



**scottish universities  
insight institute**

mobilising knowledge for a better Scotland



---

## **Designing the transition to sustainability**

---

## **Resourcing community resilience**

---

2<sup>nd</sup> Edition  
September 2012

---

# Designing the transition to sustainability: resourcing community resilience

## Programme Team:

- Rehema White, University of St Andrews
- Jan Bebbington, University of St Andrews
- Hamid van Koten, formerly University of Dundee, currently Plymouth College of Art

The report is compiled from discussions amongst Programme participants and their input is gratefully acknowledged.

Rehema White is an academic in Sustainable Development at the University of St Andrews, with interests in knowledge and sustainability. Jan Bebbington is Director of St Andrews Sustainability Institute and co-Head of the School of Management at the University of St Andrews. Hamid Koten was based at University of Dundee at the time of the Programme, but is now a design consultant based in Totnes, a home of Transition.



University of  
St Andrews

600  
YEARS



## Contents

Executive Summary .....	1
SECTION 1: Introduction.....	3
1.1. Introduction.....	3
1.2. Programme aims .....	5
1.3. Programme activities .....	5
SECTION 2: A framework for community resourcing .....	6
2.1. Community resourcing framework .....	6
2.2. Flourishing communities.....	7
2.3. Values.....	8
2.4. Resources .....	9
2.5. Capacity.....	11
2.6. Finance .....	12
SECTION 3: Synthesis.....	14
3.1. Trust and relationships.....	14
3.2. Processes in community resourcing.....	14
3.3. The wider context .....	14
3.4. Wellbeing: more than community assets .....	15
3.5. Financial models.....	15
3.6. Resourcing our values? .....	15
3.7. Powering the future .....	16
3.8. Land, energy and planning .....	16
3.9. Social justice.....	17
3.10. Financial austerity .....	17
3.11. Celebrating success.....	18
SECTION 4: Strategy for community resourcing.....	18

SECTION 5: Moving forward and concluding remarks .....	22
5.1. Moving forward.....	22
5.2. Concluding remarks .....	22
Acknowledgements .....	23
References.....	24
APPENDIX 1: List of Programme outputs .....	i
APPENDIX 2: Summary of Programme activities.....	ii
Seminars .....	ii

## **Executive Summary**

This Programme aimed to explore the intersection of community level initiatives and the development of a sustainable economy. In particular, it was believed that Scotland has developed some of the principles and practices of community based ownership of resources over the recent and distant past, and that this legacy could provide a model for how a more equitable, resilient, low carbon economy could be achieved in the future. Even if such an economy does not emerge, communities need to be strengthened so that they can support the needs of their members, especially if the contribution of governments is diminished. Whilst the Programme explored issues within Scotland in particular, many of the findings are also broadly relevant for other countries, and we drew on international examples as required.

The goals of this Programme were to explore and design models for community resourcing, identify barriers for effective action in this area and highlight opportunities for future action. The planned output was the development of practical recommendations for the short, medium and long term, building on the combined knowledge of programme participants. The programme sought these goals through a series of interlinked seminars and also developed relationships between academics, practitioners and policy makers who are involved in various ways in this intellectual and practical space. The work was guided by a heuristic developed by the research team which conceptualised flourishing communities as emerging where there are: (i) values that support the community as an appropriate and valuable site of action, (ii) natural, physical and human resources that can be brought together for good effect, (iii) access to financial resources with appropriate terms and conditions to support these activities, and (iv) where the capacity (in terms of relationships, time, energy and skills) exists to achieve these collective outcomes. Each element of this framework reinforces and is reinforced by other elements. None of these conditions are guaranteed in either the current environment or the future world we are likely to face.

In addition to the framework for community resourcing described above, effective transitions will emerge if we can build trust and relationships within communities, across communities and local authorities, and with financial bodies, national government, NGOs, business and other organisations as appropriate. The process is as important as the outcome of a particular project, with iterations of social learning enhancing the ability of individuals and communities to develop further initiatives once begun on their journey. Communities cannot make all of the required changes alone, but are constrained by the wider context in which policy, financial opportunity, infrastructure development and other aspects are determined. Rather than a focus purely on wealth, the pursuit of wellbeing, in which individual and collective wellbeings are intimately related, offers hope for a value based transition to sustainability. Different financial models will be required to enable projects to initiate and maintain themselves. There is a tension between a value based approach to community development and the skills required to develop new forms of business case and ensure the longevity and success of such projects, but by being aware of this and recognising the different types of ability that will be required to facilitate community initiatives, this can be overcome. Power and influence may not be evenly distributed amongst actors in community transition, but this issue can be partly ameliorated through building trust and relationships, use of land rights and land reform legislation and development of capacity of some actors. Land and land ownership remains a key aspect of community development, as for centuries, and with new opportunities offered through the potential of renewable energy to fund further development, if planning and governance processes are clarified

and made to differentiate community ventures. Finally, we all need to celebrate success through learning from and debating examples of community initiatives to date.

This 2<sup>nd</sup> edition of the report allows for project findings to be presented in the light of recent pertinent developments. The enormous potential for community renewable energy schemes and community benefits from commercial schemes to generate funding is only now being realised, and offers opportunities both for individual communities and for creation of funds to seed other community enterprise. Recent research from Joseph Rowntree Foundation has explored the concept of climate justice, partly in relation to communities. This work demonstrates the importance of considering distributive and procedural climate justice, and the (generally) greater vulnerability of the poor despite their lesser role in causing emissions and their limited voice in decision making for mitigation and adaptation. Both the need for seed finance and the necessity to consider social justice are imperative given the current era of financial austerity.

Programme outputs include a briefing paper that provides the wider context of the Programme, a toolkit review that describes existing models to access resources, mobilise assets and support community projects, a film documenting the seminars and providing additional insights from participants and full seminar reports. These can be accessed from the Programme website at:

<http://www.scottishinsight.ac.uk/Programmes/Programmes20102011/CommunityResourcing.aspx> .

## **SECTION 1: Introduction**

### **1.1. Introduction**

Humanity currently faces significant environmental, social and economic challenges and it is predicted that these challenges will intensify in the immediate future. Challenges are both multiple and interlocking in nature and include: economic insecurity, social inequity, impacts of poverty, climate change, biodiversity loss and resource shortages (see Meadows et al., 2005; Millennium Ecosystem Assessment, 2010; IPCC, 2007; Stern, 2007; Jackson, 2009; Rockstrom et al., 2009; MDG, 2011). At the same time, the cultural assumptions that sustained politics since the Second World War (that increasingly levels of consumption were both possible and desirable) are coming to an end and the current economic crisis is compounded by a social and ideological crisis of confidence that current economic orthodoxy is the way forward. This has led some to call for a radically different economy with attendant different values and greater social and environmental interdependence. This will require societal change, with scholars and activists alike calling for a 'transition' to a new way of living, with a lower ecological footprint and less social inequality and vulnerability (for example, see Transition Network <http://www.transitionnetwork.org/>, Raskin, 2006).

Whilst the shape of any transition is unclear, it is accepted that communities can and will play a role in any societal innovation. In addition, strengthening the capacity of communities to adapt to pressures that are and will be forthcoming is necessary, and hence 'community resilience' has been a goal of many initiatives (for example Transition Network; Wilding, 2011; Norris et al., 2008). Resourcing this transition in human, resource and financial terms provides the focus for the programme, especially given that it is expected that grant funding for communities to kick start and/or sustain their activities is less likely to be possible in the future (primarily due to economic constraints).

#### **Programme goals**

The goals of this programme were to explore and design models for community resourcing, identify barriers for effective action in this area and highlight opportunities for future action. The planned output was the development of practical recommendations for the short, medium and long term, building on the combined knowledge of participants.

Crucially for our programme, communities do not act alone, but rather function within a complex web of actors, influenced by policy at international, national and regional levels, by other communities, by NGOs and by financial institutions. At a national level, there is some support for a transition to a more sustainable society, which has tended to be equated (erroneously) with a low carbon economy. For example, the UK and Scottish Governments have indicated a desire to achieve sustainable development by way of a transition to a low carbon economy based on equitable, resilient and vibrant economic systems. The transformation of the UK's infrastructure (e.g. housing, energy provision, transport) to achieve a low carbon future (committed to in the Climate Change Acts of 2008 and 2009) will require a myriad of investment sources and innovative financial mechanisms.

