/or museum, or other suitable premises, updating residents and businesses on the progress of the THI. This will build on the temporary exhibition/information hub that is currently operating in the Kintyre Youth Information office on Main Street.

- **Education and Training Initiatives**

As part of the Campbeltown THI a number of training and education initiatives have been developed. This will include a series of workshops, seminars, one off events such as the

gutter cleaning initiative during national maintenance week and lectures on the historic environment. These initiatives will provide an opportunity to promote the availability of grant.

It is expected that by helping home owners and businesses to understand the importance of building environmental and the damage that inappropriate repairs can do they will be more knowledgeable and confident when dealing with work to their own properties. This should encourage more property owners to come forward for THI grant.

4.07.04 How to Support Owners in their Attempts to Bring Forward Projects

Argyll & Bute Council and our Community Planning Partners have provided support to numerous organisations and individuals in order to develop projects to improve and conserve historic buildings. A&B Council and its partners will use this experience to help property owners bring forward projects for THI grant. As soon as the Stage 2 approval is received, the main vehicle for this will be through the Campbeltown Town Centre Regeneration Steering Group working with the Council's officer working group.

Argyll & Bute Council and our Community Planning Partners also have considerable experience of supporting local businesses in making funding applications. This experience will help them to support business owners who wish to bring projects forward. As soon as the Stage 2 approval is received, the main vehicle for this will be through the Campbeltown Town Centre Regeneration Steering Group working with the officer working group.

The Council's Conservation Officer and the THI Project Officer will be expected to have experience of supporting organisations and individuals wishing to develop projects suitable for both THI grant and for support from the training and education programme. To date the CARS officer has made significant progress in contacting nearly all of the owners within the proposed THI area. The results are included in Appendix 03_06 and indicate a general willingness to participate. More specifically individual owners of the target properties have been contacted and their willingness to participate noted. Only two have been unwilling or unable to participate.

Support will involve a variety of practical measures including visits to the site, meetings with owners, help with completing application forms, meeting with planners, building control officers and discussions with Historic Scotland. Ensuring that the THI Project team is available within the town centre is essential to ensuring that there is continuing support for owners throughout the lifespan of the THI. This is why it is proposed to permanently locate the THI officer in a prominent location within the town centre working with the CARS officer and the new Town Centre Manager. The Council's Conservation Officer will also visit 2 days a week to ensure progress is made on the THI.

4.07.05 Statutory Powers Available To Argyll & Bute Council

The Conservation Area Management Plan outlines the statutory powers that are available. The Council will continue to enforce unauthorised alterations to the historic environment and build on the action already implemented through the CARS initiative

4.08 DELIVERY PROGRAMME

4.08.01 Programme/Expenditure

The detailed spreadsheet setting out the project costs has been extended to show a detailed programme by identifying which year each project is likely to be carried out. With the larger or more complicated projects expenditure has been spread over two or even three years.

The programme is based on all projects being committed in years 1 - 3 but with expenditure running on into years 4 & 5.

These costs are then summarised in a year by year format with the complimentary initiatives, staff costs and overheads and public realm works also added.

4.08.02 Year1 Programme

The detailed programme of expenditure is shown following the year by year costs.

The programme is ambitious and commits just over the required 25% of the common fund by the end of Year 2. This has been based on interviews of the owners of target properties (and other properties).

A detailed programme will be prepared and sent to HLF for approval at the start of each year for the length of the scheme.

4.08.03 Tables On The Following Pages

- Year by year programme for the THI
- Work/tasks programme for Year 1 of the THI

