# Covid-19 crisis

# Future proofing heritage: Futures Thinking approaches to aid recovery and renewal during the Covid-19 crisis

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## Abstract

**Purpose.** This paper aims to illustrate how organisations, especially cultural heritage organisations, can respond to a crisis and plan for recovery when dealing with multiple future uncertainties by applying Futures Thinking techniques. It does this by describing the approach that Historic Environment Scotland (HES) has been taking to plan for recovery and renewal during the COVID-19 pandemic.

**Approach/methodology/design**. The paper uses the case study methodology to explore how different Futures Thinking techniques have been used to build flexibility in HES's work when facing an uncertain future. The paper will also examine how the methodology used in this process will aid the development of a Futures Thinking toolkit and a Virtual Intelligence Hub in support of all HES's operations.

**Findings.** This paper demonstrates how Futures Thinking techniques, such as scenario planning, can be effectively used to map critical uncertainties and identify business priorities across different possible scenarios for cultural organisations. It does so by illustrating the journey taken so far by HES to embed Futures Thinking techniques in the organisation, how it engaged with these and used them to begin the process of creating resilience and sustainability in its operations during this crisis.

**Originality/value.** Because cultural organisations do not traditionally engage in Futures Thinking, this paper makes the case that such tools are a valuable approach to foreseeing and surviving crises.

**KEYWORDS:** COVID-19, crisis response, Futures Thinking, heritage, policy, recovery, strategy

# 1. Introduction

## *1.1. Culture organisations taking a Futures Thinking approach*

It is very challenging for organisations to respond to a crisis and plan for recovery when facing many unknown variables. On a very general level, organisations around the world have been dealing with the same global uncertainties, but with different implications at local level. For instance, at the time of writing, we still do not know how quickly the pandemic is going to be contained, despite the introduction of COVID-19 vaccines. We also do not know what the consequences on the economy might be and how quickly the recovery might occur (Deloitte 2020). During these months, every country's health care system has responded differently to the crisis on a national and often regional basis, and patterns have been difficult to foresee. We also do not know what lasting psychological impacts these lockdowns, quarantines and restrictions might have on people.

Ultimately, we cannot know what these variables are going to do. We do not have a crystal ball and cannot foretell what the future might bring. However, depending on what these different variables might do, we will have different possible scenarios.

Futures Thinking and foresight approaches can help any organisation plan for different possible scenarios in order to become more future-proof – more aware of potential changing conditions, more adaptive and more responsive to change. Futures Thinking tools can help gather intelligence, analyse the dynamics of change and explore what the future might look like in five/ten years' time. These tools can be used by organisations at both strategic and operational levels to capture external trends impacting on organisations, to enable them to plan their resources for changing and/or different scenarios.

However, Futures Thinking, foresight approaches and long-term horizons are not usually associated with the often more traditional approaches adopted by culture or heritage organisations. Culture organisations, especially operating in the public sector or state-funded, are often constrained financially by restrictions on public funds expenditure and financial year reporting – known as 'annuality'. These constraints make it more challenging for public agencies in this position to plan for longer-time horizons, making it sometimes impossible to look beyond the current financial year. The literature review around Futures Thinking applied to public bodies, and particularly, heritage organisations, is certainly scarce though not quite non-existent. While culture and heritage bodies have not necessarily embraced futures and foresight approaches, publications such as *Tools for Futures, Thinking and Foresight Across UK Government* (United Kingdom Government Office for Science 2017) have been circulating in the wider government space for some years.

This paper will focus on Futures Thinking approaches to recovery and renewal that could be adopted by heritage organisations or, in fact, by any organisations in times of crisis. It will examine the case study of Historic Environment Scotland (HES), the lead public body and charity responsible for understanding, protecting and celebrating Scotland's historic environment, and how Futures Thinking and foresight techniques have been embedded in the organisation's strategy and operations to tackle the COVID-19 crisis.

