



Collaborating for positive futures in a changing world of work

1st December, 2017

Delegates

Vik Anderson, Comic Relief; **Tamsyn Barton**, Bond; **Beth Benedict**, Comic Relief; **Sam Bickersteth**, PwC; **Mike Bird**, WIEGO; **Caroline Burrage**, TechSoup; **Charlene Collison**, Forum for the Future; **Will Connolly**, Bond; **Devin Cooke**, MIT; **Becky Faith**, IDS; **Matthew Fenech**, Future Advocacy; **James Goodman**, Forum for the Future; **Joy Green**, Forum for the Future; **Jessica Greenhalf**, YBI; **Alejandro Guarin**, IIED; **Abigail Hunt**, ODI; **Asayya Umay**, Big Lottery Fund; **Dee Jadeja**, Accenture Development Partnerships; **Dario Kenner**, CAFOD; **Susan Long**, Field Ready; **Jenny Lopez**, Forum for the Future; **Alberto Masetti-Zannini**, Impact Hub; **Mary Ellen Matsui**, Atma; Anya Metzger, Hand in Hand International; **Marina Michalski**, Essex Business School; **Sarah Mistry**, Bond; **Sarah Montcomery**, CAFOD; **Marion Osieyo**, AYM; **Andrew Palmer**, CDC Group; **Kathy Peach**, Bond; **Gina Porter**, University of Durham; **Anna-Joy Rickard**, Tony Blair Institute; **Michaela Rose**, Forum for the Future; **Jessica Toale**, Centre for Development Results; **John Tress**, PwC; **Boris Verbrugge**, HIVA-KU Leuven; **Maike Von Heymann**, AngloAmerican.

Introduction

This workshop was designed to bring together a variety of organisations with a stake in the future of livelihoods in developing and emerging economies.

The purpose was to explore how organisations could generate a proactive and systemic response to trends such as automation, artificial intelligence and climate change.

Our focus was to take a long-term approach to catalyse thinking on how we can create sustainable, positive livelihoods in 2030-2035.

The structured process used imagined futures as a device to open up thinking about new pathways and different possibilities.

Objectives and ambitions

The main purpose of the workshop was to explore:

How can we build collective agency and a proactive response in the face of uncertainty and rapid change?

Our ambitions for how delegates would feel at the end of the day:

1. Delegates will have developed their thinking about the future of sustainable livelihoods in developing countries
2. Delegates will have some new ideas for how they and their organisations can shape the emerging future
3. Delegates will have made some important new connections with potential future collaborators

Presentation: the changing landscape



Trends that provide the context for the future provocations

- Demographic shifts
- Stressed ecosystems
- Threat of extreme climate change
- Displaced people
- Energy systems transformation
- Hyperconnected world
- Blockchain – universal disrupter
- Artificial intelligence
- A world awash with data
- New forms of organising
- Regenerative economy
- Biotech for everyone
- A distributed, circular economy

What are you optimistic for in 2030?



Delegates were asked to introduce themselves to people they'd not met before.

To help everyone get into an optimistic frame of mind, people were asked to share one thing they are optimistic for in 2030.

From this, we created a **'wall of optimism'**.

Increased access to communication technologies
Youth driven world
Circular/integrated thinking
New generation of thinkers without current orthodoxies
Reform in African countries will lead to significant change for large numbers of citizens
Human self-belief to adapt and change
A generation of globally-connected young people
More cooperation
Increased interconnectivity
A regenerative approach to organising public resources and public life
Young people's confidence to innovate
Turn around on waste and overuse of non-replenishable resources
People will still be inventive
Technology will have created more jobs than it destroys
Digitisation will overcome country boundaries and make the world more united
Regenerative approaches e.g., in agriculture
Technology offers more employment opportunities for young people
Digital economies mean work opportunities not limited by geography
Higher conscience about fostering inclusive growth and development

Employers becoming more engaged with sustainable practices
Ability for rapid, distributed, collective change e.g., renewable energy
Having three boys who are all about positive change in the world
New forms of development organisations accelerating progress on complex issues
An increase in the means and desire to work together in local places
Youth potential
Greater understanding of benefits of building sustainable natural-resource based economies
The 'younger' generation will demand change
Use of AI to tackle healthcare worker shortages
The increasing relevance of social entrepreneurship and social businesses
Transformed energy systems and energy access
Progress towards the SDGs
Minigrids opening up electricity access
More democratic means of organising economic resources
Increasing literacy
The role that young people can play in shaping what 2030 looks like
Awareness of regenerative practices as necessity
Distributed economies

Positive provocations for future livelihoods

To help the group think into the future, Bond and Forum for the Future created four 'glimpses' of positive future livelihoods in 2030-2035. The four provocations represent possible futures – but they are not comprehensive.

