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# **Growing our regions**

**Brian Cheers**

**Director**

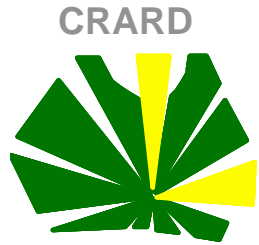
**Centre for Rural and Regional Development,**

**Whyalla Campus**

**University of South Australia**

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# **From deficit to capacity models of communities and regions**

## **Deficit models**

*what regions and communities lack*

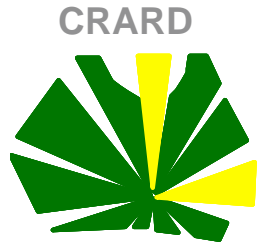
## **Deficit models are dead ends**

## **Capacity models**

*what regions and communities can do*

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# **3 Components of regional growth and development**

**Economy**

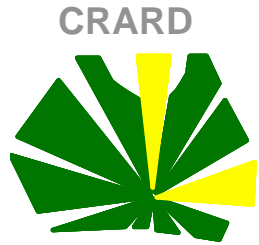
**Environment**

**Social**

*What is this 'social' thing?*

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# **The social**

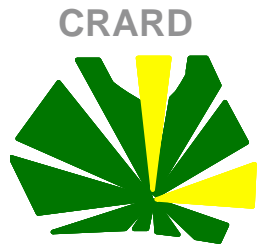
**The 3<sup>rd</sup> component of the triple bottom line  
services  
an aspect of human well-being  
social consequences of other activity**

**The relational factor that underpins,  
coordinates, and integrates activity across all  
sectors**

**The medium through which all else happens**

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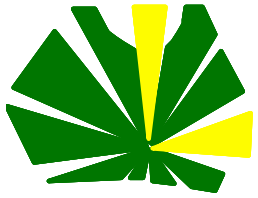
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## **It's obvious**

- **Regional economic development happens through networks and partnerships (eg. USCPG)**
- **Business happens through networks and partnerships (eg. Whyalla business networks)**
- **Sustainable environmental management happens through networks and partnerships (eg. Landcare; SA NRM legislation)**
- **Services require networks and partnerships (eg. sustainable rural medical practices)**

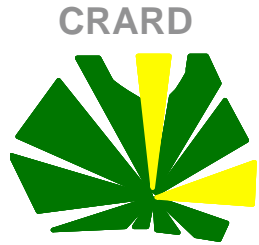
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# **Social relations are not a frictional factor in economic development**

- *“Social actors’ attempts at purposive actions are embedded in concrete, ongoing systems of social relations.” (Granovetta).*
  - e.g. **contracting and sub-contracting**
  - dispute settlement**
  - gossip**
- *Social relations are the foundation of growth, development, viability, and sustainability in all sectors.*



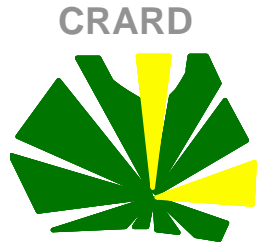
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## The social is mobilising people

*“... development is more than the provision of funds or the establishment of services. In all areas of ... policy it is about the mobilisation of people. Such mobilisation ... means the progressive attainment of people themselves of control over the conditions in which they live. Not only must mobilisation entail broadly-defined educational programmes which give people awareness, knowledge and self-confidence but it must, if it is to be successful in the longer term, be concerned with the power which people have to translate ideas into action.” (MacPherson)*

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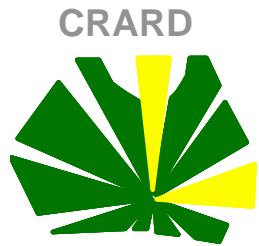




# What is the community factor?

## *Requirements*

- **Must be relational**
- **Must span all sectors: community/region**
- **Must be scientific**
- **Must be measurable**
- **Must be useful for all stakeholders and end-users: communities  
governments  
industry  
researchers**



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# Community capacity auditing project

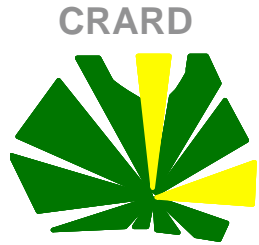
*An electronic instrument that people in a community can use to rate the strength of the community with respect to various community capacities (e.g. leadership) in all sectors (e.g. business).*

## Partners

- *CRARD (Brian Cheers and Mellissa Kruger);*
- *SGRHS (Jane Edwards)*
- *Rural Solutions SA (Hilton Trigg)*
- *PIRSA (Lib McClure and Greg Cock)*
- *DWLBC*

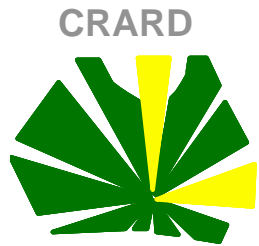
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# Community capacity

*The resources a community has that potentially can be used for an identified purpose [e.g. primary industry growth], and the community's ability to use these for this purpose in changing economic, social, and natural environmental contexts.*



