



Alliance for Research on  
Cultural Heritage in Europe

ARCHE

Deliverable 2.4

## Vision and Mission of the ARCHE Alliance



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## Abstract

This report will shape the vision and mission of the ARCHE alliance that may be created after the end of the project and identify key trends and recommendations for the elaboration of the ARCHE SRIA.

## Revision history and list of contributors

Version	Date	Authors	Description
1	27/03/2024	Jamie Davies, Katherine Warren (AHRC-UKRI)	First and final version

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# Introduction

In September 2022, the Alliance for Research on Cultural Heritage in Europe project (ARCHE) was launched to promote a holistic approach to cultural heritage research and innovation. ARCHE will be a spearheading coordination network of researchers, innovators, heritage professionals, institutional bodies, and citizens.

The objective of ARCHE is to engage all cultural heritage actors in Member States / Associated Countries in the co-design of research and innovation strategies and roadmaps that lead to research and innovation initiatives requiring multidisciplinary approaches and skills.

The Cultural Heritage Research and Innovation landscape has changed significantly over the past few years. New political, technological and socio-economic parameters put emphasis on improving protection, conservation and restoration efficiency of European cultural heritage with green technologies, as well as developing and further exploiting high quality digitisation, open access and curation of digital assets. The need also exists to enhance the innovation potential and competitive edge of the Cultural and Creative Sector (CCS) to drive sustainable growth and job creation against global competition. A core part of its work is to co-develop a new Strategic Research and Innovation Agenda (SRIA) for heritage, to stimulate joint actions in emerging areas of need.

# 1. Methodology

The ARCHE project is made up of a series of Work Packages and Tasks. Task 2.2 (led by UKRI-AHRC) takes into account the results/recommendations of a landscape assessment in WP1 and a foresight analysis of Task 2.1. The work of Task 2.2 addressed the JPI Cultural Heritage SRIA 2020<sup>1</sup> as a whole, while adapting its themes to the long-term future scenario investigated in Task 2.1, to produce the Vision and Mission of ARCHE (Deliverable 2.4), due by April 2024.



Figure 1: Flow chart of Vision and Mission methodology and timeline

<sup>1</sup> <https://www.heritageresearch-hub.eu/app/uploads/2020/12/SRIA-2020-1.pdf>

To complete task 2.2, three virtual workshops were organised by AHRC:

- Virtual workshop 1 (Annex 1) was held on Wednesday 7 June 2023. It built on the driver mapping of ARCHE Task 2.1<sup>2</sup>, refining the drivers identified and identifying major trends which need to be factored when developing the Vision and Mission for ARCHE.
- Virtual workshop 2 (Annex 2) was held on Tuesday 11 July 2023. This focused on the development of a SWOT analysis of the JPI CH Strategic Research and Innovation Agenda.
- Virtual workshop 3 (Annex 3) was held on Tuesday 5 September 2023. This visioning workshop used the results of the first two workshops and analysed vision and missions for existing EU partnerships in order to understand the possibilities for the Vision and Mission for ARCHE.

ARCHE members, along with ARCHE/JPI CH Advisory and Scientific Board members as well as representatives from broader stakeholders from the cultural heritage sector were invited to attend. Over 30 attendees attended each of the virtual workshops which were held on Zoom and used virtual collaboration tools including Mentimeter and Miro (examples can be found in the workshop reports in the annexes).

Following the workshops, those who did not attend had the ability to add their comments to the workshop reports ahead of the drafting of the Vision and Mission as the documents were circulated to ARCHE members via email by the secretariat.

A Miro board of the draft Vision and Mission (Annex 4) went out to ARCHE stakeholders in November/December 2023 to enable the prioritisation of vision and mission options which AHRC had created based on the information received across the three workshops.

To support stakeholders, a definition of cultural heritage was provided. This was:

"cultural heritage consists of the resources inherited from the past in all forms and aspects - tangible, intangible and digital (born digital and digitized), including monuments, sites, landscapes, skills, practices, knowledge and expressions of human creativity, as well as collections conserved and managed by public and private bodies such as museums, libraries and archives. It originates from the interaction between people and places through time and it is constantly evolving. These resources are of great value to society from a cultural, environmental, social and economic point of view and thus their sustainable management constitutes a strategic choice for the 21st century;"

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<sup>2</sup> [https://www.heritageresearch-hub.eu/app/uploads/2024/04/ARCHE-D2.1\\_FINAL\\_V2.pdf](https://www.heritageresearch-hub.eu/app/uploads/2024/04/ARCHE-D2.1_FINAL_V2.pdf)



This definition comes from the Council of Europe's conclusions of 21 May 2014 on cultural heritage as a strategic resource for a sustainable Europe: [EUR-Lex - 52014XG0614\(08\) - EN - EUR-Lex](#). This choice has been made to stay in line with the terminology used in the Resilient Cultural Heritage Partnership's fiche, officially published by the European Commission in July 2023.

Between January-February 2024, the final options which had been most preferred by the ARCHE stakeholders went out for public consultation through an online survey which was available through the ARCHE website. This ensured that a broader range of stakeholders from the European heritage sectors were engaged in the process and that the vision and mission were co-created. Figure 2 illustrates that the survey received 86 responses. 30 of those were from those who identified as ARCHE consortium partners and 56 external stakeholders. Figure 3 reaffirms that the majority of the respondents classed themselves as a heritage and/or research professional.

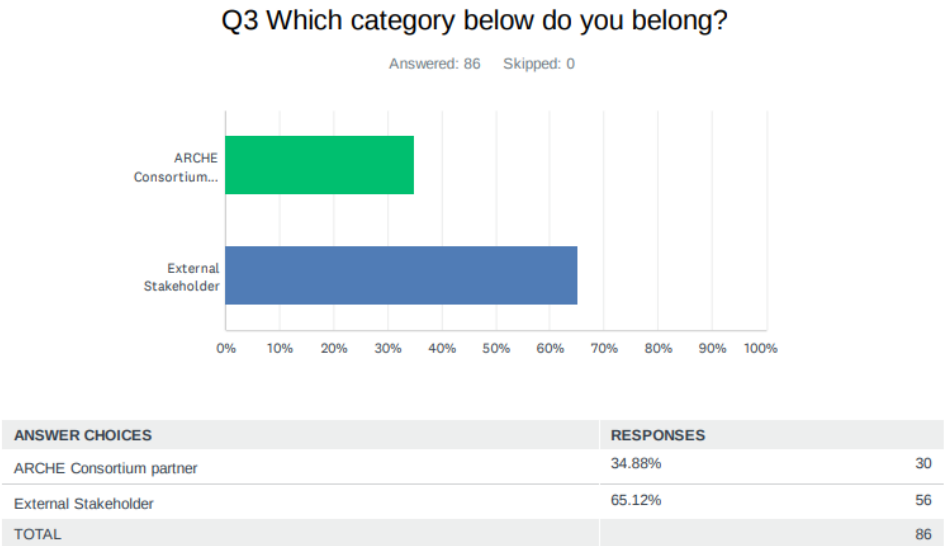
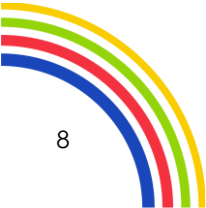
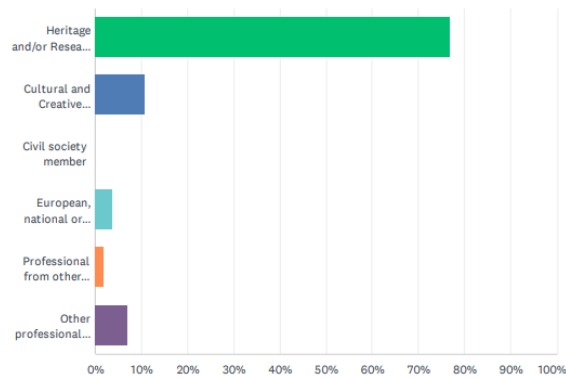


Figure 2: Image showing the organisational type responses to the public ARCHE vision and mission survey



Q5 Which category below do you identify yourself most with?

Answered: 56 Skipped: 30



ANSWER CHOICES	RESPONSES
Heritage and/or Research professional	76.79% 43
Cultural and Creative Sectors professional	10.71% 6
Civil society member	0.00% 0
European, national or regional decision and policymaker in research and heritage-related fields	3.57% 2
Professional from other scientific sectors	1.79% 1
Other professional status (please mention which)	7.14% 4
TOTAL	56

Figure 3: Image showing the organisational categories responses to the public ARCHE Vision and Mission survey

The final choices of this public survey informed the chosen ARCHE vision and mission which will be discussed in this report.

## 2. Vision

A Vision in an organisational strategy sets out what the world will look like if you achieve the mission that serves your purpose.

In workshop 2 participants defined the characteristics of a good vision as:

- Single sentence
- Memorable
- Concise
- Concrete not vague
- Clear and specific language (avoid 'step up the game', 'give a boost', 'to foster' etc. and technical jargon and abbreviations)
- Avoid repetition
- Ambitious but achievable
- Future impact orientated
- Easy to understand
- Clear timeline
- Focused
- Objective not subjective language
- Needs to be translatable
- Understandable by different audiences
- Scale and scope obvious
- Shared values and sense of belonging

A word cloud (figure 4) was created from delegate Mentimeter responses showing the key words that should be included in the ARCHE vision. The top 10 suggested words were: Innovation, Impact, Cultural Heritage, Wellbeing, Societal Challenges, Communities, Quality of Life, Resilient, Holistic Approach and Governance.



with improved wellbeing and quality of life, and the strengthened ability to respond to societal challenges.

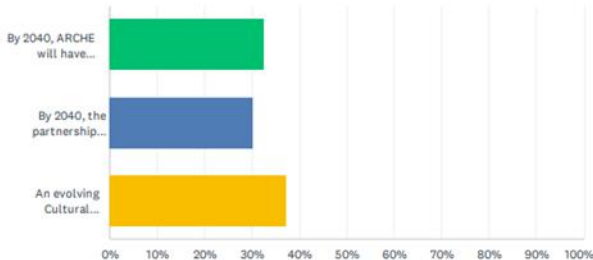
However, it was not an outright favourite with questions asked about the definition of the word communities, relationship between cultural heritage and creative industries and the focus on wellbeing and the quality of life. Because of this, further refining was done to the vision proposals for the final public survey.