All four future provocations were created based on thorough analysis of trends data, and drawing from 'weak signals' that exist already.

They were designed to take a broad view of 'livelihoods', be possible at scale, represent a range of geographical contexts, and be inclusive – particularly of people with low education and skills.

Hyper-frugality

It's 2030 and the world is affected by multiple crises, driven by climate change and conflict. Fragile states in Africa are particularly affected. Migration flows have been stemmed by hard borders. Development and humanitarian efforts focus on in-place resilience for at-risk communities and chronically displaced people. Leveraging traditional cultures of self-sufficiency and repair or reuse, communities are creating networked frugal circular economies.



The companionship industry

It's 2030. Societies across the world are ageing and social care is a pressing problem even in developing countries. However there is also more opportunity for the active elderly to find appropriate work. There is a generational split between urban and rural areas as the young and middle-aged work in cities but elder people remain in villages. Urban lives are precarious and increasingly atomised, contributing to an ongoing global mental health crisis.

The Earth recovery business

It's 2035. Climate and ecosystem crises in the mid-2020s hit global agricultural yields badly and forced governments and business to act strongly on carbon and regeneration. Where governments are weak, agribusiness has stepped in as a partner to enable action. Topsoil loss, desertification and water shed destruction are problems affecting many food-producing nations. Regenerative agriculture of various sorts is now acknowledged as key to continuing food production. Biotech is also being widely used in an attempt to maximise food yields and – controversially – to aid some regeneration. There is no binding international carbon regulation, but a functional private international carbon market is developing and carbon farming is a profitable business.

The gig economy, as if people mattered

Its 2030. Collaborative open organisation platforms have matured and scaled rapidly, enabling new, decentralised ways of working at every level of economies, from informal micro-enterprise to global projects. Meanwhile near-cashless economies have become the norm in many developing countries due to the maturing of mobile payment systems such as M-pesa. Automation is affecting jobs in traditional manufacturing, with the commercial advent of the 'sewbot' and similar technologies. However entrepreneurialism is doing well as the dynamic of increasing decentralisation opens up opportunities in multiple sectors from finance and transport to health, education and the creative industries. In the knowledge economy AI tends to augment rather than replace human ability. Human judgement and creativity is highly valued in the online global knowledge economy, providing opportunity for those able to access it.

Our 'super-delegates' responded to the provocations

Big thank you to:

- Devin Cook, Director of the Inclusive Economies Challenge at MIT
- Matt Fenech, AI Advocacy & Research Coordinator, Future Advocacy
- Alejandro Guarín, Senior Researcher, Shaping Sustainable Markets, IIED
- Dr Becky Faith, Deputy Leader of the Digital Technology Cluster, IDS

Watch our super-delegates talk about what they see as being the biggest opportunity to create sustainable livelihoods in 2030-2035.

<https://youtu.be/7yzWimtdG5E>

Building up the provocations

Delegates each chose a provocation they wanted to work with further, and split up into groups. The groups then focused on building up the provocations, improving them, addressing any weaknesses and making them more robust. Each group considered the following questions:

- How would you change this situation to make it more positive for livelihoods (both in terms of scale and impact)
- What would need to be true in 2035 for this provocation to be possible? E.g., values and mindsets, technology and infrastructure, how is the regulatory framework different? What skills and knowledge do people need?
- Groups also considered the unintended consequences of this future, and who might have lost power.

There were five groups in total, with two groups focusing on 'the gig economy, as if people mattered'.

1 Hyper-frugality

How would you change this situation to make it more positive for livelihoods (scale and impact)?

