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## **Glasgow 2014 – Delivering a Lasting Legacy for Scotland – A Consultation Paper Response by the International Futures Forum**

IFF welcomes the opportunity to comment upon the suggestions for work on the legacy of the 2012 and 2014 games. The games represent a significant opportunity to realise a range of aspirations in Scotland and in responding we hope to make a contribution to the conversation about what the games make possible and how these possibilities might be achieved.

In responding, we hope to have provided useful comment in relation to the questions outlined in the consultation document.

### **Are we missing the potential hidden “wow”?**

The paper covers a wide range of benefits, all of which are desirable. However there are a number of possible benefits missing. Perhaps first among these is that the approach which is taken runs the risk of completely missing the hidden “wow” factor implicit in Scotland/Glasgow’s hosting of the Commonwealth Games and our role in the 2012 Olympic Games. This aspect of the delight and power of the games is a key factor in many of the expressed aspirations of the consultation document, for example in showing that Scotland is a great place to live, work, invest in, study at. Yet, we would argue, it is unlikely to be fully realised unless the approach to legacy is focussed firmly on the idea that this additional factor, which will make Scotland revered at home and abroad, and help fulfil the desires expressed in the paper around the government main policy themes lies in the people dimensions of the programme. In this respect it might help to frame the possibilities and opportunities which hosting the games bring as being principally about people rather than simply about construction, infrastructure and capital spending. A key question is what does capital spending subsequently make possible, rather than being simply an end in itself. For example, if one were to regard the Games as seed investment rather than capital expenditure, this might encourage further thinking about how to develop revenue streams after the games have finished.

### **Place, People and Enterprise**

We can see the Games project as revolving around the three poles of place, people and enterprise. We believe the Games should be seen principally as a people project. People are the principal source of energy for the Games as planners, sources of ideas and aspiration, contestants, volunteers, spectators, potential beneficiaries. The people perspective should be supported by enterprise and focused on a specific location. At present we are in danger of configuring these elements the other way round – concentrating on building the location, then generating revenue, and finally considering the aspirations and involvement of people. This shift has implications for how the programme is governed and developed. The more opportunities there are for people to become involved in ways not tightly defined by others, the more successful the Games are likely to be.

### **Focus on the possible as much as the actual, develop Stretch Goals rather than Shrink Goals**

In order to maximise the potential of the games it might be helpful to spend some more time reflecting upon what hosting the games makes possible. There will be an understandable tendency to focus on actualities – there are a number of deadlines which need to be met in a well known timeframe with specific start points in 2012 and 2014. However, the hosting of the Commonwealth Games in Scotland in particular is a rare occurrence. So in addition to planning around what is known, additional benefit will accrue if time is spent developing other perspectives and approaches which yield fresh and unexpected benefits from the games outside the current framework of thinking.

For example, shrinking the aspirations for the games on to the already existing policy strap lines of wealthier & fairer, greener, smarter, safer and stronger, healthier, will yield positive results and ought to be pursued. Yet, these are likely to be a great deal less than what is possible if a thorough examination of aspirations in relation to the games occurs in an open innovation space rather than one fixed by pre-existing frameworks alone. Even the most cursory glance at the Commonwealth legacy statements of previous hosts underlines and emphasises this point. The legacy comes not just from the infrastructure but from what that makes possible in terms of relationships between people, place and aspiration. If the Games are going to deliver anything close to their potential, it really will be necessary to go beyond what Samuel Taylor Coleridge calls mundane imagination, in which our approach to future events is linear and based upon what is known from the present and the past. He argues that creative imagination is much more powerful when dealing with the possibilities of something new. Creativity comes from being able to hold and support a diverse range of opinions and perspectives and then create something new from this understanding. Scotland's hosting of the games presents this opportunity.

### **Enact rather than React**

This point is further underlined if one looks at the way in which the games were secured for Glasgow and Scotland. The successful team did not simply react to the edicts of the Games committee and seek to do the minimum possible to secure the Games. They developed a strategy which involved taking Glasgow and Scotland to the World. It was this proactive approach to the world which yielded the desired result. We would do well to use the same approach now. What is it that we really want to enact through hosting the games? Relating it simply to existing policy frameworks will not be enough to realise the full potential. This will require getting beyond the very necessary "design and deliver" mindset into a frame where we can nurture and provide channels for the affective and emotional response which the Games will provoke at home and abroad.

### **Look Outward**

In relation to the rest of the world, the paper reads selfishly. The standpoint seems to be how can we get more out of this for Scotland? The paper stands in Scotland and looks inwards, except when asking what can we get from others out of this. A fuller and more generative question in relation to all five areas of interest could be: what might Scotland and Glasgow be able to engender in the world by hosting the games? This latter stance includes the former, but also reminds us that our hosting of the Games takes place in a moral framework, which if taken seriously might enable us to show the world what Scotland and Glasgow stand for.

### **One big thing – many smaller things**

The Games can be both a single large project and many smaller projects.

A key issue here is what the enthusiastic involvement of national government and its relationships to the place where the games are being held makes possible. It is noticeable in the statements of previous hosts – such as Manchester and Melbourne - that the legacy statements come from a city perspective and reach out to region, nation and beyond. What might that perspective bring to the 2012 Olympics and the 2014 Commonwealth games?

The Commonwealth Games will have their epicentre in the East End of Glasgow. This area is widely known as one of significant deprivation in a European context. How will the games make addressing this a key factor in the success profile? How can the Games team work with people in the surrounding area to generate ideas and actions which have their genesis in the local community? How can the Games make room for and catalyse local energy which lasts way beyond 2014? How could the

games support life at the margins of the project, leaving space for many energetic people to work into the scheme without jeopardising what is already planned? The challenge is to keep diversity of input and overall integrity in play simultaneously.

Such an approach might better encourage the various types of engagement which will secure both a successful Games and legacy. One can imagine a related set of activities and generative relationships, from the local to the international, which add up to a new standard of integrity for such an event.

In this regard it is worth concluding with two related observations. Firstly, the management of symbols could be a very powerful element in ensuring the best possible outcomes from the Games. This goes beyond branding and logos. Symbols have meaning invested in them by people. The management of symbol requires the Games organisers to appreciate the symbolic significance of events in and around the Games. Particular attention should be paid to how to encourage people to invest symbols with appropriate significance. The organisers should also think very carefully about the symbolic significance of major watersheds, as well as how they will signal the ethos, values and intentions of the Glasgow Games both at home and abroad.

Secondly the theme of leadership is crucial to making a uniquely Scottish event which sets new standards and creates new positive possibilities where there were few before. The ethos of the project which gave it enough “wow” to win the bid could easily be lost as the Games are pressed into the service of multiple agendas. One is tempted to paraphrase JF Kennedy and ask what can we do for the games rather than what can the games do for us? The second approach is more likely to realise our aspirations, and more besides, than the former.

It is our hope that you will find these comments useful in the effort to light a beacon for Glasgow, Scotland and the World which will burn brightly and help to light our way through the 21<sup>st</sup> Century. The comments derive from IFF’s experience working to sustain aspiration and achieve the extraordinary in Scotland and elsewhere in the world since 2001, and we would be very happy to discuss and explore these points further, drawing on examples from our experience where these perspectives on large scale programmes have made a difference, if that would be helpful.

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