

creative agency guidebook

CYANOTYPES

The Creative Agency Guidebook has been designed to provide you with greater insight into the Cyanotypes Creative Agency Competence Framework.

This Guidebook offers a level of detailed insight into the clusters and competencies that have been developed by Cyanotypes. You will find, for example, a detailed description of every competence, along with associated learning outcomes. In addition, there are pointers to related components of the train-the-trainer toolkit that may also want to consider.

This version of the Guidebook is intended for **Creative Sectors & Networks**.

The Guidebooks



VERSION: 1.0



Co-funded by the
Erasmus+ Programme
of the European Union

Project reference: CYANOTYPES GA No. 101056314

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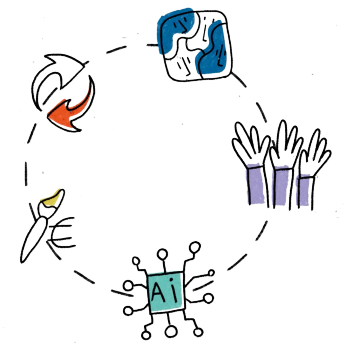


The Guidebooks



creative agency guidebook

Introduction



This guidebook has been designed to provide you with greater insight into the Cyanotypes **Creative Agency Competence Framework**. This framework consists of 5 agency clusters, reflecting the diverse contexts in which cultural and creative professionals are involved. Each of these clusters has 5 associated competences, with 25 competences in total.

In this **Guidebook** you will find descriptions of each of these competences and relevant supporting tools and materials provided by Cyanotypes.

This version of the Guidebook has been specifically developed for **Creative Sectors and Networks** at all levels. Other versions of the Guidebook have been developed for people working within Policymaking, Creative Organisations and Businesses, Learning Organisations and for Creative Professionals and Individuals. In this way people are free to choose the guidebook that best fits their perspective.

The Cyanotypes Framework can be adapted to personal, organisational or sector specific needs by providing:

- the means to **understand and anticipate skills needs and ambitions**
- a co-creative process to **identify and develop customised and new training pathways**.
- **alignment** with existing European competence frameworks, accreditation systems and related initiatives

In fact, we encourage people to consider how best to use the **Creative Agency Competence Framework** in their own context and according to their ambitions and objectives.

We have outlined a number of different **scenarios for Creative Sectors and Networks** below as examples. You will also find descriptions of other scenarios and pilot activities being undertaken by Cyanotypes partners in document **T1.7 Pilot Scenarios**.

creative agency scenarios

Sample Scenarios

It is possible to consider various scenarios for piloting the Cyanotypes approach and if you decide to run a pilot activity you will have your own ideas!

From the **Creative Sectors and Networks** perspective, this could be:

Developing a Sectoral Upskilling & Reskilling Strategy with the Cyanotypes Framework. The digital, green, and societal transitions are not just reshaping the industry; they are redefining the skills needed to thrive. Does your upskilling or reskilling agenda prepare them for emerging technologies, shifting business models, and evolving creative practices?

Stress-testing a Sector Strategy with Cyanotypes Competences. How future-ready is your sector? Does your strategy empower your members to adapt, collaborate, and innovate in an era of uncertainty?

From the **Policymaker** perspective, this could be:

Stress-testing your Policy Strategy against the Cyanotypes Framework. Is your policy strategy future-proof? Does it equip the creative industries with

the right skills, structures, and innovation capacity to remain resilient and competitive?

Strengthening Cultural & Creative Ecosystems: A Strategic Tool for Policy Makers. How resilient, inclusive, and future-proof is your creative ecosystem? Does it provide the right conditions for creative professionals, businesses, and organizations to adapt, collaborate, and innovate?

Naturally, there are different scenarios from the other perspectives and some examples are included below. You will also find descriptions of other scenarios and pilot activities being undertaken by Cyanotypes partners on the [project website](#).

From the **Creative Organisations and Businesses** perspective, this could be:

Stress-testing Your organisational strategy against the Cyanotypes Framework. How can you equip your staff with the right skills for the future?