- Make it relevant/protective for all (men/women/children/disabled etc)

What would need to be true in 2035 for this provocation to be possible?

- Shift in mindset- frugality a good/fundamental approach (e.g. consumer spending no longer a measure of success)- hardwired/incentivised/a norm
- Governance/regulations reinforcing recycled materials and community interests (e.g. India biometric data- financial inclusion)
- Common pricing for waste (formalising assets)
- Requires 'organisation' of workers (e.g. waste pickers)
- Mindset re. recycling/re-use/shared ownership already in place
- Requires stable, distributed, community-based infrastructure for tech/data use/cash transfers
- Some centralised systems (via gov't) required- education, cash transfer, remote health systems
- Education based around practical/creative/entrepreneurial from early years onwards
- Preparation/resilience/'upstream' readiness (e.g. 'flooding' = a norm)
- Use lessons of tradition (e.g. nomadic practices, problem-solving- often highly frugal/localised)
- Pushback on definitions of poverty/instability/permanence
- Standards, verification, taxation- to drive sustainable resourcing/recycling

1 Hyper-frugality

What might the unintended consequences of this future be?

- Is this the end game or a transition to something else? Could people get stuck, generation to generation
- Endless working to survive - drudgery

Who has lost the power in this future and how might they react?

- NGOs- would need to evolve, adapt to changing power, or be sidelined
- Financial institutions- adapt to fintech innovations or decline
- Education institutions- move to MOOCs, 'just-in-time learning', online. Relevant topics- face-to-face in decline
- Previous owners of land/assets

2 Companionship industry

How would you change this situation to make it more positive for livelihoods (scale and impact)?

- Balance between genders- male and female carers
- More focus on empathy as a primary value of what one human offers another
- People do/offer multiple things, do multiple jobs- build on this
- Young people support older
- There are stronger connections in communities which reduces mental health/loneliness
- Care less 'transactional', more as a bridge to social connection, more of a partnership
- Cultivate local care connections

What would need to be true in 2035 for this provocation to be possible?

- Mental health issues de-stigmatised, people are enabled to recognise it, people have opportunities to make livelihoods by meeting mental health needs
- Regulation: how can it be regulated to make sure people are looked after now? Some kind of central oversight/matching to protect the frail
- Are there verifiers within the community? Probably also need some government oversight
- Skills such as empathy and compassion are valued
- Education more based on developing empathy, compassion as life skills (virtual reality might play a role here- 'walk in my shoes')
- Need to complement the human with VR

2 Companionship industry

What might the unintended consequences of this future be?

- Data poorer people selling data; privacy becomes a luxury. Data gets skewed towards the stats of the poor
- Health issues likely- obesity, diabetes
- What about 'pay what you can models'? Different economic models; more opportunities for an 'exchange economy'
- Disintegration of families

Who has lost power in this future and how might they react?

- The elderly- how will their frailty/vulnerability be protected?
- What is the role of the government?

Based on your answers to 3 and 4, is there anything in 1 and 2 you would now like to change?

- Equitable use of data
- People are able to offer a wide range of capacities- a full spectrum- outside of constraints of a single job

3 Earth recovery business

How would you change this situation to make it more positive for livelihoods (scale and impact)?

- Make sure it is inclusive
- Partnerships- shouldn't just be private sector led
- Food markets and systems need to be regenerative, local consumption, local markets
- Shortening value chains- tech that can help this; get more value to farmers

What would need to be true in 2035 for this provocation to be possible?

- Incentives to make this attractive and viable
- Need social and business recognition of rising demand
- Credit/finance
- Demand for regeneration- produced food exists
- Very accessible and easy to use platform for smallholders
- Land governance/ownership
- Other sources of income in rural areas to supplement

What might the unintended consequences of this future be?

- Shift from owners to employees (land ownership)

Who has lost power in this future and how might they react?

- Government/traditional authority structures

4 Gig economy (A)

How would you change this situation to make it more positive for livelihoods (scale and impact)?

- State has a role (local state), from urban to more rural responsibilities
- Minimum wage in 2030 (adapted)?

What would need to be true in 2035 for this provocation to be possible?

