



**Using major events to increase social connections: the case of the Glasgow 2014 Host City Volunteer programme**

Journal:	<i>Journal of Policy Research in Tourism, Leisure and Events</i>
Manuscript ID	JPRITL-2019-0030.R1
Manuscript Type:	Full Article
Keywords:	leveraging, event volunteering, social legacy, social connectedness, event management, Commonwealth Games

SCHOLARONE™  
Manuscripts

# Using major events to increase social connections: the case of the Glasgow 2014 Host City Volunteer programme

## Introduction

There is growing interest by policy makers and event managers in using major events strategically for social, economic and environmental purposes (Chalip, 2014). Event legacies have become a common feature of the rhetoric associated with the bidding and hosting of major events, helping to justify significant investments made to be host and garnering public support for the event (Koutrou et al, 2016; Preuss, 2015; Thomson et al, 2013). Beyond these more direct impacts, events are also increasingly being viewed as opportunities to leverage additional, less direct impacts (Chalip, 2017) including the generation of social benefits. Such leveraging seeks to utilise the experiences and liminoid feelings engendered by events to create social outcomes through strategic and managed approaches. The underlying theory of change is that major sporting events can help to inspire social change, with the experience breaking ‘down social barriers, thereby enabling behaviours and social interaction that might otherwise be unlikely or impossible during everyday life’ (Chalip, 2014, 5).

One element of such leveraging that has attracted attention is connected with the use and management of event volunteers, the often large ‘army’ of helpers who support the delivery of the event. In recent years, opportunities to utilise the event time roles to engender future volunteering has become a part of event legacy (Doherty, 2009; Koutrou et al, 2016). In turn this has encouraged research into how such event volunteering can be managed and delivered **in ways** to maximise future volunteering whilst also ensuring successful delivery of the event (eg Allen et al, 2014; Auld et al, 2009; Blackman et al, 2017; Farrell et al, 2009).

1  
2  
3 In contrast to this extensive research on volunteering legacies, considerably less  
4 attention has been directed towards examining whether volunteering at a one-off  
5 sporting event might leverage other social outcomes, including improvements in social  
6 connectedness. Further, there has been an almost complete absence of studies  
7 considering how the management of event volunteering can influence such social  
8 leveraging. Within the context of such absences, and with specific reference to one  
9 event volunteer programme connected with the 2014 Commonwealth Games in  
10 Glasgow which sought to enhance social connectedness, this article considers some of  
11 the practical and policy implications of using major sporting event volunteering to  
12 enhance social connections.  
13  
14

15 To do this, the article is divided into five sections. After a brief review of social  
16 connectedness and major sporting events, the discussion is situated within the context of  
17 the dedicated Host City Volunteer (HCV) programme, developed for the 2014 Glasgow  
18 event as a direct policy response to the failure of traditional event volunteering  
19 approaches to engage with those least socially connected. The second section details the  
20 origins and characteristics of the HCV initiative examining how its development sought  
21 to address concerns amongst civic policy makers that anticipated legacies were at risk  
22 without such directed interventions. Third, drawing on empirical research conducted  
23 with the HCV volunteers, the paper identifies the immediate and longer-term impacts of  
24 their roles on their social connectedness, concluding that despite the initiative providing  
25 strong potential for improved social connections, in the longer term these have not been  
26 realised. The final two sections discuss the implications arising from this conclusion,  
27 first in terms of future event volunteer management approaches seeking to use one off  
28 events to foster social connectedness, and then finally the wider public policy rhetoric  
29 of anticipating event volunteering to create social legacies and the ways in which legacy  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 is planned.  
4  
5

### 6 **Volunteering, social connectedness and major sporting events**

7  
8

9  
10 There is growing evidence globally that volunteerism encourages the development of  
11 social relationships, networks and social connectedness (Blackshaw & Long, 2005;  
12 Gilster 2012; Kawachi & Berkman, 2001). Social connectedness is a key aspect of  
13 social capital focused specifically on the quality and quantity of social relationships in  
14 networks. It forms a key element of social capital, following Cohen and Prusak (2001,  
15 4), as 'social capital consists of the stock of active connections among people: the trust,  
16 mutual understanding, and shared values and behaviors that bind the members of human  
17 networks and communities and make cooperative action possible'. It is generally  
18 defined as 'the level of an individual's integration into his or her social milieu and the  
19 fullness of the resulting associative networks' (Timpone, 1998: 59), building on Lee &  
20 Robbins' (1995) original 'social connectedness' scale. More recently, it has been  
21 measured through indicators reflecting both the number of gatherings, networks and  
22 relationships (Bowling, 1997) and subjective measures of social contacts, reduced  
23 isolation and feelings of loneliness (De Jong & van Tilburg, 2006; Hughes et al, 2004;  
24 Russell et al, 1980).  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44

45 In the context of sport, studies of long term volunteers indicate that their  
46 involvement is positively correlated with high levels of social connectedness (Auld,  
47 2008; Cuskelly, 2008; Doherty & Misener, 2008; Hoye et al., 2015; Kay & Bradbury,  
48 2009; Tonts, 2005; Zakus et al, 2009). In the UK, for example, public policy discourse  
49 since the early 2000s amongst successive British governments has widely argued that  
50 promoting sport volunteerism generates social capital and connectedness (Holmes,  
51 2009; Morgan, 2013) whilst sports bodies argue that sport volunteering has a propensity  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 to create new connections between volunteers, people and local communities (Sport  
4 England 2017). Despite such adoption in policy rhetoric, scepticism remains over  
5  
6 whether this exceeds the ability of certain sporting activities and voluntary organisation  
7  
8 to increase social capital and social connectedness (Coalter, 2007; Hoye & Nicholson,  
9  
10 2012) as well as difficulties in assessing social connections (Dwyer et al, 2000; Preuss,  
11  
12 2015; Wallstam et al, 2018). This has encouraged empirical testing of these links, with  
13  
14 studies such as Darcy et al (2014b) and Welty Peachey et al (2013, 33) finding that  
15  
16 volunteers increase their ‘active citizenship and engagement with society, which helped  
17  
18 facilitate norms of reciprocity and giving back to the community’. Others are more  
19  
20 cautious, with Hoye et al (2015: 18) suggesting that although involvement in sport was  
21  
22 associated with increased social connectedness for individuals, ‘the measurable effect  
23  
24 was small and can be regarded as much as a caution against some of the more  
25  
26 extravagant claims made for sport’s contribution to social “goods” than as a  
27  
28 confirmation of them’.