Where projects are commercially viable, private financing may be forthcoming, for example in the area of renewable energy. Likewise, some medium and large scale infrastructure projects remain likely to attract public spending support through, for example, fiscal support for low carbon transitions. Again, renewable energy schemes constitute a good example. Thirdly, the Scottish Government has now made available a total of £37.7 million through the Climate Challenge Fund (CCF), with a further £30.9 million committed, to help communities reduce their carbon footprints. These sources of funding, however, will not be sufficient for a complete transition, and the recent failure of the financial markets and cuts imposed by the current UK Government mean that even these sources are in short supply. As a result, alternative mechanisms for communities to resource their own low carbon transition and enhance their resilience are required. Furthermore, if community led investment and innovation can be resourced and supported, additional benefits may emerge, such as the building of not only financial but also social, human and natural forms of capital, and the promotion of social learning to facilitate adaptation to future changes. In addition, community resilience facilitates not only a transition to a low carbon economy but also supports other desirable processes and outcomes, such as conserving local biodiversity, improving local environments, enhancing local economic development, supporting those in poverty and potentially bringing means of production into more collective forms of ownership and control.

A growing interest in community mobilisation is shared by government, academics and practitioners. In particular, the present UK Government aims to allow more grassroots initiatives to thrive in order to get communities and individuals more involved and take responsibility for their local environment. It remains a possibility that the notion of 'the Big Society' (Coalition Agreement 2010) might be implemented in a way that builds rather than destroys communities, especially as public services are being cut. The Scottish Government has demonstrated its support for communities through CCF support and other legislation and mechanisms.

At the same time, continued economic recession has contributed (in some places) to deeper questioning of the economic paradigm upon which the free market economic model of recent Western capitalism has ostensibly been based. Alternative economic paradigms are now being explored such as 'prosperity without growth' (Jackson, 2009), a focus on individual and collective wellbeing rather than narrowly defined measures of wellbeing such as GDP, and the development of more human scale and ecologically responsible locally based economies. This has led to an increase in experimentation with alternative forms of financial resourcing such as social enterprises, community interest companies, development trusts, cooperatives, micro-financing, credit unions, friendly societies, building societies and energy service companies. In addition, there is anecdotal evidence to suggest that employee owned businesses provide more resilient employment in difficult economic times. There are case studies from which we might learn, since a number of Scottish communities already have local ownership over low carbon energy infrastructure (such as wind renewables) as well as of other resources (such as land, woodlands and built infrastructure including houses, halls and shops) with many others considering similar options. This Programme sought to support these aspirations and explore the wider context to which such projects might contribute.

While finding the right model for financing community ownership is crucial, it is only part of what is needed. In addition, unsuitable financial arrangements can significantly impede community ownerships. Strengthening of community resilience also emerges from the intersection of the values of individuals and cultural norms; the capacity of those within the assemblage of actors; and the non-

financial resources available to leverage this transformation. Appreciation of the interactions between these elements is also crucial.

The acquisition and development of community assets is also a topic of current interest for several organisations, including the Development Trust Association Scotland (DTAS), the Joseph Rowntree Foundation (JRF) and the Transition movement. Community assets are resources that are collectively held for common benefit and may include land (to enable food production), woodlands (which have multiple uses), energy systems (such as wind turbines and small scale hydro schemes), recycling facilities or other service activities (such as community operated leisure facilities, housing associations and retail outlets such as shops and pharmacies) or buildings (such as castles or community hubs). Other organisations have particular interests in this area; for example, the Community Woodland Association is exploring how communities are acquiring woodlands and managing them. The development of community assets will not emerge without overcoming significant barriers.

In addition, financial austerity and other drivers are changing the nature of local government, with a significant alteration in the role and form of local authorities in Scotland anticipated by the Christie Commission. A shift from service provision towards enabling of communities has tentatively begun in some areas. This shift requires capacity building not only in local communities, but also of staff in local authorities. It requires identification of available resources to leverage change. These actions require wide scale behavioural change, and hence demand both a swing in individual values and shift in cultural norms.

## **1.2. Programme aims**

- To identify models of financing, and other ways of resourcing communities so that they can flourish
- To share lessons learned from past experiences of community ownership or resource management that supported flourishing
- To discuss barriers to and opportunities for community resourcing
- To explore the values, governance, capacity and other aspects necessary to develop flourishing communities

## **1.3. Programme activities**

The Programme achieved these aims through a series of interlinked seminars and also developed relationships between academics, practitioners and policy makers who are involved in various ways in this intellectual and practical space. A summary of the content and outputs of these discussions is available in the Annex to this report. Additional outputs produced during the Programme included a briefing paper, a toolkit review of the various models currently available to support community resourcing, policy brief, a film of proceedings and reflections and full seminar reports. All of these outputs are available to download free from the Programme website at:

<http://www.scottishinsight.ac.uk/Programmes/Programmes20102011/CommunityResourcing.aspx> .

## **SECTION 2: A framework for community resourcing**

### **2.1. Community resourcing framework**

Whilst sustainable development is a contested concept, and subject to multiple definitions, at its core it is a recognition of the interconnectedness of social justice and environmental integrity. It offers alternative ways of living in which we might achieve a happier, healthier, fairer society living more lightly upon the planet. It offers solutions to some of the 'wicked problems' (Rittel and Webber, 1973), the complex sustainability challenges, noted in the introduction. One of these problems, climate change, is a complex issue that will require action on multiple fronts and effective multi-level governance if we are to mitigate against and adapt to climate change. A part of this response will be the transition to a low carbon economy. It is envisaged that this transition will be driven from grassroots level as well as by national and regional government structures and policies (e.g. Hopkins, 2008; North, 2010). Localism is, however, much more than an attempt to manage energy descent; it has always been an underlying principle of sustainable development. At the local level, the major functional unit is the community, and there has been significant recent research, practice and reflection on how communities can become more 'resilient' and adapt to change (see below).

In this programme we chose to focus on how communities might flourish, seeing this as an optimistic and constructive goal, beyond that of adaptation. Flourishing communities are necessary for the wellbeing of individuals and groups promoted by sustainable development, but also offer a route to broader societal changes, including a low carbon economy.

We developed a framework for thinking about community resourcing to inform how a transition to community flourishing might be achieved (see Figure 1). This framework formed the basis for understanding past practice in this area and for developing practical strategies towards this goal.

The framework demonstrates that several elements need to come together to promote a transition to sustainability with each element depending on the others to fully realise the combined vision. For example, values (both those held by individuals and collective expressions of values) underpin the desirability and perceived plausibility of community based endeavours. Believing in community resourcing, however, is not sufficient for it to come to pass. Rather, resources (including but not reducible to financing) have to be assembled to achieve that outcome. Likewise, the capacity to achieve the desired outcome has to exist or be developed (which itself depends on values and resources). Further, all this is underpinned by relationships that might lead to individuals and groups trusting each other and working together, including relationships with and the capacity of other relevant actors (such as local government and funding institutions) to see and support the vision of any community.

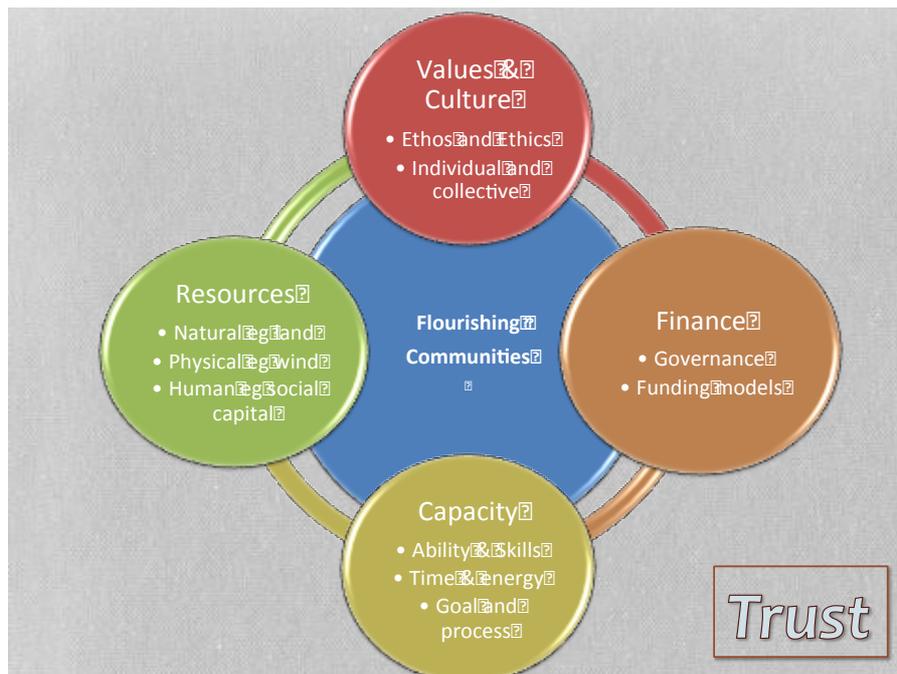


Figure 1: A framework to explore community resourcing

## 2.2. Flourishing communities

There has been much talk of developing resilient communities, with different understandings of what ‘resilience’ in this context means. Resilience is the ability to adapt to change, and has been seen as a goal to strengthen communities and enable them to respond positively to the challenges and opportunities, but it is also a contested concept which is now used widely and loosely. For example, resilience can be understood as a quantitative measurement of the ability of the social system to adapt to change (e.g. Berkes and Folke, 1998), similar in concept to the ecological resilience defined by Holling (1973). Alternatively, it can be seen as a psychological ability to ‘bounce back’ from adverse circumstances. It is now often referred to as a desirable attribute for communities, enabling them to respond to environmental change such as climate change and to pro-actively develop more sustainable lifestyles.