- Basic income needs to be paid by someone
- Mindset shift 'not being employed' and continuous learning (skills development)- a model
- Better infrastructure in rural areas and developing countries, and investment for that
- New taxation system (tax platforms)
- New support system e.g. back office support, digital infrastructure
- Digital skills (i.e. primary level, educate everyone and girls)
- Resilient systems, i.e. Blockchain
- New political system, language, tools- understand accountability
- Strong state and regulations
- New working rights

4 Gig economy (A)

What might the unintended consequences of this future be?

- Neo-liberalism shift; no responsibility from government
- Power from government to individual
- Viral risk- resilient systems, hacking, data privacy
- Increase of corruption
- Less job security
- People who are left behind will fight against new model and use political powers

Who has lost power in this future and how might they react?

- Existing platform owners, e.g. Uber
- Big companies- using law to fight against

4 Gig economy (B)

How would you change the situation to make it more positive for livelihoods (scale and impact)?

- Ownership of platform/terms of operation/governance
- Regulation that supports worker- role of the state important. Policy/infrastructure/ incentivising consumer behaviours- link to circular economy
- Tax links to social protection
- Use gig economy to recoup fiscal revenue? Informal economy 'tax-free'
- State weak- can partner
- Need fully functioning mobile money network- all private infrastructure, increasing corporate power

What would need to be true in 2035 for this provocation to be possible?

- Need vested interests (e.g. Nigerian banks) to 'unblock'. Need to make clear that it's in interests of everyone to make change
- Leverage infrastructure to bring about change, e.g. permissionless innovation vs. slow government action- slow but still effective, e.g. revoking license
- Bottom-up approaches- collective power of consumers and workers
- Current trust in brands- will this shift? Tech companies at risk of losing trust.
- Governance and partnership structures- shift from monopoly to decentralised; focus on ownership; all public perspective shift
- Individual- needs increased resilience; move on your own; more resilient and resourceful in developing countries
- Existing discrimination problem- passed on in platforms. What could change? i.e. by anonymising regions
- Co-op platforms need to be market-viable to scale

4 Gig economy (B)

What might be the unintended consequences of this future be?

- Tax issues
- Power dynamic, re platform owners
- Potential for blockage by vested interests
- Risk of race to bottom if poorly managed
- Atomisation
- Jurisdiction issues- global platforms- worker exposure
- Issue of trust in cryptocurrencies
- Need for easy currency conversion- issue of trust in developing countries
- Cryptocurrencies undermine state and local currencies

Who has lost power in this future and how might they react?

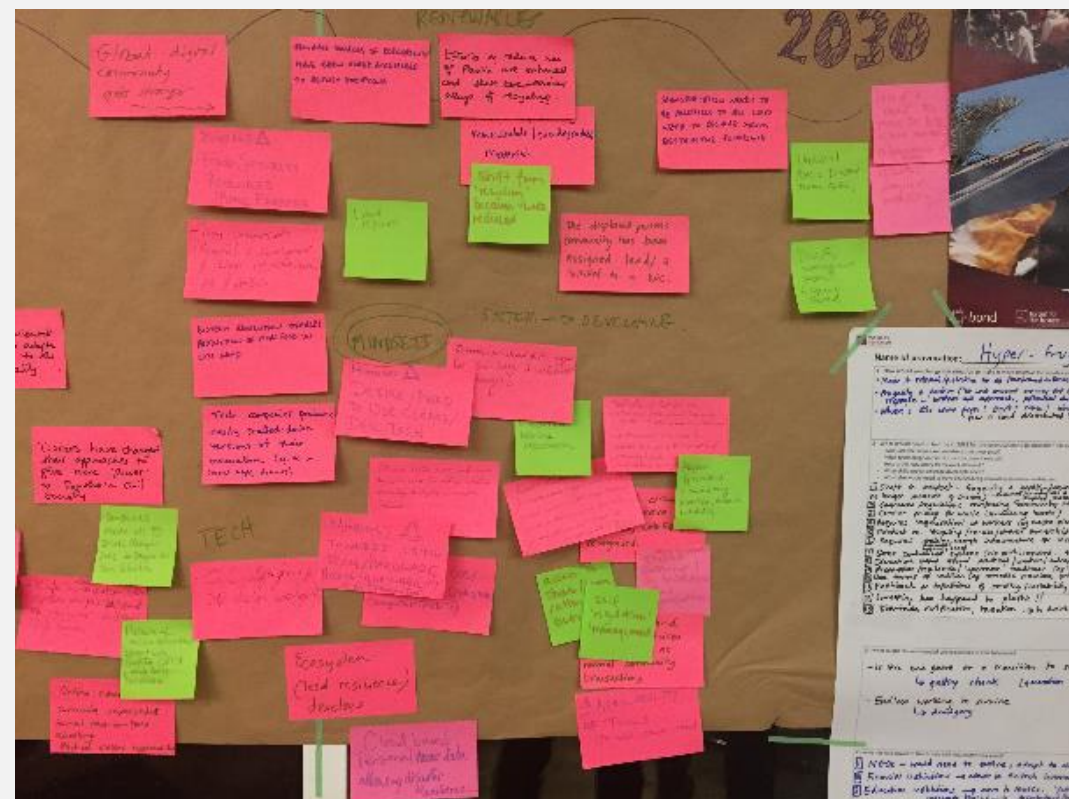
- Current digital platforms- e.g. Google
- Current big institutions such as banks- blocking mobile money

