

SCOTLAND 2030

Sustainable Communities in Scotland
Scenarios for the Future

foreword



What might sustainable communities look like in Scotland in 2030? That is the question Scotland's Futures Forum has been asking itself over the last year, along with 23 other public sector organisations.

The result of which is a set of scenarios providing a glimpse of what sustainable communities may mean in Scotland in the future, for better or worse. The scenarios, developed largely through a public sector lens, have been created to stimulate public policy debate and become a tool to encourage political discussion on some of the short and medium term actions and interventions that must be put in place to either achieve or avoid the future described in the scenario narratives.

The Forum now plans to use the scenarios as a basis for discussion with a number of organisations and networks to generate new thinking in the run up to the Holyrood Elections of 2011.

The Forum's Board of Directors believe the scenarios to be robust and creative and I congratulate everyone who has been involved in the process. I also hope people will disagree with the world views presented in some of the scenarios and I hope my colleagues at Holyrood are challenged to consider the many questions that emerge from this piece of work.

Lastly, I would like to particularly thank, Professor Peter McKiernan and his team at the Department of Business Studies at St Andrews University who skillfully guided the project community through the scenario process.

ALEX FERGUSON MSP
Chairman, Scotland's Futures Forum

intro

The value of scenarios

Nobody can predict the future and any scenario is merely a snapshot of what the future may hold. However, scenarios can be a useful tool in helping us to be more strategically prepared to meet an uncertain future; the oil company Shell has used scenarios to very good business effect over the last 30 years. Scenarios are necessarily based on a number of fixed assumptions and drivers of change so, in some sense, the value of scenarios can be limited when the future is rarely a straightforward extrapolation of the past. In other words, the more 'fixed assumptions' to go into a scenario the less likely it will be an accurate picture of what the future will ultimately hold but, if too few fixed assumptions and trend data go into a scenario, the less resonance it will have with the reader. The trick to producing a balanced set of scenarios is in the process through which they are developed.

The Forum's process has been very robust, guided by the School of Management at the University of St Andrews, under Professor Peter McKiernan, and a project community made up of representatives from 23 public sector agencies.

This former body has been engaged with scenario planning since 1988 and has undertaken over 200 scenario interventions for major public and private sector bodies around the world.

The base data, evidence and research that has informed the creative writing of the scenarios are published on Scotland's Futures Forum website at www.scotlandfutureforum.org

Ultimately, the value of this exercise is not in publishing the scenario narrative but in using the narratives to help others consider their strategic priorities for the future.

I am delighted that already a number of organisations have expressed interest in using the scenarios to challenge and test the assumptions of their own staff and networks.

In the coming months the Forum will be sharing the scenarios with:

Parliamentary Committees in the Scottish Parliament

Women in Leadership in Scotland Network

The RSA and Barnardos Scotland

The Scottish Environmental Protection Agency

The Scottish Youth Parliament

Scottish Civil Servants through the Forum's 'Questioning the Future' seminar Series

Following consideration of the scenarios by these and other groups and organisations, the Forum will publish a follow-up paper describing the new learning to emerge.

A number of people have been involved in this project and I am very grateful to them for their input. Those who have been involved are listed on page 61.

'Sustainability' has no single or agreed meaning. 'It takes on meaning within different political ideologies and programmes underpinned by different kinds of knowledge, values and philosophy' (Huckle 1996: 3). A 'weak' view of sustainable development looks to continuing economic growth on terms that favour existing financiers and corporations (while maintaining the support of the majority of voters in countries like the UK). A strong view 'represents a revised form of self-reliant community development which sustains people's livelihoods using appropriate technology' (Huckle 1996: 4). The former would fit in with what we might now describe as the mainstream of politics in many northern countries; the latter represents a greener and more holistic vision. It echoes the concerns of E. F. Schumacher (1973) when he argued for a concern with appropriate scale, wholeness and connectedness.

© Mark K. Smith 2006, 2008

Methodology

The Scenario process started with the compilation of a data workbook (available at www.scotlandfutureforum.org). This workbook took several months to complete.

The workbook was added to by a number of case studies which were identified as currently being good examples of sustainable communities. These case studies were collated and then added to action research from the Island of Tiree and from Raploch Urban Regeneration Company.

Three groups of masters students at the University of St Andrews were given the task of identifying relevant details and creating the first three drafts of the workbook. Gaps in the research were then filled by one senior researcher who advised the process.

The next stage in the process was for the Forum to identify gaps in the base research and ensure the workbook was complete and as comprehensive as possible.

Following this, Forum researchers engaged in evidence gathering sessions with a number of key organisations, for example The Royal Society of Edinburgh, Scottish and Southern Energy, SEPA, and Scottish Water.

27 sectoral experts then came together in St Andrews for a 2 day scenario workshop where the key drivers for change were identified and where the skeleton scenario matrixes started to emerge.

Based on this exercise, the scenario narratives were then drafted out by a professional writer. These drafts were then tested with the project community through 2 workshops and through 4 standard scenario tests considering:

- > Gestalt criteria
- > Internal consistency
- > External consistency
- > Surprise elements

Repeating this process led to 2 further drafts of the scenario narratives.

Terms of Reference

At the start of this process, the Forum was challenged to consider what sustainable communities might mean in Scotland in 2030 without a working definition of either 'sustainable' or 'communities'. We started the process with an assumption that the scenarios would, in the end, predominately describe a Scotland where the use of transport, energy, water and waste would be more 'sustainable'. However, in going through the scenario process our notion of 'sustainability' widened as did our understanding of 'community'. The project community came to consider sustainability in a more holistic sense. This definition informed much discussion in the process and meant a much richer narrative emerged.

Robert Rae
Director, Scotland's Futures Forum

SCENARIO 01



opportunities missed

Key Questions for MSPs and Policy Makers



- 1 Has Scotland missed the renewables boat by allowing its manufacturing capabilities to run down to far?
- 2 Can the private and third sectors plug the gap in infrastructure investment left by reduced public spending? How, and by whom, will priorities be determined?
- 3 Is renewed depopulation of rural Scotland inevitable, given the prospect of rising transport costs, lower employment opportunities and the potential impact of climate change on tourism? And, if so, what are the implications for the Central Belt?
- 4 Should public provision be doing more to help Scottish companies adjust to an international trading environment increasingly dominated by non-western cultures?
- 5 Everyone agrees that public spending priorities will need to be more sharply focused – but on what?
- 6 The scenario envisages an endemic Scottish underclass, the “ferals”. Do you share that fear, do you think it plausible in the time-scale suggested, and if so what are the key policy instruments to mitigate it?
- 7 After decades of consumerism, is the Scottish public ready for a low-growth future? How can they be sold it? Can Scotland do without some of the resources it cannot provide for itself?
- 8 What more should the education system be doing to equip Scotland to compete in a globalised economy, and can it be done without diminishing awareness of our own culture? For example, should we be teaching Mandarin and Hindi rather than French and Gaelic?
- 9 What can/should be done to spread the benefits of Scottish entrepreneurialism?
- 10 Can/should more be done to keep Scottish businesses Scottish?
- 11 What are the policy implications – positive and negative – the recent trauma in Scotland’s financial services sector?

Opportunities missed

Key assumptions in 2030

- > Scotland remains within the UK, with broadly the present devolved powers
- > Low/negative economic growth rates to 2030, and falling average real incomes
- > Increased world fuel prices, especially in fossil fuels, which combine with fiscal penalties for greenhouse emissions to push up the price of imports
- > Persistently low Scottish investment in:
 - Capital equipment
 - R&D, including renewables
 - Education and skills upgrading
 - Public infrastructure
 - Accessing high-growth international markets, e.g. the BRIC countries
- > Accelerated rural depopulation
- > A marked demographic shift, with fewer earners supporting more dependants
- > Reduced public spending, and smaller government
- > Increased incentives for individual entrepreneurship
- > An increased role for the Third Sector in delivering public services, with some innovative social entrepreneurship and growing scope to vary local provision
- > A growing female managerial presence, mostly confined to social enterprises
- > Widening wealth, skills and health gaps
- > Continued erosion of indigenous company base
- > The rest of the UK failing to perform markedly better



international context

In **scenario 1**, it can be reasonably assumed that Scotland's fortunes in 2030, in the international marketplace, are mixed. Scotland's place in the world and its economic fortunes are bound to those of the rest of the UK. The UK's rate of economic growth remains slow. Economic power has transferred to China, India and Brazil who simply do not comply with western trade rules which historically favoured the UK. Scottish entrepreneurialism is patchy but sufficiently high profile to maintain Scotland's 'high standard' reputation internationally. Scotland is a net importer of food and fuel.



the inheritance

Scots were always proud of their country's rugged record of **individual innovation** and achievement.

Our history celebrates Hume, Smith, Watt, Kelvin, Carlyle, Carnegie, Bell, Baird, Fleming, and a hundred others. While we may never, as a people, have signed up to the 1980s idea that there is no such thing as society, we have nevertheless tended to treat readiness to empower exceptional individuals of all classes to attain their potential measure as an important measure of a civilised society. This means a society that supports, and does not impede, the individual scholar, thinker or entrepreneur. The demotic (if now archaically sexist) name for the product of this approach – the lad o' pairts – remains a powerful totem a third of the way through the 21st century; and the developments of the past two decades have, in many respects, extended the scope for him/her to prosper.

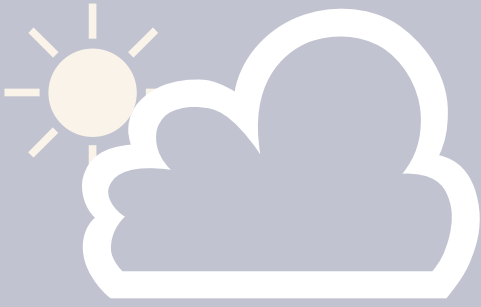
What has lent these individuals a heroic mantle in the eyes of the world, if not always of their countryfolk, is their ability to prevail against the **difficulties** that history and geography have bequeathed to Scotland.

Providence has not dealt us a kindly hand. We are a **junior partner in a fractious state** that has now struggled for a century with the challenges of post-imperial adjustment. We are attentive to the suspicion that our larger partner to the south is doing better from the deal than we are, and consequently neglectful of wider, more instructive, influences. We are located on the far **periphery** of our mainstay European marketplace, and sometimes find it hard to feel part of political changes that take place there, let alone to adapt to changes in the wider world.

A half century of virtual trading has created a global marketplace at the expense of indigenous commerce, and favoured emerging countries with lower production costs and overheads than Scotland. Those Scottish businesses that have flourished in this environment have mostly found advantage in offshoring activities or **relocating** away from Scotland. Though public policy has sought to combat this trend by alternately seeking to cut fiscal costs or investing in better skills and infrastructure, neither approach has brought sustained or sustainable success.

**WHAT DOES THE
FUTURE HOLD**


**IF
OPPORTUNITIES
ARE MISSED
?**



We have a picturesque but unaccommodating **geography**, and a volatile climate. This, coupled with expensive transport costs, has driven a once-promising tourist trade away to warmer and cheaper destinations and helped accelerate the apparently unstoppable **migration** towards the central belt

Though Scotland's **energy** resources once appeared lavish, they are no longer viable: seemingly, the remaining coal is too environmentally damaging to dig, the remaining oil too remote to be worth extracting, the possibility of nuclear renewal left unresolved by a sterile and protracted debate that was at least as much about constitutional pride as energy needs. Subsequent escalations in imported energy costs have significantly disadvantaged a Scotland where **public transport** can only accommodate a tiny proportion of journey choices. The only mitigation

has been a reduced demand for energy, and therefore for imported fuels, as large-scale economic activity has declined. Foreign **travel** too has decreased, with more Scots settling for a received virtual understanding of the wider world, though this has not generally translated into increased internal travel. Energy generation from natural resources – wind, waves, tides – has grown significantly, and though it has gone some way to mitigate rising energy costs for Scots as for everyone else, the commercial benefits of its exploitation have largely flowed overseas.


 A stylized illustration of a white cooling tower with a plume of white steam or smoke rising from the top, set against a solid red background.

Though Scotland's **energy** resources once appeared lavish, they are no longer viable: seemingly, the remaining coal is too environmentally damaging to dig, the remaining oil too remote to be worth extracting, the possibility of nuclear renewal left unresolved by a sterile and protracted debate that was at least as much about constitutional pride as energy needs. Subsequent escalations in imported energy costs have significantly disadvantaged a Scotland where **public transport** can only accommodate a tiny proportion of journey choices. The only mitigation

has been a reduced demand for energy, and therefore for imported fuels, as large-scale economic activity has declined. **Foreign travel** too has decreased, with more Scots settling for a received virtual understanding of the wider world, though this has not generally translated into increased internal travel. Energy generation from natural resources – wind, waves, tides – has grown significantly, and though it has gone some way to mitigate rising energy costs for Scots as for everyone else, the commercial benefits of its exploitation have largely flowed overseas.

Scotland in 2030

This inheritance has powerfully shaped the Scotland we see about us in the 2030s. Prudent public policy, like prudent private planning, must always proceed from a realistic assessment of the world as it is, not a wistful dream of the world we might wish to inhabit. The stability that results from cumulative rather than erratic change is its own reward, and some of the outcomes it has delivered are undoubtedly positive.

Economic adversity in the early years of the century tended to accentuate, rather than mitigate, these inherited Scottish characteristics, and thereby to constrain the more ambitious excesses of the idealists. The shift in global economic power from the US/West European/Japanese-dominated 20th century to the Asia/India/East European/Latin America-led 21st did Scotland few favours. We found it largely beyond us to make inroads into these idiosyncratic and demanding new markets for our dwindling stock of recognised brands. Some draw consolation from the observation that this position is reflected in the UK as a whole, and that Scotland's position as a small, import-dependent, economically stagnant backwater is not substantially grimmer than that of our southern neighbour. Others wonder why we should find this such a perpetual comfort.

