



Tiree Community Growth Plan 2017 – 2020

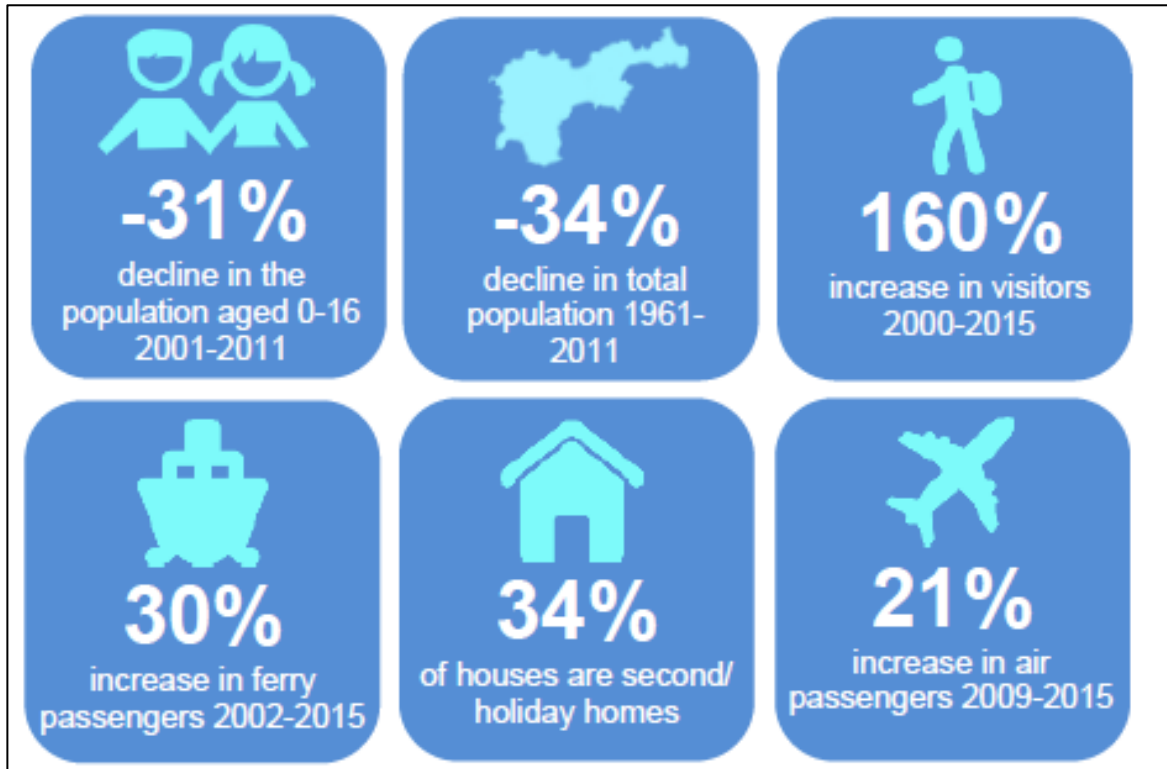


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By Tiree Community Development Trust (TCDT)

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1 Executive Summary



Source – (EKOS, Tiree Socio-Economic Baseline April 2016)

- 1.1 Tìree's Community came together in 2016 to discuss the challenges we face and identify key actions which we now aim to implement to reverse the declining population trend, down 15% between 2001 census and 2011 census figures. The 'Charrette', an intensive session of community planning workshops, produced 2 key documents which both led to the creation of this 'Tìree Community Growth Plan 2017 – 2020'. These were "Tìree Socio Economic Baseline – EKOS, June 2016" and "Tìree Island Futures Strategy Report – Ironside Farrar, June 2016". The Charrette was funded by the Scottish Government, Tìree Community Development Trust (TCDT), Highlands and Islands Enterprise and Argyll and Bute Council. Highlands and Islands Enterprise also contributed to the development of this plan by funding 20% of the Growth Plan Coordinator role.
- 1.2 As part of our commitment to delivering the actions outlined in this plan, TCDT will report back on progress annually at our AGM.
- 1.3 Despite the broad decline in population there was also a 15% increase in the number of 18-24 year olds in the period between 2001 – 2011 (EKOS Socio Economic Baseline 2016). If this trend can be encouraged and developed then there could be more adults within the typical family age bracket.
- 1.4 Tìree has many strengths including a well engaged and active community sector, a rich culture, heritage and natural environment and increasing visitor numbers. However the community faces significant challenges including sustainable employment opportunities, housing, transport, communications and other factors which may contribute to the decline in population and those which arise from an increase in visitors. These are detailed in section 3 of this plan.
- 1.5 Unemployment on Tìree is lower than the whole of Scotland by around two thirds (Tìree & Coll data source – NOMIS, JSA Count, July 2015), however wages are relatively low and some work is seasonal. This means that the workforce generally work longer hours with 22% working more than 49 hours per week (Census 2011).
- 1.6 A 37% increase in holiday/second homes was recorded between 1981 – 2011 Census'. The demand for this type of housing has contributed to pushing up the average house price beyond the reach of many young islanders.
- 1.7 The Strategic response planned for the next 3 years is focussed around 5 key areas:
 - 1.7..1 Tìrisdeach Còmhla/Tìree Together – Community Groups working or coming together to maximise community revenue, skills and resources.
 - 1.7..2 Sustainable Economic Growth – Identifying and promoting economic growth opportunities.
 - 1.7..3 Community Empowerment – Using current policy and experience gained to put Tìree's future in its own hands, with potential to take control of important community assets and services.
 - 1.7..4 Community Housing Initiative – Delivery of small community owned housing project (up to 6 units).
 - 1.7..5 Promoting Tìree – Delivery of various actions which will promote Tìree as a successful place to live and work.
- 1.8 Some key projects which are prioritised for delivery in the earlier stages of this plan are:

- 1.8..1 Development of Milton and Scarinish Harbours to safeguard and grow our fishing industry.
- 1.8..2 Bring the Hynish Centre Assets into community ownership and identify additional social and economic development opportunities.
- 1.8..3 Development of the existing community owned Tiree Broadband network to provide a minimum of 10 Mb/s (up to 30 Mb/s) service to households and businesses out with the scope of BT's Fibre upgrade.

