



Tiree Island Futures Strategy Report

Prepared by IronsideFarrar

on behalf of

Tiree Community Development Trust

The Tiree Island Futures Community Charrette



THINKING ABOUT TIREE ISLAND FUTURES

Tiree has suffered significant levels of population decline since the 2001 census (-15% 2001-2011) and the community and stakeholders together with regional economic and planning bodies are keen to better understand and address the issues and reverse the decline.

Local engagement and this charrette is seeking to better understand the issues and to building a shared view of how best to strengthen local capacity, add resilience and build a stronger more sustainable economy. Experience in other island communities suggests that the following four elements are critical to sustaining local communities and creating the conditions for population stability and growth.

These are:

- Community capacity and ownership
- Employment and support for enterprise
- Health & education facilities
- Positive lifestyle choices and promotion of place

Big questions:

- How do we strengthen the appeal for families?
- How do we support and retain young people?
- How do we strengthen the appeal for other groups?
- How do we better provide for an aging community?
- How do we ensure we are more self-reliant?
- How do we encourage stronger participation and activism?

What do
you
think?.



Our Island Our Future

FOREWORD

Tiree has through history been subject to a range of assessments that for a variety of reasons have sought to better understand and catalogue the socio-economic status of the island.

In the eighteenth and nineteenth centuries these were typically commissioned by the Argyll Estate (Valuation of Argyllshire – as documented in the Argyll Papers (NRAS6/169/1) with the intention of better understanding its economic potential and to maximise revenue. Other surveys Rev. Dr John Walker (Report on the Hebrides) and early mapping (James Turnbull) and visits and documentation (Major Campbell; John Burrell; Cregreen) plus countless estate surveyor reports set out early understandings of the island economy. The Napier Commission (1884) in its report into the Condition of the Crofters and Cottars in the Highland and Islands of Scotland created a foundation for land reform (Crofters Holding (Scotland) Act 1886, and which is still being advanced today in the Land Reform (Scotland) Act (2016) and Community Empowerment (Scotland) Act 2016 and Future Islands Bill.

Land reforms, community empowerment and the Islands Bill collectively set a framework for a National Islands Plan that will seek to ensure equality and empowerment for island communities and the ‘island-proofing’ of external policies and decisions. This sets a legislative framework to support, promote and empower island communities. Critical to the whole legislative objective is the concept of ‘empowerment’. This has the intent of increasing the degree of autonomy and self-determination and local decision making within island communities. Responding to the latter needs a community, with capacity, leadership, vision and the confidence to articulate and promote its needs and strengths and build a definable sense of community purpose.

This short report supports the Socio-Economic Assessment of Tiree (2016) and outlines some practical thoughts and observations on areas that the community might wish to explore in developing the Next Tiree Development Plan – Community Futures Programme.

A word cloud in shades of blue on a white background. The central text is 'Our Island, Our Future'. Other prominent words include 'Farming', 'Community', 'Crofting', 'Tranquillity', 'Environment, culture and heritage', 'Tourism', 'Music', and 'Sunshine'. Smaller words and phrases are scattered around, including 'Gott Bay', 'Windsurfing', 'Ferry', 'Machair', 'Health', 'Employment', 'Inner Hebrides', 'Ten miles long and five miles wide', 'Atlantic ocean', 'Tir-lodh', 'Gaelic culture and language, the way of life, the pace of life', 'Cùram', 'Renewable energy', 'Sustainable development', 'Ringed Stone', 'Festival and events programme', 'Townships', 'Local needs', 'Pure air', 'White sand beaches', and 'Community decision making'.

Gott Bay

Music

Ferry Windsurfing

Tourism

Environment, culture and heritage

Inner Hebrides Ten miles long and five miles wide

Employment Health

Machair

Tranquillity Local needs Farming

The sky and sea stretch from horizon to horizon Atlantic ocean

Our Island, Our Future

Gaelic culture and language, the way of life, the pace of life

Cùram Community Tir-lodh

Renewable energy

Sustainable development

Crofting

Ringed Stone Sunshine

Festival and events programme

Townships

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1.0 INTRODUCTION

This Strategy Report supports the Socio-economic Study and Tiree Charrette reporting and sets out in summary a range of ideas and mechanisms that could support a stronger, more resilient and inclusive Tiree community. The charrette process and community engagement has highlighted the commitment of local communities to participate in 'island futures' supported by young people with clear ideas about Tiree's needs looking forward.

