

Historic Environment Strategy 2015 -2020

Seirbheisean Planaidh is Riaghlaidh Earra-Ghàidheal is Bhòid

Ro-innleachd airson na h-Àrainneachd Eachdraidheil



Did you know?

Argyll and Bute has:

- Over 2000 Listed Buildings
- Over 800 scheduled monuments
- 32 Conservation Areas
- 24 Gardens and Designed Landscapes recognised on the national Inventory of Gardens and Designed Landscapes
- Over 19,000 undesignated sites of historic interest

Key facts:

- 28% of adults visited a historic or archaeological site in 2012
- 14 million tourists visited a historic environment attraction in 2012
- Each year over 18,500 volunteers contribute to the historic environment representing an economic value of £28 million
- Operation of and visits to The Historic Environment contributes in excess of £2.3 billion to Scotland's economy
- The Historic Environment accounts for 2.5% of Scotland's total employment.
- Work undertaken on Scotland's historic buildings contributes £1.1 billion to the construction industry

Left to right: Bill Baillie & Sara Qualter: Something slightly unexpected, Fraser MacIver: The Piggery at Taynish, Christine Russel: Summer Solstice Ballochry Kintyre.



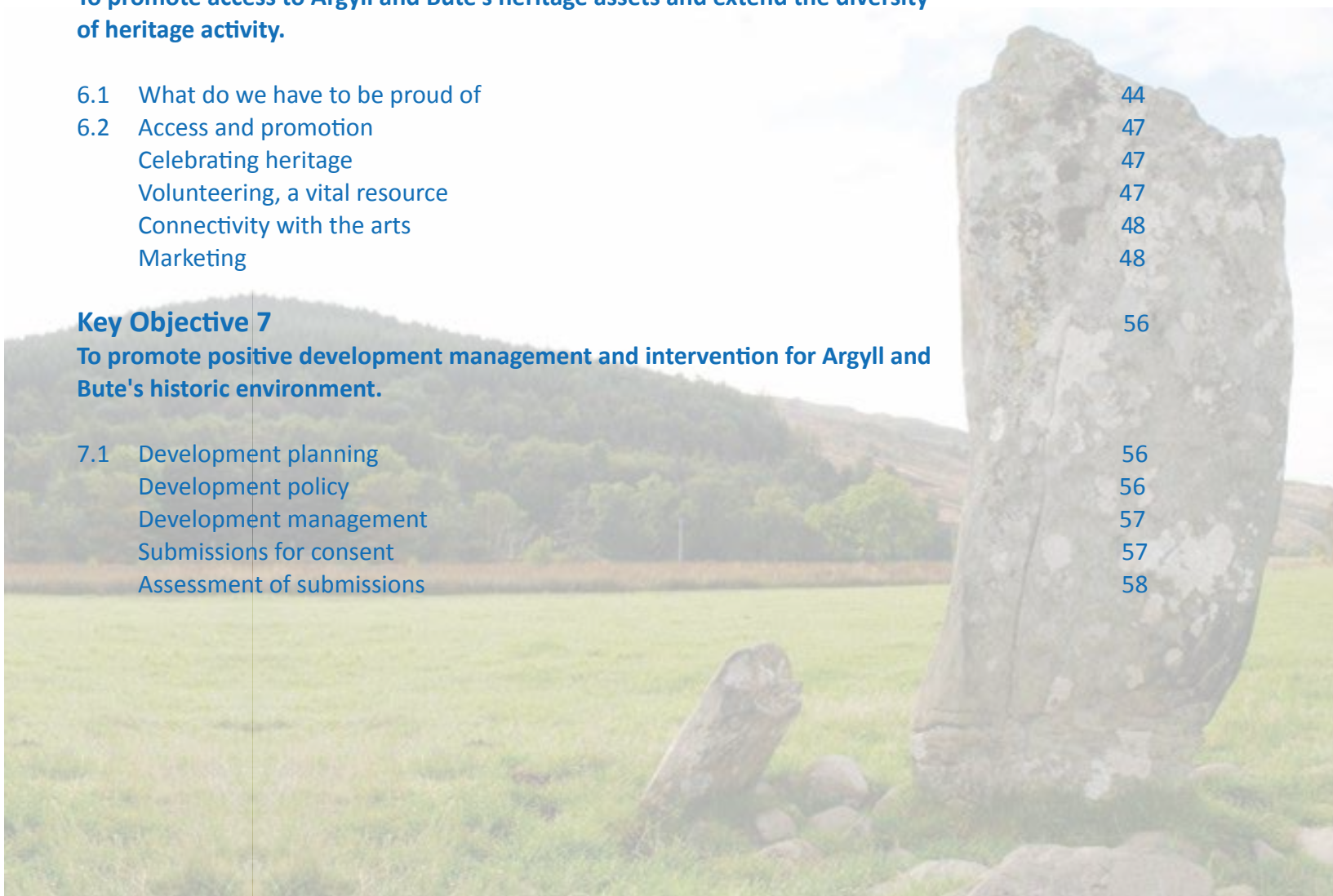
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Left to right: Alexander Hamilton: Dunadd, Bill Baillie & Sara Qualter: Something slightly unexpected.



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Foreword



Argyll and Bute Council
Comhairle Earra-Ghàidheal agus Bhòid
www.argyll-bute.gov.uk



I am delighted to introduce the Argyll and Bute Historic Environment Strategy 2015 –2020

Argyll and Bute's historic environment is important because it is what gives the area its distinctive character. It is what makes Argyll and Bute, Argyll and Bute.

I believe this document shows people what an enormously rich historic environment Argyll and Bute has. The Council is responsible for significant collection of heritage assets including schools, museums, libraries, public art, Scheduled Monuments and grave yards and historic gardens and landscapes.

Equally the Council is engaged in heritage led regeneration activity through out the area striving to assist communities in maintaining, promoting and benefiting from their historic environment.

The Council can take great pride in its track record of successfully delivering a number of major heritage projects over recent years. However, significant pressures continue to confront many of Argyll and Bute's heritage assets, and a key objective of the strategy is to recommend practical measures to address some of these issues.

Ultimately, the Historic Environment Strategy is an evolving document which will change over time. I would also welcome any feedback on the strategy as people's support and involvement is absolutely essential for the future of Argyll and Bute's Historic Environment.

Cllr: David Kinniburgh

Title: Policy Lead for Planning, Protective Services and Licensing

Executive Summary

The strategy is divided into the following sections:

Introduction

Explains the scope of the strategy and its terms of reference, defines what we mean by heritage, and summarises the different ways in which Argyll and Bute Council is involved in heritage activity.

Key Objective 1

To provide a strategic context, holistic approach and vision for Argyll and Bute Council's heritage activity.

Explains the context of the Strategy in terms of local and national policies and objectives. Delivery of heritage activity within the Council and aligning this with strategic priorities.

Key Objective 2

To highlight the wider contribution our historic environment can play in the development of the economy, creating and maintaining a strong sense of place, social wellbeing, sustainability and climate change targets.

Explains the benefits of our historic environment with particular reference to the economy, construction and tourism sectors, social, health, educational and environment sustainability.

Key Objective 3

To identify the key challenges and opportunities facing the region's historic environment and make recommendations as to how these might be addressed.

Explains key challenges opportunities with particular reference to; maintenance, appreciation and perception and skills.

Key Objective 4

To identify the key challenges and opportunities facing the Council's existing built heritage assets and make recommendations as to how these might be addressed and prioritised.

Key Objective 5

To devise a mechanism for prioritising future built heritage projects around Argyll and Bute, and to identify Council and other external funding streams and partners to enable successful delivery.

Explains how we intend to prioritise and align with strategic objectives with regards to external requests for involvement in heritage projects

Key Objective 6

To promote access to Argyll and Bute's heritage assets and extend the diversity of heritage activity.

Explains what we have to be proud of and how it can be better accessed, celebrated and marketed.

Key Objective 7

To promote positive development management and intervention for Argyll and Bute's Historic Environment.

Introduction

Argyll and Bute has a remarkably rich and diverse historic and cultural heritage reflecting thousands of years of historic development. The quality of our natural and built environment is what makes Argyll and Bute an attractive place to live, work, visit and invest in. The historic environment is all around us providing our communities with a strong sense of place that informs the fabric of our day to day lives.



Argyll and Bute's heritage is as much about the future as it is about the past. An effective Historic Environment Strategy needs to ensure our diverse historic environment is fully utilised as a catalyst for future growth. By improving quality of place through encouraging new development that is sympathetic to our heritage and taking better care of our surroundings, Argyll and Bute can better attract inward investment, additional economic activity and help retain and grow its population.

The purpose of the Argyll and Bute Council's Historic Environment Strategy is therefore to provide a framework and context for how we continue to enjoy, preserve, manage, interpret and promote our historic environment during the 21st Century and the numerous challenges this presents. This involves working with partners both inside and outside the Council to develop a joined up approach to heritage issues, identifying priorities and creating an achievable action plan to deliver them.

Islandadd Bridge



Scope

The scope of this strategy is concerned with Argyll and Bute Council's direct impact on the heritage assets it owns, or is responsible for, as well as the Council's indirect impact on the area's wider heritage assets and historic environment. Argyll and Bute Council plays an important role in the protection, management and promotion of the area's historic environment, both as a partner in heritage activity, economic development, tourism and as the Local Authority.

Why?

Often Heritage Assets and our Historic Environment is considered as specific individual designated sites, that stand alone from day to day life to be enjoyed and managed individually. The reality however is that it is all around us, providing function and utility day by day. Heritage and the historic environment needs therefore not to be seen as an aside to our lives but more an intrinsic part of it.



Valuing and having pride in our Historic Environment is essential to protecting what makes a place special and capable of strong and sustainable growth. The aim of the strategy is to deliver a comprehensive and holistic approach together with a strategic overview which will help to steer future work priorities and improve delivery of Council services that effect heritage assets and the historic environment. It will promote our historic environment and seek to raise awareness about the positive environmental, social and economic contribution it makes to Argyll & Bute as a place to live, work and visit. The strategy also aims to contribute to the delivery of the Argyll and Bute Community Planning Partnership Single Outcome Agreement 2013 - 2023.

What do we mean by Heritage Assets and Historic Environment?

For the purposes of this strategy, heritage is interpreted in its widest sense, the main focus will be on man-made assets but there will be a natural overlap with the intangible heritage which often plays a key role in our understanding of or the protection of a physical asset, *(an example of this would be: the skill of thatching, unique to each island, is a heritage asset without which we cannot reasonably care for, or fully understand the vernacular architecture and development of that island).*



Traditional thatching, Tiree

Man-made assets refer to historic buildings or structures, scheduled monuments, archaeological sites, designed landscapes, public art, memorials etc. Over time man has equally impacted on the development of our environmental landscape through land management and the development of settlement patterns within our towns and villages.

The historic environment is all around us in Argyll and Bute; collectively heritage assets make up our historic environment, many of our town centres and smaller settlements can be considered as our historic environment. Equally, Argyll and Bute's rich assortment of ancient monuments, archaeological sites and evidence of rural development make a significant contribution to our Historic Environment.

How is Argyll & Bute Council involved in Heritage?

Argyll and Bute Council is involved in Heritage in a number of different ways:

- Through initiating and implementing heritage led projects and regeneration schemes.
- As an advisory and supporting partner, providing technical and/or funding advice to community groups, heritage organisations and social enterprises.

- As a property developer and landowner with a considerable portfolio of historic assets; buildings, monuments, infrastructure, parks etc.
- As a planning authority Argyll and Bute Council have a statutory responsibility to protect the historic environment under the Planning (Listed Buildings and Conservation Areas) (Scotland) Act.
- As a primary supporter of the economic, social and cultural value of heritage and tourism marketing.
- As custodians of public heritage services; museums, archives, libraries, etc.
- As building standards authority Argyll and Bute Council have a duty to protect the public in and around buildings.

This diverse range of functions and activities are delivered by a range of different departments and individual services within Argyll and Bute Council. As is often the case with large organisations and particularly when challenged with Argyll and Bute's geographical spread, these services can be difficult to deliver holistically – and this is one of the key issues this strategy seeks to address.

Who is the strategy for?

This strategy is intended to be used by individuals, Communities, Community Planning Partners, Elected Members, Council Officers and other partners as an overarching framework through which heritage related projects, decisions and impacts can be positively managed.

It should be emphasised that Argyll and Bute's Heritage belongs to us all, with a whole host of organisations, companies and individuals having responsibility for its maintenance and protection. This strategy aims to be a robust but also a flexible framework that seeks to facilitate co-operation between all of those responsible for protecting and promoting our historic environment.

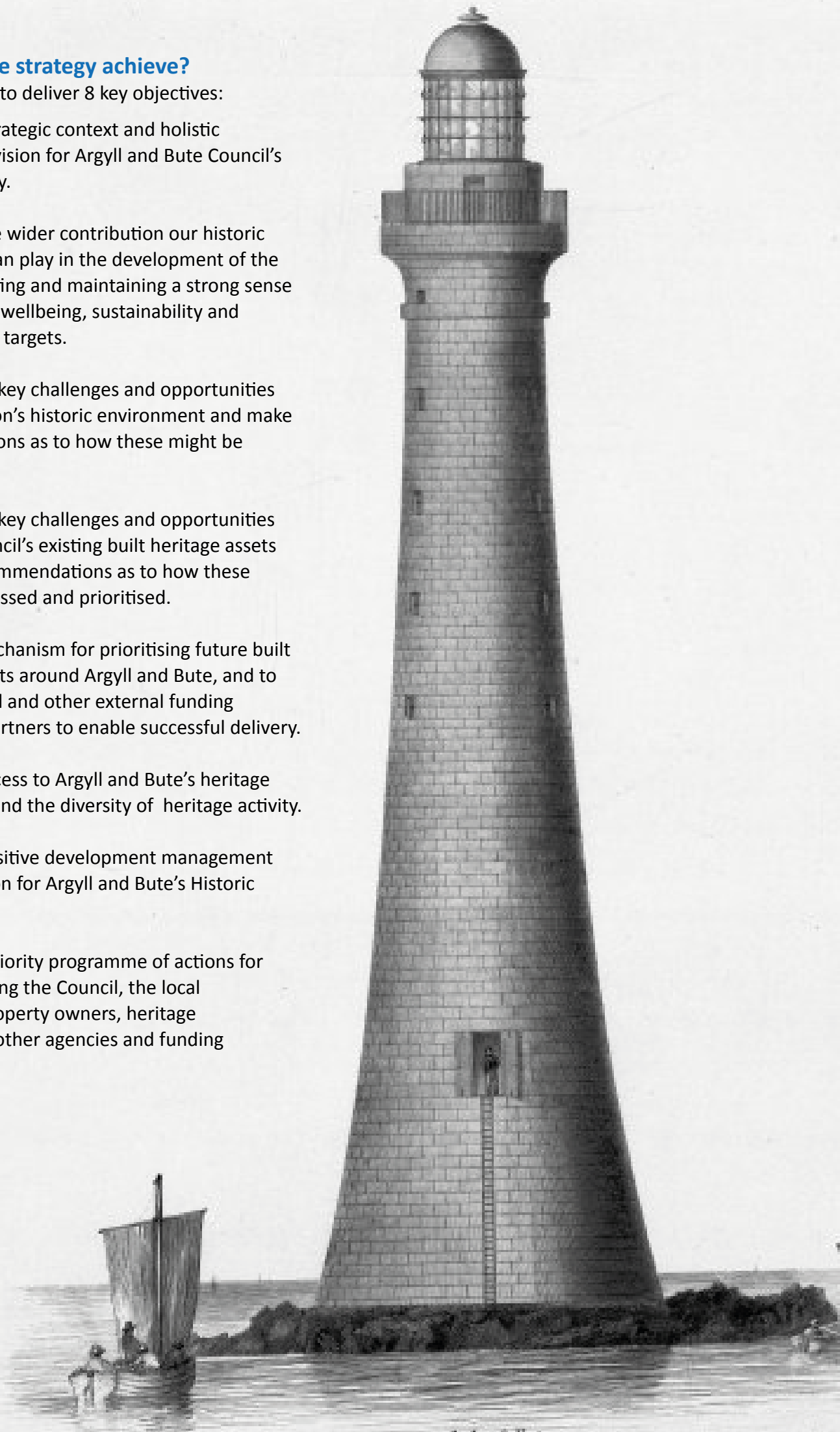


Baile Mòr, Iona

What should the strategy achieve?

This Strategy aims to deliver 8 key objectives:

- 1) To provide a strategic context and holistic approach and vision for Argyll and Bute Council's heritage activity.
- 2) To highlight the wider contribution our historic environment can play in the development of the economy, creating and maintaining a strong sense of place, social wellbeing, sustainability and climate change targets.
- 3) To identify the key challenges and opportunities facing the region's historic environment and make recommendations as to how these might be addressed.
- 4) To identify the key challenges and opportunities facing the Council's existing built heritage assets and make recommendations as to how these might be addressed and prioritised.
- 5) To devise a mechanism for prioritising future built heritage projects around Argyll and Bute, and to identify Council and other external funding streams and partners to enable successful delivery.
- 6) To promote access to Argyll and Bute's heritage assets and extend the diversity of heritage activity.
- 7) To promote positive development management and intervention for Argyll and Bute's Historic Environment.
- 8) To prepare a priority programme of actions for delivery involving the Council, the local community, property owners, heritage organisations, other agencies and funding partners.





Key Objective 1:

To provide a strategic context, holistic approach and vision for Argyll and Bute Council's heritage activity.



The heritage activity of Argyll and Bute Council needs to be clearly embedded in the strategic objectives of the Council. Both the Council's Corporate Plan and Single Outcome Agreement outline what the key objectives and priorities are and how we aim to deliver them. These documents are available to download on the Council's web site. Some of the key outcomes the Corporate Plan aims to achieve include:

- The full potential of our outstanding built and natural environment is realised through partnership working.
- We have contributed to an environment where existing and new businesses can succeed.
- The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.
- We contribute to a sustainable environment.

Corporate objective 3 of the Corporate Plan –

Working together to realise the potential of our area seeks to ensure that:

- We make the best use of our built and natural environment.
- We contribute to a sustainable environment.

It states that to achieve that we will:

- Develop, in association with Historic Scotland and other national agencies, a strategic plan for promoting our heritage.

Some of the **Community Plan and Single Outcome Agreement's** aims and key areas of focus include:

- Communities and public sector partners work collaboratively to make the best use of our natural and built environment and our culture and heritage with clear plans for development in place and investment underway.
- Ensuring the natural and built environment is safe, respected, valued and free of environmental crime.
- Working in partnership to deliver outcomes effectively and efficiently ensuring best value. Increased culture and heritage activity.
- Investment in housing and community facilities support sustainable economic growth and along with regeneration of our town centres and built environment enhance the competitiveness of Argyll and Bute.
- Our town centres are thriving and vibrant. Regeneration of the built environment enhances the competitiveness of Argyll and Bute.

The **Key National Outcome** sought by the **Scottish Government** this Strategy relates to is:

We value and enjoy our natural environment and protect it and enhance it for future generations



It is also related to:

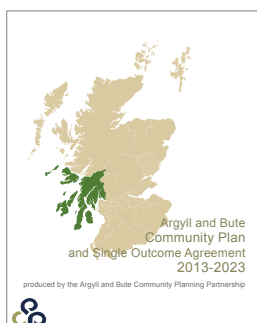
We live in well-designed, sustainable places where we are able to access the amenities and services we need

To be effective the Historic Environment Strategy needs to fit strategically with a range of other key documents. Principally these include:

[Scottish Government--- Scottish Historic Environment Policy](#)

[Scottish Government--- Historic Environment Strategy for Scotland](#)

[Scottish Government Town Centre Action Plan](#)



The Argyll and Bute Community Planning Partnership Community Plan and Single Outcome Agreement (2013-2023) contribute to the local delivery of the Strategic Objectives of the Scottish Government's 16 National Outcomes



Baile Mòr with Iona Abbey in the background

[Argyll and Bute Council Proposed Local Development Plan](#)

[Argyll and Bute Council Economic Development Action Plan and local Area Action Plans](#)

[Argyll and Bute Council Renewable Energy Action Plan](#)

[Argyll and Bute Council Capital and Corporate Asset Management Plan](#)

[Argyll and Bute Carbon Management Plan](#)

1.1: Delivery of and impact on heritage activity within Argyll and Bute Council

Politically the responsibility for Argyll and Bute's Historic Environment lies at a local level with Elected Members and at a national level with Scottish Ministers. Whilst the policy remit of many of our Members relates to aspects of our management of Historic Environment, there is an opportunity to identify one Member who could connect them all and be considered a spokesperson or champion for the Historic Environment. It is proposed that the Council's Policy lead for Planning, Protective Services and Licensing takes on this role.

At an officer level the main Council services who deliver heritage services in the Council are

- Planning and Regulatory Services
- Economic Development and Strategic Transport
- Community and Culture
- Asset Management

However there is a significant number of other services involved who impact on historic environment in one way or another, these include;

- Roads and Amenity Services
- Facility services; Property Maintenance
- Education
- Housing

Collectively all Council Services have a responsibility to positively manage their impact on the historic environment.

It is essential that this responsibility is recognised and supported by the directors of all services in the Strategic Management Team and communicated to and reinforced by heads of services, managers and officers in a consistent and positive way. Developing an improved culture of understanding of the value of our historic environment and a more joined up approach between services with regards to our collective impact can only be achieved by delivering a strong message from a strategic level.

A key outcome of this strategy therefore is to clarify roles and responsibilities, identify and resolve inconsistencies, establish better communication networks and processes for sharing and accessing the appropriate information.

1.2: Partnerships with external organisations

The council's involvement with and impact on the historic environment is often in the context of the wider heritage sector and through interaction with other organisations both locally and nationally.

Key partners are:

- Historic Scotland
- Heritage lottery Fund
- Creative Scotland
- Building Preservation Trusts
- West of Scotland Archaeology Service
- Scottish Natural Heritage
- Argyll and the Isles Coast and Countryside Trust (ACT)
- Highlands and Islands enterprise (H.I.E)
- Third sector organisations
- Community Planning Partners
- Public and private organisations, owners and developers.
- Argyll and Isles Strategic Tourism Partnership

This strategy needs to take into account the strategic objectives of our key partners, all of whom have welcomed the Council's decision to take a more strategic approach to the management of our historic environment.