29  
30  
31  
32  
33  
34  
35  
36 In contrast to the studies of the impact of long-term and regular volunteering and  
37  
38 sport, there has been limited research into social connectedness associated with one-off,  
39  
40 prestigious sporting events, such as the Olympics, World Cups, or Commonwealth  
41  
42 Games (Misener & Mason, 2006; Kay & Bradbury, 2009). One exception is Nichols  
43  
44 and Ralston’s (2012) research with the Manchester Event Volunteers Programme, set up  
45  
46 after the 2002 Commonwealth Games in Manchester, highlighting that the volunteers in  
47  
48 the city felt that they had gained friends and contacts from their experiences. However,  
49  
50 only 30% of their respondents had been volunteers associated with the sporting event,  
51  
52 with others recruited subsequently. More recently, studies of the ‘Clyde-sider’  
53  
54 volunteers at the 2014 Commonwealth Games showed that they had developed  
55  
56 friendships and gained in confidence as a result of their experience (Woodall et al,  
57  
58  
59  
60

1  
2  
3 2016), but also concluded that those who had simply applied to be a Clyde-sider and not  
4  
5 actually been successful in the process also reported an increase in connectedness.  
6  
7

8  
9 Beyond such specific examples, Misener & Mason (2006) argue that it is  
10 possible to create successful 'community networks' as a result of event volunteering if  
11 certain conditions are in place as part of event management. These include  
12  
13 consideration of social connections at all stages of the event from planning to legacy,  
14  
15 collaborative action to empower local communities to become agents of change, and  
16  
17 open communication and mutual learning throughout strategic activities related to  
18  
19 events to minimise power brokering.  
20  
21  
22  
23  
24

### 25 26 **The HCV programme**

27  
28  
29 In this paper, we focus on a specific initiative, the Host City Volunteer programme  
30  
31 (HCV), set up to leverage social connections and inclusion through management of  
32  
33 volunteering at the 2014 Commonwealth Games. It formed part of the wider legacy and  
34  
35 policy ambitions of the city government (Glasgow City Council, 2009) set within its  
36  
37 Legacy Framework, to use the event to encourage people in Glasgow to participate in  
38  
39 volunteering, including the official event volunteer programme. The City Council  
40  
41 sought strategically to use the unique opportunity of the Commonwealth Games to  
42  
43 target individuals that would not normally consider volunteering, including those facing  
44  
45 barriers to participation in volunteering (eg disabled people, asylum seekers, people  
46  
47 with caring responsibilities) and to use the event to increase the number of people  
48  
49 registered as volunteers in the city. To this end, the Council as one of the event partners  
50  
51 and legacy planners sought to maximise the number of Glasgow residents registering to  
52  
53 be part of the main event volunteer programme – the Clyde-siders - and set internal  
54  
55 targets associated with recruitment from the above harder to reach groups. **In this**  
56  
57  
58  
59  
60

1  
2  
3 respect, the Glasgow 2014 ambitions were similar to the aims of previous mega sports  
4 events held in the UK, where both Manchester 2002 Commonwealth Games  
5 (Downward et al, 2005; Nichols and Ralston, 2012) and the London 2012 Olympics  
6 (Nichols, 2012; Nichols and Ralston, 2012) aimed to use their volunteering programmes  
7 to promote social inclusion.  
8  
9  
10  
11  
12  
13  
14

15 By focusing on leveraging social benefits wider than volunteering, the HCV  
16 initiative contrasts with most previous event volunteer programmes associated with  
17 major sporting events. These - such as the Games Makers and Ambassadors at the  
18 London 2012 Olympics, and 'Team No-side' at the 2019 Rugby World Cup in Toyko –  
19 have anticipated that a volunteering legacy will be their lasting outcome (Harris, 2012;  
20 Nichols & Ralston, 2015). The HCV initiative was also distinctive in that it was created  
21 much later in the event management cycle, sought to target more specific groups of  
22 people to be volunteers, and was managed by locally based civic organisations outside  
23 of the main event organising committee.  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36

37 The initiative was a direct response to the perception by two key event  
38 stakeholders, Glasgow Life and Glasgow City, to emerging evidence ahead of the event  
39 that the Clyde-sider programme would fail to meet their legacy ambitions to be  
40 inclusive. The recruitment of the Clyde-siders, organised and managed by the local  
41 event Organising Committee (OC) Glasgow 2014, had attracted considerable public  
42 interest, with more than 51,000 people applying for the 15,000 roles (later reduced to  
43 12,500); a position that meant the OC had to conduct extensive interviewing to select  
44 volunteers. With pressure to ensure delivery of the 'best Games ever' and to fulfil their  
45 event related obligations, the OC's selection process resulted in the majority of those  
46 chosen to be Clyde-siders had previous volunteering experience, with skills and  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 interests that matched the event-time role requirements.  
4  
5