There was nonetheless some positive upside to the narrative. A falling tax base, coupled with a growing demography of elderly people and other dependants, led inexorably to **smaller government**, and thereby to a population more ready, *force majeure*, to look to its own resources rather than to await succour from the state. Against the background of endemic economic decline, individual business successes shone all the more brightly. A few individuals have achieved levels of business success that won international repute, ensuring that Scotland's image as a wellspring of ingenuity continues to be recognised abroad. Against that, however, the ever-widening gap between executive rewards and average earnings has arguably **discouraged** entrepreneurship, since those with a flair for business can get richer faster by climbing the corporate ladder rather than by shouldering the risks and responsibilities of building their own businesses. It has also encouraged Scottish start-ups to sell up to predators at an ever earlier stage in their growth, with founders settling contentedly for highly-remunerated positions in the larger acquirer. Some of these entrepreneurial businesses have retained a residual presence as the Scottish arm of the multinationals: most have disappeared into the corporate maw.

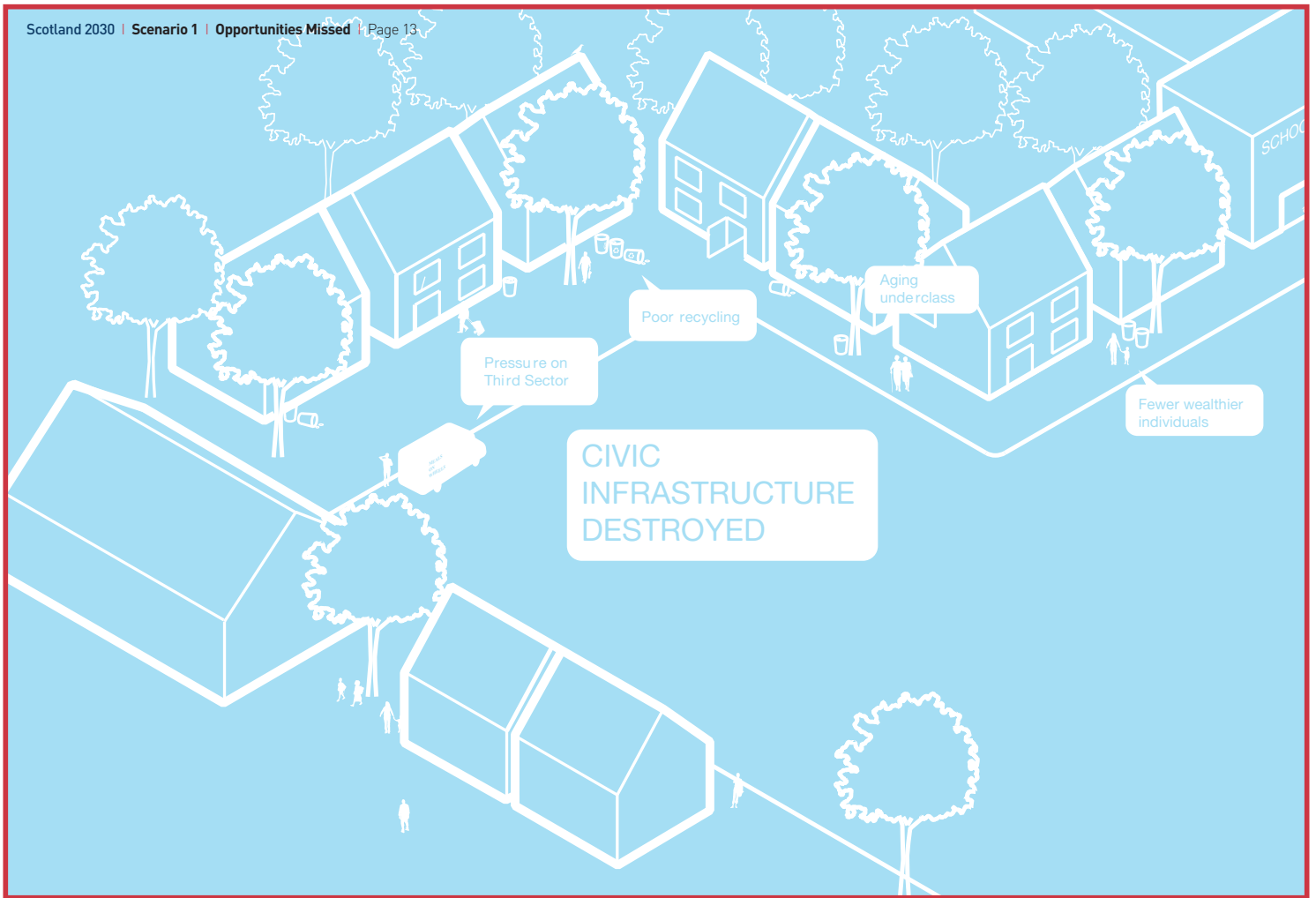


The role of the **Third Sector** in civic life has changed and grown. The experiment in the early 2000s of co-opting the Third Sector directly into wholesale delivery of public services suffered from conflation with the need to drive down public spending. But many voluntary bodies refocused their energies instead into small-scale social entrepreneurship to replace abandoned state services.

Women have played a particularly powerful role in driving the social-entrepreneurial agenda, demonstrating their ability to break free of traditional institutional career restraints, in terms of leadership and responsibility if not always of income. Some social enterprises have proved consistently innovative, even if their impact on the wider economy remains modest. Traditional charities, however, have found it consequently harder to secure adequate funds, given the potential investment returns to be had from social enterprises.

At both geographical and shared-interest level, **communities** have gained social importance, taking on something of the pre-industrial role of parishes, with individual activists working together to make community provision for alms and services no longer provided by the state. Scotland's much-mythologised communitarian tradition has thus been rediscovered in a new

form. The new communities do not hold town hall meetings. They look instead to exploit the potential of **personalised communications technology** to meld individual perceptions into mutually acceptable policy frameworks for action. This has both a civil and economic dimension. The now rather old-fashioned, though expressive, slang term for this technique is "**bundling the blogs**". It is an efficient way to measure opinion, though older people lament the decline of social interaction and conversation. Increasingly, too, shared-interest communities have used networking technologies to reap the benefits of **group purchasing**. Unfortunately, mainstream Scottish businesses have been rather left behind in developing marketing techniques capable of responding effectively to this phenomenon. Some social enterprises, however, have proved fleet of foot.



But this growth in community consciousness, while it has beguiled the more romantic breed of commentator, remains a patchy, and largely middle-class, phenomenon. The ability to put the individualism of today's virtual social structure to constructive common use is largely confined to the educated and the engaged. It has done little to improve the lot of deprived communities, especially in the cities. In both urban and rural Scotland, there is a disaffected **underclass**, which feels a predacious envy and hostility towards the more advantaged communities, along with a diminishing obligation towards the supposedly common moral values. This is, alas, a long way from the constructive rivalries that policy-makers promote between communities, and it encourages even the most successful communities to guard their achievements and assets jealously.

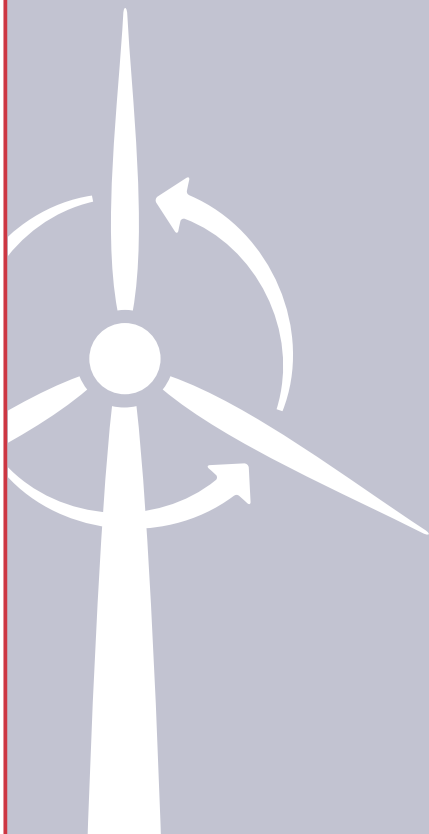
The old concept of the **postcode lottery**, first used in respect of attempts to localise state provision, has reappeared in the popular lexicon. The underclass is characterised by alienation, disaffection with social values, resistance to prescribed vehicles for social mobility, vulnerability to high costs of energy, housing and services, entrenchedly poor **health** records and high levels of substance abuse. Scotland's reputation as the "sick man of Europe" appears irredeemable. However, within even the most deprived communities, the same forces can nurture a fierce internal loyalty, in which community values are rigorously (if sometimes brutally) enforced. At its best, this can generate a tough self-reliance, and a pragmatic disinclination to expect outside help. At its worst, it embeds ignorance and apathy, by discouraging the ambition to excel or escape.



A perennial debate surrounds the question of why Scotland finds it so hard to translate individual business success into sustainable or widely shared **wealth creation**. Entrepreneurs complain that, in spite of reduced governmental intervention and some lowering of taxation, Scotland has become a less amenable place in which to do business. Lower government expenditure has meant lower public **investment**, creating costs, for example in distribution or skills provision, which business finds hard to bear. Social unrest and victimisation have made it harder to recruit workers from other countries to mitigate labour market failures, and many of these countries can now offer their exiles comparable living standards back home.

These forces create something of a **vicious circle**:

- > Lower **investment** in skills and lifelong learning has reduced the capacity of Scottish businesses to innovate and grow.
- > Lower growth and lower innovation means **lower wages**, reducing the purchasing power of Scottish consumers and encouraging ambitious Scottish growth companies to look beyond Scotland at an ever earlier stage in their development.
- > Lower business revenues mean **lower public spending**, which mean lower levels of business support. They also reduce the capacity of young Scottish companies to **innovate**, and make them more susceptible to takeover.
- > The evaporation of corporate HQs, and increased **dependence** on overseas ownership puts Scottish plants at the back of the queue for investment in new products, plant and processes ... and top of the list for closure come a downturn.



The **renewable energy sector** is perhaps the most notorious case in point. Though energy economics are famously volatile, retrospection does encourage the conclusion that Scotland's failure to invest at an early enough stage, and with sufficient commitment, in the training and infrastructure needed to turn renewables into a sustainable, Scottish-owned, international-scale industry was a major missed opportunity. The mature industry we see now is impressive enough in size, and there is much native pride in Scotland's sporadic ability to export surplus electricity generated by its winds and waves. But the gain to the Scottish economy is much less than the uplift to national vanity, and the bulk of our energy needs continues to come from overseas-based suppliers – in some cases, selling us back energy generated from our own renewable sources. Much renewables technology relies on the sort of basic engineering techniques that mid-20th Century Scotland took in its stride. These skills were largely abandoned in the services boom of the late 20th Century, and it subsequently proved too expensive, at a time of public spending constraint, to rebuild them quickly enough to catch up with our competitors. By and large, Scotland's prodigious supplies of renewable wind and wave energy are harvested with imported technology, often owned and operated by multinational businesses based furth of Scotland. These provide quite a significant number of mostly low-grade maintenance and process jobs for Scottish workers, and there has been an encouraging spread of small-scale community self-generation projects. But the big value-add generally happens elsewhere.

Lack of investment has brought about a marked decline in the quality of Scotland's major **infrastructure**. The car, though less affordable (because of

fuel costs) to much of the population, is now the only way to access a great proportion of Scotland's landmass, and **depopulation** of remoter areas has accelerated. Road, port, rail, air and telecom links with the wider world and its markets are no longer fit for purpose. Again, the result is polarisation. Prosperous communities, particularly those with **universities** at their heart, have achieved some notable successes from innovation and connectivity, attracting inflows of investment and talent. But reduced governmental intervention – for example, in underpinning academic research and supporting businesses to take advantage of it – has diminished the general benefit that flows from academic successes.

