

# Tiree Community Growth Plan 2011 - 2016

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# Tiree Community Growth Plan 2011 -16

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<u>Contents</u>	<u>Page</u>
About the Growth Plan, Growth at the Edge and CAM	3
Introduction	5
What's happening already – Tiree has a lot to celebrate	6
The Community's vision for the future	7
Tiree's targets for the next five years	8
How do Tiree's targets fit with European, National and Local Government strategies?	9
Tiree's Core Values	11
Strategic Themes	12
Theme 1 - Community Facilities and Infrastructure	13
Theme 2 – Crofting, Agriculture & the Environment	16
Theme 3 – Employment and Economic Development	19
Theme 4 - Housing	22
Theme 5 – Marine Resources and Fishing	24

<u>Contents</u>	<u>Page</u>
Theme 6 – Renewable Energy and Energy Efficiency	25
Theme 7 - Tourism	28
Theme 8 - Transport	30
Theme 9 – Youth, Children and Education	32
Theme 10 – Community Groups	34
Projects (Short, Mid and Long term) and Key Priorities	35
Delivering the Plan – Working in Partnership	40
Appendix	41

### **About the Growth Plan, Growth at the Edge and Community Account Management**

The Island of Tiree's community has been selected as an area where enhanced support under a new approach called Growth at the Edge/Fas aig an Oir can achieve innovative and sustainable community development. This approach is being developed by Highlands and Islands Enterprise (HIE), and is designed to support the most remote and disadvantaged communities within the HIE area.

HIE and LEADER has co-financed the services of a Local Development Officer with the Tiree Community Development Trust as the anchor organisation. The main duties of the Local Development Officer are:

- To produce a Growth Plan for Tiree, which takes into account the community's vision for the next five years, and uses this vision to establish priorities for development- where progress has already been made towards a development plan, this plan will be refreshed
- To develop business plans and funding proposals for those projects identified as priorities within the Community's Growth Plan
- To oversee the implementation of these projects, including the sourcing and drawdown of funding, and the keeping of records/writing of reports as required by funders
- To maintain constructive working relationships with groups within the community, and with staff from public, voluntary and private sector organisations to ensure a co-ordinated approach and enable acceleration of social-economic regeneration through co-ordinated investment by development and public agencies
- To look for ways to integrate all local voluntary and community based actions in order to support the wider aims of the community
- To develop the initial community appraisal/needs survey and use this to generate a Local Community Development which can be endorsed by the local Community Planning Body
- Subsequent to the plan endorsement, ways need to be found to implement the plan contents, this will require a series of prioritisation decisions with the objective of achieving clear early wins alongside the longer term nurturing of the community's long term vision

### **What is Community Account Management?**

Community Account Management is working intensively with an anchor organisation over a sustained period of time (up to five years) to support the anchor organisation to deliver outcomes for the overall sustainable growth of the community.

Tiree's community will be supported to develop a Community Growth Plan (similar to a business plan) spanning a five year period. Support (although not necessarily funding from HIE) will be provided to implement the projects and targets within the Community Growth Plan.

Alongside this, the community will be supported to become sustainable, taking on projects with a revenue stream, so that the community builds capacity and can continue to support community development after the account management relationship ends.

#### Main aim of Community Growth Plan

The aim of the community growth plan will be to address issues within the community, whether these are about housing, employment, depopulation etc., but also to support the community to identify opportunities for revenue generation that will enable our community to become more sustainable and profits can be used for the good of the wider community.

#### Delivering the Plan

In order for the plan to be delivered effectively, it is vital that the community work together and that all groups and individuals are kept informed of progress.

#### Intended recipients and users of the plan:

- The resident population of Tiree
- The visiting population of Tiree
- Public agencies, including off- island bodies such as Argyll and Bute Council, HIE etc

#### Where the plan will be available:

- Tiree Rural Development Website – Copies available to download ([www.tireerd.org.uk](http://www.tireerd.org.uk))
- Tiree Community Development Trust Website – Copies available to download ([www.tireetrust.org.uk](http://www.tireetrust.org.uk))
- An Iodhlann – Copy available to read
- Tiree Library – Copy available to read
- The Business Centre– Copies available to takeaway
- Tiree Rural Centre – Copies available to takeaway
- Tiree Community Development Trust Office – Copies available to takeaway

## **Introduction**

The Island of Tiree, the most westerly of the Inner Hebrides has a population currently around 732, although between the census 2001 and 2011 there has been a 3.9% decline in the Island's population and this demonstrates how fragile the island is. On a positive note, Tiree saw a baby boom in 2010 with 15 babies being born or moving onto the Island.

If the population falls further, some of Tiree's key facilities – the school, the surgery, regular transport links, Tigh a Rudha (the Eventide Home) – may not be economic and we may lose what we have. The primary school roll has fallen from 63 pupils in 2001 to 47 pupils in 2011. We all know that the future of Tigh a Rudha is uncertain at the moment. Nobody wants to lose our key facilities so we must act now to save our resources for the long term.

The community is in limbo at the moment with regard to the proposed offshore windfarm, the Argyll Array. Some members of the community feel that the Island could benefit economically from this development and create employment while others fear it could have a disastrous effect on the community and the scenery. The problem is that we do not have enough facts at the moment to determine whether it could be a negative or positive addition if it goes ahead. There will be turbulent times ahead and some hard decisions will have to be made to ensure that we get the best outcome for our Island and for our community. Therefore it is imperative that the community works together to gather all the facts to enable us, as a community, to make an informed decision.

It is also an exciting time for the Island, with our windfall money from Tilley, our community turbine, coming in. It is such a great achievement for a small Island, to have our own funding for projects, especially in this current economic climate and we should be proud of this. By having this independent income stream on our Island we will be less reliant on Grant funding from outside bodies especially when we are faced with funding cuts during this time of financial hardship.

The basis for the information in this plan came from the community open day on 29<sup>th</sup> January 2011, Resident's survey carried out in March 2011, local audit (compiled by the LDO in January 2011) and consultation with local community groups and members of the community. This plan has been written for the community and the community will have ownership of the plan.

### **What's happening already – Tiree has a lot to celebrate!**

As you can see from the projects listed below, a lot has been achieved since the first plan in 2005 and Tiree's community should be very proud of this. The projects were identified and implemented by various different community groups and outside agencies. This updated plan will build upon this effort to help ensure in the future everyone works towards a common vision for Tiree, maximising resources, minimising duplication of effort and working in partnership as a truly united community.

### **Achievements from the 2005- 2010 Community Development Plan:**

- Holding A'Bhuain in 2006.
- Employing a youth worker. TCDT now employs a youth worker.
- Developing a Community Renewable energy project for revenue generation. We now have "Tilley", our own community turbine.
- The very successful Tiree music festival 2010. The organisers plan to have this as an annual event.
- The play park at Crossapol.
- The Tourist information point in the Rural Centre.
- Ring and Ride bus service provided by Argyll and Bute Council.
- A transport group has been formed.
- Employ a Renewable energy project officer to progress the Tiree renewable energy and energy efficiency strategy – This has been achieved with the Power down project through TRD.
- The Scottish Executive's job dispersal programme to attract professional posts to the Island. This has provided a number of local people with employment.
- West Highland Housing Association has built 16 affordable homes at the Pier View development. This has enabled young, local families to return to the Island and has provided homes for new teachers to the Island.
- M&K MacLeod have built private houses and 8 affordable homes through the Gro-grant scheme at the Pier View development.
- An access officer was funded by TRD, Argyll Estates and SNH
- Establishing an island-wide cattle health initiative.
- Ringside Cinema at the Rural Centre

### **The Community's Vision for the Future**

From community consultation, you, the community, have decided that this vision should stay the same as the previous plan. The vision is as follows:

*“ In 2025 Tiree will continue to be a thriving and economically viable community sustaining a high quality of life for all whilst safeguarding our remarkable environment, heritage and culture. By making the Island more attractive to young people and families we will work towards a slow, sustainable population growth, preventing a population decline”*

In the recent residents' survey, 88% of you said you were satisfied with Tiree as a place to live.

### **Tiree's Targets for the next five years**

Over the next 5 years, through the delivery of this plan and by all the community groups working together, Tiree has set the following targets in order to work towards the community's vision for the future:

- Continue to provide affordable housing on the Island as required
- To maintain the number of crofting businesses and cattle at current levels thereby helping to preserve our unique environment through good management whilst increasing the quality of stock and promote land-based sector skills development
- To create more employment and job opportunities in order for us to be a thriving and economically viable community
- Work towards reducing the Island's carbon footprint
- To work towards a longer tourism season to enable year round tourism and make Tiree a quality tourist destination and improve satisfaction
- Improve population trends
- Increased average Household Income through improved employment opportunities e.g. less seasonal working, more sustainable local businesses, access to business space to allow us to sustain a high quality of life
- Improve transport provision and inter-island links
- Community Assets: Acquisition and Development
- Encouragement of a range of community groups/ activities
- Retain Tiree Gaelic culture and traditions through various projects and this will help towards to safeguarding our heritage and culture

### **How do Tiree's targets fit in with European, National and Local Government Strategies?**

The Tiree targets and projects that have been chosen fit well with the priorities of Local and National Government, this in turn means that our projects and targets are more likely to succeed. They could potentially attract advice, support and possible funding at Local, National and European level to enable our projects and our community to meet these strategies. Listed below are the strategies that our targets/ projects fit in with.