6  
7 Despite shared legacy ambitions set by the local civic partners to use the Clyde-  
8  
9 sider volunteer programme to be more inclusive than previous majority sporting events  
10  
11 (Glasgow City Council, 2009), the profile of the applicants and the subsequently  
12  
13 selection process led to an event volunteer cohort which failed to include generally  
14  
15 under-represented and disadvantaged communities in volunteering (SMG, 2016). In  
16  
17 particular, applicants from within Glasgow formed not only a lower proportion than  
18  
19 expected (13.8% compared with Glasgow City Council target of 22%), and it failed to  
20  
21 reach three key groups. Older people over 60 years of age formed only 9% (against a  
22  
23 target of 20%), people with disability 4.2% (compared with target of between 5% and  
24  
25 12%), and people in the most disadvantaged communities forming less than 5%. This  
26  
27 under-representation reinforced a key conclusion, identified by the Glasgow Household  
28  
29 Survey in autumn 2012, that whilst 88% of Glaswegians believed the Commonwealth  
30  
31 Games would be positive for the city only 52% thought it would impact directly and  
32  
33 positively on them and their families (Glasgow Household Survey, 2012). Such  
34  
35 difficulties in the recruitment of a more diverse group of volunteers was not unique to  
36  
37 Glasgow, having been associated with previous major sporting events (eg Darcy et al,  
38  
39 2014a; Nichols & Ralston, 2012; Zhuang & Girginov, 2012).  
40  
41  
42  
43  
44  
45

46  
47 Faced with this disconnect, consultations by Glasgow Life with local and  
48  
49 national agencies suggested that a range of barriers had been constructed (often  
50  
51 unintentionally) which discouraged participation from under-represented and  
52  
53 disadvantaged groups. Some of these barriers related to the recruitment process,  
54  
55 including: the encouragement to apply online; setting a minimum age of 16 at  
56  
57 application; requiring specific documentation for security screening, and indicating a  
58  
59  
60



1  
2  
3 minimum time commitment to roles. Others were created by applicant perceptions,  
4 including those on welfare benefits worried that by volunteering their benefit  
5 entitlement might be affected, as well as more general issues of self-confidence and  
6 self-efficacy to fulfil the roles. Taken together, the evidence suggested a high risk of  
7 failing to meet declared national and local (city) legacy goals to increase volunteering  
8 and community engagement set out in the Legacy Framework.  
9

10  
11  
12  
13  
14  
15  
16  
17  
18 Against this backdrop, the HCV programme was created to harness the  
19 anticipation, excitement and momentum of the Glasgow 2014 Commonwealth Games in  
20 a different way to that adopted by the OC. Management of the HCV programme was  
21 coordinated by Glasgow Life and involved delivery partners in the city, and was  
22 discrete from the Clyde-sider programme. It was a three year programme running from  
23 December 2013 through to December 2016, with its central focus on event time  
24 volunteering in July and August 2014, but including pre-event training and post-event  
25 celebrations and support.  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36

37  
38 Its core event time activity paralleled aspects of the volunteering structures of  
39 2012 London Olympics where local Ambassador volunteers, who like the HCVs were  
40 located in the areas surrounding venues augmented the official volunteers, termed  
41 Games Makers (Nichols, 2012). The HCV initiative sought to recruit up to 1500  
42 volunteers from target groups under-represented in the Clyde-sider programme, to train  
43 and support them to have event time 'wayfinding' roles, and to create learning material  
44 to assist the volunteers to know about their city (Glasgow Life, 2013b). After the event,  
45 the programme also would develop, coordinate and integrate pathways for the HCVs to  
46 volunteer for cultural and sporting events in the city (Rogerson et al, 2015; SMG, 2016).  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58 For the participants, there was an expectation that the event volunteer role would  
59  
60

1  
2  
3 improve their confidence, knowledge and skills to take part in volunteering, generate an  
4 enhanced sense of pride in their city, and make them feel more socially connected to the  
5 city and their communities. It would also provide further opportunities to feel connected  
6 with, and have an active part in, delivery of the Games.  
7  
8  
9  
10  
11  
12

13 A dedicated team was set up within Glasgow Life to recruit Host City  
14 Volunteers from across all communities in the city, primarily using existing networks to  
15 reach into communities. There was not an open public call for volunteers, and HCVs  
16 were either personally invited or encouraged by local organisation leaders to apply.  
17 Glasgow Life staff provided training for Games time roles, whilst the organisation also  
18 provided logistical support and volunteer welfare services during the event. The  
19 volunteers were organised into teams and deployed across the city to welcome and help  
20 direct visitors and spectators to and from venues. Volunteers were supported in their  
21 roles by an orientation day in May 2014, and information packs during the event. There  
22 was flexibility in the number and duration of volunteering sessions expected of each  
23 volunteer, allowing them to select what worked within their own lives. During the  
24 Commonwealth Games, the HCVs were allocated roles within the city centre, the  
25 pathways to the sports venues, and at the main sites across the city where cultural events  
26 were being held. They were organized into small teams of 8-10 people, with a trained  
27 team leader, with duties indicated at the start of each shift, and each team having the  
28 opportunity to meet other HCVs at the management centre within the Glasgow Life  
29 headquarters.  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52

53 After the Commonwealth Games, HCVs were encouraged to contribute their  
54 memories and stories to a public exhibition housed in the People's Palace museum, with  
55 the showcase material co-designed by Glasgow Museum staff and HCVs. Contact by  
56  
57  
58  
59  
60

1  
2  
3 email was maintained by Glasgow Life with those HCVs who gave permission to offer  
4 information about other volunteering opportunities, primarily supported by the City  
5 Council, for the year after the Games. Thereafter Glasgow Life directed HCVs to the  
6 long established Volunteer Glasgow website, offering information about volunteer  
7 development and volunteering opportunities in communities.  
8  
9  
10  
11  
12  
13  
14

15 This targeted approach resulted in those recruited including 31% who reported  
16 that they had never volunteered before, 15% identified as disabled, 11% were aged 65  
17 plus and 38% were considered “hard pressed” according to their Acorn CACI profile  
18 (Sly, 2018).  
19  
20  
21  
22  
23  
24  
25