The pandemic had a severe impact on HES's operations, as the income that we generate from visitors to the historic properties that we manage was dramatically reduced due to closures of visitor attractions all around Scotland. In light of all the global and local critical uncertainties, Futures tools were used to formulate three–five-year strategic planning to

increase the resilience and sustainability of the organisation.

We will examine the methods employed and how they were tailored to the specific needs of HES. We will start from a scenario-planning model produced by Deloitte (Deloitte 2020) and adapted by Scottish Government and Scottish Enterprise (Scottish Government & Scottish Enterprise 2020), which was used to open futures-focused conversations at senior organisational level. We will show how we used this scenario model to identify opportunities for the organisation in the different scenarios. We will then continue by looking at how we used a PESTEL (Political, Economic, Social, Technology, Environmental and Legal) analysis to examine the implications of critical uncertainties on the heritage sector and our organisation and identify focused priorities in different thematic areas.

The paper will show the steps that have been taken by HES, whilst recognising that this is only the start of a long process into Futures Thinking for the organisation. The aim of the paper is to share this experience and methodology with other organisations which might want to embark on a similar journey. The paper aims to demonstrate practical guidance and lessons learnt, being mindful that for culture organisations, especially heritage organisations such as HES, which are harnessed to the past by their very nature, thinking about and planning for the future can be an arduous thing to do.

## 1.2. HES and its challenges

HES is a national public body and a Scottish charity dedicated to understanding, protecting and celebrating Scotland's places now and sustaining the historic environment and its benefits for future generations. HES's vision is that Scotland's historic environment is cherished, understood, shared and enjoyed with pride by everyone (HES 2019).

By historic environment, we refer to both tangible and intangible cultural heritage, from castles to standing stones and collection items, from collective memory and social history, to storytelling and ephemera. In this definition, we need to also consider what heritage means to communities to give a holistic and diverse picture and build a comprehensive sense of place and belonging for people. HES's remit is therefore very varied, and includes six World Heritage Sites, 50,000 listed buildings, 40 battlefields, and people's stories and traditions connected to these places. We also directly manage physical collections and digital archives – five million photographs and drawings, and tens of millions of aerial photos. HES is at the forefront of researching and understanding the historic environment and addressing the impact of climate change on its future. In 2019, we provided grants of more than £14 million a year, stimulating regeneration, delivering benefits for communities, promoting sustainable economic and rural development and reinforcing local identity and a sense of place.

HES also performs statutory functions to protect our places and promote sustainable development through the designation of historic environment assets, consents relating to scheduled monuments, and our role as a statutory consultee. We provide advice, guidance and training and promote participation through programmes of education, engagement and skills sharing.

We care for more than 300 properties of national importance all across the country and are the largest operator of paid visitor attractions in Scotland, with 75 sites operated commercially. We rely on visitors for our income and, therefore, our financial sustainability. However, whilst in 2019–20 we welcomed five million visitors to the properties in our care, due

to the pandemic and various lockdowns, in 2020–21 we only had 250,000 visitors, with a detrimental impact on our finances.

HES was therefore forced to rethink its model to improve our sustainability and flexibility to withstand crises as an organisation.

HES identified Futures Thinking techniques as an effective way to address the same challenges as other culture organisations face, such as budget and resources, as well as other trends that have been exacerbated by the pandemic. HES has been applying Futures Thinking with a three to five years' time horizon in all the organisation's four phases of response to the pandemic – Response, Reflect, Resume and Reimagine (Graph 1).
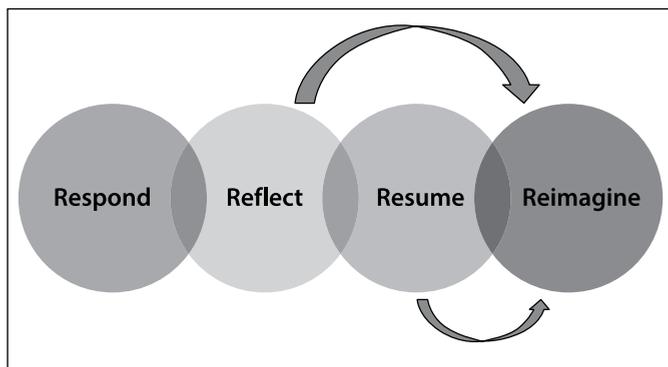