2 Introduction

Isle of Tiree

The Isle of Tiree, the most westerly of the Inner Hebrides, is 8,800ha in size and is in the Atlantic Ocean some 60 miles west of Oban, the nearest mainland port. Tiree had a population of around 653 (2011 census). Crofting and agriculture is the biggest industry on the island, closely followed by the public sector. Crofting provides the backbone of Tiree's special biodiverse landscape and also it's unique culture and way of life.

Between the census 2001 and 2011 there has been a decline of 15% in the Island's population. In 2016, EKOS published a Socio-Economic study of Tiree. This study uncovered the main social and economic trends on the island. The Tiree Island Futures Strategy Report 2016 (report prepared by Ironside Farrar Ltd after the 2016 Charrette) highlights the extent of challenges and opportunities that exist and possible ways of helping sustain and grow the island's community and economy.

Tiree Community Development Trust (TCDT)

TCDT was formed in March 2006 and is owned and managed by Tiree's community. It represents a community-led approach to rural development promoting the sustainable, environmental, economic and social development of Tiree.

TCDT's main activities are:

- The sustainable regeneration of Tiree's community;
- Strategic planning and development through community engagement and consultation;
- Local project delivery;
- Partnership working with relevant agencies and organisations;
- Sharing best practice and experience with other similar groups and organisations; and
- Local capacity and skill development.
- TCDT is governed by a board of voluntary Directors, resident on the Isle of Tiree. Directors are elected by TCDT members at the AGM each year.

Windfall Fund

Tiree Renewable Energy Company Ltd (TREL) is wholly owned by TCDT. In 2010 after five years of development the community wind turbine 'Tilley' started generating power. The power produced is exported and sold to an energy provider. After loan repayments

and other overheads are paid, the profits are gift aided to TCDT. 80% is distributed through The Windfall Fund which is currently split into four categories: -

- Community Investment Fund
- Community Support Fund
- Skills, Education and Training (SET) Fund
- Business Start-up

The remaining 20% helps to provide core funding for TCDT's project and admin costs.

2.1 Unique Cultural and Natural Heritage



Figure 1 - An Iodhlann, Tiree's Historical Centre

Tiree is renowned for having a very rich culture and heritage, which has been celebrated and passed down through the generations. It is celebrated through language, music and story.

The Gaelic language is extremely important to the island and community, with 240 people (38% of the population) able to speak Gaelic and of that number 65% use it at home (2011 Census). This is something the community wishes to

protect and develop for future generations.

Gaelic culture and language, crofting, the way of life, the pace of life, architecture, the scenery and the people make Tiree what it is - a unique, living, historical, environmentally important and bio-diverse landscape which supports the community.

2.2 History of the Growth Plan

The very first island Growth Plan was produced in 2005 by Tiree Development Partnership the forerunner of TCDT. The agreed vision in 2005 was: -

“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”

The above vision was re-affirmed after community consultation for the 2011-2016 Growth Plan. In 2011 TCDT developed its first Community Growth Plan using the information from the 2004 Socio Economic study. The main aim of the Community Growth Plan was to address issues within the community, including housing, employment, depopulation etc. A further aim was to help the community identify opportunities for revenue generation that would enable the community to become

more sustainable and produce an income which could be used for the good of the wider community. The 2004 study has also been used by many public and private sector organisations, community groups and private individuals as a base-line information resource for business plans and feasibility studies as well as many other consultancies and reports.

The 2011-2016 Growth Plan had 10 key themes:

- Community Facilities and Infrastructure
- Crofting and Agriculture
- Employment and Economic Development
- Housing
- Marine Resources and Fishing
- Renewable Energy
- Tourism
- Transport
- Youth, Children and Education
- Music, Culture and Heritage

With hindsight, the 2011-2016 Growth Plan could be argued to have been aspirational and too wide-ranging, lacking measurable actions and achievable timeframes.

The 2017-2020 Growth Plan now supersedes the 2011-2016 Growth Plan.

2.3 Community Consultation

In 2016 TCDT secured funding through the Scottish Government Charrette Mainstreaming Programme and appointed Ironside Farrar Ltd (IFL) to facilitate a community Charrette. The project brief was to produce a socio-economic baseline at an island level as well as exploring the issues around population decline and how these might be addressed. The Charrette process took place over 6 months and included 4 days of public consultation. Local government and other stakeholders were also consulted and had the opportunity to contribute to the outcomes of the Charrette. As part of the Charrette, an island-wide survey was also conducted and the data from the survey informed the socio-economic study. The survey gathered anecdotal data and information from current residents, former residents, non-residents, businesses and second home-owners about housing, employment and education.

For the 2017-2020 Growth Plan to be delivered effectively, it is vital that all groups and individuals are kept informed of progress to enable the whole community to work together cohesively. Opportunities for the community to contribute to and influence the Growth Plan include:

- Annual open days held by TCDT provide opportunities to showcase projects and obtain feedback from the community.

- TCDT meetings with all the active groups on Tiree to obtain feedback and to discuss areas of potential co-operation.
- A TCDT stall at the annual Tiree Agricultural Show to showcase projects and engage with the public.

2.4 Links to wider strategy

- National Outcomes

Sixteen National Outcomes describe what the Scottish Government wants to achieve over the next ten years, articulating more fully the Government's Purpose. They help to sharpen the focus of Government, enable their priorities to be clearly understood and provide a clear structure for delivery. It states "By achieving these outcomes together, we will make Scotland a better place to live and a more prosperous and successful country." The Sixteen National Outcomes can be found on the Scottish Government website: <http://www.gov.scot/About/Performance/scotPerforms/outcome>

- Single Outcome Agreement 2013-2023

Argyll & Bute Council has published The Single Outcome Agreement 2013-2023, the overall objective of which is that: "Argyll and Bute's economic success is built on a growing population". The Single Outcome Agreement identifies the fragile nature of communities on the fringe of Argyll and Bute and sets out six long-term objectives which will be relevant to Tiree:

1. *The economy is diverse and thriving.*
2. *Infrastructure is in place which supports sustainable growth.*
3. *Education, skills and training maximise opportunities for all.*
4. *Children and young people have the best possible start.*
5. *People live active, healthier and independent lives.*
6. *People live in safer and stronger communities.*

- Argyll and Bute Council Local Development Plan

The Argyll and Bute Council Local Development Plan (LDP) is a key document directed at the delivery of the Community Planning Partnership's combined Community Plan and Single Outcome Agreement 2013-2023, particularly through its associated Action Programme. One of the tasks identified in the LDP is the development of LDP community plans in conjunction with the local community. It has been agreed that this should be taken forward in an integrated manner by the Council and that Community Planning, Economic Development and Development Planning work jointly with communities and other key partners. This will be a more effective and efficient way of working, achieving greater synergies.