### 26 **Methods: Investigating social connectedness**

27  
28

29 A fundamental element of the HCV programme was a desire to leverage the  
30 volunteering experiences of those involved to engender greater social connectedness,  
31 breaking down some of the barriers that discouraged citizens from engaging in local  
32 volunteering and equipping them to connect more within their communities. The impact  
33 of the initiative in these respects has been investigated through quantitative and  
34 qualitative approaches conducted in the immediate aftermath of the event, and three  
35 years later, by the authors.  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45

46 Nine hundred and ninety-three (993) of the HCVs were invited to respond to two  
47 surveys, having given consent to Glasgow Life to take part in the research. The first  
48 survey, conducted in September 2014, sought to identify the overall experience in the  
49 role as HCV and their intentions in relation to future volunteering, asking each  
50 respondent to reflect on the benefits of being a HCV. The second survey, conducted in  
51 October and November 2017, asked questions relating to the HCVs’ feeling of  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 connection with their community. As well as indicating whether they felt more  
4  
5 connected to their local community more than prior to the Commonwealth Games (i.e.  
6  
7 before July 2014), each respondent was asked to assess whether they talked more to  
8  
9 neighbours, met up with people more, and were able to influence decisions in their local  
10  
11 community more. They also indicated their involvement and frequency of engagement  
12  
13 with social groups and clubs in the last 12 months and 3 years ago. Recognising the  
14  
15 importance of framing questions in an appropriate manner (Downward, et al, 2005), the  
16  
17 majority of questions were adapted from those used in the UK General Household  
18  
19 Survey. Two hundred and eight (208) HCVs responded to the first survey (**response**  
20  
21 **rate 20%**) and three hundred and thirty-three (333) HCVs responded to the second  
22  
23 (**response rate 33%**). While for privacy reasons individual respondent data could not be  
24  
25 matched with data from the earlier 2014 HCV study - as is suggested as the ideal by  
26  
27 Dickson et al (2015) – the profile of respondents was generally representative of the  
28  
29 HCV population. **The quantitative data was analysed using SPSS.**

30  
31  
32  
33  
34  
35  
36 A second, qualitative stage of the research brought together two different groups  
37  
38 of HCVs. In 2014, 26 people were interviewed before, during and after the  
39  
40 Commonwealth Games, representing a cross-section of HCVs in terms of age, ethnicity,  
41  
42 disability and previous volunteering experience. The interviews were designed to  
43  
44 encourage reflection of the HCV experience, the role and expectations, as well as some  
45  
46 discussion on future plans. In 2017, following on from the second survey, 15 different  
47  
48 respondents joined three focus groups, clustered by reported changes in their social  
49  
50 connectedness and levels of volunteering. The primary aim of these groups was to  
51  
52 identify more intangible changes that the survey may have been unable to capture, and  
53  
54 in particular to explore more deeply the reasons for change in their social  
55  
56 connectedness. The discussion focussed on connections with their local communities,  
57  
58  
59  
60

1  
2  
3 with family and friends, and with the city of Glasgow. The impact of being a HCV was  
4 then explored in relation to such connectedness, and to their formal and informal  
5  
6  
7  
8 volunteering roles. **The focus group interviews were recorded and transcribed, then**  
9  
10 **analysed thematically using NVIVO.**

## 13 **Results and analysis**

16  
17 Research conducted with the HCVs immediately after the Games suggested that their  
18 event volunteering had the potential to assist them to build social **connectedness**, and  
19 pointed to achieving Glasgow Life's desire to generate a legacy through maximising  
20 opportunities for local people to feel connected with and play an active part in delivery  
21 of the Games (Glasgow Life, 2013a). The vast majority of the volunteers found the  
22 experience very positive (89%), likely to inspire them to become more active citizens,  
23 and left with a feeling of being more connected to the city. Amongst the respondents  
24 there was a strong feeling of being proud of being a HCV (95%), satisfaction with their  
25 role (89%) and a willingness to be involved in future events if asked (88%). For this  
26 majority of respondents, the descriptors frequently used to capture their enthusiasm  
27 were 'unforgettable', 'fantastic' and 'enjoyable'. This survey also revealed that the  
28 majority felt more confident (76%) and more valued (73%) as a result of being a HCV  
29 (Rogerson et al, 2015).

32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48 The most frequently mentioned benefit from the role was that of 'meeting  
49 people' identified by 78% of respondents, with 'feeling part of Glasgow', 'helping  
50 people', the 'atmosphere of the city', and 'being part of the Games' also considered  
51 strengths of the role. The 2014 interviews reinforced the perceived positives from being  
52 a HCV, captured by one of the disabled HCVs: 'I definitively developed during the  
53 CWG, that experience itself, it just gave me so much confidence, more understanding in  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 myself... I never understood that before that so it definitively encourage me to do  
4  
5 more.'

6  
7  
8  
9 Despite this event legacy, the principal conclusion from the follow on 2017  
10  
11 survey conducted 3 years after the event was that the majority of the HCVs experienced  
12  
13 little change in their social connectedness since the Commonwealth Games. Most felt  
14  
15 the same levels of social connection to their communities and continued to have the  
16  
17 same levels of involvement with organisations and clubs. Across the indicators of social  
18  
19 connectedness relating to how they engaged with neighbours or connected with their  
20  
21 local community (Table 1), between 49% and 76% of HCVs suggested there was no  
22  
23 change in their behaviour.  
24  
25

26  
27  
28 (Table 1 here)

29  
30  
31 There was a similar pattern in relation to involvement with social groups and clubs. As  
32  
33 Table 2a illustrates, 73% continued to have the same involvement, or for 22% lack  
34  
35 involvement. For those actively involved, 28% increased their frequency, and 21%  
36  
37 declined, but most continued with the same frequency of involvement since being a  
38  
39 HCV (Table 2b). For them their role as HCV, whilst memorable and positive, had not  
40  
41 resulted in significant change in their own behaviour and engagement with others  
42  
43 through formal organisations. In this respect, the leveraging anticipated through the  
44  
45 role was not achieved.  
46  
47  
48