Tiree Community Development Trust (TCDT) with Argyll and Bute Council and other island authorities are acutely aware of the potentially adverse impacts of population decline. Population decline and a shift in population demographics (increasingly age of the population) is a long-term trend across many island and rural communities with the potential to impact on economic prosperity, the delivery of community services, and community stability.

This additional report briefly sets out, in a light but direct manner, some thoughts and ideas arising from island engagement that could support the community face the challenges of the future.

Our observations are intended to offer in a more discursive and illustrated way some pointers or areas for further thought that the Trust and wider bodies might want to consider in developing a range of initiatives to support population stability.

The Tiree Island Futures Community Charrette



THINKING ABOUT TIREE ISLAND FUTURES

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Our Island Our Future

2.0 RECOGNISING THE CHALLENGES

Population Decline

Tiree has suffered significant levels of population decline – 15% since 2001 and 34% since 1961. If the long-term trend continues the population of Tiree would be around 500 people by the time of the 2041 Census, 25 years from now. As well as a declining population, Tiree also has an aging population. The proportion of pensionable age population is 25%, considerably higher than the Scottish average of 17%. Under-16s make up 15% of the population, lower than the Scottish average of 17%. This demographic presents a distinct set of challenges for the island and the implications are numerous and wide ranging.

Employment Opportunity

Employment opportunities that offer permanent, full-time and stable jobs are largely limited to the public sector. Whilst local unemployment is low (working age population claiming Job Seeker's Allowance below 2%) job opportunities are limited. The employment base out-with the public sector is heavily weighted to self-employment within small and medium size enterprises (SME's) and crofting. The latter is a critical sector in local employment, sustaining the local economy and land management. The business base needs to grow in order to support a larger economically active population and this will need to come from entrepreneurial activity from within Tiree. Economic opportunity meaning jobs/employment are determining issues in retaining population and attracting economically active families. Creating full time permanent opportunity is challenging with secondary /support and part-time opportunity offering the best means of facilitating full-time job equivalents.

Housing

There are significant issues relating to housing on Tiree. According to official housing needs data, building more social rented housing on the island is not a priority, with 'no significant backlog of unmet need on the island'. Survey analysis contradicts this with 35% of current residents saying that they found it difficult/ very difficult to find somewhere permanent to live. Anecdotal feedback stated that local people typically do not register on the housing waiting list as they are aware that there are no properties available. Over the last five years, 38 sales averaged £170,935 – slightly above the local authority (£150,000) and national (£170,000) averages. Most properties were exchanged within the holiday home sector i.e. being sold by and also bought by holiday home owners. Affordable housing stock and housing choice (actual and perceived) has a direct impact on potential population stability and growth.

Education, Community Infrastructure and Services

Community infrastructure is critical within small communities and particularly the provision of local education services and health. Tiree has full (Primary and Secondary) schooling on island with limitations on the curriculum relating to the size of school roll the single biggest issue. The school offer Gaelic language at all ages and has strong music, creative arts and community links. Gaelic education is becoming an increasingly popular choice for parents across Scotland.

Health and Care Services on the island are provided through the Argyll and Bute Health and Social Care Partnership (HSCP), an arrangement which seeks to better integrate and co-ordinate a range of services including GPs, hospitals, health workers, social care staff and others. In terms of strategic direction, the HSCP are seeking to support people living longer and healthier lives, community resilience and a 'person-centred' approach. The issues associated with an ageing population are being seen Scotland –wide.



Sustainable Tourism

The tourism sector has become increasingly important to the island economy and with the visitor season extending from April to October with opportunities for additional 'off season' activity, it has the potential to support a wider range of permanent as well as seasonal jobs and encourage other business establishment and growth. Tiree has a strong and distinctive tourism offer (island / environment / activity sport / culture / beaches / arts and crafts / place / events) but is challenged in terms of local capacity particularly in accommodation (quality/quantity); facilities for marine tourism; branding, market awareness and promotion. Views need to be further explored around island visitor capacity and benefits/dis-benefits and management of tourism to support the island economy and community. There are mixed messages associated with tourism and particularly visitor management that need to be tackled – lack of co-ordinated information highlighting things to see and do on the island. The island needs to agree whether it wants to participate in growth in the sector and define a strategy of how this could be achieved.