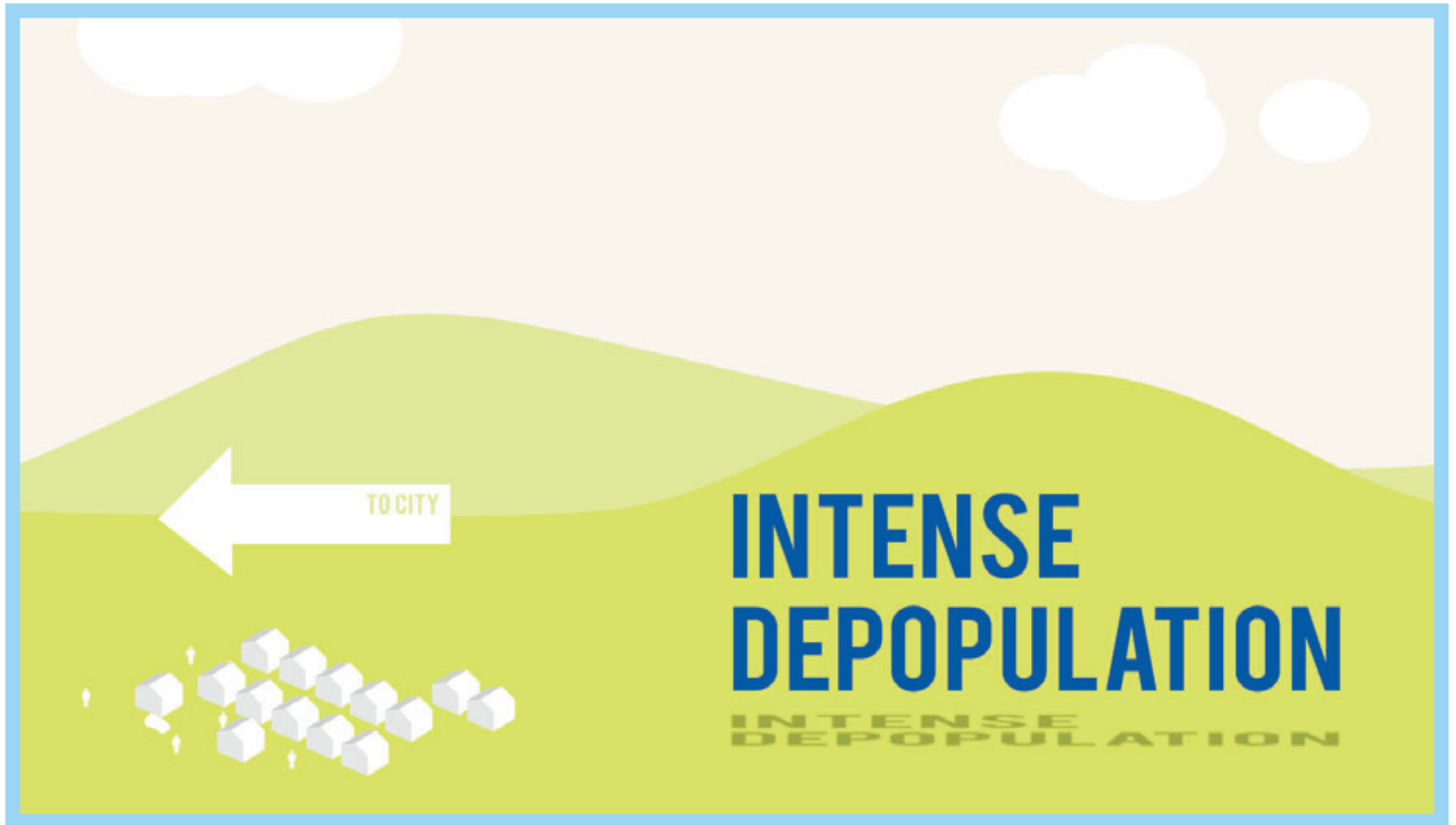
Many critics have pointed to Scotland's refusal to follow England's lead in increasing the contribution made by student fees. But funding is not the only factor in a poor **educational** performance. Scottish education has never quite broken free from the almost mystical 19th and 20th century conviction that it is – as if by rights – the best in the world. As outcomes from schools and colleges have fallen increasingly short of the needs of a changing economy, the debate over education policy has retreated ever further into a dour traditionalism, represented by supposed remedies that begin with the words "Bring back..." Even now, there is still a tendency to question why a sustained focus of resources on "The Three R's" has failed to win Scotland a competitive edge over other countries' puzzling obsessions with teaching Mandarin and Urdu, international communications, and advanced skills in software, nano-electronics and biomedicine. Still, Scotland's private schools do continue to draw pupils to them, as beacons of dignity and tradition that will never dim.

As already noted, successful entrepreneurs have found advantage in selling up ever earlier in the lives of their businesses, while high achievers are increasingly driven to seek their fortune elsewhere. The corrosive belief has grown, in almost every field of endeavour – from commerce to the professions, and the arts to the sciences – that the truly ambitious can only achieve their destiny outside Scotland. Such a belief must inevitably become self-fulfilling. The empowered community, while sometimes capable of punching above its weight, is too small to hold the ambitious young.

Still, resurgent community mutuality has thrown up some impressive **local initiatives** in environmental and energy sustainability. Some communities now source almost all their electricity needs from small-scale sustainable generation, and there have been landmark achievements in combined heat and power, local biofuels, community recycling and composting, local water purification plants and responsive community transport. Many of these activities have spawned new small businesses, often community-based or owned. But the lack of

national **strategic intervention** in adequate connective infrastructure or to scale them up industrially, together with their inability to offer exciting early returns to institutional investors, has prevented them from approaching critical mass, and left the best vulnerable to corporate takeover. The savings they generate for Scotland, while not inconsiderable in aggregate, are offset by overall dependence on expensive imports of energy, food and other staples. Lower spending power has made **price sensitivity** the dominant market force: not the terms on which Scotland would ever choose to compete.

It is nevertheless some consolation to live in a Scotland in which the fittest can prosper, not just survive. Our society has probably never been more competitive or territorial, even if this has been achieved at some cost to social cohesion and morale. Scotland can take pride in the success of many well-known individuals over the past quarter century, and may some day reap communal benefits from the narrative these individuals have taken out into the world about the country and values that bore them.



what it looks like

Much of the landscape has grown uglier. Accelerated rural **depopulation** has turned villages into shanty-town retreats for those unable to prevail in the cut-throat competition for a dwindling supply of worthwhile urban jobs. Opportunities for these communities are few, and lawlessness between them is rife.

While the trend towards more basic food staples has seen some marginal land brought into **cultivation**, the employment gains have been more than offset by the collapse of the **tourism sector** and the near-exhaustion of **fish stocks**. Remoteness, poverty and high transport costs discourage investment in local food processing. The poorest rural communities are paradoxically those most dependent on expensive imported bulk food products, often of

dubious nutritional value. **GM foods**, grown to help feed the world's poorest populations, are increasingly seen as a symbol of Scottish rural poverty

Where work has become available on the estates of the **uber-wealthy**, new townships have sprung up which can sometimes attain a fair level of contentment and stability. But they are haunted by a constant fear of predatory attack from those outside their boundaries, trapped by rural Scotland's general lack of economic and physical mobility.

The cities too show the scars of uneven and often inadequate communal **maintenance** and **service** provision. While **falling real wage levels** enable wealthier neighbourhoods to hire casual labour and thereby sustain themselves to high standards, elsewhere roads

and buildings crumble from enforced neglect. The imbalance between wealthy and deprived districts grows ever starker, now often lent physical dimensions by protective boundary walls and fences around the **enclaves** of the privileged. Within these enclaves, home-owners – or their employees – are to be seen in all weathers busily tending to their fortified gardens. It can be a pleasingly rustic scene, though older citizens lament the disappearance of colour from suburbia, as flowers give way to vegetable cultivation.

INCREASED INDIVIDUALISATION



BUT NOT EQUITY

Beyond these suburban ramparts, an alienated underclass – commonly known as “**the ferals**” – leads a feckless and increasingly predatory existence, many living in the overcrowded “social” housing created in the shells of disused commercial properties. Despite the vogue for thrift, **refuse** is widely tipped and left to fester. Though there have long been both individual and community penalties of increasing severity for excessive recourse to landfill, neither the positive incentives nor the public facilities were sufficient to meet the ever more unrealistic **recycling targets** set by government. An inevitable backlash occurred. The sanitary consequences of tipping and of uneven utility provision serve to exacerbate an already widening gulf between the **health** profiles of Scotland’s rich and poor communities.

Public buildings, shops and factories have all-but vanished. The prestige office developments of the early century survive here and there as housing conversions, but bureaucratic employment is now largely franchised out to home-based virtual offices, or offshored. Municipal buildings – city chambers, concert halls, libraries, health centres – have retreated into the mists of more Keynesian times. In urban and rural locations alike, ruined **churches** have taken on an air of heritage sites. Ironically, despite the near-total disappearance of organised worship, the search for a meaning is ever more fervent as life itself becomes less purposeful. Every day new belief systems burst upon the cyberwaves, not all of them the work of charlatans. So far, though, none has tempted its followers away from their screens in significant numbers into physically co-located communal ritual.

MAKE DO AND MEND

the return of make-do and mend

A combination of low economic growth, a steadily if unspectacular public commitment to recycling, and a mounting revulsion against waste has had one ethically beneficial consequence for the Scotland of 2030.

The old Scots virtues of **thrift and ingenuity** have taken on a new chic. There is now a fashionable cachet in making or mending clothes, creating new **dishes** from modest or leftover ingredients and repairing rather than discarding old **consumer durables**.

Humble skills like darning or patching are prized as **social attributes**, and no longer regarded as the sole preserve of women. Middle-class Scots now take high pride in family resourcefulness, where their parents' generation preferred to show off their latest acquisitions. The wasteful buy-and-discard obsolescence of the consumer age is seen today as laughably gauche. Homespun is cool.

The initial impetus for these changes was economic rather than moral: notably, the fall in average **family incomes**, which made eradicating food waste, for example, something of a practical imperative.

Now, the economic consequences are mixed.

On a local scale, the new thrift has given rise to a significant number of small or **micro-businesses**, though few look equipped to grow much beyond serving their immediate communities. Those Scottish **publishing** houses which survived the print collapse of the early century have likewise done good business running infosites.

But it has not happened on such a scale as to offset the dominant trend reduction in consumer demand **which has all-but ended** traditional **retail** in favour of remotely-owned virtual stores. An already sluggish demand for manufactured commodities in which Scotland had some residual strength into the 21st century – quality knitwear, luxury foodstuffs, consumer electronics – is now effectively extinct.

The soaring cost of **imported food** – inflated by rising fuel prices and international climate change tariffs – brought some initial expansion for Scottish agriculture and fisheries. But a historical legacy of over-fishing left dwindling catches to meet these demands, and Scotland's geography limited the opportunities for substantial

expansion in agricultural, especially arable, output. At the same time, some rather muddled scientific debate over the extent to which food production itself contributes to climate change deterred government from incentivising production

Once again, a reversion to the romance of arts and crafts has, to a limited extent at least, filled the gap. In wealthier suburbs, people are increasingly interested in growing their own vegetables and keeping chickens. But for those who lack serviceable gardens, food has made ever larger demands on household incomes, the reverse of the trend enjoyed by their parents' generation. The poor find nutritious food increasingly beyond their purses, and the **health gap** between the privileged and the underclass yawns ever wider.

the turnings not taken

What a sour, rebarbative wee place Scotland has become in 2030! A generation ago, people used to complain that its politics were paralysed by constitutional particularism. From the viewpoint of today's recrimination-driven politics, hindsight lends those times something approaching grandeur.

The central topic of Scottish politics in the 2030s is **what might have been**. The obsession with missed opportunities is reminiscent of the 1970s, when Scots looked enviously at the revival of the defeated countries from **World War Two** and wondered how these economies had managed to build such prosperity from the rubble when we had so signally failed to squeeze performance from the ageing assets we had left.

Now, as then, the debate is about who to blame, rather than what went wrong.

Most agree on the **main opportunities that were missed**:

- Failure to re-think **public service delivery** after the economic crisis of the early century
- Failure to convert the energies of **female entrepreneurship**, evident in the rise of the social enterprises, into wider sustainable economic benefit
- Failure to fund consistent **investment** in new skills, products and processes
- Failure to work hard or fast enough on creating a presence in **emerging markets**
- Failure to modernize **education**, especially in learning the languages of emerging economies and the principles of emerging technologies

- Failure to invest sufficiently in the R&D and infrastructure needed to exploit Scotland's potential in **renewable energies**
- Failure to plan sufficiently for rising costs in fuels and **imports**
- Failure to have the political confidence to think beyond **comparisons** with our UK neighbours.

Apportioning culpability for these missed policy turnings keeps Scotland's politicians endlessly occupied and even diverted. What they seem to find harder to assert with any confidence is how to turn the failures of the past into the successes of the future.

A Women's Perspective in 2030

Portrait **Catriona**

I am currently working as the Director for a charity that helps young mums in the centre of Glasgow to gain the skills and support they need to provide for themselves and their children. Our aim is to encourage these women to thrive instead of just survive by nurturing their dreams and helping them develop step-by-step to reach their goals.

I came to this position in Glasgow after working for three years with various NGOs in Southeast Asia following University. This was a rewarding experience, but I had always been a leader growing up and I knew I had more to give. I was very interested in maximising the potential of a third sector organisation from the administrative side and, therefore, returned to Scotland to work toward my PhD in management in the third sector at a top Scottish University. Following completion of my degree, I was hired at a management level in my current organisation. Since I had a unique skills set, they were eager to have me. The pay isn't great (but that's the case with most in Scotland now) but I find the work very rewarding. I get to work on the new programmes and fundraising initiatives we're developing in addition to spending a few hours a week working hands on with the young women we serve.

I'm unmarried and don't have any children of my own, but I see the experience of helping these women to raise their children as my life's work. I think all the time what would happen if, alongside basic support for these women, we insisted on and facilitated their training for a job and helped them find one. I do wish the government would do more in the way of social care for the women we aim to help, as it would positively impact our efforts and could provide more funding for the charity, but I am keen to take on these funding challenges.

The Forum is extremely grateful for this contribution from the Women Leaders in Scotland Network. A short paper, prepared by the Women's Group, critiquing the each scenario is available at page 58.

SCENARIO 02



opportunities taken

Key Questions for MSPs and Policy Makers

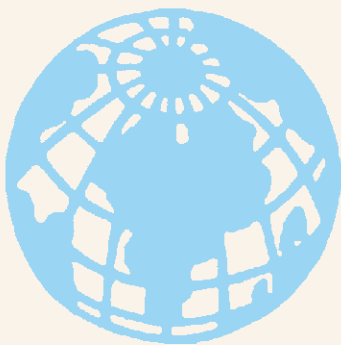


- 1** If the Scottish Parliament gains increased fiscal responsibilities, should it go down the road of hypothecated taxes? What would be the barriers – practical, political, ethical – to doing so? What are the advantages/disadvantages?
- 2** Does interactive technology offer a practical opportunity for more direct and constant public participation in decision making? Would Scotland's Parliament and local authorities be ready to pay heed to an empowered public?
- 3** If public service provision is to become more localised – eg, through community empowerment, third sector delivery or "The Big Society" – what should be role of the political centre in setting or policing standards?
- 4** Is poor socialisation of Scottish children any of the state's business? If so, what are the key policy instruments for addressing it?
- 5** Is Scotland in danger of putting too many eggs in the renewables basket?
- 6** Would exports of surplus Scottish water repay the upfront infrastructure investment needed to facilitate them?
- 7** How can Scotland ensure that it attracts and capitalises on the highly skilled immigrants it may need, without them simply returning to their country of origin after a short period of time?
- 8** How proactive should the state be in ensuring that Scotland's land is put to optimum use?
- 9** Can communities achieve common values without scapegoats?
- 10** In terms of where policy decisions are made, is small beautiful or is it Balkanisation?
- 11** Given Holyrood's perennial concern with having enough powers, is it likely to be ready to hand some away to communities?
- 12** Would a decentralised Scotland be equally effective across both boom and bust?