49  
50  
51 (Table 2 here)

52  
53  
54 Nevertheless, a sizeable minority (22%) signaled they were more connected. In  
55  
56 asking each respondent to elaborate on why they felt this many pointed to an increase in  
57  
58 confidence and open-mindedness, better knowledge and information to help them  
59  
60

1  
2  
3 connect socially, and most connected this to their HCV volunteering roles. Typical  
4  
5 comments were ‘I am a more open and confident person’, ‘I can talk to people more as I  
6  
7 got confidence doing the Games’, and ‘I think I am more connected now than 3 years  
8  
9 ago is that I am not afraid to open more and trust the people who are my friends’. Other  
10  
11 noted ‘I have been inspired to do other things that I would not have done before’,  
12  
13 ‘volunteering has made me more aware of other people’ and ‘(I am) more aware of  
14  
15 neighbours and what is going on’.  
16  
17  
18  
19

20  
21 For this cohort, their time as a HCV had brought positives, often expressed in  
22  
23 terms of changing outlooks on life, which in turn enabled them to engage in more social  
24  
25 activities. Typical were these three comments emerging from the focus group  
26  
27 discussions:  
28  
29

30  
31 *‘It made a huge difference. It gave me confidence. I have joined some local groups and*  
32  
33 *I have been looking after my health and trying to maintain my fitness. I also enjoyed so*  
34  
35 *much about my city and meeting lots of different people. It was a wonderful and*  
36  
37 *enjoyable learning experience for me and I would love to be involved again in any*  
38  
39 *capacity’.*  
40  
41

42  
43 *‘It has given me a different outlook. I had just been widowed and was retired from*  
44  
45 *work. It helped me to get out and meet new people. I loved the feeling it gave me, giving*  
46  
47 *visitors to our beautiful city help and information. I also made many friends whom I*  
48  
49 *have met in other volunteering roles since.’*  
50  
51

52  
53 *‘It was a very positive experience, and I was very glad to have done it and been part of*  
54  
55 *the positive welcome to our city. It gave me more interest in 'having a go' and trying*  
56  
57 *new things. I have since been volunteering at a children's community group ...’*  
58  
59  
60

1  
2  
3 While the HCV experiences were influential, increased levels of social  
4  
5 connectedness also reflected changes in their personal circumstances not directly related  
6  
7 to the event roles. 'More opportunities have arisen in my area for activities I am  
8  
9 interested in', 'I have moved to Glasgow and my neighbourhood feels much more  
10  
11 friendly than where I lived 3 years ago' and 'I have more time now and go to more local  
12  
13 groups' typifies explanations offered. Changes in personal circumstances were also key  
14  
15 factors amongst the 8% who indicated a reduction in social connections, including their  
16  
17 own health, those of the family, or new jobs and changes in employment circumstances,  
18  
19 and a movement away from Glasgow.  
20  
21  
22  
23  
24

### 25 **Discussions and Implications**

26  
27  
28 For most sporting mega-events, the focus of a legacy directly attributable to the event  
29  
30 itself (i.e. not leveraged through other initiatives aligned with the event) has been placed  
31  
32 on developing post-event volunteering. Echoing Kodama et al (2013), the HCV  
33  
34 initiative indicates that it is possible to use event strategically with appropriate  
35  
36 management to recruit and encourage volunteers at major events to foster their social  
37  
38 connectedness. Such leveraging is, however, likely to be limited where volunteers are  
39  
40 already well connected into their communities, including undertaking activities in social  
41  
42 and organisational settings. It is much stronger where the event volunteering provides a  
43  
44 first and first-hand opportunity to engage with others, to build self-confidence and to be  
45  
46 supported by others, including other volunteers. It remains to be researched whether any  
47  
48 event volunteer programme needs to have a mixed profile of well and poorly connected  
49  
50 participants to achieve this, or whether a more targeted approach to recruit primarily  
51  
52 those least connected will be effective. Despite their ambition to achieve such a profile,  
53  
54 the HCV initiative had a more mixed profile.  
55  
56  
57  
58  
59  
60



1  
2  
3 Most success in enhancing social connectedness is likely amongst smaller, more  
4 targeted groups recruited from those areas of society that traditionally are least likely to  
5 have social capital and to be involved in event volunteering roles. Those HCVs from the  
6 economically deprived areas and those with disabilities were the main beneficiaries. In  
7 this respect, the experience of the HCVs and the significant impact on a small number  
8 of people mirrors past research on wider social inclusion projects (Long et al, 2002;  
9 Collins, 2003) making it more difficult to draw out general conclusions on what is most  
10 effective. While a one-off event may not be able to transform the lives of all those  
11 involved, directing human and financial resources to the recruitment, training and  
12 support of such key groups can have greatest longer-term impact, enabling them to gain  
13 the confidence, knowledge and experience required to increase their social networks  
14 and connections.

15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31 The HCV programme also illustrates that adopting particular event management  
32 and planning tools may increase the likelihood of leveraging social outcomes. Such  
33 tools acknowledge that the event volunteering role is a new experience for the  
34 participant, requiring opportunities to learn about being socially connected, and being  
35 agile enough to respond to the consequences of such learning. Thus, building the HCV  
36 programme around organisational structures that encourage collaborative roles, such as  
37 team working with trained team leaders, supported and encouraged social connections  
38 amongst the volunteers. The flexibility to move HCVs between roles, rather than  
39 allocation to particular tasks for the duration of the event, assisted the HCVs to build on  
40 emerging strengths and interests, and to view the experience as one of continuous  
41 learning.