#### **National Level:**

- We live in a Scotland that is the most attractive place for doing business (1)
- We realise our full economic potential with more and better employment opportunities for our young people (2)
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens (4)
- Our children have the best start in life and are ready to succeed (5)
- We live longer, healthier lives (6)
- We live our lives safe from crime, disorder and danger (9)
- We live in well-designed, sustainable places where we are able to access the amenities and services we need (10)
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others (11)
- We value and enjoy our built and natural environment and protect it and enhance it for future generations (12)
- Our public services are high quality (15)

#### **Local Level:**

- An area that is accessible, yet retains its remote character
- Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities
- Well-connected economically and socially
- High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute
- Partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraint
- Well balanced demographically with young people choosing to stay or move to the area
- Proactive communities where local people and organisations look for and create opportunities

- Dynamic public services with more delivery of high quality ‘professional’ services from Argyll and Bute
- Partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints
- Communities that encourage lifelong learning
- A sense of history with a view to the future
- Communities that are culturally rich with a desire to excel
- Safe supportive communities with positive culture and sense of pride in the area
- Housing that is appropriate and affordable with local people able to participate in the housing market
- High quality environment that is valued, recognised and protected
- The environment is respected as a valued asset that can provide sustainable opportunities for business

### **Tiree’s Core Values**

*“We don’t want to see Tiree change [for the worse], only for the better.”*

At the community open day in January 2011 you said that the core values in the 2005-2010 development plan were still relevant today. We have used these core values as a basis for this community growth plan and for the projects and targets included within this plan.

You said that there is a lot that is important to Tiree’s community – listed below are some of the examples of our ‘Core Values’.

The Gaelic culture and language, the way of life, the pace of life, architecture, crofting, the scenery and the people themselves. These are all factors that combine to make Tiree what it is – a unique living historical and environmentally important landscape that supports our community. No-one wants to see these important values change and this plan is designed to make sure that they remain a part of Tiree’s character no matter what is done to continue to improve quality of life and the opportunity to be more economically active.

The broad statements outlined on the next page are intended to be applied collectively to guide any decision about Tiree’s future. As such they will underpin everything proposed and undertaken in this Plan. No action will be taken that has the potential to impact significantly on these values. To do so would invoke the wrong kind of change for the Island. These Core Values will also be actively promoted both on and off the Island to encourage public bodies, voluntary groups, private interests and individuals to adopt and align their own thinking and decision making with them. Taken together they represent a powerful message about the type of growth the Tiree people are prepared to tolerate.

## Tiree's Core Values

### *COMMUNITY DECISION MAKING*

Tiree has a strong sense of community and is willing to embrace new ideas as long as it can maintain its sense of identity. All of the community should have the opportunity to be involved in making informed decisions about the island's future. The outcome of such decisions should be based on a reasonable consensus and on fact not rumour. The implications of all decisions should be considered for the whole island and integrated with all other activities and sectors.

### *ENVIRONMENT, CULTURE AND HERITAGE*

Tiree has a very special environment, culture and heritage. They are central to our quality of life, community, employment, products, tourism industry and image of the island. As such the protection and enhancement of the environment, the island's culture including the crofting way of life, rich heritage and architecture should be at the heart of our vision and everything we seek to do.

### *SUSTAINABLE DEVELOPMENT*

Tiree's primary assets are its people, its culture and its environment. In seeking to maximise opportunities for today's generation, to regenerate our economy, improve our housing and develop our infrastructure, it is important we do so without compromising the ability of future generations to do the same. We will seek to maximise the use of island's resources, minimise waste and recycle where possible.

### *YOUTH*

We value our young people and see them playing a lead role in the future of the island. We must ensure that any development improves and increases facilities, employment and services for young people and children, and seek to involve them in decision making affecting their future.

### *EMPLOYMENT AND ECONOMIC DEVELOPMENT*

The condition of Tiree's local economy impacts considerably on all residents and to a large extent determines the ability of the island to address depopulation and to encourage new and returning residents to the island. We place real value on our existing businesses and are committed to supporting them. We will also support new businesses which create greater opportunities for local people providing they are in keeping with the island's environment, culture and heritage.

### *DELIVERING LOCAL NEEDS LOCALLY*

Tiree is an isolated and remote community. Wherever possible we will promote reduction of the problems of remoteness by delivering needs locally and reducing dependence on external inputs. We will improve the local market for goods and services, promote equal and effective access to goods, services and markets, provide a high quality Information Technology resource and reduce reliance on imports and subsidies.

### *HEALTH AND SOCIAL SERVICES*

Tiree has a high standard of health and social services. In everything we do we will ensure these services are maintained and where necessary enhanced to avoid upheaval to the mainland and provide valuable employment and training opportunities.

## **Strategic Themes**

Through consultation with community groups and feedback from the community open day in January it was decided that the strategic themes and headings should stay the same in this updated community growth plan. We have also added a section about community groups as these groups play a major part in Island life and activities and we value greatly the volunteers who give up their time to be involved in groups for the greater good of the community. In the recent residents' survey, 60% of the respondents were actively involved with the community in some way whether it be, a committee member, an office holder or actively involved in community groups.

The following 'Themes' are proposed as the key areas in which effort is required if we are to fulfil our wish of reaching our vision. This effort will be required from all – government agencies, community groups and most of all you, the Tiree community.

1. Community Facilities and Infrastructure
2. Crofting and Agriculture
3. Employment and Economic Development
4. Housing
5. Marine Resources and Fishing
6. Renewable Energy
7. Tourism
8. Transport
9. Youth, Children and Education
10. Community Groups

## **1. Community Facilities and Infrastructure**

Tiree has a wide range of community facilities and infrastructure for all aspects of community life ranging from education and health to an active social scene.

### **Health**

Health and social services are of a high quality on Tiree with professional dedicated staff and a surgery with good facilities. At the time of writing this plan we face an uncertain future with regards to Tigh a Rudha (the Eventide Home). Tigh a Rudha is the only care home on the Island and would be a great loss if it were to close. Argyll and Bute Council have put the running of the Home and Home Care services out to private tender and there is interest from private companies to run these services on Tiree. We also lack a day care facility on the Island and this is a service that many people are keen on for the future. We have the Lunchclub for the elderly and disabled but this can't expand due to lack of funds. The Meals on Wheels service is delivered by volunteers on the Island. Meals on Wheels is a service where the elderly and disabled can receive meals delivered to their own homes four days a week. Many people are very reliant on this service and meals on wheels are always looking for more volunteers.

Tiree Resource club have put in an application to Big Lottery to enable them to purchase a community bus in order for them to be able to provide a service of being able to take the elderly and disabled out to the shops, outings, Lunchclub etc and they also require funding for an outreach worker.

Cùram Thiriodh (known as Curam) has been set up by the community of Tiree to investigate the possibility of providing an integrated care service to meet the needs of the Island's population. The group has been meeting regularly to discuss the way forward and with a working group of over 20 people with an array of experience. This new progressive care centre could incorporate a day care facility, a care home, Lunchclub, mortuary and many more community facilities.

### **Community Buildings**

Since opening in July 2004, An Talla has been a great asset to the community, its uses range from holding the weekly youth club to a wedding venue and Zumba and Pilates classes! An Talla is a community run hall and relies heavily on its volunteer committee and generates it's income from letting out the small hall for meetings to letting out the whole hall for functions such as weddings, birthday parties etc and there is an office available for rent.

Tiree Rural Centre opened in July 2003 and is also a very well used building and has helped to cement the future of crofting on Tiree. The Rural Centre has the auction mart, a café, office space, hosts the seasonal tourist information point and is home to Tiree's very own Ringside Cinema! TRD has been gifted

the contents of the last remaining blacksmiths workshop on Tiree and TRD hope to add an extension onto the building in order to house a mock smiddy and to provide workshop space for let to the community. Tiree Community Development Trust rent three offices from TRD.

Tiree Community Business are seeking funding to purchase the Business Centre from HIE. If the purchase is successful they would like to add an extension in order to provide a much needed indoor children's play area, shower block and toilets and a home for the former museum of island life where exhibits can be shown and the newly formed Tiree Tapestry group are also looking for a home to display their work. This development would provide a service which is currently lacking on the Island at present.