Opportunities taken

Key assumptions in 2030

- > The Scottish parliament has acquired additional powers to those of 2010, notably a significant measure of fiscal autonomy
- > Scotland has used its fiscal powers to levy periodic additional hypothecated taxes, e.g. for improved public transport
- > A Sovereign Wealth Fund from renewables revenues, re-invested to pump-prime further strategic investment
- > Land use has become a central, but contentious, policy concern
- > World fuel prices have risen, fossil fuels in short supply, import prices high
- > Hopes of concerted climate change action, along Rio/Kyoto lines, have faded.
- > Recession has left public disillusioned with traditional political/employment structures. New enthusiasm for subsidiarity and participation, powered by new generation interactive software which Scotland has pioneered
- > Localised renewables outputs connected up with national infrastructure, allowing small surpluses to be exported. Similar plans are in hand with water
- > Megabrand globalisation has fallen out of favour, and improved connectivity is instead used to showcase local specialist products to a global marketplace
- > Communities hold key policy levers, and their inclusive decision-making has brought innovative approaches to demographic and other challenges.
- > A small socio-economic underclass persists, and greatly worries the majority.



international context

The international context in **scenario 2** sees Scotland's experience in sustainable technologies being turned into a dynamic role as an **international broker** for unilateral, bilateral and multilateral climate change initiatives and partnerships.

Scotland becomes a hub linking the east and west in international relations. Scotland has been much more selective and successful in choosing 'winning markets'. Recognising it could not compete with the rise of low-wage economies in Asia and South America, Scotland instead focused on local production for local consumption.

the inheritance

This Scotland of the 2030s is, like most cultures, a fusion of inherited attributes and adoptive attitudes, though it can draw some satisfaction from having selected many of the best to fuse. A case in point is the old Scottish icon of the lad o'pairts. Contemporary Scotland has upheld and even enhanced the equality of educational opportunity that allows the lad (or lass) to cultivate these 'pairts' however humble his/her origins. But, crucially, it also gives weight to the communal contribution made to providing these opportunities, and expects the prodigy to return some of the benefits of education and development to the community from which he or she sprung, and thereby to enhance opportunity for future generations.

Addressing inequalities in **educational opportunity**, especially at the earliest ages, has paid other dividends too. The poor socialisation that contributed massively to Scotland's endemic social problems – literacy, articulacy, behaviour, substance abuse – in the early years of this century has been significantly improved through public investment in creating techniques and technologies geared to early skills development. Pre-school education, once regarded as little more than a child-minding service for working parents, is now accorded equal investment priority with tertiary education, and recognised as a key opportunity to generate the "people" skills and attitudes that make for better Scots and a better Scotland. The dividend is paid in better outcomes for health, obesity, addiction, petty crime, violence and life expectancy, bringing Scotland into line, for the first time in a century, with European averages. In the tertiary sector, meanwhile, the early-century obsession with boosting the undergraduate count has given way to more sophisticated techniques to match skills provision with skills needs, and the archaic divide between 'academic' and 'vocational' qualifications has all but disappeared, though some private schools continue to trade on the promise of a purely 'academic' focus.

Other positive aspects of Scotland's industrial and social inheritance also find benign echoes in these 2030s. Our tradition of **inventiveness** has been steered away from fields, like consumer electronics, where competition with low-wage emerging economies was unsustainable, and applied with growing confidence to sustainably exploiting the natural Scottish advantages of high winds and rainfall, powerful waves and tides, extensive reserves of low-calorific but 'clean' coal, a variable climate and a diverse terrain. This geography has already helped Scotland to compete successfully in the "new" **energy** technologies of wind and wave, tidal, clean coal and hydro. No less importantly, as oil and gas employment declined in the early years of the century, a concerted effort was made to **transfer skills** developed there to the closely comparable growth area of offshore wind generation – a much more economic approach than waiting to recruit and train workers for the new industries from scratch. Plans to invest over the coming decade in a grid infrastructure to improve distribution and facilitate exports south of the border of Scotland's surplus rainfall holds similar promise, and some believe that Scotland could ultimately develop a lucrative and sustainable supply business in a world increasingly short of clean **water**.

Finally, Scotland's proud tradition of **internationalism**, thought by some to have withered badly around the turn of the century, has found new relevance in creating the social conditions to attract and retain an inflow of skilled immigrants whose talents can enrich all of Scotland. In contrast to previous inflows, the high value that skilled incomers are recognised to add to the Scottish economy reduces the likelihood of victimisation by the indigenous population, even if economic and employment conditions begin to tighten. Another advantage lies in the fact that those coming to Scotland are predominantly young, and looking in many cases to work here long enough to acquire the education and savings that will buy them a settled future back in their countries of origin. Meanwhile, their presence – and tax-paying – in Scotland helps offset a growing **demographic** imbalance between earners and dependants.

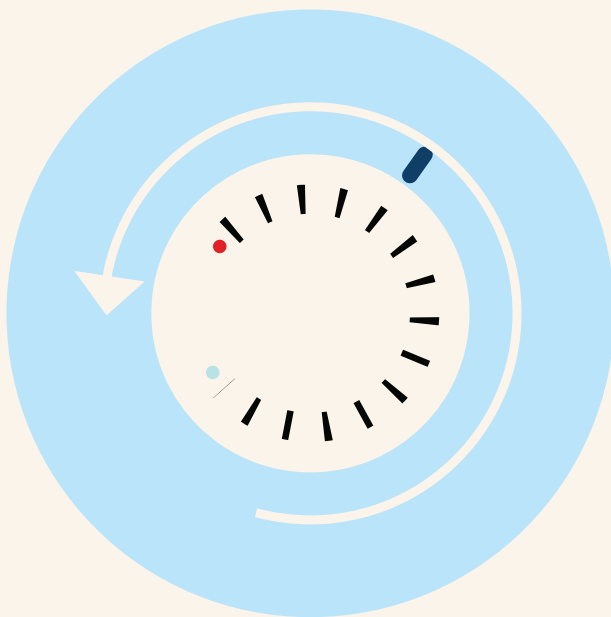




To these deliverances of culture, history and geography, Scotland has added some more conscious public policy propellants:

- > using its fiscal autonomy to create a **Sovereign Wealth Fund** and thereby underpin long-term strategic investment, demonstrating clear returns from technological investment, and building confidence in Scotland's ability to put occasional unilateral variations in taxation levels to prudent use
- > a **Climate Change Act**, backed up with a string of pace-setting statutes on recycling, energy saving and vehicle emissions, has earned Scotland an international reputation for setting ambitious targets, specifying deadlines for their attainment, and mainstreaming the measures needed to achieve them
- > a conscious drive to parlay Scotland's experience in sustainable technologies into a dynamic role as an **international broker** for unilateral, bilateral and multilateral climate change initiatives and partnerships following failure of the Rio/Kyoto/Copenhagen world summit process
- > building on the creation, at the end of the 20th century, of one of the world's most modern legislatures, and drawing on its strengths in interactive software design, Scotland has pioneered new technology-driven ways to rebuild **public engagement** and confidence in democracy and empower active communities

The Scotland of 2030, while necessarily falling short of the nation's highest aspirations, is a virtuous synthesis of inherited characteristics and conscious policy choices, and exists on a more evenly competitive footing with other small, modernised nations than seemed possible a generation ago.

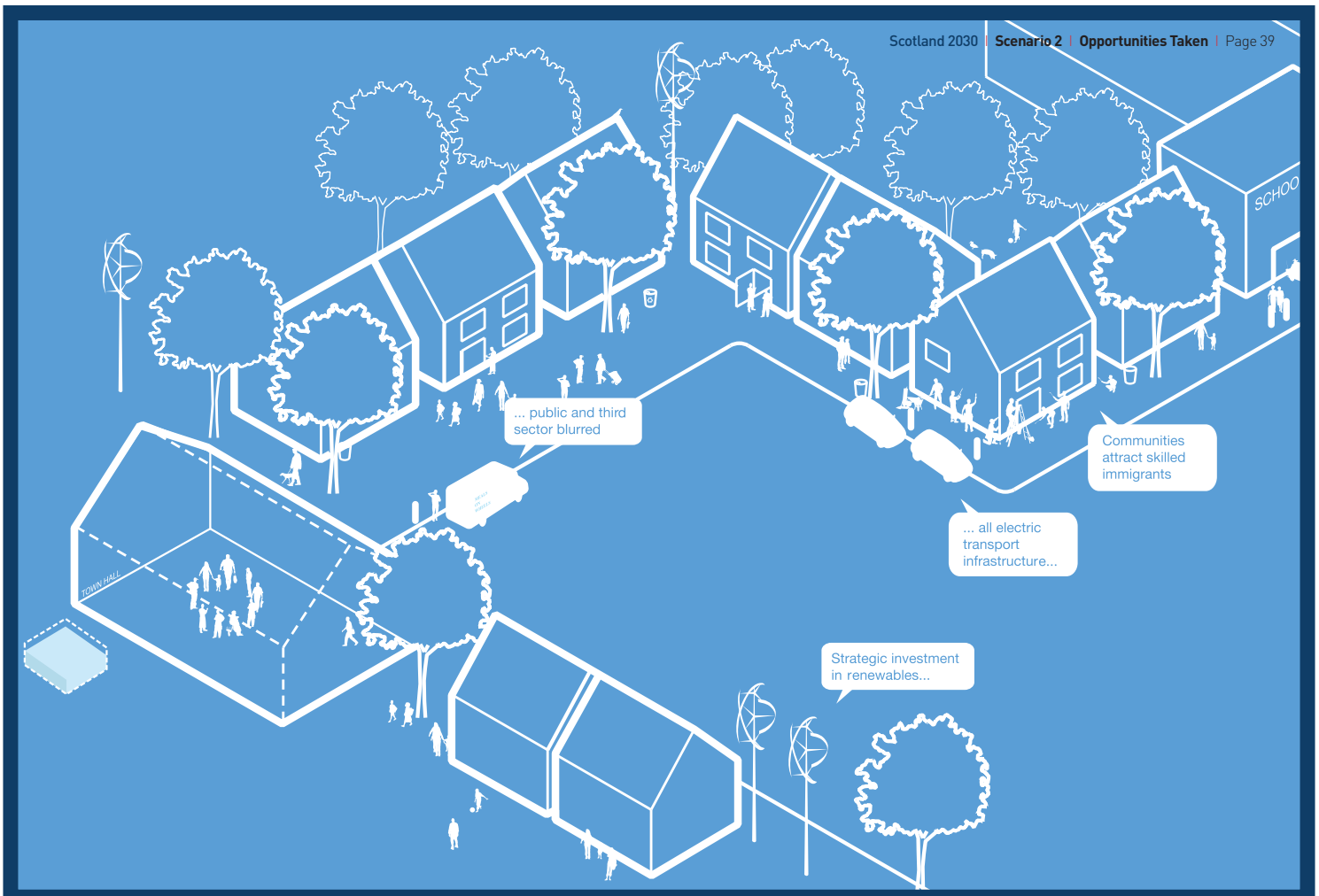


CLIMATE CHANGE LEADERS

Scotland in 2030

Sustainability may be something of a quaint term for us now in the fourth decade of this century, but the confluence of thinking that it brought about in the century's early years, and the broad political consensus behind acting decisively upon that thinking, has done much to shape the Scotland we know today.

Prior to that, sustainability had meant different things in different contexts: neutral impact to the environmentalists; steady growth to the economists; institutional stability to the constitutionalists. The recognition that these objectives were not only compatible but complementary, and the cross-party work of the Parliament's **Standing Sustainability Committee** in connecting up the respective agendas, affected quite profoundly the Scotland that this generation inhabits.



PROGRESSIVE TOGETHER

One of the major connections is **localisation**. It is only a slight exaggeration to say that localisation has found us our place in the world. Forced by the rise of low-wage economies in Asia and South America to recognise that there were many sectors in which we could never again be internationally competitive, and faced with a rising imports bill, Scotland instead focused on local production for local consumption, a virtue under all three of the above 'sustainabilities'. The "push" factor was early legislation to require that all food packaging carried a **food-miles** calculation, backed up by a threat to impose some form of food-mile surcharging. More, important, however were the "pull" factors. By gearing public policy, investment and incentives towards this new type of enterprise, we found to our surprise that it started to become a useful source of earned revenues for Scotland, as land previously zoned for commercial or industrial development that was slow to materialise, found a viable alternative in conversion back to local food production. **Local financial institutions** have been encouraged by sympathetic legislation to develop, building on principles of the credit union and the co-operative that are intuitively familiar to many Scots.





This in turn led to a realisation that **land use** planning in general needed to become a much more proactive policy instrument, rather than a mere response to the currents of the marketplace. This recognition has been a key factor in helping Scotland rise to the challenges of increased self-sufficiency, but it has also proved controversial. Some critics see increased interventionary powers as an unacceptable intrusion on fundamental property rights. In rural areas, interestingly, this has been less of a problem, with community ownership – developed from the turn-of-the-century buyouts model – now the norm, and communal initiatives therefore familiar. In the towns and cities, however, the rights of the individual owner and the impact of community policies on property values have proved more contentious. Planning disputes over the impact on individual property values of community projects, such as recycling plants or biomass generators, remain a source of division and anger.