**Graph 1.** *Futures Thinking feeds into all four phases of HES's response to the COVID-19 crisis* (Source: Chiara Ronchini, HES, 2020)

Using a time horizon longer than the financial year to analyse trends and plan for the future has helped HES to embed a forward look into its operations and aid strategic planning in face of critical uncertainties.

# 2. Methodology

## 2.1. The scenario matrix model

For a year before 2020, HES had already started exploring the use of Futures Thinking techniques to capture and analyse trends, and therefore improve its ability to be responsive to challenges and proactive in terms of opportunities on the horizon (United Nations Development Programme [UNDP] Global Centre for Public Service Excellence 2018). The adoption process of these techniques was dramatically accelerated by the pandemic. Since April 2020, HES started planning how to trial and test different Futures Thinking techniques to respond to the COVID-19 crisis.

In May 2020, a few HES members of staff participated in a series of scenario-planning workshops led by the Scottish Government and Scottish Enterprise (Scottish Government & Scottish Enterprise 2020). These workshops were based on a COVID-19 scenario model developed by Deloitte (Deloitte 2020), which considers two main variables – the severity of the pandemic, and the level of collaboration between countries and within a country. These variables, also called 'axes of uncertainty', have been selected as the main critical uncertainties after considering a series of other variables – such as the health care system

and the economic consequences of the crisis – as best placed to create the most valuable scenario matrix (United Kingdom Government Office for Science 2017).

According to this model, these two variables shaped four possible future scenarios (Graph 2):

1. The Passing Storm
2. Sunrise in the East
3. Good Company
4. Lone Wolves
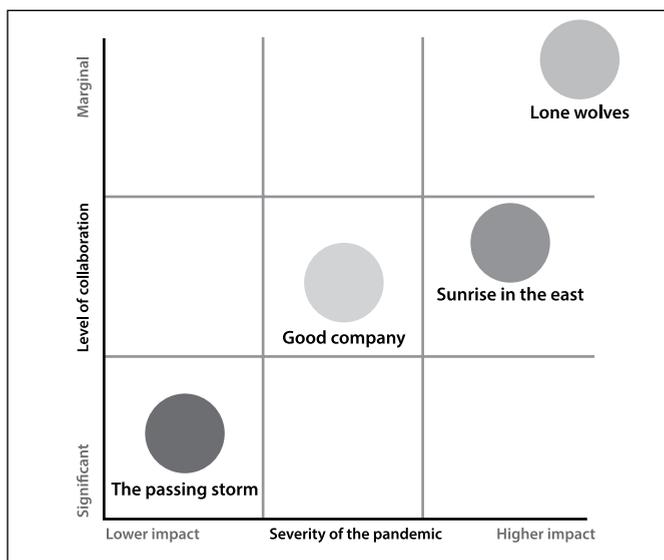


**Graph 2.** *The Deloitte model identifies four, equally possible scenarios* (Source: Chiara Ronchini, HES, 2021)

Sitting at the bottom left of the graph, in The Passing Storm scenario the pandemic is managed effectively soon, but with lasting repercussions on lower- and middle-income individuals, and communities. The other extreme is Lone Wolves, the scenario in which the pandemic cannot be contained due to poor collaboration between countries, giving way to the rise of isolationism policies and xenophobia.

In between these two scenarios, Good Company sees companies stepping up to find a solution, whilst disease progression is in waves. Finally, Sunrise in the East features the rise of East Asian Nations, who can contain the pandemic successfully and recover their economy more quickly than the rest of the world.