The Churches on Tiree are a major part of our culture and heritage. Many of the buildings are now in poor condition due to lack of funds to up keep them. We need to think of fund raising ideas and look at different funding options to ensure that we keep our churches open. There is a strong possibility that Kirkapol Church will be sold in the near future. At a recent open day (16<sup>th</sup> June 2012), feedback from the community suggested that the Trust should look into buying it and it could be used a multi functional building including a chapel of rest.

## **Facilities**

Time and again at community open days and consultation the issue of a lack of leisure facilities particularly having no swimming pool on the Island, is always raised. We are a community surrounded by the sea and with fishing as one of the Island's core industries yet a high percentage of Islanders can't swim. This issue needs to be addressed. We need to carry out an in depth feasibility study looking into the possibility of developing a community swimming pool. If this isn't feasible then we need to look into alternatives such as swimming lessons in Loch Bhasapol or swimming trips to Oban so that the people of Tiree don't miss out.

Looking through feedback from community open days and community consultation, it has been suggested many times that Tiree should think Big and look into building a new complex of buildings which could incorporate:

- Sheltered Accommodation and health services for the elderly and disabled
- Primary and Senior school
- Leisure centre
- Café/Restaurant
- Community food growing project

A project like this could attract funding from various funders and secure Tiree's core services.

### **Volunteer time**

The input of volunteer time on Tiree is very high, as you will see in Theme 10. The time spent attracting funding can be time consuming and is usually a very lengthy process. Care needs to be taken with consultation. We have many projects voted for by the community – time and work get put in and varied funds and projects have been implemented, run by volunteers but not sustainable because once up and running they are not supported by the community. What can we do to solve this problem? Community organisations such as Tiree Community Business, Tiree Rural Development Ltd and Tiree Community Development Trust have a lot of experience in applying for funding and could help the smaller community groups with this process. We need to find a coordinated approach to applying for funding in order to avoid duplication of applications. We have already started the process of community groups meetings and this should continue so that they can talk about their proposed projects and ideas and this could avoid duplication.

### **Recommended Actions for Theme One:**

- Research what funding is available for community projects such as the Tiree Resource Club project and the Curam project
- Support all community groups in their applications to funders for their projects (where these fit into the growth plan) e.g. TRD extension, TCB purchasing the Business Centre
- Foster a more coordinated approach to fundraising and project development for all community groups – encourage community group meetings to take place on a regular basis.
- New projects need to be researched more than just “it’s a good idea, people support it so let’s do it..” – We need to conduct in depth feasibility studies for big projects before they go ahead to avoid outcomes like the cinema, where massive numbers wanted it and supported it but the end result is some screenings being cancelled and the cinema not running at its expected potential
- Carry out an in depth feasibility study into the possibility of developing a community swimming pool and alternatives such swimming lessons in Loch Bhasapol and swimming trips to Oban
- Develop an annual ‘Festivals and events programme’ e.g. TMF, Agricultural show
- Support voluntary led committee’s and groups in their fundraising efforts for the community
- Look at ways how community projects can be sustainable once up and running
- Research viable ways to generate income for An Talla
- Research funding options for repairing the Churches on the Island and a feasibility study into buying Kirkapol Church as a community asset

## **2. Crofting, Agriculture and the Environment**

Agriculture is one of the main industries on Tiree with a thriving economy and an enthusiastic younger generation of crofters and farmers. In a TRD study in 2004 there were 292 registered crofts and 92 people held crofting tenancies. These supported more than 70 agricultural businesses which in turn supported 59 extended families. 35% of Tiree's economically active population earned part or all of their income from agriculture and activities relying on agriculture. All agricultural businesses on the Island are involved, to varying degrees, in the production of store beef and/or lamb that is sold to mainland buyers. The Scottish Agricultural Census in June 2010 showed that the total Agricultural workforce on Tiree was 170 people. These figures show what a large and important part of Tiree's economy that Agriculture is.

As mentioned previously, by opening the Rural Centre in 2003, Tiree Rural Development (TRD) has played a huge part in cementing and promoting the future of crofting and farming on Tiree. TRD are working on many projects with the main aim of benefiting crofters, locals and visitors alike. One of the main projects that TRD are working on at the moment is the Access Project. The aim of this project is to promote the importance of natural heritage to all and reduce access conflicts/ natural heritage and crop damage and develop an identified local access strategy. The purpose of the project is to further reduce recreational damage to important conservation and agricultural ground through the promotion of the Scottish Outdoor Access Code, the Local Tiree Access Code and the local access infrastructure present, as well as promoting the relationship between active land-management and the wealth of natural heritage interests present on the Island. The service will also investigate new proposals to assist in the achievement of this purpose through both land managers and the general public. As this project develops, it is quite clear that there is a need for an on-going conservation service on the Island.

Tiree's strengths and opportunities for the agricultural industry lie in:

- A strong livestock production industry supported by good land, quality livestock, excellent husbandry and the Islands mart
- A thriving crofting way of life with an enthusiastic younger generation of up and coming crofters
- A strong crofting community with crofts available as development sites
- Opportunities through environmental conservation schemes and land management agreements
- Increasing opportunities for diversification and business development on crofts
- Increasing opportunities for community development
- Crofting manages and enhances Tiree's uniquely important habitats and wildlife, which in turn is very attractive to visitors

The Crofting, Agriculture and Environment strategy produced by TRD in 2004 identified the following as threats and weaknesses:

- Changes to the subsidy system
- Increasing European constraints and complicated paper work
- Freight and fuel costs
- Difficulties for young crofters trying to get started
- Problems of geese, drainage, ragwort and predators
- A short season for potential tourism development

There is also strong opinion that information and advice with regard to opportunities in the industry is difficult to access and that such opportunities are becoming more complex or demanding to progress. We need to look at ways to make information from the Crofter's Commission, SNH, SAC etc more "user friendly".

### **Recommended Actions for Theme Two:**

#### Livestock Production

- Maintain the cattle numbers on the Island
- Continue to increase the value of the stock through improvement in quality and health status
- Ensure the amount and quality of beef and lamb is produced on the Island must remain the same or increase in order to ensure the long-term viability of the agricultural economy

#### Environmental Land Management

- Work with agencies to make information accessible to all who might benefit
- Maintain and improve the relationship between the crofting community and organisations responsible for the conservation of the Island's natural heritage – support TRD with continuing the Access project
- Raise awareness of opportunities for land management agreements to compensate for the loss of direct subsidies

- Investigate the possibility of community land ownership

#### Community and Township Development

- Raise awareness of opportunities, and provide support, for township projects
- Work in partnership to tackle local issues that are threatening agricultural businesses or the environment such as geese, ravens, ragwort, drainage and coastal erosion

#### Diversification

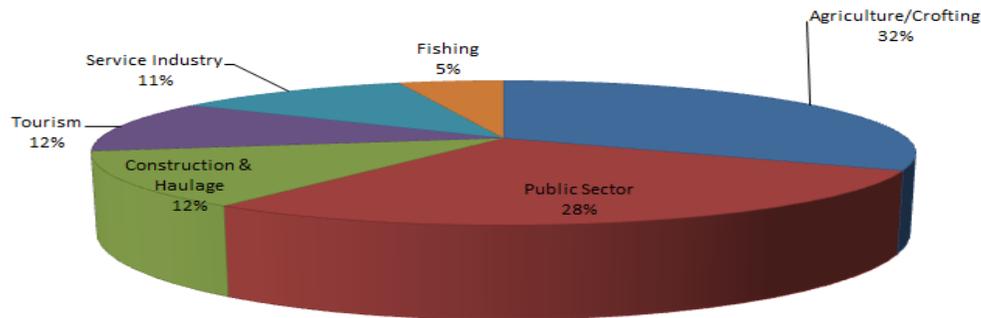
- Raise awareness of opportunities for diversification and provide support
- Increase training opportunities and organise inspirational shared experiences with other crofting communities

#### Young Croft Entrants

- Raise awareness of opportunities for training, diversification, housing, business development and provide support
- Organise inspirational shared experiences and increase opportunities for land-based training
- Support and promote the newly formed Scottish Association of Young Farmers Club

### 3. Employment and Economic Development

**Employment Sectors - Tiree**



As you can see from the chart above, crofting and agriculture is the biggest industry on the Island. This is closely followed by the public sector, with 28% of the Islands economically active working in this industry. The largest single employer is Argyll and Bute Council who employ 67 people on Tiree. Due to the Crofter's Commission office relocation, Tiree was able to take advantage of the Scottish Executive's job dispersal programme and has attracted 9 professional posts to the Island. There is also an active house building and renovation market with a large number of contractors relative to the size of the population although in the present economic climate there is a shortage of building contracts and competition for tenders is high.