1.3: Alignment of strategic priorities and heritage activity

The Argyll and Bute Local Development Plan (LDP) identifies Areas for Action which are areas requiring further investment and regeneration in order to meet their full potential. The LDP, through its planning policies, provide the framework to promote positive development and protect our historic environment. The Council adopted policies in this document reflect closely the Scottish Historic Environment Policy and the new Historic Environment Strategy for Scotland “Our Place in Time”.

The Economic Development Action Plan (EDAP) identifies the area’s potential for economic growth, the risks to these opportunities and an action plan for delivery. The EDAP aligns with the current Development Plan identifying opportunities for regeneration in key Areas for Action; this in turn gives scope for focusing resource and support for funding in a strategic way.



Kilmorich Kirk, Cairndow

Key outcomes of Key Objective 1

- Alignment of corporate and strategic documents will be improved
- A Heritage champion will be introduced to provide political support for the Historic Environment and this strategy

Please see key objective 8 for details as to how this will be achieved

Bowmore Church, Islay



Whilst these key documents are relatively well aligned more could be done to reflect our corporate priorities and our contribution to the positive management of the historic environment through the Argyll and Bute Council Capital Plan, Service Asset Management Plan and the Carbon Management Plan. This is addressed in more detail in key objective 4.

There will inevitably be times where there are competing objectives and difficult decisions to be made and it is therefore critical that all key documents align strongly and that all Council Services recognise their responsibilities with regards to our corporate impact on the historic environment. Strong alignment is also key to ensuring that effort to protect quality of place and stimulate growth in sensitive areas is not undermined by actions of other Council Services working in the same area.



Tobermory

Key Objective 2:

To highlight the wider contribution our historic environment can play in the development of the economy, creating and maintaining a strong sense of place, social wellbeing, sustainability and climate change targets.

Our historic environment is a key resource in our ability to make Argyll and Bute a sustainable, dynamic and attractive place to live, visit and do business. Some of our most popular visitor destinations include;

- *Crarae Gardens*
- *Crinan Canal*
- *Cruachan Hydro-electric scheme*
- *Duart Castle, Isle of Mull*
- *Hill House in Helensburgh*
- *Inveraray*
- *Iona, Isle of Mull*
- *Kilmartin Glen*
- *Luss*
- *Mount Stuart, Isle of Bute*
- *Rothsay castle*
- *Tobermory, Isle of Mull*

Work and Projects related to the Historic Environment deliver significant economic, social and environmental benefits all of which are entirely aligned to Argyll and Bute Council's strategic priorities.



"The historic environment is estimated to contribute in excess of £2.3 billion to Scotland's national gross value added (GVA) and accounts for 20.5% of Scotland's total employment".

Source: The Historic Environment Strategy for Scotland

2.1: Economic & Regeneration benefits

Our Historic Environment is capable of major economic benefit to our region, it attracts considerable external public funding and is a main reason why significant numbers of visitors come to the area, this in turn attracts private investment.



Inveraray, Front Street

Public funding is brought in through area regeneration and repair projects that are delivered directly by the council, private businesses, individuals or community groups. Argyll and Bute Council (A&BC), Highlands and Islands Enterprise (HIE), Historic Scotland (HS) and the Heritage Lottery Fund (HLF) are four of the key investors, but many other organisations contribute to overall funding packages. These combined funding packages deliver direct and indirect benefits to local areas.

Argyll and Bute Council are currently responsible for delivering three key built environment regeneration schemes. They are in Rothsay, Campbeltown (round 2) and Inveraray. Preparatory work will shortly to start for Dunoon.

The following tables illustrate the initial funding packages and some of the initial benefits delivered by these regeneration projects.

Funder	Home Owners	A&BC	HS	HLF	Other Funders	Initial Total
Rothsay CARS/THI	1,366,960	546,124	499,933	1.5M	107,839	£4,020,856
Campbeltown CARS/THI (R1)	230,000	1,227,000	382,500	700,000	1,488,000	£4,027,500
Inveraray CARS	160,000	650,000	970,059	0	300,000	£1,920,059

Place	Rothsay	Campbeltown
Benefit		
No. of buildings grant aided	22	46
No. home owners grant aided	33	48
No. businesses grant aided	33	30
No. of gap sites redeveloped	1	
No. of new businesses created	5	8
No. of new jobs created	6	14
No. of apprenticeships created	2	0
Square metres of vacant floor space brought into use	0	2,850
Square metres of public realm improved	33.5	0
Total spend on training activities	136,000	60,000
No. of training events held	26	20
No. of local contractors to benefit from training	20	50
No. of local contractors to benefit from projects	4 (firms)	40
No. community events held	157	30
No. community groups assisted	12	10
No. community enterprises created /sustained		5
Total grants awarded	67	78
Total Value of Investment	£4.05m	£6m

The initial total represents how much the original funding pot contained, as projects develop other sources of funding are identified, this may be from another council source or from other organisations that help match fund or fund particular project elements (e.g community engagement or training). The next table represents the direct and indirect benefits these projects can help deliver as well as the overall end value of the economic investment attracted.

Out with these key regeneration projects there are currently a number of significant standalone projects in the region, which will contribute positively to the potential of the local area and the wider region. Some of these include:

- Rothesay Pavilion
- Royal Hotel Rothesay
- Dunoon Pier
- Hermitage Park, Helensburgh
- East Clyde Street Centre Helensburgh
- St Peters Seminary, Cardross
- Wee Cinema, Campbeltown
- Clock Lodge, Lochgilphead
- Burgh Hall, Dunoon
- Townhall Campbeltown
- Kilmartin Museum
- Moy Castle, Mull
- Dunollie Castle
- Castle Lachlan, Cowal



Aside from specific project work there is of course the considerable amount of ongoing day to day maintenance work that property owners undertake as required. The associated activity of work on and visitors to historic places, towns and villages has an inevitable impact on service providers and small businesses. It is essential that this strategy helps others fully recognise the significant overall economic value of our historic environment and its latent potential to contribute more to our economic activity.

Impact on the Construction industry

In November 2012, Ecorys was asked by Historic Scotland to undertake a review of the economic impact of Scotland's historic environment. This report looked at impacts on the Construction and Tourism sectors, as well as the core Heritage sector and similar research undertaken throughout the UK.

Work related to the Historic Environment tends to allocate a higher proportion of project spend to labour, much of it local labour, leading to higher indirect impacts for local communities. Heritage-led regeneration projects and improvements through ongoing maintenance have many lasting economic and social benefits for individuals and communities. These are highlighted above and have many knock on

benefits such as:

- Improved quality and sense of place more capable of attracting of new business and inward investment.
- Improved tourism resources.
- Improved facilities for communities.
- Improved local skill resources.

All of the above contribute positively to and align with the aspirations of the Scottish Governments Town Centre Action Plan.



Traditional Leadwork Training, Campbeltown

Royal Hotel, Campbeltown



According to the Office for National Statistics (ONS) data, "repair and maintenance work carried out by the construction industry in Scotland equated to approximately £4 billion in 2011, representing 37% of the value of output in the industry as a whole." (Irrespective of age of assets).

The research findings of the ECORYS report in 2012 estimated that repair and maintenance work undertaken by the construction industry on historic buildings; non-housing and housing, contributes £1.1 billion of the output of the industry.

Source: <http://www.historic-scotland.gov.uk/reconomiimpact-ecorys2013.pdf>



Traditional Leadwork Training, Campbeltown

Case Study:

The Old School Bunk House - A Lesson in Collaboration

The Old School House was the first of two key buildings delivered via the joint Campbeltown Townscape Heritage Initiative (THI) and Conservation Area Regeneration Scheme (CARS).

The project involved;

A category B listed building at risk, constructed 1851 that had lain vacant for over 20 years.

A six year partnership project between the public, private and third sectors.



The building is owned by the Kintyre Amenity Trust (KAT) who operate the Campbeltown Heritage Centre.

KAT were supported throughout by the Strathclyde Building Preservation Trust, Argyll and Bute Council (through THI/CARS) and Highland and Islands Enterprise.

The project involved:

- A multi-skilled project team to drive the project forward – duties shared.
- The requirement for a new access to the grounds almost derailed the project as negotiating access rights with land over was complex. After several months a legal agreement was secured and the new entrance was funded via Section 75 agreement relating to another development.
- A complicated package of funders for each of the stages.
- 80 square metres of vacant historic floorspace brought back into use.
- Community bunkhouse providing low cost visitor accommodation.



- A modern rear extension to provide the extra space required to support longterm economic sustainability for the project.
- Energy efficiency improvements suited to the age and construction type of the building.
- 16 beds, fully fitted kitchen, washing/drying facilities, dining area and lounge area with wifi access.

The bunkhouse is well used and the profits help KAT to repair, maintain and operate the Heritage Centre – providing a much needed tourist attraction. Feedback from users is excellent.



Impact on the Tourism industry

Our historic environment makes a very significant contribution to our tourism industry and the number of people who visit Argyll and Bute.

The Moffat Centre for Travel and Tourism estimates that 14m tourists visited historic environment attractions in 2012 representing 1 in 3 of recorded visits to all Scottish attractions. Visit Scotland’s survey of 2011/12 showed that 43% of first time visitors to Scotland cite “ to learn more about the history and culture of Scotland” as the key motivation for their visit to the country.

Source: The Historic Environment Strategy for Scotland.



Historic Scotland have been active in collecting data related to the economic impact of the Historic Environment; commissioning the Historic Environment Advisory Council (HEACS) to undertake research to assess the economic contribution of the historic environment to Scotland’s economy. This study was then updated in 2012: <http://www.historicscotland.gov.uk/reconomiimpact-ecorys2013.pdf> and reported the following statistics regarding visitor numbers to Historic attractions:

Source: Visitor Attractions Monitor/Historic Scotland & <http://www.historic-scotland.gov.uk/reconomiimpact-ecorys2013.pdf>

	2007/08	2008/09	2011/12
No. of recorded visits to historic visitor attractions	16.3m	15.1m	15.9m
Visits to historic sites as percentage of all recorded visits	35%	35%	34%
Average adult admission charges at historic attractions	£2.76	£2.19	£5.40
Average total expenditure at historic attractions	£5.61	£5.66	£6.74

Historic Scotland has 38 properties in Care (PIC) in Argyll and Bute, the majority of these sites are unmanned , however the four most visited sites have reported the following visitor numbers and income between 2010—2013:

Total Visit No. 2010 - 2011	Total site income	Total Visit No. 2011 - 2012	Total site income	Total Visit No. 2012 - 2013	Total site income
98.430	£466.829	85.592	£458.001	83.817	£440.377

The visitor origin of these four sites was also recorded and demonstrates the significant number of people who come to the region from outwith the UK:

Name of Site	2013 % UK Visitors	2013 % European Visitors	2013 % International Visitors
Bonawe Iron Furnace	49%	40%	11%
Dunstaffnage Castle	43%	43%	15%
Iona Abbey and Celtic Monastery	60%	23%	16%
Rothsay Castle	87%	6%	7%

The total number of visitors over 3 years to these 4 sites equates to 267,839 and a total site income over the three years of £1,365,207. Considering the high number of the other historic environment assets Argyll and Bute has to offer, the total number of visitors attracted to the area for its historic environment will be vastly more.

Visit Scotland’s most recent data for Argyll and Bute records 1.8 million tourists visiting Argyll and Bute in 2010.

- 14% of visitor’s top reason for choosing Argyll and Bute was due to their interest in History (that’s 252,000 of the total 1.8m).
- 56% of visitors said sightseeing was their most popular activity.
- 38% of visitors said visiting a historic house or castle was their most popular activity.
- 66% of visitors spend one or more nights in the area with the average length of stay being almost 5 nights.



Whilst 14% of people specifically visited Argyll and Bute because of their interest in history is already significant, it must be remembered that heritage related tourism is little marketed and there is significant scope for building on this. Equally so, we must realise the value our historic streetscapes, villages and towns to the idea of site seeing.



Tobermory

So often, heritage activity is identified with an individual site when in actual fact many of our settlements attract or are capable of attracting visitors for their architectural and historical appeal as well as their location.

Over 60% of people make plans for their trip to the area 2 to 6 months in advance of coming to the area. If information on Argyll's sites or projects of interest could be accessed in one place online and shared interests promoted together then a wider audience would be reached and there would be mutual benefits to all involved. The Argyll and Isles Strategic Tourism Partnership (AISTP) created in 2012 is making significant headway in becoming the regions central promoter of tourism related heritage activity in the region. It is important that this Strategy helps support their objectives and encourages all organisations offering heritage activities to promote their work through the AISTP.

The potential for a heritage/culture/art's trail that could link many of our key sites together through a



Kilmartin Museum, volunteer dig

shared online resource will be investigated with the aim of promoting any outcome through the AISTP. This would help sustain these sites in the long term helping to ensure that their important contribution to the region's economic potential and the public funding they may receive is protected. Likewise areas of interest located in areas that are a focus in the region for economic development actions, could be proactively promoted by ensuring the AISTP has access to the relevant promotional information.



Rothsay, Pavillion

A number of our key towns, whilst rich in surrounding natural beauty, can be let down by the deteriorating condition of the built environment and quality of place. These settlements inevitably struggle to attract inward investment or sufficient tourism activity which in turn hinders their potential for future economic growth.



Kirk St Campbeltown, before and after Refurbished with assistance From Campbeltown CARS/THI

Whilst we look to target these areas through area regeneration projects, lack of recognition of what makes a place special, what economic value this has and how to protect it is often an issue. This can only be improved by supporting at a local level the Town Centre First Principles of the Scottish Government and by strengthening the corporate and political message regarding how we value the historic environment. This message must be supported by officers, members, the private and voluntary sectors and local communities. The proposed Heritage Champion will have a key role in helping to deliver this message.

2.2: Sustainability and Climate Change Benefits

Sustainability can be considered in a variety of ways. In its widest sense individual projects as well as improvement to the area's broader historic environment make Argyll and Bute a more attractive place. This has an impact on quality of place and therefore our quality of life. This inevitably improves the general sustainability of our towns and villages and their potential to deliver economic growth.



Equally we need to consider the sustainability of all the groups around Argyll and Bute who are involved in heritage activity, many of whom have received public funding or resource support from the Council. These groups are vital to protecting and promoting our heritage resource, their ability to keep on doing so needs to be sustained in order to protect the service they provide and the associated economic benefits to the area.

Historically the Council has been a valuable source of funding for heritage activity. However, given the level of reductions in central Government funding it faces, the Council is no longer in a position to provide the same level of support as before for heritage projects. Similarly this applies to central governments funding of Historic Scotland and the amount of grant monies available from them. In order to remain sustainable, organisations will have to manage their costs, maximise funding opportunities from public and private sectors, and seek to develop new income streams. It is vital that these groups have access to grant funding information and project development advice.

The Council's Social Enterprise Team have a variety of services to support the third sector including: topic sheets which detail contacts, support and funders on a variety of popular enquiries such as social enterprise, renewables, heritage and events and festivals; an online searchable database of funding; assisting third sector organisations through the Council's asset transfer process, and providing bespoke support.
<http://www.argyll-bute.gov.uk/community-life-and-leisure/grants-and-funding>.

The recent Strategic Action Plan for Culture Heritage and Arts produced by the Council has also looked at how to develop improved provision of support for projects, and instigated an action plan for delivery. It is essential that this strategy supports and strengthens this work and that

Equally the recent creation of Argyll and the Isles Coast and Countryside Trust has provided the opportunity to support more projects and combine cross sector activities to the benefit of common objectives and our communities.

<http://www.act-now.org.uk/>

The Climate Change (Scotland) Act 2009 commits Scotland to some of the most ambitious carbon reduction targets in the world, including the reduction of greenhouse gas emissions by 42% by 2020; and 80% by 2050 from 1990 levels (Scottish Government 2009). With around 40% of Scotland's total carbon emissions coming from domestic energy consumption and almost 20% of all buildings being traditionally constructed, improving energy efficiency in these buildings is key to meeting the national carbon reduction commitments. As a government agency, Historic Scotland has been mandated to take the lead in research and guidance to improve energy efficiency in traditional and historic buildings, as laid out in The Energy Efficiency Action Plan (Scottish Government 2010), and further articulated in the Historic Scotland Climate Change Action Plan (Historic Scotland 2012).

From <http://www.historic-scotland.gov.uk/fabricimprovements.pdf>



Environmental Sustainability

Our Historic Environment can also be considered as environmentally sustainable; this is at the core of the majority of heritage led projects. In the majority of cases it is more environmentally sustainable to convert a historic building to reuse than to demolish and build a new one.

However there is often a limited understanding of the embodied energy of a building, or the factors relating to the sustainability of the options being considered. Equally the technical understanding of conversion potential and or the renewable technology options are often not recognised or they are perceived to be too costly.

The carbon benefits of energy efficiency improvements, retention and reuse are often not recognised as fully as they could be. Likewise the preservation of embodied energy and the avoidance of using further energy for demolition, site clearance, production and transport of new development materials are not always factored into development considerations as they should be.

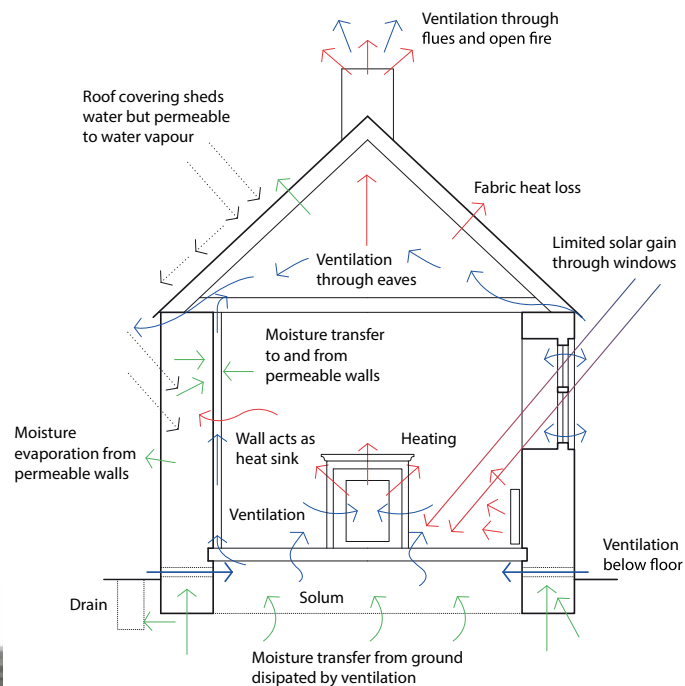
Poorly maintained historic assets are also much more vulnerable to the impacts of climate change than well-maintained assets. Therefore a major part of adapting to climate change (increased winter precipitation etc) is the proactive maintenance of historic properties. The property owners and the Council can address this quite simply by replacing loose and broken slates on roofs, cleaning out rhones regularly, ensuring downpipes are in good condition etc.



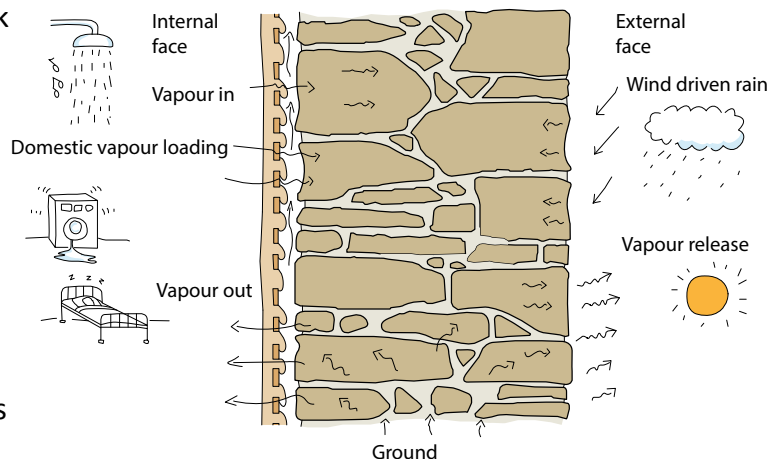
It is also important that we consider the impacts of climate change on key historic environment assets and the knock-on effect on tourism etc. The Council will look to engage with Adaptation Scotland, a Scottish Government funded initiative that can provide free advice to Councils on adaptation matters. <http://www.adaptationscotland.org.uk>

Through the work of Historic Scotland and their research partners, there has been a significant and proven advancement in the understanding of energy efficiency in traditional buildings. There are numerous case studies, research papers and training opportunities that can be used to inform decision makers and those

involved in managing and maintaining the Council estate. These opportunities could be more widely promoted to the public by the Council and factored into the Continued Professional Development requirements of key staff. For this strategy to succeed in promoting this approach for the benefit of our built environment and communities, it is critical that the Council leads by example. This will ensure that home owners and others with responsibility for large property portfolios are encouraged to maintain and improve their existing properties.



This strategy seeks to improve our understanding of these issues and raise awareness of the sustainability and environmental impact of our Historic Environment and how we manage it. It is therefore proposed that a new Historic Environment section of the Council web site promotes and provides access to information regarding energy efficiency in traditional buildings. Equally the training opportunities this strategy aims to deliver will include training on energy efficiency and renewable technologies in the historic environment; this will be aimed at key council staff but also made available to local agents, developers and property owners.



Case Study:

Thermal Improvements

This case study describes thermal performance improvements undertaken at two residential properties in Rothesay, Isle of Bute, during 2011.

The two properties in this case study are owned by Fyne Homes Housing Association, a Residential Social Landlord in the West of Scotland who have a large portfolio of older properties, including many Listed Buildings and those in Conservation Areas. Fyne Homes were interested in assessing the benefit of simple interventions that could assist them in providing warmer homes for the tenants and reducing fuel bills.