For the final public survey, three options were given:

- a. By 2040, ARCHE will have created new opportunities for Cultural Heritage research collaboration which will have resulted in the strengthened ability to respond to societal challenges and an improved quality of life.
- b. By 2040, the partnership will have generated innovative research and will have delivered impactful solutions to build up societal resilience through cultural heritage.
- c. An evolving Cultural Heritage Research and Innovation partnership that addresses today's challenges and, through the richness of its diversity of actors, helps foresee and tackle future ones.

**Q1 Which of the options below do you think is the most suitable for the ARCHE Vision?**

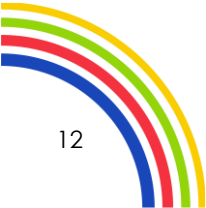
Answered: 86 Skipped: 0




ANSWER CHOICES	RESPONSES
By 2040, ARCHE will have created new opportunities for Cultural Heritage research collaboration which will have resulted in the strengthened ability to respond to societal challenges and an improved quality of life.	32.56% 28
By 2040, the partnership will have generated innovative research and will have delivered impactful solutions to build up societal resilience through cultural heritage.	30.23% 26
An evolving Cultural Heritage Research and Innovation partnership that addresses today's challenges and, through the richness of its diversity of actors, helps foresee and tackle future ones.	37.21% 32
<b>TOTAL</b>	<b>86</b>

Figure 5: Responses to ARCHE Vision final preference from public survey

Figure 5 illustrates how the responses to the final consultation on the ARCHE vision did not result in a clear preference but a near even split between the three vision options. After analysis of the data and discussions with the ARCHE coordinator, including noting





that 63% of respondents preferred the 'By 2040...' format of the first two options, as well as removing duplicate entries and focussing on responses by ARCHE consortium partners, it was agreed that the ARCHE Vision would be:

**By 2040, ARCHE will have created new opportunities for Cultural Heritage research collaboration which will have resulted in the strengthened ability to respond to societal challenges and an improved quality of life.**

### 3. Mission

A Mission in an organisation strategy that sets out the inspirational and aspirational outline of the problem it is seeking to solve and how we are going to make that vision a reality. As one participant put it, it's not just about "beautiful words". The vision is better if kept short, memorable, and high level and the mission can give more details about how it will be achieved.

Workshop participants defined the characteristics of a good mission as:

- Giving more context to the short vision (frame strategy)
- Forward-looking
- Specific not vague (avoid being too technical)
- Concise (could consider bullet points rather than a paragraph)
- Achievable and realistic
- Ownership and agency evident
- Evidences who will benefit directly and indirectly
- Understandable by different audiences



Figure 6: Word cloud of key words for ARCHE's Mission from attendees of workshop 3

A word cloud (figure 6) was created from delegate Mentimeter responses showing the key words that should be included in the ARCHE vision. The top 10 suggested words were: Research, Actions, Future, Future generations, Impact, Funding, Resilience, Knowledge, Interdisciplinarity and Knowledge Exchange.

The Mission options which were developed following the three virtual workshops and put for consultation to ARCHE partners through Miro were:

1. ARCHE will co-create joint research and innovation actions with stakeholders in the cultural and creative sectors and industries based on a holistic and multidisciplinary approach to cultural heritage and as a result enable a stronger impact of national funding and strategies across Europe.
2. ARCHE will undertake interdisciplinary joint research funding actions and knowledge exchange in order to strengthen cultural heritage in Europe during the green transition. Through a unique partnership of funding agencies, ministries, researchers, practitioners and communities, common opportunities and challenges will be addressed and research impact will be scaled up.
3. As Europe's only dedicated partnership for cultural heritage research, ARCHE will enable collaborative, interdisciplinary research and innovation actions. These collaborations will strengthen the resilience of the cultural heritage of Europe and benefit future generations. Stakeholders from the cultural and creative sectors will undertake knowledge exchange and capacity building activities which will increase their sustainability and create new academic, professional practice, policy and societal impacts.

The feedback received from the ARCHE stakeholders was a preference for:

Option 2- ARCHE will undertake interdisciplinary joint research funding actions and knowledge exchange in order to strengthen cultural heritage in Europe during the green transition. Through a unique partnership of funding agencies, ministries, researchers, practitioners and communities, common opportunities and challenges will be addressed and research impact will be scaled up.'

Comments from stakeholders focussed on the extent to which the mission should consider the weight given to the European Commission's twin transition (green and digital), emphasise importance of knowledge exchange and the breadth of ARCHE stakeholders.

For the final public survey, two options were given:

- a. ARCHE will co-create joint research and innovation actions and knowledge exchange with stakeholders in the cultural and creative sectors based on a holistic and multidisciplinary approach to cultural heritage. These collaborations will create new academic, professional practice, policy and

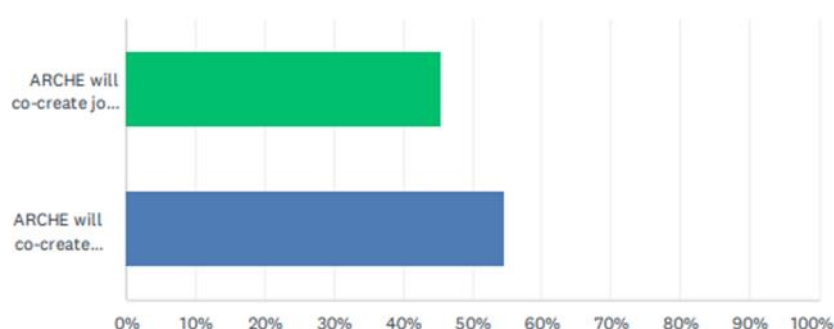


societal impacts, strengthen the resilience of the cultural heritage of Europe in response to the green and digital transition and benefit future generations.

- b. ARCHE will co-create multidisciplinary joint research funding actions, knowledge exchange and capacity building activities in order to strengthen the resilience of cultural heritage in Europe during the twin digital and green transition. Through a unique partnership of funding agencies, ministries, researchers, practitioners and citizens, common opportunities and challenges will be addressed, societal resilience will be strengthened and research impact will be scaled up.

## Q2 Which of the options below do you think is the most suitable for the ARCHE Mission?


Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES
ARCHE will co-create joint research and innovation actions and knowledge exchange with stakeholders in the cultural and creative sectors based on a holistic and multidisciplinary approach to cultural heritage. These collaborations will create new academic, professional practice, policy and societal impacts, strengthen the resilience of the cultural heritage of Europe in response to the green and digital transition and benefit future generations.	45.35% 39
ARCHE will co-create multidisciplinary joint research funding actions, knowledge exchange and capacity building activities in order to strengthen the resilience of cultural heritage in Europe during the twin digital and green transition. Through a unique partnership of funding agencies, ministries, researchers, practitioners and citizens, common opportunities and challenges will be addressed, societal resilience will be strengthened and research impact will be scaled up.	54.65% 47
<b>TOTAL</b>	<b>86</b>

Figure 7: Responses to ARCHE Mission final preference from public survey

Figure 7 illustrates the clear preference for the ARCHE mission from the public survey. The ARCHE mission will be:



**ARCHE will co-create multidisciplinary joint research funding actions, knowledge exchange and capacity building activities in order to strengthen the resilience of cultural heritage in Europe during the twin digital and green transition. Through a unique partnership of funding agencies, ministries, researchers, practitioners and citizens, common opportunities and challenges will be addressed, societal resilience will be strengthened and research impact will be scaled up.**

# Conclusion

This report has set out the collaborative process undertaken to co-create the ARCHE vision and mission.

The agreed ARCHE Vision is:

**By 2040, ARCHE will have created new opportunities for Cultural Heritage research collaboration which will have resulted in the strengthened ability to respond to societal challenges and an improved quality of life.**

The agreed ARCHE Mission is:

**ARCHE will co-create multidisciplinary joint research funding actions, knowledge exchange and capacity building activities in order to strengthen the resilience of cultural heritage in Europe during the twin digital and green transition. Through a unique partnership of funding agencies, ministries, researchers, practitioners and citizens, common opportunities and challenges will be addressed, societal resilience will be strengthened and research impact will be scaled up.**

This ARCHE Vision and Mission as well as the outputs from the three virtual workshops (summarised in the annexes) will inform the work of Task 2.3. The goal of Task 2.3 is to elaborate, validate and publish the ARCHE SRIA through multiple consultation rounds with different stakeholders and multiple draft SRIAs. It involves setting up of Working Groups, the organisation of virtual consultations with Stakeholder Forums and collation of the outcomes of 5 thematic virtual workshops in the ARCHE SRIA as a systematic framework and the organisation of a stakeholder workshop to finalise and validate the ARCHE SRIA.

# Annexes

## Annex 1 – Driver Mapping Workshop Report



ARCHE - Alliance for Research on Cultural Heritage in Europe

### Driver Mapping Workshop Report

#### Part of Deliverable 2.4

#### [Vision and mission of the ARCHE Alliance]



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## Introduction

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The objective of ARCHE is to engage all cultural heritage actors in member States / Associated Countries in the co-design of research and innovation strategies and roadmaps that lead to research and innovation initiatives requiring multidisciplinary approaches and skills.

The Cultural Heritage Research and Innovation landscape has changed significantly over the past few years. New political, technological and socio-economic parameters put emphasis on improving protection, conservation and restoration efficiency of European cultural heritage with green technologies, as well as developing and further exploiting high quality digitisation, open access and curation of digital assets. The need also exists to enhance the innovation potential and competitive edge of the Cultural and Creative Sector (CCS) to drive sustainable growth and job creation against global competition. A core part of its work is to co-develop a new Strategic Research and Innovation Agenda (SRIA) for heritage, to stimulate joint actions in emerging areas of need.

### ARCHE Task 2.2

The ARCHE project is made up of a series of Work Packages and Tasks. Task 2.2 (led by UKRI-AHRC) takes into account the results/recommendations of a landscape assessment in WP1 and a foresight analysis of Task 2.1. The work of Task 2.2 will address the JPI Cultural Heritage SRIA 2020 as a whole, while adapting its themes to the long-term future scenario investigated in Task 2.1, to produce the Vision and Mission of ARCHE (Deliverable 2.4) by April 2024.