Unemployment on the Island is relatively low although a high proportion of jobs are low-paid, part time and seasonal. Many homes on Tiree have significantly lower average household incomes compared to other parts of Argyll.

A key component in economic development is a high quality, high speed communications infrastructure. This is something that is currently lacking on Tiree with some parts of the Island not even having access to the internet or mobile telephone coverage. An excellent communications infrastructure is essential in the long term viability of many businesses and future businesses on Tiree. In the HIE operating plan for 2011 – 14, it states that they are committed to "working to deliver access to affordable superfast broadband throughout [the HIE] region". The plan goes on to say, "Broadband is an enabling technology. That is, its importance stretches far beyond supporting high-technology businesses, important as they are. Superfast broadband, capable of performing ten times faster than copper wire systems, will be as important as transport infrastructure to keep our region accessible and our businesses competitive. All sectors stand to benefit." This will be a never ending challenge as technology is constantly changing so we will need to be prepared to continually re invest and continuously upgrade our systems.

The tourism industry is based primarily on self-catering accommodation provision, together with a number of tourism related businesses such as windsurfing, craft shops, two hotels, cafés and a campsite. A key attraction to visitors is the Island's tranquillity, scenery and outdoor activities. Tourism is seen as an economic growth area, which has been significantly developed over the past decade. A lot of work has been done towards visitor guidance and this is an on-going process to ensure a coordinated approach and to improve visitor satisfaction and to reduce potential conflict with other sectors.

The fishing industry is small in scale, although economically is very important to Tiree, with 9 commercial fishing boats in operation. The species caught are lobster, velvet and brown crabs, which is sold mainly to the Spanish market. The fishing industry is buoyant but the quality of crab is thought to be falling due to limited crab fishing grounds. The scope for expansion in the fishing industry is limited, due to limited pelagic resources, coupled with competition from non-local boats.

The strengths of Tiree's economy are:

- There are more self-employed people per head on Tiree than in the rest of Argyll or HIE area, and nearly half of those self-employed employ someone else
- The Gross Value Added (GVA)\* compares with that of Argyll
- The population is at a level that demands a high public sector employment
- The agriculture sector is twice that of HIE average
- There is a skilled workforce

*\*Gross Value Added (GVA) is a measure of productivity in an area and shows how much an area contributes to the UK economy*

The issues and threats facing economic development and employment on Tiree are:

- The proportion of the population economically active is below HIE average
- There is a shortage of some key skills e.g. plumbing and electricians
- There is still a shortage of professional posts on the Island
- There is a shortage of housing for locals and incoming skilled and unskilled migrants
- The tourism sector is a significant employer but being seasonal, requirement for labour is variable
- There is a lack of unskilled labour during term-time
- There is the uncertainty regarding the future of Tigh a Rudha with the potential loss of up to 25 public sector jobs
- The cost of doing business on the Island because of high fuel and transport costs

### **Recommended Actions for Theme Three:**

- Create a supportive environment for business and enterprise development by establishing a 'Business Forum' to provide the focus for training, advice, local networking opportunities and confidence building
- Develop an Island wide forum so as not to duplicate on businesses, projects and funding and give all an equal opportunity to flourish and keep conflicting interests minimised
- Attract more professional posts to the Island
- Encourage young people in self-employment and raise awareness of the opportunities available
- Produce a list of enterprise opportunities considered to be viable on Tiree
- Establish a community run loan scheme/credit union for businesses and individuals
- Actively promote the Island as a place to live, work and undertake business through the production of an island prospectus
- Market the Island as a conference location
- Develop a niche and premium markets from current and new products and services e.g. local beef and seafood
- Investigate ways to provide year round employment and less seasonal working
- Research ways to increase employment on the Island
- Continuous upgrading of the communications infrastructure to enable Tiree to have an excellent communications system
- Ensure Tiree works towards being at the forefront of cutting edge technology in order to increase the level of jobs available on Tiree

#### 4. Housing

The total housing stock on Tiree is 522. Of these, 340 are permanently occupied, 146 are holiday/second homes and 36 are vacant (some now beyond being habitable). There are about 80 households on Tiree currently facing some level of housing need \*. A recent survey showed that 9% of households on Tiree have more than one family unit living in the same household.

*\*Housing need ranges from poor condition of housing (no heating for example), through to insufficient or inappropriate housing (not enough bedrooms for a growing family, for instance) to complete lack of housing.*

The West Highland Housing Associations (WHHA) development at Scarinish, Pier View estate has helped to alleviate some of the housing need. WHHA have provided 16 affordable houses for rent and this has enabled young, local families to stay and return to the Island.

Through community consultation a lack of consistency with Argyll and Bute Councils Planning department has also been highlighted as a key issue which contributes towards housing need.

The issues facing Tiree's housing stock are:

- Lack of year round affordable housing to rent
- The average price of houses and plots of land has risen dramatically and local people are being priced out of the housing market
- Higher than average proportion of homes with poor housing conditions
- Lack of housing suitable for the elderly
- High proportion of holiday/second homes
- Limited access to land and grants
- Increasing external pressure on house sales
- Many ruins on the Island but not many are available for sale

Argyll and Bute Council have produced a 'Design Guide' for Tiree but many of the comments/views expressed by the community weren't included in the guide. This needs to be revisited in order for the community's views to be recognised. There is a strong opinion expressed by residents that any new housing provision should be in keeping with Tiree's environment and traditional architectural heritage. However, this should not be at the expense of minimising living standards and should adhere to modern build and safety standards and quality.

Consultation with Tiree's community identified housing as one of the main issues that needs to be addressed if Tiree is to be successful at working towards a viable future. Housing is required for young people, incoming workers and growing families.

#### **Recommended Actions for Theme Four:**

##### New Affordable Housing for Rent –

- Work in partnership with Argyll Estates and other land owners to identify appropriate land for the development of affordable community housing in relation to need
- Negotiate a local lettings policy with all landlords associated with Tiree to ensure local priority and support for essential incoming and local workers
- Identify any empty Council and NHS housing and push for housing associations to take on these properties

##### Low Cost Home Ownership -

- Develop a community land-bank fund and work in partnership with Argyll Estates to acquire plots and derelict buildings to sell on to Islanders and incoming workers with buy-back clauses to keep the houses low-cost in the longer term
- Ensure that any affordable housing proposed by private developers recognises Tiree's current housing priority needs

##### Housing Information, Advice and Grants

- Work with the Crofter's Commission to maximise their housing grant scheme
- Research further housing grants available
- Liaise with the Council and find out how 2<sup>nd</sup> homes discount money is being used on Tiree
- Pier view estate road and facilities upgrade – Road repairs, Play area/pitch, Polytunnels

##### Planning, Development and Construction

- Work with Argyll and Bute Council on a revised 'Design Guide' for the Island to ensure that the community's views are included more fully
- Work with Argyll and Bute Council to ensure their Local Plan reflects Tiree's development and housing aspirations
- Support the Island's builders to secure an efficient and competitive service through active recruitment of key skills sets
- Develop an apprentice scheme suitable for island-based companies

## **5. Marine Resources and Fishing**

For many years only two boats fished out of Tiree, mainly for scallops and lobsters. In 2008, the Scottish Government Scottish Sea Fisheries statistics showed that in Tiree, 13 people were employed full time in the fishing industry. Today there are 9 boats, 7 fishing out of Milton harbour and 2 out of Scarinish harbour. The main catch is velvet and brown crab and lobster which are transported off the island weekly by a visiting shellfish carrier and exported for the Spanish market. The gross value of the catch is estimated to be around £1,450,000 annually.

A possible way forward for the local fishing industry could be direct selling of some of the catch to the local industries e.g. cafes, restaurants and hotels on the Island. On a small scale some local fishermen do this already but could it be enhanced and strengthened at all? A good example of this is Loch Fyne Seafood, their business is owned and run by their employees; would a similar sort of business work in Tiree? The Crab shack, which opened in summer 2010, has taken the lead on this, selling local seafood from the snack van to locals and tourists.

Although Tiree is surrounded by rich fishing grounds the lack of deep water natural harbours has prevented the development of a major industry. Velvet and brown crabs are in abundance, prawn and lobster are secondary species and the Passage of Tiree is fished for scallops. Large boats from elsewhere use modern techniques to remove the scallops from the seabed and there is local evidence that these practices are detrimental to the seabed biodiversity.

Community consultation has shown that many people feel that upgrading and improving of Scarinish Harbour is a priority. Tiree Community Development Trust, Tiree Regatta Club and the Transport Group have all been working together to try and find a solution and the appropriate body to deal with the sewage problem at Scarinish. It has also been suggested many times that safe moorings and a safe harbour should be made available in Gott Bay.