Property 1: 18 Columhill Street - Insulation

This is a late 19th century, category C-listed two storey tenement. There are four flats within the tenement block, all of which are accessed from an external stair tower to the rear of the property (Fig. 1). In terms of energy efficiency improvements only the loft of the tenement had been insulated. As the stone stair stood proud of the building line, and was consistently cold during the winter months, it was considered that this area should be upgraded first. This was to comprise of internal wall insulation and glazing upgrades to the stair windows. An additional benefit of this work was that the living spaces of the tenements would be unaffected as the work was restricted to the stairwell.



Prior to Upgrade

The finish to the stairwell before work started was a plaster direct onto the masonry finished with gloss paint. In order to ensure that water vapour in the walls was able to disperse, and especially since the external masonry was pointed in a cement mortar, the paint was removed. A flexible aerogel blanket, 10 mm in thickness was then fastened to the wall behind an expanded steel mesh with thermally decoupled fasteners in order to prevent cold bridging. The aerogel was then enclosed with 2 coats of lime plaster, following the curve of the stair. The plaster was painted with a vapour open clay paint to maximise vapour dissipation. Aerogel blanket is a relatively new insulation material and was technically suitable as it is vapour open, and therefore compatible with traditional structures.

The aerogel blanket proved very suitable for use within the stairwell, particularly in terms of workability on site, as it was easy to install on the curved wall. Board based insulation would have been more difficult to work with on the curved form. The single glazed window in the stairwell was also upgraded with the addition of secondary glazing to the interior side. A slim, aluminium framed secondary glazing unit with an operable lower sliding sash was selected. It can be removed for cleaning if required.



Property 2 Russell St Door and Window Upgrade

The existing windows were single-glazed timber sash and case. They were in good condition and needed minimal repair and painting.

It was therefore determined that the most beneficial intervention would be the addition of secondary glazing to the interior side of three of the largest windows in the flat, two on the front elevation and one on the side elevation. The secondary glazing needed to be operable for ventilation and, as with Columhill Street, a sliding sash system that allowed the raising of the lower secondary sash was selected.



This photo shows the secondary glazing and the external sash open for ventilation.

The second aspect of the upgrade work at Russell Street was the thermal improvement of the front door

The existing timber door was retained, and sections of 10 mm aerogel blanket were applied to the internal face of the panels. The blanket was held in place, thin plywood was then applied over it and fastened with a timber bead. This held the plywood flat against the insulation, and also maintained the fielded panel design of the inside face. The door was then repainted.

U-value Measurements

The post-intervention U-values are shown below alongside the pre-improvement figures. Considerable improvement has been achieved in the walls at Columhill Street where the U-value is less than half. The door in Russell Street also shows significant improvement. These measurements were taken in September 2011.

Building Element	Pre-Intervention U-value (W/m2K)	Post-Intervention U-value (W/m2K)
Columhill Street - Stairwell Wall	1.3 U Value 500 mm rubble wall, plastered on the hard	0.6 U Value 10 mm aerogel blanket, mesh & plaster
Russell Street – Front Door	3.9 U Value 4 panels 19 mm thick	0.8 U Value addition of 10 mm aerogel board

The work at both properties in Rothesay demonstrate relatively simple improvements which can be made to solid walls and joinery elements of traditional buildings.

By retention of the existing windows and doors on both buildings there was minimal impact to the existing fabric, yet a good level of thermal improvement was measured.

Disruption to occupants was minimal and both properties remained occupied during the works. More information on energy efficiency improvement options for historic buildings can be found via the links below:

<http://www.historic-scotland.gov.uk/refurbcasestudies>
<http://conservation.historic-scotland.gov.uk/>

2.3: Social, health and educational benefit

Our historic environment is at the heart of our identity. Pride and confidence in the place we live is crucial to protecting what makes it special and improving its ability to adapt and sustain economic growth. Regeneration projects in particular are aimed at encouraging civic pride and community engagement; this is seen as crucial to the successful delivery of the regeneration projects. If the investment and the results are not valued then the investment is not sustained and will be limited in its long-term potential. Successful regeneration work can transform local attitudes help us understand and value the contribution our historic environment makes to our daily life and the economic and social benefits it brings. However success is dependent on this message being supported by all involved in delivery, from our partner agencies, to Council Services, Council Members and individual Officers, and the Communities we are working with. The proposed Heritage Champion will be indispensable in the delivery of this aim.

There are also recognisable health benefits from our use and promotion of the historic environment. Improvements to our core path network and other active travel routes, parks and public spaces encourage people to walk and cycle and to participate in outdoor activities. In an increasingly stressful world opportunities to lead more active and healthy lifestyles are more and more in demand from our communities and visitors. Refurbished or well-maintained buildings, streets and parks are better used and consequently suffer far less vandalism which helps support community safety and reduced levels of crime.

Our core path network and partnership working with other key environment agencies promotes the intrinsic link that exists between the historic and natural environment. Joint projects often involve volunteer participation whether this is to help with practical work, interpretation, or recording purposes, all contribute to promoting building stronger communities and delivering health and educational benefits.



Dunoon Burgh Hall



The recently created Argyll and the Isles Coast and Countryside Trust is considered a key driver for such projects. The key areas of focus for the trust are:

- Developing and promoting improved access networks and related facilities and infrastructure.
- Developing and implementing species and habitat management projects that improve biodiversity and ecosystems on a regional scale.
- Developing and implementing projects that improve amenity, cultural and historic assets on a regional scale.

A wide range of formal and informal educational opportunities are delivered by heritage related projects. All of Argyll and Bute's regeneration projects include a significant training element. This is often in traditional skills and aimed at up-skilling local contractors who, whilst skilled are often more familiar with new build construction techniques. One of the key pressures facing our historic environment, which is recognised throughout the UK, is a significant shortage of traditional skills; this is considered in more detail in Key Objective 3.

As well as traditional skill promotion, Argyll and Bute's area regeneration projects also focus raising awareness of the importance of our historic environment and the importance of maintaining it. Regular community events and partnership working with local schools are key activities for all regeneration projects. All of these events coupled with training provision help:

- Strengthen the capacity of local groups
- Strengthen the skill base of the local area
- Young people understand historic building, traditional materials and repair techniques
- Create employment opportunities
- Local tradesmen upskill and take pride in lifting the appearance of their local area

The links between these benefits could be strengthened and promoted through our community planning partners. This strategy seeks to promote the wider value of the historic environment and identify how we can strengthen current and future activity.



Key outcomes of Key Objective 2

- We will work to better promote connectivity between heritage projects and other activities in the region.
- We will work to better promote the Council Services available to communities and groups delivering Heritage activity.
- We will promote better understanding of the sustainability and climate change value of historic buildings.
- We will improve access to guidance on the Historic Environment.

Please see key objective 8 for details as to how this will be achieved

Case Study:

Burgh Hall - Dunoon

A prominent building in the centre of Dunoon, the Burgh Hall was designed by Robert A Bryden, a gift to the people of Dunoon by Mr Macarthur Moir. The hall was formally opened on 25 June 1874. The building's purpose was to provide municipal offices and a hall that would accommodate 500. It served these purposes until it closed in the 1960s.

Left empty and decaying, the building was sold to a housing association in 1993 - and again in 2001 to another housing company and then most recently to John McAslan Family Trust in 2008.

Working with the Friends of the Burgh Hall, the Strathclyde Building Preservation Trust and the local community, the McAslan Trust committed £75,000 to carry out essential repairs, as well as seeking funding opportunities and developing strategies for future use of the building. By May 2009 the building was back in partial use.

Dunoon Burgh Hall Trust was established in 2009 following partnership working between JMFT, the Friends of the Burgh Hall, a range of stakeholders, the local community and Strathclyde Building Preservation Trust. Ownership of the building was transferred to this locally controlled charity in 2013.



In 2011 the project received a Repair Grant award from Historic Scotland and Round 1 Heritage Grant funding from the Heritage Lottery Fund. This was then matched by an award from the Argyll & The Islands LEADER Programme and from the Architectural Heritage Fund. More recently in 2013 Creative Scotland provided Capital Development funding. This complex package of funding has allowed the development of a fully costed design plan for the refurbishment of Dunoon Burgh Hall. It has also supported the delivery of a pilot creative programme, which has served as action research for the Dunoon Burgh Hall Trust Business Plan.

The The John McAslan Family Trust also supported the development of a high-quality gallery space to host the prestigious ARTIST ROOMS Robert Mapplethorpe exhibition in 2012.





Vision

Dunoon Burgh Hall Trust is committed to returning the Burgh Hall to the heart of the community as a sustainable, accessible arts-led venue and will achieve this by encouraging and inspiring current and future generations to engage in diverse cultural opportunities and work together to create a thriving facility.

The transformation of the hall is being delivered in stages:

Stage 1

The brief for the first stage was simple: bring the Hall back into use.

Structural surveys were commissioned, essential building work was done and strategies were developed for the Hall's future use.



Stage 2

Strathclyde Building Preservation Trust was appointed to develop the project delivery plan and funding applications to Historic Scotland, The Heritage Lottery Fund, the Architectural Heritage Fund and Argyll & The Islands Leader. The part-time posts of Venue Manager & Administrator and Arts & Heritage Programme Co-ordinator were established to develop and deliver a pilot programme of activities and to support our many volunteers.

Stage 3

In 2012 Strathclyde Building Preservation Trust was appointed to act as Project Co-ordinator for the development of the full capital project. A consultant team was procured, led by Page & Park Architects, and a programme of consultation, surveys and design was set in motion. This work informed the Round 2 Heritage Grant application to the Heritage Lottery Fund and the Round One application to Creative Scotland's Large Capital funding programme. Both applications were successful and a Round Two application to Creative Scotland has recently been successful.

Funding support for the capital project has also been confirmed from The Monument Trust and additional applications are currently being assessed by The Big Lottery Fund and Highlands & Island Enterprise. It is hoped that a fully-funded refurbishment programme can begin early in 2015 for completion in 2016.





Key Objective 3:

To identify the key challenges and opportunities facing the region's historic environment and make recommendations as to how these might be addressed.

Argyll and Bute's heritage assets, historic planned towns and town centres have many intrinsic benefits but all are under increasing economic pressure. The resulting under-investment in the delivery of conservation, repairs, maintenance inevitably leads to accelerated deterioration. Often problems are left until they require urgent intervention at far greater cost and the need for significant funding packages. Equally the need for specialist and traditional skills often increases in these circumstances and can be difficult to source locally. There is a lot of opportunity and advice available that could help improve the situation but it's not always easy to find. This strategy should help improve access to the advice and services on offer from the Council and partner organisations. Similarly the strategy will set out actions aimed at improving the provision of training opportunities in traditional construction skills.



Royal Hotel, Rothesay

3.1: Maintenance

Whatever the age of a structure, ongoing maintenance is always the primary responsibility of the property owner. Unfortunately, over several decades for a variety of reasons the maintenance requirements of many buildings in our towns and villages have not been met leaving a backlog of repairs amounting to an approximate cost of £130m (from a 2004 –2007 housing report for the whole of Argyll).

A current housing condition report for Coll, Tiree, Islay, Jura, Mull and Iona estimate the backlog of repairs to £2.19m for catch up repairs and £49m for comprehensive repairs. The main contributing factors for this are generally;

Understanding: Property owners often don't realise how quickly the consequences of the lack of maintenance can cause small repairable issues to become so significant the cost of dealing with the problem seems out of reach. Equally it can be difficult to understand the costly or negative impacts using modern materials and techniques on historic buildings can have.

Economic: There are several factors that contribute to the economics of building maintenance. Low property values often mean that cost of repairs can quickly outweigh the cost of the property or any value that could be added to the property. There is also a risk that the uncertainty of the current economic climate, low incomes and an increased elderly population results in a short term attitude to property maintenance.

Skills: Regionally there is a significant skill shortage in traditional construction skills and repair techniques. The importance of understanding traditional construction methods is often not recognised by owners or contractors and the use of modern materials or techniques often results in incompatible repairs that can quickly cause more costly problems. Equally grant aided renovation work often requires as a condition of the grant evidence of accreditation or traditional skill experience by those involved in the project.



Roofs, Campbeltown

Shared ownership: There is a major lack of factoring in Argyll, this along with many absentee landlords and socio-economic issues combine to make it very difficult for common repairs to be collectively addressed by those who live in flatted properties. Maintenance often goes unchecked until serious problems arise at which point a collective response becomes difficult to achieve and deterioration continues.

The Argyll and Bute Housing strategy 2011—16 estimates the following levels of disrepair in Argyll and Bute (irrespective of age of dwelling).

Indicator	2007/09	2008/10	2009/11	Changes
% of total dwellings with any disrepair	85%	87%	88%	General disrepair in stock continues to increase (37,000 in total).
% of total dwellings with any urgent disrepair	46%	42%	37%	Urgent disrepair has decreased significantly (to 15,000 currently)
Source: http://www.argyll-bute.gov.uk/sites/default/files/16.a_master_lhs_annual_update_2013_v0.5.pdf				

Existing Council Assistance

Grants are available through Private Sector Housing to assist with the cost of survey work so home owners can establish and cost what works are required. Some other grants are also available for individual owners, groups of owners in a shared ownership property, full details can be found on the Councils website. In some instances grants are available for community groups or community councils who may wish to deliver high impact group works, e.g. collective works to several properties in one location e.g. collective gutter clearing works. Further information for funding can be sought from Private Sector Housing.

To ensure the investment of public money is protected, the Council and most other grant funders normally require shared ownership properties requiring grant assistance have a constituted owners association with a shared bank account into which all owners will be required to accrue funds for future maintenance.

Greater awareness of homeowner’s rights and how to resolve shared ownership issues could also help owners move forward with maintenance work. Along with other partners the Councils Housing service already offers advice and assistance with shared ownership issues. Raising awareness of the available assistance through the community planning partnership and joined up events amongst related services could help engage and educate local communities.

3.2: Appreciation and Perception

People living in Argyll and Bute use or see our heritage every day. Some aspect of heritage will have meaning and relevance to every one of us. A key purpose of this Strategy therefore has to be to support the people of Argyll and Bute in engagement with heritage, participating in local decision-making and developing a sense of local ownership. It is essential that the value of the historic environment is better recognised and promoted to a wider audience particularly younger people. All too often the protection designations offer are perceived as an obstacle rather than a tool which assists protection and positive management of assets that have a significant value to their local area. This perception change requires a strong corporate and political message, and support from our community planning partners. This would be a key role of the Heritage Champion.



It is also essential that we consider how visible and accessible our historic sites are, by encouraging their use as venues for creative activity, the Cultural Assembly initiated by the Strategic Action Plan for Culture Heritage and the Arts, will be a key driver in supporting such activity. Equally support and encouragement for community groups who would like to acquire and develop plans for heritage assets should also be maintained and publicised.

Supporting projects that have strong community engagement, include programmes of skills development and generally enhance community capacity and build local skills should be encouraged. Equally the data collected to measure the impact of regeneration work should be promoted and shared so that the benefits are recognised and that lessons can be learned. Grants aimed specifically at engaging local communities in heritage activity could be better utilised through partnership working with funding partners, local groups and organisations.

3.3: Skills

There is a growing demand for traditional skills locally, both from home owners of historic buildings keen to carry out repairs appropriate to the age and construction type of their building and from heritage related project work. It is often a condition of grant monies that project leads and or contractors are appropriately accredited in conservation work, have appropriate certificates related to traditional skills or have a certain amount of traditional skills experience.

Clearly this work is of most benefit to the local area if local tradesmen can be engaged for the work, the traditional skills shortage in Argyll and Bute often means this is difficult.



Sash & Case Window Training, Rothesay THI

The shortage of traditional skills is not unique to Argyll and Bute it is very much a national problem. Historic Scotland and the Construction Industry Training Board have been working in partnership to improve education provision to meet the shortfall in traditional skills. Officers are exploring the potential for long term regional training provision with Historic Scotland and Argyll Construction College. This would have direct and indirect impact on our understanding of day to day maintenance requirements as well as improved regional skills and employment opportunities.

Through discussion with some of the regions larger contracting firms we know there is an appetite to have access to training and experience in the local area.

The current CARS/THI schemes all have an emphasis on training and this helps ensure that when the schemes end there is a legacy of ongoing maintenance of the investment that help sustain both the buildings and local employment. Outwith CARS/THI projects there are other funding streams available aimed specifically at future traditional skills provision. Through partnership working with funding partners, Historic Scotland, local contractors and education providers the scope for developing longer-term training provision for traditional construction skills to serve the wider region will be investigated.



Restoration Work, Rothesay THI

Key outcomes of Key Objective 3

- We will work to raise awareness of the importance of building maintenance and of the assistance available.
- We will promote better understanding of traditional skills and opportunities for training

Please see key objective 8 for details as to how this will be achieved



Key Objective 4:

To identify the key challenges and opportunities facing the Council's existing built heritage assets and make recommendations as to how these might be addressed and prioritised.

Aray Bridge, Iveraray

Like many Local Authorities Argyll and Bute Council own and care for a significant number of designated properties and sites. Many of these buildings, structures and places are important to local communities and contribute significantly to quality of place. Whilst these assets bring with them many benefits, they also bring their own particular challenges. Managing and caring for the Council Estate faces increasing revenue pressures.



Castle Toward



Kilbowie House, Oban

4.1: Corporate Asset Management Strategy

The Corporate Asset Management Strategy is closely linked to the Council's capital funding strategy and incorporates the 4 corporate objectives of the Council's Corporate Plan:

- Working together to realise the potential of our people
- Working together to realise the potential of our communities
- Working together to realise the potential of our area
- Working together to realise the potential of our organisation

Our Historic Environment contributes significantly to achieving these objectives and this strategy is aimed at supporting all services in the Council's delivery of the Corporate Plan's key objectives. The purpose of The Corporate Asset Management Strategy is to effectively manage the Council's assets, it aims to ensure that our assets are;

- Fit for purpose,
- Used efficiently,
- Maintained on a sustainable basis,
- Matched in investment terms to service needs.

With specific regard to Corporate objective 4 – Working together to realise the potential of our organisation, the Corporate Plan states that the Council will "Improve management of and rationalise the Councils assets". It is essential that this Historic Environment Strategy helps support delivery of the above. There are clear links between The Argyll and Bute Historic Environment Strategy, the new Historic Environment Strategy for Scotland and the Corporate Asset Management Strategy that will help support the objectives of the Councils Corporate Plan.



Clachan Bridge

4.2: Asset management

Argyll and Bute Council have a significant operational portfolio of buildings and structures and it is estimated that we will have a duty of care for approximately 150 - 200 historic and designated sites. these can include:

- Listed Buildings or structures; bridges, arches, piers, walls etc.
- Works of public art, war memorials, shelters etc.
- Scheduled monuments, grave yards, grave slabs, chapels, crosses etc.
- Designed Landscapes

Responsibility for council assets is held by three Departments: Community Services, Customer Services and Development & Infrastructure. The Strategic Asset Management Board links them all.

The Strategic Asset Management Board is responsible for the development of asset management policy, planning and specification. In addition, the Board is responsible for the development and delivery of the asset management improvement programme and to support the production of the Corporate Asset Management Strategy, Capital Plan and Carbon Management Plan.

This strategy is aimed at mainstreaming consideration of the Historic Environment throughout general council policies. Currently the documents mentioned above reflect a vast and complex network of legislation and policies that effect different services and assets. In order to facilitate mainstreaming of the historic environment and support the aim to “Improve management of and rationalise the Councils assets” it is proposed that these documents are reviewed to take account of this Strategy, Historic Environment Legislation and Government or Council Policies relating to the care and protection of the Historic Environment.



Council Permitted Development

Local Authorities have certain permitted development rights which allow them to undertake certain works without planning permission. Argyll and Bute Council use a Council Permitted Development Protocol, an internal process that different services use to check with planning to verify if proposals fall under “permitted development” and whether or not there is any sensitivity or issue in the area they should be aware of. This protocol has traditionally been used predominantly in relation to buildings;

however works undertaken in relation to public realm, piers, public art, memorials, shelters, grave yards, infrastructure etc. could be better addressed by this process.

A review of this process and what services are engaged with it will be undertaken. It is also important that we raise awareness internally of national and Council policies relating to the historic environment amongst different services. Equally Council adopted Conservation Area Appraisals and Management Plans should be engaged with by all council services undertaking work in these areas and used to support decision making. Likewise these services could be better engaged with during the preparation of such documents.



The review of this process and the inclusion of other services in the training opportunities discussed in this strategy would help ensure that our collective impact on quality of place and the wider historic environment could be more holistically managed. Similarly support and guidance for positive street scene management in the Historic Environment will be provided through the proposed SharePoint Historic Environment Guidance Library.



Ensuring our assets are; fit for purpose, used efficiently & maintained on a sustainable basis and that investment is matched in-terms to service needs

These are key aims of The Corporate Asset Management Strategy, the following sub headings consider aspects of these in the context of the historic environment.

Carbon reduction potential

To support the repair and maintenance of the Councils estate and the aspirations that our assets are fit for purpose, used efficiently & maintained on a sustainable basis it is important that we understand conversion capabilities, thermal efficiency improvements, renewable energy options and that we consider the positive impacts this can have on our carbon reduction potential.

The Climate Change (Scotland) Act 2009 commits Scotland to some of the most ambitious carbon reduction targets in the world, including the reduction of greenhouse gas emissions by 42% by 2020; and 80% by 2050 from 1990 levels (Scottish Government 2009). With around 40% of Scotland's total carbon emissions coming from domestic energy consumption and almost 20% of all buildings being traditionally constructed, improving energy efficiency in these buildings is key to meeting the national carbon reduction commitments. As a government agency, Historic Scotland has been mandated to take the lead in research and guidance to improve energy efficiency in traditional and historic buildings, as laid out in The Energy Efficiency Action Plan (Scottish Government 2010), and further articulated in the Historic Scotland Climate Change Action Plan (Historic Scotland 2012).

From http://www.historic-scotland.gov.uk/fabric_improvements.pdf

Every Local Authority has a responsibility to reduce their Carbon impact; the retention, improved thermal efficiency, reuse and potential for renewable technologies in historic buildings can contribute significantly to achieving more positive carbon management and maintain our communities' quality of place.