42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57 For future research, and perhaps the most significant aspect of the HCV  
58  
59  
60

1  
2  
3 programme, underlines Byers et al's (2019) call for greater attention to be paid to the  
4 fluid nature of legacy and legacy planning. The need for a volunteering programme of  
5 type, its construction and funding, and its impact were determined by the presence of  
6 pre-event evaluations, and a willingness by event partners to respond to evidence of  
7 failure. By viewing legacies as being constructed around planned, pre-determined  
8 objectives there is limited scope to investigate the unexpected, unvalued and unplanned  
9 legacies (Byers et al, 2019). This absence is reinforced by the operationalisation of  
10 legacy primarily as 'outcomes' to be measured following the event (eg Bauman et al's  
11 (2015) analysis of whether the 2000 Olympics in Sydney increased physical activity in  
12 adults) or more generally through empirical testing (Moss et al, 2019), narrowing the  
13 focus onto those areas predetermined in event planning. More attention needs to be  
14 given to how legacy (set out as ambitions and frameworks) can be realised (Bocarro et  
15 al, 2018; Thomson et al, 2018) or influenced by event planning and management  
16 (Kassens-Noor et al, 2015). The formulation of the HCV programme points to a need to  
17 explore how event management *adapts* in response to *emerging* evidence ahead of the  
18 event, especially where this suggests that event legacy ambitions might not be realised.  
19 In this respect, it underlines Rogerson's (2016) call for redefining the temporal framing  
20 of event legacy, offering further opportunity to explore how event leveraging and legacy  
21 can be inter-connected and legacy is a process as well as an outcome.  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47

## 48 References

- 49  
50  
51 Allen, J. B., & Bartle, M. (2014). Sport event volunteers' engagement: management  
52 matters. *Managing Leisure*, 19(1), 36-50.  
53  
54  
55  
56 Auld, C. (2008). Voluntary sport clubs: The potential for the development of social  
57 capital. In Nicholson, M and Hoye, R (eds) *Sport and social capital* (pp. 163-184).  
58  
59  
60

1  
2  
3 Routledge.  
4  
5

6 Auld, C., Cuskelly, G., & Harrington, M. (2009). Managing volunteers to enhance the  
7 legacy potential of major events. *People and Work in Events and Conventions: A*  
8 *research perspective, Oxfordshire: CABI*, 181-192.  
9  
10

11  
12  
13  
14 Bauman, A., Bellew, B., & Craig, C. L. (2015). Did the 2000 Sydney Olympics increase  
15 physical activity among adult Australians?. *Br J Sports Med*, 49(4), 243-247.  
16  
17

18  
19  
20 Blackman, D., Benson, A. M., & Dickson, T. J. (2017). Enabling event volunteer  
21 legacies: A knowledge management perspective. *Event Management*, 21(3), 233-250.  
22  
23

24  
25 Blackshaw, T., & Long, J. (2005). What's the big idea? A critical exploration of the  
26 concept of social capital and its incorporation into leisure policy discourse. *Leisure*  
27 *studies*, 24(3), 239-258.  
28  
29

30  
31  
32  
33 Bocarro, J., Byers, T., & Carter, C. (2018). Legacy of sporting and non-sporting mega  
34 event research. *Legacies and mega-events: Facts or fairy tales*, 7-24.  
35  
36

37  
38  
39 Bowling, A. (1997). *Measuring health: A review of quality of life measurement scales*.  
40  
41 Buckingham: Open University Press.  
42

43  
44 Byers, T., Hayday, E., & Pappous, A. S. (2019). A new conceptualization of mega  
45 sports event legacy delivery: Wicked problems and critical realist solution. *Sport*  
46 *Management Review*. (online)  
47  
48  
49

50  
51  
52 Chalip, L. (2014). From legacy to leverage. In *Leveraging legacies from sports mega-*  
53 *events: Concepts and cases* (pp. 2-12). Palgrave Pivot, London.  
54  
55

56  
57  
58 Chalip, L. (2017). Event bidding, legacy, and leverage. *The SAGE handbook of sport*  
59  
60

1  
2  
3 *management*, 401-420.  
4

5  
6 Coalter, F. (2007) *A wider role for sport: Who's keeping the score?* Oxford: Routledge  
7

8 Collins, M. F. (2003). Social exclusion from sport and leisure. In Houlihan, B (ed) *Sport*  
9 *and society: A student introduction*. London: Sage, p77-105  
10  
11

12  
13  
14  
15 Cohen, D and Prusak, L (2001) *In good company: how social capital makes*  
16 *organizations work*, Harvard Business School Press, Boston MA  
17

18  
19  
20  
21 Cuskelly, G. (2008). Trends in sport volunteering and consequences for social capital.  
22  
23 In: M. Nicholson and R. Hoye, eds. *Sport and social capital*. London: Elsevier  
24  
25  
26 Butterworth-Heinemann, 187–203.  
27

28 Darcy, S., Dickson, T. J., & Benson, A. M. (2014a). London 2012 Olympic and  
29  
30 Paralympic Games: Including volunteers with disabilities—A podium performance?.  
31  
32 *Event Management*, 18(4), 431-446.  
33  
34

35  
36 Darcy, S., Maxwell, H., Edwards, M., Onyx, J., & Sherker, S. (2014b). More than a  
37  
38 sport and volunteer organisation: Investigating social capital development in a sporting  
39  
40 organisation. *Sport Management Review*, 17(4), 395-406.  
41  
42

43  
44 De Jong Gierveld, J., & van Tilburg, T. (2006). A 6-item scale for overall, emotional,  
45  
46 and social loneliness: Confirmatory tests on survey data. *Research on Aging*, 28, 582–  
47  
48 598.  
49

50  
51  
52 Dickson, T., Darcy, S., Edwards, D. & Terwiel, F. (2015) Sport mega-event volunteers'  
53  
54 motivations and post-event intention to volunteer: The Sydney World Masters Games,  
55  
56 2009. *Event Management*, 19(2), 227-245  
57

58  
59 Doherty, A. (2009) The volunteer legacy of a major sport event. *Journal of Policy*  
60