Instead of using the term resilience, we chose to highlight the concept of ‘flourishing communities’ because this term incorporates not only the ability to respond to negative situations implicit in ‘resilience’ but also implies a positive and powerful vision of communities growing in ability and potential to contribute to the transition towards sustainability. Communities that flourish have good social relationships, opportunities for new initiatives exist and they have high levels of wellbeing and happiness. These communities also possess financial security and prosperity (which is not the same as having high(er) levels of wealth as conventionally defined); access to healthy (and possibly local) food; they take part in collective social activities and they will normally have active lives that connect them to the outdoors. While this is an idealised picture to draw, elements of all these characteristics are often found in well functioning communities, although their expression depends on the particular circumstances of any given community.

'Community' is also a contested concept, but essentially there are three forms of community: communities of place, communities of interest and communities of practice (Wenger and Snyder, 2000; Hart and Wolff, 2006; Gusfield, 1975; Mcmillan and Chavis, 1986). In this programme we focus largely on communities of place, recognising that these are increasingly heterogeneous because of increased mobility of individuals. A sense of community includes membership, a feeling of belonging; influence, the group mattering; integration and fulfilment of needs; and shared emotional connection (McMillan and Chavis, 1986). Community can be considered as a value (Frazer, 1999), and is both an outcome of and a step in the process to achieving sustainability. Our focus on community level, as indicated in the introduction, reflects the power of the collective and a functional level at which to link grassroots, regional and national sustainability initiatives. However, we recognise that community life is always one of negotiation. All communities face the challenge to cultivate diverse perspectives and value sets within communities in a manner that permits differences to be expressed but within the bounds of a collective. Each element of the framework developed will now be explored in more detail. We also offer dictionary definitions in an attempt to deepen the re-examination of what these elements signify.

### **2.3. Values**

The Oxford English Dictionary defines value as having two main meanings, both of which are relevant to this programme. Firstly, the mass noun indicates a measure of worth, often monetary; secondly, values represent principles of standards of behaviour.

#### *Value*

"1 [mass noun] the regard that something is held to deserve; the importance, worth, or usefulness of something: your support is of great value

the material or monetary worth of something: prints seldom rise in value [count noun]: equipment is included up to a total value of £500

the worth of something compared to the price paid or asked for it: at £12.50 the book is good value [count noun] :North American the wine represents a good value for \$17.95

2 (values) principles or standards of behaviour; one's judgement of what is important in life: they internalize their parents' rules and values" (OED 2011)

Values are always in flux in any society and, while there might be some collectively held 'norm' at a point in time, considerable diversity is also present. The UK (and Scotland, although to a lesser extent) has been affected by the development of neoliberalism, which promotes the individual as the focus of value and promotes competition to better oneself and the desire for status as marked by consumption and ownership of material goods. Most cultures in the global North demonstrate elements of this pattern with some global South nations showing a tendency to follow suit. Historically, and also within current UK society, other values are also held which would be more collective in nature, focusing on seeking positive outcomes for all members of a community as well as seeing 'good' outcomes as being much more than levels of material wealth. Indeed, the achievements of a neoliberal economy and society have been subject to considerable scrutiny and criticism (Jackson, 2009; Wilkinson and Pickett, 2010).

Community focused movements (such as co-operatives or transition towns) seek to promote more collective engagement with what it means to live well and would celebrate and hope to build all

forms of capital: such as social, human, natural, physical and financial. In this meaning of community, there is a realisation of the possibilities offered by investing for the good of the community rather than only for the advantage of self. This points towards how we can create such an outcome – itself the subject of a large and diverse literature. A shift towards more collective values (in the sense of principle) might denote how we can invoke societal change.

In relation to why we might wish for this outcome, we can explore the meaning of values as standards in life. Values in relation to purpose in life, rather than values in relation to collective living, are somewhat different. The relationship between individual and collective is also of interest. Individuals offer different viewpoints, and sustainable futures embrace diversity of perspectives. Individuals can offer different forms of capacity, as we will explore in a later section. Individuals can emerge as community leaders at key points in community mobilisation.

For our purposes, however, values can be held individually as well as being collectively shared. Nations can be characterised as having some collective underlying values that underlie and reproduce their culture.

We need to be careful not to over-romanticise community goals, because historically some human values have always focused on wealth, rewards, achievement and status in society (Schwartz, 2006). At the same time, it seems incontrovertible that if we accept that the shift in promotion of values from extrinsic, self enhancing (wealth, consumption) to intrinsic, self transcendence (benevolence, social justice, environmental protection) is necessary for flourishing (and the broader goal of sustainable development) a rethinking of society will be required (e.g. Kasser and Ryan, 1996). Many predict that this will be a difficult process with some believing that cultural collapse will take place.

While some people represent societal and ecological challenges as a crisis (and while this might engage some individuals and groups) many individuals believe that more constructive visions of the transition to sustainability (emphasising the positive benefits that will emerge from such a shift) are more useful in engaging the majority of the population. Either motivation can lead to a community beginning or continuing their transition to sustainability, but the success of this process depends not only on intention, but also on capabilities and enabling resources.

## 2.4. Resources

Resources are defined as:

“a stock or supply of money, materials, staff, and other assets that can be drawn on by a person or organization in order to function effectively: *local authorities complained that they lacked resources*”

“a country's collective means of supporting itself or becoming wealthier, as represented by its reserves of minerals, land, and other natural assets.” (OED, 2011)

This definition emphasises an interpretation of resources as being used primarily for economic benefit, while noting that implicit in ‘function effectively’ are the achievement of social and environmental outcomes. How we view resources will have an effect on how they are treated. For example, while environmental resources are the building blocks of economic and social wellbeing, they are also parts of ecosystems that might have integrity in themselves and which might require forbearance from use. Likewise, natural resources are widely seen as contributing, for example, to cultural heritage and place based identities and as such are not readily translated into purely economic values. Our attitudes to the environment are influenced by our values, culture, experience

and learning (e.g. Kasser and Ryan, 1996, Ingold, 2000). For example, in 2011, plans to sell forests in England met with considerable resistance from individuals and groups who saw them as being much more than an economic resource. Capitalist and colonial strategies have often used forests, mineral and fossil fuel resources for commercial exploitation, whereas many indigenous perspectives see them as a part of the land, integral to lifestyle or facilitating inter-generational connections. Alternative views on environmental resources, including value based, indigenous and feminist, offer insights to the complex community responses to the use of wind as a resource, for example.

For the purpose of flourishing communities, we need to harness interpretations of resources both as potential prosperity generators and as integral to life, paradoxical as this may seem. We need to identify opportunities for obtaining economic and social value from resources (in a way that keeps their integrity intact).

There are many types of resources available to communities. Natural resources include land, forests and woodlands, estuaries and wildlife (such as fish for harvesting or sea eagles that support eco-tourism). Physical resources include buildings such as community halls, retail facilities, historical buildings, swimming pools and leisure centres. Energy resources include wind, tidal, wave, hydro and solar and the infrastructure to harness that energy.

Not all resources, however, are tangible. Human and social resources are critical to flourishing communities. Social capital, human capital, trust, specific skills, talent, financial and business acumen and organisational skills will all be required and need to be combined for successful community initiatives. The development of human resources will be discussed further under the section on capacity below. In addition, these forms of resource are not distinct from physical resources. For example, community gardens represent a combination of natural resources such as land and soil, with physical resources such as infrastructure plus human resources in the skills and knowledge to grow (and prepare or preserve) produce.