Argyll and Bute Council have been proactive in this area and there are several key sites that have undergone or are undergoing positive retention and conversion, incorporating thermal improvements and renewable technologies to ensure they are more sustainable and fit for purpose. Some examples are;

- East Clyde St School Helensburgh,

- Campbletown's Burnet building,
- Kilmory Castle and Nursery
- Rothesay Pavilion
- Queens Hall Dunoon
- Victoria Halls Helensburgh

Through the work of Historic Scotland and their research partners, there has been a significant advancement in the understanding of energy efficiency in traditional buildings. The aim of this strategy is to promote and provide access to the ever evolving developments being made in this area and ensure they contribute positively to the management of the Councils estate. It is therefore proposed that the training opportunities this strategy aims to deliver includes continued training on conversion, renewable technologies and thermal improvements.

Eaglesham House, Rothesay



As well as providing training, there is also an opportunity to improve the Councils carbon reduction potential and help it meet national carbon reduction commitments. By factoring in the preservation of embodied energy in existing buildings and the avoidance of using further energy for demolition, site clearance, production and transport of materials for new development, we can positively contribute to environmental sustainability. Equally the resulting economic benefits of undertaking these works through utilising local skills and delivery, we could positively contribute to local economic sustainability.

The Council's Carbon Management Plan and Asset Management Strategy could positively include the environmental and economic sustainability benefits of retention and reuse in their aspirations. As discussed in section 2.2 the council will look to engage with Adaptation Scotland, a Scottish Government funded initiative that can provide free advice to Councils on adaptation matters:
<http://www.adaptationscotland.org.uk>

Equally factoring in consideration of these benefits into business case preparation and the rationalisation process would provide the opportunity to objectively compare refurbishment, disposal or demolition and their wider environmental and economic impact. A phased approach could be taken to this.

Maintenance

For this strategy to succeed in promoting a holistic approach for the benefit of our built environment and communities, it is important that the Council leads by example. This will ensure that home owners and others with responsibility for large property portfolios are encouraged to maintain and improve their existing properties in a sustainable way.

Historic buildings can be managed in a cost effective way and can often tolerate extensive change.

However it is essential that our buildings remain in a condition that permits this change to be economically viable, whether that is for continued Council use or disposal.



The cost of ongoing maintenance even after a building becomes surplus to Council requirements is an investment which ensures a building can be viably adapted, more easily disposed of to market and return a more profitable capital receipt. It is essential that the Central Repair Account for property maintenance is able to meet basic ongoing maintenance for lifetime the building is in Council ownership irrespective of where the building is at in terms of operational service to the Council. Whilst a building is in our care it is a public asset which requires protection from deterioration and loss of economic value.

To ensure our repair and maintenance work on historic buildings is effective in the longer term an understanding of and engagement with traditional

construction and repair techniques is essential to delivering best value spend of public money. This goes hand in hand with the understanding of possible conversion capabilities, thermal efficiency improvements, and renewable energy options. This strategy therefore aims to build on the existing skill set within our maintenance team and the existing training opportunities open to them.

Developing our response to these issues will help us to achieve better value for money, dispose of asset more easily or more profitably and possibly retain and reuse buildings that could otherwise be considered not fit for purpose. It is essential for this strategy to emphasise that the reuse of historic buildings is better than no use and loss and that the condition of council assets impact our communities quality of place. This approach is supported by Historic Scotland who are happy to work in partnership with the Council to achieve this end.

Disposal and rationalisation

Rationalisation and disposal of assets is a necessary part of local authority asset management. The current economic climate means that an already relatively weak market cannot always be depended on as a means to dispose of assets. How we put a value on our assets needs to be influenced by condition and realistic potential for adaption and how much that will cost, as well as current market conditions. It is therefore essential that this strategy helps to support successful rationalisation of our assets and the marketing strategy to be delivered under the Single Outcome Agreement (SOA).

The council have two separate Asset Management Databases used by two different services. Currently these two data bases aren't linked which means there is no precise figure for council cared for or owned historic and designated sites, and it is difficult to make an overall assessment of our assets needs. However it is recognised that an accessible, centralised and mapped (GIS) record of what Assets we are responsible for is a fundamental tool for asset management and work has started on developing this. Centralised GIS based data would allow us to undertake spatial analysis of our assets and review various issues which could assist positive management, for example;

- A review of what designations our sites have and how appropriate they are
- An assessment of significance for our designated sites so we understand the importance of each.
- A review of what sites may be being considered for change or disposal and how adaptable they are sites so that funds can be directed to those most in need.

- A review of condition of our most historically significant sites so that funds can be directed to those most in need.
- A review of what maintenance plans are in place for our most significant sites to ensure best value.

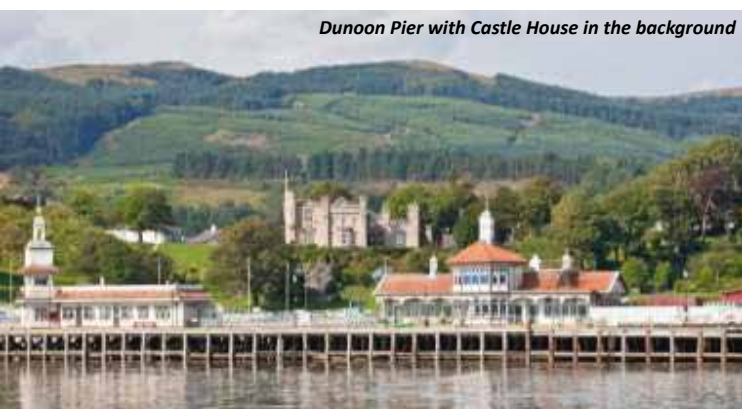


Rothesay Academy

In order to address the above, the Council, in partnership with Historic Scotland, have initiated a pilot study on the Isle of Bute to map all of the assets we are responsible for, irrespective of designations or historic significance. This involves mapping:

- Bridges
- Retaining walls
- Adopted roads
- Council land / asset ownership or responsibility.

This information is being cross referenced to historic environment data with the aim of reviewing how the Councils management of their assets impacts on the historic environment. The pilot is being undertaken with a view to developing a methodology that can be applied region wide. The pilot will look at our assets in a holistic fashion and consider the management of each depending on the various plans, aspirations, market possibilities and constraints.



Dunoon Pier with Castle House in the background

It is also recognised that we have to be realistic and recognise that we cannot save every dilapidated historic building, decisions regarding which properties are best suited to adaptation, third sector asset transfer or disposal benefit from heritage, planning, cost or design input before they are identified as surplus to requirement. The pilot on Bute will therefore also provide the opportunity to look at how this can be factored into the asset management process and equally the pilot will look at how the Council considers demolition of assets when faced with operational or economic pressures.

To provide a positive disposal option, a Third Sector Asset Transfer Process has been developed and is accessible through the Council's website. This process is designed to support third sector partners and local communities to benefit from their assets when they have become surplus to Council requirement. Whilst third sector asset transfer is not without ongoing risks to both the Council and the third sector partner, the process has been developed to ensure partners can be assisted in developing a robust and sustainable business plan so that the asset can be kept in use and maintained in the long-term, some examples of third sector asset transfer include:

- Town hall, Campbeltown
- Clock Lodge, Lochgilphead
- Cove Burgh Hall



Town Hall, Campbeltown

Community Right To Buy

The transfer of assets to the third sector can also be achieved through Community Right to Buy which was introduced as part of the Land Reform Act. This allows communities with a population of less than 10,000 in Scotland to apply to register an interest in land and the opportunity to buy that land when it comes up for sale. To take advantage of the Community Right to Buy process, communities must submit an application form to register an interest. All applications to register an interest in land are recorded in the Register of Community Interests in Land (RCIL) held by the Registers of Scotland.

After an application has been submitted and passed initial checks, it is forwarded to the landowner and if applicable any heritable creditor, for their comments. At this stage a temporary prohibition is placed on the landowner/heritable creditor preventing them from transferring or marketing the land. Any comments submitted by the landowner/heritable creditor will be fully considered by Ministers when making their decision to approve or reject the application.

The "Right to Buy" can only be activated when the landowner has indicated that the registered land is to be sold or where the provisions of the Act have been breached. Once a community body which holds a registered interest in the land for sale, confirms that it wishes to proceed with its "Right to Buy", it has six months to conclude the transfer of land or longer if agreed with the landowner. The extension of Community Right to Buy to communities over 10,000 is subject to consideration as part of the Community Empowerment Bill which was introduced to the Scottish Parliament on 11 June 2014. This Bill also outlines changes to the law to allow communities to take over publicly owned land and buildings that are not being used. The local authority would feed into these process but would not have the final decision and therefore would not control the outcome.

Current legislation, the changes outlined above and the current Third Sector Asset Transfer Process adopted by Argyll and Bute Council, suggest a potential increase in the number of heritage buildings in third sector ownership. This potential will be investigated and the implications factored in the future Asset Management planning.

Best value, spend early save later

Argyll and Bute Council's Community Planning Partnership (CPP) through the Single Outcome Agreement has identified prevention as a key aspect of each of its long term outcomes. The CPP is committed to early intervention and prevention. Preventative spend is defined as:

"Actions which prevent problems and ease future demand on services by intervening early, thereby delivering better outcomes and value for money".

Such an approach is essential if the challenges facing Argyll and Bute are to be addressed successfully and in a sustainable manner. The range of challenges facing Argyll and Bute is significant and wide ranging and a multi-faceted approach to prevention is required.

http://www.argyll-bute.gov.uk/sites/default/files/soa_april_2014_v6.pdf

The statement above is particularly pertinent to maintaining the Councils own building stock and positively impacts not only assets in use but also those being considered for disposal. Maintaining the economic value of our assets is key to efficient continued use and disposal.

Occasionally some assets are simply too significant to risk losing by disposing of them. Similarly some assets are intrinsically difficult to adapt for certain new uses or can simply be too expensive a burden in terms of ongoing maintenance for disposal to the third sector. However these assets often contribute so significantly to the local area and community, or are so significant in their own right that the risk of their loss can outweigh the gains disposal could bring.

Disposing of a building that has intrinsic disposal issues associated with it is costly and resource intensive, resources could be better spent on identifying the properties that have disposal issues as well as those that have easier reuse/adaptation potential at an early stage. These issues need to be recognised as early on in the asset management process as possible to avoid unrealistic aspirations and allow the opportunity to properly appraise sustainable use options and potential funding streams. The above considerations will feature in the Bute pilot study and be considered in any resulting methodology.



Castle House Dunoon



Dunoon Pier



Rothesay Pavilion



Inveraray Cross

Key outcomes of Key Objective 4

- We will embed the value of the Historic Environment in our corporate asset management process.
- We will centralise and map our record of assets the Council are responsible for.
- We will undertake a review of our heritage assets in order to better understand their significance and value.
- We will promote better understanding of designations and historic significance.
- The Council Permitted Development Protocol (CPDP) will be reviewed.
- In partnership with Historic Scotland we will undertake a pilot on the Isle of Bute to look at and develop improvements as required with regards to our maintenance of heritage assets, asset disposal, exit strategies and marketing strategies.

Please see key objective 8 for details as to how this will be achieved

Key Objective 5:

To devise a mechanism for prioritising future built heritage projects around Argyll and Bute, and to identify Council and other external funding streams to enable successful delivery.

Like many local authorities Argyll and Bute Council has a significant number of potential projects under development which require varying amounts of internal and external funding if they are to be successfully delivered. What is clear is that there are far more projects than there is funding to support them and so decisions need to be made as to which projects are prioritised.

External funding has been fundamental to the success of many major heritage projects. Historic Scotland and Heritage Lottery Fund have both been a major source of funding. European and Highlands and Islands Enterprise funding has also made a significant contribution to projects in the area. However, these funding streams are increasingly oversubscribed and competitive. This is why there is increased pressure on the Council to have a strategic approach and method of prioritisation in its delivery of project work.

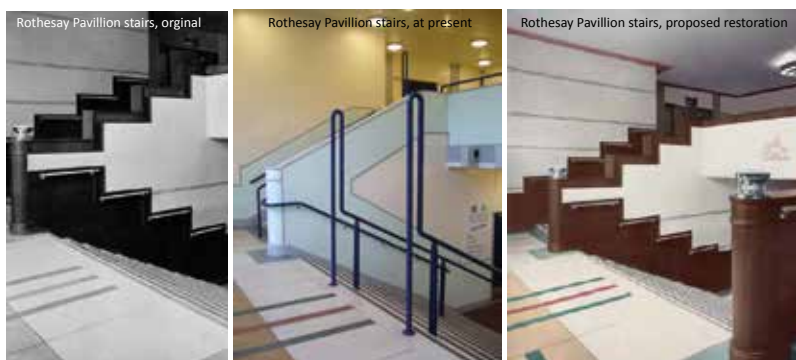
In order to deliver a more robust approach to external funding bids the Council will take a strategic approach, demonstrating across all Services in a consistent manner the value Argyll and Bute Council places on quality of place and the part our Historic Environment plays in that. This will be achieved through:

- The project prioritisation methodology described in this section
- Supporting core training programmes
- Working with partners to ensure delivery of shared objectives

We will continue to develop and strengthen relationships with key funders. The Heritage Lottery Fund have priority development areas, these are currently; Dumfries and Galloway, West Dunbartonshire and West Lothian. Previous priority areas include Falkirk and Inverclyde. It is therefore recommended that the potential for Argyll to become a priority development area is investigated.

Similarly round table discussions with those responsible for different funding streams at Historic Scotland, Creative Scotland and Highlands and Islands Enterprise may be beneficial in matching priorities and targeting the projects areas that could benefit most.

Clearly different organisations have different objectives and priorities, but all recognise the benefit of maximising the impact of combining funding packages. For this reason we will investigate the opportunity of a pilot scheme in the region where different funders could work with a proposed strategic project/heritage team, to help deliver a more holistic approach to funding in the region and therefore a greater and longer lasting impact.



5.1: Prioritisation of Internal Council projects

Internal council projects are those conceived and lead by the Council, they are in response to recognised needs aligned to the Council's Local Development Plan and Economic Development Action Plan. A key output of this strategy is to formalise a prioritisation methodology for establishing which historic environment projects should take priority, scored against a range of objective criteria, including such things as:

- Statutory status of the asset (e.g. listed building, on register of parks and gardens, scheduled ancient monument, Site of Special Scientific Interest etc)
- Street and town scape impact
- Other statutory issues e.g. meeting the requirements of the Disability Discrimination Act
- Condition of asset (including whether at risk)
- Future purpose and use of the asset e.g. as a museum, community resource, new business/job opportunities etc

- Project costs and likely external funding contribution
- Timescale
- Sources of partnership funding including anything in place
- Project progress to date e.g. feasibility studies, business plans, conservation plans (the last two items are an essential part of any Heritage Lottery bid)
- Consultation undertaken
- Local/community support
- Capacity to develop new audiences
- Ownership
- Sustainability/revenue implications/business case
- Contribution to A&BC corporate objectives
- Contribution to external funders' objectives

5.2: Prioritisation of External Council projects

External projects are those conceived by and lead by any group other than the Council. From time to time the Council is approached for project funding from external groups for any manner of projects and many of those may not be related to the historic environment. The Council has no budgetary measures to support these and therefore committing funds to such requests is very difficult. In order to address these ad-hoc requests, a formal assessment procedure has already been developed to assess things such as:

- How these projects align with Argyll and Bute Council's strategic objectives
- The benefits they would deliver
- The Council's capacity to assist
- The organisation/group's capacity to deliver
- Long term sustainability

When such a project is identified as having a significant historic environment component the lead Council service responsible for the formal assessment will incorporate the prioritisation methodology discussed in section 5.1. This is to ensure the Council is consistent in terms of how it rationalises support to both internally and externally lead projects.



However it is important to be clear that due to budgetary pressures these processes are not intended to encourage requests for funding, they are intended to manage the Council's consideration of them. In most cases the Council will be more able to offer officer resource, in terms of time and advice, rather than financial support. Such assistance could include providing groups with guidance regarding:

- Forming a constituted group
- Developing their project
- Undertaking options appraisals or feasibility studies
- Developing Business cases
- Developing their funding strategies
- Planning and conservation advice
- Tendering and Procurement advice
- Project management advice
- Business Start up advice

However it is important for the Council to ensure the resource required is balanced with the benefits of the potential outcome. It is equally important for the Council to promote the existing organisations that are expressly aimed and assisting groups and organisations in project delivery.

Partnership working

In order to successfully deliver community projects it is essential that robust project management processes are in place. Equally it is important that there is sufficient skill and time capacity with in a group to deliver a successful project. This is because administering these projects can require specialist funding and conservation skill and because the time required can be considerable.



Capacity to manage and deliver proposed projects will be a key consideration when working through the prioritisation methodology. Groups working with a Building Preservation Trusts or other civic groups or organisations with a track record in delivery will also be considered.

This will ensure active groups who are making positive contributions to our communities can be assisted in the delivery of their projects and sustained in the long term.

5.3 Problem buildings, prioritising resources and actions

In Argyll and Bute there are over 240 historic buildings currently included in the national Buildings at Risk Register. There are also many more potentially dangerous buildings, or buildings considered to be Below Tolerable Standards and subject to closing orders. Area Property Action Groups have been set up to bring officers from different departments together in order to focus actions on these buildings to improve their condition and bring vacant property back into use. The prioritisation methodology discussed in section 5.1 will also be used by the property action groups in order to ensure we are targeting resources where they will have maximum impact. The work of the property action groups is discussed more in key objective 7.



European Commission
Agriculture and Rural Development



Case Study:

Clock Lodge - Lochgilphead

The Lochgilphead Phoenix Project (LPP) have been working on proposals to bring the Clock Lodge in Lochgilphead back into use.

<http://lochgilpheadphoenix.wordpress.com/>



In 2012, Argyll and Bute Council offered the Clock Lodge for sale. LPP approached the Council and indicated that they would be interested in taking on the building if a suitable use could be found. The Council agreed to allow the LPP time to carry out an Options Appraisal.

In 2013, LPP, working in partnership with the Strathclyde Building Preservation Trust, undertook a detailed options appraisal. The Options Appraisal was funded by the Scottish Government and the European Community and Argyll and the Islands Leader 2007-2013 programme, Argyll and Bute Council, The Architectural Heritage Fund and RIAS Scottish Community Projects Fund.



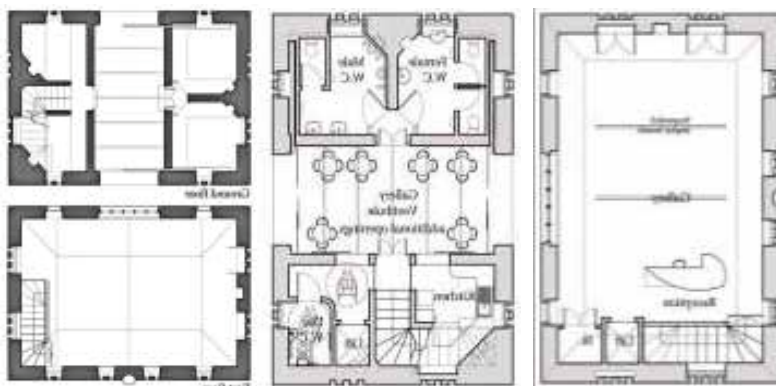
Following completion of the Options Appraisal, which included consultation with the local community and businesses, the Lochgilphead Phoenix Project were approached by Harbro who were interested in developing a new Country Store to replace their existing premises on the Kilmory Industrial Estate.



In conjunction with the Lochgilphead Phoenix Project, Harbro have undertaken to carry out works to repair the lodge, making it wind and water tight, while a new facility for Harbro is constructed on the southern end of the site.

This third sector—private sector partnership enables greater flexibility in determining end use. During the initial options appraisal phase, the only option open to LPP was public funding for the entire project package. Costs of repair and refurbishment for many ideas explored often outweighed any potential the idea had to make a sustainable income to support the business and maintenance of the building into the future. With the private sector contribution, many of these ideas became economically viable and a significant amount of risk from the overall project and its long term sustainability was removed.

In the meantime, LPP are continuing to develop proposals for the new use for the building which is likely to focus around a gallery space and eating venue as these were supported during the Options Appraisal process. Planning permission has now been granted for both the Harbro development and the wind and watertight works to the Clock Lodge.



Planning permission required the production and implementation of a Conservation Management Plan, to be used as a key tool by all parties and Argyll and Bute Council Planning service, to positively manage the development phase of the project and the long term maintenance of the site.

Key Objective 6:

To promote access to Argyll and Bute's heritage assets and extend the diversity of heritage activity.

Argyll and Bute Council's Elected Members, culture and heritage services, officers and community planning partners have a key role to play as mediators between our historic environment and our communities. It is vital that there is strong alignment between this strategy and the Strategic Action Plan for Culture, Heritage and Arts in Argyll and Bute, as well as the Community Plan and Single Outcome Agreement.

6.1: What do we have to be proud of?

Argyll and Bute has an enormous amount to be proud of and huge potential to develop and grow the value of its Historic Environment and what benefits it can bring to our communities.

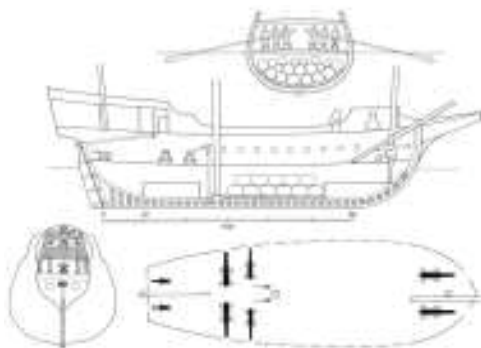
Argyll and Bute is home to;

- Over 2000 Listed Buildings (Structures of National, regional or local importance)
- Over 800 Scheduled Monuments (monument of national importance)
- 32 Conservation Areas (areas of special architectural and historic significance)
- 1 Historic Marine Protected Area (wreck of national importance)
- 24 Gardens and Designed Landscapes (nationally important gardens and designed landscapes)
- 20 Special Built Environment Areas (sites of architectural importance)
- 19,000 Assets of Historical Value listed on the Historic Environment Record for Argyll and Bute (maintained and hosted by West of Scotland Archaeology Service WoSAS)

Kilmory Chapel MacMillans Cross



Kilmory Chapel Cross



Duart Popint wreck, the Swan 1690

Compared to other Local Authority Areas this is a significant density of heritage assets. Aside from individual assets Argyll and Bute also has a significant number of historical and architecturally important town centres. This is especially true of our coastal towns and planned settlements.