A key aspect of this scenario-matrix model is that all scenarios are equally possible. Therefore, when discussing these possible scenarios, it is essential to plan for what all these scenarios can bring both in terms of challenges and opportunities.

Prompted by these workshops based on this scenario model, the first step for HES was to adapt this model to tailor it to our changed operating environment and ensure it was relevant to HES, for instance by listing the potential consequences for the organisation and the historic environment in Scotland in each situation.

We then used this scenario model as a springboard for a series of discussions with our Senior Management Team and Board of Trustees, aimed at considering a variety of potential futures as well as looking at opportunities for HES in each scenario. These scenarios

worked well as an introduction to Futures Thinking for the organisation, gradually presenting concepts such as critical uncertainties, drivers for change and possible futures. This gradual approach enabled more forward-looking conversations to occur, starting to shape a futures-orientated strategy.

The methodology followed indicates that the opportunities and actions that come up in every scenario are the ones to prioritise, as they are the ones that should be implemented regardless of scenario. As an outcome of these early Futures workshops, Senior Managers were already able to identify a few initial priorities, for instance the need for a more sustainable business model and a strategy for working flexibly, to focus on and implement in the medium term, no matter what the future would bring. Seeing already the benefits of foresight approaches, the Senior Managers were able to further endorse the project's next steps, giving permission to explore issues that could challenge existing assumptions and go beyond business as usual (OECD 2019).

## 2.2. PESTEL Analysis

These scenario workshops were a useful introduction for HES to Futures Thinking. In order to prioritise action further and set out a more solid strategy, workshops were held based on a PESTEL Analysis model.

PESTEL analysis sits at the core of most futures and foresight work, as it helps identify and map 'change drivers' – the key trends and factors shaping the long-term development of a policy area. Change drivers are typically characterised as the political, economic, societal, technological, environmental and legislative factors (United Kingdom Government Office for Science 2017).

We tailored our PESTEL analysis to HES and the cultural heritage sector – for each of the six PESTEL components, we identified a broad range of change drivers, and associated opportunities and threats relevant to the organisation and the historic environment. We followed best practice in this case, as it is recommended to identify as many change drivers as possible rather than to think too narrowly and miss what could be important for the future (United Kingdom Government Office for Science 2017). This approach helped us weigh up implications for us and the sector in each PESTEL area.

In terms of the Environmental component, for example, both key global and key local drivers were identified, alongside their potential opportunities and threats. For instance, global drivers such as the Climate Change emergency will require us to think about new and more effective ways to manage our heritage, offering both new challenges as well as opportunities to the cultural heritage sector and HES. On a more local basis, drivers such as the Scottish Government targets for net-zero carbon to be achieved by 2045 can provide an opportunity to focus on the value of existing resources and infrastructure, on reuse, repair, and maintenance – rather than reducing emissions and waste from new-build construction –, on retrofitting, and on traditional materials and skills.

In another example, as part of the Economic component, we analysed a wide range of drivers, including the deep recession caused by COVID-19 in the UK and internationally. Consensus about the economic outlook has been tending towards the worse end of early predictions, and together with uncertainty and behavioural change this may lead to a smaller '90% economy' in the long term. On the one hand, an economic recession

alongside the Scottish Government's prioritisation of key sectors – such as health and education – may lead to flat or reduced Government funding for the next few years, which would negatively impact on the culture and heritage sectors, and the delivery of our functions. On the other hand, a grim economic and financial outlook may provide incentive and an opportunity to review HES's financial and business model, looking at options to further diversify income, develop fundraising capacity and implement new approaches.

Further workshops were held to discuss the opportunities and threats brought by the key change drivers analysed. These PESTEL workshops, alongside the previous scenario workshops, enabled the HES Senior Managers to identify a set of heightened priorities to re-focus our strategy and action for the next three to five years.