The management of natural, physical and human resources is critical. The process of community mobilisation around and with resources is critical, with process led benefits being as important as the outcomes. Higher levels of participation in the process demand more time, energy and input than mere consultation. Within heterogeneous communities, complex power dynamics and representation issues require skilled and persistent facilitation. Such processes can seem longer and less 'expert' and may be frustrating for community members impatient to make changes, or for local authority or agency staff working with communities. However, a participatory, action learning process can build social learning and the capacity to achieve other initiatives.

Examples and models of community partnerships for resource management now exist here and elsewhere, with a growing literature on Community Based Natural Resource Management, particularly from the global South. Each community is unique, and each will have a set of possible resources. For some, a key resource such as a community windfarm will open up new opportunities. For others, a suite of smaller initiatives focused on community service needs will facilitate the transition to sustainability. Thinking of resources more widely can allow us to identify more opportunities for community resourcing, but even if we have natural or physical resources, we need social and human resources, and the capacity, to mobilise them.

## 2.5. Capacity

Capacity is defined as:

“the ability or power to do or understand something” (OED, 2011)

“the ability of people, organizations and society as a whole to manage their affairs successfully” (OECD, 2011)

“the ability of a human system to perform, sustain itself and self-renew” (Ubels et al., 2010)

*Ability*...also related to education and knowledge production and mobilisation

Understanding the capacities that might be brought to community initiatives requires cognisance of individual abilities, how the abilities of groups of actors can collectively be harnessed and the relationships that exist between individuals. In the 1990s the field of capacity development grew rapidly from an initial focus on training and developing individuals towards more participatory approaches, organisational development, policy and institutional development and more recently multi-actor processes and systems (Capacity.Org, 2011). Capacity building undertaken in this way is thus intentionally an *empowering* process, with less emphasis on a particular skill or individual and more about enabling current and future opportunities.

The empowerment of community members through capacity building lends an emphasis to it as being a process as well as a goal. Its pursuit should build community resilience and should strengthen communities for purposes in addition to community resourcing. Capacity is thus more than the acquisition of information, or even knowledge. Capacity includes specific and technical skills, but also organisational and social learning.

In addition to this perspective of capacity building as both process and goal, there has been a shift towards ‘action capacity development’ (Acquaye-Baddoo et al., 2010) in which learning is achieved by groups whilst in pursuit of the goal in question. We also need to understand that communities with capacity can be obstreperous and inconvenient to politicians! Capacity building should focus on empowerment rather than merely training communities to be obedient to bureaucratic requirements.

Over time there was a shift from training individuals to a focus on organisations and now recently a shift to capacity development within **multi-actor systems**. There is an appreciation that capacity is **relational**. In other words, many useful capacities exist as a result of relationships between actors; many are stimulated through interaction rather than from specific training. There has also been a shift from agencies or NGOs providing ‘experts’ to providing an **advisor/broker** or ‘intelligent friend’ who is honest, respectful, unbiased and will help to build trust among actors (Acquaye-Baddoo et al., 2010).

There is a clear overlap between the wide range of capacity building, in the sense of the nurturing and demonstration of forms of ability, and **education for sustainable development (ESD)**. ESD does not just cover formal education in schools, colleges and universities, but also includes the acquisition of ability in relation to sustainability skills. There are many forms of ESD, including increasing sustainability awareness, provision of specific skills and lifelong learning. We are now into the second half of the UN Decade of Education for Sustainable Development. Scotland’s Action Plan for the second half of the decade (*Learning for change*) proposes that “*We share our skills, expertise and resources through strong networks and partnerships*”. The Transition Network and other community

based initiatives and movements promote learning together, re-skilling and building of capacity, particularly in group and action learning contexts. There is often little distinction between learning and action.

In communities, capacity is not just about learning, but also about people having the time and energy to contribute to community initiatives. Capable people are often overworked and stressed by full time employment and as a result, reducing work pressures in society might free up time and energy that could be invested in community resourcing. Even under pressured circumstances, however, individuals can be observed contributing time and energy to community based initiatives and there are benefits from these engagements such as fun, developing social capital and personal satisfaction or services flowing from it.

Some communities, however, may require more support to develop capacity than others. The picture here is complex. It might be easy to assume that deprived areas are indeed of capacity building, but this is not always the case. For example, some areas that could be defined as 'deprived' have strong social capital while other areas of relative affluence can be seen to be impoverished in this area. In the context of addressing sustainable development challenges, we need to create a virtuous circle where communities develop resilience that makes it easier for them to resource projects which in turn build their resilience and capacities. As Ubels et al. (2010) state, "*a society develops and solves its problems through its collective capacities*". Flourishing communities, therefore, require a combination of people, with business and community mobilization capacities; specialists, generalists, gardeners and pollinators. If capacity is relational, we understand the power of the collective beyond that of the individual. Individuals, however, are still key in promoting community initiatives (a point that contributors to seminar 1 stressed) and the support of these key individuals is essential.

Whilst a community may hold values that cause it to seek means of community resourcing, have at hand resources enabling them to pursue this desire and be in the process of developing the capacity for such enterprise, they will still need some financial model to ensure the long term maintenance of their initiative without constant grant funding.

## **2.6. Finance**

While it might be easy to characterise money as being something apart from society, it has never been so. Rather, how individuals and groups view money and how they believe it should be generated and used is socially embedded and itself will have an array of impacts. For example, views about whether or not it is appropriate to charge interest on money lent has varied over millennia and different social relations emerge depending on beliefs in this area. There are, however, some characteristics that are common to most financial transactions, especially in the context of the UK economy. Moreover, there are some financial stresses in our economy that affect possibilities for flourishing communities.

For a variety of specific and systemic reasons, global capitalism is in crisis currently, with the UK experiencing significant fiscal difficulties. This has a multi-fold effect on the possibilities for financing community initiatives. On the one hand, as the public purse becomes stressed the likelihood of grant funding to support community activities that might lead to flourishing is diminished. This financial stress, however, might create opportunities for communities to obtain resources locally such as halls that might be owned (or at least controlled) at the community level. Likewise, as the State withdraws

from aspects of social provision (for economic and ideological reasons) there might be a role for communities in this area. These ‘opportunities’, however, are not straightforward: there are risks that community assets might in fact be liabilities and, that communities (which themselves might be less resilient in times of recession) will be asked to shoulder burdens that should be provided by the State. In addition, in difficult financial times it might be problematic to finance initiatives from non-state forms of financing.

Beyond state and philanthropic sources of money a variety of potential sources exists for resourcing communities. The two main sources that are usually identified are those that might flow from ‘conventional’ sources such as banks/ other mainstream investors and funds that might flow from ‘alternative’ investors (including communities themselves). The possibilities for community initiatives to attract conventional sources of funds would appear to be relatively limited for several reasons. First, the sorts of information needs that conventional investors require in order to invest are usually beyond the capacity of community projects to meet. In addition, conventional financiers have little experience with community based financing and hence would need intermediaries to bridge the needs of lenders and borrowers in this context. Intermediation itself requires a certain level of funding flows that are unlikely to be met in this context. At the same time, the level of return and its timing is unlikely to be attractive to conventional finance, albeit that some level of funding of renewable energy might be possible (as, for example, demonstrated by the Fintry Development Trust experience). For these reasons, it would be more likely that funding for resourcing community resilience would come from other sources.

Table 1: Typology of community financing possibilities

<i>Funding that is very local in scope and operation</i>	<i>Financing that links production and consumption</i>	<i>Other approaches that operate on a larger scale</i>
<ul style="list-style-type: none"> <li>• Local Exchange Trading Schemes</li> <li>• Local currencies</li> <li>• Time banks</li> <li>• Microfinance</li> <li>• Barter</li> </ul>	<ul style="list-style-type: none"> <li>• Community Supported Agriculture</li> <li>• Production bonds*</li> <li>• Energy bonds/notes</li> </ul>	<ul style="list-style-type: none"> <li>• Credit Unions</li> <li>• Cooperatives (producer, worker, consumer)</li> <li>• Employee owned businesses</li> <li>• Share issues with non-standard terms**</li> <li>• Crowd funding</li> <li>• Community owned financial institutions***</li> </ul>

\* For example, producers buy cows with loans from individuals and repay loans in the form of milk as well as cash.

\*\* For example, on the basis of no or limited return with/without geographical restrictions on funding sources.

\*\*\* For example, community banks.