1  
2  
3 *Research in Tourism, Leisure and Events*, 1(3), 185-207  
4  
5

6 Doherty, A., & Misener, K. (2008). Community sport networks. In Nicholson, M and  
7 Hoye, R (eds) *Sport and social capital* (pp. 133-162). Routledge.  
8  
9

10  
11  
12 Downward, P., Lumsden, L. & Ralston, R. (2005) 'Gender differences in sports event  
13 volunteering: insights from Crew 2002 at the XVII Commonwealth Games', *Managing*  
14 *Leisure*, 10 (4), 219-236  
15  
16

17  
18  
19 Dwyer, L., Mellor, R., Mistilis, N., & Mules, T. (2000). A framework for assessing  
20 'tangible' and 'intangible' impacts of events and conventions. *Event management*, 6(3),  
21 175-189.  
22  
23  
24  
25

26  
27  
28 Farrell, J. M., Johnston, M. E., & Twynam, G. D. (1998). Volunteer motivation,  
29 satisfaction, and management at an elite sporting competition. *Journal of sport*  
30 *Management*, 12(4), 288-300.  
31  
32  
33

34  
35  
36 Gilster, M. E. (2012). Comparing neighborhood-focused activism and volunteerism:  
37 psychological well-being and social connectedness. *Journal of Community Psychology*,  
38 40(7), 769-784.  
39  
40  
41  
42

43  
44 Glasgow City Council (2009) Glasgow 2014 Legacy Framework. Glasgow: Glasgow  
45 City Council. Retrieved from <https://www.glasgow.gov.uk/index.aspx?articleid=3249>.  
46  
47

48  
49 Glasgow Household Survey (2012), Ipsos Mor1, Glasgow. Accessed at  
50 <https://www.glasgow.gov.uk/CHttpHandler.ashx?id=39554&p=0>  
51  
52

53  
54  
55 Glasgow Life (2013a) *Briefing: Host City Glasgow project*, Glasgow: Glasgow Life

56  
57 Glasgow Life (2013b) *Host City Volunteers: fact sheet*, Glasgow: Glasgow Life,

58  
59 accessed October 2019 <http://www.volunteerglasgow.org/downloads/HCV-Fact-Sheet.pdf>  
60

- 1  
2  
3 Harris, M. (2012). London's Olympic Ambassadors: a legacy for public policy  
4 implementation?. *Voluntary Sector Review*, 3(3), 417-424.  
5  
6  
7  
8  
9 Holmes, K., (2009). Volunteering, citizenship, and social capital: a review of UK  
10 government policy. *Journal of policy research in tourism, leisure and events*, 1, 265–  
11 269.  
12  
13  
14  
15  
16 Hoye, R., & Nicholson, M. (2012). Life at the track: Country race clubs and social  
17 capital. *International Review for the Sociology of Sport*, 47(4), 461-474.  
18  
19  
20  
21  
22 Hoye, R., Nicholson, M., & Brown, K. (2015). Involvement in sport and social  
23 connectedness. *International Review for the Sociology of Sport*, 50(1), 3-21.  
24  
25  
26  
27  
28 Hughes, M. E., Waite, L., Hawkey, L., & Cacioppo, J. T. (2004). A short scale for  
29 measuring loneliness in large surveys: Results from two population-based studies.  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60
- Kassens-Noor, E., Wilson, M., Müller, S., Maharaj, B., & Huntoon, L. (2015). Towards a mega-event legacy framework. *Leisure Studies*, 34(6), 665-671.
- Kawachi, I., & Berkman, L. F. (2001). Social ties and mental health. *Journal of Urban Health: The Bulletin of the New York Academy of Medicine*, 78, 458– 467.
- Kay, T. & Bradbury, S. (2009) Youth sport volunteering: developing social capital? *Sport, education and society*, 14, 121–140.
- Kodama, E., Doherty, A., & Popovic, M. (2013). Front line insight: an autoethnography of the Vancouver 2010 volunteer experience. *European Sport Management Quarterly*, 13(1), 76-93.

1  
2  
3 Koutrou, N., Pappous, A., & Johnson, A. (2016). Post-Event Volunteering Legacy: Did  
4 the London 2012 Games Induce a Sustainable Volunteer Engagement?. *Sustainability*,  
5  
6 8(12), 1221.  
7  
8  
9

10 Lee, R. M., & Robbins, S. B. (1995). Measuring belongingness: The social  
11 connectedness and the social assurance scales. *Journal of counseling psychology*, 42(2),  
12  
13 232.  
14  
15  
16

17  
18 Long, J., Welch, M., Bramham, P., Hylton, K., Butterfield, J. and Lloyd, E., 2002.  
19  
20 Count me in: The dimensions of social inclusion through culture and sport. Department  
21 for Culture, Media and Sport, London  
22  
23  
24

25  
26 Misener, L., & Mason, D. S. (2006). Creating community networks: Can sporting  
27 events offer meaningful sources of social capital?. *Managing Leisure*, 11(1), 39-56.  
28  
29  
30

31 Morgan, H. (2013). Sport volunteering, active citizenship and social capital  
32 enhancement: what role in the 'Big Society'?. *International journal of sport policy and*  
33  
34 *politics*, 5(3), 381-395.  
35  
36  
37

38  
39 Moss, S. E., Gruben, K. H., & Moss, J. (2019). An empirical test of the Olympic  
40 tourism legacy. *Journal of Policy Research in Tourism, Leisure and Events*, 11(1), 16-  
41  
42 34.  
43  
44  
45

46 Nichols, G (2012) Volunteering for the Games. In V. Griginov (ed) Handbook of the  
47  
48 London 2012 Olympic and Paralympic Games, Volume One: making the Games.  
49  
50 London: Routledge, pp215-224  
51  
52  
53

54 Nichols, G., & Ralston, R. (2012). Lessons from the volunteering legacy of the 2002  
55  
56 Commonwealth Games. *Urban Studies*, 49(1), 169-184.  
57  
58  
59  
60

Nichols, G and Ralston, R (2014) Volunteering for the Games. In V. Griginov (ed) Handbook of the London 2012 Olympic and Paralympic Games, Volume 2: Celebrating the Games. London: Routledge, pp53-70

Nichols, G., & Ralston, R. (2015). The legacy costs of delivering the 2012 Olympic and Paralympic Games through regulatory capitalism. *Leisure Studies*, 34(4), 389-404.