# 3. Results

## 3.1. Heightened Priorities

The five HES's heightened priorities are: Green Recovery; Localism; Sustainable Tourism; Skills; and Children and Young People. After the Futures workshops, it was agreed that these five areas of work will be given more prominence in our strategies as they are likely to still be the vital priorities for years to come. These are not new priorities for the organisation as, prior to the COVID-19 pandemic, work in all these areas was already being taken forward by HES, as it contributed to our Corporate Plan outcomes. As a further exercise, for each priority the project team devised a tailored SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, especially highlighting opportunities and threats for HES. These were discussed during transformative ideas sessions with HES Senior Managers and moderated by experts in the field who would offer a balanced view of the subject in hand and help the group consider different and external viewpoints during their discussion. The aim for this type of session is to identify transformative ideas that can bring positive change to aid recovery and renewal of the organisation.

Wider participation is essential to enable real transformation by introducing actors external to an organisation and get broader representation across the whole system (Kahan 2012). These transformative ideas sessions on heightened priorities were therefore also an opportunity for the organisation to employ co-design and service-design approaches to widen participation and obtain a fresher, more transformative perspective on possible futures. An example is the involvement of the HistoricScot Youth Forum in the discussions with Directors around the Young People and Skills priorities (Young Scot 2021).

The HistoricScot Youth Forum is a partnership project with Young Scot, the national information and citizenship organisation for young people aged 11–26 in Scotland. Throughout the course of the project, the HistoricScot Youth Forum has comprised a very diverse group of up to 35 young people from across Scotland, with the aim to improve youth engagement and participation with HES and the historic environment. The forum's contribution in the heightened priority sessions with HES was instrumental to including their views in the organisation's future plans. In the true spirit of co-design,
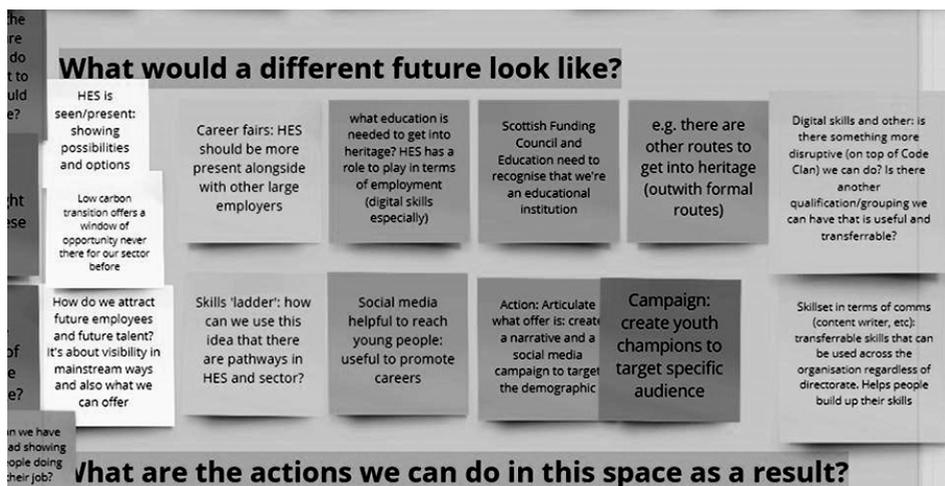
**Figure 1.** *From our Skills workshop: young people's ideas captured on post-it notes on a Miro board*
(Source: Chiara Ronchini, HES, 2020)

youth empowerment and leadership, the young people participated in the strategic conversations as equals, contributing many ideas, leading the discussions and challenging perspectives (Figure 1). This was a very new approach for HES, who had never involved young people in the strategic planning for the organisation before. Thanks to the success of this co-design approach, the partnership with the forum is still ongoing to further improve youth participation in decision-making processes and develop a Youth Action Plan for the organisation. Involving young people more in all HES activities will ensure that the organisation delivers relevant outcomes for them and strengthens the future resilience of the heritage sector.