### **Recommended Actions for Theme Five:**

- Ensure Tiree's fishing community is aware and kept informed of the changes facing the inshore fishing management framework
- Investigate and develop improved facilities for landing and packing catches at both Milton Harbour and Gott Pier
- Investigate the possibility of transport concessions for empty shellfish transport on CalMac ferries
- Investigate links with wider development opportunities to share facilities and costs – e.g. yacht berths, refuelling, charter boat operations etc.
- Investigate the feasibility of repairing and upgrading of Scarinish Harbour, Gott Pier Head and Milton Harbour
- Consider opportunities for enhanced marketing of Tiree products to increase market value through quality assurance – liaise with Argyll food producers on this
- Consider possibilities for the direct selling of catch to the local market
- Consider the market for niche and premium seafood's

## **6. Renewable Energy and Energy Efficiency**

### **Community Turbines**

Since the previous Development Plan in 2005 a lot has been done on Tiree with regards to renewable energy. We now have “Tilley”, our own community 900KW Enercon E44 turbine. Tiree Renewable Energy Ltd (TREL) who run the community turbine is wholly owned by Tiree Community Development Trust and was formed in 2005 to take forward the idea of a community turbine project. “Tilley” was officially ‘opened’ on Saturday 24<sup>th</sup> April 2010. The voluntary directors of TREL have worked tirelessly, and overcome many hurdles during this time to reach this day.

The turbine has now been operational for over a year and has already generated an excellent income stream which will benefit the community of Tiree for the next 25 years. This income is gift aided by TREL to Tiree Community Development Trust and used to support a variety of future community projects through the Tiree Windfall Fund.

At the first round of windfall fund grants, 13 organisations, groups and individuals benefited from the first Windfall Fund grants totalling £9,322 and these grants will benefit a great mix of projects and activities across Tiree. All the applications had to go through a rigorous review process and were scored according to specific criteria including benefits to Tiree, sustainability, value for money, job creation, benefits’ to the youth of Tiree and strengthening Tiree’s cultural heritage. All the applicants receiving funding have been asked to publicise the support they are receiving and to display a special Tilley logo.

“Tilley” was expected to generate an income of £5000 in the first year of operation but has well and truly exceeded that and has generated an income of £50,000 this year alone! There will be a further round of windfall applications for this money later this year.

As well as our community turbine for generating income, many community buildings have or have applied for planning permission to have a turbine erected to help towards costs of running the buildings. An Talla has had its own turbine since it opened in 2004, Tiree Rural Development have just had their turbine erected and Tiree Community Business and Tiree Golf Club have been given planning permission to erect turbines for their buildings as well.

The above shows how we as a community are trying hard to help with carbon reduction on the Island.

### **Powerdown Project**

The very successful Community Powerdown project ran for two years on Tiree through TRD. During the project it provided two people with employment as energy advisors. Some of the work they carried out was home energy advice, solar panel workshops, home insulation scheme and investigating the possibility of a community garden project. The power down staff also worked very closely with the local recycling group TEAR. Unfortunately the project

was unsuccessful in getting funding through the climate challenge two funding but we should look at other funding options in order for this type of project to continue.

### **TEAR – Waste Reduction and Recycling**

TEAR (Tiree Environmental Action and Recycling) is a constituted community group. The committee meets four times per year and works towards the objectives of reducing the amount of waste sent to landfill and investigating opportunities to increase the sustainable management of waste on Tiree. TEAR is always on the look out for new committee members to attend the quarterly meetings.

TEAR has a good working relationship with Argyll and Bute Council, the GRAB Trust and Coll community recycling initiatives.

Past TEAR projects include:

- Agricultural plastics recycling
- Textile recycling
- A master composter training programme
- Raising awareness of waste reduction facilities and services.

Future priorities for TEAR include:

- Continuing to host and manage textile recycling banks and the distribution of the revenue this creates
- Increasing the range of public recycling facilities
- Investigation crushing and use of waste glass on the Island
- Promoting the principle of freecycle

### **Recommended Actions for Theme Six:**

- Investigate possible funding in order to employ a Renewable Energy Project Officer (similar to the role of the Powerdown officers)
- Continue with community consultation on the best way that the Windfall grants should be distributed
- Support the Pre-5 Garden project
- Support TEAR in the delivery of their future projects
- Investigate other income generating community renewable energy projects
- Undertake a programme of awareness and understanding to promote the importance, value and savings offered by renewable energy and energy efficiency measures
- Investigate the possibility of an electric car which could be used by various different community groups
- Investigate possible plots and funding to set up a community garden project – this would help us reduce food miles and our carbon footprint
- Undertake an exercise to determine Tiree’s sustainability footprint\*
- Aim to be a carbon neutral island by 2025\*\*

*\*A sustainability footprint is the amount of air, land and water that is required to provide us with the resources we use (including clothing, food, transport, furniture, electricity) and to absorb the waste we produce (including air pollution, sewage, rubbish), compared to what can be used on a long-term sustainable basis. If a community uses more than it can sustain, effort is required to reduce the balance*

*\*\* Being carbon neutral is the point at which the amount of carbon dioxide produced by the community is equal to the amount being removed. For people and organisations, becoming carbon neutral is usually achieved by implementing renewable energy projects that offset the amount of carbon dioxide emissions. A carbon neutral programme involves assessments of carbon emissions, reductions of emissions at source, and ‘offset’ of unavoidable emissions*

## 7. Tourism

Tiree's attraction as tourist destination is the islands natural heritage – it's white sandy beaches, diverse flora and fauna, machair, scenery, architecture and it's gaelic culture – and the perception that it is a friendly, peaceful and safe destination with a relaxed pace and way of life. An important niche also exists for adventure sports and ancestral interest.

Visitor numbers on Tiree has risen from 10,000 annually in 2000 to 19,000 in annually in 2009. In recent years there has been a 5-10% growth in tourism on Tiree per annum.

Accommodation on the Island is full most of the summer with many self-catering houses having repeat bookings two to three years in advance. Discover Tiree has endeavoured to provide a visitor information service available to enquirers on and off the Island . They have a dedicated website ([www.isleoftiree.com](http://www.isleoftiree.com)) which gets about 90,000 hits a year and this demonstrates just how informative the website is for visitors to Tiree. Currently 90% of enquirers looking for accommodation use this website. Over the years Discover Tiree has produced full colour leaflets providing information about many aspects of the island as well as a network of information touchscreens at various key points on Tiree. Discover Tiree, TRD and TCDT have worked in partnership to provide the very successful Tourist Information Point at the Rural centre. The information point has provided two jobs on the Island.

Current Projects that Discover Tiree are working on:

- **Information Touchscreens** – They are currently updating the information on the touchscreens. The screens will be re-formatted to be 'stand alone' units giving information which is not time sensitive. They will be updated with new information every 4 months.
- **Interpretation and Skyline panels** – With permission of Argyll Estates they are currently designing a series of interpretive panels which will be located by the approved car parks which have been developed over the past few years. The panels will be informative and their aim will be to encourage visitors to respect and care for the machair. There will be things for children to see and do. In addition, there will be a profile panorama helping folk to identify distant Islands, hills and mountains.
- **I Spy Book** – Discover Tiree's intention is to produce an I Spy Book for children that will help them to identify and find out about things they will see during their holiday on Tiree. Its aim is to encourage children to look more carefully at the things around them and to help them to understand how to conserve and protect the Island environment.
- **Island Walks** – This is a long term project. They hope to produce a number of illustrated sheets giving details of walks which have been traditionally used to reach points of interest, identified as core paths or created by crofters for access to beaches.

Annual events such as the Tiree Music Festival (TMF) and Tiree Agricultural Show also contribute towards visitor numbers. Both events help to promote the Island's cultural and musical heritage and both have proved popular with residents and visitors alike. Flybe operated by Loganair ran its first double flight last year and this year a Sunday service was introduced during the summer. Both these initiatives have been successful and have increased visitor numbers.

Community consultation has shown that many people think that the length of the tourism season could be increased and in order to increase the season the island should be developed towards specialist breaks and tours for example as a Wildlife and Painting and Craft holiday destination.

The access project mentioned in Theme 2 also plays an important part in Tiree's approach to tourism. We want to maximise the economic benefit that tourism brings whilst minimising damage to the environment and protecting the island way of life.

All community groups need to work together with Discover Tiree to ensure a coordinated approach to visitor guidance in order to maximise benefit for all and to improve visitor satisfaction.