- The Islands Bill

The Islands Bill was launched for consultation in 2015 and is an opportunity for step-change in powers and additional measures for island communities which it is hoped will “help shape a more prosperous and fairer future for island communities”. Key themes raised as part of the consultation include:

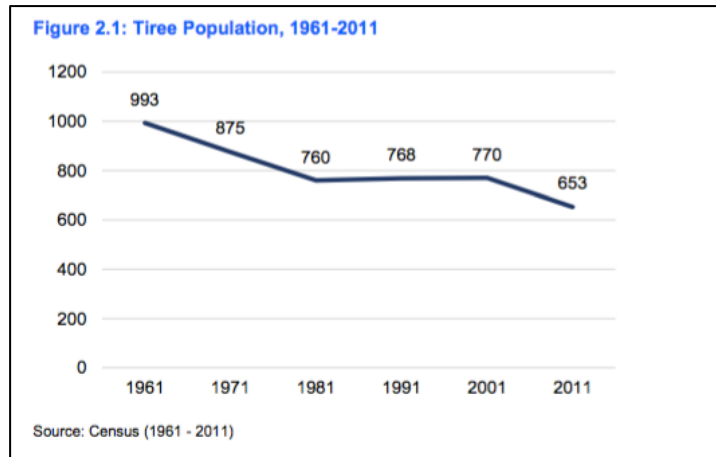
- Island-Proofing – to ensure Government and public bodies decisions recognise the unique island issues.
- Island empowerment – identifying additional powers and measures.
- National Islands Plan – measures to support, promote and empower islands.
- Parliamentary Constituency Boundary Review – to ensure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

2.5 Achievements

A lot has been achieved since the first plan in 2005. Many projects were identified and implemented by various community groups and outside agencies. The 2017-2020 Growth Plan will build upon these achievements to help ensure everyone works towards a common vision for Tiree, maximising resources, minimising duplication of effort and working in partnership as a truly united community. See list of achievements in **Appendix 1**.

3 The challenges

3.1 Population Decline

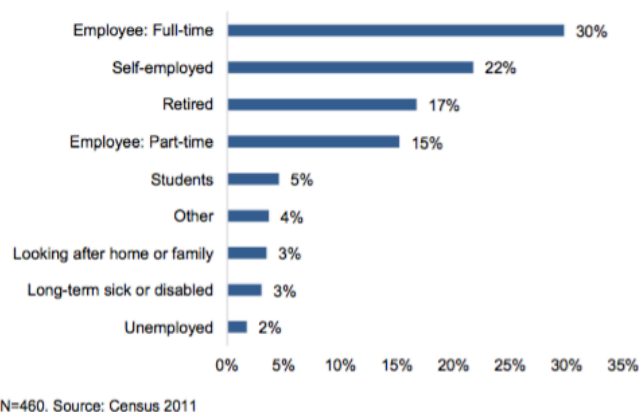


Source – (EKOS, Tiree Socio-Economic Baseline April 2016)

Tiree has suffered significant levels of population decline – 34% from 1961 to 2011, and 15% from 2001 to 2011 (2011 being the last Census date). If this trend continues long-term there would be serious implications for the sustainability of Tiree as a viable community. As well as a declining population, Tiree's population demographic differs from the national average. 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%.

3.2 Employment Opportunity

Figure 5.4: Economic Activity (population aged 16 to 74, 2011)

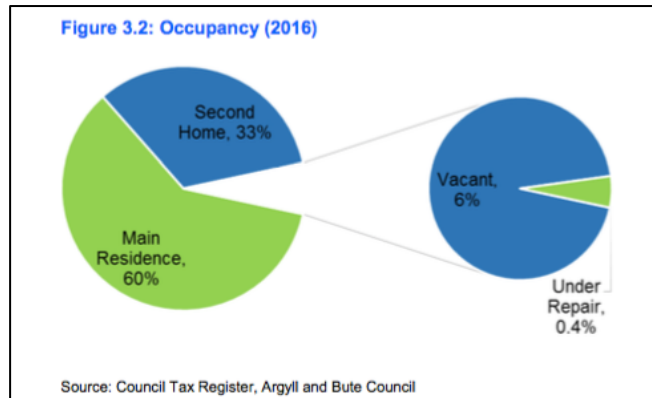


Source – (EKOS, Tiree Socio-Economic Baseline April 2016)

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.

3.3 Housing



Source – (EKOS, Tiree Socio-Economic Baseline April 2016)

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' (Tiree Housing Market Housing Need and Demand Survey Research Report 2014/15 March 2015). 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 bought by holiday home owners. Anecdotal evidence indicates that local people don't typically register on the housing waiting list and the 2015 Housing Need and Demand Survey found that 35% of respondents say that they have found it difficult to find somewhere to live.

The main **housing issues** on Tiree are:

- Lack of year-round affordable housing to rent
- The average price of houses and plots of land has risen dramatically since 2000 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
- Increasing external pressure on house sales
- Many house ruins on the Island but not many are available for sale. The reasons for this are complex and varied.

3.4 Education and Health Services

Table A.7: School Roll (2005-2014)

	Primary English Unit	Primary Gaelic Unit	Secondary	Total
2005	35	21	49	105
2006	23	18	54	95
2007	23	16	55	94
2008	21	21	47	99
2009	22	27	49	98
2010	28	22	46	96
2011	22	22	39	83
2012	23	21	28	72
2013	25	22	21	68
2014	29	23	25	77

Source: Scottish Government

Source – (EKOS, Tìree Socio-Economic Baseline April 2016)

- **School**

Tìree has Pre-school, Primary and Secondary schooling on the island with limitations on the Secondary curriculum relating to the size of school. The school offers Gaelic language at all ages and has strong music, creative arts and community links. The two main concerns are the steadily decreasing numbers in Secondary and limited subject choice with a correlation between the two factors. The school is a cornerstone service on Tìree but it remains under threat.