As part of this transformative ideas exercise on heightened priorities, further actions were identified for each priority area to future-proof the organisation and aid recovery. In the longer term, the aim for these heightened priorities is to help HES achieve a higher degree of resilience and adaptability in a constantly changing context, by taking an evolving approach and continuously taking multiple drivers for change and variables into consideration.

Our vision, as stated in our Corporate Plan, remains a relevant and essential part of who we are. This Futures exercise builds on this vision by taking a more Futures-orientated dimension into account. Going through this process has never been so timely because of the increased demand on resources and budgets exacerbated by COVID-19. Futures Thinking enabled HES to prioritise activity more clearly, be more forward-looking and increase the sustainability of our organisation, focusing our resources on what is important now and in the next three to five years.

## 3.2. Futures-Thinking tools and resources

During the pandemic, a number of Futures tools were used, such as Horizon Scanning for gathering intelligence, Driver mapping (PESTEL) and Axes of uncertainty to analyse the operating context, and scenarios planning and SWOT analysis to explore how different conditions might support or constrain the delivery of policy and strategy objectives

(United Kingdom Government Office for Science 2017). Using HES as testing ground enabled us to pilot Futures Thinking techniques and start compiling all the learning in a Futures Toolkit.

The toolkit is conceived as a resource for the organisation to get more acquainted with different techniques and select the most appropriate tool in each situation, whether it is about gathering intelligence, investigating the dynamics of change or exploring what the future might look like. Inspired by the much more comprehensive UK Government 'Futures Toolkit' (United Kingdom Government Office for Science 2017), the HES Futures Toolkit contains a selection of trialled and tested techniques, as options available for staff who wish to embed Futures Thinking in their work.

In parallel to the delivery of Futures Thinking workshops, HES established a Virtual Intelligence Hub in September 2020, both in response to COVID-19 and the need for the organisation to have one central repository for intelligence and horizon scanning. The Hub aims to be a platform for everyone in the organisation to gather, share and lift the latest intelligence to produce reports and presentations, and inform policy and strategy on many different themes.

To fulfil its technical specifications and utilise existing organisation resources, the Virtual Intelligence Hub has been hosted in SharePoint. A small team have been using the Hub for over nine months uploading new content, testing its functionalities and improving its searchability, with the more immediate aim to broaden the use of the Hub to the wider HES in 2021. It is hoped that, in the longer term, this platform will also be shared externally to maximise the benefit of knowledge sharing with the whole heritage sector.

The Futures Toolkit alongside with the Virtual Intelligence Hub will be resources available to the whole organisation to support our operations, as well as embed Futures in our thinking.

## 4. Discussion

The COVID-19 pandemic was the unfortunate, but timely opportunity for HES to embark on a Futures Thinking journey, and test different tools and techniques to support more robust planning. Arguably, the key part of HES's journey has been the journey itself, as this has been a process of growth and challenge for the organisation. Amid this crisis, HES was forced to rethink priorities and resources to increase its sustainability and resilience – and Futures enabled the start of this paradigm shift in the organisation.

HES is only at the beginning of a long journey. The organisation has only experimented with Futures Thinking techniques, tools and resources for over a year since the start of the pandemic. More work is still necessary for HES to complete this paradigm shift (Klakurka and Irwin 2016) and truly embed Futures in the day-to-day running of the organisation. Whilst still at the early stages, we have already acquired many useful lessons, encountered stumbling blocks but still have some questions left unanswered. For instance, when we started this process, we could not find any literature review or comparable experiences in the cultural heritage sector, but only some references to Futures applied in the public sector. Since then, a few more studies have been published around

Futures Thinking and heritage, mainly from an academic rather than a practitioner's perspective (Holtorf and Högberg 2020). Sharing our experience with similar organisations becomes therefore essential to bridge that gap between the use of Futures and the operational, legal and financial planning constraints often faced by public-sector culture organisations.