Rothesay, Dunoon, Oban, Campbeltown and Helensburgh and other areas such as Inveraray, Tighnabruich, Bowmore, Roseneath and Tarbert have historically seen periods of prosperity and experienced being destination towns for businesses and visitors. This has resulted in their townscapes being rich in architectural significance and appeal. Today, the fabric of some of these towns has survived better than others, and unfortunately the decline in the built fabric of a town goes hand in hand with economic decline and a reduced ability to attract inward investment and visitors. The aim of this strategy is therefore to promote the rich architecture of our towns and their quality of place as potential catalysts for growth.



Various coastal towns around Scotland and in England have seen a renaissance over the past years, their architectural and historical value being used to draw in funds, develop businesses, cultural activity and community projects. The resulting increase in inward investment and visitor numbers sustain the communities and improve economic conditions.

Argyll and Bute Council are working hard through various regeneration initiatives to do the same here but there is still a long way to go, it is essential that local communities support and are able to engage with these initiatives to ensure they are a success. In order to achieve greater understanding and focus of the issues, it is proposed that a research study and development plan is undertaken within Argyll and Bute. This would be intended to ensure a clear understanding of our seaside towns, the challenges they present, their potential for development and economic growth and how this could be best achieved. The merit and resourcing of this proposal and its delivery will be investigated as part of this strategy's Action Plan.

Argyll and Bute is particularly rich in terms of archaeology with Kilmartin Glen being one of the most significant archaeology sites in Europe. It is essential that the Council understands and recognises the potential of such sites in attracting visitors to the area by promoting the value of the site and the contribution it makes to the local area.

There are also a significant number of un-designated but valuable sites recorded on the Historic Environment Record maintained by West of Scotland Archaeology Service (WoSAS) <http://www.wosas.net/> this is a constantly evolving record that can be searched online either by map or through detailed search enquiries. There are of course many rural assets that may remain un-recorded and without interpretation;

- Historic boundary walls
- Pre-improvement settlements
- Abandoned mansions, chapels, settlements etc.
- Evidence of historic field systems
- Drove roads
- Battle fields
- Historic sheep fanks
- Jetties



There is a huge potential for interpretation, preservation and promotion of these sites through community projects. “Scotland’s Rural Past” (SRP) was a five-year, nationwide project, which supported local communities across Scotland to investigate deserted rural settlements dating from the mediaeval and post-mediaeval periods.
<http://www.scotlandsruralpast.org.uk/>.



Remains of Kilneubair Church

The project was hosted by the Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS). Although SRP completed in September 2011, there are many ways in which communities can still get involved in discovering and recording the historic environment.



Dunmore Croft

RCAHMS is committed to continuing to support community groups in projects to record archaeological and built heritage, and encourages groups to contribute their findings to Canmore. Community projects have a real, sustainable impact on recording and preserve elements of the historic landscape, many of which could all too soon become forgotten and lost forever. The RCAHMS Community Archaeology Team can provide, advise and assist interested groups looking to develop projects. This strategy as well as the Strategic Action Plan for Culture Heritage and the Arts seeks to support and raise awareness of such projects.

There is also a latent potential in our Industrial Heritage, Transport Heritage and Urban Development History that could be better understood, interpreted and promoted. RCAHMS has recently been awarded funding by the Heritage Lottery Fund for a five-year project, Scotland’s Urban Past (SUP). The project builds on the success of Scotland’s Rural Past.



Conell Bridge

Scotland’s Urban Past will focus on the urban built environment, working with 60 communities the length and breadth of Scotland, to explore the rich architectural, social and personal histories of their urban environments and to study how they have changed over time. A call for participants and interested groups will be launched in spring 2015.
<http://www.rcahms.gov.uk/news/scotlands-urban-past-receives-lottery-funding>.

SUP will:

- Offer training courses in building investigation, photography, oral history recording and historical document research run by RCAHMS’ expert staff.
- Encourage participants to actively research, record and promote awareness of their urban past.
- Take information and personal memories gathered by participants into the RCAHMS Canmore website, the online database of Scotland’s national collection of the built

- Run events and hands-on activities to encourage people to get involved.
- Help people of all ages to learn about the urban past.

The council will look to engage with RCAHMS and interested groups in bringing forward suitable projects in Argyll and Bute.

6.2: Access & Promotion

Celebrating Heritage

There is an intrinsic value in participating in any cultural activity. Heritage and our general historic environment is especially powerful in developing a sense of place and identity, it is equally powerful as a means of bringing people together and celebrating shared values and interests.

There are many national events that we could use to help promote heritage such as doors open days, heritage week and national maintenance week. The National Trust for Scotland, the Forestry Commission, Scottish Canals and Scottish Natural Heritage are all active in promoting and instigating heritage activity and involving local communities. Understanding shared objectives and working together on project development could help deliver greater impact, the councils economic development, culture and conservation staff will work to bring these organisations together to share ideas and identify possible joint projects.

Linking the promotion of all these organisations’ activities and key events through the Argyll and the Isles Strategic Tourism Partnership will also strengthen the promotion of Argyll and Bute’s heritage offer.

Whilst Argyll and Bute Council has increasingly fewer resources with which to deliver such initiatives, better partnership working with different organisations, groups and partners could help deliver outcomes that are more strongly owned by our communities. The Heritage Lottery Fund has developed a varied selection of grant programmes that are often essential to ensuring delivery and have a strong emphasis on community involvement and ownership, some of them are below.

Volunteering: a vital resource

Another key area of participation in heritage is volunteering. Most heritage organisations have groups of dedicated volunteers and it is essential that we recognise and support the individuals and organisations that play such an important role in managing and facilitating access to heritage assets.

The traditional image of volunteers as retired enthusiasts is increasingly out of date as a result of more inclusive and imaginative volunteer recruitment schemes. It is worth noting that the Heritage Lottery fund also sees volunteering as a highly effective way of involving people in their heritage, and volunteering opportunities is sometimes one of their key criteria in awarding grants.

<p><u>Sharing Heritage (£3,000 to £10,000)</u></p> <p>The Sharing Heritage programme is for any type of project related to national, regional or local heritage in the UK</p>	<p><u>Our Heritage (£10,000 to £100,000)</u></p> <p>The Our Heritage programme is for any type of project related to national, regional or local heritage in the UK</p>	<p><u>Heritage Grants (Grants of over £100,000)</u></p> <p>This is our open programme for grants over £100,000, for any type of project related to the national, regional, or local heritage in the UK</p>
<p><u>Young Roots (£10,000 to £50,000)</u></p> <p>The Young Roots programme is for projects that engage young people with heritage in the UK.</p>	<p><u>Heritage Enterprise (£100,000 to £5million)</u></p> <p>Heritage Enterprise supports enterprising community organisations across the UK to rescue neglected historic buildings and sites and unlock their economic potential.</p>	<p><u>Townscape Heritage (£100,000 to £2million)</u></p> <p>The Townscape Heritage programme is for schemes which help communities improve the built historic environment of conservation areas in need of investment across the UK.</p>
<p><u>Parks for People (£100,000 to £5million)</u></p> <p>Parks for People is for projects related to historic parks and cemeteries in the UK.</p>	<p><u>Landscape Partnerships (£100,000 to £3million)</u></p> <p>The programme is for schemes led by partnerships of local, regional and national interests which aim to conserve areas of distinctive landscape character throughout the UK.</p>	<p><u>Skills for the Future (£100,000 to £1million)</u></p> <p>Skills for the Future funds projects which provide training placements to meet skills shortages in the heritage sector, and fully support trainees to learn practical skills.</p>

It is especially important that we inspire young people to engage with their heritage. Participation in heritage projects offers opportunities for learning about how the way that people lived and worked in the past shaped where we live today. It also provides the chance for young people to work together in teams to acquire practical and study skills that contribute to their confidence and employability. Heritage Lottery Fund's Young Roots programme provides dedicated funding for heritage projects involving young people.



Burgh Hall Dunoon Volunteer

It is important that this strategy recognises the vital role volunteers play in the provision of heritage activity in the region and that it supports volunteering recruitment, training and retention. Supporting and encouraging engagement with the Strategic Action Plan for Culture Heritage and the Arts as well as the Argyll and the Isles Strategic Tourism Partnership is essential in helping to sustain the valuable contribution volunteers make in the region and encouraging new volunteers to participate.



Burgh Hall Dunoon Big Band Night

Connectivity with the arts

Joint projects can often secure more sustainable outcomes and engage a wider cross section of our communities. Heritage, including intangible heritage, has many synergies with arts activity. Working with arts practitioners can result in new and imaginative ways of looking at old buildings, sites and collections and engaging new audiences. Such an approach has been used to excellent effect to get local people involved in, and actively supporting, the re-use or conservation of several sites around the region;

- St Peters Seminary, Cardross
- The Burgh Halls in Dunoon
- The wee Cinema, Campbeltown
- Rothesay Pavilion

As well as bringing new approaches to the interpretation of heritage, the involvement of artists opens up opportunities for accessing alternative funding streams too. The potential for improved partnership working with Creative Scotland could be developed further and local arts groups could be better engaged to help create focal points for heritage assets.

Marketing

The contribution our Historic Environment makes to the Tourism sector is discussed in section 2.1 and the value of the impact is clear. To better develop this impact and the wide range of benefits it brings to the local area, a focused marketing strategy for the Historic Environment in Argyll and Bute will be considered. The recent Strategic Action plan for Culture, Heritage and Arts in Argyll and Bute proposes to deliver and develop culture and heritage tourism offer and deliver effective marketing by working in partnership with the Argyll and Isles Strategic Tourism Partnership. It is therefore essential that both this strategy and the Strategic Action Plan for Culture, Heritage and Arts in Argyll and Bute promote common objectives and work together on of any marketing strategy. These should consider a centralised support system for the dynamic range of groups and organisations seeking to promote the historic environment. They should also identify what Argyll's unique selling point is or could be, for example is it;

- The "doon the water" past, with impressive Victorian sea side resorts and associated transport history
- Diverse ancient monuments and important Archaeological sites
- Abundance of Vernacular architecture and important evidence of rural development and traditional skill and craft.
- Impressive planned towns and villages with important connections to estate management and rural development.

Of course the answer is likely to be all of these and even more, however what's important is that we recognise and understand the interest and value of what we have around us, create focus and promote it effectively.

The new Action Plan for Culture, Heritage and Arts is developing mechanisms through which connectivity between groups and organisation already active in heritage, culture, art projects and volunteering can be more connected and better supported. It also focuses on audience development and aims to build on the work of Argyll and the Isles Strategic Tourism Partnership and to continue to work with them closely by providing content for them to take to the market place.

The recent creation of the Argyll and the Isles Coast and Countryside Trust, as well as improved collaboration with organisations such as the Scottish Civic Trust, The National Trust for Scotland, Scottish Natural Heritage, Creative Scotland, Historic Scotland and many of the smaller independent heritage and culture organisations could assist in the development of stronger more marketable destination image for Argyll.

Connecting sites and events through the proposed Central Hub discussed in the Action Plan for Culture, Heritage and Arts, will strengthen the overall image of the region and what it has to offer as well as supporting and promoting much of the activity collectively.

It is especially important to promote the common key objectives of aligned strategies through the community planning work and build local belief in the potential their historic and cultural environment has to add economic and social value to their communities.

To improve accessibility around the region the following will be investigated;

- The development of a heritage trail linked to associated or local activities, this could include link to art, wildlife, sport etc. activity.
- A review of current promotional material from different services (leaflets, information boards etc. and how they signpost to other parts of the region and related activity)
- Production or amendment of any promotional material to improve accessibility and connectivity of information around the region.
- How council assets can be used to support promotion, with particular reference to street scene / public realm opportunities, e.g. using existing shelters or other urban realm areas (parks, seating areas etc.) to fix information panels.

Key outcomes of Key Objective 6

- We will work to better promote and market Argyll and Bute's Historic Environment.
- We will work to improve coastal town regeneration opportunities.
- We will engage with opportunities arising from the Scotland's Urban Past project.
- We will work to promote and support connectivity between community projects; encouraging connectivity with Arts and Culture, supporting volunteers and improving access and interpretation relating to the historic environment and heritage activity.

Please see key objective 8 for details as to how this will be achieved



Tobermory

Case Study:

Connecting with the Arts Kilmahew/St Peters Seminary

Aspirations for the site

The redevelopment plans for KSP will transform the derelict site of the Category A listed St Peter's Seminary and the surrounding woodlands. The vision is to reinvigorate the entire site and create a new heritage asset/visitor attraction in Argyll & Bute that will draw national and international audiences.

This is a partnership project being led by NVA, one of Scotland's leading cultural producers, who will programme and manage the new facilities. NVA has a twenty year track record which demonstrates that innovative, high quality public art can take place in physically challenging locations, finding new ways to reconnect people to their cultural and physical heritage.

The project aims to create a sustainable future for the Kilmahew estate and to encourage a diverse range of visitors to engage with and participate in the natural, social and local heritage of the site. The audience development strategy seeks to achieve the following:

i) *To involve local people in their heritage*

Initiatives such as the highly successful community allotment will continue and expand as the site develops. A new pavilion building in the walled garden will provide a hub for visitor orientation and will aim to raise awareness about both the historic importance of Kilmahew estate and the opportunities for individual participation, involvement, training and learning at the site. Local visitors will be encouraged to share a sense of pride and ownership in the estate's important heritage.

ii) *To attract tourists and new audiences*

New facilities and interpretation together with an exciting programme of performance, events, activities, walks, talks, workshops and exhibitions will combine with training, placement and volunteering opportunities providing a strong draw for new and repeat visitors.



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iii) *To meet the needs of the education audience*

The seminary and the historic landscape offer a unique opportunity for the delivery of a broad range of educational activity including ecology, landscape and environmental development, construction skills, heritage studies and also in the creative arts.

iv) *To engage with the specialist audiences*

St Peter's Seminary already attracts an architectural audience from both the UK and overseas. An annual programme of events, lectures, festivals, public art and performance will be produced to engage with these communities of interest.

v) *To meet the needs of families and children*

The site and the interpretation will be designed to be accessible and welcoming to families and children. There will be formal learning opportunities for visitors with a wide range of ages and abilities. In addition, weekend workshops and events will be tailored to attract the family market.





Project outcomes:

Physical

- Conservation of the Grade A listed building for future generations
- 40 hectares of woodland/greenspace/path networks revitalised for public use
- Victorian walled garden restored for local food growing
- The creation of a unique heritage asset with facilities that will host public art works, performances, events & seminars, educational activities

Economic

- 4 FTE jobs created directly in the management of the new resource
- 40 jobs in the construction phase including opportunities for apprenticeships
- 40 temporary jobs created annually through event based programmes
- Local contractors engaged wherever possible
- Training and educational opportunities created during construction phase in the conservation of 20th C architecture

- The project will reinvigorate the tourist offer on the west coast of Scotland and build on its rich heritage through re-activating historic routes across the site and wider region.

Social

- Increased employment and training opportunities will be a major benefit to the local communities in the Helensburgh & Lomond region.
- Community involvement in the development of the plans will reconnect fragmented communities, strengthening community confidence and support resourcefulness.
- Social enterprise opportunities will be increased

Digital innovation is at the forefront of NVA's creative practice. The company works with artists, designers, photographers and filmmakers to create breath-taking digital imagery using cutting edge technologies and techniques. NVA encourage public access to the work, spreading visuals worldwide and exposing new audiences to the themes of each artwork.

Kilmahew/St Peter's will provide great opportunities for NVA to make further use of digital platforms, where they will present many of the large scale events, talks and performances through live streaming. NVA have established links with Summerhall and Helensburgh News URTV, as well as national digital media outlets including BBC Scotland and the Guardian who have expressed interest in documenting the entire build process of the site due to its international architectural significance.



Case Study:

Coastal town regeneration challenges and opportunities

The coastal towns and villages of Argyll and Bute reflect its island and maritime history. They have been shaped by the way in which the sea and the coast have provided jobs, wealth and enjoyment, either through trade, industry or leisure. The consequence is a coastal historic environment rich in unique and distinctive character.

However, the decline of traditional coastal industries in the second half of the 20th century created in some areas economic and social problems more readily associated with the inner city.

Nevertheless, the distinctive coastal character of these communities has continually adapted to change and provided a cornerstone for their regeneration. The images here show how the refurbishment and reuse of historic buildings and areas can help create a platform for the revitalisation of the local economy.

The pull of the sea can in itself give coastal towns a head start in the regeneration process – people continue to want to live and work by the sea or visit for leisure.

Key challenges

There are a variety of social and economic issues faced by coastal towns and villages; including their geographic isolation and problems associated with changes to demographic profiles. In addition to these trends, the location and climate of coastal towns also present significant issues for their historic environment:

Higher maintenance requirements

Weathering is almost always more pronounced in coastal towns where buildings and the public realm face salt-laden winds, more extreme weather conditions such as storms and high numbers of visitors. The cycle of maintenance has to be shorter and maintaining structures is therefore more expensive. When balanced against other financial priorities, maintenance often loses out and decay and shabbiness can quickly become apparent. In some coastal towns where the housing market is not strong, streets of historic housing stock ageing at the same rate can leave private owners and local authorities with a backlog of urgent repairs to fund and complete. In coastal resorts, the large numbers of entertainment buildings, structures such as piers and bandstands and public parks and pavilions can often be affected by the same budgetary pressures.



Urban design conflicts

Often built to attract the new middle class market of the 18th and 19th centuries, our coastal towns are home to some of our finest pieces of Georgian, Victorian, Edwardian and inter-war architecture, as well as superb planned townscapes, landscaping and excellent examples of urban realm, local vernacular materials and styles. Local authorities in such situations have to make difficult judgments, balancing decisions about developments which may bring some economic benefits yet at the same time may fail to enhance the planned nature of the townscape or compromise local distinctiveness and character. This in turn can have a negative economic benefit.

Climate change

Rising sea levels and increased rain fall are likely to lead to increased maintenance issues and coastal erosion, inevitably this will pose a higher risk to structures and buildings.

Shetland Museum and Archives:

The B listed Hay's Dock, the last original part of the Lerwick waterfront, was chosen as the ideal site for the purpose built facility. The building was designed to sympathetically intertwine Shetland's past and present mirroring the design of the Lodberries - old merchant houses which once lined the foreshore - with the original boat building shed to one end and the iconic Boat Hall to the other. Sustainable materials and traditional craftsmanship is evident throughout

Negative perceptions

Long term decline in some areas has created negative images of many coastal towns which are deeply entrenched in public perception and can be challenging to reverse. Despite the huge advantage of coastal scenery, poor upkeep of the physical environment and its public spaces and gardens can leave the built heritage unappreciated by visitors, undervalued by investors and potentially seen as a burden by local authorities and communities.

Infrastructure projects

Improved transport links for geographically remote coastal towns (which are often seen as drivers of economic growth) and development or expansion projects on ports and harbours can have a wide range of implications for the historic environment, including marine archaeology, historic dock structures, townscapes and historic buildings. In addition, the rising popularity of sailing and the consequent increase in the size and numbers of marinas poses challenges for historic harbours and associated buildings.

Modernisation of accommodation:

The accommodation available in coastal towns can sometimes be very limited in range and inappropriate to cater for modern tastes; without significant investment to upgrade facilities, large boarding houses built to accommodate Victorian families on week long trips can become vulnerable to adaptation to flats creating further complexity with regard to their maintenance through shared ownership issues.

Opportunities

The historic environment is an excellent foundation for successful and sustainable coastal regeneration because it offers:

Flexible buildings

Historic buildings can often meet contemporary market needs – while their reuse can provide certain challenges, the effective adaptation of such buildings is a straightforward way of achieving sustainability and can help reinforce sense of place.

Architectural distinctiveness

Distinctive seaside architectural styles provide coastal towns with a unique appeal to visitors, residents and businesses. The historic environment in general can offer a depth of character and quality of townscape which can be difficult to replicate in

modern developments – characterful areas and historic landmarks offer substantial marketing potential. They are instantly memorable icons that can be used to rebrand and publicise towns.