- **Health Services**

Health and Care Services on the island are provided through the Argyll and Bute Health and Social Care Partnership (ABHSCP), an arrangement which seeks to better integrate and co-ordinate a range of services including GPs, hospitals, health workers, social care staff and others. Health and social services are of a high quality on Tìree with professional, dedicated staff and a surgery with good facilities. There is an uncertain future with regards to Tigh a Rudha (the Eventide Home). Tigh a Rudha (TaR) is the only care home on the Island. Although Argyll and Bute Council put the running of the Home and Home Care services out to private tender in 2013/14 there was no interest from private companies prepared to run these services on Tìree. There is no formal day care facility on Tìree.

Cùram Thiriodh (CT) was set up in 2011 by local volunteers initially to give the Tìree community a voice regarding the future of TaR. Dealing with the mainland agencies was often frustrating and unproductive but CT persevered and their voice is still being listened to, now by ABHSCP. In 2012 CT took over the running of the Resource Club (RC). This is a key service to the elderly and isolated on Tìree and the RC minibus, driven by its employed outreach worker, is an often-seen sight as it traverses Tìree overcoming the problem of social exclusion of those who are housebound or have no means of transport. The directors work hard to raise the annual running costs of over £27,000. One key twice-weekly activity is the lunch club which is CT's response to the lack of formal day care.

3.5 Sustainable Tourism

The tourism sector has become increasingly important to the island economy and has seen an increase of 160% between 2000 – 2015. Tiree’s natural and cultural heritage – its white sandy beaches, diverse flora and fauna, machair, scenery, architecture and Gaelic language - is a strong tourist attraction. Important niche markets continue to develop for adventure sports and ancestral research. The peak visitor season is relatively short (+/- 10 weeks in the summer) but new events in May and water sport events in the Autumn have helped to extend the season. There is however still limited activity in the off season. A further increase in peak season tourism above the current growth rate would put strain on infrastructure, transport and facilities. Tiree’s exposure to the wider world has been limited; however, the island website, www.isleoftiree.com, is widely regarded as an excellent facility for visitors and locals and receives approximately 90,000 hits per year.

3.6 Crofting and Management of Land

	Number	%
Let by Argyll Estates	197	69%
Let by other private owner	47	16%
Owner occupied	35	12%
Vacant	7	2%
Total	286	100%

Source: CLO Options Appraisal, 2014

Source – (EKOS, Tiree Socio-Economic Baseline April 2016)

Crofting is a key economic and land management activity and is core to Tiree’s socio-economic well-being and stability as well as retaining its bio-diverse landscape. Tiree has 286 registered crofts, which are small landholdings. There are approximately 80 crofting businesses registered on Tiree, meaning many crofters work more than one croft. A series of new initiatives by Scottish Government include:

- additional support measures for the continuation of crofting;
- introduction of a new entrant’s scheme;
- continued support for croft housing grants
- re-introduction of the Croft House Loan Scheme.

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.

3.7 Fishing

Fishing is an integral part of Tiree and West Coast culture. Communities have been fishing Scottish West Coast waters for centuries and like crofting it is engrained in the culture and heritage of Tiree.

Milton Harbour supports 6 fishing vessels and in its current state is no longer fit for purpose, and if improvements are not made, fishing on Tiree will be less attractive to young people and the industry will be in jeopardy. The safety of the fishermen and fleet is being compromised particularly in inclement weather, which is becoming more frequent on the West Coast of Scotland. Over-topping of the pier is a common occurrence in the winter months, which puts the fishing vessels at serious risk of damage.

Scarinish Harbour supports 2 fishing vessels and is used by many leisure boats throughout the year. There has been some form of harbour at Scarinish for the last 2 centuries. The harbour is in a state of disrepair and is no longer fit for purpose. The pier is now under threat of closure and poses a significant risk to the safety of users.

Fishing has a direct cash injection back into the local economy as the current fishing fleet supports around 32 dependents. This injection feeds directly and indirectly into local businesses.

3.8 Building Links Between Local Producers and the 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. Tiree has a strong tradition of producing high quality fresh products like lamb, beef, shell fish, eggs, potatoes and fresh vegetables and once had a strong reputation for growing barley and corn. 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. Tiree has lost key facilities such as an abattoir and butchery in recent years, making it even more challenging.

3.9 Digital Connectivity

Tiree has benefited hugely from entrepreneurial activity through Tiree Broadband, set up and run by local volunteers and a contracted network engineer who lives locally. Their knowledge and experience has also been invaluable in challenging the national providers to do more. BT laid a fibre optic sub-sea cable to Tiree in 2016 which now gives some properties on the island access to superfast broadband. Due to the dispersed nature of housing in the townships on Tiree the vast majority of houses and businesses cannot access this currently. Therefore, Tiree Broadband, thanks to an £80,000 grant from HIE, will roll out an upgrade project during 2017 which will see its customers given the opportunity to access speeds of 10 – 30 Mb/s. Resilience remains the key issue in an age where businesses around the island rely heavily on good reliable broadband, from Crofters registering livestock to tourism businesses promoting their services and the island.

Mobile connectivity on parts of Tiree improved slightly in 2015 when the island of Coll installed a community owned 4G mast. There are still several black spots/areas on the

island and it is hoped that some of these will be addressed by proposed commercial developments or upgrades by Vodafone and EE during 2017/18. These will be monitored by an island working group consisting members of Tiree Broadband, Tiree Community Development Trust and Tiree Community Council.

3.10 Transport

Thanks to the efforts of the Tiree Transport Forum (TTF) and Tiree Community Council (TCC) there have been significant improvements in transport services (ferries/air connections) over the last few years. Tiree has benefited hugely from 2 daily flights from Glasgow strengthening connections with the mainland and making mainland facilities more accessible. The TCC secured the Oban-Tiree flight after it was under threat from funding withdrawal from Argyll and Bute Council. An additional ferry service on a Saturday during the peak summer months has increased the capacity of the island and relieved some pressure on the very strained ferry service. Further additional ferries are made available for special events on Tiree e.g. TMF and half marathon. Pressure still needs to be applied to further improve service levels and connectivity.

