

Foresight Day 2022

Museum of London

10.00am – 12.30pm, Monday 27 June 2022

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1. Introduction

In 2022, the focus of the Historic Environment Foresight Day was around the delivery of the **Heritage Sector Resilience Plan**. The event also provided an opportunity Historic Environment Forum (HEF) Members to consider the foresight work currently underway by ICCROM.

The **objectives** of the 2022 Foresight Day were:

- To engage HEF Members with the newly launched Heritage Sector Resilience Plan and capture priority actions to feed into the development of a delivery plan.
- Introduce ICCROM’s foresight initiative.

2. Meeting Agenda

The final agenda was as follows:

10.00 – 10.10 Welcome and introductions: Adrian Olivier (HEF)

10.10 – 10.30 Keynote speaker: Ian Morrison (Historic England)

10.30 – 10.40 Overview of Heritage Sector Resilience Plan: Mike Heyworth (HEF) and Tess Gale (Historic England)

10.40 – 11.10 Breakout groups (five groups, one per theme)

11.10 – 11.25 Report back to plenary session

11.25 – 11.30 Comfort break

11.30 – 11.45 Heritage Futures: short film; short presentation of an ICCROM project by Adala Leeson (Historic England)

11.45 – 12.20 Plenary discussion – what should the heritage sector be doing to prepare for the future(s)?

12.20 – 12.30 Conclusions and next steps

12.30 – 13.30 Networking lunch

3. Welcome and keynote speech

Adrian Olivier, Chair of the Historic Environment Forum, welcomed the participants and introduced the agenda of the Annual HEF Foresight workshop.

Ian Morrison, Director of Policy & Evidence, Historic England, set the scene by providing an overview of the many challenges the sector has faced during the last two years. Ian reflected on the achievements Historic England and other sector organisations have made in terms of quickly responding to the crisis of the Pandemic, in particular the development of support programmes to keep sector organisations and projects afloat.

Ian also reflected on what lessons could be drawn from the work taken to respond to the Pandemic and where Historic England and the wider sector found shortcomings. Potential lessons include improving the data we have on how the sector operates; capitalising on the significant value people are now placing on their local environment and on heritage stories; increasing the sector's digital capacity and reviewing outdated systems; supporting, retaining and developing a skilled workforce; strengthening working partnerships and collaboration across the sector; and moving towards being part of a circular economy to help address challenges presented by climate change.

4. Heritage Sector Resilience Plan

The [Heritage Sector Resilience Plan](#) was introduced by Tess Gale (Head of Sector Resilience & Skills, Historic England) and Mike Heyworth (Historic Environment Forum Team Leader & Resilience Task Group Manager). The pandemic has exacerbated pre-existing challenges for heritage: **skills; climate change; diversity and inclusion; governance structures; and embedding heritage into wider public policy**. The Heritage Sector Resilience Plan aims to provide a clear roadmap to a robust and resilient heritage sector with deliverable aims under each of these five themes.

The themes covered in the plan were identified through collaborative online workshops in late 2021 and early 2022. The aim of the Foresight Day session was to facilitate a discussion on the delivery of work under the key themes of the plan. This was organised into five breakout groups, with each group focussing on each one key theme of the Resilience Plan.

Key questions considered by each group included:

- *Does the proposed way forward in terms of priority actions look relevant and achievable?*
- *Can you suggest how HEF member organisations might map their current activities to the priority actions?*
- *How can we develop a collaborative approach to deliver the priority actions?*
- *How might we jointly measure success against each priority action?*

General discussion points from the breakout groups are captured below in note form.

Breakout group 1: Skills	<i>Creation of a body to support and guide sole traders and small businesses who want to take on apprentices i.e., a dedicated resource that is specific to this type of employer.</i>
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	<p><i>The sector can already make use of the systems and support available e.g., through Inspiring the Future and Speakers for Schools.</i></p> <p><i>Promote the use of the Labour Market Intelligence research toolkit developed by Icon and ClfA with funding from HE.</i></p> <p><i>Sharing resources for training.</i></p> <p><i>Development of a shared mechanism to collect lessons learned and, more importantly, what didn't work in terms of providing training and skills education.</i></p> <p><i>Career progression – what can we do to ensure that people coming into the heritage sector are able to progress through it and to be promoted etc.?</i></p> <p><i>Leaving the door open. Not being too prescriptive about who we think will be interested in a heritage career. No fixed assumptions. Welcoming everyone equally.</i></p>
<p>Breakout group 2: Climate Change</p>	<p><i>Climate Change is work currently an 'add-on' to the remit of individuals across the sector.</i></p> <p><i>Potentially map out what information we have and what we know about the networks and bodies working in this area.</i></p> <p><i>How far is the reach of the current sharing of information and how do we provide useful information to all? HEF Sustainability TG is considering this/looking to extend reach.</i></p> <p><i>There isn't a single coordinating body for Climate Change in the heritage sector, despite the urgency of the issue.</i></p> <p><i>Relevant leads from member orgs should think about how to best share key learning to support small/medium organisations to develop their sustainability plans.</i></p> <p><i>A clear delivery plan for Climate Change is needed - ensure heritage and Climate Change stories are impactful (also linked to achieving better engagement).</i></p> <p><i>Research is developing, all organisations learning along the way.</i></p>
<p>Breakout group 3: Governance</p>	<p><i>Diversity of sector (comprised of organisations of varying sizes) – how to support?</i></p> <p><i>Creation of specific programme – share learning on issues like GDPR etc. Larger organisations helping smaller organisations. Practical barriers (resources) can't just rely on goodwill.</i></p> <p><i>Don't complicate & develop a focussed wish list to deliver – what are funders requiring? E.g., risk registers, reserves, policies etc. Are we overloading through</i></p>