Character and identity

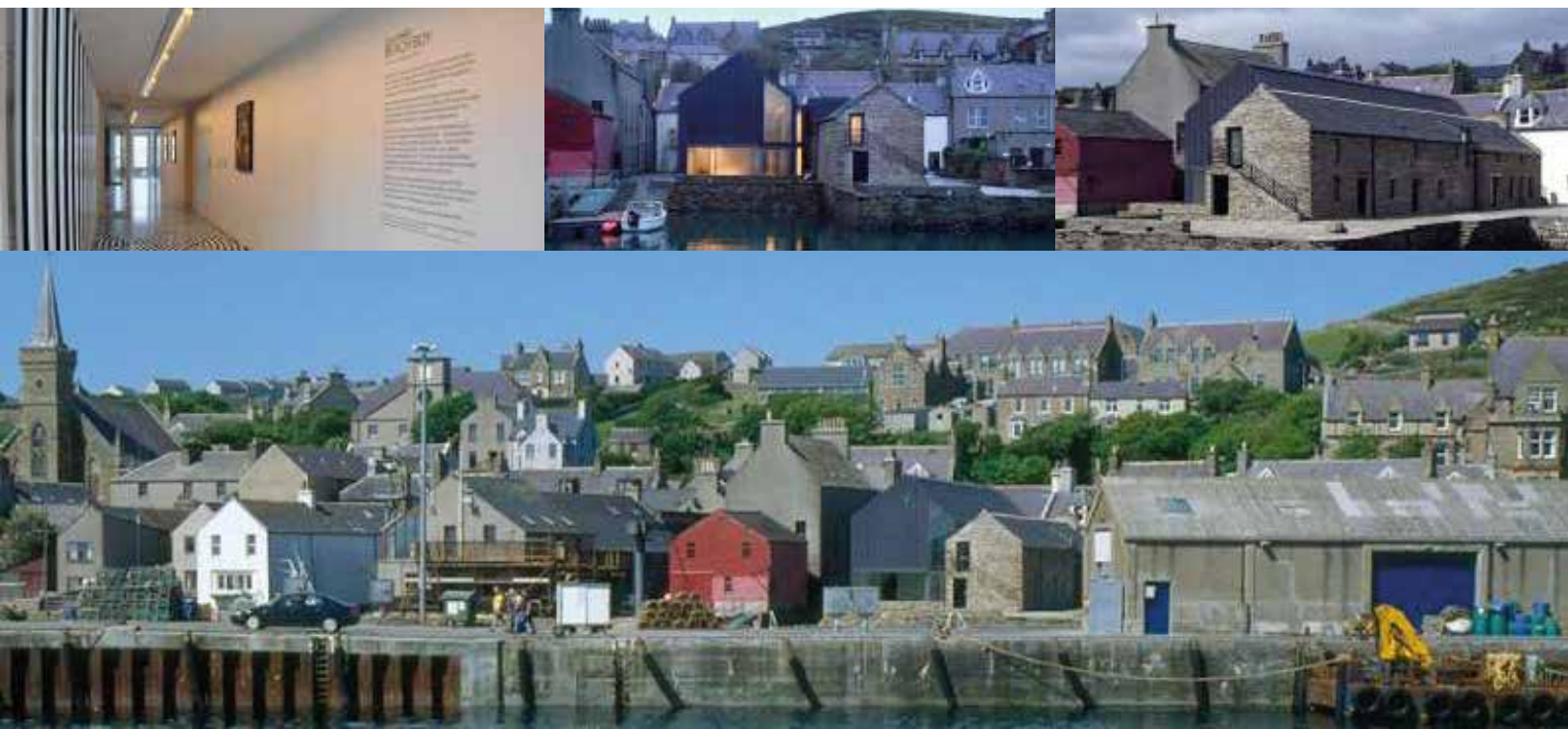
Heritage can be at the heart of a new identity and a driver for reinvention. The focus of the regeneration of Kirkcubright as an artistic centre is founded on the town's link with the Glasgow Boys while the renaissance in the local economy of Dundee has been driven by the reuse of many buildings associated with the Jute industry to create a high quality visitor market. The seaside tradition of visitors and holidays has also left a legacy of high quality parks and open spaces which help lift the quality of the environment and contribute to distinctive coastal character.

Heritage cool?

The historic environment can provide the quality increasingly being demanded in the emerging short break market. Historic buildings are the ideal setting for boutique hotels and restaurants – the successful conversion of the The inn at John O'Groats, has created bespoke self-catering apartments with one, two or four bedrooms, each offering its own individual character and high quality facilities. The project also includes a co-operative Storehouse café selling produce and goods from local businesses and a brand new activity and retail Outfitters centre where visitors can book a range of activities such as a sea safari, bike hire and guided walks, as well as purchase equipment, clothing and supplies for outdoor pursuits.

The Pier Arts centre, Stromness:

The Pier Arts Centre in Stromness, Orkney was established in 1979 to provide a home for an important collection of British fine art donated by the author, peace activist and philanthropist Margaret Gardiner (1904 – 2005). The Centre re-opened in July 2007 following a major redevelopment. This included creating a stunning award-winning new building on one of the piers which characterise the historic town of Stromness. Although small the Pier Arts Centre has a Recognised Collection of National Significance to Scotland, key works are regularly loaned to prominent exhibitions around the world. The Pier Arts Centre is also a partner of Tate, and exchanges programmes, ideas and skills with the Plus Tate network of visual arts organisations across the UK. The Centre acts as a focal point for the local artistic community. It has a valuable library and archive which is accessible to the public, and runs a programme of education and outreach activities for groups of all ages.



Community regeneration

Heritage is an excellent medium for community regeneration and skills development. The De la Warr pavilion is a good example of this.

A home for the creative economy

There is a clear and distinct synergy between the historic environment and arts and cultural uses. Art studios and galleries are often more amenable to historic spaces perhaps unsuited to other uses, as is evident the reuse of Newburgh's (Fife) former, town house, town hall and corn exchange; renovated by Wasps to provide six studios spaces, a project space run by local charity Steeple Arts and a flat and studio for visiting artists.

Cultural tourism

In towns that have historically performed an industrial, rather than leisure function, the historic fabric can be used as the basis for developing cultural tourism.

Checklist for successful regeneration

Whilst no two projects are the same there are a number of principles common to successful coastal historic environment regeneration schemes.

A proper understanding of the area: In-depth analysis of the local historic environment can help local authorities to make better and more sustainable decisions on the future development of an area. Historic landscape characterisation and historic area assessments of varying degrees of intensity are flexible tools and can produce highly informative results with minimal expense and staff time.

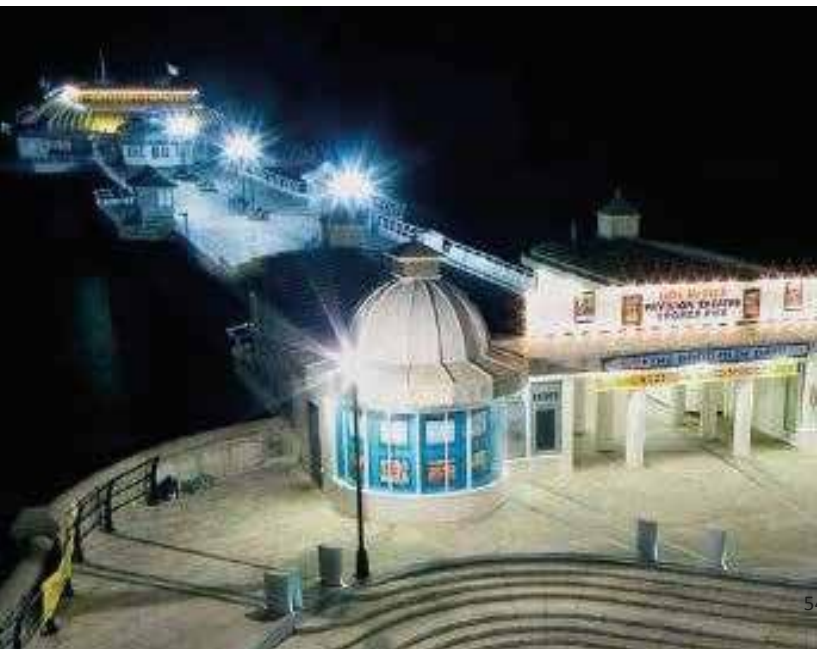
Cromer Pier:

Between 2000 and 2005 Cromer had a regeneration scheme which improved the seafront and town centre. The pier was the central focus for regeneration and rebranding the town. Today, the ever-popular Carnival, a Crab and Lobster Festival and the Coast arts festival also help attract visitors to the town. The town is now recognised as an attractive holiday destination, offering good family holidays, with a remarkable backdrop of fine Victorian and Edwardian buildings.



The Inn at John O'Groats:

Originally built in 1875, the iconic former hotel in John O'Groats has been carefully restored and has had a new Norse style extension added which provides a dramatic splash of colour against the coastal landscape. The Inn at John O' Groats now offers 16 luxury holiday apartments in a range of sizes with dramatically framed views and stylish interiors, 23 eco lodges, remodelled co-opertative café, an activity centre and retail space. The project was underpinned by strong sustainable principles, making use of locally sourced materials such as Caithness stone, Scottish larch timber and sedum roofs. The Inn has won a RIAS Award in the Tourism & Visitor Facilities category, a RIAS Special Category Award for Wood for Good/Best Use of Timber and a Scottish Design.



Investment in the public realm

The importance of a high quality, well maintained public realm is particularly important in coastal towns, where the corrosive environment and high visitor numbers can quickly result in a degraded street scene. While maintenance is likely to be more frequent and expensive than elsewhere, the central role of the public realm in creating the overall character of coastal towns underlines its necessity. This is also true of the key elements of the character of resort towns, such as entertainment buildings, seafront promenades, pleasure gardens and particularly piers, where backlogs and costs of repairs can quickly become prohibitive if not tackled in a systematic way.

High quality development: Change is inevitable, and indeed positive. Seaside architecture has a long tradition of blending styles. A high quality historic environment can successfully incorporate new design in the form of shops, restaurants and cafes and can complement existing character.

Heritage leadership

The role of local champions is vital, whether they are elected Members and council officers, entrepreneurs or local philanthropists. There now exists a network of around 230 Historic Environment Champions at Member level in local authorities across the England, almost 80 of which are in coastal local authorities. Cllr Hilary Nelson, Historic Environment Champion for North Norfolk DC, has been closely involved in the regeneration of Cromer seafront, a project which has included the refurbishment and improvements to the historic pier, esplanade and promenade, as well as incorporating exciting public art schemes celebrating the town's proud lifeboat history.

Diversification

Many coastal towns have recognised the importance of attracting new economic sectors, in order to reduce the problems of seasonality or over-reliance on a single industry. In addition to the flexibility offered by many of the historic buildings and areas in coastal towns, their historic environment can prove attractive to sectors such as the creative industries and further education.

The historic environment as part of a dynamic visitor offer

The historic environment can help coastal towns create specialist roles. Places such as St Ives and Whitstable have moved on from their traditional roles as resorts and fishing ports to create new 'brands' revolving around art and food. Their coastal settings and historic character are undoubtedly part of what makes them so attractive to visitors, along with their new 'unique selling points'. This approach needs understanding and careful development to ensure that change builds on and enhances the character of what is already

there, but enables diversification and a wider economic base.

Engage the local community

Community involvement in regeneration projects is vital, and much can be achieved by utilising local knowledge, skills and manpower. Understanding what local communities value about their neighbourhood can provide a useful starting block in developing future plans, while engaging with local people ensures the community has a sense of ownership and understanding of regeneration schemes.



The De La Warr Pavilion:

Built in 1935 The De La Warr Pavilion is a Grade One listed building on the seafront in Bexhill on Sea, East Sussex and is widely recognised as one of the most iconic Modernist buildings in Britain. Since it's refurbishment in 2005 it has established itself as an important center for the contemporary arts, which delivers a programme of national and international quality. Over the first eight years, the organisation has delivered significant successes, including: Over 3 million visitors in eight years: 50% of those local, 50% from a national and international catchment. Over 300,000 visitors annually. Over 40,000 tickets sold annually to over 80 auditorium events 73 staff on the payroll, including part time and casual staff; 96% of staff from the Rother and Hastings area. Consistent local, regional and national press, television, radio and online coverage, positioning the Pavilion, as a building and programme, as an essential cultural destination. In 2006 an Economic Impact Study was commissioned. The outcome of this study showed a headline figure of £16m that the De La Warr Pavilion put into the economy of the south east region, largely generated by its visitors and sees the Pavilion as a significant driving force for tourism and culture in Bexhill, Rother district and the wider south east region. The study also provides evidence that, since the Pavilion re-opened, the region has seen an increase in participation and access by the local community in cultural activity, as well as providing opportunities for employment, training and skills development.



Key Objective 7:

To promote positive development management and intervention for Argyll and Bute's Historic Environment.

The Council recognises the importance of the historic environment and seeks to promote its value as a catalyst for economic regeneration and quality of place, both of which result in the improved wellbeing of our communities. The Planning Service and the proposed Council Heritage Champion, working with fellow elected Members, have a key role to play in this process. Upholding the use of the Council's Local Development Plan Policies, Supplementary Guidance, Sustainable Design guides as well as the national policies in the Scottish Historic Environment Policy (SHEP) is essential to delivering maximum and consistent benefit to our communities.

To be truly successfully in managing positive change in the Historic Environment the Council and Planning Service must lead by example by promoting the value of our assets and recognising the benefits of protection and opportunities for positive change. This strategy aims to help those involved in the decision making process more aware of the wide ranging value of the Historic Environment and of the importance of promoting and safeguarding those values through the policies and legislation that protect them.

7.1: Development Planning

Successful planning recognises that although protection is important, it does not mean that new development is unwelcome. An economically active region will readily combine new with old, with an emphasis on high-quality design. It is as important to promote positive change, inventive re-use and new design in the historic environment as it is to protect it. This ensures our communities can continue to grow and improve their quality of place. The Council's Development Plan and accompanying Supplementary Guidance and Design Guides provide a frame work for this to happen. The Council's Local Development Management teams implement these policies in the determination process of all applications.

Development Policy

With regards to the Historic Environment the Council's Development Policy team is responsible for factoring in the Council's statutory duties, Scottish Government Policy and Guidance into the Local Development Plan which is produced on a 5year cycle. Related supplementary guidance is produced to support implementation and delivery of the Local Development Plan.



Possitive Design in a Historic setting: House No 7 Tiree

The Development Policy team are also responsible for producing Strategic documents such as this Historic Environment Strategy, Conservation Area Appraisals and Design guides.

Some of the principle aims of the Local Development Plan include; identifying Areas for Actions and identifying land use and development need. In order to allow the Council to pursue the more holistic approach to their impact on the historic environment, promoted by this strategy, it is proposed that processes be put in place so that;

- The Conservation Officer is included in site assessments to review current or proposed development allocations and Areas for Actions.

- The Conservation Officer has input into data measuring and collection requirements.
- The Conservation Officer has the opportunity to identify connectivity with the historic environment within other policy initiatives, e.g.; those related to the core path network, marine planning, biodiversity and place making.

This will have the effect of allowing Development Policy to assess impact on the historic environment at an earlier stage and to plan for the aspects and areas of the historic environment most in need. Equally how we measure need for and impact of regeneration could be evolved to reflect the information required by funding partners and the impact of significant funding packages.



Development Management

With regards to the historic environment Development Management considers direct impact on the setting of:

- Listed Structures
- Scheduled Monuments
- Archeologically significant sites
- Conservation Areas
- Gardens and Designed Landscapes
- Historic Battlefields
- Significant unlisted historic structures
- Ancient woodlands
- Historic environmental and land features.

Submissions for Consent

In order to assist the consistency of and promote quality of submissions it is proposed that a template/guidance is created for applicants. This is intended to be provided by development management to applicants in order to assist them and their agents in providing a proportionate and relevant amount of information for applications.

In order to achieve a proposal that will be successful, it is important that those making an application and those assessing an application consider and understand the special qualities of an asset from the outset.

Understanding the significance and context of a site as well as the special architectural or historical qualities is fundamental to being able to create a successful proposal. It is therefore not uniquely the role of the planning authority to make these assessments, but it is also the responsibility of agents and applicants who hope to have a successful determination of their application.

Clearly there are some projects where the change or impact is so significant and complex that specialist input from the Council's Conservation Officer or early dialogue with Historic Scotland is required in order to guide the proposal. Equally the greater the proposed change the greater amount of supporting information may be required. Irrespective of the level of change, the recently introduced pre-application advice process is the best point to establish what level of information is required and what form this should take. It is also the point at which the policy guidance notes relevant to the proposal should be provided to the applicant, this ensures that applicants can understand how their application will be assessed and what will be considered from the outset.



Assessment of submissions

Judging condition and understanding traditional construction method and appropriate repair options is essential to approving sympathetic and successful works to historic buildings. The Council's Built Heritage Conservation Officer advises on such matters, providing technical advice and guidance on the impact of proposals. There will always be a need for specialist advice in complex cases of significant change, however there is opportunity to upskill planning officers to assist them in making these judgements independently. This has several benefits;

- The application process requires less consultation and can proceed more timeously

- Decision making becomes more consistent around the planning area
- Planning officers have a greater understanding of their local vernacular architecture which allows them to manage more sensitive change.
- Planning officers understand better the traditional construction and repair techniques and so can request, recognise and manage change in a more informed manner, resulting in more appropriate alterations and works.
- Planning officers have a better understanding of economic viability in terms of project delivery.
- The planning service can build capacity to support the potential for the removal of duty to notify Scottish Minister on decisions regarding B listed buildings.

To achieve this upskilling it is proposed that there will be greater emphasis on Development Management Officers attending heritage / traditional skill CPD events and greater emphasis on their attendance of the Local Authority Historic Environment Forum events. Equally officers will be encouraged to take part in the training events organised through the various regeneration scheme projects happening throughout the region. An in-house training programme of any identified need will also be considered. The proposed conservation website will include information and guidance for both applicants and the proposed internal share point library of detailed historic environment Guidance will be available for all Council officers to access.



Traditional Tíre Thatching



Case Study:

The Sheilings, mixing old and new successfully

The remodelling and extension of the Shieling

The applicant was keen to create an open-plan living, kitchen and dining space that maximised the expansive views.

The addition is contemporary in character, but by echoing the pitch of the existing roofline and wrapping walls and roof in staggered panels of dark grey zinc that complement the slate roof, it sits comfortably next to the villa. Tall glazed panels are supported by slim vertical fins to bring daylight deep into the living spaces and provide spectacular views down the loch to Arran. The subordinate scale and form of the extension allows the design and character of the original building to be easily visually understood. The rest of the original house was in poor condition and required extensive renovation throughout.

“The challenge here was that to provide the kind of open space that the client wanted there could have easily been too great a contrast between the solid walled house and the new, predominantly glazed addition.

Adopting the pitched-roof

building form was a key design decision, as it gave the internal space the expansive views out to the sea and the sky and brought daylight deep into the plan, it also created a clear identification between the new and old. For the solid elements of the construction the use of the zinc cladding allowed both the walls and the roof to be clad in the same material with projecting edges and trims all but designed out. This gave the extension a simple and robust appearance that I felt related well to the architecture of the existing house and its setting between the hill and the loch.”

Architect Neil Taylor – Taylor Architecture Practice T-A-P



SOUTH GARDEN ELEVATION



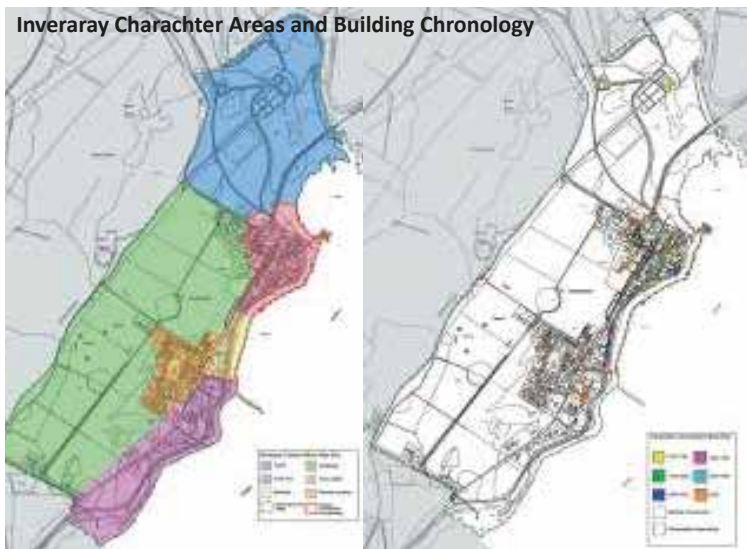
EAST LOCH ELEVATION



Conservation Areas

Once a Conservation Area has been designated, it becomes the duty of the planning authority and any other authority concerned, including Scottish Ministers, to pay special attention to the desirability of preserving or enhancing the character and appearance of the area. It is the Local Authority's responsibility to keep conservation areas under review and provide the necessary tools for positive management.

Clear and accessible Conservation Area Appraisals are essential in establishing what is special about an area and how this can be best managed in order to sustain growth and development without diminishing the quality of place that makes that area special. They are a key tool for the Council's Planning Service, developers and architects working in the area and our local communities understanding of the special qualities of where they live. Appraisals are equally critical to achieving successful funding bids for regeneration work; they demonstrate a Local Authority's commitment to improving quality of place and positive development management of the area. Doing so is critical to being able to sustain any investment that goes into that area. Details of what Appraisals are expected to include are outlined in the Scottish Government Planning Advice Note PAN 71 <http://www.scotland.gov.uk/Publications/2004/12/20450/49062>



Argyll and Bute has 32 Conservation Areas in its planning area. All areas have been reviewed and prioritised so that the area's most in need of review, appraisal and regeneration are identified. Those prioritised reflect the condition of the built environment, strategic economic development areas and the area's potential to attract grant funds to improve and sustain those improvements.

Argyll and Bute Council currently has; 2 Council approved and adopted Conservation Area Appraisals, 8 Appraisals in preparation and 3 proposed Reviews/Appraisals. The existing draft conservation appraisals have been produced in a number of different ways by a number of different groups or individuals.