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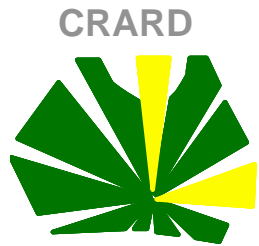
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## **Community resource**

*A community resource is inherent in the people, organisations, and relations that comprise the community and external networks, partnerships, organisations, and services available to it. 'Inherent in' means produced, sustained, owned, and/or used by the people, organisations, and relations.*

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# Sectors

**Social structure  
(community)**

**Primary industries**

**Business**

**Finance**

**Education and training**

**Employment**

**Environment**

**Health & human services**

**Sport & recreation**

**Arts & entertainment**

**Religion**

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# Capacities and sub-capacities

Capacity	Meaning	Sub-capacity
<b>Mass</b>	<b>No. &amp; range of programs &amp; organisations relative to community requirements</b>	
<b>Programs (incl. services)</b>	<b>Suitability to local context</b>	
<b>Access</b>	<b>To programs/organisations</b>	<ul style="list-style-type: none"> <li>• <b>Community access</b></li> <li>• <b>To informal networks (employment sector)</b></li> </ul>
<b>Information</b>	<b>About programs/organisations</b>	
<b>Marketing</b>	<b>Of programs/organisations</b>	<ul style="list-style-type: none"> <li>• <b>Generally</b></li> <li>• <b>Locally</b></li> <li>• <b>Outside the community</b></li> </ul>
<b>Financial resources</b>	<b>Available to the sector</b>	

# Capacities and sub-capacities

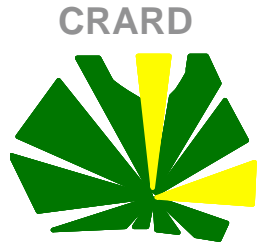
Capacity	Meaning	Sub-capacity
Human resources	Available to sector	
Facilities	Available to sector	
Equipment	Available to sector	
Management	In the sector	<ul style="list-style-type: none"> <li>• Of local programs/organisations</li> <li>• Of external programs/organisations</li> </ul>
Leadership	Of the sector	
Networks and relationships	Strength and quality	<ul style="list-style-type: none"> <li>• Within the sector</li> <li>• Sector-community</li> <li>• Sector-outside world</li> </ul>

# Capacities and sub-capacities

<b>Capacity</b>	<b>Meaning</b>	<b>Sub-capacity</b>
<b>Government support</b>		<ul style="list-style-type: none"><li>• <b>General govt. support</b></li><li>• <b>Commonwealth/state govt. support</b></li><li>• <b>Local govt. support</b></li></ul>
<b>Politics</b>		<ul style="list-style-type: none"><li>• <b>Managing diversity in the sector</b></li><li>• <b>Advocating for resources</b></li><li>• <b>Attracting resources</b></li></ul>
<b>Social capital</b>	<b>In the sector - trust, reciprocity, cooperation, collaboration</b>	

# Capacities and sub-capacities

<b>Capacity</b>	<b>Meaning</b>	<b>Sub-capacity</b>
<b>Attitudes</b>		<ul style="list-style-type: none"><li>• <b>Support for the community as a whole and each other</b></li><li>• <b>Priority for economic growth and social development</b></li><li>• <b>Cohesive, friendly, welcoming, caring community</b></li><li>• <b>Community support for the sector</b></li></ul>

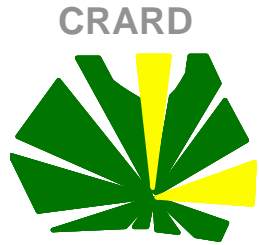


# Capacity components

- **Capacity strength (CS)**
- **Capacity importance (CI)**
- **Capacity contribution (CC)**
  
- **$CC = CS \times CI$**

# The template

demo template



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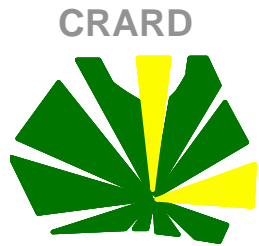
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## Uses

- **Profiles: communities → region → nation**
- **Strategic planning**
- **Community development**
- **Profiling funding programs**
- **Matching funding programs to capacity profiles**

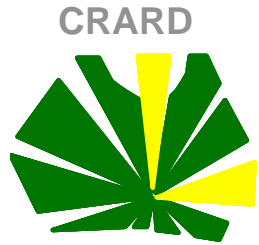
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# Research uses

- **‘State of the nation’ capacity profiles**
- **Capacity as a component of community viability and sustainability**
- **Capacity as an independent variable**
  - Eg: → economic growth
  - health status
- **Capacity as a dependent variable**
  - Eg: ← community/regional income levels
  - ← population change
  - ← impacts of water markets



## Conclusion

- **We have scientific methods for measuring and planning economic growth, regional development, and business development**
- **We have scientific methods for measuring biodiversity and environmental sustainability**
- **We now have scientific methods for measuring, developing, and growing community capacity, which is the foundation for all else.**