Preuss, H. (2015). A framework for identifying the legacies of a mega sport event. *Leisure studies*, 34(6), 643-664.

Rogerson, R. J. (2016). Re-defining temporal notions of event legacy: lessons from Glasgow's Commonwealth Games. *Annals of leisure research*, 19(4), 497-518.

Rogerson, R., Pavoni, A. & Duncan, T. (2015) *Participating as a Host City Volunteer: perspectives from those involved in the Glasgow 2014 Commonwealth Games*.

Retrieved at <https://prodglportalv2.azureedge.net/media/2417/glasgow-2014-participating-as-a-host-city-volunteer-2015.pdf>

Rogerson, R., Reid, F., Sly, B. & Nicholson, R. (2018) *Three years on – the impact of being a Host City Volunteer at the 2014 Commonwealth Games*. Retrieved at <https://prodglportalv2.azureedge.net/media/2419/hcv-legacy-2018.pdf>

Rogerson, R; Reid, F and Nicholson, R (forthcoming) The 2014 Host City Volunteers and event volunteering legacy, *Event Management*,

Russell, D., Peplau, L. A., & Cutrona, C. E. (1980). The revised UCLA loneliness scale: Concurrent and discriminant validity evidence. *Journal of Personality and Social Psychology*, 28, 361–379.

Sly, B. (2018). *Developing an Events Legacy*. Presentation at the Sports Volunteering



1  
2  
3 Research Network, October 2018.  
4  
5  
6

7  
8 SMG (2016) 'Taking volunteering to the people': an evaluation of the Host City  
9  
10 Volunteers (HCV) programme, Social Marketing Gateway; Glasgow (for Glasgow Life)  
11  
12

13 Sport England, (2017) 'Volunteering in an active nation: Strategy 2017-2021' London:  
14  
15 Sport England  
16

17  
18 Thomson, A., Cuskelly, G., Toohey, K., Kennelly, M., Burton, P., & Fredline, L.  
19  
20 (2018). Sport event legacy: A systematic quantitative review of literature. *Sport*  
21  
22 *Management Review*. 22(3), 295-321  
23  
24

25  
26 Thomson, A., Schlenker, K., & Schulenkorf, N. (2013). Conceptualizing sport event  
27  
28 legacy. *Event Management*, 17(2), 111-122.  
29  
30

31  
32 Timpone, R. J. (1998). Ties that bind: Measurement, demographics, and social  
33  
34 connectedness. *Political Behavior*, 20(1), 53-77.  
35  
36

37  
38 Tonts, M. (2005). Competitive sport and social capital in rural Australia. *Journal of*  
39  
40 *rural studies*, 21(2), 137-149.  
41  
42

43  
44 Wallstam, M., Ioannides, D., & Pettersson, R. (2018). Evaluating the social impacts of  
45  
46 events: in search of unified indicators for effective policymaking. *Journal of Policy*  
47  
48 *Research in Tourism, Leisure and Events*, 1-20.  
49  
50

51  
52 Welty Peachey, J., Cohen, A., Borland, J., & Lyras, A. (2013). Building social capital:  
53  
54 Examining the impact of Street Soccer USA on its volunteers. *International Review for*  
55  
56 *the Sociology of Sport*, 48(1), 20-37.  
57  
58

59  
60 Woodall, J. R., South, J., Southby, K., Kinsella, K., May, E., Bagnall, A., & Coan, S.

1  
2  
3 (2016). Exploring the experiences and impacts of volunteer applicants for the Glasgow  
4  
5 2014 Commonwealth Games.  
6  
7

8  
9 Zakus, D., Skinner, J., & Edwards, A. (2009). Social capital in Australian sport. *Sport in*  
10  
11 *society*, 12(7), 986-998.  
12

13 Zhuang, J., & Girginov, V. (2012). Volunteer selection and social, human and political  
14  
15 capital: a case study of the Beijing 2008 Olympic Games. *Managing Leisure*, 17(2-3),  
16  
17 239-256.  
18  
19

20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

For Peer Review Only

**Table 1: Feelings of social connectedness amongst the Host City Volunteers**

<b>% respondents</b>	More	Same	Less	Don't know	Blank
<i>Talk to your neighbours</i>	14	68	4	3	11
<i>Meet up with other people</i>	22	57	7	3	11
<i>able now to influence decisions affecting your local area</i>	19	49	7	13	12
<i>feel more connected to your local community</i>	18	55	7	8	12

**Table 2 – Involvement with social groups or clubs amongst Host City Volunteers.****(a) Changes in involvement**

	<i>Involvement in last 12 months</i>		
<i>Involvement prior to 2014 Games</i>	Yes	No	<b>Total</b>
Yes	165	34	<b>199</b>
No	35	72	<b>107</b>
Don't know	9	9	<b>18</b>

**(b) Changes in frequency of involvement**

	<i>Involvement in last 12 months</i>						
<i>Involvement prior to 2014 Games</i>	3-4 times a year	Once a month	Several times a month	Several times a week	Daily	No response	<b>Total</b>
3-4 times a year	2	1	5	2	0	0	<b>10</b>
Once a month	5	7	11	5	0	0	<b>28</b>
Several times a month	1	8	49	20	0	1	<b>78</b>

Several times a week	4	14	0	25	1	1	45
Daily	0	0	0	2	0	1	3
	<b>12</b>	<b>29</b>	<b>65</b>	<b>54</b>	<b>1</b>	<b>3</b>	<b>165</b>

Note: based on those in Table 2(a) who continued to have involvement over time.