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Sustainable Local Economic Development

Locality development

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1. LOCALITY DEVELOPMENT MODEL

Defined as a “process designed to improve conditions of economic and social progress for the whole community with its active participations and the fullest possible reliance on the community’s initiative”

Themes of the model:

1. Democratic Procedures
2. Voluntary Cooperation
3. Self-help
4. Development of Indigenous Leadership
5. Education

Effects of model:

Emphasizes self-help and development of community capabilities and cooperation (empowerment).

Increases participation and local leadership.

PROBLEM:

The planner sees the community overshadowed by the larger community and therefore lacks relationships and democratic problem-solving abilities.

SOLUTION:

The strategy is to have a broad selection of people get together to determine and solve the community problems.

“Let’s meet and talk it over”

MODELS OF COMMUNITY ORGANIZATION

2. SOCIAL PLANNING

This model emphasizes a technical approach to solving social problems. Change is believed to require expert planners, who, using technical abilities and skills including the ability to manipulate large bureaucratic organizations, can bring about complex changes.

MODELS OF COMMUNITY ORGANIZATION

2. SOCIAL PLANNING

The planner usually establishes, arranges and delivers goods and services to people who need them.

SOCIAL PLANNING

Emphasizes solving community problems

Task oriented with the emphasis on completing a concrete task and solving problems.

PROBLEM:

The planner sees the community as having major social problems such as physical or mental, housing, and or some problems of interest to the planner.

SOLUTION:

The planner gathers the facts and decides what to do with it.

“Let’s gather the facts and solve the problem”

The change tactic is **CONCENSUS** or **CONFLICT**.

SOCIAL PLANNING

The role of the practitioner is more technical by gathering data, implementing programs and interacting with bureaucracies.

The clients are the consumers of services

MODELS OF COMMUNITY ORGANIZATION

3. SOCIAL ACTION

This model assumes that a disadvantage segment of the population needs to be organized, at times in alliance with others, to make adequate demands on the larger society.

SOCIAL ACTION

Emphasize a redistribution of power, resources and relationship and changes in basic institution (community competence)

Providing or establishing new services, or getting legislation passed

PROBLEM:

The planner views the community as a system of privileges and power with a disadvantaged population and the problem is social injustice, deprivation, and inequity or exploitation at the hands of the oppressors such as the “power structures, big government or society”

SOLUTION:

The strategy is to identify the issues so people know who is the enemy.

Organize mass action to pressure enemy. (Enemy may be an organization or person)

“Lets crystalize the issue, organize mass action, and apply pressure on the selected targets”

SOCIAL ACTION

This model uses change tactic of conflict or contrast, such as confrontation and direct action or negotiation.

The practitioner is an activist or plays an advocacy role and organizes groups and manipulates organizations and movements to influence the political process.

SOCIAL ACTION

The power structure is viewed as an external target of action or an oppressor to be coerced or overturned.

The boundary is a community segment that is deprived.

The clients are the victims of the system.

Community Ownership Support Service

COSS is part of the Development Trusts Association for Scotland (DTAS)

COSS is a Scottish government funded programme, adviser led across all 32 LA areas, set up to :

- help community-based groups take ownership of assets for community benefit – asset transfer
- support local authorities and other public agencies (relevant authorities) to transfer assets into community ownership.

What is (Community) Asset Transfer?

A process to allow a community organisation **to take over publicly-owned land or buildings, in a way that recognises the public benefits** that the community use will bring. That **may** be a discounted price, a grant or other support

Assets are land and any buildings or other structures on the land eg bridges or piers. (It does not include vehicles or equipment.)

Key points in CFA for asset transfer

Communities have the right to request to purchase, lease, manage or use land and buildings belonging to **local authorities and other Scottish public bodies**

The assets do not have to be on a “surplus to requirements” list

Presumption of agreement to requests unless reasonable grounds for refusal

Asset Registers & Annual Reports

Clear timeframes for responses

But what do they do?

Provide childcare, make benches, manage office space, teach ICT, support small businesses, cook healthy food, recycle paper, support other community organisations, employ people with special needs, manage community centres,

run cinemas, build, sell and rent out houses, undertake youth work, repair and sell bicycles, provide home help schemes for older people, run community transport schemes, lobby Councils for improvements on behalf of local people, undertake consultancy work, run schools for excluded young people, manage parks and play areas,

own restaurants and cafes and pizzerias, have festivals & fun days & Dickensian Christmas Fairs, run credit unions, support neighbourhood management and other local initiatives, prisoner of war camps and Scottish government nuclear bunker development, set up social enterprises, homework clubs, DJ Workshops, run community energy projects,