The physical infrastructure at the Airport is good following the major resurfacing work carried out in 2007. There is increasing concern however about the state of the main pier at Gott Bay. The local consensus is that the entire structure is deteriorating and that if major remedial work is not undertaken soon there could be a major collapse of one or more sections of the pier resulting in its immediate closure and ferries being unable to dock. TCC and TTF have raised their concerns with CMAL and Calmac but with no promised action forthcoming thus far. CMAL announced in 2017 that £7.5m will be invested in Gott Bay Pier over the next 4 years. These repairs will not, however, address the perceived structural defects. TCDT will support TCC to ensure appropriate action is taken to identify and remedy the perceived defects.

TCC will continue to lobby Argyll and Bute Council to highlight that the condition of the roads and road signage is very poor.

4 Strategic Response

Population decline is a long-term challenge for Tìree. Creating a stronger future for young people and families, as well as older people returning to Tìree is fundamental to stabilising the population and stimulating growth. The 2017 – 2020 Growth Plan sets out 5 key strategic areas that will help sustain population, stimulate growth and create a more resilient and inclusive community. These 5 areas will be the focus for the community over the next 3 years. The 5 areas are:



4.1 Tìrisdich Còmhla – Tìree Together

Tìree benefits from a highly-motivated community of individuals who serve on one or in many cases several of the approximately 50 different volunteer groups on Tìree, delivering a wide range of diverse benefits to the community. With so many active groups on Tìree, maintaining membership and directorship becomes difficult and many people end up serving on many community groups. This situation can lead to “volunteer fatigue” ultimately jeopardising the long-term sustainability of the groups.

To address the above issues a working group has been formed of representatives from An Talla, TCB, TRD and TCDT. TCC supports the principles behind this initiative.

- Objectives of Tìrisdich Còmhla
 - To maximize the use of resources on Tìree.

- To investigate amalgamating key community groups into one super group that will deliver shared objectives, present a united front and be more efficient and cost effective.

- Action Plan

Action (How)	Responsibility (Who)	Delivery (When)	Outcome (Result)
Working group to deliver a report on options for a possible new amalgamated group.	Working Group (Directors from An Talla, TCB, TCDT & TRD)	Nov 2017	A report to be presented to the directors from TCDT, TRD and TCB.
Options for amalgamation to be appraised by key groups and a final recommendation to be presented to the community. Final decision to be taken by each group as per their constitution.	Working Group (Directors from An Talla, TCB, TCDT & TRD)	Feb 2018	Final decision on way forward

4.2 Sustainable Economic Growth

Focusing our efforts to grow the economic base of Tíree to support and sustain existing business is fundamental to the future of Tíree. Opportunities for growth need to be identified that will promote start-ups, and develop skills and training. Creating new opportunities and protecting current industries are generally seen as high priorities. These complement the community's current strategy of acquiring assets with the potential to generate sustainable income while also offering an essential service to the wider community in the process.

The **strengths** of Tíree's economy are:

- There is a high number of self-employed (22%) people on Tíree.
- The population is at a level that requires a high public sector employment.
- There is a skilled workforce.

The weaknesses in Tíree's economy are:

- Lack of apprenticeships and work experience.
- Lack of some specific skills and gaps in skills base.
- Reliance on self-employment.
- Population decline.



- Hynish Centre

In 2015, The Hebridean Trust Ltd offered the Hynish Centre to the community of Tiree as a community owned asset.

Hynish is a small crofting township lying on the most southerly point on the west of Tiree. The group of buildings, known as the Hynish Centre, were built under the direction of Alan Stevenson, mainly between 1837-40, for the construction and servicing/maintenance of Skerryvore Lighthouse. The buildings are listed as Category A by Historic Environment Scotland. The buildings are all solidly constructed mainly of large masonry blocks of granite or gneiss. They are, as a group, and in their relation to Skerryvore, unique in Scotland and survive in a good sympathetic state recognised by its listing at the highest level.

The buildings were surveyed professionally in 2016 on behalf of TCDT and have been deemed to be in reasonable condition though there will be the need for significant investment in some of the buildings to restore them to a habitable state. Listed buildings in Hynish are home to 'The Story of Skerryvore Lighthouse' exhibition, and 'The Treshnish Isles Natural History' exhibition, while The Barracks, accommodation used by the building workforce in the 1830's and 1840's, and Keepers' Cottages, occupied by the lighthouse keepers thereafter, are currently rented as "term-let" affordable accommodation. The Barracks is currently unoccupied due to damage caused by water ingress. Initial repairs have recently been carried out to the roof and walls to stop this.

TCDT are currently preparing a Business Plan with Financial Models to help determine the immediate and long-term costs, obligations and benefits which would accrue to the community should this acquisition go ahead. Possible options for Hynish that are being considered:

- Small business units

- Affordable housing
- Additional Museum facilities to include An Iodhlann exhibitions
- Conference/wedding venue
- Art hub
- Crofting skills centre
- Outdoor centre for schools

4.2..1 Objectives

- To determine feasibility and viability of acquisition.
- To seek funding and to purchase the Hynish Centre as a community owned asset.
- To manage and grow the Hynish Centre to increase employment and housing.

4.2..2 Action Plan

Action (How)	Responsibility (Who)	Delivery (When)	Outcome (Result)
Prepare Business Plan (BP) and Financial Models	TCDT	Sep 2017	BP will drive the grant application process.
Determine level of grant-funding support.	TCDT	February 2018	Confirmation of support.
Present option to purchase to Community	TCDT	Nov 2017	Community decision.
If Community are in favour conclude acquisition from Hebridean Trust	TCDT	Apr 2018	Community ownership of the Hynish Centre
Renovation and restoration of key buildings bringing them back into good use.	TCDT	Apr 2020	Providing additional affordable housing and possibly business premises.

• Milton & Scarinish Harbours

Inshore fishing is an important part of the Tìree Heritage and has been a major employer and part of the economic backbone of the island for over 200 years. In 2011, 11% of the working population were employed in agriculture and fishing making it the third highest employment sector on Tìree. In 2016, approximately 150 tons of shellfish was landed with a gross value of approximately £566,000 (Source: Marine Scotland).

Despite the general decline in population, between 2001 - 2011 the 18-24 year olds age bracket bucked this trend and actually increased by 15% (EKOS - Tìree Socio Economic Baseline Study, 2016). It is understood that fishing contributed greatly to

this specific trend and that with access to good harbour facilities, fishing offers a sustainable employment opportunity on Tiree.