The existing appraisals are therefore variable in approach, detail, range of future management proposals and length. This has resulted in some appraisals being too complex to be truly accessible for the public or easily used as a tool for development management. Of course the differences between conservation areas result in a difference between appraisals, but to make a truly useful tool for the Council and the public a more focused approach and methodology could be developed. This would ensure;

- Each appraisal meets the pan 71 guidance in a concise and straight forward manner
- Each proposal contains straight forward advice on what is special and requires protection
- How protection can be achieved
- Design guidance for positive new development including urban realm



Due to the research required, the preparation of appraisals is resource intensive whether they are prepared in house or externally. Equally there is a vast difference between the size and complexities of our conservation areas. In order to address the high number of appraisals required the possibility of developing a methodology/toolkit that steers content, length and accessibility will be investigated, as well as the resources required for delivery. The aim would be to;

- Improve consistency in appraisal documents
- Manage length and accessibility
- Involve communities in their preparation
- Involve and development management teams in their preparation

Unlisted Historic buildings

There are many undesignated structures in Argyll that have architectural or historic qualities that are of value to the local communities, town/streetscapes and

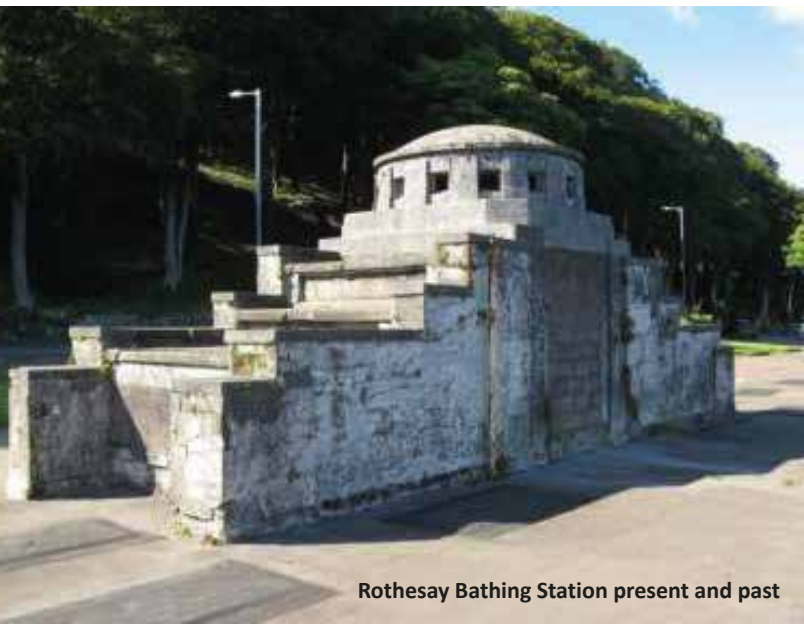
listing this does not mean that they are of no value. Their retention can be valuable in terms of environmental sustainability as well as in terms of quality of place. In recognition of this the Council's Development Plan includes Local Policy SG LDP ENV 21—Protection and Enhancement of Buildings, which encourages the retention and reuse of vacant historic buildings.

Many local authorities also have local lists, these are a list of buildings or structures determined by the Council as being of special local interest that merit protection.

The Built Heritage Conservation officer's role in planning

The Council's Conservation officer has a wide ranging remit and is responsible for the whole region, their work includes;

- Advising, planners, agents, applicants, members of the public, council services and the Council on matters of conservation and best practice
- Developing strategic policy work, Guidance, Conservation Area Appraisals & Management Plans
- Advising project work and contributing to project development and bid applications



Rothsay Bathing Station present and past



In order to allow the Council to pursue the more strategic approach to conservation of the historic environment which is advocated by this strategy, it is necessary to streamline and rationalise the work of the Conservation Officer so that a greater focus can be made on strategic work. This will be achieved by the implementation of a consultation guide and protocol for Development Management. This will have the effect of allowing Development Management to take greater control of planning applications containing conservation issues with the comfort and certainty that where and when appropriate the expertise of the Conservation Officer is available . It will be supported by a planned and regular training scheme for Development Management to allow a spread of Conservation expertise throughout the planning service.

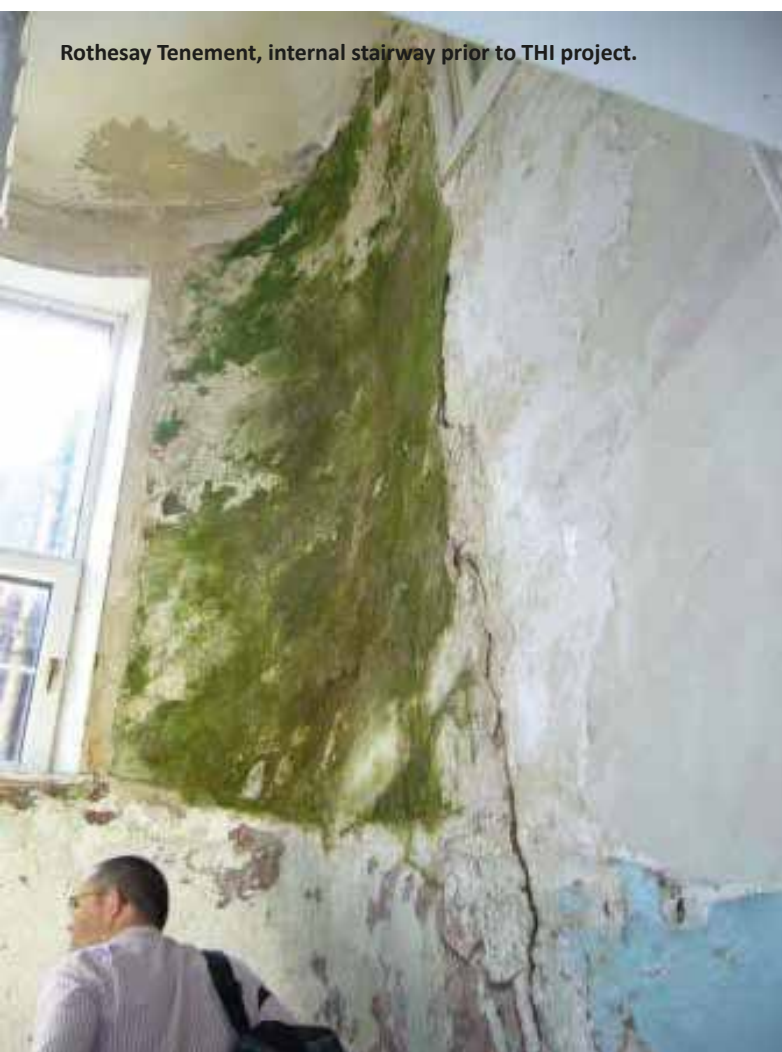
In addition the Council will, at times of greatest need in terms of strategic work, explore opportunities to provide temporary staffing support for the Conservation Officer.



Historic Scotland's role in planning

Historic Scotland is the responsible planning authority for determining development impact on Scheduled Monuments and for determining applications regarding Council owned designated assets. Equally, when a planning authority is minded to grant Listed Building Consent for the demolition of a listed building, or alterations to an A or B listed building, or Conservation Area Consent for the demolition of an unlisted building in a Conservation Area, they must notify Historic Scotland on behalf of Ministers. This gives Ministers the opportunity to call in applications for their own determination. However, the listed building consent process is subject to change as a result of the move to Historic Environment Scotland.

Historic Scotland are also a statutory consultee on applications and often work in collaboration with the planning service early on in the decision making process. This is to ensure that any issues are recognised as early on as possible and that the opportunity to make positive change is available. The aim is to help the proposal proceed whilst ensuring the minimum of negative impact on the asset.



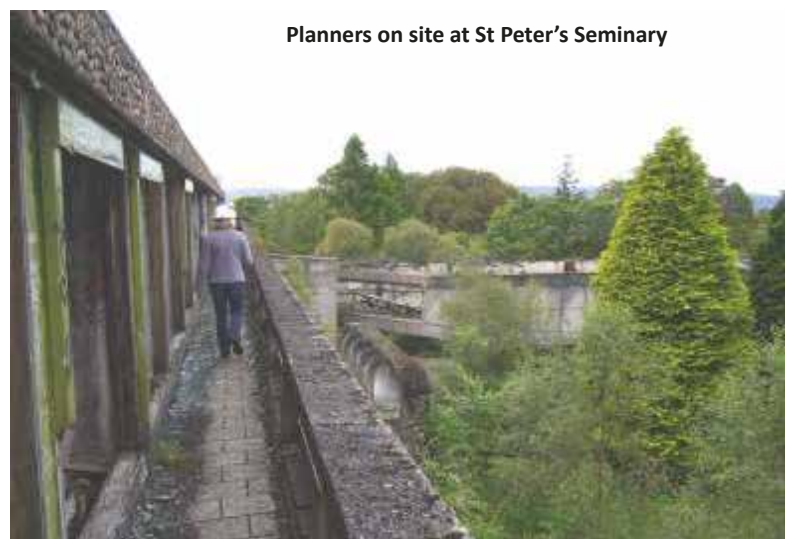
Rothesay Tenement, internal stairway prior to THI project.

2010. All provisions and associated Regulations attached to the Act were commenced on 1 December 2011. The Act addresses specific gaps and weaknesses in the existing heritage legislation framework that were identified during extensive discussions with stakeholders. The Act amends three pieces of primary legislation:

- The Historic Buildings and Ancient Monuments Act 1953;
- The Ancient Monuments and Archaeological Areas Act 1979; and,
- The Planning (Listed Buildings and Conversation Areas) (Scotland) Act 1997.

The Act aims to harmonise aspects of historic environment legislation with the planning regime; improve the ability of central and local government to work with developers and their partners; and improve the capacity to deal with urgent threats and increase the efficiency and effectiveness of deterrents.

<http://www.historic-scotland.gov.uk/index/heritage/environmentbill/whatisthebill.htm>



Planners on site at St Peter's Seminary

Historic Environment Scotland Bill

The Historic Environment Scotland Bill has been passed by the Scottish Parliament and will create a new national body for the historic environment, bringing together Historic Scotland and the Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS). The Bill makes specific provision for Historic Environment Scotland to carry out all of the key functions of the existing two bodies with flexibility for future development. The new lead body's name for legislative purposes, is Historic Environment Scotland (HES). The body will be able to explore and choose its own public facing name (or names) in due course. HES will be expected to play a lead role in delivering the Historic Environment Strategy for Scotland, working collaboratively with many partners to achieve this.

Historic Environment (Amendment) (Scotland) Act 2011

The Historic Environment (Amendment) (Scotland) Bill was introduced to the Scottish Parliament on 4 May

7.2 Buildings at Risk

As discussed in section 3 of this strategy, the general condition of many of our town centres are in an increasingly deteriorating condition. The scale of the problem needs to be properly understood and the information shared in order to focus action where it is most needed. In order to achieve this effectively and monitor change a centralised accessible system needs to be available for all the different services that are effect by and responsible for Buildings At Risk.

The Buildings at Risk Register Scotland is administered by the Royal Commission on Ancient and Historical Monuments (RCAHMS). A Building at Risk is usually a listed building, or an unlisted building within a conservation area, that meets one or several of the following criteria:

- vacant with no identified new use

- suffering from neglect and/or poor maintenance
- suffering from structural problems
- fire damaged
- unsecured and open to the elements
- threatened with demolition

This list is not exhaustive and other criteria may sometimes be considered when assessing a building for inclusion in the Register.

Rear of tenements in Campbeltown



This list, whilst useful, does not represent the true scale of the Building at Risk in this region, this is due to how the buildings are monitored and as a result of the vacant building criteria. Unfortunately there are many other buildings the Council could justifiably consider at risk. To truly understand the issue a review of Buildings at Risk under criteria that meets the interests and responsibilities of the Council would be required. Several services in the Council keep a record of buildings and structures that pose a concern to them. To improve information sharing and earlier alerts, officers will look at existing systems to establish if this could be improved centrally. An Argyll and Bute Buildings at Risk Register accessible to all and linked to GIS mapping would greatly improve our understanding of the issue, as well as the spread and density of the issue amongst our settlements and towns. This would then feed into data that helps:

- Understand the depth of the issue
- Action plan to raise awareness, engage with communities
- Support regeneration need for business cases and funding bids
- Understand potential cost impact to the Council and the Public
- Effectively direct resources e.g. planning, enforcement, funding etc.

A lot of information already exists between services, however reviewing this, centralising and mapping it would provide a far clearer more accessible basis on which to act. This would also link to and strengthen the prioritisation process discussed in section 5. The creation of a Buildings at Risk Register for Argyll and Bute will require initial resourcing and ongoing management and monitoring. In order to establish how feasible this is, the following will be investigated;

- Review of existing information and methods for storing it.
- Potential for partnership working with existing RCAHMs Buildings at Risk team,
- Potential for internal co-ordination, including how best to centralise each services records
- Examples of other Local Authorities with regional registers and how they are administered
- Potential to externalise the service and the associated costs.



Old Court House Campbeltown

7.3: Monitoring and Enforcement

An effective Planning Service sometimes requires a need for the Council to take enforcement action. It is always preferable for all to achieve a solution through negotiation as opposed to serving enforcement notices. Equally it is critical that the Council act in a proportionate way to the issue and at the appropriate time. It is always easier to prevent significant decay to the site and significant cost to the owner if issues or potential issues are identified early. To be able to do this regular monitoring and an effective system of early advice it is critical. Many local authorities undertake annual reviews of their conservation areas and buildings at risk, doing so allows them to:

- Monitor change
- Update records and retain evidence of advice and actions taken should formal enforcement be required at a later stage.
- Update the Buildings at Risk register (*either their own or the RCAHMS register*).

- Offer early advice, whether this is technical advice, funding advice or planning advice
- Be proactive in preventing issues rather than reactive.
- Engage with and improve lines of communication with owners

The key issues that should be observed and proactively responded to at an early stage are:

- Defective rain water management / water ingress, e.g. broken/missing gutters and downpipes, missing slates, defective lead work, defective or loose skews, defective pointing, defective chimneys etc. Water ingress is unquestionably the biggest cause of decay, eventual structural instability and risk to public safety. It can quickly cause enough damage to make repair unaffordable to the owner, resulting in the problem growing until expensive intervention is required by the council.
- Signs of unauthorised works that detrimentally affect the condition or special quality of the asset.

The above is best addressed by the Council's enforcement officers, led and promoted by the 4 Area team leaders and the service Development Manager.

Inveraray, down pipe corroded and leaking through lack of maintenance and damage from vegetation



To support positive proactive intervention it is proposed that a monitoring process is developed in order to provide effective records. Equally templates for early action letters will be provided so that consistent and useful advice can be provided to owners as early as possible. This will include technical leaflets as relevant, advice on shared ownership (regarding the Tenement Scotland Act) and if applicable advice on any funds that may be available through private sector housing or other external sources.



Window not in keeping with the character of the area



Window in keeping with the character of the area

This proactive work early on is essential to preventing the continued and serious decline of the built fabric of our town centres and settlements. This should be a lighter touch approach to that discussed below, and may not necessarily require a mechanism of prioritisation; the idea is to have an overall early impact to avoid more complex and serious situations arising. The recently developed Buildings at Risk Tool Kit will also be used as a reference tool <http://www.buildingsatrisk.org.uk/toolkit> as well the internal SharePoint guidance library proposed in this strategy.

Argyll and Bute's Enforcement Charter

The Councils Enforcement Charter provides information relating to enforcement action and legislative powers that the planning Service have. It is proposed that this document is reviewed to include, when agreed, information on proactive preventative actions and the monitoring discussed in this strategy.

Area Property Action Groups

As already discussed in this Strategy decades of underinvestment in the maintenance of our buildings have resulted in many properties being in danger of becoming unstable, uninhabitable or impacting negatively on an area's quality of place, bringing with negative social and economic results.

Rear of tenements in Campbeltown



To address more complex cases, the Council has set up Area Property Action Groups to help encourage maintenance, repair and reuse of problem buildings. These groups include officers from planning, building standards, environmental health, housing etc. The aim is to share information, target dangerous, seriously deteriorated or vacant properties and advise owners on what help may be available and how to move forward with what may seem a daunting scope of works. Choosing where to focus action is influenced by a wide range of factors, it is therefore proposed that the prioritisation mechanism discussed in section 5 is considered for adoption by the APAG group. This will ensure transparency in decision making and the prioritisation of cases that best match corporate objectives and statutory duties.

Existing Council Assistance

It is important that what assistance is available at the moment is understood by planning services and factored in to advice provided to owners at a pro-active early stage; this assistance is discussed in section 3.1. Equally, to promote the guidance and assistance available it is proposed that officers involved in the Area Property Action Groups, work together to promote their collective services at Area events. Every year in November there is a national maintenance week, this would be the ideal time to hold area events and generally for the Council to promote and encourage Maintenance.



Gutter clearing, Campbeltown

7.4: Building Standards

Dangerous Buildings

The objective of this strategy is to further develop a holistic approach with regards to the Council's impact on the historic environment. The primary purpose of the Council's Building Standards team is to ensure public safety and administer building warrants. For this strategy to be successful it is essential that the awareness it raises and actions it implements help reduce the number of public safety issues the Buildings Standards team deal with. Likewise in order to achieve the holistic approach to the historic environment this strategy promotes, it is essential that the sustainability of our existing built fabric can be supported through the Building Warrant process.



Dangerous Building, Campbeltown, now being brought back into use through CARS/THI

Best value, spend early save later;

Argyll and Bute Council's Community Planning Partnership (CPP) through the Single Outcome Agreement has identified prevention as a key aspect of each of its long term outcomes.

The CPP is committed to early intervention and prevention. Preventative spend is defined as:

"Actions which prevent problems and ease future demand on services by intervening early, thereby delivering better outcomes and value for money".

http://www.argyll-bute.gov.uk/sites/default/files/soa_april_2014_v6.pdf

Such an approach is essential if the challenges facing Argyll and Bute are to be addressed successfully and in a sustainable manner. The range of challenges facing Argyll and Bute is significant and wide ranging and a multi-faceted approach to prevention is required.

This statement is particularly pertinent to the declining condition of Argyll and Bute's built environment. Buildings that, through neglect, reach the stage where buildings standards need to be involved often require significant investment from either the owner or the Council. Equally resolving the issues they present becomes resource intensive for a variety of different services. Reducing the negative consequences these building bring can only present significant benefits for;

- Local communities and their quality of place and their economic potential
- Individual owners, reducing the financial outlay required to resolve poor condition
- The council in terms of resource and investment

The actions suggested earlier in Planning, and joint workings between the Area Property Action Groups are aimed at reducing the number of neglected buildings Building Standards has to act on.

Building Standards primary objective is to remove risk to the public and they always aim to achieve this at the minimum cost to the Council. Often this includes the removal of fabric from a building to prevent collapse or material falling into public spaces e.g.

- Slates,
- Hoppers,
- Guttering
- Chimneys
- Defective structural elements; timbers, stone work etc.

However removal of such elements results in an exacerbation of the decay of the building at an ever increasing rate. This is due to the increased level of water penetration and the decay mechanisms speeding up as time passes. Removal as appose to basic repair results in further intervention by the council at a later date, by which time the problems are more severe and costly to resolve.



Building becomes dangerous through lack of maintenance, requires action from Building Standards



Negative impact on street scape damages an areas economic potential

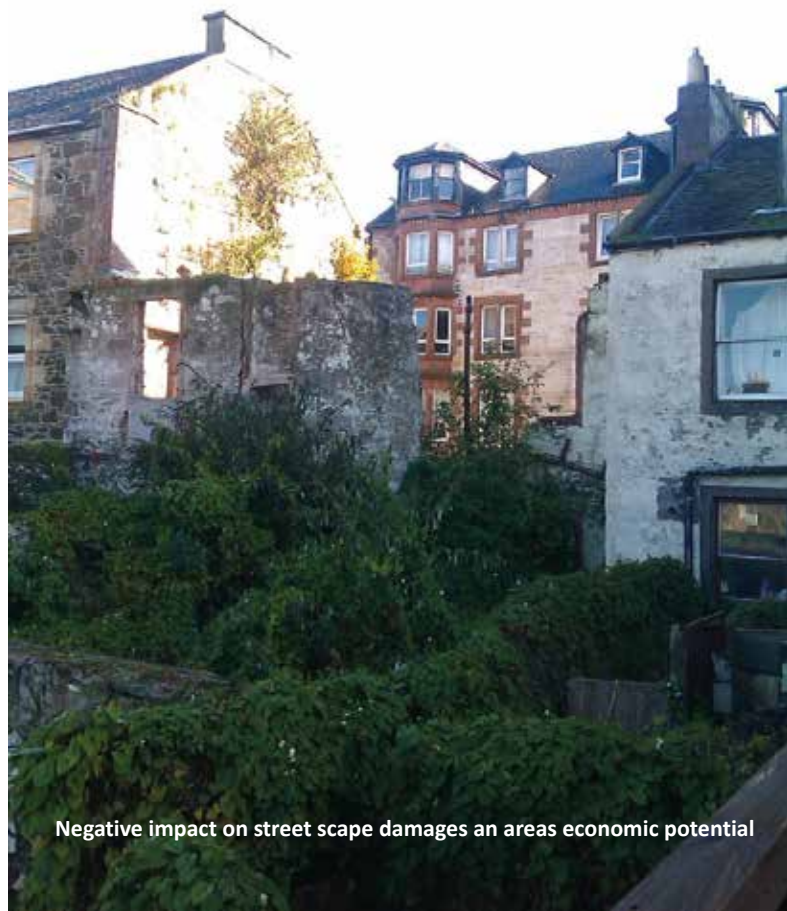
It is essential to emphasise that the maintenance of property is always the primary responsibility of the owner, however occasionally there are instances when an owner may be untraceable or genuinely unable to take action independently.

In order to achieve preventative and holistic action it is important that when building standards have no option but to undertake fabric removal, that that decision and how it is executed can be guided so as to achieve best long-term value. The introduction of a methodology or mechanism to guide these decisions could be considered. Such a process should allow scope for a proportionate response informed by key stakeholders at an early stage and provide the opportunity to follow up a works to ensuring the initial intervention succeeds and that further intervention is minimised. Such a process would result in;

- Less intervention from Council services, therefore reducing costs.
- Maintenance of quality of place and the economic potential of the local area.
- Increased potential for the property to find a sustainable future use at reduced costs to the Council, future owners, funders etc.
- Reduction of anti-social behaviour related to derelict and abandoned buildings.

Building Warrants

Building standards is also concerned with how a building is constructed in relation to structure and fire, means of escape, its energy efficiency and accessibility and the general health and safety of the building users. Further to public safety another principal aim of Building Standards is to ensure the health, safety and welfare of people in and around buildings, the conservation of fuel and power and the encouragement of sustainability in buildings.



Negative impact on street scape damages an areas economic potential

Current Scottish Government Policy and Argyll and Bute Council policies support the retention and re-use of buildings as well as improved sustainability and energy efficiency of buildings. As a result Historic Scotland with research partners and the Scottish Government have been developing solutions to ensure traditional buildings can meet building regulations. Over the past decade significant advancements have been made and this is an ever evolving field. It is therefore essential that Argyll and Bute council's building standards teams have the opportunity to access the relevant advice and CPD opportunities. Doing so ensures that they can advise, support and encourage the retention, conversion and reuse of traditional buildings in a way that meets current standards whilst respecting the character and special interest of the building. To achieve this and demonstrate the Councils commitments to; carbon reduction, retention and re-use of traditional buildings, a Building Standards policy on Historic buildings is proposed, this would include;

- The aims and aspirations of the Buildings Standards service with regards to the retention and re-use of Historic Buildings (this would be irrespective of any designation)
- The actions they will take to support these aspirations and the partners they will work with
- The Guidance available to themselves and the public from The Scottish Government and Historic Scotland (acting on behalf of the Government) that will be involved in decision making.
- A commitment to Continued Professional Development with regards to energy efficiency, fire prevention and traditional construction in historic buildings.