Island	Area	Population	Visitors per year
Tiree	78km ²	600	26,000 visitors in 2015 and growing annually
Mull	875km ²	2500	600,000 visitors a year, tourism is an important contributor to the island's economy, supplementing the traditional fishing, crofting and whisky distilling
Iona	8.7km ²	120	130,000 visitors annually
Barra	58.8km ²	1300	34,000 visitors annually
Arran	432km ²	4629	Ayrshire and Arran combined have 1.1 million visitors annually

Strengthening Crofting and Management of Land & Community Assets

Crofting is a key economic and land management activity that is core to Tiree's socio-economic well-being and stability. Crofting and rural economy provides a series of new initiatives by Scottish Government including additional support measures for the continuation of crofting; introduce a new entrant's scheme; continued support for croft housing grants and re-introduction of the Croft House Loan Scheme. Crofting needs the support and awareness to build on the Land Reform Acts (2003) and the Community Empowerment Act 2015 and build on the changing relationships and areas of mutual interest with landowners/estate and the Crofting Commission alongside wider groups such as Scottish Crofting Federation, Scottish Land and Estates, National Farmers Union Scotland, Law Society of Scotland's Crofting Law Group. The amendments to the Croft House Grant Scheme are applicable from April 2016 with the three previous funding rates replaced with a new standard level of grant and a higher level for the islands (£38,000). Addressing and sustaining renewal within crofting and supporting new entrants and economic viability are key challenges going forward. Diversification and added value for sales / produce are important areas of opportunity.

Building Links between Fishing and Food and Drink Sector

The food and drink industry is a major contributor to Scotland's economy and an important growth sector in rural economies. National Food and Drink policy is strongly linked to Scotland's sustainable economic growth and focuses on access to markets, raising standards and diversification. On Tiree the challenge is to connect food and drink producers with local markets, add value and promote the special qualities and high value of local produce. There have been notable in-roads into making local fish and shellfish available from local cafes and restaurants but likely more could be done to support local businesses.

Transport, Utility Services including Digital

Tiree has benefitted hugely from entrepreneurial activity through Tiree Broadband as well as from this knowledge and experience being used to challenge the providers to do more. Despite the progress, there remain a number of capacity issues associated with hi-speed digital networks that need to remain a focus for the Trust and Community Council in terms of political pressure. There have been significant changes to availability of transport services (ferries/air connections) which need to be utilised to ensure they are maintained. A vibrant and growing community with high quality tourism offer needs resilient utilities (water capacity network) and this should be another area to better understand / identify solutions for periods when there is higher demand.

Representation including Locally Responsive Solutions

Community empowerment and strengthening and enhancing communities is a major challenge in small and remote communities. The creation of the Tiree Community Council is a critical first step in ensuing political representation and awareness to keep Tiree prominently 'on the radar' at all times but this momentum needs to be maintained. A united front on key issues through 'Team Tiree' is critical.



3.0 DEVELOPING A STRATEGIC RESPONSE

Addressing population decline is a long-term and challenging issue for Tiree. It will require sustained action on many fronts over an extended period and creating stronger, more appealing futures for young people, families and 'island returnees' is fundamental to the ability to stabilise the population and build successful outcomes.

The 2016 Socio-Economic Baseline Report based on primary and secondary datasets provides an evidence base for discussions on Tiree's needs both for today and in the future. This is a quantified analysis of national / regional trends supported by local information.

Set out below is some broader thoughts and areas for exploration that our experience and island engagement suggests may warrant further discussion within the TCDT and wider forward planning. Clearly any strategy and initiatives all need to be locally responsive, developed through local engagement and discussion and shaped to address the specific outcome of population stability. Areas for investigation might include:

Team Tiree - Partnership Activity supported by active Leadership

Tiree is stronger if it can build shared understandings around future needs. Partnership working and building alliances across differing interests has never been more important and this is particularly true in smaller rural communities where resources are inevitably limited. Groups whilst often defining themselves around a set of issues yet also share significant areas of common ground. Building links within across groups and between stakeholders is a continuous active process and understanding shared values, as well as the varied and differing roles and interests can form a useful audit.