To complete task 2.2, three virtual workshops have been/will be organised:

- Virtual workshop 1 (Annex 1) which was held on Wednesday 7 June 2023 (09:00-1200 UK time). It built on the driver mapping of ARCHE Task 2.1, refining the drivers identified and identifying major trends which need to be factored when developing the Vision and Mission for ARCHE.
- Virtual workshop 2 will be on Tuesday 11 July 2023 (13:00-16:00 UK time). This will focus on the development of a SWOT analysis of the JPI CH Strategic Research and Innovation Agenda.
- Virtual workshop 3 will be on Tuesday 5 September 2023 (09:00-12:00 UK time). This will be a visioning workshop using the results of the first two workshops which will help us to develop the Vision and Mission for ARCHE.

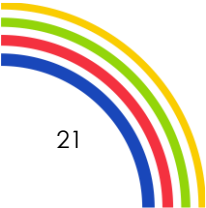
ARCHE members, along with ARCHE/JPI CH Advisory Board and Scientific Group members as well as representatives from broader stakeholders from the cultural sector were invited to attend.


Following the workshops, those who did not attend them will have to ability to add their comments to the workshop reports ahead of the drafting of the vision and mission. The draft vision and mission will go out for consultation in November and December 2023 ahead of its submission by April 2024.

**Driver Mapping Workshop**

Political	Shifts in global geopolitics and styles of national governance   Shifts in world order & new alliances replace 'western/non-western' dichotomies   New conflicts   Divergent geopolitical trajectories and decreasing multilateralism   Increasing authoritarianism and erosion of human rights   Diminishing Eurocentricity   Rising nationalistic populism   Brexit
Economic	Rising wealth inequality   Global financial instability   Growth stagnation   Inflation, commodity shortages   Decreasing public budgets
Societal	Shifting demographics   Health, and value change   Post-COVID-19 pandemic scenarios   Population growth, then decline   Ageing populations   Increasing mental health challenges   Transnational migration   Depopulation of rural and other areas   Increasing growth of urban centres   Value change   Remote working, gig economy 'precariat'   Greater expectation to engage citizens and civil society in the co-creation/design/construction process
Technological	Digital intensification   Artificial Intelligence   New ethical and security concerns   Digital divide - inequalities in access and digital skills   Job replacement and new job creation by technologies   European Heritage Cloud
Legal	Agenda 2030 Sustainable Development Goals   New European Bauhaus   EIT Culture & Creativity   New Partnerships within Horizon Europe   Horizon Europe successor   Interdisciplinary actions using digital and green technologies and innovation to develop the links between creative industries and heritage to benefit the EU economy and sustainable growth   Open Access requirements
Environmental	Extreme weather events   Sea level rise   Biodiversity loss   Resource shortages (food, water security)   Loss of habitat and livelihoods   Transnational migration   New conflicts   Green New Deal

Table 1: PESTLE drivers identified which provided a focus for the driver mapping workshop





The method of Driver Mapping was selected to identify the Political, Economic, Societal, Technological, Legislative and Environmental drivers (PESTLE) that are most important for the future of the ARCHE SRIA and to shape the vision and mission, and to distinguish between certain and uncertain outcomes resulting from the action of those drivers.

The workshop involved two rounds of breakout sessions. The interactive tool MIRO was used to capture the comments of the participants and create the driver map. In the first, the implications of the Political, Economic and Societal drivers were discussed. In the second, the implications of the Technological, Legislative and Environmental drivers were discussed. By the end of the workshop, the implications of the identified drivers that need to be considered when developing the ARCHE Vision and Mission were recorded. A driver-map with priority drivers (high importance and certainty) identified together with their likely impacts has been produced and is the focus of this summary report.

Ahead of the workshop, the ARCHE Foresight Study (Deliverable 2.1) was circulated to attendees. In preparation for the driver mapping workshop, the most relevant PESTLE drivers were identified from the Foresight Study as well as some additional drivers pertinent to EU policies and programmes. These were collated into a table (Table 1). The summary table formed the basis for the workshop breakout group discussions and MIRO submissions.

Alison Heritage (ICCROM) who led on Deliverable 2.1 gave introductory comments at the start of the driver mapping workshop. Alison Heritage explained that Strategic Foresight encompasses a range of tools to explore futures. Crucially Foresight does not predict the future; it takes a longer-term view and a long-term outlook; helping to promote greater resilience and adaptability. The report considered 35 sources of future orientated literature including foresight strategies from diverse sectors such as environment, health, education as well as arts, culture and heritage. Key megatrends for ARCHE to consider were political shifts, economic developments, the climate crisis, changing societies and the digital transformation. Cross cutting themes identified were changing and competing values, sustainability and wellbeing. The report also identified the need for ARCHE to build resilience through addressing inequalities, reducing social tensions, centring sustainability and wellbeing, re-imagining learning, evidencing impact, using anticipation and developing foresight. Alison Heritage reminded delegates that heritage can empower local communities by becoming more people centered, wellbeing-based, and using human rights approaches.

### Political Drivers

The most important political drivers for ARCHE were identified as being altered geopolitical trajectories (impact of the war in Ukraine, US/China tensions and Brexit).

Political tensions may result in heritage becoming more contentious and impacted by conflicts. The polarizing effects of heritage and its potential misuse for divisive political purposes were also recognised. A discussion was had about the political position of ARCHE with questions raised about whether its activities will always be able to be neutral. The extent to which ARCHE will influence and react to changing geopolitics will depend more on the position of the members' funding agencies/organisations than ARCHE as an entity.

Whilst the foresight study identified that Eurocentric 'universal' heritage ideals may be replaced by a greater plurality of knowledge and approaches, participants agreed that given ARCHE receives funding from the European Commission, it is certain that European Union political values will influence ARCHE. ARCHE will need to consider what positive aspects of Eurocentrism enable a balanced approach in light of geopolitical instability, demographic shifts and to ensure multivocality.

One important and certain driver was the potential for heritage to be used as a tool of soft power and the opportunities for cultural dialogue and common social good. The potential for heritage to mediate and unify through shared social values that transcend political lines can stimulate empathy, reflection, and facilitate mediation, especially in face of difficult histories (post-colonial debates and dissonant heritage). ARCHE needs to consider how its consortium composition, policy, research and innovation activities can be structured to best take advantage of this opportunity.

The need to develop new skills and training was outlined within the discussion around the importance and certainty of political drivers. ARCHE has the opportunity to enhance the cooperation within, the profile of and the skills capacity of the heritage sector within the context of increasing and rapidly changing political drivers.

### Economic Drivers

The repositioning of cultural heritage as a social good (in line with a post growth wellbeing agenda) was agreed to be the most important and certain driver. This reaffirms the findings of the foresight report which highlighted wellbeing as an important cross cutting theme for shaping more desirable futures, and the need for new tools to better evidence heritage impacts in terms of wellbeing. ARCHE activities can continue to provide evidence of the cultural dimension of the wellbeing agenda, the value (economic and non-economic value) of heritage at different scales and the opportunities it provides through social prescribing. If this is to happen, wellbeing alliance stakeholders need to be brought into the stakeholder workshops and partnership development and delivery phases.

The foresight study identified that the increasingly uncertain economic outlook (inflation, growth stagnation and commodity shortages) may compound existing funding inequalities and likely limit the funding available that can be leveraged





through ARCHE. ARCHE as a European wide partnership has the opportunity to demonstrate the added value/ financial leverage of such a partnership. ARCHE also has the potential to act as a facilitator to bring private sector collaboration to heritage research and innovation. If this is to happen, private sector stakeholders need to be brought into the stakeholder workshops and partnership development phase. Equally, given the potential for intangible heritage to be disproportionately impacted by economic inequalities, ARCHE need to ensure that stakeholders representing intangible heritage are included from the outset.

The need to develop new skills and training was outlined within the discussion around the importance and certainty of economic drivers.

### Social Drivers

Increasingly changing and fluid heritage values was agreed to be the most relevant social driver. The need to reconsider and redefine concepts used to understand heritage was recognised. ARCHE should provide a space for reflection about how these values and concepts have and are changing and the implications for undertaking research (more inclusive and bottom-up practices) and demonstrating impact. Participatory models (co-creation and knowledge exchange) and the inclusion of diverse stakeholders is both how ARCHE needs to be developed and delivered. The inclusion of more civic society stakeholders within ARCHE and future heritage research and innovation would support this.

The need to consider changing demographic profiles was highlighted, including ageing populations, the relationship between generations and disparities between rich and poor. The inclusion of the European Students' Association for Cultural Heritage as an ARCHE stakeholder is one example of how ARCHE will enable an inclusive and participatory development and delivery of a new partnership. Further stakeholders relating to this driver should be identified.

Widespread migration and displacement which result in heritage becoming less geographically anchored and more dispersed and movable across borders was recognised to be not as relevant for ARCHE given that migration and displacement had shaped heritage throughout history.

### Technological Drivers

AI was identified as being important, however it was agreed that there was too much uncertainty with regards to its implications for ARCHE. There is a need to understand what it is to be human and there is a role for heritage in the development of human-centered AI. *ARCHE needs to decide if it has a role to play in the discussions on AI or are others in the European heritage sector best placed for this? Could ARCHE provide AI training as part of its European heritage research and innovation activities?*

Intellectual property and technological skills were deemed a more important technological driver for ARCHE. Intellectual ownership of digital material and heritage is an area that will need greater engagement within policy development. *Does ARCHE have sufficient expertise and/or who does it need to partner with if it is an important driver to address? Digital inequalities are rising globally, so the digital divide must be addressed with building digital skills being key. How can ARCHE contribute to this given the challenges associated with Eurocentrism? What role can ARCHE play in leading the research and innovation agenda into ethics, environmental, economic, authenticity and credibility of digital and cultural heritage developments?*


Data repositories for heritage need to be accessible and sustainable i.e., digital preservation and open access. The rapid developments and investment in data repositories for heritage including the European Collaborative Cloud for Cultural Heritage were agreed to be an important and certain driver for ARCHE. ARCHE must develop a close relationship with the award holders of the European Collaborative Cloud for Cultural Heritage and be part of the stakeholder network informing its future development by the European Commission.