MASS CONSENSUS IN NATIONAL INVESTMENT

Localisation was a controversial strategy in its early years, and to some extent remains so. There were those who argued in favour of a yet **more** atomised economy, in which communities were encouraged to generate the **energy**, purify the **water**, and grow the **food** solely for their own needs, rather than to scale up their aggregate enterprise to classic industrial levels. But a fear prevailed that this would lead to great inequalities between communities, and thereby exacerbate social tensions, as well as leaving Scotland to lag behind competitors who had committed to building economies of scale. Instead, emphasis has been maintained on seeking to define a clear division between local and national infrastructure, with communities delivering the former and central initiatives the latter, based on a recognition that only national strategies, and large-scale investment, can produce infrastructure of a scale and quality to turn local self-sufficiency into commercial national surplus. It is not always successful. Completion of the **National Rail Trunk**, the nationally-owned high-speed link to networks south of the border, failed to stimulate the hoped-for follow-up of branch lines built or upgraded by collaborative partnerships of the communities they would serve. Efforts are underway to assemble a less fractious local/national partnership to upgrade telecommunications networks.



**SCOTLAND MANAGES ITS
ENVIROMENTAL ASSESTS**

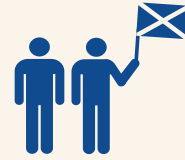
The **Sustainable Infrastructure** programme has provided an alternative, and more encouraging model, providing seedcorn investment to facilitate construction of sophisticated networks to export local surpluses of food, water and of renewably-generated electricity. A similar approach, channelling resources into renewables **R&D** – notably offshore generating systems – has earned Scotland an equivalent reputation in these emerging technologies to that achieved by the Scandinavian countries in the early wind generation technologies of the 20th century. It has also brought a resurgence in the engineering skills which were traditionally such a source of Scottish prestige and pride. Building on early initiatives like the European Centre for Marine Energy in Orkney, Scotland has become something of a magnet for expertise and investment in these technologies and, while it is too important a field ever to have to ourselves, inherent advantages of climate, geography and embedded skills lend a competitive

edge. Hence the location here of several world-leading research institutions – enhanced by international expertise – and of a small but growing stock of globalised companies. The innovation now surrounding the water grid project may deliver similar benefits

A portion of revenues from the new growth sectors, especially renewables, has been gathered into a **Sovereign Wealth Fund**. For the most part, the Fund has followed neither the Norwegian model of saving against future contingencies nor the Shetland one of spreading social benefit. Mostly, it has been ploughed back into pump-priming further strategic investment in these growth sectors. The prosperity of these industries, which are active in many parts of Scotland, has supported communities in funding, developing and delivering local services.

GOVERNANCE HAS BECOME INVOLVED + PRO ACTIVE

Indeed, the **community** has become an important delivery mechanism for much of what used to be delivered by either central or local government, but with the essential addition of inclusive community decision-making structures to agree priorities and drive policy. The traditional distinction between the public and third sectors in service delivery has increasingly blurred. It is important to note the important contribution made to community services by two factors. First, **technology**: Scotland used its expertise in interactive software design to create new systems for gathering and synthesising opinion and turning a community's distilled wisdom, imagination and perception into coherent policy strategies. This inclusiveness, in turn, swept away the last vestiges of **discrimination** against certain groups in society – most notably, **women, the young, the elderly** and **the poor** – in decision-making, and the results are generally recognised to have broadened the range of values embedded in public policy, to great community advantage.



NATIONAL IDENTITY

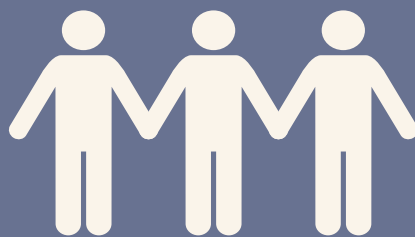
Crucially, too, the word “community” has enjoyed a growing flexibility of definition, extending in many cases to include and formally recognise **communities of interest** – provided base standards of inclusiveness, common purpose, transparency and representation are met. Gradually, these communities of interest are using IT to forge linkages with parallel groups in other countries, opening up an exciting possibility of new channels for **international co-operation** and partnerships, modelled on the social networking systems of the early internet years. In Scotland, empowering and supporting communities to develop the solutions best suited to their own circumstances is widely credited with having raised standards across the board of policy – from health and education to housing and local economic development. It has also made for a much more efficient use of public resources, with **group purchasing** by communities in the forms and quantities precisely suited to their needs replacing the old wastefulness of centralised procurement.

It took **leadership** as well as smart consultative techniques to find the common ground in Scottish opinion and meld it into coherent, sustainable strategies for developing the country’s inherent strengths and addressing its weaknesses. Once more, the **inclusiveness** of the community engagement model was essential in ensuring that no group was left feeling alienated from contributing to civic debate. The advantage of having an accessible Parliament intent on developing ever-better channels for community and civic participation must not be underestimated. While partisan and territorial disagreements will always be part of the political process, the delineation and promotion of broad common goals for Scotland has finally proven the truth of the old analogy about a small country being like a big ship – it takes a while to change its course but, once you do, everyone faces in the same direction.

The community empowerment model has nevertheless had some **drawbacks**. There is a continued tension, never adequately resolved, between the minimum common standards (eg, of transparency and participation) and the dynamics of diversity. Satisfactory methods are yet to be found to ensure a more equal distribution of wellbeing both within and between communities without impeding creativity. Empowerment inevitably fosters rivalry and competitiveness, which can bring wasteful duplication and a reluctance to form the alliances necessary to achieve economies of scale and deliver the broad strategic aims to which everyone is signed up. There is still a tendency for communities with a high preponderance of younger and more educated members to outpace their rivals.

Nor can it be pretended that the **underclass** of disengaged, disaffected, disadvantaged, unhealthy, unskilled and often endemically anti-social individuals has yet completely disappeared. In a democracy, no majority is ever absolute, and if most Scots are broadly content with the policy choices made by their communities – and willing to engage in shaping those choices – a small but resilient minority continue to want no part in it. Sociologists, of course, have long argued that we cannot define the boundaries of acceptable mores without there being individuals outside these boundaries against whom the majority can coalesce. Certainly, in recent years, many communities have developed innovative and variably successful strategies for rehabilitating their renegades and easing people out of the cycle of poverty and disengagement. But it is slow work and the ideal of a Scotland without need for law enforcement or penal sanctions remains a long way distant.

COMMUNITIES HOLD



KEY POLICY LEVERS

Increasingly, communities have become adept at attracting and welcoming skilled immigrants to their midst to bolster their strengths and address shortfalls in their skillsets, though such individuals are still most readily attracted to leading-edge industries and therefore to the more fortunate communities in which these are located. In short, the **policing/regulation of communities** on behalf of the Parliament remains a necessary, if often resented, corollary of empowerment, and both functions need to develop in tandem. Prosperity in a community does nothing to diminish its fear of crime or of unfair competition – quite the reverse. Relative disadvantage between one community and another, whether real or imagined, remains a potent source of envy, suspicion and occasional hostility. The Parliament, having justly focused on creating positive incentives for communities to work towards agreed common strategic goals, may need to find some more proactive ways to share advantage and wellbeing. As yet, the new Scotland has yet to overcome the old paradox that freedom demands strict rules.

Still at a fairly early stage too is the idea of the individual **business enterprise** as a community. Many still believe that only the traditional command model of workplace organisation, with top-down managerial decision-making, can deliver the necessary competitive dynamism. This view is particularly strongly held among businesses that seek to compete internationally. Yet a growing proportion of Scottish GDP is now generated by community-level enterprises – and social enterprises – with diverse ownership models, and inevitably many of these reflect the more collegiate and participatory structures of the communities from which they spring. Interestingly, it is in these sorts of businesses **that female managerial talent** is most concentrated, which may well help account for their readiness to challenge traditional corporate structures. They have revived the turn-of-the-century concept of the **stakeholder** (shareholders, but also employees, suppliers, funders, neighbours etc),

and sought to involve the whole of this constituency in driving the business. This, in turn, has brought about a surely welcome widening in the conventional definition of **efficiency**, far beyond its turn-of-the-century decay into meaning nothing more than cheapness.

Still, the old and the new models of enterprise continue to vie with one another for the confidence of investors and the marketplace. Government has shown no enthusiasm for trying to enforce one model over another, and it may be that only long-term resilience across a complete economic cycle can see any true consensus emerge. It is perhaps possible to see competing Scottish traditions – communitarian and entrepreneurial – on opposing sides of this argument, though examples can be found to show that these principles need not be mutually exclusive.

Another point of serious issue for some is that strategic investment at community/national level has been achieved at a cost of foregoing the **tax-cutting agenda** that has been some other countries' chosen route to competitiveness: and, in some cases, of raising new hypothecated taxes. It is hard to see how Scotland could have achieved the beneficial changes as rapidly as it has without such action, even given the support of the Sovereign Wealth Fund. Revenue spending has not generally been lavish, and resources have been concentrated instead on public investment. Defenders of this approach can point out cogently that businesses, especially new businesses, have been among the principal beneficiaries. Nevertheless, it remains a provocative and, for some, salutary truth that some business activities, and some talented individuals, have been lost to Scotland because of the lure of low-tax regimes elsewhere. A relatively high level of personal taxation is also blamed by some for a disappointing outcome to efforts to lure talented members of the Scottish **diaspora** back home to settle. For some Scots, 'value' clearly remains a mostly monetary concept.

the milestone opportunities...

- Using fiscal devolution to set up a Sovereign Wealth Fund, providing national infrastructure to make community development viable
- Turning post-credit crunch disaffection into new capital partnerships
- Investing in pre-school education as a key to solving many endemic educational, health and social problems
- Using expertise in interactive software to power better systems of governance and participatory decision-making
- Exploiting Scotland's natural resource advantages to become a world-leader in anti-climate change technologies

Here is the news

His seatback mediascreen on that morning's electrotram carried pictures of October's New Scot of the Month award-winner, a nano-energy professor from Malawi. Glancing at the familiar figure of the CEO three seats up the compartment, he saw her take a digipad from her pocket and tap in the name. Ah well, he thought, there goes next quarter's research budget. Still, it was hard to feel put out by this, since the company's success, from which all its risk-sharers would benefit, depended on its ability to outpace its rivals in the race to buy up and commercialise the torrent of innovation from Scottish universities and technology malls. The CEO was very good at this, which was why she kept topping the stakeholders' ballot for her job. Besides, his own role in assembling the evidence sets of social and environmental gain to persuade the Scottish Innovation Bank to underwrite these investments was both acknowledged by the CEO and recognised in his annual bonus of equity in the spin-off ventures that ensued. This in turn helped supplement his Citizen-plus pensions package, and boosted his Citizenship Rating to a healthy 8.2, which would do him no harm at all if he decided to stand again for a seat on the community legislature...



INCREASED INTERNATIONAL RELATIONS

Who's like us?

There is a certain poignancy in the thought that, having spent the last third of last century debating whether it should have an international role as of right, Scotland should find itself in the first third of the present century fulfilling such a role more or less on merit.

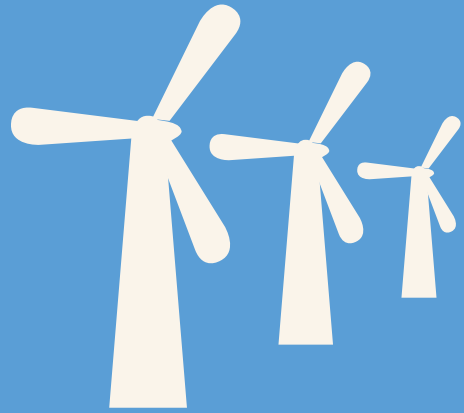
In an age where effective global treaties and international laws have proved difficult to achieve or implement, a diplomatic culture has instead grown up of bilateral alliances, joint declarations of commitment, technology transfer partnerships and agreements to share best practice, especially in the field of climate change and sustainable development.

Scotland's success in building its own strategies for localised food and renewable energy production; its attraction of world-class innovators to facilitate these strategies; and its use of the resulting revenues to nurture community empowerment has translated into a recognised niche of global expertise. An early breakthrough came with Germany's adoption of the Holyrood Parliament's petitions software.

This, in turn, has brought two gains: first, a growing trade in processes, products and patents; second, the role of broker, and where necessary mediator, in forging the sort of international alliances and partnerships that have become increasingly common.

In past ages, none of this would have counted for very much. International prestige was measured by military and economic power, and it was the bodies that bargained in those currencies that carried the clout. In the age now upon us, a reputation for bringing new thinking to bear on major global challenges seems just as bankable.

EXPLOITATION OF SCOTLAND'S NATURAL RESOURCES



A SOVEREIGN WEALTH FUND IS CREATED

Capital ideas

The **banking crisis** of the early century was economically traumatic at the time, but it can now be seen in hindsight to have bequeathed some enduring advantages. At national level, and prompted by legislation to discourage excessive short-term risk, institutions have re-established the focus on investing in the industrial innovation and production that was a source of their original strength, and become much more widely accepted as positive corporate citizens of Scotland.

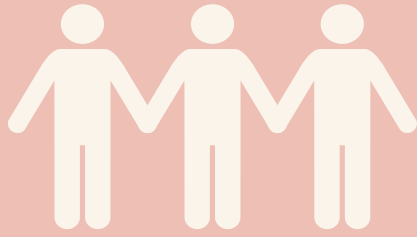
Their role has been transformed by the Scottish government's diversion of a portion of the revenues from the new growth sectors into a dedicated **Sovereign Wealth Fund**, investing in public assets and infrastructure, and thereby laying foundations for a more prosperous future. Banks have found it more financially worthwhile and socially acceptable to invest alongside this pump-primer public funding than to indulge in high-risk speculation, particularly since maintaining public confidence in this investment helps to guarantee stability of policy and therefore of returns.

POLICIES + FRAMEWORKS
CREATE A NEW



MUTUALISM

COMMUNITIES HOLD



KEY POLICY LEVERS

But the initial reaction against the banks also led at local level to what some called **the new mutualism**, a search to replace both casino capitalism and stolid state collectivism with a diversity of bespoke arrangements that draws heavily on historical precedents such as the co-operative movement, friendly societies and credit unions.