Tiree enjoys strong levels of participation and involvement across all its groups – but often calling on the enthusiasms of the same individuals with the associated risk 'burn-out' and overstretched inputs. All organisations need to prioritise activity and look to build cross-organisational working across all groups. This 'Team Tiree' approach should embrace all organisations both on the island (Tiree Community Development Trust, Tiree Community Council, Tiree Community Business, Tiree Rural Development) and other partners, who have shown a willingness through the charrette process, to work together on island based projects (Argyll and Bute Council, Highlands and Islands Enterprise, Argyll Estates and Scotland Island Federation). In this regard the TCDT/other organisations should be seeking to:

- Promote stronger links between groups and consider mechanisms to bring groups together either through an over-arching 'Team Tiree- Common Strategy' or stronger coordination and shared objective setting through some form of umbrella 'Leader' group.
- Build confidence and capacity and seek out greater participation from active younger 'leaders' within the community to participate on Working Groups and share some of the workload and involvement within TCDT / TCB / TRD / TCC
- Build communications across island groups and consider new routes alongside web based / social-media and An Tirisdeach – for example - potential Tiree Community Radio - that strengthen the connections to groups and communities.



Island Bill and Island Empowerment

The Island Bill was launched for consultation in 2015 and would represent an important step-change in powers and additional measures for island communities which would 'help shape a more prosperous and fairer future for island communities'. The key themes raised as part of the consultation include:

- Island-Proofing – to ensure Government and public body decisions recognise unique island issues
- Island empowerment – identifying additional powers and measures
- National Islands Plan – to direct measures to support, promote and empower islands
- Parliamentary Constituency Boundary Review – to ensure appropriate representation of island communities

The Tiree Community Development Trust and Tiree Community Council together with partner organisations e.g. Scottish Islands Federation and Argyll and Bute Council should continue to actively engage on the content of the Bill. In a wider sense the Bill highlights the need for closer attention to island needs and in this regard the TCDT/other organisations should be seeking to:

- Build a network of contacts / relationships across the Island community and coordinate with others around initiatives and action that support sustainable growth
- Learn lessons and participate more widely in 'Island Futures' and seek to work more closely with other islands on shared initiatives and/or strong local partnerships
- Exploit the opportunity for 'Pathway Projects' that are exemplars or pilots for island communities (energy/waste/tourism/skills/training/digital/etc.) and which can form initiatives capable of securing additional funding support.

Local Development Plan

Argyll and Bute Council are currently updating their Local Development Plan which will inform land use planning over the next five-year period. Tiree benefits from a high quality environment which is protected through a range of European and national designations. Discussions advanced through the charrette suggest that there are at times local issues associated with environmental designations and ensuring planning policies reflect practical applications.

Argyll and Bute Council and the LDP Team are keen to create bespoke policies and flexibility that enables the development process and supports sustainable development. The LDP is important. TCDT should be looking to actively engage with the Council, landowners and statutory consultees to review planning policies. LDP needs to enable and facilitate investment in the island economy and sensitively and appropriately located development is needed to meet the needs of the local community.

The community should be seeking to ensure the LDP has policies that support a successful and resilient island:

- **Sustainable Economic Growth**
Developing high quality employment opportunities from an entrepreneurial base. Supporting Small and Medium scale businesses (SME's)
- **Housing**
Securing policies that support housing choice and land release for affordable housing
- **Enterprise, Skills and Training**
Promoting rural diversification, skills and growth in local enterprise and SME's
- **Environment**
Protecting environmental assets in a sustainable and proportional manner



4.0 THINGS TO THINK ABOUT - GOING FORWARD

4.1 Communicating Team Tiree

Tiree benefits from a highly motivated community and individuals willing to give considerable time and effort to support their community and deliver real benefits. However, it is clear that there are limits to capacity within an island community and there is a need for everyone to work together to support, promote and communicate 'Team Tiree' or 'Tiree United' rather than groups working in separate silos which can weaken the message:

Areas to Consider

- Maximise use of resources, skills, capacity between the various groups including school/young people - discussions with TCB and TRD to align direction of travel and combine skills.
- Develop shared objectives through a revisited Growth Plan - prioritising actions (over a 2-3-years) period which are achievable and where success can be demonstrated and celebrated by all in the community.
- Promoting important sectors on the island and linkages between established groups – more cross-promotion of goods, events and services on the island through websites, physical information and word of mouth to residents and visitors.
- Promote a united front when dealing with external consultations to add strength – through TCDT / TCB / TRD / TCC collaboration as well as with wider partners such as Argyll and Bute Council.

Strengthening the working partnership with Scottish Islands Federation will maintain a voice on matters at a Scottish and European level e.g. consultation on the Island Bill. Dialogue with Development Coll may also identify opportunities for a stronger combined voice on some matters.