#### **Recommended Actions for Theme Seven:**

- Develop a unique and appropriate tourist information/ visitor centre with orientation and interpretation
- Improve the guidance available for visitors with appropriate interpretation, signposts and walks
- Develop a longer season via specialist breaks and tours
- Increase awareness of Tiree to existing markets and develop new markets
- Increase the quality of the Island experience
- Extend best practice from other Islands and the mainland
- Work together and adopt a coordinated approach to tourist service provision through Discover Tiree
- Develop Discover Tiree as a focus for all tourism development activity working in partnership with all sectors on the Island and responding to the community's wishes
- Support and liaise with Discover Tiree on their annual visitor surveys to ensure Tiree continues to meet its visitors expectations
- Support TRD with their Access project to ensure it meets both visitor and locals expectations
- Research possibilities of Tiree branding on food so that we are marketing our own sustainable meat, veg and seafood
- Work with all individuals, groups and any new initiatives to increase the quality and sustainability of the visitor experience

## 8. Transport

Travel and haulage are important aspects of everyday life on Tiree. Access by air is with Loganair operating the once daily (Monday-Saturday) air service between Glasgow and Tiree in franchise partnership with FlyBe and carries over 8000 passengers per year. Passenger figures have risen steadily over the last ten years and this usage indicates the importance of this lifeline service. Loganair this year has introduced the first ever Sunday flight between Glasgow and Tiree. This is for a trial period between July and August to see how well this service would be used. Hebridean Airways operate the twice weekly air service between Oban, Coll and Tiree. Caledonian MacBrayne operates the ferry service between Oban, Coll and Tiree and in the summer timetable there is also weekly connection between Coll, Tiree and Barra. In the summer there are sailings 7 days per week but this reduces to 4 days per week in the winter. It has been getting increasingly difficult to get vehicle bookings on the ferry in the winter months and this demonstrates that 4 sailings per week is not enough to cope with the Island's demands. This has been due to a number of factors including a smaller ferry scheduled for the winter and increasing passenger numbers. This has been very difficult for the haulage companies on the Island as their livelihoods depend on securing vehicle bookings in order for them to carry out their service.

The vast majority of goods are transported by sea. The exceptions are mail and newspapers which are transported by the plane. There are two carriers from Tiree who ship goods between Oban, Tiree and Coll, although there are other Oban based carriers who compete on the route. Agricultural bulk goods are transported by one specialised Tiree carrier although other specialised mainland suppliers also deliver to the Island.

The following are considered the key transport issues faced by the community:

- Attaining a suitable frequency and timetabling of services to Tiree, by both sea and air
- There is no year round 'Return in a Day' option by sea to Oban or air to Glasgow
- The high cost of travel to and from Tiree
- The high cost of freight to and from Tiree despite RET
- The desire for cargo/freight only sailings
- The need for increased coordination of Ferry/Bus/Train timetables
- The possibility of coordinating links with neighbouring islands
- To ensure a continued air service from Glasgow with the capacity to meet passenger figures
- The road surfaces on Tiree are often in poor condition and this affects cyclists, cars, lorries and agricultural vehicles.
- The high cost of fuel on the Island

**Recommended Actions for Theme Eight:**

- Draw up a definitive statement of intent for Tiree's transport infrastructure for the next five years and beyond. Once supported by the community this will form the basis for any future transportation related discussions or debate and ensure a consistent view can be presented
- Support and feed into the local transport group and together with the community, lobby for transport improvements
- Work with the transport providers to better integrate our transport services, providing a seamless and economic connection between boat, plane and public transport services
- Effort should be made to ensure Coll and Tiree communities work together on transport links – liaise with Development Coll and Coll Community Council
- Liaise with Argyll and Bute Council to find what their plans are with regards to the upgrading of road surfaces on Tiree in the future following much remedial work in 2010/2011
- Support the Tiree Resource Clubs bid for a community mini bus – This service would benefit the whole community, young and old and would provide a service that is currently lacking on the Island.

## **9. Youth, Children and Education**

The demographic of the Island is changing to younger population. Ten years ago 40% of the population were over 65 and today it's 11%. There are now 50 children under the age of 5. Around 17% of Tiree's population are aged between 2 and 16 and they make up a significant proportion of the population on Tiree.

Children to the age of 18 attend Tiree pre-5 unit, Tiree Primary and Tiree High School, and the Argyll College further education centre at Crossapol provides adult learning opportunities. However, as in many other rural communities in Scotland, there has been a continued trend for school leavers to pursue further or higher education and thereafter employment elsewhere due to a lack of jobs available on the Island.

Tiree Primary School has a well-attended Gaelic medium education department. Gaelic is a very important part of Tiree's culture and heritage and more needs to be done to encourage the use of Gaelic out with the school environment. Possible ways to help this would be to start a Mod group, to encourage youngsters to participate in local and national Mods and this in turn will help their confidence with spoken Gaelic. It has also been suggested that a Saturday morning Gaelic club could be set up and encourage the older generation of Tiree's Gaelic speakers to come along and converse, sing and do activities with the children. These are just a few examples of things that could be done but it is important we act now and we can do this with the help of the Gaelic medium teachers, youth worker, local development officer and most importantly the community.

Music is another very important part of Tiree's culture and heritage. The pupils at Tiree High School have been very lucky to receive such a high standard of musical tuition from dedicated volunteers over the years. These volunteers have helped produce the high musical talent that we see in bands such as Skippinish, Skerryvore, Gunna Sound, Trail West and the Cornaigmore Ceilidh band. We need to ensure that Tiree keeps up this high standard and this means further volunteers and looking into funding to bring more music tutors to the Island. This could be done through the Feis committee and the school.

Since the last plan was written in 2005, Tiree Community Development Trust now employ a dedicated youth worker who supports 7 existing youth groups and 2 new groups on the Island including working with the children at lunchtimes in Tiree High School. The youth worker post has been a great asset to the community and is available to assist community groups with legislation queries such as child protection policies, disclosures etc.

Tiree Community Business (TCB) worked hard to provide a new play park in Crossapol. Since the play park opened it has been a very well used facility. Community consultation has shown that there is also a need for a further play park at Scarinish. TRD also provide a farm themed play area in the foyer of the Rural Centre and a croft township play area outside. TCB plan to have a much needed Softplay facility in the extension of the business centre. This is something that the mother and toddlers group are very keen to have. The young people on the Island are very keen to have a skate board park. They want

a half pipe installed in the Crossapol play park for skateboarding. The children from Tiree High School have petitioned for this with 75 signatures in favour of this idea.

**Recommended Actions for Theme Nine:**

- Continue to support the Youth worker and look into further funding to ensure this post can continue
- Support and develop an annual careers fair
- Work in partnership with Tiree High School to highlight opportunities available to school leavers on Tiree
- Investigate the possibility of a play park at Scarinish
- Support TCB in the development of a Softplay facility
- Work with the Youth worker to ensure facilities and clubs are fully utilised
- Consider appropriate and safe transport options to increase access to events and facilities
- Work with the School to identify new facilities that could be developed (e.g. Skateboard Park etc.)
- Investigate the establishment of an after-school club, summer play scheme, gaelic youth groups, mod groups
- Investigate funding and different options for gaelic projects on Tiree
- Support the volunteer musical tutors and look into funding for music tutors to come to the Island ( e.g. piping tutors)
- Adopt a coordinated approach to music on the Island e.g. link up Feis, TMF, volunteer tutors
- Develop annual work experience skills workshops e.g. basic office training and customer service training days

## 10. Community Groups

On Tiree we are very lucky to have many members of the community who are willing to give up their time to be part of a community group. Many of these groups are run solely by volunteers and it's important that we, as a community, support all their efforts. In a recent survey 60% of you were actively involved in community groups in some way be it an office holder or a committee member. Listed below are the community groups that are running on the Island so if any of the groups interest you, please get involved!

- An Iodhlann
- Cattle Health Group
- Ch@ Room
- Community Workshop Group
- Discover Tiree
- Duke of Edinburgh Award
- Feis Thiriodh
- Friends of the Thatch Houses
- Mainly Music
- Tiree Piping Society
- Tiree Regatta Club
- Tiree Renewable Energy Ltd
- Tiree Resource Club
- Meals on Wheels
- Ringside Theatre Film Group
- Sticky Kids
- SWRI
- TEAR Group
- The Guild
- Tiree Agricultural Show Committee
- Tiree Anglers Club
- Tiree Community Business
- Tiree Rural Development
- Tiree Tapestry Group
- Tiree Tots
- Tiree Windsurfing Club
- Tiree Community Development Trust
- Tiree Football Club
- Tiree Heritage Society
- Tiree High School Parent Council
- Tiree Maritime Trust
- Tiree Parties Committee
- Tiree Pilates Group
- Tiree Pipe Band
- Tiree Youth Club
- Transport Group
- Vault Golf Club
- Young Farmers Club

## **Projects and Key Priorities**

This Growth Plan has identified numerous and varied opportunities for development activity. Whilst each of these has the potential to contribute significantly to achieving the Island's overall vision, resources do not allow everything to be progressed at once. Therefore there is a need to prioritise what happens first. Listed below are our "Key Priorities" along with a list of Short, Mid and Long term projects to help us meet our key priorities and work towards us reaching our vision for the future.