The impetus behind this development came from communities. It was driven initially by public spending constraints and the consequent need to develop new methods of delivering local services and investing in local amenities and infrastructure. Many took advantage of the **know-how** available from former financial services employees laid off by major institutions.

While no single model has emerged that might be expanded to national level, the diversity of these micro-institutions – reflecting diversity of local need – was in itself a strength in the early years. More recent mergers and joint ventures have tended to complement functional alliances and partnerships between communities, rather than suggest a return to more monolithic or predatory institutions.

INTEGRATED 'GLOCAL' INVESTMENT IN EARLY 21st CENTURY LEAD TO

BETTER HEALTH
LESS OBESITY
LESS CRIME
HIGHER LIFE EXPECTANCY
ENVIROMENTAL EXCELLENCE

Decision time

“Good morning.”

“Good morning.”

“Big day, then, huh?”

“What do you mean, big day?”

“You know what I mean. Noon. The District e-bulletin. The new District Priorities Programme, for heavens’ sake. Don’t tell me you never filed your household return on the licensing plebiscite? Or the turbine tender? Or the new college history curriculum? We sat with the kids round the supper table on Saturday over a bottle of Morningside mead and filled out the family input folio together. Brilliant, it was. And I for one can’t wait to see if we’ve settled on South Street for the new cyberhub.”

“Oh. That. Right. Sorry, I thought you meant the omnibus edition of River City.”

A Women's Perspective in 2030

Portrait Claire

I'm very happy to say that I love my role in a large multinational wave technology company headquartered here in Aberdeen, where I grew up. It's so wonderful to watch my children play in the same parks I did when I was young and have my parents live so nearby. At 35, I am one of the youngest upper level managers in the company.

The road to the position I hold now wasn't easy and it was perhaps a bit unorthodox, given I was a bit of a rebel as a teenager and I didn't attend University. However, I've always loved learning new things and I developed my expertise in the field of alternative energy. Following high school, I went to a special advanced training programme to become a technician on wind turbines. This was a fast-paced and challenging experience, but it really built my confidence and prepared me for the unique needs of the sector I was about to enter. After completing the programme I was quickly hired at a large wind farm tech company. Management saw that I took a lot of initiative, was a strong problem-solver, and might make a leader in the company. They put me on a fast track programme to become a manager, and following a number of years at a mid-level position with my previous company, I was approached by my current company with an outstanding position. This company benefited from one of the grants to invest in new technologies and renewable sources of energy stemming from the government's scheme to become a leader in sustainable energy. Now the company is one of the many success stories of that programme. I travel the world to meet and work with international partners, suppliers and clients.

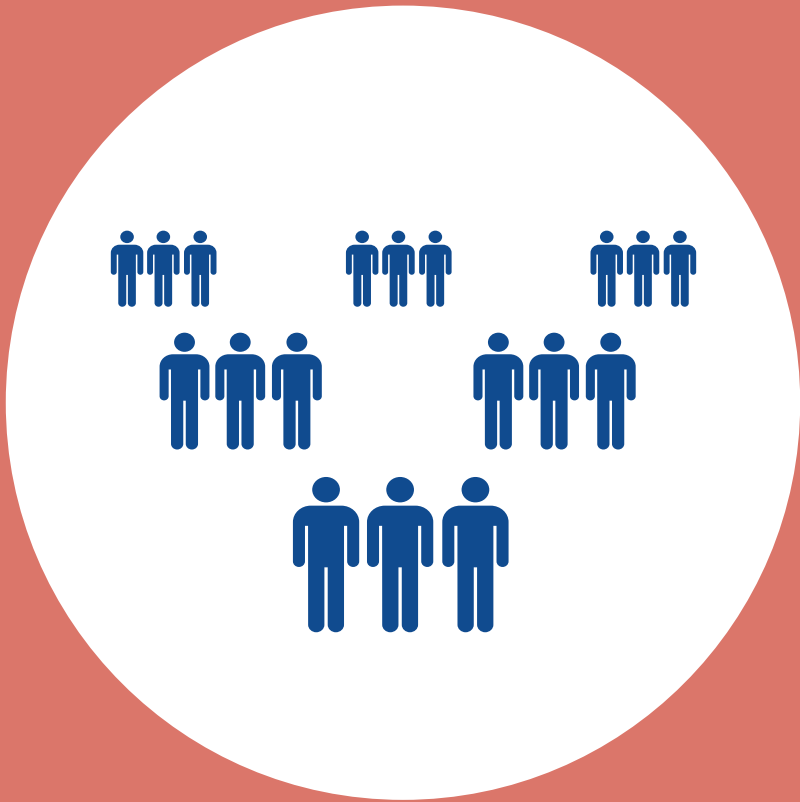
My life is very busy, raising three young children with my husband who also owns his own business. I don't think we could do it if not for the great social and governmental support we receive. Our children attend a wonderful Montessori school where they're developing and learning from a very young age.

My employers run an efficient child support programme so between this and help I can rely on from my parents to take the children to some of their activities, I am able to strike a good work - life balance. This allows me to work flexible hours and take a bit more time off than my parents were allowed when I was growing up.

Looking into the future I'm very excited about the path my career could take. Living here in Scotland provides me with many opportunities for advancement especially in my chosen field with renewable technology. If I continue with my current career trajectory, there is no reason why I shouldn't meet my goal of reaching the boardroom either at my current company or another one.

The Forum is extremely grateful for this contribution from the Women Leaders in Scotland Network. A short paper, prepared by the Women's Group, critiquing the each scenario is available at page 58.

SCENARIO 03



opportunities uninvited

Key Questions for MSPs and Policy Makers



- 1 Could our civil society now survive a sudden interruption to its electronic telecommunications?
- 2 Are politicians ever going to be willing to hand over “power to the people”, and do the people want it? Would they know what to do with it?
- 3 After decades of rapidly expanding commodity choice, how ready would Scots now be to settle for the limitations of self-sufficiency?
- 4 Would the sort of trauma envisaged in this scenario produce a new order, or a new anarchy?
- 5 In extremis, would Scotland’s much-vaunted communitarian instincts prevail over every man for himself?
- 6 What would the role of leaders be in a post-traumatic Scotland, and where would they come from?
- 7 How could/should central authority mitigate inequalities between empowered communities?
- 8 Would empowered communities be open, virtuous and constructively competitive, or armed, tribal and predatory?

Opportunities uninvented

Key assumptions in 2030

- A worldwide computer hyper-virus in the 20-teens created massive economic, logistical and social upheaval across the world, forcing communities to survive on their own resources
- In many countries, the trauma heightened disillusionment with conventional politico-economic structures, and prompted a search for a new way
- Energy supplies are restored, but prices remain high & demand much reduced. International trade has largely collapsed
- Internet traffic is restored, but used differently
- In Scotland, the community – having survived the post-trauma isolation – has become the key unit in society.
- Adapted interactive technologies facilitate an effective participatory democracy, which has largely overtaken representative democracy as the wellspring of public policy. Leadership is bottom-up, with empowered individuals driving empowered communities.
- Central government remains, but mostly as an arbiter, enabler, gatekeeper and provider of shared services for Scotland's empowered communities
- Communities strive for self-sufficiency, trading small surpluses for goods and commodities of which they are short.
- Most work is distributed daily according to skillset. Society has become more equal, especially in respect of opportunities
- More inclusive processes have replaced traditional male-dominated values with much broader definitions of worth and merit.
- Some continue to opt out of community consensus, but a looser set of social mores and rules somewhat diminishes the point of rebellion
- Scotland's successful community model attracts diaspora Scots back home, and has won Scotland a new role as an international consultant and mediator
- Community spirit is underpinned by a philosophy of trying to make helping the common weal the easy, not just the virtuous, choice for individuals.
- Organised religion is fragmented and socially unimportant, but the search for spirituality has heightened interest in arts, culture and other leisure pursuits.



international context

International Context: In **scenario 3**, international markets have collapsed as a result of the economic ructions of the early century and the still unexplained **computer hyper-virus**, which swiftly spread to every type of microprocessor-driven technology, and bringing transport, commerce, financial markets, energy supplies, healthcare, sanitation, communications and, in many countries, effective government to a sudden and often violent halt.

This resulted in international relations being fragile for several years, and in some cases permanently ruptured. Commodity prices across the planet soared, reflecting the disruption to production and transportation. Communities were therefore driven back on their own resources. Scotland, in 2030, is in a period of enforced self-reliance.

The Trauma

This is a **post-traumatic Scotland** in a post-traumatic world. Its way of life in the 2030s is a sometimes uneasy blend of cultural inheritance and dramatic, enforced adjustment, rather than a product of systematic socio-economic evolution.

The jarring events of almost two decades ago did not quite amount to an existentialist moment of pure re-invention: rather, they afforded an opportunity, and a daunting challenge, for Scotland to re-write its old aspirations on a clean sheet of paper.

Similar processes took place across the developed world. The economic ructions of early century had already depressed public morale and reduced confidence in traditional institutions – commercial, cultural, political – even before the still unexplained **computer hyper-virus** struck, swiftly spreading to every type of microprocessor-driven technology, and bringing transport, commerce, financial markets, energy supplies, healthcare, sanitation, communications and, in many countries, effective government to a sudden and often violent halt.

The immediate effect was to isolate communities. Travel was, for a significant period, unavailable to the majority of people, and would remain severely constrained for some years afterwards. The failure of all manner of electronic control systems wrought widespread environmental damage. Currency exchange was suspended for a period, and would remain highly volatile. International relations, once restored, were fragile for several years, and in some cases permanently ruptured. Commodity prices across the planet soared, reflecting the disruption to production and transportation. Communities were therefore driven back on their own resources. Rebuilding telecommunications took less time than some had feared, and yet the long months communities spent disconnected from their familiar networks saw online links, once restored, used more sparingly and artfully than was previously the case.

As tensions eased, communities came to see the **enforced self-dependency** they had suffered as, in some respects, an exhilarating and liberating experience. In countries like Scotland, where an atavistic belief in communitarian approaches was, to some extent, embedded by clan folklore in the cultural DNA, this mood took the form of a determined drive to reinvent the institutions which were felt largely to have failed to protect communities from the trauma they had faced. The 1960s noun “establishment” returned to popular discourse, but invested with a new malice.

The essence of community assertiveness was to mistrust uniform solutions and uphold diversity. It was, paradoxically, to make space for this diversity that a consensus gradually formed to reclaim power from long-standing national monoliths and, by extension, from those whose authority was vested in them. This might have seen **community leadership** fall victim to charismatic charlatans or Lord of the Flies-type local despots, and a few communities did have uncomfortable interludes. Many also had to contend with dissident individuals, loudly upholding their native right to be thrown. But the power of the rebuilt internet as a now citizen-driven medium for comparing best – and worst – practice, soon saw an informal but compelling code of minimum governance standards adopted, and communities (and individuals) who dragged their feet about applying it were increasingly shunned by their neighbours.

As those first terrifying days slowly passed, it became clear that the civil disorder which the upheaval had provoked in some parts of the world was not going to befall Scotland. Yet neither could life resume as before. In a short period of years, Scotland was, to quote Yeats, “all changed, changed utterly.” How terrible was the beauty that was born of that change may yet take some years more to be fully apparent.

Apocalypse ... almost

It was an opportunity to dream dreams, and then to look for ways to deliver them. As the threat to survival subsided and communities – geographical, social, occupational, spiritual – gradually regained first internal and then external communications, it swiftly became clear that a potent **new radicalism** was in the air. Historians drew parallels with the five years that followed the ending of World War Two, but in truth the mood was more radical still, in the literal sense of rethinking “from the roots.” Traditional institutions alone were not blamed for the trauma Scotland had suffered. But their stock with the public had been running low from the years of economic misery that had gone before. Now they were seen to have done nothing to prevent or mitigate the trauma, and little to assist recovery from it. Centralised services required working communications. Many of those were gone, and the horrifying vulnerability of depending so heavily upon them was manifest.

As experiences began to be shared, it became clear that, while circumstances varied from community to community, many of the ideas and methods that had been improvised in the darkest days had much in common, and they came to form a loose but purposeful matrix of principles upon which a new Scotland would be conceived and constructed. As these buzzed back and forth through a restored cyberspace, a broad credo began to take shape. Its key elements were:

- > That communities needed to source the **staples** of life – food, energy, shelter – on a safe, reliable and sustainable basis, aiming wherever possible for self-sufficiency and rejecting the wastefulness of old-fashioned consumerism
- > That traditional structures of **governance** had proved fallible, and that future strength lay in diversity and self-sufficiency, not centralised authority

- > That representative democracy needed to be tempered by active **participation** in decision-making, for which modern telecommunications provided a means
- > That near-autonomous, inclusive, self-sufficient communities needed new social structures, providing greater equality, especially of **opportunity**
- > That **financial** systems needed to be of a scale and a flexibility to facilitate the aspirations, but soothe the fears, of diverse communities
- > That development must, at least for a time, be driven by community **need** rather than potential commercial viability
- > That communities should be open to a free **interchange** of people, information, ideas and talents
- > That **national intervention** should exist mainly to correct failures in community empowerment – eg, resolve disputes, conduct relations with other jurisdictions, and oversee enabling structures for community decision-making.

Now read on...



WHAT DOES THE
FUTURE HOLD...

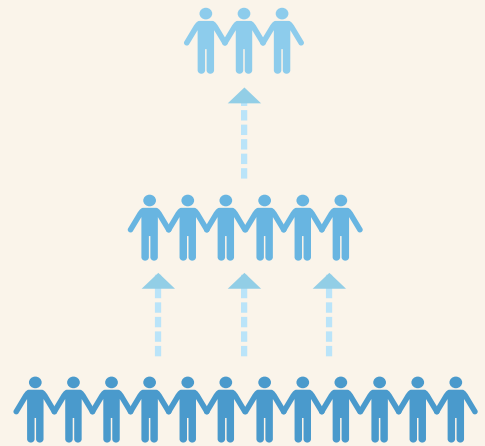
IF
BY OUR CHOICES
WE SHALL BE KNOWN
?