The full spreadsheet is attached as a Appendix 04_01

CAMPBELTOWN THI - TOTAL YEAR BY YEAR COSTS

	Likely Total Cost	Likely Total Grant	Likely Total owners Share	Year 1 Likely Total Cost	Year 1 Likely Total Grant	Year 1 Likely Total owners share	Year 2 Likely Total Cost	Year 2 Likely Total Grant	Year 2 Likely Total owners share	Year 3 Likely Total Cost	Year 3 Likely Total Grant	Year 3 Likely Total owners share	Year 4 Likely Total Cost	Year 4 Likely Total Grant	Year 4 Likely Total owners share	Year 5 Likely Total Cost	Year 5 Likely Total Grant	Year 5 Likely Total owners share
Total Key Properties	£712,546	£534,409	£178,136	£299,403	£224,552	£74,851	£392,486	£294,364	£98,121	£0	£0	£0	£20,657	£15,493	£5,164	£0	£0	£0
Total Target Properties	£817,372	£653,897	£163,474	£222,093	£177,674	£44,419	£395,391	£316,313	£79,078	£161,170	£128,936	£32,234	£20,810	£16,648	£4,162	£17,908	£14,326	£3,582
Total Priority A Area	£213,626	£170,900	£42,725	£0	£0	£0	£114,105	£91,284	£22,821	£84,163	£67,331	£16,833	£6,006	£4,804	£1,201	£9,351	£7,481	£1,870
Total Priority B Area (Longrow South)	£95,005	£76,004	£19,001	£0	£0	£0	£0	£0	£0	£85,505	£68,404	£17,101	£0	£0	£0	£9,501	£7,600	£1,900
Total Priority B Area (Longrow)	£123,435	£98,748	£24,687	£0	£0	£0	£0	£0	£0	£111,091	£88,873	£22,218	£0	£0	£0	£12,343	£9,875	£2,469
Total Kirk Street/ Shore Street Section	£20,412	£16,329	£4,082	£0	£0	£0	£0	£0	£0	£18,370	£14,696	£3,674	£0	£0	£0	£2,041	£1,633	£408
Total All Buildings	£1,982,395	£1,550,288	£432,106	£521,495	£402,226	£119,269	£901,982	£701,961	£200,021	£460,300	£368,240	£92,060	£47,473	£36,945	£10,527	£51,144	£40,916	£10,229
PUBLIC REALM WORKS	£100,000	£100,000		£20,000	£20,000		£40,000	£40,000		£40,000	£40,000							
TRAINING AND INTERPRETATION	£60,600	£60,600		£30,900	£30,900		£20,700	£20,700		£5,700	£5,700		£1,400	£1,400		£1,900	£1,900	
STAFF COSTS	£211,546	£211,546		£37,467	£37,467		£39,901	£39,901		£42,569	£42,569		£44,941	£44,941		£46,668	£46,668	
OFFICE COSTS	£25,000	£25,000		£5,000	£5,000		£5,000	£5,000		£5,000	£5,000		£5,000	£5,000		£5,000	£5,000	
TOTAL YEAR BY YEAR COSTS	£2,379,541	£1,947,434	£432,106	£614,862	£495,593	£119,269	£1,007,583	£807,562	£200,021	£553,569	£461,509	£92,060	£98,814	£88,286	£10,527	£104,712	£94,484	£10,229

4.08.04 YEAR 1 PROGRAMME

Description	Action	Timescale
Initial development work on Old School	A&B Council and SBPT continue work to secure future uses, funding and outputs.	Ongoing from 2008
Initial development work Old Courthouse (reserve project)	A&B Council and SBPT continue work to secure future uses, funding and outputs.	Ongoing from 2008
Co-ordinate sources of funding	A&B Council continue work to confirm funding from partners	Ongoing from 2008
Select THI Project Team	A&B Council advertise post and interview/select preferred candidates	Mid 2009
HLF Decision Received		
Initial promotion of THI	A&B Council announce THI	On decision
Appoint THI Project team	Appoint THI project manager and other team members	Sep 2009
Fit out office for THI Project Officer	Arrange for furniture and equipment to be located with office of THI project officer	Sep 2009
Begin promoting the THI	Distribute leaflets/newsletters and ensure publication of articles in newspapers	Sep 2009
THI Programme Commences		
Official launch of the Campbeltown THI	Official launch of the initiative	Oct 2009
Development work on larger key and target projects: <ul style="list-style-type: none"> • Old School • Town hall • Larger target projects 	Ensure appointment of professional teams in accordance with HLF guidelines. Take forward detailed proposals - planning, design, tender, etc	Oct 2009 onwards (allow 6-9 months)
Promote smaller projects	Develop smaller projects with owners willing to start - through specification, tender, grant application approval and start on site.	Oct 2009 onwards
Public Realm	Initiate work - Development studies, secure commitment from A&B Council Highways	Oct 2009 onwards
Shopfronts	Develop smaller projects with owners willing to start - through specification, tender, grant application approval and start on site.	Oct 2009 onwards
Implement the training plan	Refer to details listed in the training plan	Oct 2009 onwards