In 2016, Argyll Estates offered to transfer both Milton and Scarinish Harbours to TCDT, for £1, to be managed as community assets.

Milton Harbour, situated in the East end of Tiree, has been in use since 1847. The current harbour is a working harbour that was built in 1972 and extended in 1980. It is the biggest harbour on Tiree that can accommodate a small fleet of inshore fishing boats and it accommodates 6 inshore boats, employing 14 people and supporting approximately 32 dependents.

Scarinish Harbour, situated approximately 2km south-west of Gott Bay, is a small picturesque harbour which offers natural sheltered waters for locals and visitors alike. It is understood that there has been some form of pier or jetty within the bay for well over two centuries with the present drystone jetty structure dating back to around the 1840's. The pier is currently in structural distress and is in a potentially dangerous condition, following significant damage caused by severe weather and lack of maintenance. Currently the harbour is being used by 2 commercial fishing boats employing 4 and supporting approximately 6 dependents. Scarinish is also used by both local and visiting leisure craft and, due to its location and beauty, has potential for further development in this area with a slipway and possible pontoon development.

Both harbours, in their current state, are unable to accommodate any more boats. Boats are already having to berth alongside each other at Milton, making it a very cramped and unsafe harbour. Again at Milton, during periods of inclement weather and large tides, there is a heightened risk of boats being lifted up onto the current pier thus causing extensive damage to the boats, gear and potentially the quay and users.

4.2..1 Objectives

- To secure 18 jobs by making urgent structural improvements to Scarinish Harbour and re-developing Milton Harbour.
- To create 2 new berths for inshore vessels at Milton which will create the opportunity for 4 new jobs.
- To improve catch quality and yield, supporting Tiree's reputation for quality produce within the growing Food and Drinks industry.
- To improve the welfare and Health and Safety standards for both fishermen and visiting leisure craft.

4.2..2 Action Plan

Action (How)	Responsibility (Who)	Delivery (When)	Outcome (Result)
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Prepare Business Plan and Financial Models	TCDT/Harbours Steering Group	Aug 2017	Models completed.
Determine level of grant-funding support.	TCDT/Harbours Steering Group	Apr 2018	Confirmation of support.
Present option to purchase to Community	TCDT/Harbours Steering Group	Nov 2017	Community decision.
Acquire harbours from Argyll Estates.	TCDT/Harbours Steering Group	Apr 2018	Community ownership of harbours.
Undertake renovations and improvements to harbours.	TCDT/Harbours Steering Group	Nov 2018	Renovations and improvements of harbours completed.

- **Tourism**

Tiree is a popular visitor destination and tourism has increasingly become an important part of the island economy. The tourism industry is based primarily on self-catering accommodation provision, together with several tourism related businesses such as windsurfing, surfing, craft shops, two hotels, a restaurant/microbrewery, cafés and a campsite. The tourist season is short and peaks in July and August with very limited activity between mid October and Early April therefore many of these businesses do not operate, or reduce operations, in the winter months.

An increase in ferry passengers of approximately 30% between 2002 – 2015 (Transport Scotland/Cal Mac Figures for Oban – Tiree/Coll route) and approximately 22% increase in air passengers between 2009 – 2015 (HIAL figures for Tiree Airport terminal passengers), shows that the number of visitors to Tiree has increased. TCDT employs a full-time Ranger to manage some of the impacts of tourism.

4.2..1 Objectives

- To have a tourism strategy to co-ordinate activity on the island, promoting other businesses and activities to ensure visitors maximise their time on the island and support as many local enterprises as possible.
- Using the existing Discover Tiree website and Ranger service, develop a tourist information hub that provides comprehensive information on products, businesses and activities on Tiree.

4.2..2 Actions

Action (How)	Responsibility (Who)	Delivery (When)	Outcome (Result)
Establish Working group to conduct a future needs assessment so that there is a clear understanding of future transport, communications and infrastructure needs to support increased numbers in visitors.	Discover Tiree, Ranger Service, TRD, TCDT and TCB	Nov 2018	The community is aware of potential opportunities and impacts of increased tourism on Tiree.
Working group to investigate and produce a documented tourism action plan for the island.	Discover Tiree, Ranger Service, TRD, TCDT and TCB	Nov 2018	A documented tourism action plan that meets the needs of all the sectors whilst promoting and protecting the island's unique heritage and environment.
Implement Action Plan	Discover Tiree, Ranger Service, TRD, TCDT and TCB	December 2020	Delivery of agreed actions

- Sustainable Income for future generations

Tilley

Tiree Renewable Energy Ltd. (TREL) is a wholly owned subsidiary of TCDT. TREL is governed by a group of volunteer directors with day to day admin and accounting duties carried out by staff of TCDT. TREL transfers to TCDT all available net cash as a donation after paying overheads and loan repayments. TCDT then invests this in community projects. The main funding acquired to build the wind turbine project came from two sources. TREL borrowed £1.2m from the Co-op Bank and TCDT received a capital grant of £712,600 from The Big Lottery Fund's "Growing Community Assets" funding stream which was then loaned to TREL. The Co-op Bank loan will be repaid by the end of August 2022 and the loan from TCDT will be repaid by January 2025. The estimated life span of Tilley is 25 years from its start date of 2010. By 2016, as well as contributing to TCDT's core running costs for 5 years, the total amount granted to groups on Tiree via the Windfall Fund was over £450,000. The total value of these projects was around £2,000,000 showing that the funding has levered in approximately £1,550,000 of external funding to the island in a 6-year period, an average intervention rate of 22%.

4.2..1 Objectives

- To create sustainable income for future generations.
- To have plans in place for alternative income streams, post Tilley.

- To research and deliver other income generating projects.

4.2..2 Actions

Action (How)	Responsibility (Who)	Delivery (When)	Outcome (Result)
Investigate and recommend other potential income generating projects owned by the community.	TCDT, TREL and other community groups (as appropriate)	Dec 2018	Recommendations of income generating projects for the community.