Hiring for the Future: Embedding Cyanotypes Competences in Recruitment. Does your hiring strategy reflect these shifts? Are your job descriptions and recruitment processes attracting

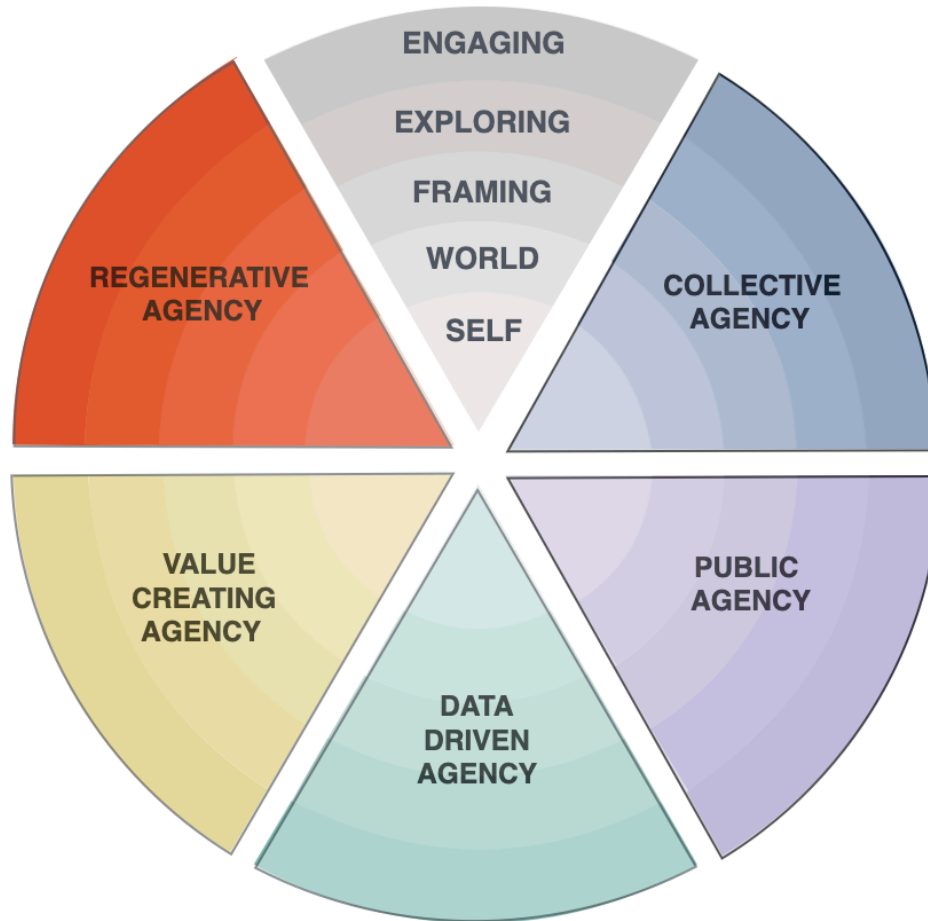
talent that will thrive in an industry undergoing rapid transformation?

From the **Learning Organisations** perspective, this could be:

Modifying an existing curriculum Trainers can integrate Cyanotypes competencies into their current curriculum by identifying areas where creativity, collaboration, or critical thinking can be enhanced. They can share existing learning activities and define discipline-specific learning outcomes to scope modifications within available time constraints (ECTS).

Designing New Learning Modules with Cyanotypes Competences. Trainers can define their objectives, target disciplines, and expected learner outcomes. Aligning content with EQF levels ensures appropriate complexity, while integrating feedback loops helps refine the program.

Identifying HR Capacity Building Opportunities. Organisations can evaluate existing staff competencies, identifying skill gaps that Cyanotypes can help bridge. They can also use the framework to shape hiring strategies, and by aligning job descriptions and training programs with Cyanotypes, organisations can future-proof their workforce.



Creative Agency Competence Framework

The **Cyanotypes Creative Agency Competence Framework** is grounded on the principle that *learning occurs within self-renewing ecosystems*, integrating individual, organizational, and ecosystemic contexts of agency to address the sustainability of educational practices and outcomes.

This provides a transversal model for “customisable” learning journeys and aims to inspire future value creation scenarios for creative professionals within innovative ecosystems

The framework emphasises five key dimensions of creative agency: **collective, public, data-driven, value-creating, and regenerative**, each contributing to a comprehensive approach to skills development and application in creative sectors.

Each cluster then consists of five competences. These competences aim to foster resilience among creative industry professionals through life long development activities to meet the challenges and demands in their respective practises for the near future.

You can also use the **Creative Agency Competence Framework** to follow a triple loop learning pathway that runs transversely across the five agency dimensions:

- **Self** - Individual self awareness, introspection and self reflection
- **World** - gaining awareness of your context
- **Framing** - understanding the meaning of your experiences
- **Exploring** - active enquiry, curiosity and experimentation
- **Engaging** - active participation, collaboration and dialogue

This is also intended to facilitate deeper reflection, systemic understanding and transformative learning experiences. In this way, learners can develop the critical thinking, creativity and adaptability needed to thrive in complex and dynamic environments.