### **Key Priorities:**

- Curam – support the Curam project to achieve the vision of integrated care services on Tiree (residential, homecare, medical and volunteers)
- Roads – Work to lobby Argyll and Bute Council to upgrade Roads and improve road surfaces
- Public Toilets – Ensure that the recently upgraded toilets at Scarinish are maintained and provide toilets in other parts of the Island e.g. Loch Bhasapol and Play park at Crossapol
- Upgrading of the Islands Communications infrastructure
- Harbour Facilities – Upgrade the Harbour facilities on the Island to support fishing, tourism and general transport
- Secure our Core Services – Undertake a feasibility and cost effectiveness study of building a series of new complexes to secure Tiree's core services which incorporates: A residential older people's homes, Primary and Secondary School, Leisure centre, Swimming pool, Tourist Centre and a community food growing project.
- New projects need to be researched more than just "it's a good idea, people support it so let's do it..." – We need to conduct in depth feasibility studies for big projects before they go ahead
- Support voluntary led committee's and groups in their fundraising efforts for the community
- Research ways into how community projects can be sustainable once up and running
- Support all community groups in their applications to funders for their projects where these fit into the Tiree Community Growth Plan
- Tiree Traditional Culture – Retain and promote our Gaelic and Traditional music culture and traditions
- Work towards reducing the Island's carbon footprint
- Improve population trends
- Increased average Household income through improved employment opportunities e.g. less seasonal working, more sustainable local businesses, access to business space

### Short Term Projects

- Look into funding available for community projects such as the Tiree Resource Club project and the Curam project
- Make it a priority to support all community groups in their applications to funders for their projects (where these fit into the growth plan) e.g. TRD extension, TCB purchase and development of the Business Centre
- Foster a more coordinated approach to fundraising and project development for all community groups – encourage community groups meetings to take place on a regular basis
- Develop an annual ‘Festivals and Events programme’
- Environment Land Management – Work with agencies to make information accessible to all who might benefit
- Diversification – Raise awareness of opportunities for [croft] diversification and provide support
- Young croft entrants – Raise awareness of opportunities for training, diversification, housing, business development and provide support
- Support and promote the newly formed Scottish Association of Young Farmers Club
- Produce a list of enterprise opportunities considered viable on Tiree
- Upgrade the broadband system to 2MB per second
- Market the Island as a conference location
- Identify any empty Council and NHS housing and push for housing associations to take on these properties
- Work with the Crofter’s Commission to maximise their housing grant scheme
- Research further housing grants available
- Liaise with Argyll and Bute Council and find out how 2<sup>nd</sup> homes discount money is being used on Tiree
- Pier View Estate road and facilities upgrade – Road repairs, play area/pitch, Polytunnels
- Investigate and develop improved facilities for landing and packing catches at both Milton Harbour and Gott Pier
- Investigate the feasibility of repairing and upgrading of Scarinish Harbour, Gott Pier and Milton Harbour
- Consider the market for niche and premium seafood’s
- Continue with community consultation on the best way that the Windfall grants should be distributed
- Support the Pre-5 Garden Project
- Increase awareness of Tiree to existing markets and develop new markets
- Increase the quality of the Island experience
- Work together and adopt a coordinated approach to tourist service provision through Discover Tiree
- Support and liaise with Discover Tiree on their annual visitor surveys to ensure Tiree continues to meet its visitors expectations
- Support TRD with their Access Project to ensure it meets both visitor and locals expectations
- Support and feed into the local transport group and together with the community, lobby for transport improvements
- Support the Tiree Resource Clubs bid for a community minibus – This service would benefit the whole community, young and old

- Continue to support the Youth worker and look into further funding to ensure this post can continue
- Investigate the possibility of a play park at Scarinish
- Work with the Youth worker to ensure facilities and clubs are fully utilised

- Investigate the establishment of an after-school club, summer play scheme, gaelic youth groups, mod groups
- Investigate funding and different options for gaelic projects on Tiree

### **Mid Term Projects**

- Research viable ways to generate income for An Talla
- Carry out an in depth feasibility study into the possibility of developing a community swimming pool and alternatives such swimming lessons in Loch Bhasapol and swimming trips to Oban
- Research funding options for repairing and upgrading the Island's Churches
- Livestock Production – Continue to increase the value of the stock through improvement in quality and health status
- Environmental Land Management – Maintain and improve the relationship between the crofting community and organisations responsible for the conservation of the Island's natural heritage – support TRD with continuing the Access Project
- Raise awareness of opportunities for land management agreements to compensate for the loss of direct subsidies
- Community and Township Development – Raise awareness of opportunities, and provide support, for township projects
- Work in partnership to tackle local issues that are threatening agricultural businesses or the environment such as geese, ravens, ragwort, drainage and coastal erosion

- Diversification – Increase training opportunities and organise inspirational shared experiences with other crofting communities
- Young Croft Entrants – Organise inspirational shared experiences and increase opportunities for land-based training
- Create a supportive environment for business and enterprise development by establishing a 'Business Forum' to provide the focus for training, advice, local networking opportunities and confidence building
- Develop an Island wide forum so as not to duplicate on businesses, projects and funding and give all an equal opportunity to flourish and keep conflicting interests minimised
- Encourage young people in self-employment and raise awareness of opportunities available
- Establish a community run loan scheme/credit union for businesses and individuals
- Actively promote the Island as a place to live, work and undertake business through the production of an island prospectus
- Work towards Tiree being at the forefront of cutting edge technology

- Develop a niche and premium markets from current and new products and services e.g. local beef and seafood
- Research ways to increase employment on the Island
- New Affordable Housing for Rent – Work in partnership with Argyll Estates and other land owners to identify appropriate land for the development of affordable community housing in relation to need
- Negotiate a local lettings policy with all landlords associated with Tiree to ensure local priority and support for essential incoming and local workers
- Low Cost Home Ownership – Develop a community land-bank fund and work in partnership with Argyll Estates to acquire plots and derelict buildings to sell on to Islanders and incoming workers with buy-back clauses to keep the houses low-cost in the longer term
- Planning, Development and Construction – Work with Argyll and Bute Council on a revised ‘Design Guide’ for the Island to ensure that the community’s views are included more fully
- Investigate the possibility of transport concessions for empty shellfish transport on CalMac ferries
- Consider opportunities for enhanced marketing of Tiree products to increase market value through quality assurance – liaise with Argyll Food Producers on this
- Consider possibilities for the direct selling of [seafood] catch to the local market
- Investigate the possible funding options in order to employ a Renewable Energy Project Officer (similar to the role of the Powerdown officers)
- Investigate other income generating renewable energy projects
- Undertake a programme of awareness and understanding to promote the importance, value and savings offered by renewable energy and energy efficiency measures
- Investigate possible plots and funding to set up a community garden project – this would help us reduce food miles and our carbon footprint
- Develop a unique and appropriate tourist information/visitor centre with orientation and interpretation
- Improve the guidance available for visitors with appropriate interpretation, signposts and walks
- Develop a longer [tourist] season via specialist breaks and tours
- Extend best practice from other Islands and mainland
- Work with transport providers to better integrate our transport services, providing a seamless and economic connection between, boat, plane and public transport services
- Effort should be made to ensure Coll and Tiree communities work together on transport links – liaise with Development Coll and Coll Community Council
- Work in partnership with Tiree High School to highlight opportunities to school leavers on Tiree
- Support TCB with the purchase and development of the Business Centre and Tiree Tots incorporating a soft play facility within this development
- Consider appropriate and safe transport options to increase access to events and facilities
- Work with Tiree High School to identify new facilities that could be developed (e.g. Skateboard Park etc)

- Support the volunteer musical tutors and look into funding for music tutors to come to the Island (e.g. Piping tutors)

- Support TEAR in the delivery of their future projects

### Long Term Projects

- Livestock Production – Maintain the cattle numbers on the Island
- Ensure the amount and quality of beef and lamb is produced on the Island must remain the same or increase in order to ensure the long-term viability of the agricultural economy
- Attract more professional posts to the Island
- Ensure Tiree remains at the head of cutting edge technology in order to increase job opportunities on the Island
- Investigate ways to provide year round employment and less seasonal working
- Low Cost Home Ownership – Ensure that any affordable housing proposed by private developers recognises Tiree’s current housing priority needs
- Planning, Development and Construction – Work with Argyll and Bute Council to ensure their Local Plan reflects Tiree’s development and housing aspirations
- Support the Island’s builders to secure an efficient and competitive service through active recruitment of key skills sets
- Develop an apprentice scheme suitable for island-based companies
- Ensure Tiree’s fishing community is aware and kept informed of the changes facing the inshore fishing management framework

- Investigate the possibility of an electric car which could be used by various different community groups
- Undertake an exercise to determine Tiree’s sustainability footprint
- Aim to be a Carbon Neutral Island by 2025
- Develop Discover Tiree as a focus for all tourism development activity working in partnership with all sectors on the Island and responding to the community’s wishes
- Research possibilities of Tiree branding on food so that we are marketing our own sustainable meat, veg and seafood
- Draw up a definitive statement of intent for Tiree’s transport infrastructure for the next five years and beyond. Once supported by the community this will form the basis for any future transportation related discussions or debate and ensure a consistent view can be presented
- Liaise with Argyll and Bute Council to find out what their plans are with regards to the upgrading of road surfaces on Tiree in the future following much remedial work in 2010/2011
- Support and develop an annual careers fair
- Develop annual work experience skills workshops e.g. basic office training and customer service training day

These Key priorities, Short, Mid and Long term projects will help towards Tiree reaching its overall vision.