#### Legal Drivers

In addition to intellectual property relating to cultural heritage and the need for a cross-sectoral approach to resolve rights issues and to protect heritage and local knowledge, the most important and certain driver was the new Horizon Europe Cluster 2 Partnership opportunity. Successful development of ARCHE in securing the Cluster 2 Cultural Heritage Partnership would provide the opportunities to advocate for greater inclusion of heritage research within the Horizon Europe successor framework programme from 2028. Furthermore, ARCHE has the opportunity to become a partnership platform connecting both cultural heritage and policy, especially given uncertainty relating to future European elections. A more holistic approach could then influence policy mechanisms such as the EU Work Plan for Culture.

The second most important and certain legal driver was the opportunities for new policy roles in areas outside heritage (e.g. health, education). The heritage sector must showcase its contributions to other fields such as social/economic development and urban planning with measurable and comparable impact indicators for decision makers. *Does ARCHE at present have stakeholders from these policy areas as part of its development and delivery?*

The third most important driver was the relationship with the new legal entity of EIT Culture & Creativity- European Institute of Technology Knowledge and Innovation in the Cultural and Creative Sectors and Industries. It was agreed that this was more important to ARCHE than the New European Bauhaus, though Built4People partnership was also noted as being a future collaborating partner, as well as the DUT



Driving Urban Transitions Partnership. Whilst collaboration with the creative industries was not identified as being highly important, collaboration with the EIT Culture & Creativity would enable ARCHE to link the heritage sector with the work of the EIT in developing interdisciplinary actions using digital and green technologies and innovation to develop the links between creative industries and heritage to benefit the EU economy and sustainable growth. Such a collaboration could also address the research gap and capacity building related to intellectual property.

### Environmental Drivers

Climate change and the loss of cultural heritage was identified as being the most important driver. It was recognised that there will be inevitable change and loss of heritage in the foreseeable future. Heritage care reimagined can be an intergenerational tool to find pathways to resilience and drive positive change. New forms of heritage may arise through adaptation to new climate-based norms. How we define and accept loss, determine what to save, and manage grief should be an important part of ARCHE's research and innovation agenda. It is important to also have a conversation about who makes the decisions about what to save or lose.

Increasing recognition of different knowledge systems and their contributions to climate change responses was also recognised as an important driver. It was recognised that a holistic values-based approach should enable this. It was also noted that cultural and natural heritage should not be separated. Heritage is the natural environment and is a record of how things were done in the past. It was noted that ARCHE must promote the positive contribution of cultural heritage as a resource for climate mitigation and adaptation. Participants highlighted the importance of working locally and with indigenous communities and considered how ARCHE can develop global equitable partnerships given the challenges associated with eurocentrism.

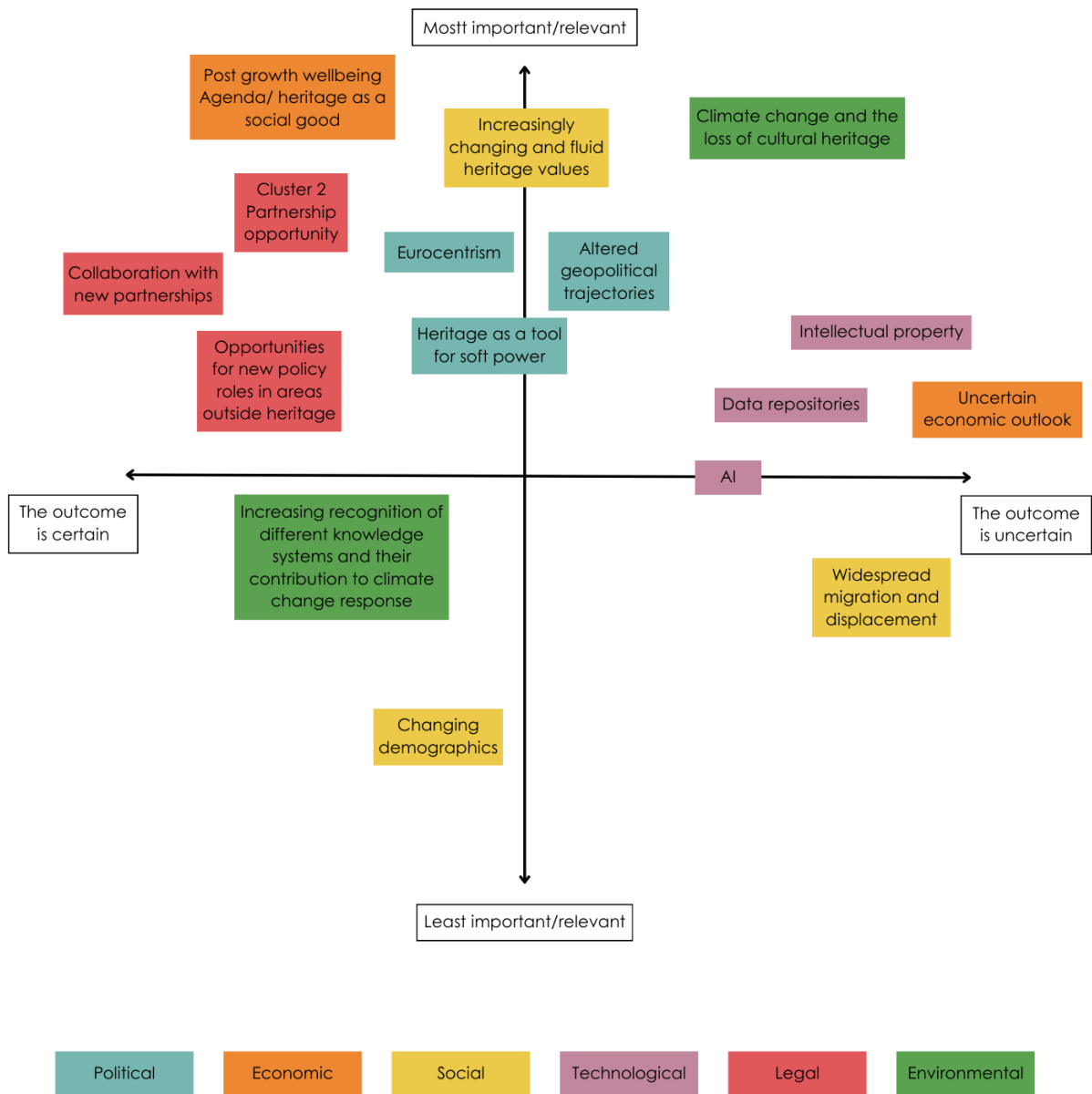


Figure 8: ARCHE driver-map with priority drivers

## ARCHE Driver Mapping Workshop

Wednesday, 7<sup>th</sup> June 2023, From 09:00 to 12:00 (UK Time).

Online Workshop

**08:45-09:00 ONLINE VIRTUAL ROOM OPENING FOR PARTICIPANTS-** Managed by Shangyun Shen (FSP)

### 09:00-09:20 OPENING SESSION

- **Welcome and breakout sessions introduction.** Katherine Warren, AHRC-UKRI
- **D2.1 Foresight Studies Overview** - Alison Heritage, ICCROM

### 09:20-10:20 BREAKOUT SESSION 1: Political, Economic and Social Drivers

Parallel break out groups. Group 1 moderated by Katherine Warren (AHRC-UKRI) and Group 2 moderated by Jamie Davies (AHRC-UKRI). Notetakers will be Miruna Găman (FSP) and Al Golding (AHRC-UKRI). Both groups to discuss and record through Miro the implications of the following drivers for ARCHE as well as identifying their certainty and importance:

- Political Drivers
- Economic Drivers
- Social Drivers

### 10:20-10:30 COFFEE BREAK

### 10:30-11:30 BREAKOUT SESSION 2: Technological, Legal, Environmental Drivers

Parallel break out groups. Group 1 moderated by Katherine Warren (AHRC-UKRI) and Group 2 moderated by Jamie Davies (AHRC-UKRI). Notetakers will be Miruna Găman (FSP) and Al Golding (AHRC-UKRI). Both groups to discuss and record through Miro the implications of the following drivers for ARCHE as well as identifying their certainty and importance:

- Technological Drivers
- Legal Drivers
- Environmental Drivers

### 11:30-12:00 PLENARY

- 11:30-11:55 **Outcomes of Breakout Sessions followed by open discussion.** Katherine Warren (AHRC-UKRI) and Jamie Davies (AHRC-UKRI). Notetakers will be Miruna Găman (FSP) and Al Golding (AHRC-UKRI).
- 11:55-12:00 **Closing Remarks** by Katherine Warren (AHRC-UKRI)

This workshop will be recorded for the purpose of note taking only and will not be made public.

## Annex 2 – SWOT Analysis Workshop Report



ARCHE - Alliance for Research on Cultural Heritage in Europe

### SWOT Analysis Workshop Report

#### Part of Deliverable 2.4

#### [Vision and mission of the ARCHE Alliance]



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**UK Research  
and Innovation**

Funded by UK Research and Innovation (UKRI) under the UK government's Horizon Europe funding guarantee [grant number 10044438]

## Introduction

In September 2022, the Alliance for Research on Cultural Heritage in Europe project (ARCHE) was launched to promote a holistic approach to cultural heritage research and innovation. ARCHE will be a spearheading coordination network of researchers, innovators, heritage professionals, institutional bodies, and citizens.

The objective of ARCHE is to engage all cultural heritage actors in member States / Associated Countries in the co-design of research and innovation strategies and roadmaps that lead to research and innovation initiatives requiring multidisciplinary approaches and skills.


The Cultural Heritage Research and Innovation landscape has changed significantly over the past few years. New political, technological and socio-economic parameters put emphasis on improving protection, conservation and restoration efficiency of European cultural heritage with green technologies, as well as developing and further exploiting high quality digitisation, open access and curation of digital assets. The need also exists to enhance the innovation potential and competitive edge of the Cultural and Creative Sector (CCS) to drive sustainable growth and job creation against global competition. A core part of its work is to co-develop a new Strategic Research and Innovation Agenda (SRIA) for heritage, to stimulate joint actions in emerging areas of need.