	<p><i>excessive reporting? Ensure proportionate approach. Can we change more rapidly to underpin sector?</i></p> <p><i>HEF task group model – develop case studies and useful resources or key topics.</i></p>
<p>Breakout group 4:</p> <p>Diversity and Inclusion</p>	<p><i>A central D&I hub online was a relevant, achievable action, but may need SMART objectives and buy-in at an executive level. Set up is potentially resource demanding.</i></p> <p><i>Resources should be scalable & adaptable.</i></p> <p><i>Outward communications could link with priorities under the Skills theme e.g., helping to demystify pathways and entry options into the sector/</i></p> <p><i>Share existing D&I policies: this could help identify common ground (i.e., who is already doing what in this area), as well as identifying gaps to address.</i></p> <p><i>D&I work should be underpinned by existing Legislation (e.g., Equality Act 2010 including Public Sector Equality Duty) as a baseline.</i></p> <p><i>Membership of working groups should reflect diversity.</i></p> <p><i>Funders could work together to develop common D&I priorities and wording to ensure joined up thinking.</i></p>
<p>Breakout group 5:</p> <p>Embedding heritage in wider policy</p>	<p><i>Value of heritage is accepted by government at present, but this is fragile and may change as priorities change.</i></p> <p><i>Complexity of heritage and complexity of message is a barrier - Language needs to be clear and simple. Benefits for heritage need to lead off with benefit to public policy and adapt depending on the audience.</i></p> <p><i>The disjunction between policy and comms within the sector and within some organisations can sometimes be a barrier, as is disjunction between govt departments. Heritage Council can play a role addressing this and HEF can play a more proactive role.</i></p> <p><i>A map of the various commitments made between Council meetings - across time and across depts - should be created and kept in active use.</i></p> <p><i>We need to continue to collectively demonstrate the value of heritage in solving public policy agendas and increase joined up working with other sectors on common issues.</i></p> <p><i>We need to build better connections with the Natural environment world - secondments? HEF equivalents?</i></p> <p><i>Build an Action Plan that maps different policy hooks for Heritage in order to establish who can do what and how.</i></p>

5. Heritage Futures short film and a presentation of ICCROM project by Adala Leeson

This session was introduced via a [short film](#) on Heritage Futures.

Adala Leeson (Head of Social & Economic Analysis & Evaluation, Historic England) provided a presentation of the Foresight Initiative, a newly launched project led by ICCROM. It defines 'Foresight' as a systematic and structured way of engaging proactively with the future, based on a set of skills, tools, approaches. The project undertook a horizon scanning study with a cross discipline team and Adala shared reflections on her experience as part of the team.

The key question asked was ***what emerging issues might affect heritage, heritage conservation, and ICCROM in the future (2036)?*** Participants identified new, exciting, disruptive, or even strange ideas that could at some point have important impacts or become drivers of change in cultural heritage conservation, and to summarise them in a horizon scan report.

The most common way of engaging in foresight is to generate different scenarios of the future. Some parameters:

- Include “wild cards” low probability but high impact. (*Expect the unexpected – build resilience*)
- Seek novelty futures – previously unimagined but starting to be visible. (*Tune into weak signals*)
- Heterogeneous futures – diversity, participatory and openness create the opportunity to identify diverse futures
- Anticipation is ongoing, not episodic – change and adaptation (*an ongoing process*)

More on the project can be found [here](#).

6. Plenary discussion

HEF members had the opportunity to discuss collectively the topics raised during the event. The Chair posed the question: *what should the heritage sector be doing to prepare for the future?*

The Chair summarised that the conversations had today provide excellent foundation on which to build resilience of sector and create delivery plan. HEF Team and others will consider next steps and report back.

7. Next steps

The output of the Foresight Day 2022 will enable the HEF team to develop a realistic delivery plan so that the sector can take forward recommended actions of the Heritage Sector Resilience Plan, with opportunities for Member organisations and other stakeholders with an interest in the historic environment to collaborate in key areas. The interest shown in the foresight work being undertaken by ICCROM will help shape a future workshop event later in the year.