There are many existing models of financing that might offer possibilities for resourcing communities (see Table 1). These possibilities operate on different scales and hence might be more or less appropriate for different purposes. One of the aspects that emerged during the seminars is that it is not that a particular financial tool is 'good' or 'bad' *per se*, but it depends on the use to which it is put. Moreover, the level of financial literacy and spread of investors (which itself requires more formal processes to develop trust between parties) differs depending on scale of funding. It was also noted that some forms of governance structure and/or prior funding (and especially grant funding) might create restrictions on what sorts of financing can be sought. Finally, the scope of operations of credit unions, for example, is in the process of changing and this might allow them to offer more support for community based initiatives than they hitherto were legally able to do. There are a number of recent publications (see the very valuable recent pieces of work by DTAS and JRF) that explore these issues. Taken together, there is a desire to develop some form of social investment market with this sector developing slowly (see UK Cabinet Office report, Feb 2011) and this is an area that would fundamentally assist communities to financially support their own flourishing.

One very current potential financial stimulus within and across communities is community renewable energy. This is discussed in more detail in the section below on Land, Energy and Planning.

## **SECTION 3: Synthesis**

### **3.1. Trust and relationships**

Clear across all of the seminars in this Programme was the need to build trust and relationships, within communities, between communities and across communities and other sectors. Cultures are very different within communities, local authorities, national government, the financial sector, NGOs and in other relevant organisations. Recognition that capacity is relational, money is interpreted partly through social relations and values change in relation to others reinforces the need to consider people and their interactions as key in successfully building any means of community resourcing.

### **3.2. Processes in community resourcing**

Along with building of trust and relationships comes a realisation that the process can be as important as the outcome. A process should permit 'multi-actor capacity building', social learning and identification of the needs and vision of a community, and of wider systems. The perception of community resourcing as a long term process rather than merely a series of project outcomes permits us to see the journey towards the imagined alternative futures.

### **3.3. The wider context**

Of course, this idealist vision of communities marching forward towards a utopian state where everyone lives in harmony, works in partnership and is resourced in a sustainable manner through the sustainable use of natural, physical and human resources, shatters in the face of current societal structures. It is evident that we need the wider context within which to make the small changes; communities cannot change in isolation. We need infrastructural changes; regulatory changes; value changes; innovation in financial support. Rather than flinging up our hands in despair, we see that

the environment is ripe for existing and future examples of successful flourishing communities to combine with other imperatives and leverage wider change.

### **3.4. Wellbeing: more than community assets**

Throughout this Programme the focus on community resourcing as being more than a need for community asset identification or financial models led to wider debates around how we can promote communities to flourish. We debated several perspectives on resilience, but another term that emerged as important was that of 'wellbeing'. A desire for wellbeing rather than financial wealth at all costs leads to a reprioritisation towards new modes of business; new modes of community; new actions for individuals. The concept of wellbeing promotes that of prosperity, in its sense of flourishing. However, we caution that in marginalised areas, poverty can restrict community mobilisation. Research indicates that a certain level of wealth, where the basic needs are met (food, shelter, health, education, democracy, security), is required before wellbeing can be achieved. However, we see the outputs of this programme dovetailing with and supporting recent excellent work on community assets (particularly recently by DTAS and JRF) and on resilience (Wilding, 2011).

### **3.5. Financial models**

It was clear from the discussions within seminars and with other stakeholders that the financial system needs to adapt to support this different mode of requirement. This requires a shift from profit maximisation to acknowledging other rationales for business; including provision of services or products, employment, biodiversity conservation, learning opportunities. This requires a more nuanced understanding of money. Work is ongoing in different area but we need to make links across areas, groups of people, external agencies, places and ideas. In many cases, financial models are more feasible if communities have strong, democratically organised institutions. Much of the engagement between financial and community institutions will be a learning process, so we need to be open to new ideas and adaptability of proposals. Credit unions, cooperatives, employee owned businesses, LETS and other modes of finance (see Table 1) offer real opportunities beyond the mainstream financial models currently accessed by the majority of businesses.

### **3.6. Resourcing our values?**

The potential tension between value driven community ventures and current mainstream financial models, and even target driven local authority models, was a consistent refrain in this programme. Anticipation of this possible tension, and awareness that different skills, including innovation, people facilitation and development of budgets will be required could help nurse community projects through the uneasy combining of ideology and business sense. Strengthening the value base of community development is a desirable goal, but the challenges of doing this fairly and inclusively need to be addressed. Intensive participatory processes can indeed allow communities to explore their values, but it is unlikely that everyone will share all values. Whilst the benefits of participation are documented above, there are also dangers from careless democratic attempts (e.g. Young, 1990). Instead of a shared vision, the process may expose a plurality of perspectives that need to be negotiated.

### **3.7. Powering the future**

Power influences relationships and the potential for action. There is power in the collective, but also power in land ownership and in regulatory authority. Finding mechanisms to address power imbalances, through capacity building, historical analysis, harnessing public support, successful campaigning, will be required to facilitate community resourcing. Imbalances in power can be offset to some extent by building trust and relationships, and by transfer of ownership of assets.

### **3.8. Land, energy and planning**

Land ownership, and more broadly the ownership of potential resources such as woodlands, leisure centres and community halls was critical to enable communities to move forward with projects. History has eroded much of the old 'commons' land in Scotland, but there is potential to retrace ownership and re-establish commons rights in some cases. The inequalities of land ownership remain a barrier to some community initiatives. In some cases long term leases can be negotiated successfully, but such processes often took several years, causing frustration and a lack of momentum to some projects.

Land in remote rural areas that was thought to have little value now has potential for energy provision. In many places in Scotland, particularly in northern and western regions, the potential for wind energy, and for access to tidal and wave energy, offers enormous opportunities for communities to not only provide their own energy needs but also sell energy and obtain significant income through mechanisms such as Feed In Tariff. Such income could leverage further transition within those communities. The Scottish Government now has a target of 500MW from community or locally owned renewable energy schemes to contribute to national and global targets and commitments. Firstly, the scale of the potential income and impact is significant; at current rates the production of 500MW could generate an annual income of between £25 million and £50 million for communities (Neil Gerrard, personal communication, 2012). Such income assumes government incentives remain in force, spatial conflict over wind turbines is successfully reconciled, and interest rates remain affordable. Whilst community renewable energy schemes potentially deliver greater local economic benefits and a longer term legacy to communities (Cowell et al 2012), there is also potential to enhance community benefit from commercial renewable energy development through regulatory instruments and other process mechanisms.

In Scotland, a tradition of restricted planning in rural areas has undoubtedly saved us from many inappropriate developments. However, the need for relatively prompt, clear planning decisions is fundamental to the success of many community initiatives. Planning processes currently often do not distinguish between applications by private developers and by communities, and there may be ways to support, encourage and ease community applications.

Networks, NGOs and local authority organisations exist to facilitate community resourcing initiatives. Sympathetic planning and a practical regional support would also be offered through appropriate scales of governance. Different forms of 'hard-wired governance' were discussed during the seminar Programmes, exploring continental models as examples. It may be that regional (parish) level governance could provide a more meaningful scale of interaction than our largest local authorities.

Given the urgency of energy policy in Scotland and more widely in UK, there is also an imperative to ensure that disadvantaged communities do not further suffer from planning and energy decisions. Currently, community benefit schemes in UK tend to be employed to foster social acceptance of large commercial schemes, but applying theories of distributive justice illustrates that such benefits should be used more pro-actively to promote resilience (Cowell et al 2012). These authors describe how Argyll and Bute Council have demonstrated that the introduction of local policy can increase the level of community benefits from commercial wind energy developers. The Highlands and Islands are also seeking to enhance renewable energy benefits for communities (Gerrard, personal communication, 2012).

One option to produce funding for community initiatives that could subsequently be self-financing is the development of a large seeding fund. To a certain extent, the Climate Challenge Fund in Scotland has served this purpose in assisting communities to progress sustainability initiatives. However, its effects have been limited to initiatives meeting the particular criteria of that Fund, and its legal constraints precluded the support of activities that would directly result in commercial success. It would be possible to establish a seeding fund from income derived community renewables, with communities paying back funds for feasibility studies or small capital grants, for example, once regular income was achieved. Alternatively, a proportion of commercial benefits could be redirected to wider rather than just local interests (Cowell et al., 2012). Such benefits raise issues with regard to the identification of 'local community', cost and process of management and impacts of offshore schemes that have been addressed in a variety of ways by different regions and companies (Cowell et al., 2012).