Connecting the future to the present

For the second group exercise, delegates were asked to stay in the future and look back. The purpose of this 'back-casting' exercise was to identify the major milestones in the development of each positive future. The group was asked to consider the decisions, actions or breakthroughs that helped create this pathway to a positive future, writing these on post-it notes and placing on a timeline from 2017 to 2030-2035.



Hyper-frugality



1 Hyper-frugality

Key milestones on the 'path' from 2017 to this future in 2030 included:

- Start-up franchises shelter kit houses
- New global logistics systems for supplying cash transfers, kit houses and other goods in post-disaster systems
- Investment in online education flows from better research into educational learning
- Funders and aid INGOs focus on supporting local organisations to build resilience rather than disaster relief. Southern civil society in the lead
- Widespread adoption of small-scale renewable technology
- Early warning systems in place along with disaster resilience education
- New insurance products for microentrepreneurs
- Online education supersedes face-to-face schooling. Content is curated, quality assured and accessible
- Companies make all 3D printer designs 'free' to displaced people recovering from disasters. New curation makes 3D design catalogues more usable.
- Tech companies produce easily scaled-down/locally appropriate versions of their innovations
- Biotech revolution enables production of more food on less land
- New climate resistant seeds emerge - without patents
- Reliable sources of energy available to almost everyone
- Decreasing costs of technology coupled with mindset shifts towards application
- Land reform includes allocation of land to displaced people
- Plastic replaced by renewable/biodegradable material
- Repeat environmental, economic and social shocks means communities need to become more autonomous
- Bartering and reciprocal services are mainstay community transactions
- Norms of circular economies have been codified
- Multi-nationals that damage environment lose license to operate
- Open and shared global disaster management protocols
- Universal Basic Income goes global

2 Companionship industry



2 Companionship industry

Key milestones on the 'path' from 2017 to this future in 2030 included:

- Greater emphasis in education on emotional intelligence and empathy
- Tech enabled safeguarding checks – reliable and quick
- Extrinsic incentives and payment mechanisms in place
- Increase in intentional communities (e.g., community housing co-ops)
- Increased regulation on data purchasing for seller protection
- Migration rules become more open and/or skills-based
- Intrinsic rewards of 'contributing' valued
- Re-thinking the value of care (in financial terms)
- New forms of multi-generational communities emerge with new social forms
- Specialist training in remote diagnostics widely available
- Local communities form around new clusters of belonging

3 Earth recovery business



3 Earth recovery business

Key milestones on the 'path' from 2017 to this future in 2035 included:

- Civic society networks promoting Earth recovery business (ERB)
- Mapping and understanding of informal markets
- 1st wave pioneering examples
- Norm change: 'business as usual' agriculture has become indefensible and unprofitable
- New public-private research partnerships on seeds and soil
- Farm subsidies shift to support ERB
- Compliance carbon market established e.g., cap and trade
- Co-operative tech and innovation widespread
- Social protection schemes promote ERB/Universal Basic Income
- Environmental crop crisis
- Long-term investments made
- Intellectual property rules change
- Clean energy systems
- Synthetic protein mainstream
- Safeguards for local community land are developed
- Markets pay for 'healthy' soils and ERB
- Business skills widespread and accessible
- Full literacy (including technological literacy)
- Rural-urban dichotomy is thought about differently
- Democratic, open-access biotech