4.3 Community Empowerment

Community empowerment and support is embedded in national policy through the Community Empowerment (Scotland) Act 2015 which seeks to provide a framework for community ownership and greater emphasis on local decision making. The Tiree Community is active with approximately 50 voluntary community groups in operation. To date Tiree's community has established 6 community-owned and managed buildings and a significant income generating community owned asset, Tilley. The re-establishment of the Tiree Community Council is important for greater community empowerment as it seeks to lobby local and national government for support for Tiree initiatives.

- Objectives
 - Continue to investigate community ownership of key island assets and services where an opportunity arises.
 - To stay informed and contribute to regional and national government policy and establish good networks.
 - To respond to major relevant consultations, documents and draft legislation.
 - To build community capacity, knowledge and experience.

- Actions

Action (How)	Responsibility (Who)	Delivery (When)	Outcome (Result)
Develop strategic terms of reference for Tiree's future place in the regional and national framework.	Tiree Community Council, TCDT, TCB and TRD.	Dec 2018	To create terms of reference about Tiree's future and its place in regional and national policy/framework. "Tiree Proofing"
Establish a strategy that will develop and retain knowledge and experience on Tiree.	TCDT/Tirisdich Còmhla	Nov 2017	To have a protocol in place that promotes and retains skill and knowledge on the island.

4.4 Community Housing Initiative

A survey on housing needs was carried out in 2014 by TCDT supported by Rural Housing Scotland, Argyll Community Housing Association and Argyll & Bute Council. The findings were that building more social rented housing on the island was not a priority, with no significant backlog of unmet need on the island. However, the report also recognized that increased provision of affordable housing would be important to population growth and economic regeneration on the island. The report also highlighted the need to ensure the provision of suitable accommodation for Tiree's ageing population. There is anecdotal evidence of a need of additional affordable housing.

- Objective

- To provide affordable housing options for existing or new island residents.
- To secure tenure of land from 3rd parties so that residents or new residents can build new homes.

- Action Plan

Action (How)	Responsibility (Who)	Delivery (When)	Outcome (Result)
Investigate the options of working with West Highland Housing Association (WHHA) so that housing needs are better managed.	WHHA & TCDT	Apr 2018	Closer working with WHHA in order to secure better co-ordination of housing on Tiree.
Identify/acquire site which can be used for community housing initiative.	TCDT	Dec 2018	Site available for new housing.

Complete a small housing initiative (up to 6 units) built/owned by the community.	TCDT	Dec 2020	New affordable housing units available to island residents.
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4.5 Promoting Tiree

Ensuring Tiree is a successful place to live and work will help to retain and attract more people. Tiree has distinctive and unique qualities not least the expression of confidence and cohesion within the community.

Digital Connections – For businesses, young people and visitors, fast and reliable connections are critical to promoting Tiree as a place to live or visit.

Links – Strong reliable transport links to the mainland are critical for businesses and residents alike.

Culture – Tiree is renowned for having a rich culture and heritage, something that has been celebrated and passed down through the generations. It is celebrated through language, poetry, music and song.

The Arts – Tiree has a growing sector of arts, screen and creative industries which provide intrinsic social and economic value to the community. Tiree has had little support from creative funders like Creative Scotland whilst other island communities appear to make more progress in this area. This sector is highlighted by the Scottish Government as one of 6 growth sectors which Scotland is well equipped to build upon.

Youth - Tiree values their young people and see them playing a lead role in the future of the island. The community of Tiree 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. The Youth Worker post within TCDT has been key to delivery of this objective and TCDT will seek to ensure this post remains.

Environment - Tiree has a very special environment created by generations of crofting agriculture in harmony with natural forces. Tiree's bio-diverse environment is central to our quality of life, cultural heritage, community, employment, products, tourism and overall image of the island. As such, the protection and enhancement of the environment should be at the heart of promoting Tiree. The Tiree Ranger Service is a key enabler of this and TCDT will seek to ensure this post remains.

- Objectives

- To promote Tiree as a place to live, work and visit.
- To promote and support entrepreneurial opportunities on Tiree.

- Attract new economically active people to Tiree.

- Action Plan

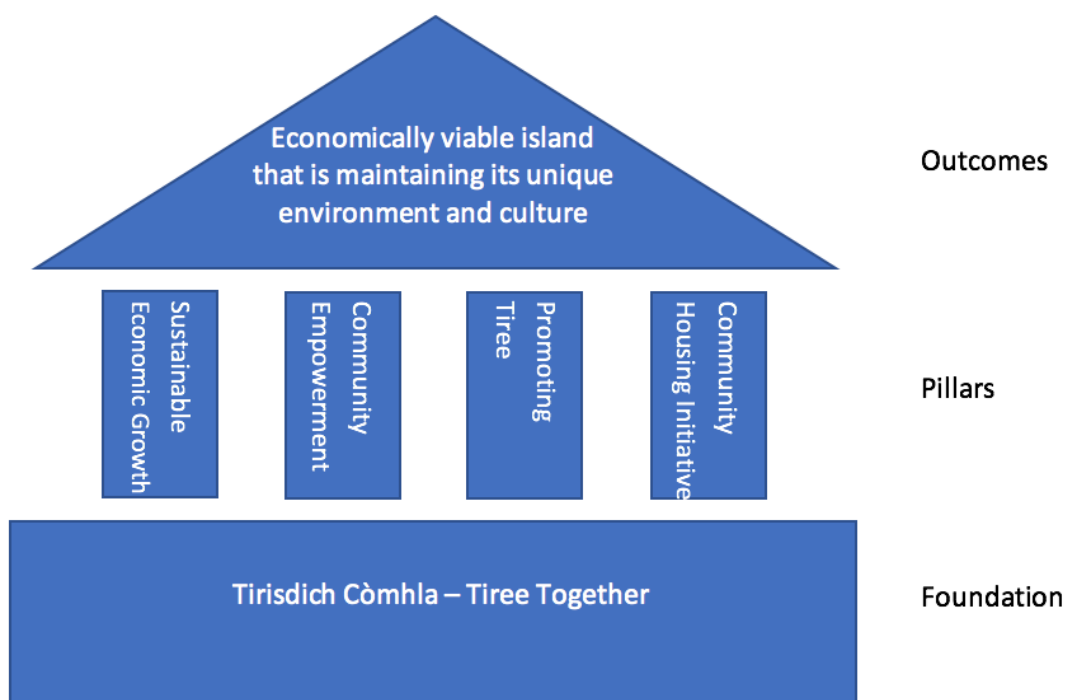
Action (How)	Responsibility (Who)	Delivery (When)	Outcome (Result)
Investigate a Tiree brand that promotes the island's identity and profile.	Working group including Discover Tiree, TRD, TCDT and other community groups	Sep 2019	Group to report back to community with options and deliver.
To develop a promotion campaign using the Tiree brand to attract new residents and visitors.	Working group including Discover Tiree, TRD, TCDT and other community groups	Mar 2020	To promote Tiree as a place that is attractive to live, work or visit.
Conduct a needs assessment for an indoor/outdoor play centre/park for the youth of Tiree.	TCDT with input from community steering group.	Dec 2017	Needs assessment completed.
Based on recommendations from needs assessment, commission options appraisal and feasibility study.	Consultant + TCDT with input from community steering group.	May 2018	Preferred option and costed plan to present to the community.
Deliver on recommendations for indoor/outdoor play area.	TCDT with input from community steering group	June 2019	Facility open and in use.
Scope out quality creative projects which would attract funding and which may contribute to promoting Tiree's culture and the wellbeing of residents.	Creative Arts Hub Steering Group and TCDT	December 2018	Agreed action plan
Tiree Broadband, will roll out an upgrade project giving customers the opportunity to access speeds of 10 – 30 Mbs.	Tiree Broadband with support from TCDT	Mar 2018	Faster digital connections.
To develop an investment strategy and action plan to provide a framework so that	TCDT and Tiree Broadband	Sep 2018	Agreed action plan.