The delivery of this will be supported by the creation of the internal SharePoint guidance library as well as the new conservation section of the Councils website. Likewise the opportunity for an internal training programme, in partnership with Historic Scotland will be investigated. This would be intended for planning staff, the Council's architects and property managers as well as the Building Standards teams. The sustainability and climate change benefits of the historic environment are discussed in more detail in section 2.2.

Breathable clay plaster over wood fibre board, prior to painting.



Breathable wood fibre board

Key outcomes of Key Objective 7

- We will work to be more strategic in our approach to conservation guidance relating to Development Policy and Development Management work.
- We will work to rationalise the process of creating more accessible Conservation Area appraisals.
- We will work to promote positive examples of conversion, design, renewable technology and improved energy efficiency in the historic environment.
- We will work to protect unlisted historic buildings /sites that make a significant contribution to the local context.
- We will develop pro-active approaches to managing problem buildings

Please see key objective 8 for details as to how this will be achieved

Key Objective 8

To prepare a programme of actions for delivery involving the council, the local community, property owners, other agencies and funding partners

8.1: Action Plan:

Many of these actions relate to the wider overarching principles of the Single Outcome Agreement (SOA), where an action relates to a specific SOA outcome this is detailed at the end of each key objective action table

Monitoring and Review

It is vital that Argyll and Bute Council continues to work with partners in the heritage, tourism and construction sector to set realistic measurable outcomes and document impact of investment and training. This will help guide decision making and inform future management and planning.

We will work with our Community Planning Partners to realise the aspirations of the Single Outcome Agreement, the Argyll and Bute Historic Environment Strategy and the recent Scottish Government's Historic Environment Strategy for Scotland. Delivery of this strategy will be monitored by annual reports to the Planning, Protective Services and Licensing committee, up-dates regarding the annual review will be posted on line and circulated to all elected members.

Key Objective 1

To provide a strategic context and holistic approach and vision for Argyll and Bute Council's Heritage Activity

Action	Lead	Time-scale	Completed
<p>Alignment of corporate and strategic documents:</p> <p>In order to strengthen the alignment of this strategy with the Council's Corporate Plan, Carbon Management Plan, Asset Management Strategy, Local Development Plan, Economic Development Plans and the Argyll and Bute Community Plan and Single Outcome Agreement, the Executive Director of Development and Infrastructure Services will request through Strategic Management Team meetings that the respective services responsible for these documents factor in the agreed Historic Environment Strategy's key aims, objectives and action plan when the above documents are reviewed.</p>	All, supported by the Executive Director of Development and Infrastructure Services	Ongoing	
<p>Political spokes person for the Historic Environment:</p> <p>Introduction of a Heritage Champion: The role of the heritage champion will be to provide member/political support for the Historic Environment and this Strategy, ensuring cross service adoption of the Strategy's agreed aspirations and action plan, and promoting the value of the Historic Environment to fellow members and out communities.</p>	Leader of the Council	Ongoing	

Key Objective 2

To highlight the wider contribution our historic environment can play in the development of the economy, creating and maintaining a strong sense of place, social well being, sustainability and climate change targets.

Action	Lead	Time-scale	Completed
<p>Promoting connectivity between heritage projects and other activities in the region:</p> <p>The use of web sites for the Argyll and the Isles Strategic Tourism Partnership and Explore Argyll will be encouraged to help deliver a more centralised and stronger presence for all the heritage activity providers in the region.</p> <p>The potential for a heritage trail that can connect to existing local activities around the region will be investigated by Culture and economic Development. Equally resources required for development, implementation and on-going co-ordination will be investigated including potential for delivery through the Argyll Coast and Countryside trust</p>	<p>Head of Economic Development & Head of Community and Culture</p>	<p>Ongoing</p> <p>July 2016</p>	
<p>Promotion of Council Services available to communities and groups delivering heritage activity:</p> <p>Economic development and the social enterprise team will collaborate with community planning and those developing community action plans to promote available Council assistance and this strategy.</p>	<p>Head of Economic Development</p>	<p>Ongoing</p>	
<p>Understanding sustainability and climate change value:</p> <p>To ensure the place of historic buildings in our carbon management requirements is recognised, this strategy will be aligned with the Council's Carbon management plan and Asset Management Strategy.</p> <p>CPD re: conversion, energy efficiency and renewables in the historic environment will be introduced. This will be delivered in partnership with Historic Scotland and Adaptation Scotland.</p>	<p>All, supported by the Executive Director of Development and Infrastructure Services</p> <p>Built Heritage Conservation Officer</p>	<p>Ongoing</p>	
<p>Improving access to Guidance on the Historic Environment:</p> <p>External: A Historic Environment section on the A&BC website will be created to provide and share guidance as well as to support and promote the Historic Environment.</p> <p>Internal: A Guidance Library will be created and accessed through an internal Share-point site to provide technical support, case studies, good practice examples and policy guidance.</p>	<p>Built Heritage Conservation Officer</p>	<p>July 2015</p>	
<p>Links to SOA:</p> <p>1.6.1 Secure and maintain ongoing sustainability of the Argyll and the Isles Tourism Co-operative Ltd (AITC) (trading arm of AISTP) to further develop the tourism value chain linked to the area's unique heritage, provenance and authenticity.</p> <p>1.6.2 Create partnership structures with the capacity and desire to develop the culture and heritage sector to maximise the unique opportunities provided by the unique culture and heritage of the area.</p> <p>1.6.3 Support the delivery of high quality tourism experiences across Argyll and Bute</p> <p>2.7.2 Develop a policy frame work for the holistic management of land and buildings (Bute Pilot)</p> <p>6.6.4 The third sector works to achieve sustainability and improve resilience</p>			

Key Objective 3

To identify the key challenges and opportunities facing the regions historic environment and make recommendation as to how these might be addressed.

Action	Lead	Time-scale	Completed
<p><i>Raising awareness of the importance of maintenance and of the assistance available:</i></p> <p>Annual maintenance week events will be developed to engage local communities and local Community Councils in the importance of maintenance. Existing assistance and guidance will be promoted, through area events, the new Historic Environment website, area offices and through regeneration projects. Any grant assistance will also be promoted through the same routes.</p>	Built Heritage Conservation Officer, Housing & Economic Development	Ongoing	
<p><i>Traditional Skills, improving understanding and training:</i></p> <p>Promotion of traditional skills for contractors and home owners</p> <p>Access to training events will be promoted on the new public website. An email contact list will be created to circulate information on training opportunities and historic environment events. Traditional skills events and training will continue to be promoted through regeneration projects</p> <p>Long term regional training opportunities</p> <p>The potential to introduce long-term training provision in traditional construction skills in Argyll and Bute will be investigated; this will be in partnership with key funding partners and existing training providers in the region.</p> <p>Increased funding for training opportunities</p> <p>Existing funding streams with key funders and how they could be best implemented will be investigated. The potential for a bursary scheme to contribute to costs for contractors interested in attending events will be investigated</p>	<p>Built Heritage Conservation Officer</p> <p>Built Heritage Conservation Officer in partnership with Historic Scotland and Argyll College</p> <p>Head of Economic Development</p>	<p>Ongoing</p> <p>July 2016</p> <p>July 2016</p>	
<p>Links to SOA:</p> <p>3.2.1 Improve the alignment of education and training with business requirements and economic opportunities in Argyll and Bute</p> <p>3.2.4 Encourage local apprenticeships and training programmes which align with the demands of the local job market</p> <p>3.2.7 Develop a curriculum for Argyll College which is responsive to local needs</p> <p>3.6.3 Increase the capacity of community groups</p> <p>3.6.4 provide the opportunity for Adults to participate in certificated courses across Argyll and Bute</p>			



Key Objective 4

To identify the key challenges facing the Council's existing built heritage assets and make recommendation as to how these might be addressed and prioritised

Action	Lead	Time-scale	Completed
<p><i>Embedding the value of the Historic Environment in corporate asset management:</i> To ensure Councils asset management reflect the value we place on the Historic Environment; the new Scottish Historic Environment Strategy from the Scottish Government, Argyll and Bute Council's Historic Environment Strategy and all legislation and statutory requirements of the Council will be reflected in the Council's Corporate Asset Management Strategy, Capital Plan and Carbon Management Plan.</p>	All, supported by the Executive Director of Development and Infrastructure Services	Ongoing	
<p><i>Accessibility of up-to-date & mapped record of Assets the Council are responsible for:</i> To ensure cross service asset records are shared, mapped and kept up-to-date with the GIS team; all Assets & Land Council are responsible for will be mapped through GIS and a methodology for ongoing sharing of information will be created. Once mapped the mapped assets and all other relevant GIS data will be accessible through Local View.</p>	Head of Facility Services	April 2016	
<p><i>Understanding our Assets:</i> To enable the Council to understand the varying significance, condition and conservation capabilities of their designated sites, a review of all designated assets the Council have a responsibility for will be undertaken. This will be undertaken after all assets are mapped through GIS.</p>	Built Heritage Conservation Officer	April 2016	
<p><i>Training amongst Asset Managers and their teams:</i> To ensure accessibility of shared data, training in Local View/GIS will be implemented when assets are mapped. Training in understanding designations and caring for historic structures will also be undertaken.</p>	Built Heritage Conservation Officer	Ongoing	
<p><i>Council Permitted Development Protocol (CPDP), managing positive change:</i> The CPDP and what services use it will be reviewed to ensure a more holistic management of impact. CPD regarding relevant policies and existing management plans relating to the historic environment will be provided. Guidance on positive asset and street scene management will be provided through the proposed Share-point guidance library.</p>	Development Management Manager	CPDP review: Dec 2015 Training: Ongoing	
<p><i>Asset management:</i> Maintenance of Assets A programme of targeted training of Council work force, contractors and decision makers will be developed, a review of maintenance plan methodology regarding historic assets will also be undertaken.</p>	Built Heritage Conservation Officer	Ongoing	
<p>Asset disposal Through the Bute Pilot Study an improved methodology for asset disposal will be created. This will include considering; data management, exit strategies, future planning</p>	Head of Facility Services	April 2016	

Asset management, cont:

Marketing of Heritage Assets

To ensure targeted and realistic marketing of our heritage assets identified for disposal a review of the Council's marketing strategy will be undertaken, a new developer database through which developer events could be held will be created, the pilot in Bute will consider marketing opportunities. Assistance to the existing third sector asset transfer process will continue

Community Right to Buy

The potential impact of this and how the Council can best address it will be investigated

Head of Facility Services

April 2016

Links to SOA:

2.7.2 Develop a policy frame work for the holistic management of land and buildings (Bute Pilot)

2.7.3 Deliver a Historic Environment Strategy for Argyll and Bute

2.7.5 Work with Scottish Futures Trust to ensure that we have a strategy for co-location where possible

2.8.1 To develop a marketing strategy to dispose of public sector surplus property and land

2.8.2 Ensure that the opportunities of co-location with partner agencies are considered in the preparation of every strategic change capital business case



Key Objective 5

To devise a mechanism for prioritising future built heritage projects around Argyll and Bute, and to identify Council and other external funding streams to enable successful delivery.

Action	Lead	Time-scale	Completed
<p>Corporate prioritisation methodology for historic environment related projects:</p> <p>To ensure that internal Council projects and support for external projects have a consistent rationale and are of maximum benefit to the region and our communities a prioritisation methodology will be created.</p>	Built Heritage Conservation Officer	Dec 2015	
<p>Corporate prioritisation methodology for resourcing actions on problem buildings:</p> <p>To ensure officer resource is targeted in a strategic way to maximise local benefit the prioritisation methodology discussed in section 5.1 will be used by the Area Property Action Groups when considering proactive actions to deal with problem buildings.</p>	Built Heritage Conservation Officer	Dec 2015	
<p>Develop and strengthen relationships with key funders.</p> <p>The potential for Argyll and Bute to become a HLF priority development area will be investigated.</p> <p>The opportunity for a pilot scheme in the region where different funders could work with a proposed strategic project/heritage team, to help deliver a more holistic approach to funding will be investigated.</p>	Head of Economic Development	July 2016	
<p>Links to SOA:</p> <p>1.6.1: Secure and maintain ongoing sustainability of the Argyll and the Isles Tourism Co-operative Ltd (AITC) (trading arm of AISTP) to further develop the tourism value chain linked to the area's unique heritage, provenance and authenticity.</p> <p>1.6.2: Create partnership structures with the capacity and desire to develop the culture and heritage sector to maximise the unique opportunities provided by the unique culture and heritage of the area.</p> <p>1.6.3: Support the delivery of high quality tourism experiences across Argyll and Bute</p> <p>3.6.3: Increase the capacity of community groups</p>			



Key Objective 6

To promote access to Argyll and Bute's built heritage assets and extend the diversity of heritage activity

Action	Lead	Time-scale	Completed
Promoting and marketing Argyll and Bute's Historic Environment:			
Argyll and Bute's unique selling point Economic Development, Culture, Conservation, Historic Scotland and the Argyll and the Isles Strategic Tourism Partnership, will work in partnership to establish potential focuses for improved marketing	Head of Economic Development	July 2016	
Promoting and marketing Economic Development and Culture will review current marketing and promotion practice and develop an improvement plan that will fill any gaps relating the focuses and improve connectivity around the region.			
Coastal Town Regeneration:			
A research study to establish need and opportunities for heritage led economic growth in our main coastal towns will be investigated, as well as how they can better connect through heritage/culture/arts activity. The result will be used to feed into longer term action planning through the local development plan and the Economic Development Action Plan.	Head of Economic Development	July 2016	
Scotland's Urban Past:			
Economic development will look to engage with and participate in the Scotland's Urban Past project currently in development through RCAHMS	Head of Economic Development	April 2015 expressions of interest sought from LAs then Ongoing	
Promoting and supporting connectivity between community projects:			
To help strengthen the impact and sustainability of community projects the Council will encourage connectivity between projects through the actions outlined in the Council's Strategic Action Plan for Culture, Heritage and Arts. We will promote this strategy and the Council's Strategic Action Plan for Culture, Heritage and Arts work through Community Planning Partners to assist in the development of Community Action Plans and community projects.	Head of Community and Culture	Ongoing	
Encouraging connectivity with Arts and Culture To develop existing synergies between heritage, arts and culture the potential for improved partnership working with creative Scotland will be investigated.			
Supporting volunteers Support for volunteers will be promoted by supporting and encouraging engagement with; the Strategic Action Plan for Culture, Heritage and Arts, the Argyll Coast and Countryside Trust			
Improving Access and Interpretation Projects related to improving access and interpretation will be promoted and assisted through the work of the Strategic Action Plan for Culture, Heritage and Arts, the Argyll Coast and Countryside Trust			

Links to SOA:

- 1.3.1: Raise awareness nationally of the qualities and attractiveness of Argyll and Bute as a location for investing, working, living, studying and visiting
- 1.3.2: Develop a clear CPP communication strategy which will enable the promotion of positive perceptions and improvements.
- 1.6.1: Secure and maintain ongoing sustainability of the Argyll and the Isles Tourism Co-operative Ltd (AITC) (trading arm of AISTP) to further develop the tourism value chain linked to the area's unique heritage, provenance and authenticity.
- 1.6.2: Create partnership structures with the capacity and desire to develop the culture and heritage sector to maximise the unique opportunities provided by the unique culture and heritage of the area.
- 1.6.3: Support the delivery of high quality tourism experiences across Argyll and Bute
- 3.3.4: Pursue creative arts and digital media opportunities within our schools with appropriate community organisations
- 3.4.3: Increase the number of young people engaged in volunteering
- 3.6.3: Increase the capacity of community groups



Key Objective 7

To promote positive development management & intervention for Argyll and Bute's Historic Environment

Action	Lead	Time-scale	Completed
<p>Development Policy:</p> <p>To ensure earlier and more structured input from the Built Heritage Conservation Officer; protocols will be put in place to inform the Local Development Plan Process, including measuring the impact of proposed or existing allocations on the historic environment and to inform development policies and supplementary guidance relating to the historic environment</p>	Development Policy Manager	Dec 2015	
<p>Development Management:</p> <p>Submissions</p> <p>To promote and improve understanding of significance and Impact related to proposals, as well as improving submission detail, a design statement template will be created for use by applicants to assist in their applications, this document will also sign post applicants to the relevant information sources. The type of applications this should be applied to will be considered in Partnership with Built Heritage Conservation Officer.</p> <p>Assessment of submissions</p> <p>To develop further skill within the planning service a training plan and CPD requirement will be implemented in partnership with Historic Scotland. This will be supported by the proposed internal Share-point guidance library and the promotion of wider training opportunities.</p>	Development Management Manager	Dec 2015	
<p>Promotion of positive examples of conversion, design, renewables and improved energy efficiency:</p> <p>To highlight the successful and positive design or conversion projects, positive examples will be featured on the Historic Environment/Planning section of the Councils website. The Councils design competition will also be used to promote and include positive examples.</p>	Development Policy Manager	Dec 2015 then ongoing	
<p>Conservation Areas:</p> <p>Resource requirement for the delivery of appraisals for all conservation area appraisal/management plans will be investigated. Existing draft appraisals will be reviewed and a time table for any required up-dating, consultation and adoption will be established for their delivery. A methodology or tool kit will be developed to guide delivery of remaining conservation area appraisals will be developed. Equally the recourse implications of outsourcing the production of the remaining conservation appraisals will investigated. The review of condition and priority conservation areas undertaken in 2012 will be updated.</p>	Built Heritage Conservation Officer	July 2016 then ongoing	

Action	Lead	Time-scale	Completed
<i>Key Objective 7 Cont</i>			
<p>Unlisted historic Buildings/Sites:</p> <p>Planning services will continue to promote the retention and re-use of historic buildings through; policy SG LDP ENV 21- Protection and Enhancement of Buildings, the existing Council Design Guides and Historic Scotland Guidance. We will work with WoSAS to develop further the unlisted asset recording need in the region through their existing Historic Environment Record.</p>	Development Management Manager	Ongoing	
<p>Buildings at Risk</p> <p>The merit in and potential to create an Argyll and Bute Buildings at Risk Register that can be shared between services will be investigated. Resources to set up and manage such a register will be investigated.</p>	Built Heritage Conservation Officer	Dec 2016	
<p>Enforcement</p> <p>An effective monitoring and record keeping methodology will be developed and how it will be resourced will be established. A positive early intervention process will be established and incorporated in the Councils enforcement charter, this will include improving access to technical advice and/or any financial assistance that may be available to home owners.</p> <p>The Area Property Action Groups will continue to work together on complex cases prioritising case work through the prioritisation methodology developed in Key Objective 5. The structure of the group, its key aims and a process for achieving Council support for action will be reviewed and clarified.</p> <p>A methodology for dealing with abandoned or owner-less buildings will be developed in order to minimise ongoing cost to the council, negative impact on quality of place and to preserve a potential for the building to be brought back into use at less cost to the Council.</p>	Development Management Manager	Dec 2016	
<p>Resources for implementation of a pro-active approach.</p> <p>To support the pro-active proposals in this strategy and Development Managements capacity to act on them, budgetary requirements will be reviewed and any requirement sought from Council.</p>	Head of Planning and Regulatory Services	Ongoing	
<p>Strategic approach to Conservation work and Strategy implementation</p> <p>In order to allow a more strategic and holistic approach to conservation issues and the implementation of many of the action points raised in this strategy, a process regarding how and when the conservation officer will be consulted on development applications will be put in place. Equally temporary staffing support will be investigated to support delivery of this strategy and ensure on-going support for development management.</p>	Development Policy Manager	Dec 2015 then ongoing	

Action	Lead	Time-scale	Completed
<i>Key Objective 7 Cont</i>			
Building Standards			
Public Safety. The mechanism for decision making regarding removal or repair will be reviewed to ensure it supports best value in-terms of ongoing cost to the council and impact on the local area. A methodology for consultation and sharing information to relevant parties (e.g. APAG groups, Conservation Officer, Historic Scotland) and when this is triggered will be developed.	Head of Planning and Regulatory Services and Head of Building Standards	July 2016 then ongoing	
Building Warrants. A Building Standards policy on Historic buildings is proposed, this is to ensure and demonstrate the Councils Commitment to carbon reduction, the improvement of quality of place and the retention and re-use of our historic assets. The policy will include; the aims and aspirations of the Buildings Standards service with regards to Historic Buildings, the actions they will take to support these aspirations and the guidance available to themselves and the public.			
Energy Efficiency and Historic Building conversion. To support both planning and building standards staff with the recent developments in energy efficiency options, renewable technology options and how they can be incorporated into historic building conversion, The council will work with partner organisations to improved access to and delivery of Continued Professional Development opportunities regarding these issues.	Built Heritage Conservation Officer	Ongoing	
Links to SOA:			
1.8.3: To optimise public sector employment and training opportunities including work experience, apprenticeships, graduate placements, research, etc.			
2.1.2: To produce a Local Development Plan Action Plan with a focus on economic growth for Argyll and Bute covering essential services, connectivity including road, integrated transport, rail, ferries, ports, air, active travel, digital technology and grid. CHORD, TIF and Maritime Change Programme			
2.4.1: To preserve and expand the supply of good quality housing units across all tenures to enable population growth.			
2.4.4: Ensure the development planning process supports the development of housing in Argyll and Bute			
2.7.3: Deliver a Built Heritage Strategy for Argyll and Bute			

Fraser MacIver, Argyll Hotel



Margaret Kerr



Christine Russel, Loch fyne Skiffs



Christine Russel, craig house pier, Jura



Lesley Burr



Left and Right, Sara Qualter and Bill Baillie, from the series Something Slightly Unexpected