### ARCHE Task 2.2

The ARCHE project is made up of a series of Work Packages and Tasks. Task 2.2 (led by UKRI-AHRC) takes into account the results/recommendations of a landscape assessment in WP1 and a foresight analysis of Task 2.1. The work of Task 2.2 will address the JPI Cultural Heritage SRIA 2020 as a whole, while adapting its themes to the long-term future scenario investigated in Task 2.1, to produce the Vision and Mission of ARCHE (Deliverable 2.4) by April 2024.

To complete task 2.2, three virtual workshops have been organised:

- Virtual workshop 1 was held on Wednesday 7 June 2023. It built on the driver mapping of ARCHE Task 2.1, refining the drivers identified and identifying major trends which need to be factored when developing the Vision and Mission for ARCHE.
- Virtual workshop 2 was held on Tuesday 11 July 2023. This focused on the development of a SWOT analysis of the JPI CH Strategic Research and Innovation Agenda.
- Virtual workshop 3 (Annex 1) will be held on Tuesday 5 September 2023. This will be a visioning workshop using the results of the first two workshops which will help us to develop the Vision and Mission for ARCHE.



ARCHE members, along with ARCHE/JPI CH Advisory Board and Scientific Group members as well as representatives from broader stakeholders from the cultural heritage sector were invited to attend.

Following the workshops, those who did not attend will have to ability to add their comments to the workshop reports ahead of the drafting of the Vision and Mission. The draft Vision and Mission will go out for consultation in November and December 2023 ahead of its submission by April 2024.

### **SWOT Analysis Workshop**

The method of SWOT Analysis was selected to identify the strengths, weaknesses, opportunities and threats relating to the 2020 JPI CH [Strategic Research and Innovation Agenda](#) (SRIA). This analysis will mean the ARCHE SRIA will be able to build on the strengths of the JPI CH SRIA, learn from its weaknesses, adapt to new opportunities and consider threats to its development.

The JPI CH SRIA was circulated to participants prior to the workshop. Participants were asked to consider the JPI CH SRIA 2020 from a high-level perspective and to think about the Strengths, Weaknesses, Opportunities and Threats in relation to:

- The research priority areas
- The research and innovation principles
- The operational instruments
- The link to the Sustainable Development Goals
- The structure of the document
- The wider European funding landscape and what next for ARCHE
- Who the audience is/should be for the SRIA

The workshop involved two rounds of breakout sessions. In the first, we discussed strengths and weaknesses relating to the SRIA 2020. In the second, we discussed opportunities and threats relating to the SRIA 2020 and the development of the ARCHE Vision and Mission. The interactive tool [MIRO](#) was used to capture the comments of the participants and create the resulting SWOT analysis table (Table 1) which is the focus of this summary report and which will inform the development of the ARCHE SRIA.



Strengths	Weaknesses	Opportunities	Threats
Relevance	Too broad- perhaps at the expense of heritage	Integration of case studies	ARCHE independence v Partnership expectations
Holistic approach to cultural heritage	European v Global ambition tension	Priority areas to be structured around impact on policy, society and research.	Tension between national, European and global aspirations
Relatable to national political agendas	Accessibility and communication of SRIA	Applicability of all Sustainable Development Goals	Reflecting changing heritage values
Co-created	Need for clearer indicators of success and outline of challenges	Interdisciplinary and transdisciplinary knowledge exchange	Recognising the Eurocentric perspectives of heritage research
Outward looking	Limited Horizon Europe alignment	Living document-greater foresight studies	Ability to be pan-European with geographical imbalance
Sustainable Development Goals Framework	Unequal implementation of the instruments	New partners for ARCHE- more inclusive SRIA	Try to do too much
Toolbox approach	Underestimation of innovation potential	Place-based research	Deprioritisation of heritage
Structure of principles, priority areas and instruments		Horizon Europe alignment	Reduction in funding available
		Collaboration with EU partnerships and initiatives	Lack of clear and prioritised principles, priority areas and instruments

Table 2: SWOT Analysis Summary

## Strengths

The JPI CH 2020 SRIA was agreed to be still relevant and should be the starting point for the ARCHE SRIA. It was co-created and developed with a scientific methodology which means it remains relatable to JPI CH members and national political agendas. The success of the co-creation was recognised as a strength given that the document had been agreed between so many national agencies.

The ambition, holistic and outward looking approach of the SRIA was valued by the participants. The holistic definition of heritage and research provided a broad focus for the SRIA, whilst the recognition of the need for European heritage research to be global and therefore embedded in the SRIA remains a strength.


Using the Sustainable Development Goals to frame the SRIA was an agreed strength. It was recognised that it provided the opportunity for the JPI CH to demonstrate the value of heritage and use a pre-defined measurement which enables interdisciplinarity research, transversal priorities and universal relatability.

Having a concise number of priority areas and principles and then a toolbox of instruments was a strength of the JPI CH SRIA, and it was recommended that this structure should be used by ARCHE. It was recognised by many participants that the JPI CH 2020 SRIA remains both a comprehensive and practical document.

## Weaknesses

Whilst being holistic and having an outward looking approach was recognised as a strength, many participants also saw these as being a weakness. The broadness of the scope of heritage within the SRIA and striking a balance between the expectations of heritage science and heritage studies was noted. Whilst it was agreed that heritage is an evolutive concept, the absence of definition of heritage and broadness of the heritage priorities, could result in the SRIA prioritising the usefulness of heritage to contribute to other areas rather than the intrinsic value of heritage itself. As one participant commented "Many of these things may have been written without heritage", another said, "How far can we go to sacrifice Heritage when we consider heritage as an agency?" and another noted "the aim of research is to lead policy, not to reflect it". Furthermore, whilst being outward looking the methodology did not include stakeholders/insights from other sectors, research fields and domains as ARCHE is doing.

The apparent tension between the outward/global aspirations of the SRIA and European and regional priorities was recognised as a weakness as no attempt to address this was included.



It was acknowledged, that the language used in the SRIA doesn't allow for a large dissemination to communities outside of those already working in cultural heritage and could result in research for research's sake. One participant commented "if you want to broaden your audience, then you have to make it more accessible." Whilst an accompanying video had been created, the COVID restrictions limited further planned awareness raising activities, some participants therefore noted they believed the SRIA wasn't well known. Lighter and more accessible versions of the SRIA such as fact sheets with more visual evidence were raised as a suggestion to improve this.

There were also weaknesses relating to whether the indicators for success of the SRIA were clear and measurable. Furthermore, the challenges being addressed and evidence of impact (where are we starting from) was not distinctly outlined from the outset.

Given that the Horizon Europe work programmes hadn't been published at the time of writing, the policy section was not as clearly aligned with the European research frameworks as it should have been. The gender equality requirements of the European Commission also as a result had not been embedded in the SRIA.

Whilst the toolbox approach of the SRIA was recognised as a strength, this has led to the unequal implementation of the instruments given that there was no prioritisation of them.

Finally, workshop attendees proposed that the potential of heritage in innovation was underestimated in the SRIA. For example, how Retro-innovation (use of old knowledge and capacities in new ways) could have been promoted through research to maximise impact and innovation potential.

### Opportunities

As noted under weaknesses, it was suggested that the priorities should be structured to make clear the potential impact on policy, research and society.

To address the tensions around terminology, a glossary was identified as an opportunity to enhance the SRIA.

Case studies (impact and added value of projects and joint activities) should be integrated in the body of the SRIA or in an annex.

Greater use of links and annexes would make a more concise resource, in particular the SRIA introductory pages. Analysis of non-heritage SRIAs is an opportunity to learn from best practice in creating an accessible, impactful and valued strategic resource.

Building on the strength relating to the inclusion of the Sustainable Development Goals, there is the opportunity to demonstrate how heritage is relevant for all the goals and apply the framework consistently across the ARCHE SRIA.

Whilst the importance of interdisciplinary and transdisciplinary research was recognised for heritage research, it was acknowledged that ARCHE could have a greater role to play in the exchange of knowledge and therefore strengthening the opportunity for this within the SRIA.

By having more active engagement with foresight related activities within ARCHE, the SRIA could become more of a flexible and living document in particular given the recognition of changing heritage values, domains of heritage science and heritage studies and PESTLE drivers.

The inclusion of new partners is a positive opportunity in the development of the SRIA. Although there are a lot more aspirations as a result of the broader partnership that need including, this is an important opportunity in the transition from the JPI CH SRIA to a more inclusive pan-European ARCHE SRIA. It was particularly noted as an opportunity that stakeholders representing young researchers had been included and that they were not included as part of the JPI CH SRIA development. Furthermore, stakeholders from the cultural and creative sectors beyond research funders as well as the possibility for public led research were noted as important opportunities for developing the ARCHE SRIA.

The promotion of Place based research (regional or local case studies) was noted as an opportunity as it could be an important mechanism for bridging research and societal impact and relevance.

Now the Cluster 2 work programmes and candidate partnerships are public, ARCHE can include mapping and alignment within the SRIA which JPI CH was unable to do for the 2020 SRIA. Intersectoral opportunities such as the New European Bauhaus, EIT Culture and Creativity and the European Collaborative Cloud for Cultural Heritage and the synergies and collaboration between them and ARCHE will need to be outlined in the SRIA..

#### Built4People Partnership (B4P)

A recognised threat was that in setting the research and innovation agenda for ARCHE, the process could be too focused on the Cluster 2 proposed partnership and therefore it might not fully reflect the needs of the European cultural heritage community. This is made more difficult when it could be hard to balance expectations around the digital transition, green transition and integration of the cultural and creative sectors within the SRIA. ARCHE needs independence to create a SRIA that reflects the needs of the European cultural heritage community. It also needs to find the balance of the acknowledged tension between national priorities, European expectations and global ambitions. This also applies to Eurocentric perspectives of heritage studies and the changing heritage values within the development of the SRIA.

By having a SRIA which is too broad, there is a risk that ARCHE will try to do too much and not have the positive, deep and meaningful impact on heritage that is desired. To be an achievable and concise SRIA, the partnership needs to have clear principles, priorities and mechanisms as well as capturing the challenges and impact of the JPI CH and partners to date.