### **Delivering the Plan – Working in Partnership**

Delivering the growth plan will require a team effort. The main players on the team will be Tiree's community itself, but we also need to include our supporting agencies and those bodies that have a part to play in Tiree's daily life. It is essential that all these people share the Plans vision, respect our core values and communicate with one another in everything they do. In essence they and we need to 'Work in Partnership'.

### **TIREE'S MAIN COMMUNITY GROUPS WITH A DEVELOPMENT REMIT**

Each of these bodies has a key role to play in the delivery of the Growth Plan.

- Tiree Rural Development (TRD)
- Tiree Community Business (TCB)
- Tiree Community Development Trust (TCDT)
- Discover Tiree
- Various other community groups – There are numerous other groups undertaking various development related projects and work as part of their day to day activities e.g. An Iodhlann, Tiree Community Broadband etc. In general these groups have a more specific focus although they all have a massive part to play in working towards meeting the Island's vision.

It is vital that all of the above groups are kept informed of progress and work together wherever possible in order to help us all achieve our Islands vision for the future.

## **Appendix 1**

### **References and Relevant Reports**

Feedback from Tiree Community Development Trust Open day (Jan 2011)

HIE Baseline Data for Tiree and Coll (2011)

Highlands and Islands Enterprise Tiree Community Residents survey (Snedden Economics, 2011)

HIE Ambitious for Scotland Operating Plan 2011 -14 (2011)

LDO Local Employment Sectors Research (March 2011)

LDO Tiree Local Audit (2011)

Scottish Agricultural Census (2010)

Scottish Census (2001)

Tiree Array Forum Group Posters (2011)

Tiree Community Development Plan (2005)

Tiree Community Development Plan Crofting, Agriculture and Environment Strategy (TRD, 2004)

Tiree Rural Development Ltd Access and Conservation Report (2010)

Tiree Socio-Economic Assessment (SAC Feb 2004)

## Appendix 2

*Information for this plan has come from meetings and local knowledge with representatives from the groups/individuals mentioned below:*

2 Local Builders	Youth Worker
2 Local Fishermen	Powerdown Officer
3 Local Crofters	Array Forum Group
An Iodhlann	Mothers and Toddlers Group
Caledonian MacBrayne	Loganair
Community Group Meeting	
Feis Thiriodh	Tiree Maritime Trust
Fishermen's Liaison Officer	Local Development Officer
HIAL	Paper works
Lunchclub	Tiree High School Parent Teacher Association
Members of the community	Windsurfing Club
NHS Highland	Development Coll
Pre-5 Garden Project	Tiree Regatta Club
TEAR Group	Tiree Tapestry Group
Tiree Community Business	Tiree Community Development Trust
Tiree Rural Development	Argyll and Bute Council
Tiree Transport Group	Tiree Music Festival
TREL	RSPB
West Highland Housing Association	Discover Tiree

### **Appendix 3**

*Requests for information – agencies, local groups and businesses*

An Iodhlann

TCDT

Argyll and Bute Council – Housing

TEAR

Array Forum Group

Tiree Association

Caledonian MacBrayne

Tiree Community Business

Discover Tiree

Tiree Community Development Trust

Discover Tiree

Tiree High School

Feis Thiriodh

Tiree Medical Centre

Highlands and Islands Airports Ltd

Tiree Rural Development

Highlands and Islands Enterprise

TMF

## **Appendix 4**

## **Explanation of acronyms**

GVA – Gross Value Added

HIAL – Highlands and Islands Airports Ltd

HIE – Highlands and Islands Enterprise

RSPB –Royal Society Protection of Birds

TCB – Tìree Community Business

TCDT – Tìree Community Development Trust

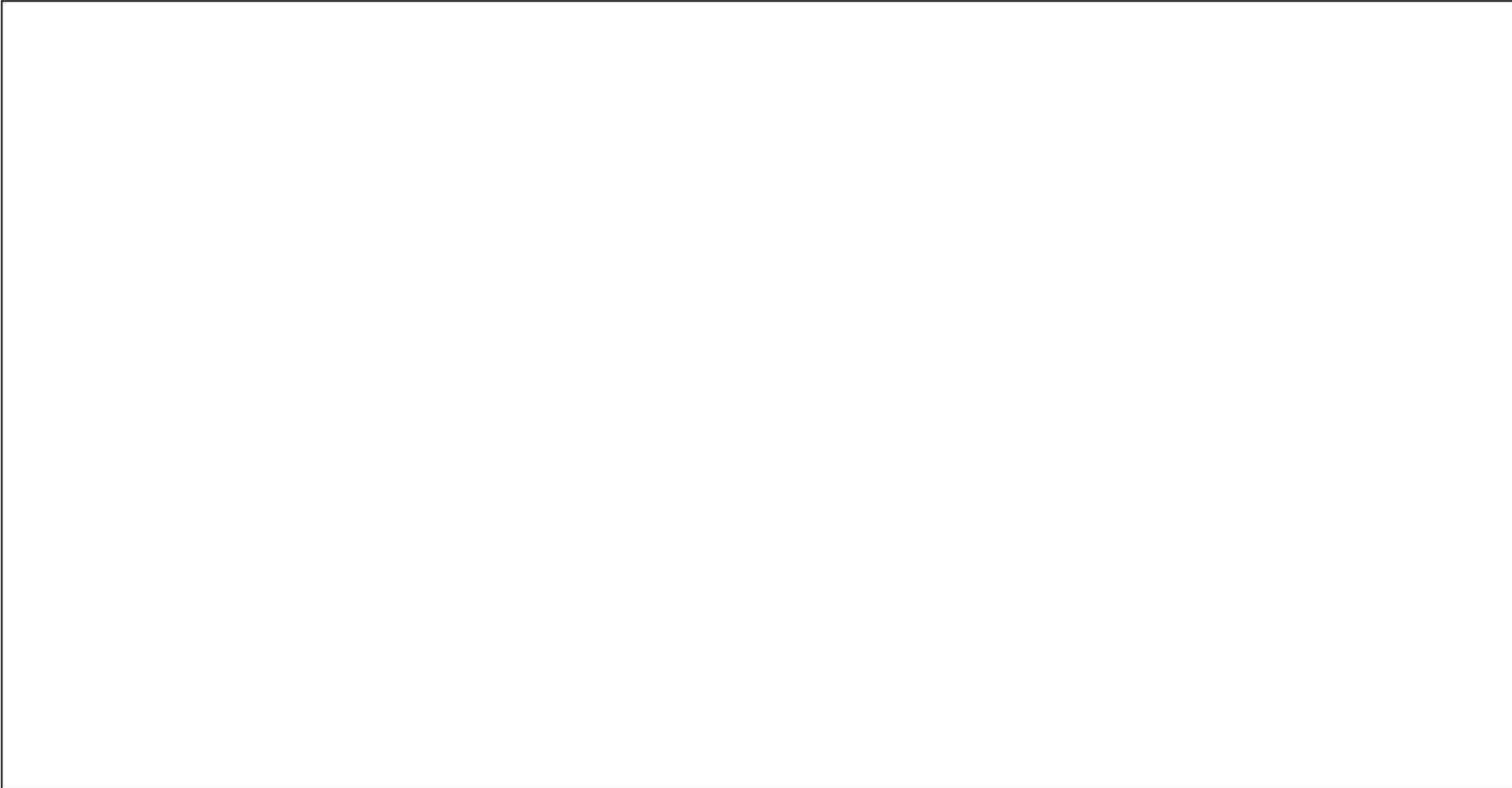
TEAR – Tìree Environmental Action and Recycling Group

TMF – Tìree Music Festival

TRD – Tìree Rural Development

TREL – Tìree Renewable Energy Ltd

**Comments Page**



*Please return to- Lynne MacKinnon, Local Development Officer, An Talla, Crossapol, Isle of Tiree, PA77 6UP*

**Thank you**