4 Gig economy (A)



4 Gig economy (A)

Key milestones on the 'path' from 2017 to this future in 2030 included:

- Blockchain-secured data and ID
- Workers revolt in Google/Facebook
- First massive 'crypto crash' leads to reform and public awareness
- Premature deindustrialisation hits East Africa
- Values driven generation enters the workforce
- Entrepreneurship skills provided at scale through public education systems
- Anti-trust movement leads to new regulations for online companies
- Finland becomes first country to adopt UBI
- New 'social contract' with tech companies
- 2021 Platform Labour Act overhauls gig economy regs
- 1st Platform Cooperative reaches 'Uber' scale
- New democratic models emerge as governments use networked decision-making
- STEM @18 years old is 50:50 girls and boys
- Mass unemployment from AI and automation
- Major Ivy League university abolishes its campus and moves to distance learning
- New regulations to eliminate tax avoidance
- National care service becomes first Government 'DAO'
- Virtual 'MNCs' employee-owned flexible careers
- New governance models and reshaped companies

4

Gig economy (B)



4 Gig economy (B)

Key milestones on the 'path' from 2017 to this future in 2030 included:

- Anti-trust regulation reformed
- Successful platform cooperative emerges as alternative to Uber
- Fairwork frameworks for gig economy developed
- Rise of DAOs as work platforms
- Shift in education with curriculum reforms
- Challenge to established certification systems
- Funders and investors subject to institutions democratic investment decisions – citizens get to vote
- Governance models evolve using digital platforms
- Technology infrastructure developed globally
- Ideas of ownership shift to collective models (which survive/weather a global crash much better)
- Tax havens are shut down
- Cryptocurrency related tax issues force reformation of tax system
- After another global financial crisis a 'tobin tax' is introduced. Investments are taxed according to their negative impact.
- Ratings system model changes so that 'superstar' effect is mitigated
- Estonia introduces participatory collecting of taxes via Blockchain
- Early stage education focuses on girls as technology leaders
- First colonisation of Mars
- Universal cashless economies
- Bottom up 'silicon savannah' approaches bear fruit
- 85% of global gig economy platforms based on distributed ownership models
- Universal Basic Income reaches 80% of the world's population
- Basic technology for participation is available to all

Identifying common strategies to create positive future livelihoods

During a 'carousel' exchange between different groups, delegates were asked to identify common strategies and themes that emerged.

The group fed back their observations in plenary and the common actions and enablers were then clustered.

These outputs can be considered the basis of an emergent strategy for helping to shift systems to create more positive future livelihoods.

Emergent strategy headlines: what needs to happen to create positive future livelihoods

Introduce international standards and regulation e.g., taxing digital platforms, new subsidies

Provide new models of social protection e.g., UBI and universal pension

Create certification and accreditation in emerging areas

Invent new business models e.g., for care and regeneration, carbon trade

Scale up new models of education and lifelong learning

Enable bottom-up, locally-owned solutions and existing knowledge

Campaign to shift social norms e.g., around growth, valuing rural communities, mental health

Pre-plan for crises: use 'shocks' to advance positive change

Facilitate a global conversation about positive future livelihoods

Promote collective organising and new forms of governance e.g., in gig economy

Tech is open source, accessible, cheap and can be widely adopted

Action-planning #1: "Major plays"

The penultimate session shifted to action-planning. Delegates were asked to consider:

"What is your boldest actionable idea to create sustainable livelihoods for the future?"

Individual delegates brainstormed their ideas, then we went through a rapid process of rating and ranking ideas. We also asked people to identify if they were interested in collaborating on any of the ideas.