Scotland in 2030

Scotland's communities meet together periodically in physical terms – as the **National Representative Parliament** – and constantly in virtual terms to discuss and resolve matters of common interest or policy. Parliament oversees the framework of enabling powers, delegated authority and common services to which registered Scottish communities adhere.

Unregistered communities, though now few in number, form an **underclass** that accepts neither the responsibility nor the protection of the registered community networks. Although their behaviour is often caricatured in community media as anarchic and threatening, these groupings usually operate to internal disciplines not dissimilar to those which the registered communities have evolved for themselves, and enjoy many of the same loyalties from their members. After all, the looser a set of social mores, the less point there is in deliberately standing outside of it, or in despising those who do. Some unease persists, and some communities guard what they see as their special characteristics jealously. But this attitude is growing less common as communications grow easier. Most communities offer generous support schemes and mentoring for those individuals who come – from wherever – to join them, and an inflow of new members with new attributes to contribute is generally prized as a measure of a community's success.

PARTICIPATORY DEMOCRACY IS GUIDED BY BOTTOM UP LEADERSHIP

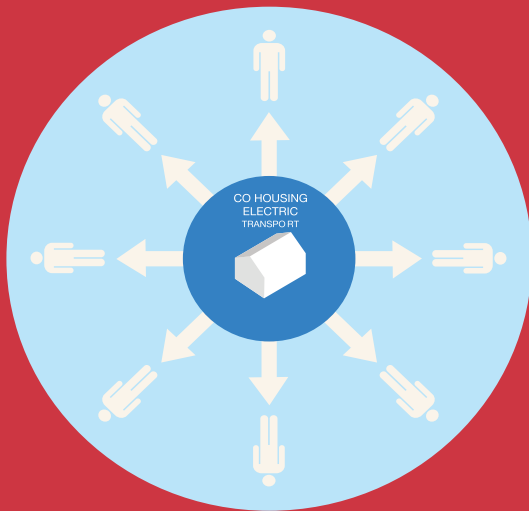


Success at what? At matching provision to the needs, wishes and ambitions of its members. This measure, rather than the monetary value of commerce and property, has become the key indicator of a prospering community, and is sometimes ranked by irresponsible commentators into league tables that are everywhere deplored and everywhere studied. Among the factors in the calculus is the achievement of each community in personalising the services it provides, in defining clear community values and delivering against them, in reflecting the concerns of ever smaller groups of its citizens in common policy and, perhaps most crucially, in forming collaborative partnerships with other communities to advance commonly-held ambitions.

LOCAL GOVERNANCE
matches
NEEDS, WISHES
+ AMBITIONS



Encouraging and multiplying such partnerships is a key responsibility of the parliament, and under its auspices the communities have developed some important **collaborative structures**, notably the GSB (Great Scotland Bank), GST (Great Scotland Trust) and GSF (Great Scotland Fund), which exist chiefly to create infrastructures – physical, virtual and procedural – for facilitating joint initiatives between communities. These initiatives range from the bilateral to the unanimous.



COMMUNITY OWNED
CO HOUSING
 WITH ASSOCIATED
ELECTRIC
CAR + BUS CLUB

These days, there is little dissention over major issues of high principle. Constant consultation between communities, powered by the electronic communicators that all citizens now carry, leaves little doubt of the general direction of public opinion, or the broad consensus behind the criteria on which the new Scotland is built. Communities, their members, and their representatives are, of course, free to disagree, and there is a general acceptance that community leaders of whatever type should seek sometimes to persuade as well as to comply. Yet those that stray too far from the calibrated wishes of the citizenry are likely to lose authority. Leadership is seen as a two-way flow of ideas. In truth, most debate by now is about means, not ends, especially since the qualified extension of the electronic franchise to the Scottish **diaspora**.

Much of the interaction between communities is, in any event, about sharing rather than deciding. There are “**community storytelling**” channels, on which communities deliver presentations of ideas, initiatives or experiences from which they think other communities might benefit. It was from just such a forum that the idea of the **Community Stock Exchange**, now widely adopted across Scotland as a means of growing community resources, first emerged.

There is a **Virtual Services Bazaar** which enables communities to trade surplus services capacity, or to exchange surplus assets; and a **Community Investment Exchange**, which provides communities with investment opportunities in each other’s initiatives. Both have built on the technological links pioneered by the **Communities Energy Ring**, which enables communities to manage short-term surpluses or shortages from their renewable generating activities.



CLOSE KNIT POLYCENTRIC AND VARIED CAMP SETTLEMENTS

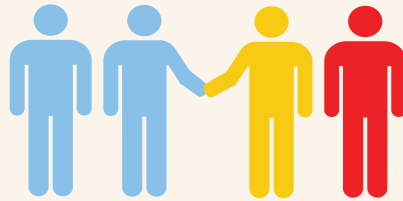
By such means is the individual strength and creativity of empowered communities harnessed to common benefit. Some of the milestone developments include:

- > The **Disaggregation of Procurement** Act, freeing local services like schools, hospitals, social work or business support agencies from the tyranny of central ordering, so as to meet specific community needs in sustainable quantities, while at the same time opening purchasing up to local small suppliers.
- > The **Scottish Science Academy**, which brings the finest expertise from the communities together with that of overseas specialists in a virtual academy to conduct both generic and product-specific research, primarily in Scotland's sectors of excellence, such as marine renewable generation and sustainable food production. The SSA also leads the global marketing of this expertise, and manages the repatriation of the proceeds to communities

- > The **Fair Trade Multiplier**, which gives advantage, where goods do have to be imported, to ethically-produced products from developing nations, without undermining the "buy local" fiscal incentives operated by most communities.
- > **High Speed Two**, the upgrade of Scotland's hyper-rail link with London and continental Europe, achieved by collaborative agreement among communities, and increasingly served by branch lines delivered by partnerships of the communities they serve.

This last example illustrates a growing trend for fewer initiatives to be driven solely or even predominantly at national level. Quite major projects are now more often conceived at community level, and then developed and delivered through **bilateral, multilateral, or inter-regional agreements**, always structured in such a way as to provide fair opportunities for community businesses and co-operatives. Group purchasing achieves many of the economies of scale previously delivered through centralised procurement, but without the waste of redundant or unwanted provision.

COMMUNITY SPIRIT



UNDERPINNED BY PHILOSOPHY OF THE COMMON GOOD

It is a way of life that has proved attractive to people from many countries, and has been extensively emulated. This in turn has helped Scotland develop a reputation as a place of congenial, educationally advanced, pleasant, safe, clean, and secure communities in which to **locate businesses**, including some whose main business focus lies outwith Scotland. A particular asset has been the high level of participation and inclusiveness achieved in Scottish communities. This has ensured that the talents of all, and the values of all, contribute fully to the success of the business.

After some initial resistance from community purists, this international reputation is increasingly exploited through all-Scotland marketing campaigns. **The Parliament's role** as a representative body for Scotland as a whole has gradually grown, and its core function as a **broker of inter-community partnerships** now operates increasingly at international level.

This role in turn has cautiously developed into a licence to **promote ideas** that command overwhelming community endorsement as "Scottish policy". Most significantly, Scotland takes pride in having become a leading activist on the world stage in pressing for more effective global action on issues like climate change, inequality, human rights,

freedom of movement and fair trade. It has gained good will by lending out its scientists and engineers to help with repairs and restoration in countries that suffered greater environmental damage than Scotland did at the time of the great disruption.

To some extent, this area of activity has offset one of the major **difficulties** encountered by the new Scotland: the **conflict of loyalties** between community and nation. In the early years especially, competitiveness between communities was not always either constructive or congenial. The Parliament acted in part as a police force, in part as a court of appeal, moderating relations between fractious communities, and not always achieving universal popularity from the outcomes. It retains that formal constitutional role, but has needed to use it less and less. As time has passed, communities have come to see that they can achieve their own goals more effectively by making common cause with like-minded neighbours than by one-upmanship, and the parliament's role in helping them to do so has improved its popular standing. Even so, it is still occasionally turned to by the aggrieved to intervene where one community is seen to have gained an advantage over another.



Perhaps the most deep-rooted **complaint** against the New Scotland is that it has stifled individual ambition and enterprise. It is certainly true that virtue is now more readily defined by one's contribution to innovation and wellbeing within the community than by personal property or wealth. Yet, encouraging the individual entrepreneur is a common priority across Scotland's communities, because communities are structured to ensure that effects of entrepreneurial success – be it social entrepreneurship or the more traditional commercial kind – bring benefit to community stakeholders as well as to the individual. True, Scotland rarely grows businesses of global standing. But in a world where global trade has necessarily diminished, neither do most countries. Some say, justly, that this is unfair on countries with long histories of endemic economic disadvantage, and which must now fall back on scant local resources rather than seek to trade their way to prosperity. The advent of a less profit-driven world has certainly produced greater volumes of aid to such countries, as well as practical help with overcoming their perennial disadvantages. But it is not yet enough and, history teaches, may never be so.

The Parliament also provides a point of contact for the Scottish **diaspora**, ensuring they continue to feel a fully engaged part of the virtual Scottish community, and helping to structure and support the valuable **advocacy** work they do in voluntarily promoting Scottish values and interests around the planet. Some of the bigger communities, of course, run their own highly successful diaspora associations, but the Parliament is an invaluable sorting house for people around the world who want to join, return to or merely interact with Scottish communities. A perennial debate takes place over whether there is greater gain for Scotland in having its exiles spread its reputation around the world, or enticing them to bring their talents back home.



All the same, it is the community that sets Scotland's pace, for example by:

- > Identifying technological **needs** through online information exchanges and forums, often prompting subsequent **research collaborations**
- > Promoting collective responsibility for the **well-being** of all community members. It has produced many innovative care packages tailored initially to individual needs, but often later traded with other communities
- > Ensuring that no one group – be it gender, class, generation, faith or race – within the community becomes either dominant or excluded in respect of the community's values and ambitions

- > Developing the **social economy**, based on local regulatory and fiscal regimes that favour enterprises of social, not just monetary, value to the community.
- > Redefining **the concept of price** beyond the crude formula of production costs plus profit margin, so as to embed, and enforce through the fiscal and regulatory regimes, deeper community values.

This is a Scotland not of competing commercial oligarchies, but of collaborative individuals, each serving his or her own interests but encouraged, through active participation in decision-making, to identify such interests with those of the community; and each with an active stake in making a contribution to that community. The old Scottish motto of "Nemo me impune lacessit" has given way to the more modern, yet still proud, "By our choices shall you know us."

A Life in the Day



As usual, when the weather was fine, his day began with a stroll around his landyard. Not a bad morning's tally: a couple of pounds of parsnips ready, a dozen good tomatoes and a couple of punnets of raspberries. By the time he was back at the house, he had registered the produce on Communimart and was now using his digipad to see whether the community bookstore had yet taken possession of Sir Ian Rankin's Rebus – the Zimmer Years. Sold out, but a quick search showed Loch Tay to have a surplus copy, and he promptly stuck the download on his credit chip, noticing he'd already been credited for the parsnips.

Normally, he would have returned to the house to log on his skillset for the day's work, but today he was booked to sit on a citizens' tribunal to discuss the town's contribution to the new electrorail branch line. It was, he sometimes felt, crazy that some older citizens still insisted on tribunals actually meeting in a physical venue. Still, the sunshine lent the rare prospect of travel a quiet frisson of guilty pleasure, which he forgave himself by observing that his solar generator was humming busily. Might even be a spot of surplus there by sundown to sell into storage, he thought.

He registered his journey to the tribunal forum via the digipad, and almost immediately had confirmation that one of the little town electrobuses would pick him up in 20 minutes and drop him off along with other passengers who had registered to travel to that part of town. He poured a glass of apple juice, noticing with a cluck of disapproval that the imported pineapple juice which his profligate

partner had bought needed to be used up and recycled within two days to avoid a further fiscal tariff. If they finished the juice this evening, he could get the carton in the street recycle plant tonight – in time both to avoid the tariff and knock a modest Communireward credit off his weekly leisure subscription. No doubt herself was hoping to use the credit for her film club, but that was just tough.

His mind turned to the work he was missing. Of course, he would be credited for the day spent on the tribunal, but even so it was frustrating. His attempts the previous day to source a supply of timeswitches for the new community lighting system had not been successful, and he wondered who would draw that job today, now that he was forced to drop his option for a second day. It would have to be a good deal – the long run of decent weather had knocked lumps out of the town's normally reliable water surplus sales.

The electrobus arrived, and he climbed aboard, running his digipad through the reader and watching as his destination lit up on the map above the driver's seat. Third off, he bet himself, glancing round slyly at the seven passengers filling the other seats. He accessed that morning's mediascan and was about to read of the new data exchange agreement with Dundee, when he noticed an advert on the Communiscreen in the door panel beside his seat. It was advertising a concert that evening as part of the Golden Jubilee 50 Communities Tour by The Proclaimers. D'you know, he mused to himself, recycling might just have to wait...

NEW SCOTLAND

IS A PLACE OF

INNOVATION

+

WELLBEING

+

COMMUNITY

Best instincts

Today's Scots find it hard to understand why the issue of the extent to which the state should intervene in the lives of individuals so divided political debate for more than 150 years. Today, we share an orthodoxy, if not yet a uniform faith, that the function of public policy is to foster a society whose participants choose to behave virtuously: to create and enhance benign choices, not (as was traditional) to punish selfish ones.

This approach is sometimes characterised as making the common good the easiest option, rather than the philanthropic one. It does not deny malign choices to individuals, nor coerce them out of making such choices. It aims instead to ensure that the choices which best benefit the community are the choices that are most attractive to make.

Structural change has helped. The monolithic nation state of the 19th and 20th centuries has largely disappeared. In today's Scotland, the

community is the aggregate of individual values, and the state the aggregate of community values.