Amongst many, two learning points are noteworthy: firstly, the importance of tailoring Futures to the specific needs of the organisation and the heritage sector; secondly, the need to empower the organisation to build capacity and buy-in. The coupling of these two key elements made it possible for HES to undertake intelligence gathering, analysis and strategic discussions as a collective and collaborative exercise. Participatory, interactive processes – albeit held entirely virtually due to pandemic restrictions – helped the organisation familiarise with a different way of thinking and the concept of transformative ideas. Senior Managers shared perspectives with other colleagues, external speakers and young people, challenging views, agreeing on necessary change and taking ownership of all decisions in a collaborative setting.

Whilst being bespoke and participatory, the whole approach to Futures also benefited from being agile and incremental in its delivery. On the one hand, agility has been essential to ensure that everyone in the organisation was able to become used to a new way of thinking, gradually introducing people to the concept of Futures and its applications. On the other hand, this more iterative, agile model translated in a less than ideal, shorter time horizon for the organisation to apply Futures Thinking. Whereas the optimal future horizon for this type of exercise would have been ten years to allow for more longer-term strategic thinking, HES decided to focus on the three-to-five-year horizon. In Futures terms, this horizon is called Horizon 2, a space to implement transition activities and innovations, where people try things out in response to the ways in which the landscape is changing (H3Uni Resource Library 2021). Horizon 2 is not as forward-looking as Horizon 3, which instead looks at changing drastically and completely the dominant, business-as-usual system. Despite the limitations of this shorter horizon, three-to-five-years proved to be a more manageable timeframe for the organisation to look at the future – already an important step for a public body like HES, with planning cycles usually tied to a one-year time horizon due to its funding and financial obligations. A horizon limited to the financial year, instead, would not have allowed the same level of innovative thinking and forward look. In Futures terms, a Horizon 1 represents 'business as usual', and can only be shaken once the world changes and aspects of business as usual begin to feel out of place or no longer fit for purpose. With the pandemic bringing systemic change to our operating environment, it was vital to look at least at Horizon 2 to go beyond 'business as usual' and try new ways.

A more gradual, agile approach could also be favoured by other public agencies that would like to embark on a similar journey into Futures Thinking, but that do not yet possess the right experience or that organisational mindset to jump in at the deep end.

# 5. Conclusion

Public-funded heritage organisations are often more constrained in their operations than private non-heritage organisations, therefore resulting in a more traditional response to crises. Rigid funding and business models pertaining to public bodies make it more difficult to employ an agile, iterative and forward-looking approach. When facing a crisis, these organisations might find it challenging to deal with multiple uncertainties and focus on scenario planning, often resulting in waiting for a crisis to resolve itself, not thinking about future sustainability and recovery, and going back to 'business as usual'. In worse cases, some organisations might not even be able to go back to business as usual, as failing to re-imagine a future and build in some sustainability might make them un-fundable in the longer term and lead to their collapse.

Acutely aware of the limitations of the sector and the challenges of the changing context we are operating in, this paper shared the experience of a large, national heritage body in taking a Futures approach to the COVID-19 crisis. Hopefully this paper has shown that it is indeed possible, and valuable, to apply Futures Thinking techniques in cultural heritage, despite all these constraints. The whole process was helpful for HES to think more proactively and build some sustainability in our strategy and operations. It ultimately helped HES to better focus time, resources and energy on what is important, increasing the organisation's resilience in response to the current crisis, laying the foundations for recovery and hopefully building some adaptability to any challenges the future may bring.

Only time, and continuous practice, will tell if HES is successful in embedding Futures Thinking in its operations. A key measure of success of this project will be ensuring that the learning and tools available to the organisation, such as the Future Toolkit and the Virtual Intelligence Hub, are user-friendly and fit-for-purpose. Staff using the toolkit to shape a Futures session or researching the hub to prepare a report are two examples of what an ideal outcome would look like. Another key measure of success will be to what extent the organisation is able to capitalise on the heightened priorities and key actions, such as increasing diversification of income sources, for effective recovery and renewal. Currently amid this very process, it is too premature to say how successful HES has been to achieve long-term resilience and sustainability.