### **3.9. Social justice**

Not all communities have the same capacity or resources to enable them to develop initiatives to support their flourishing. There is an increasing focus on how deprived communities are often further disadvantaged through climate change and attempts to mitigate or adapt to it. Bell and Rowe (2012) distinguish **distributive justice**, the manner by which the benefits or negative consequences of decisions (such as where to situate a wind farm) are distributed across the population, from **procedural justice**, the extent to which decision making processes are just. The focus on communities means that some aspects of distributive justice require clarification around allocation of responsibilities within and across communities (Bulkeley and Fuller, 2012). These authors suggest that in terms of procedural justice, there is a burden on communities to work cooperatively, but there are issues if they don't have the capacity. Additionally, community action should not negate the role of government. Other recent work supported by JRF has explored this issue in more depth, and the Scottish Government has recently emphasised its concern for vulnerable communities in thinking about the mitigation and adaptation to climate change, so this area is likely to be pursued further in the near future.

### **3.10. Financial austerity**

The era of financial austerity that began as this Programme was initiated increased the need for the work we undertook as a collective. It also exacerbated the demand for seed funding for community initiatives, which may be met by new financial mechanisms or by new sources of funding. It hindered local authority potential to support community ventures and has led to increased restructuring in

local government. Whilst in this Programme we discussed the importance of building trust and relationships (see Section 1.1 above), the instability of allocated posts and greater mobility across organisations imposed by the economic situation has threatened the establishment and maintenance of such relationships. There may thus also need to be a focus on policy pathways, toolkits and other instruments to enable communities to respond more independently to opportunities, with local authority attention focused more on disadvantaged communities with less capacity.

This report began with a discussion of sustainable development and the low carbon economy. The economic crisis and on-going recession have made debates on the economy both more difficult (“economic growth would alleviate the suffering of poor people”) and more possible (“we need a new way of doing things”).

### **3.11. Celebrating success**

During the programme the need for inspiring and informative case studies was frequently discussed. Accessing and sharing case studies and lessons learned and celebrating success, between communities, with local authorities and national government and NGOs, is critical. Community project stories can already be found on several websites (e.g. Fiery Spirits, Climate Challenge Fund, Transition Network) and in several publications (e.g. Wilding, 2011, Sarkissian et al., 2009), although there is a need for these to be further theorised to enable us to tease out success parameters.

## **SECTION 4: Strategy for community resourcing**

During the discussions in this Programme, it became apparent that we needed a roadmap to help us consider how to implement the actions discussed. It was also clear that we veered from discussion of immediate steps to discussion of the wider context and within which our society functions, looking to the horizon to envisage what wider changes might be required to enable our visions for flourishing communities. We thus developed a draft strategy to assist each of us in our roles in the journey towards community transition. The strategy is presented below, but is not meant to be all encompassing. Rather, it serves as an indicative reminder of the type and range of changes we can take to facilitate flourishing communities.

**Designing the transition to sustainability: resourcing community resilience**

**Strategy for short, medium and long term actions by Programme participants and other relevant actors**

<p style="text-align: center;"><b>Short term</b></p> <p style="text-align: center;"><b>Within a year</b></p>	<p style="text-align: center;"><b>Medium term</b></p> <p style="text-align: center;"><b>1-5 years</b></p>	<p style="text-align: center;"><b>Long term</b></p> <p style="text-align: center;"><b>6-10 years</b></p>
<p>Big Society Bank &amp; Government policy perceptions/rules re sources of finance especially in Scotland</p>	<p>Credit Unions as funding sources and new institutions (including 'social rating')</p>	<p>Significant economic activity takes place in democratically controlled contexts</p>
<p>Stimulate wellbeing conversations, engaging civil society and institutions (in partnership with Carnegie UK)</p>	<p>Wider measures of progress are used, such as but not limited to the UK Government's proposed Happiness Index (in policy &amp; in accountability processes)</p>	<p>We measure and respond to social, environmental and economic information aimed at wellbeing as opposed to merely wealth</p>
<p>Stimulate understandings of possibilities for employee owned businesses (see recent Government support for a 'John Lewis business model')</p>	<p>Increase levels of employee owned businesses in Scotland (&amp; community owned)</p>	<p>Significant economic activity takes place in democratically controlled contexts</p>
<p>Explore different community-private partnership models (e.g. Fintry)</p>	<p>Further examples of community models and their success or failure become available</p>	<p>Theories regarding community initiative success and failure have been developed and tested</p>
<p>Build financial literacy and trust by holding workshops across the different actors to explore detail of future</p>	<p>Undertake comparative analysis of capacity building approaches across other countries (in Europe, USA, Africa, Asia and other)</p>	<p>Establish multi-actor capacity building action processes in finance, community enterprise and other areas through formal and informal learning</p>

Build financial capacity of communities through training and networking across groups	Formal courses on financial support include reference to community needs and capabilities	Rethink credit e.g. as peer to peer lending
Support Scottish Enterprise and their cooperative scheme to engage with community organisations	Develop better support structures for emerging social enterprises	Establish long term focus on social enterprise and other initiatives in LAs and at national level
Work with LAs and SSN to develop ways of accessing resources and information e.g. transfer of community halls	Establish better partnerships between communities and LAs	LAs as enablers of community mobilisation and development
Address planning processes so community applications are treated appropriately	Explore role of LAs and community councils – what other hard wired governance is possible?	
Engage with Housing associations regarding possible urban and rural village projects	Housing Associations link with community networks to exchange information regarding energy and other projects	Collective power within Housing Associations enables Housing Trusts to undertake more embedded projects
Ensure synergy of work plans across major players in this area: e.g. JRF, DTAS, other	Develop a coalition of partners working on the area of community resourcing	Synergised movement towards a different form of business and service provision that is strongly represented by community enterprise, employee owned businesses and other such ventures
Engage with Scotland's action plan for the second half of the UN DESD	Encourage honest brokers to negotiate difficult knowledge terrain between communities, banks, LAs and other actors	Emergence of a wider range of actors involved in knowledge mobilisation; individual and organisation, and including community based and academic
Engage with transition	Support exchange of community stories	Active community mobilisation

Explore other forms of resources communities can use to initiate sustainable ventures	Synergy of reports emerging from DTAS, JRF, Woodland Trust and others	Imaginative resource and asset based projects emerge, with every community able to identify some means for resourcing
Promote renewable energy as income stream to drive community enterprise	Make better use of potential for Energy income to provide funds for community initiatives	Establish fund to lend capital for feasibility studies to other communities, with payback expected once FIT income is derived
Support the notion of wellbeing rather than wealth and emphasise the personal satisfaction of community engagement, partly by nurturing individual leaders	Networks to celebrate and support community leaders (e.g. Green list, Green champion)	Explore 4 day working week to free time and capacity for community ventures
Tell positive stories and share narratives amongst communities and from communities to government	Explore role of royal burghs in promoting potential for commons management and community enterprise	Rethink whether/how communities should purchase land from government in order to initiate community enterprise
Develop list of potential Hons/Masters/PhD student projects	Gather information and pursue pilot projects in Fife as laboratory; special issue journals; mini-conferences	Promote research in direction of community resourcing
History data onto Google earth	Databases of historical land use and ownership become available	Develop and spread understanding of local political geography to empower communities

## **SECTION 5: Moving forward and concluding remarks**

### **5.1. Moving forward**

This report is timely and topical. We hope it can support discussions on community asset development and other relevant areas, within communities, in local authorities, across Scotland and more widely internationally. In particular, we see that it engages with JRF outputs through providing a wider context within which to view explore assets and address social inequalities. We anticipate that it may do likewise for the practices and analysis carried out by DTAS, particularly through the Scottish flavour of their discussions. The Scottish Community Alliance also has the power to take this report to its members. Transition REconomy shares certain common views regarding potential futures, and has the capacity to reach large numbers of enthusiastic communities through their now massive movement. The Carnegie supported community of practice on Fiery Spirits can, we hope, adopt, critique and progress some of these suggestions in their debates. We will pursue this report with Sustainable Scotland Network, who can facilitate discussions with Scottish Local Authorities, and will explore in particular the relevance of these findings for the Christie Commission. We urge all communities and relevant organisations to explore the current potential for renewable energy to deliver financial income. Nationally, we can support recent calls for more of the 'John Lewis Economy' with employee owned businesses. On a global scale, 2012 is the UN year of the Cooperative; we are in the year of Rio+20 with global concerns about the implementation of sustainable development once again coming to the fore.

### **5.2. Concluding remarks**

This Programme has explored means by which community resourcing can contribute to a transition to sustainability. By focusing on the level of community, we highlighted how our society and economic system can reform, addressing many of the economic, social and environmental challenges currently facing us. We demonstrated that the development of flourishing communities will require not only suitable and innovative financial models, but also that a broad understanding of what resources and assets might be useful is desirable; and that communities and the institutions and organisations interacting with them will together need to develop capacity to manage such change; and that the values underpinning a transition need to be examined and understood, although certainly not everyone will share the same motivation for change. We explored what our visions of community might be in the future.