Finally, it needs to be recognised that unless the SRIA is a living document, it will become a product of the time it is written and won't keep pace with change. The aspirations of the SRIA may also become difficult to achieve if there are further reductions in public funding and de-prioritisation of heritage within policy agendas.

### **Recommendations for the development of the ARCHE SRIA**

- Use of a toolbox approach with principles, priority areas and instruments.
- Inclusion of a glossary.
- Integration of case studies.
- Clearer indicators of success.
- Better communication of the SRIA including the creation of summary fact sheets for different audiences and video.
- Clear outline of the challenges which are to be addressed.
- Continued use of Sustainable Development Goals as a framework.
- Co-creation with all partners.
- Policy and collaboration inclusion which is both clear and concise.
- Living document which incorporates foresight studies and is reviewed regularly.
- Inclusion of place-based research.
- Agreement on independence and balance sought between Cluster 2 partnership theme and community co-creation/research needs.

## ARCHE SWOT Analysis Workshop

Tuesday, 11<sup>th</sup> July 2023, From 13:00 to 16:00 (UK Time)

Online Workshop

**12:45-13:00 ONLINE VIRTUAL ROOM OPENING FOR PARTICIPANTS- Managed by Elodie Cazenave (FSP)**

**13:00-13:20 OPENING SESSION**

**Welcome and breakout sessions introduction/context.** Katherine Warren, AHRC-UKRI and Alexandre Caussé (FSP)

**13:20-14:20 BREAKOUT SESSION 1: Strengths and Weaknesses**

Parallel break out groups. Group 1 moderated by Katherine Warren (AHRC-UKRI) and Group 2 moderated by Jamie Davies (AHRC-UKRI) and Group 3 moderated by Luisa Irazú López-Campos (CNR). Notetakers will be: Giuseppe Zoppo (FSP), Al Golding (AHRC-UKRI) and Elodie Cazenave (FSP). The groups are to discuss and record comments through the MIRO board:

- Strengths of SRIA 2020
- Weaknesses of SRIA 2020

**14:20-14:30 COFFEE BREAK**

**14:30-15:30 BREAKOUT SESSION 2: Opportunities and Threats**

Parallel break out groups. Group 1 moderated by Katherine Warren (AHRC-UKRI), Group 2 moderated by Jamie Davies (AHRC-UKRI) and Group 3 moderated by Luisa Irazú López-Campos (CNR). Notetakers will be: Giuseppe Zoppo (FSP), Al Golding (AHRC-UKRI) and Elodie Cazenave (FSP). The groups to discuss and record comments through the MIRO board:

- Opportunities from the SRIA 2020
- Threats relating to the implementation of the SRIA 2020

**15:30-16:00 PLENARY**

**15:30-15:50 Outcomes of Breakout Sessions followed by open discussion.** Katherine Warren (AHRC-UKRI), Jamie Davies (AHRC-UKRI) and Alexandre Caussé (FSP). Notetakers will be Elodie Cazenave (FSP) and Al Golding (AHRC-UKRI).

**15:50-16:00 Closing Remarks** by Katherine Warren (AHRC-UKRI) and Alexandre Caussé (FSP)

This workshop will be recorded for the purpose of note taking only and will not be made public.

## Annex 3 – Visioning Workshop Report



ARCHE - Alliance for Research on Cultural Heritage in Europe

### Visioning Workshop Report

#### Part of Deliverable 2.4

#### [Vision and mission of the ARCHE Alliance]



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and Innovation**

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## Introduction

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The Cultural Heritage Research and Innovation landscape has changed significantly over the past few years. New political, technological and socio-economic parameters put emphasis on improving protection, conservation and restoration efficiency of European cultural heritage with green technologies, as well as developing and further exploiting high quality digitisation, open access and curation of digital assets. The need also exists to enhance the innovation potential and competitive edge of the Cultural and Creative Sector (CCS) to drive sustainable growth and job creation against global competition. A core part of its work is to co-develop a new Strategic Research and Innovation Agenda (SRIA) for heritage, to stimulate joint actions in emerging areas of need.

### ARCHE Task 2.2

The ARCHE project is made up of a series of Work Packages and Tasks. Task 2.2 (led by UKRI-AHRC) takes into account the results/recommendations of a landscape assessment in WP1 and a foresight analysis of Task 2.1. The work of Task 2.2 will address the JPI Cultural Heritage SRIA 2020 as a whole, while adapting its themes to the long-term future scenario investigated in Task 2.1, to produce the Vision and Mission of ARCHE (Deliverable 2.4) by April 2024.

To complete task 2.2, three virtual workshops have been organised:

- Virtual workshop 1 was held on Wednesday 7 June 2023. It built on the driver mapping of ARCHE Task 2.1, refining the drivers identified and identifying major trends which need to be factored when developing the Vision and Mission for ARCHE.
- Virtual workshop 2 was held on Tuesday 11 July 2023. This focused on the development of a SWOT analysis of the JPI CH Strategic Research and Innovation Agenda.
- Virtual workshop 3 (Annex 1) was held on Tuesday 5 September 2023. This visioning workshop used the results of the first two workshops and analysed



vision and missions for existing EU partnerships in order to understand the possibilities for the Vision and Mission for ARCHE.

ARCHE members, along with ARCHE/JPI CH Advisory Board and Scientific Group members as well as representatives from broader stakeholders from the cultural heritage sector were invited to attend.

Following the workshops, those who did not attend will have to ability to add their comments to the workshop reports ahead of the drafting of the Vision and Mission. The draft Vision and Mission will go out for consultation in November and December 2023 ahead of its submission by April 2024.

### **Visioning Workshop**

The workshop involved two rounds of breakout sessions (Annex 1). In the first, we discussed what makes a good Vision and Mission by discussing visions and missions of existing EU partnerships. The partnerships that were discussed were:

- Sustainable Blue Economy Partnership
- Driving Urban Transitions (DUT) Partnership
- Biodiversa+ Partnership
- Built4People Partnership (B4P)
- Water4All Partnership
- One Health Antimicrobial Resistance
- Partnership for Sustainable Food Systems (SFS Partnership)
- Partnership for Assessment of Risks from Chemicals (PARC)
- EU Partnership on Innovative Small and Medium Enterprises (SMES)

The interactive tool [MIRO](#) (ARCHE2023 password for all MIRO boards produced) was used to capture the comments of the participants.

In the second, we focused on building on the previous two workshops and collated ideas about ARCHE's Vision and Mission, thinking about what ARCHE wants to achieve by 2040 and what needs to be included in the Vision and Mission. The interactive tool Mentimeter was used to capture the responses of the attendees to the following questions:

- What should be included in ARCHE's Vision? (Image 1) - based on 138 responses.
- What should be included in ARCHE's Mission? (Image 2) - based on 175 responses.

This summary report outlines the key points of discussion and responses which will inform the development of the ARCHE Vision and Mission.

## **Vision and Mission**

A Vision in an organisational strategy sets out what the world will look like if you achieve the mission that serves your purpose.

Workshop participants defined the characteristics of a good vision as:

- Single sentence
- Memorable
- Concise
- Concrete not vague
- Clear and specific language (avoid 'step up the game', 'give a boost', 'to foster' etc. and technical jargon and abbreviations)
- Avoid repetition
- Ambitious but achievable
- Future impact orientated
- Easy to understand
- Clear timeline
- Focused
- Objective not subjective language
- Needs to be translatable
- Understandable by different audiences
- Scale and scope obvious
- Shared values and sense of belonging

A Mission in an organisation strategy sets out the inspirational and aspirational outline of the problem it is seeking to solve and how are we going to make that vision a reality. As one participant put it, it's not just about "beautiful words". The vision is better if kept short, memorable, and high level and the mission can give more details about how it will be achieved.

Workshop participants defined the characteristics of a good mission as:

- Giving more context to the short vision (frame strategy)

- Forward-looking
- Specific not vague (avoid being too technical)
- Concise (could consider bullet points rather than a paragraph)
- Achievable and realistic
- Ownership and agency evident
- Evidences who will benefit directly and indirectly
- Understandable by different audiences

### **Analysis of existing partnership vision and missions**

European Partnerships are initiatives in which the EU and private and/or public partners, commit to jointly support the development and implementation of a programme of research and innovation activities, including market, regulatory or policy uptake.

European Partnerships under Horizon Europe set up a more strategic, coherent and impact-oriented approach by focusing partnerships on the delivery of EU priorities and putting increased emphasis on synergies between partnerships, as well as with other initiatives at EU, national or local level.

The [new wave of European Partnerships](#) from 2025 will mobilise more investments dedicated to EU priorities, such as the Green Deal and Digital Europe, provide a sense of 'directionality' to these investments, engage a broader set of stakeholders across the EU and beyond, and establish closer links with EU and national policies.

Each partnership must have a Strategic Research and Innovation Agenda (SRIA) which includes a Vision and Mission.

Sustainable Blue Economy Partnership

Vision:

By 2030: give the transformation towards a climate-neutral, sustainable, productive and competitive blue economy a boost

By 2050: create and support the conditions for a healthy ocean for the people

Mission: None

The [Sustainable Blue Economy Partnership](#) represents an unprecedented effort of 60 Partner institutions from 25 countries and the European Commission to pool research and innovation investments and align national programmes at pan-European scale. As a Horizon Europe co-funded partnership, its strategy takes into consideration the

R&I agendas of the sea basins (Mediterranean, Black Sea, Baltic and North Sea) and the Atlantic Ocean and builds on lessons learned from previous initiatives.

*Workshop discussion summary:*

The Blue Partnership has a Vision but no Mission. It is a very time specific (2030/2050 goal completion date) and concise Vision. It does not elaborate in more detail through a Mission but is supported by large number of objectives in its Strategic Research and Innovation Agenda. Whilst the conciseness was seen as strength, the vagueness of the Vision though terminology such as “boost” was criticised. The need for a supporting Mission outlining the concrete measures and unique contribution that the partnership will put in place to achieve the broad Vision was reaffirmed.

#### Driving Urban Transitions (DUT) Partnership

Vision: The DUT Partnership steps up the game to tackle urban challenges. Through research and innovation and capacity building we enable local authorities and municipalities, service and infrastructure providers, and citizens to translate global strategies into local action. We develop the skills and tools to make urban change happen and boost the urgently needed urban transformations towards a sustainable future with enhanced quality of life in cities.