the communications infrastructure satisfies 21 st century requirements.			
Delivery of communications infrastructure action plan.	TCDT and Tiree Broadband	December 2020	Access to fast reliable digital communications across Tiree.

5 Delivery of the Growth Plan

This Growth Plan has identified numerous and varied opportunities for development activity. Whilst each of these opportunities 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. Delivering the growth plan will require a team effort. The main players on the team will be Tiree's community itself and it is essential that all share the Plan's vision, respect the core values, communicate with one another and work in partnership. There also needs to be the inclusion of supporting external agencies that have a part to play in Tiree's daily life.

The following diagram summarises the strategy framework:



The following bodies have a key role to play in the delivery of the Growth Plan.

- Tiree Community Business (TCB)
- Tiree Rural Development (TRD)
- Tiree Community Development Trust (TCDT), TREL and Tiree Broadband
- Discover Tiree
- Cùram
- An Talla
- 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, etc. In general, these groups have a more specific focus although they all have a large part to play in working towards meeting the Island's vision.

It is vital that all the above groups are kept informed of progress and work together wherever possible to help achieve the Island's vision for the future.

6 Data Sources

- EKOS. April 2016. *Tiree Socio-Economic Baseline*. EKOS.
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- Scottish Government. “National Outcomes”. Gov Scot.
<http://www.gov.scot/About/Performance/scotPerforms/outcome> (accessed 27 April 2017)
- Welcome to Argyll and Bute. “Community Plan and Single Outcome Agreement”. Argyll and Bute Council. <https://www.argyll-bute.gov.uk/council-and-government/community-plan-and-single-outcome-agreement> (accessed 12 April 2017)

7 Appendixes

7.1 Appendix 1 - Achievements

2005 – 2010 Development Plan
Hosting the week long programme of heritage events - A'Bhuain - in 2006.
Developing a Community Renewable energy project for revenue generation. We now have "Tilley", our own community turbine.
The very successful Tiree Music Festival which held its first event 2010. This has grown year on year and by 2013 had a capacity crowd of 1500 and won 4 national awards.
The play park at Crossapol was built in 2008 as a partnership between Tiree Community Business and Argyll Communities Housing Association.
West Highland Housing Association built affordable homes at the Pier View development in 2006/7. This has enabled young local families to return to the Island and has provided homes for new teachers and other professionals.
M&K MacLeod have built private houses and 8 affordable homes through the Gro-grant scheme at the Pier View development
The Tourist information point in the Rural Centre.
A Transport Group has been formed.
Tiree Rural Development has established an island-wide cattle health initiative.
Trust activities have instigated the employment of: - - a full time Youth Worker who has developed a comprehensive long term youth programme - two full and one part-time administrative roles for the Trust.
The Power down project through TRD employed a Renewable energy project officer to progress the Tiree renewable energy and energy efficiency strategy. This ran for 2 years
The Scottish Executive's job dispersal programme to attract professional posts to the Island. This has provided several local people with local employment

2011 – 2016 Growth Plan
Established 'Cùram Thiriodh' to better represent the needs of Tiree and Coll within the Health and Social Care sector.
Initial funding secured from Big Lottery Fund (and later others) for 'The Resource Club' – Minibus and outreach worker aiming services and activities for older and isolated people. Now managed by Cùram Thiriodh volunteers.
Purchase of the Business Centre by Tiree Community Business.
Tiree Rural Development's programme 'Building on Success' incorporating an upgraded Mart area and extension to the Rural Centre.
A new community boat house 'The Noust' was built by Tiree Maritime Trust; an award-winning building of Architectural merit that is now an asset to the local community.

Full time Ranger Service, leading from the successful project of Access officer which was in place for 3 years.
Agricultural training delivered locally, including Sheep Shearing and a series of 'Safe use of Pesticides' courses.
By the end of 2016 TCDT was sustaining five full-time posts and two part-time.
Tiree Broadband came under TCDT management as a subsidiary company in 2011 and went on to upgrade the network from 0.5 Mb/s to 2 Mb/s.
Conducted a comprehensive housing needs survey supported by Rural Housing Scotland, Argyll Communities Housing Association and Argyll & Bute Council.
A new Isle of Tiree website and app was created by Discover Tiree with funding from the Windfall Fund.
Tiree Community Council and Tiree Transport Forum secured two daily flights from Glasgow (previously one), and an additional ferry service on a Saturday during the peak summer months.
Funding secured to continue employment of a Youth Worker by TCDT and funding secured for a Music and Culture Coordinator.
A' Bhuain Homecoming event of 2006 was successfully repeated in 2016.
In 2012, Tiree was shortlisted in the final 5 candidates for 'Social Enterprise Town' at the UK wide Social Enterprise Awards as recognition for all our achievements as a community.