It seems that in addition to the framework for community resourcing described above, effective transitions will emerge if we can build trust and relationships within communities, across communities and local authorities, and with financial bodies, national government, NGOs, business and other organisations as appropriate. The process is as important as the outcome of a particular project, with iterations of social learning enhancing the ability of individuals and communities to develop further initiatives once begun on their journey. Communities cannot make all of the required changes alone, but are constrained by the wider context in which policy, financial opportunity, infrastructure development and other aspects are determined. Rather than a focus purely on wealth, the pursuit of wellbeing, in which individual and collective wellbeing are intimately related, offers hope for a value based transition to sustainability. Different financial models will be required to

enable projects to initiate and maintain themselves. There is a tension between a value based approach to community development and the skills required to develop new forms of business case and ensure the longevity and success of such projects, but by being aware of this and recognising the different types of ability that will be required to facilitate community initiatives, this can be overcome. Power and influence may not be evenly distributed amongst actors in community transition, but this issue can be partly ameliorated through building trust and relationships, use of land rights and land reform legislation and development of capacity of some actors. Land and land ownership remains a key aspect of community development, as for centuries, and with new opportunities offered through the potential of renewable energy to fund further development, if planning and governance processes are clarified and made to differentiate community ventures. Finally, we all need to celebrate success through learning from and debating examples of community initiatives to date.

This report is based on discussions within seminars and more widely with Programme participants and would not have been possible without them. We hope that all participants can take and adapt some of the findings for their organisations and integrate them into ongoing or new processes. There was on occasion vigorous debate in seminar sessions, and the authors take responsibility for the views represented in this report whilst acknowledging that other views were fielded.

All of the organisations, institutions and movements listed above are vigorously pursuing, in different (and admittedly sometimes conflicting) ways, sustainable development, low carbon economies and mechanisms for resourcing communities to catalyse societal change. What we hope this report has been able to do is also integrate academic insights from experts across a range of disciplines, with actors representing many of these bodies and more. We do not intend to privilege academic knowledge, but rather to include it in debates in which it is sometimes marginalised, co-opted or lacking. Our aspiration is that by linking theory and practice we can, together, co-design transitions to community resourcing.

## **Acknowledgements**

We gratefully acknowledge funding from the Scottish Universities Insight Programme to run the seminars and produce some of the outputs. The engagement and contributions from all seminar participants and those who engaged in additional discussions were invaluable in co-designing the strategy. Our institutions (University of St Andrews and University of Dundee) supported our time spent on this programme. The briefing paper and toolkit review were prepared by Rebecca Folly and the management of the seminars would not have been possible without the assistance of Rhona McLaren.

## References

- Acquaye-Baddoo, N.-A., Ekong, J., Mwesige, D., Nass, L., Neefjes, R., Ubels, J., Visser, P., Wangdi, K., Were, T. & Brouwers, J. 2010. Multi-actor systems as entry points to capacity development. *Capacity.org*, 41.
- Assessment, M. E. 2010. Ecosystems and human well-being: general synthesis. Washington, DC.
- Bell, D. and Rowe, F. (2012) *Are climate policies fairly made?* Viewpoint, Joseph Rowntree Foundation, York, UK.
- Berkes, F. & Folke, C. (eds.) 1998. *Linking Social and Ecological Systems: Management Practices and Social Mechanisms for Building Resilience*, New York: Cambridge University Press.
- Bulkeley, H. and Fuller, S. (2012) *Low carbon communities and social justice*. Viewpoint, Joseph Rowntree Foundation, York, UK.
- Capacity.Org. 2011. *A gateway for capacity development* [Online]. Available: <http://www.capacity.org/capacity/opencms/en/index.html> [Accessed March 2011].
- Change, I. P. O. C. 2007. Climate Change 2007: Synthesis Report. Contribution of Working Groups I, II and III to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, Pachauri, R.K and Reisinger, A. (eds.)]. Geneva, Switzerland.
- Cowell, R., Bristow, G. and Munday, M. (2012) *Wind energy and justice for disadvantaged communities*. Viewpoint, Joseph Rowntree Foundation, York, UK.
- Frazer, E. 1999. *The problems of communitarian politics: unity and conflict*, Oxford, Oxford University Press.
- Gusfield, J. R. 1975. *The community: a critical response*, New York, Harper Colophon.
- Hart, A. & Wolff, D. 2006. Developing local 'communities of practice' through local community-university partnerships. *Planning Practice and Research*, 21, 121-138.
- Holling, C. S. 1973. Resilience and stability of ecological systems. *Annual Review of Ecology and Systematics*, 4, 1-23.
- Hopkins, R. 2008. *The transition handbook: from oil dependency to local resilience*, Totnes, UK, Green Books Ltd.
- Ingold, T. 2000. *The perception of the environment: essays on livelihood, dwelling and skill*, Routledge.
- Jackson, T. 2009. *Prosperity without growth: economics for a finite planet*, London, Earthscan.
- Kasser, T. & Ryan, R. M. 1996. Further examining the American dream: different correlates of intrinsic and extrinsic goals. *Personality and Social Psychology Bulletin*, 22, 280-287.
- Mcmillan, D. W. & Chavis, D. M. 1986. Sense of community: a definition and theory. *Journal of Community Psychology*, 14, 6-23.

- Mdg 2011. The Millennium Development Goals Report. New York.
- Meadows, D. H., Randers, J. & Meadows, D. L. 2005. *The limits to growth: the 30 year update*, London, Earthscan.
- Norris, F. H., Stevens, S. P., Pfefferbaum, B., Wyche, K. F. & Pfefferbaum, R. L. 2008. Community resilience as a metaphor, theory, set of capacities, and strategy for disaster readiness. *American journal of community psychology*, 41, 127-50.
- North, P. 2010. Eco-localisation as a progressive response to peak oil and climate change – A sympathetic critique. *Geoforum*, 41, 585-594.
- Oecd. 2011. *Capacity development* [Online]. Available: [http://www.oecd.org/document/42/0,3746,en\\_2649\\_34565\\_42393642\\_1\\_1\\_1\\_1,00.html](http://www.oecd.org/document/42/0,3746,en_2649_34565_42393642_1_1_1_1,00.html) [Accessed March 2011].
- Oed. 2011. *Oxford Dictionaries Online* [Online]. Available: <http://oxforddictionaries.com/words/the-oxford-english-dictionary> [Accessed March 2011].
- Raskin, P. 2006. The great transition today: a report from the future. In: KRIEGMAN, O. & RASKIN, P. (eds.) *GTI paper series: Frontiers of a Great Transition*. Boston: Tellus Institute.
- Rittel, H. W. J. & Webber, M. M. 1973. Dilemmas in a general theory of planning. *Policy Sciences*, 4, 155-169.
- Rockstrom, J., Steffen, W., Noone, K., Persson, A., Chapin, F. S., Lambin, E. F., Lenton, T. M., Scheffer, M., Folke, C., Schellnhuber, H. J., Nykvist, B., De Wit, C. A., Hughes, T., Van Der Leeuw, S., Rodhe, H., Sorlin, S., Snyder, P. K., Costanza, R., Svedin, U., Falkenmark, M., Karlberg, L., Corell, R. W., Fabry, V. J., Hansen, J., Walker, B., Liverman, D., Richardson, K., Crutzen, P. & Foley, J. A. 2009. A safe operating space for humanity. *Nature*, 461, 472-475.
- Sarkissian, W., Hofer, N., Shore, Y., Vajda, S. & Wilkinson, C. 2009. *Kitchen table sustainability: practical recipes for community engagement with sustainability*, London, Earthscan.
- Schwartz, S. H. 2006. A theory of cultural value orientations: explication and applications. *Comparative Sociology*, 5, 137-182.
- Stern, N. 2007. *Stern review: the economics of climate change*. Cambridge, UK.
- Ubels, J., Acquaye-Baddoo, N.-A. & Fowler, A. 2010. *Capacity development in practice*, London, UK, Earthscan.
- Wenger, E. C. & Snyder, W. M. 2000. Communities of practice: the organizational frontier. *Harvard Business Review*.
- Wilding, N. 2011. *Exploring community resilience in times of rapid change*, Dunfermline, UK, Fiery Spirits Community of Practice, supported by Carnegie UK Trust
- Wilkinson, R. & Pickett, K. 2010. *The spirit level: why more equal societies almost always do better*, London, UK, Penguin Books.