five a side football, manage Healthy Living Centres, support local artists, swimming pools and gyms, provide wedding and conference facilities, create web-sites, regenerate market town centres, prisoner of war camps and Scottish government nuclear bunker development, teach basic skills English and Maths, run bed and breakfasts, lend money, employ local people, run play schemes, sports days, teach construction skills, manage sports facilities,

provide a refuge for women, publish community newsletters, teach catering skills, support community radio, make soap and bath stuff, run community arts projects, manage renewable energy schemes, build green and affordable homes, manage grant funding, manage local markets and market halls, run community cohesion projects, manage street ranger schemes, install CCTV,

own and manage shops, leisure centres, benefit advice and debt counselling, promote tourism, manage heritage sites, skills training, undertake social audits, own and run pubs and bars, build and manage a BMX track, run Archaeology survey companies, provide sets for film and television productions, manage allotments, make chocolate (and sell it to Selfridges!), build boats, run Tourist Information Centres, sheltered and special need housing,

own abattoirs, provide ferry services, own cinemas and theatres and museums, event management, own a security company, run a taxi service, grow and sell food, support people to find work, own and manage harbours, deliver high speed broadband, smokehouses, airports, doulas... etc etc

~~Characteristics of success~~

Based on genuine community need

The needs are identified and the right asset sought to meet those needs

The business plan shows how the asset can 'wash its face' (grants, revenue – is there a market in that gap, SLAs)

Being realistic about the condition of the building/land (contaminated. beyond reasonable repair)

Communication with the owner has been at an early stage and pro-active

Making good use of free help and support (COSS, TSIs, Business Gateway, Funders, SE networks)

Challenges for Community Group and how you could help

Finding the way in (SPOC)

Securing early stage development finance

- Community consultation – legal costs - valuations
- Feasibility studies – options appraisals

Dealing with overly bureaucratic processes

Strain on volunteers

Developing a sustainable proposition – business plan

Securing asset development finance

Lease v ownership

Challenges for Relevant Authorities

No additional funds to make it work

Knowledge of the Act eg Stage 1/2

Managing risk

Communications – between departments and with community

Assessing the application - skills, business plan

Agreeing and justifying discount level based on community benefit

Balancing social value v financial benefit

Lack of trust and belief in community capacity

Dealing with competing interests

Opportunities

Assist with budgetary pressures

Greater efficiency through the rationalisation of property portfolio & service delivery.

Contributes to council objectives:

- long-term transformation of communities
- more confident /sustainable community organisations
- opportunities for learning and capacity building
- New local delivery partners/collaborations.

Community Empowerment Act Community Planning Guidance (2016)

‘9. Securing participation from communities requires commitment from the CPP and partners to strengthen the capacity of community bodies, wherever this is needed to build effective community involvement in decision-making, policy development and service provision. **Community capacity building is especially important to secure the participation of those sections of the community which are otherwise less engaged than other sections in community planning.** This includes in particular community bodies which represent the interests of persons who experience inequalities of outcome which result from socio-economic or other disadvantage. **Community planning partners should seek to maximise the impact of community learning and development by focusing activity on the most disadvantaged communities.**’

Integrating CLD and Community Planning

Aligning CLD plans with Local Outcome Improvement Plans and Locality Plans

Using CLD approaches to support community participation and build community capacity

Examples: Community Action Planning (Midlothian); 'CLD is at the heart of the delivery of council and partnership priorities' (Dundee)

Engaging disadvantaged groups

Examples of targeting: young people; families with literacy issues; older people at risk of social isolation; social integration in communities welcoming refugees;
focus on food poverty

Examples: *Promoting Poverty Sensitive Practice* Training (Dundee); *Lets Cook* Programme (Falkirk); Support to Syrian refugees (Clydebank); Poverty and inequality research (Angus)

CLD support for participatory budgeting

Part of the picture in almost all inspections

PB is helping to increase community participation; Involve young people; build the role of community councils and other bodies

Moving from community grants models to mainstreaming budgets

Example: Shetland: 'South Mainland Decides' 'Lerwick Loot' 'Community Choices'

CLD support to community-led organisations

HMI reviews of 6 Development Trusts in 2016

Community-led trusts are now key partners in most CLD inspections

Examples of CLD practitioners working well with established trusts (eg Beacon Centre Gorebridge); and supporting new ones (eg Westerhailes)

CLD support to community bodies taking on ownership of community assets

Evident in some inspections

Example: Dundee identified as a good model of support. More than regulatory compliance - Focused on outcomes for communities.

A need for more support from CLD sector in some areas

Reference and source

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5. Sustainability and Resilience Planning for Local Governments: The Quadruple Bottom Line Strategy (Sustainable Development Goals Series) Part of: Sustainable Development Goals Series (17 Books) | by Haris Alibašić | Jun 19, 2018