4.2 TCDT Restructuring and Objectives

Tiree Community Development Trust (TCDT) is a very important organisation on the island. It works with other groups and has a resource and capacity that can take forward initiatives and programmes and sustain these over time. Building on its strengths it needs, to monitor its activity and ensure it is as effective and efficient as possible both as a Board and in terms of the action of executive officers. No issues have been identified but a strategic review and audit of activity can support re-framing of goals and activities and in our view should be part of the TCDT future Growth Plan. Areas for consideration and worthy of review might include:

- Effectiveness of the Board and the relationship of the Board with wider organisations
- Accountability of CEO /Executive Officers and streamlined reporting processes
- Project identification and prioritisation including Annual Performance targets
- Budgetary controls and accountability
- Community engagement and reporting (including difficult to reach groups)

The TCDT Growth Plan should be revisited and refined to operate over a 2-3-year horizon and each plan should be based on 1-3 key projects that are to be delivered during the plan period. Projects must demonstrate an 'added value' return against objectives. Progress and success should be clearly signposted through the TCDT website and newsletters. This will help to ensure transparency and extend participation to more than the 'usual suspects' across the community and with young people and island returnees.



Areas to Consider

TCDT should consider a review of its organisational structure:

- Board / Sub-Group organisation and reporting
- CEO/Executive officer reporting and accountability to the Board
- CEO role/responsibility/deliverables (1 and 3 key projects over a 2-3-year period)
- HR and shaping roles around individual key strengths and motivations

TCDT should look to strengthen its links with:

- Tiree groups – (including school/ young people/ crofters/ 2nd home owners/ etc)
- A&BC / other Island Communities
- HIE and Community Planning Partners
- Argyll Estates / Main landowners / Crofters / Local businesses
- Other Island Groups and bodies
- Wider community

TCDT should develop 1-3 Partnership Projects with TCB / TRD / TCC around the key priorities:

- Housing
- Economic Development / Enterprise and Destination Tourism
- Education & Skills Development

TCDT should continue to apply for funding via SRCGF / CCF / Creative Scotland / Rural Housing Fund etc. Projects with a longer delivery horizon or where significant capital investment involving others would be required should be set aside and re-visited at the appropriate time.

4.3 Focus on Sustainable Economic Growth

The importance of sustainable economic growth to the island cannot be overstated as it connects all other sectors and is a key to supporting, sustaining and growing the population.

The Tiree Community Development Trust should seek to focus efforts on growing the economic base of the island and supporting existing / potential new ventures and young people. This could be done through funding mechanisms or targeting wider funding streams / partnerships with other organisations that assist with aspects such as business start-ups, skills and training. As discussed above, projects which are identified through each of the Tiree Growth Plans must demonstrate added value against objectives.

- **Crofting** – shapes the landscape of the island and adds value to residents and visitors alike. The Trust should explore opportunities with Tiree's Crofters and partner organisations for rural diversification / business support / funding support from external bodies / programme for mentoring Tiree's next generation of crofters. The Windfall Fund has established the Skills, Education and Training (SET) Fund and this should continue to provide support to the agricultural sector.
- **Tourism** - Tiree is a popular visitor destination and over recent decades' tourism has become an increasingly important part of the island economy. Tiree received around 26,000 visitors in 2015, a 37% increase from 2009 and this represents both a challenge as well as an opportunity. A tourism strategy which seeks to co-ordinate activity on the island / promoting other businesses and activities would ensure visitors maximise their time on the island and support as many local enterprises as possible. A TCDT supported tourist information hub could include examples of Tiree products available on the island and where to find them. There is a need for a consistent message of welcome and open sense of pride in the island and its businesses to project a positive message to visitors.



- **Food and Drink / Agriculture / Fishing** – Tiree is home to high quality produce that could be promoted and supported more widely both on the island to residents and visitors. A 'Made / Grown / Raised in Tiree' label could be a useful tool to promote island businesses / sales in the island shop. Linkages between sectors such as tourism and crofting have been successfully forged elsewhere in Scotland and there are initiatives which support interventions – Hebridean Huts on Lewis, Uist Storm Pods and a range of other 'glamping' options based in rural areas. Promoting the fishing and crofting community in terms of awareness raising – websites, seafood nights, farmers market could be considered in partnership with TRD. Island businesses in the tourism sector need to support each other and promote the quality of products available – successful examples elsewhere include Isle of Skye Candle Company, Colonsay Honey, Arran Aromatics, Colonsay Brewing Company, Hebridean Salt, Hebridean Soap etc which are supplied to local hotels / sold in island shops as well as on the mainland. Opportunities for new ventures should be supported.
- **Creative Industries** – Creative industries are already thriving on Tiree and support for this sector through tourism and business initiatives would add value. As per food and drink sector, the idea of items 'Made in Tiree' that are unique and can only be purchased on the island adds value and creates a story/sense of place that should be promoted on the island.
- **Cultural Identity and Distinctive Place Quality** - All islands have a distinctive character which comes from the land, history and its people over generations. Music and Gaelic could be further promoted through local events and bigger events such as Celtic Connections which is held in Glasgow but regularly features Tiree bands. Opportunities for a Tiree Folk Festival as a spin off from TMF.