Young, I. M. 1990. *Justice and the politics of difference*, Princeton, New Jersey, Princeton University Press.

## **APPENDIX 1: List of Programme outputs**

The outputs produced are available on the programme website. They include:

1. Report from Seminar 1
2. Report from Seminar 2
3. Report from Seminar 3
4. Powerpoint presentations from Seminars
5. Briefing paper to set the wider context for the discussions
6. Toolkit review to highlight existing assistance for communities seeking resourcing
7. List of participants
8. Policy brief: developed for national and local government, organisations and as a summary document for communities to access
9. Final report (this document)
10. Film: all sessions were recorded and edited versions have been uploaded, plus additional interviews with participants were captured.

## APPENDIX 2: Summary of Programme activities

### Seminars

This programme brought together and established a network of a range of actors in the community resourcing arena, including academics in the fields of design, management, finance, geography and sustainable development; community members; representatives of local and national government and NGOs, financiers and others. We sought to build on and deepen understanding of the issues that arise for communities that are seeking to create robust investment vehicles for low carbon transitions. Three interdisciplinary and cross theory/practice seminars were held. All seminars were held in the Scottish Universities Insight Institute at the University of Strathclyde.

#### ***Seminar 1: Sharing experiences and scoping the domain.***

##### **Aims:**

- *To identify models used to resource communities*
- *To share lessons learned in the process of implementing these models and discuss barriers and opportunities to community resourcing*
- *To explore the values, governance, capacity and resources necessary to develop flourishing communities*

##### **Key points**

- We need trust, systems thinking, partnerships and new learning across different stakeholders
- Toolkits for community resourcing are already being developed; we need a broader understanding of the way in which financial institutions and models engage with, and are taken up by, the value driven initiatives within communities
- Community enterprise is successful because it shifts from a financial profit model to a values based system; take heed of this when moving towards financial models for community support

##### **Speakers**

- ***Hamid van Koten of the University of Dundee*** introduced the programme and this seminar.
- ***Gordon Gray Stephens of Scottish Native Woods*** described a long history of woodlands as catalysts for community development and discussed some of the constraints (time, land, community capacity) and opportunities offered by woodlands.
- ***Wendy Reid of the Development Trusts Association*** discussed how anchor organisations could facilitate community empowerment; key success variables were: local leadership, key individuals, community buy in.
- ***Jane Gibbon from Jesmond Swimming Pool*** described the history of this exemplary initiative; bought from the local authority (which was planning closure from 1988) and through a long process and refurbishment eventually in 2004 has developed into a thriving community run venture.

- **Interactive sessions** explored reduced reliance on grants, the role of civil society, building resilience and supporting place making, and management of community mobilisation, especially nurturing leaders.
- **Peter Lipman of the Transition Network introduced Transition work on REconomy, the Forest of Dean survey and examples such as** TreSoc (Totnes Renewable Energy), Stroudco Food hub, Local United.

### **Seminar 2: Designing a framework for community resourcing**

#### **Aims:**

- *To obtain a holistic view of community resourcing*
- *To identify opportunities and gaps in relation to finance, governance, resources, capacity, values and culture*
- *To identify barriers and propose ways to overcome them*
- *To develop recommendations and consider outlines for programme outputs*

#### **Key points**

- The issue is often not the financial tool, it is the purpose for which it is used; need to build trust and financial literacy
- Alternative financial services providers include credit unions
- Employee owned businesses offer a new model of business which leads to greater productivity, higher employee satisfaction and general social benefits; proven in scale and over long time periods
- Capacity development can be seen as both a goal within itself and a process to achieve broader goals for community mobilisation, especially if conducted across multi-actor assemblages
- We need to recognise and reconcile the paradox of developing successful business models for community resourcing; the shift from competition and profit maximisation to collective cooperation and satisfaction
- We can learn much about governance methods from countries in Europe, the global South, USA and elsewhere.
- Land is valuable as a financial asset but also has emotional value and is important in terms of place based identity; it has potential to engage communities and stimulate political activism
- There is potential to revitalise sense of identity, sense of place and reclaim common land for financial gain and other benefits; emotional and revolutionary value of land

#### **Speakers**

- Jan Bebbington of University of St Andrews introduced the seminar and described general principles for finance.
- Rehema White of University of St Andrews discussed how we could access resources and develop capacity for community resourcing, drawing on the concepts of trust, power and relationality.
- Hamid van Koten of University of Dundee developed views around values and culture, taking a long term perspective and examining the place of collective action in society today.

- John Wilson of University of St Andrews provided the conceptual base from which a consideration of resourcing can be developed. Beyond grant funded activities there are core elements to any funding arrangement that need consideration before funds can flow. These include the relationship between risk and likely return on funds; transaction costs (including information costs) that arise so that funder and fundee are content to engage with each other and monitoring costs of ensuring that funds are used well for the purpose they are obtained for.
- David Erdal of Baxi Partnership discussed employee owned organisations. In the main these organisations are for profit in nature, but are unlikely to be profit maximisers in the sense that larger organisations who are listed on stock exchanges are assumed to be. There are similarities between the social enterprise model and employee owned organisations.
- Alan Caldwell (consultancy) told the story of Comrie community, particularly analysing the enterprise opportunities and wider community impacts that have emerged.
- Andy Wightman (public intellectual) brought to bear his insights as to how ownership of land underpins barriers to community development as well as releasing potential for communities to flourish, and the relationship between land and power.
- Interactive sessions involved discussion of these talks and discussed finance, values, resources and capacity, highlighting the concept of nested systems of resilience, the interaction between government policies and community development, impacts of financial austerity and excellent examples.

### ***Seminar 3: Developing a vision for a community centred economy.***

#### **Aims:**

- *To develop a vision(s) of how flourishing communities can be resourced*
- *To expand and refine the emerging strategy with short, medium and long term goals*
- *To define on final outputs of this programme (and explore outline versions of these outputs)*
- *To explore potential ways in which seminar participants can continue to work together in this area*

This interactive seminar included a commented discussion from all present; a future scenario visioning event; an analysis of strategic goals for the short, medium and long term; interactive discussion of output requirements and ways forward for the network developed by the programme.

#### **Key points**

- Seminar was an **interactive session** in which participants all contributed to the format and ideas developed
- A **vision of flourishing communities** included reflection on food source, transport and 'pleasant relationships' amongst other aspects
- It was agreed that the **conceptual framework** of the designing community resourcing was useful, and that an **academic lead** offered a strong credibility for the potential outputs and could thus offer leverage for action groups
- There was much debate over the **large gap** between small, practical, short term steps to take and the long term visions of a greatly changed society
- **Practical actions** to pursue included:

- Explore feasibility of a Fife Lab
- Explore possibility of a coalition with Carnegie (wellbeing programme) and Joseph Rowntree Foundation (community assets programme)?
- Distribute outputs to all participants
- Explore possibilities to maintain network contacts

### **Speakers**

Rehema White facilitated discussion sessions exploring the relevance of the conceptual framework and how this work could be taken further, with what outputs.

Hamid van Koten facilitated a visioning session, allowing us to explore futures for community resourcing and then discuss how we might reach them.

### **Resources**

A briefing paper set the stage for initial discussions. It described the rationale for the programme, highlighting the need for different modes of community resourcing. It drew on examples of community resourcing from elsewhere, as diverse as Scottish community development trusts and indigenous community based natural resource management initiatives. It defined technical details with regard to limitations for future resilience building. For example, it described contractual provisions that prevent acquired land to be used for capital investment in order to allow communities to develop relevant social enterprises. The briefing drew together material which is presently in the grey literature and different academic areas. Taken together this paper sought to provide a common platform upon which the seminars could build.

Initially it had been planned to develop a toolkit for community resourcing, which could be used by communities and funders to determine possible choices in a given situation. However, on further investigation, and during the time this project developed, several toolkits became available. Many of these were quite specific, resourcing only a particular kind of project or a particular context. Hence we reviewed available toolkits and provided a summary of them and characterised them in terms of their focus.

### **Additional engagements**

In order to ensure that the debates within this programme were situated within a wider context of ongoing work, and were not duplicating but rather synergising with such work, we instigated a series of discussions and meetings and attended a number of relevant workshops. This engagement assured us that our goals and approach were relevant and informed us of essential links, for example with Development Trust Association Scotland, Joseph Rowntree Foundation. The work of the 2020 Climate Group, finance subgroup (see <http://www.2020climategroup.org.uk/>) also links to this work. Through this latter group, the programme also engages with the Scottish Government work in funding a low carbon economy.