We believe that there is scope and benefit for the organisation to apply Futures Thinking and foresight approaches to improve how decisions are made in the present (Hines & Bishop 2015), with the aspiration that this way of working becomes second nature to HES. Even at these early stages, sharing lessons learnt with other organisations is vital. Some questions still remain unanswered – for instance, we do not know yet whether we stress-tested our policies and strategies enough to future-proof them to better withstand the test of time and real-life circumstances. As we progress, we are also formulating new questions: 'How are any new critical uncertainties going to shape new possible scenarios?' 'How are we going to ensure that our heightened priorities will still be relevant in years to come?'.

Questioning and challenging the methodology are also part of the process. Organisations embarking on a Futures project need to continue to be critical, posing questions and reviewing change drivers to ensure that policies, plans and strategies are weighing up multiple variables and capturing new potential priorities. By sharing this live journey with a wider, global audience, we want to open a channel of communication for mutual learning,

so we can both challenge and be challenged. Despite the limitations of the sector and the setbacks of the pandemic, our aspiration is to continue to use HES as a live laboratory to experiment with Futures through collaborative and inclusive discussions. Keeping an eye on a longer-term horizon as well as our minds open to ideas and learning from others will require allocating resources to do more intelligence gathering, horizon scanning, scenario planning and stress-testing our work through co-design and participatory workshops. This will also require HES to be agile and adaptable to overcome the rigidity of annuality and business models, or any new critical uncertainties brought by future crises.

Hopefully, this work has already improved HES's ability to plan for and plan through new crises to a certain extent and may be of inspiration to other organisations facing similar challenges.

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# Sažetak

## Zaštita baštine u budućnosti: tehnike predviđanja budućnosti kao pomoć oporavku i obnovi za vrijeme Covid-19 krize

**Cilj.** Ovaj rad nastoji prikazati na koji način baštinske organizacije mogu odgovoriti na krizu i plan oporavka u slučajevima kada se radi o mnogostrukim budućim neizvjesnostima i to koristeći tzv. tehnike predviđanja budućnosti (engl. *Futures Thinking*). U radu se prikazuje pristup koji je Historic Environment Scotland (HES) koristio pri planiranju oporavka i obnove za vrijeme Covid-19 pandemije.

**Pristup/metodologija/dizajn**. U radu se kroz studiju slučaja prikazuje kako su raznovrsne tehnike anticipiranja budućnosti koristile da bi se postigla fleksibilnost rada HES-a. Radom se također ispituje kako će metodologija korištena u tim procesima pomoći u razvoju tehnike anticipiranja budućnosti i inkubatora virtualne inteligencije kao mehanizama podrške HES-ovim aktivnostima.

**Rezultati**. U radu je prikazano na koji način tehnike predviđanja budućnosti, kao na primjer planiranje scenarija, mogu biti upotrijebljene u mapiranju kritičnih neizvjesnosti i identifikaciji poslovnih prioriteta u različitim mogućim scenarijima neke baštinske organizacije. Prikazan je put koji je HES prošao u implementaciji tehnika predviđanja budućnosti i kako ih je koristio da bi započeo proces stvaranja otpornosti i održivosti u svojim aktivnostima za vrijeme krize.

**Originalnost/vrijednost**. Budući da baštinske organizacije u tradicionalnom smislu ne koriste tehnike anticipiranja budućnosti, ovaj rad prikazuje slučaj u kojem su takvi alati vrijedni doprinosi i pristupu planiranja i preživljavanja kriza.

**KLJUČNE RIJEČI:** baština, COVID-19, odgovor na krizu, oporavak, strategija, tehnike predviđanja budućnosti