Ideas grouped

Research

- Engage in multi-actor impact-oriented research (collaborators: Cafod)
- Peer research with different cohorts/locations to explore how they are engaging with newly emerging livelihoods (collaborators: YBI)
- Cross-disciplinary research on impacts of digitisation in collaboration with NGOs (collaborators: Future Advocacy, YBI)
- Show how the informal economy really works (collaborators: WIEGO, ODI, Cafod)
- Research with young people to identify new and existing opportunities for sustainable livelihoods (collaborators: Techsoup)

Advocacy & policy

- Create shared global understanding of case for reduced growth models
- Advocate for a Universal Basic Income funded by a Tobin Tax (collaborators: Future Advocacy)
- Lobby for progressive wealth taxation
- Advocate for international standards for informal workers to ensure protection and benefits
- Determine an agreed universal value for personal data and develop mechanism to deliver this
- Apply integrated approach to NGO programmes advocacy, campaigns and communications (social, environmental, economic)

Ideas grouped

Programme interventions

- Support resilient well-resourced civil society at local level
- Maximise tools to manage vulnerable populations
- Prototype how to create sustainable long-term settlements and fulfilling livelihoods for displaced people
- Every child needs to learn how to keep learning (collaborators: YBI)
- Community-led programme to co-create enabling environment for sustainable livelihoods
- Curate and quality control digital knowledge curriculums and designs

Changing behaviour

- Create a coalition of investors of a fund to invest in 'pro-human' organisations committed to improving the future of work (collaborators: Forum, Bond, Future Advocacy, PwC, Cafod)
- Award a Nobel prize for the circular economy/materials re-use (collaborators: MIT)
- Crowd-funding campaign to buy-out Facebook at turn into a global public good

Ideas grouped and scored

New action networks

- Global sustainable livelihoods network to align action and advocacy (collaborators: MIT, Cafod, Bond, Forum)
- Creating spaces for young people to engage in Futures thinking (collaborators: Bond, Forum, Essex uni)
- Assist and make common cause with associations of informal workers
- Create a 'collective impact' project, with all stakeholders working in-situ to make whole system shift
- Process to design systemic responses to problem
- A platform to share our needs to global audience of potential supporter/collaborators (collaborators: MIT)



Action-planning #2: "15% solutions"

The final session focused on the immediate and practical things that delegates could each do next to contribute without needing additional resources or permission. These were called their '15% solutions', and gives an idea of what is already possible.

Make sure at least part of the education programmes we work with can integrate or become tech based blended and include CCE measurement (Mary Ellen)

Interview HRM people to gauge employers' appetite to contribute to upskilling of wider population (Marina)

Write up our youth phones and employment in SSA study (Gina)

Create common language on 21st century learning and standards of programme delivery
Understand disaster resilience education (Mary Ellen)

Share ideas and build on them; share materials with global CSO platforms; consider versions of this event with companies, son's universities etc; shop from sustainable sources (Sarah)

Connect with participants to share IDS research and make connections; collaborate with NGOs on proposals; write up ideas for good research methods to use in this space (Becky)

Raise my kids to be agents of positive change (Alejandro)

Challenge assumptions about informal economy; contribute to thinking about collective forms of working in the new economy; promote knowledge of working poor; talk to the boys about their visions for the future (Mike)

Use today's exercises to inform our future thinking and contribution (Beth)

Local politics; follow-up with event delegates; think about multi-dimensional career; international volunteering; Business council @Bond (Will)

Next steps

- Download and use the materials from this workshop at www.bond.org.uk/future-of-work
- **Contact us** if you would like to be connected with any of the people who identified as potential collaborators for one of your ideas
- Join us on the 17th January to agree what we do next!
- Let us know if you would like to work with us to think about how we can collectively take this agenda forward. Contact:
 - Kathy Peach kpeach@bond.org.uk
 - James Goodman j.goodman@forumforthefuture.org

Thank you for joining us and for your feedback

"I loved the methodology and conversations, dialogue and creative thinking it allowed. I thought the day was really organised and facilitated well. The provocations ... were spot on."

"I thought it was beautifully facilitated and structured."

"It was really very thought provoking and I hope we can be involved to move some of the issues raised forwards."

"Best workshop I've been to for ages."

"Just wanted to let you know how much I enjoyed the event on Friday... It was especially good being challenged to think positively... not a natural state of affairs for us academics!"

"The discussion was really interesting and provided quite a few ideas for thought."