Value has replaced price as the currency in which ideas are traded. Socialisation of commodities has replaced the commodification of society. Technology exists to serve needs, not to create markets.

A more primitive age would have called this altruism. Some today might say that it reflects the vastly increased influence of female perceptions on what was once a society powered by testosterone: others that it is merely a common sense response to the communal dangers that we so recently faced together.

Thus is the freedom of individual choice reconciled with the common good: the classic faultline in political dialectic ever since Mill and Marx.

Or so the romantics would tell you ...



Kail, anyone?



Nowhere in 2030s Scotland is the generation gap more evident than in the restaurant. Dip in to any teenage webmag and you'll find screenfuls of anecdotes about embarrassing parental behaviour at the dining table.

Today's youngsters find it grotesque when parents confess that they used to order foodstuffs with no thought to either season or source – or, worse, that they once regarded a menu price that reflected the high cost of bringing exotic food or drink to the table as a badge of chic, a way of celebrating a special occasion.

Such behaviour is rightly regarded by the young as deplorably vulgar.

The change is best encapsulated in the popular webcomic character Antedeluvian Auntie, who amuses readers week after week with archaic social faux pas, such as ordering swordfish steaks, foie gras, or strawberries in December.

Still harder for the young to understand is a pricing system that once made bananas cheaper in January than raspberries in September, chorizo cheaper than lorn sausage, and Chilean wine cheaper than Scotch whisky.

In fairness, what they often fail to take into account is the wider range of produce which can now be sourced locally, thanks to technological advances and climate change. Their parents simply couldn't have tasted melons or grapes without imports.

These days, of course, the foodmile and recycling taxes make the price of eating imported food much higher, but it is the social stigma rather than the monetary penalty that is the real deterrent.

All the more reason to laugh at Antedeluvian Auntie when her family catch her hiding an old Keith Floyd recipe inside her copy of *Maw Broon's Cookbook*.

A Women's Perspective in 2030

Portrait **Fiona**

Growing up I was always fascinated by my father's business. I loved helping in any way I could and learned a lot in that tiny pub on the outskirts of Glasgow. These experiences laid the seeds for me to create my now thriving restaurant chain. We have seven locations across Scotland and I enjoy the busy schedule that comes with running any business, but particularly restaurants. I run these restaurants along with my husband, who deals with the culinary side of the business whilst I focus on the administrative and customer service side.

We enjoy working together and find it has created a strong family environment, with our employees acting as part of our extended family. We have two small girls and they enjoy playing football and excel at science. We are encouraging them to go on to University as neither my husband nor I did. Although we're doing well, we see the value in their getting a degree, especially in science and technology - events in recent years have demonstrated how important it is for girls to work alongside boys in high risk sectors.

Things were tough the first few years after the meltdown. At the time we had one tiny restaurant in the centre of Edinburgh. We were constantly in fear of losing the business and worked long hours finding ways to cut costs and market our business more effectively. We lost customers, many suppliers went bankrupt and the banks were closing in. The family had to rally round and work long hours to keep the business afloat. Fortunately, the crisis subsided and we revamped our business model to be more in tune with the direction things were going, with a greener, more responsible Scotland developing. We tried to create a business which would appeal to the new mindset of Scots, and we were finally able to fulfil the dreams I had for the business from the start.

Moving forward I hope to expand outside of Scotland, opening new restaurants in Newcastle and Manchester in the next two years but I know how hard we would need to work to achieve this.

The Forum is extremely grateful for this contribution from the Women Leaders in Scotland Network. A short paper, prepared by the Women's Group, critiquing the each scenario is available at page 58.

Scenario Response from Scotland's Women in Leadership

Foreword

As a group of women leaders in business, charities, boardrooms, and the public sector, we are commenting on the "Sustainable Communities in Scotland" scenarios. Since these scenarios were constructed in an attempt to inform political and civic opinion on important issues, it is imperative that the entire population engage with this future planning project. Therefore, we explain our broad thinking on the perspective of women in society and subsequently comment on each scenario, providing a narrative example of the relationship between the scenario and the lives of women in Scotland. Our views are based on our collective knowledge and experiences, and on in-depth research to fill in gaps in the knowledge base. In addition, we cite specific examples to illustrate the points discussed.

Perspective

When considering these scenarios created to explore sustainable communities in Scotland, we are not simply referring to environmental or economic sustainability but also sustainability of public sector service delivery, programming models, and behaviour models in society.

Women participate in society on a number of levels, and their roles are constantly evolving and changing. Traditionally, women have been leaders in community organisations and participated in care-giving roles in society. However, as we will discuss in more depth later, women's roles in society have changed, and perhaps have changed more in the past two decades than many recognise.

Traditionally in political discussions, jobs and the economy, law and order and terrorism are labelled 'high road' matters while health, care for the ageing, education and childcare have been labelled as 'low road' politics. While there has been a significant increase over the last several decades in value placed on the latter, it's not clear all parts of society hold that rebalanced perspective. If we want to achieve sustainable communities in Scotland, then it is critical that we ensure that political and civic debate places even higher value on these areas.

Throughout our discussion concerning the scenarios, a triangulated perspective emerged about the ways in which women participate in society and the factors that

affect how they fulfil their potential. These factors – leadership, mindset (eg aspiration), and practicalities – interact to create the situation women in Scotland experience today.

Leadership

Women are more often represented in lower leadership positions than in senior roles and are not sufficiently represented in the most influential levels of public life and commerce, including in boardrooms. We must consider why women are often not well represented at leadership levels in these arenas, even though they may be better represented in professional spheres.

Our political, social, business and educational institutions also need to foster women's aspirations, skills, and expertise so those with potential gain the experience and have the opportunity to rise to top leadership in any sphere. This may require a cognitive shift in the way people view women leaders. It may also involve focussed programmes to remove obstacles, such as the need for widespread affordable childcare; for most, childcare will always be the first priority.

Shifting the gender balance of those in senior positions alters the dynamics and perspectives in debate and priorities in the boardroom and can lead to different outcomes. It has been shown that diverse groups deliver better decisions.¹

In addition to encouraging women in their careers and providing them opportunities to develop skills and experience for senior leadership roles, so too, young girls should be encouraged to pursue careers in fields traditionally dominated by men. Studies have found that primary school girls often outperform their male classmates in maths and sciences. But, they move into other areas of study as they progress through secondary school, college and university². It is our firm belief that "girls doing science" should become 'normal' providing more balance in these male dominated fields.

In the private, public, and not-for-profit sectors, women have been successful in leadership roles. However, proportionally their participation at that level is low. If women's attributes were valued fully, by women themselves as well as by men, there would be greater representation of women in high level leadership roles.

¹ Proposes a theoretical model to help understand why diverse groups have better turnover of decision making, however, it shows this may be a more complex process than is generally accepted. The 'visibility' of the diversity characteristic along with the 'job-relatedness' as perceived by the group of that characteristic influence the amount the diversity impacts the group's decisions.

² A review of relevant literature demonstrating girls ability to perform in mathematics, and also examining the factors that keep them from pursuing maths after the primary years both because of lack of encouragement from educators and through a steady decline in personal ambition.

Mindset/Aspiration

Society is comprised of 52% women. In order to make best use of this human resource, women's contribution at a senior level should be maximised. Yet well-educated, dynamic women often do not pursue senior positions in their careers. Simply by supporting women's development and aspirations, we would expand our productivity. An effective strategy for sustainable communities, then, might be to see these people as a source of untapped potential. Without expectation, there is a poverty of aspiration.

The same argument can be made perhaps even more strongly regarding those from disadvantaged backgrounds. A lack of ambition or aspiration affects women at all social strata and presumably to the greatest extent in areas of deprivation, where multiple generations may never have held a job, much less cultivated a career. Society often views these people only in light of their problems or deprivations.

For those of us looking in, 'problem' individuals can be seen as one-dimensional: we see the problem and not the person. We often pigeonhole people based on their circumstances and treat them accordingly. For instance, is a teenage mother simply a resource drain, often going on public assistance? Or does she have some potential as yet unidentified? A fundamental change in the way people view and help her develop whatever her potential might be would again make us a more productive society.

Regardless of social background, though, many women disregard or fail to believe in the opportunities open to them. For reasons not easily identified, they often choose to seize opportunities that take them away from the levels of leadership. While we can urge institutions to support the development of women's ambitions, women must also take responsibility for themselves.

Practicalities

Along with these cultural points, practical considerations may also enhance (or restrict) women's contribution and participation in the national arena. There are responsibilities such as childcare and eldercare which are most often seen as 'women's work' yet they have an impact on society as a whole and should be seen as a shared responsibility.

Another practical consideration is what we can do with the funds we have when the public purse is constrained. Are there models in other countries which spend less per person on programmes and have more success? Although not a democracy, Singapore provides an interesting model at least in terms of education, often sending students abroad and then requiring that they return to jobs in sectors for which the country has placed a priority for development³. In this way Singapore, which lacks many natural resources, bar people, sees its population as its main resource and they work to develop it.

Overall we need to reconsider the barriers to women holding senior positions in our society. A broader, more diverse and highly-educated group which aspires to leadership roles would greatly enhance decision-making. A wider range of views and experience may shift traditional thinking and lead to new solutions for the many challenges facing Scotland in the future. If we re-conceive who makes decisions at the top level of government and business and how those decisions are made, and encourage women to strive for higher positions, while considering the practical issues that impact women's lives along the way, everyone would benefit.

³ Students in Singapore most often leave their home country to study at overseas universities, however, over the next several years we may see the rise of top level institutions in Singapore offering education at home. This is a result of the emphasis on the importance of 'human capital' by the government.

Scenario 1

Missed Opportunities paints a picture of Scotland in which we do not take the opportunities afforded us. The scenario touches on issues such as a disaffected underclass, poor health when compared with the rest of Europe, education, and issues of public spending. However, no significant strides are made in the public response to this environment.

Moreover, charitable organisations traditionally called upon to augment government-run programmes are not thriving either. This situation is very much a linear projection from where we currently are. The net effect is that nothing much has changed; while some things have become worse, others have improved. Further, we did not heed the warning signs that would have allowed us to excel in the world's evolving economy and social contract. We slipped behind while other countries were outcompeting us in almost every area. Some of these countries are close neighbours and also similar in size to Scotland. Time and time again the political debate addressed issues such as education, healthcare, and creation of new jobs, but agreement could never be reached to a point where real change was implemented and now we find ourselves in an unenviable situation.

Scenario 2

Opportunities Taken is a more positive look at the way things could unfold, with both private investment and public support for environmentally sustainable projects. Perhaps the best opportunity to enrich our society with new opportunities in this scenario is the sovereign wealth fund. Funds like this have provided opportunities in countries around the world, most notably Norway, which has a programme for income from oil⁴. This optimistic view, however, would require a dramatic, immediate, and systemic shift in the way we work together redirecting Scotland's leadership and resources. In order to take advantage of the opportunities that will be available in the next 10 – 15 years, we must work together and look creatively for the most beneficial investments to create a sustainable future.

Scenario 3

Opportunities Uninvited provides an unsettling view of the way things may unfold. Nobody would invite such a radical upheaval as is presented in this scenario, but perhaps if such an event did occur it would provide the catalyst to make some fundamental, radical, and necessary changes. Shocking events can change mindsets, which is perhaps the most important step to real change in society. We should, however, be looking for ways to make radical changes whether or not we experience a devastating event.

Lyons, G., 2007. *State Capitalism: The Rise of Sovereign Wealth Funds*, Testimony before the Committee on Banking, Housing and Urban Affairs, United States Senate, November 14, 2007.

Pelled, L., 1996. *Demographic Diversity, Conflict, and Work Group Outcomes: An Intervening Process Theory*. *Organization Science*, Vol. 7, No. 6, pp. 615-631.

Sanderson, G., (2002). *International Education Developments in Singapore*. *International Education Journal* v.3 n.2

Walkerdine, V. (1998). *Counting Girls Out*. 2nd edition. London, Falmer.

⁴ This article provides detailed information on more than 22 sovereign wealth funds. A detailed analysis of the Norwegian sovereign wealth fund is included and states Norway's fund was valued at 322 billion, 93% of GDP in 2007. 80% of oil revenues are invested in this fund which was created in response to a growing pension problem. The fund is set to begin payouts to pensioners in 2015.

Scotland's Futures Forum would like to thank the following organisations who formed a project community to develop the scenario set:

- > **Scottish Environment Protection Agency (SEPA)**
- > **Scottish Natural Heritage**
- > **Scottish Enterprise**
- > **St Andrews University PhD group (Business School)**
- > **The Scottish Government**
- > **Raploch Urban Regeneration Company**
- > **Tiree Community Trust**
- > **Young Scot**
- > **Architecture Design Scotland**
- > **Queen Margaret University**
- > **Keith Aitken, Writer and Journalist**
- > **Slow Food Movement**
- > **The 'Monstrous Regiment' network**
- > **Keeping the Door Open Scotland**
- > **Research00**
- > **Association of Chief Officers of Scottish Voluntary Organisations**
- > **Volunteer Development Scotland**
- > **RSE**
- > **Scottish Water**
- > **Horizon Scanners Group**
- > **Scottish Futures Group**
- > **Sustainable Development Research Centre**
- > **The Scottish Parliament**
- > **Scottish and Northern Ireland Forum for Environmental Research**
- > **Bill Rodger**

Acknowledgements

Scotland's Futures Forum Supporters



Associate Members

The Association of Chief Police Officers in Scotland
The Goodison Group in Scotland
Highlands and Islands Enterprise
NHS Education Scotland
Raploch Urban Regeneration Company
Shell UK
The Royal Society of Edinburgh
National Trust for Scotland
The King's Fund

The Forum is grateful for the financial support given to support this project from the organisations listed. However, the contents of this or any other Scotland's Futures Forum publication, do not necessarily reflect their views.