Mission: None

[DUT](#) is a co-funded European partnership of more than 60 partners from 27 countries, involving national and regional policy makers, funders and urban-related policy agencies to invest in urban R&I and strengthen a European innovation eco-system for urban transitions. Building upon the JPI Urban Europe achievements, DUT aims to create a strong community around urban transitions and to establish a well-known research and innovation platform that will help cities become more sustainable, inclusive and liveable. DUT is one out of 49 European partnerships under the Horizon Europe framework and the only one addressing urban development in its complexity, with a close link to the European mission of 100 climate-neutral and smart cities.

*Workshop discussion summary:*

It was agreed that the Vision was too long and not future orientated enough in terms of timescale and scope. Language such as “step up the game” and “boost” was criticised as not being specific enough. The need for ARCHE to consider uniqueness from DUT given areas of overlap was noted. Questions were asked if it read as a combination of both a Vision and a Mission and participants noted that ARCHE needed to have separate ones and avoid repetition and jargon.

## Biodiversa+

Vision: By 2050, biodiversity is valued, conserved, restored and wisely used, maintaining ecosystem services, sustaining a healthy planet and delivering benefits essential for all people.

Mission: None

[Biodiversa+](#) is the European Biodiversity Partnership supporting excellent research on biodiversity with an impact for society and policy. It was jointly developed by BiodivERsA and the European Commission as part of the EU Biodiversity Strategy 2030 and will contribute to the ambition that “by 2030, nature in Europe is back on a path of recovery, and that by 2050 people are living in harmony with Nature”.

*Workshop discussion summary:*

Discussion centred on the absence of a Mission and the passive nature and vagueness of the Vision. A single long vision sentence should be avoided. A clear timescale was agreed to be a positive characteristic of a Vision. A Mission statement was needed to establish the parameters of how this will be delivered, particularly as the Vision encapsulates much more than the Partnership can achieve alone.

## Built4People Partnership (B4P)

Vision: The B4P partnership's common vision is high quality, low carbon and highly energy and resource efficient built environment driving the societal and economic transition towards sustainability. It is reached through a user-centric, holistic, life cycle-based and circular approach to innovation that will contribute to achieving EU sustainability targets (including in related sectors such as energy and transport). B4P will foster a sustainable society by facilitating the adoption of more sustainable lifestyles and economic models while improving quality of life, respect for heritage and cultural diversity, individual and collective well-being, social justice and economic prosperity.

Mission: None

Over its 7-year span, [B4P](#) will channel nearly €400 million of EU funding to innovation in the sector and leverage an equivalent amount of private investment. The innovation catalysed will help ensure the built environment plays a key role in delivering the European Green Deal, sustaining the ambitious objectives of the Renovation Wave, and aligning with the bold aims of the New European Bauhaus. B4P is a co-programmed partnership in Horizon Europe's Cluster 5 (Climate, Energy and Mobility). It brings together the European Commission (EC) and two leading associations, ECTP and WorldGBC, who together represent thousands of stakeholders and perspectives across the built environment – from research & innovation institutes to construction companies large and small.

#### *Workshop discussion summary:*

It was agreed that the Vision was too long and that a Mission statement was needed. A timeframe and the beneficiaries of the partnership needed to be included. The last sentence of the Vision is the best as it summarises what the partnership wants to achieve succinctly. Active contribution needs to be reflected in the language, for example the word “while” in the last sentence could be replaced by the word “through”.

#### Water4All Partnership

Vision: boost the systemic transformations and changes across the entire water research–innovation–implementation pipeline, fostering the matchmaking between problem owners and solution providers for ensuring water security for all in the long term.

Mission: None

The [Water4All Partnership](#) -Water Security for the Planet- is a funding programme for scientific research in freshwater. It aims to tackle water challenges to face climate change, help to achieve the United Nations' Sustainable Development Goals and boost the EU's competitiveness and growth. It is co-funded by the European Union within the frame of the Horizon Europe programme (a key funding programme for research and innovation). The Partnership duration is for seven years from 2022.

#### *Workshop discussion summary:*

The absence of a Mission and time specific Vision was discussed. It is not clear who the stakeholders of the partnership are. Vague language such as ‘boost’ was critiqued. Water security should be the first sentence as it outlines the unique contribution of the partnership. It was questioned if the Vision is “ensuring water security for all” and the remainder could be instead considered the Mission?

#### One Health Antimicrobial Resistance

Vision: Reduce the burden of AMR

The common vision of the EUP OH AMR is to improve our response to the threat of AMR by reducing the occurrence and spread of AMR in humans, animals and the environment through an integrated One Health approach.

Mission: To boost One Health research and innovation leading to improved surveillance of resistant pathogens, better diagnostics and effective treatment of infections and to prevention measures reducing the use of antimicrobials and spread of AMR.

The EUP OH AMR will strengthen synergy and improve links between One Health R&I to reduce AMR by better coordinating activities and investment and by developing

common objectives. It will implement concrete actions for breaking silos, boosting R&I, and development of solutions based on a joint and agreed SRIA to understand, prevent and tackle AMR.

The [Joint Programming Initiative on Antimicrobial Resistance](#), JPIAMR, is an international collaborative platform engaging 29 nations and the European Commission to curb antimicrobial resistance (AMR).

*Workshop discussion summary:*

Whilst both a Vision and Mission are included for this partnership, the fragmented structure was seen as something that ARCHE should not replicate as well as avoiding language such as “boosting” and “improve our response”.

#### Partnership for Sustainable Food Systems (SFS Partnership)

Vision: Its actors collectively will achieve environmentally friendly, socially secure and fair, economically viable, healthy and safe food systems in Europe in order to help realise its goals of the Farm to Fork strategy, in line with the global ambitions of United Nations (UN) Sustainable Food Summit 2021.

Mission: To mobilize Research and Innovation (R&I) to accelerate the transition towards Sustainable Food Systems with a wide range of actors joining forces.

The [SFS Partnership](#), foreseen to be launched at the beginning of 2024, aims for the transformation of national, EU and global food systems, making them safe, sustainable, healthy, resilient and trusted – for everyone and within planetary boundaries. It will bring policymakers, businesses, researchers and civil society to coordinate, align and leverage European and national R&I efforts to future-proof food systems through an integrated and transdisciplinary approach.

*Workshop discussion summary:*

The length of the Vision and Mission seemed to be the wrong way around with a shorter Vision and more contextual Mission needed. The depersonalisation of the Vision and Mission through the use of the word “actors” was raised as something that ARCHE should avoid.

#### Partnership for Assessment of Risks from Chemicals (PARC)

Vision: We hope PARC will bring us a big step closer to the EU goal of a pollutant-free environment, and thus make a significant contribution to sustainable development in Europe.

Mission: PARC’s mission is to address current, emerging and novel chemical safety challenges and enabling the transition to the Next Generation Risk Assessment (NGRA), in line with the European Green Deal’s zero-pollution ambition for a toxic free

environment and in particular with the Chemicals Strategy for Sustainability Towards a Toxic-Free Environment.

The "[PARC](#)" initiative of the European Union (EU), launched in Paris on 11 May 2022, is breaking new ground in the assessment of chemical substances. The aim is to improve knowledge about chemical substances to accelerate actions to better protect human health and the environment.

*Workshop discussion summary:*

Whilst the Mission was praised as being concrete and setting out a clear framework in which the partnership will operate, the Vision does not display the confidence and unique contribution of the partnership. ARCHE should avoid the use of language such as "we hope" and use "we will" instead.

#### EU Partnership on Innovative SMES

Combined Vision and Mission: Eureka countries share a common goal of increasing the productivity and excellence of industries and supporting lasting employment and national economic growth by encouraging international collaboration between companies, research organisations and universities. This is achieved through our programmes, where national ministries and agencies fund international R&D and innovation projects. As we increasingly rely on international cooperation to solve global challenges, Eureka (with its growing presence around the world) can help organisations achieve complex R&D and innovation goals.

[EU Partnership on Innovative SMES](#) is the largest international funding programme for SMEs wishing to collaborate on R&D projects that create innovative products, processes or services for commercialisation.

*Workshop discussion summary:*

The Vision (first sentence) and Mission (second and third sentences) should have been split out. Whilst the language used avoided jargon, the Vision should have been made more time specific.

#### **ARCHE Vision and Mission Background**

Before the second half of the workshop where the focus turned to what should be in ARCHE's Vision and Mission, background information was provided about the aims and objectives of the Joint Programming Initiative on Cultural Heritage and Global Change (JPI CH), ARCHE and the proposed cultural heritage partnership within Cluster 2 of Horizon Europe.



## JPI CH

The recommendation for a joint programming initiative on "Cultural Heritage and Global Change: a new challenge for Europe" was adopted by the European Commission on 26/4/2010 and encouraged Member States to:

- develop a common vision on how cooperation and coordination in the field of research at Union level can help to preserve cultural heritage in all its forms, ensuring its security and sustainable exploitation
- develop a common strategic research agenda
- develop an implementation plan establishing priorities and timelines and specifying the action, instruments and resources required for its implementation
- set up a common management structure.

Whilst the JPI CH does not have a Vision and Mission statement, its guiding objectives are to:

- Improve the coordination of research on Cultural Heritage (CH) at the EU level by identifying short and long-term needs and priorities.
- Concentrate and increase human, material and financial resources allocated to Cultural Heritage research at the European level.
- Promote joint and multidisciplinary approaches to Cultural Heritage research and improve knowledge.
- Increase awareness of citizens, policymakers, and stakeholders.
- Build a European Research Area (ERA) to Cultural Heritage Research and bring it to the international level.

## ARCHE

ARCHE is conceived as a coordination network to support joint action based on a holistic and multidisciplinary approach to CH research and innovation (R&I), aiming to trigger a much stronger impact of national funding across Europe.

By building an effective and highly inclusive partnership, ARCHE will offer:

- CH R&I strategies and roadmaps co-created by stakeholders in cultural and creative sectors (CCS) that bring together traditional and new/emerging scientific and technological fields.
- Increased opportunities and support for the take up and transfer of CH R&I results to other sectors, such as CCS, the arts or the environment, exploiting in particular 3D and Earth Observation data and products.