- **Digital Connections** - Digital connections are critical services for an ever increasing proportion of the community. For businesses, young people and visitors they are often critical to perceptions of place and successful island life. TCDT should strengthen support for Tiree Broadband on the island to ensure digital connections remain a priority and are resilient to change as much as possible - website presence, social media and awareness raising are also important areas.

4.4 Community Empowerment

There are significant opportunities for island communities to unlock the benefits of Community Empowerment and support is given in national policy through 'Our Islands, Our Future' together with the Community Empowerment (Scotland) Act 2015 which seeks to provide a framework for community ownership and greater emphasis on local decision making. Tiree has already started looking at the opportunities associated with community assets and the Charrette process identified key partnerships that could be strengthened to support island based community projects such as affordable housing.

An important step towards greater community empowerment has been the setting up of the Tiree Community Council who can continue to lobby for support for Tiree based initiatives working closely with the Tiree Trust and other island organisations such as TCB and TRD. The island organisations would also be eligible for funding under the Empowering Communities Fund.

Consultation on the Islands Bill has been advanced and review of the feedback suggests a strong level of support for greater support and recognition of challenges facing islands through 'island-proofing' and need for all islands to be recognised – those within Island authorities as well as authorities with island communities such as Argyll and Bute. Tiree have previously expressed concerns over their position and how they are represented on a wider platform. A National Islands Plan to address issues such as population stability, sustainability and service delivery was also highlighted by many as a positive step.



Recognition of the key challenges within the Islands Bill and associated statutory framework will be important support mechanisms for the Tìree community in seeking greater control over elements that are of critical importance to the island and where a 'one size fits all' solution constrains progress. Recognition is given to importance of energy, fisheries, crofting and agriculture, land reform, regeneration and housing, fuel poverty, lifeline services, digital connections, education and skills and planning – all raised as part of the Tìree Socio-Economic Study and Charrette process.

4.5 TCDT Housing Initiative

One of the first projects we recommend the Trust undertakes is a small housing initiative (up to 6 houses) with some of the properties centrally located and connected to existing amenities in Scaranish. The properties would be developed, owned and then rented out by the Trust to alleviate some of the identified housing need on the island. If successful, this initiative could be scaled up, working with a range of partners. The Rural Housing Fund is currently open for applications for currently available budgets (feasibility funding, project funding or both). The Socio-Economic Report and charrette process could be used to support the application process – support from Argyll and Bute Council would also be required.

4.6 Actively Promoting Island Life – Positive Stories & Imagery

The success of Tìree as place to live and work which will retain and attract people will be based on its distinctive and unique qualities and the expression of confidence and cohesion within the community. The island has many benefits which should be part of a positive conversation.

TCDT should be tasked with developing the story / brand for Tìree

- Developing an Island Profile
- Establishing the Island Identity
- Targeting particular audiences
- Adding useful information for those 'looking to move to Tìree' on to the Isle of Tìree website – this should include a positive message around the quality of education in the school, the work/life balance, sense of community spirit etc and who to contact for more information on practical elements such as housing.

Tìree is weakly represented in national and regional tourism websites. Tìree has no reference in 'Scotland's Best Islands', 'Scotland's Best Festivals' or 'Scotland's Best Beaches'. All areas where Tìree should be celebrating its appeal. Raising the profile of Tìree and the sense of invitation and welcome are important elements in building tourism and sustaining other elements of Tìree's Growth Plan.

TCDT should then actively promote the island building on existing identity and successes:

- Special qualities of place – celebrating what makes Tìree special
- Unique experiences
- Web presence and invitation to be part of unique and special experiences
- Promoting food & drink / creative industries / crofting / fishing
- Promoting festivals and events – particularly those in areas of strength such as culture, music and Gaelic language
- Supporting enterprises through co-ordinated web / social media and graphic imagery