- More efficient interactions among national institutional players, researchers, innovators and CH professionals, leading to increased experience sharing, mutual learning, more evidence-based and aligned policy making.
- Multiple and more efficient interactions with CH by citizens across all generations, along with targeted capacity building and upskilling programmes for the creative use and reuse of CH.

### European Partnership for Resilient Cultural Heritage

There are currently no partnerships related to cultural heritage, nor any partnerships under Cluster 2 of Horizon Europe Pillar 2. The proposed European Partnership for Resilient Cultural Heritage has the following aims and objectives which are out for consultation with member states and therefore subject to change ahead of the launch of the partnership opportunity in 2025.

Proposed aims:

- To strengthen the means of preserving Europe's cultural heritage
- To contribute to climate neutrality in other sectors by bringing forward traditional and innovative practices, techniques and materials resulting from cultural heritage research.

Proposed objectives:

- Increase the capacity-building by fostering new application-oriented research collaborations between the CH and climate research communities, to promote innovations in industries and to provide scaled-up solutions and policy strategies for climate change mitigation and prevention;
- Strengthen and broaden the contribution of CH R&I in the context of the UN SDGs and EU policies on green and digital transitions, societal inclusion and resilience.

Proposed impact:

By 2030:

- Stimulate interdisciplinary research and knowledge exchanges between several European regions, which although geographically disparate, present common challenges
- Disseminate new knowledge, techniques, skills, strategies and materials for sustainable preservation, conservation, and management of climate-related risks in the CH field as well as preventing from other man-made related risks such as pillaging and illicit trafficking





- To envision a world in which heritage in all its forms contributes to the wellbeing of people now.
- To establish heritage as a meeting place where diverse voices converge to preserve and celebrate Europe's rich cultural legacy.
- To create a relational ecosystem that fosters research and innovation on cultural heritage.
- An evolving and reactive CH R&I partnership that addresses today's challenges and, through the richness of its diversity of actors, helps foresee and tackle future ones.

*ARCHE Mission top 10 suggested words (figure 9):*

Research, Actions, Future, Future generations, Impact, Funding, Resilience, Knowledge, Interdisciplinarity and Knowledge Exchange.

#### ARCHE Mission Recommendations

- Funding research, stakeholder involvement (co-creation) and knowledge exchange actions should be made clear.
- Highlight the diversity of the ARCHE partnership - a key difference between the JPI CH and ARCHE.
- Unique contribution of the humanities as well as interdisciplinary research.
- Emphasis on common challenges and potential for common solutions.
- Impact must go beyond researchers to quality of life and future generations.

#### *Outstanding issues for ARCHE to resolve*

- Preference for 2040 vision. Is 2040 more relatable than 2050? As noted in the driver mapping and foresight analysis, if 2050 it's almost impossible to visualise what world is going to be like.
- ARCHE needs to decide on the scale of the Vision and Mission – European and/or global. If it doesn't work locally, it won't work globally.
- ARCHE needs to decide if the Vision and Mission should focus on making cultural heritage more resilient (climate change) to align with the proposed partnership. Is this the challenge we wish to address and is it only through our unique partnership that it can be addressed? What about physical, digital and economic resilience? There a risk of being too broad.
- Clear key performance indicators.
- Are we confident about who the Vision and Mission are targeted at? Who is the audience?

- Amount of emphasis to be placed on collaboration between cultural and creative sectors?
- Worth noting the comment “Do not be afraid in using jargon if you are clear in your mission. If vision is backed by clear strategy, then you are okay.”

### **Next Steps**

For Task 2.2, following the workshops, those who did not attend will have the ability to add their comments to the workshop reports ahead of the drafting of the Vision and Mission. The draft Vision and Mission will go out for consultation in November and December 2023 ahead of its submission by April 2024.

As Task 2.2 nears completion, work will then pass over to those leading Task 2.3. The goal of Task 2.3 is to elaborate, validate and publish the ARCHE SRIA through multiple consultation rounds with different stakeholders and multiple draft SRIAs. It involves setting up of the Working Groups, the organisation of virtual consultations with Stakeholder Forums and collation of the outcomes of 5 thematic virtual workshops in the ARCHE SRIA as a systematic framework and the organisation of a stakeholder workshop to finalise and validate the ARCHE SRIA.

# ARCHE Visioning Workshop

Tuesday, 5<sup>th</sup> September 2023, From 09:00 to 12:00 (UK Time)

Online Workshop

**08:45-09:00 ONLINE VIRTUAL ROOM OPENING FOR PARTICIPANTS-** Managed by Elodie Cazenave (FS)

## **09:00-09:20 OPENING SESSION**

**Welcome and breakout sessions introduction.** Katherine Warren, AHRC-UKRI

## **09:20-10:20 BREAKOUT SESSION 1: What is a vision and mission?**

Parallel break out groups. Group 1 moderated by Katherine Warren (AHRC-UKRI), Group 2 moderated by Jamie Davies (AHRC-UKRI) and Group 3 moderated by Vania Virgili (ISPC-CNR). Notetakers will be: Miruna Găman (FSP), Al Golding (AHRC-UKRI) and Shangyun Shen (FSP). The groups are to discuss and record comments through MIRO:

- What does a good vision look like? Discuss other examples.
- What does a good mission like? Discuss other examples.

## **10:20-10:30 COFFEE BREAK**

## **10:30-11:30 BREAKOUT SESSION 2: ARCHE 2040 Vision and Mission**

Before going into break out groups, Katherine Warren (AHRC-UKRI) and Charles Giry-Deloison (ANR) will provide further context about ARCHE.

Parallel break out groups. Group 1 moderated by Katherine Warren (AHRC-UKRI), Group 2 moderated by Jamie Davies (AHRC-UKRI) and Group 3 moderated by Vania Virgili (ISPC-CNR). Notetakers will be: Miruna Găman (FSP), Al Golding (AHRC-UKRI) and Shangyun Shen (FSP). The groups are to discuss and record comments through Mentimeter:

- What could ARCHE's Vision be?
- What could ARCHE's mission be?

## **11:30-12:00 PLENARY**

**11:30-11:50 Outcomes of Breakout Sessions followed by open discussion.** Katherine Warren (AHRC-UKRI) and Jamie Davies (AHRC-UKRI) and Vania Virgili (ISPC-CNR). Notetakers will be Miruna Găman (FSP) and Al Golding (AHRC-UKRI).

**11:50-12:00 Closing Remarks** by Katherine Warren (AHRC-UKRI) and Vania Virgili (ISPC-CNR)

This workshop will be recorded for the purpose of note taking only and will not be made public.

## Annex 4 – Stakeholder Consultation

Between November and December 2023, consultation on possible vision and missions was undertaken with ARCHE stakeholders.

A Miro board was created: [ARCHE Vision and Mission drafts, Visual Workspace for Innovation \(miro.com\)](#) (Password: ARCHE2023) and stakeholders were asked to comment on their favourite and provide alternative suggestions.

The vision options were:

- By 2040, ARCHE will have created new opportunities for research collaboration which will have resulted in greater resilience of cultural heritage across Europe.
- An evolving and reactive Cultural Heritage Research and Innovation partnership that addresses today's challenges and, through the richness of its diversity of actors, helps foresee and tackle future ones.
- By 2040, the impact of holistic Cultural Heritage research and innovation will be a more resilient sector, communities with improved wellbeing/quality of life and the strengthened ability to respond to societal challenges.
- By 2040, ARCHE will have created new opportunities for Cultural Heritage research collaboration which will have resulted in a more resilient sector, communities with improved wellbeing and quality of life, and the strengthened ability to respond to societal challenges.

The Mission options were:

- ARCHE will co-create joint research and innovation actions with stakeholders in the cultural and creative sectors and industries based on a holistic and multidisciplinary approach to cultural heritage and as a result enable a stronger impact of national funding and strategies across Europe.
- ARCHE will undertake interdisciplinary joint research funding actions and knowledge exchange in order to strengthen cultural heritage in Europe during the green transition. Through a unique partnership of funding agencies, ministries, researchers, practitioners and communities, common opportunities and challenges will be addressed and research impact will be scaled up.
- As Europe's only dedicated partnership for cultural heritage research, ARCHE will enable collaborative, interdisciplinary research and innovation actions. These collaborations will strengthen the resilience of the cultural heritage of Europe and benefit future generations. Stakeholders from the cultural and creative sectors will undertake knowledge exchange and capacity building activities which will increase their sustainability and create new academic, professional practice, policy and societal impacts.



To support stakeholders a definition of cultural heritage was provided. This was:

"cultural heritage consists of the resources inherited from the past in all forms and aspects - tangible, intangible and digital (born digital and digitized), including monuments, sites, landscapes, skills, practices, knowledge and expressions of human creativity, as well as collections conserved and managed by public and private bodies such as museums, libraries and archives. It originates from the interaction between people and places through time and it is constantly evolving. These resources are of great value to society from a cultural, environmental, social and economic point of view and thus their sustainable management constitutes a strategic choice for the 21st century;"

This comes from the Council of Europe's conclusions of 21 May 2014 on cultural heritage as a strategic resource for a sustainable Europe: [EUR-Lex - 52014XG0614\(08\) - EN - EUR-Lex \(europa.eu\)](#)

To further support stakeholders, the miro board included the vision and mission checklists that were developed following the visioning workshop which identified best practice examples.

Vision checklist:

- Single sentence
- Memorable
- Concise
- Concrete not vague
- Clear and specific language (avoid 'step up the game', 'give a boost', 'to foster' etc. and technical jargon and abbreviations)
- Avoid repetition
- Ambitious but achievable
- Future impact orientated
- Easy to understand
- Clear timeline
- Focused
- Objective not subjective language
- Needs to be translatable
- Understandable by different audiences
- Scale and scope obvious

- Shared values and sense of belonging

Mission checklist:

- Giving more context to the short vision (frame strategy)
- Forward-looking
- Specific not vague (avoid being too technical)
- Concise (could consider bullet points rather than a paragraph)
- Achievable and realistic
- Ownership and agency evident
- Evidences who will benefit directly and indirectly
- Understandable by different audiences

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