5 Creative Agency Clusters

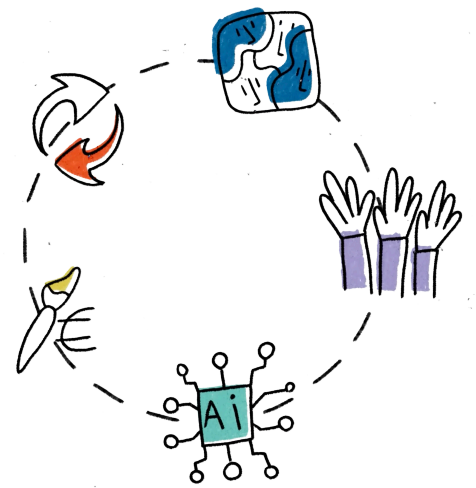
collective agency cluster

The **Collective Agency Cluster** promotes collaboration as essential for innovation and societal impact in the cultural and creative industries (CCIs). It champions **co-creation, resource-sharing, and equity**, fostering inclusive networks where diverse voices shape cultural outputs.

By pooling resources and leveraging connections, stakeholders steer sustainable and relevant creative solutions. This cluster emphasises systems thinking, trust-building, and mutual accountability, **ensuring cultural initiatives address complex challenges effectively.**

Through interdisciplinary projects and innovative frameworks, the Collective Agency Cluster enhances creativity, resilience, and impact, **positioning CCIs as pivotal contributors to societal transformation.**

The **5 competences** associated with this Cluster are:



A1 Creative Confidence
Strengthening sectoral resilience

A2 Collaboration Across Creative Disciplines
Working Together Across Creative Sectors

A3 Conceptual and Critical Thinking
Driving innovation and transitional thinking

A4 Interacting in Creative Ecosystems
Navigating within and between creative environments

A5 Collective Action
Moving from urgency to action

public agency cluster

The **Public Agency Cluster** views culture as a public good essential for societal well-being and resilience. It emphasises inclusivity, community empowerment, and sustainability, **positioning cultural participation as a catalyst for shared progress.**

Through co-creation and interdisciplinary collaboration, this cluster addresses challenges like inequality and climate change. It advocates cultural **ecosystems that prioritise equity, access, and engagement.**

With a **focus on public impact, sustainability, and policy alignment**, the cluster ensures culture remains a uniting force that inspires action, fosters dialogue, and strengthens communities.

The **5 competences** associated with this Cluster are:

B1 Working with Values
Enabling integrated perspective-taking

B2 Boundary Spanning
Providing the connective tissue for collaboration

B3 Anticipatory Innovation
Opening new innovation discourses

B4 Narrative Design
Communicating value and designing impact

B5 Managing Transformations
Orchestrating change

data-driven agency cluster

The **Data-Driven Agency Cluster** highlights data as a transformative resource for the cultural and creative industries (CCIs). It fosters innovation, audience engagement, and **ethical practices through data literacy and collaborative approaches**.

Professionals use data for insights, impact measurement, and creative storytelling, ensuring relevance and resonance. Ethical stewardship and inclusivity guide data use, addressing privacy and biases. Capacity-building initiatives **empower CCIs to navigate data complexities, leveraging technology for innovation while maintaining transparency.**

This cluster positions data as a bridge between creativity and societal needs, **driving meaningful and impactful transitions.**

The **5 competences** associated with this Cluster are:

C1 Data and Digital Literacy
Providing resilient foundations for the digital transition

C2 Understanding Socio-Technical Systems
Contextualising technology for the triple transition

C3 Digital Self-Determination
Supporting creative agency in digital spaces

C4: Creatively Using Digital Technology
Empowering Policymakers to Drive Innovation in the CCIs

C5: Digital Content Co-creation
Advancing collaborative innovation in the CCIs

value-creating agency cluster

The **Value-Creating Agency Cluster** emphasises the multifaceted value of CCIs, spanning economic, cultural, social, and environmental dimensions. It **promotes intentional value creation aligned with societal and systemic needs.**

By fostering innovation, inclusivity, and sustainability, CCIs **enhance community ties and address global challenges.** This cluster prioritises both tangible results and intangible outcomes like emotional resonance and inspiration.

Through interdisciplinary collaborations, creative methodologies, and impact measurement frameworks, CCIs amplify their societal contributions, **ensuring creativity remains a cornerstone for progress and transformation.**

The **5 competences** associated with this Cluster are:

D1 Financial and Economic Literacy
Fostering socio-economic understanding

D2: Planning and Management
Strengthening efficiency and competitiveness

D3 Valuing Ideas
From Creative Concepts to Impactful Transitions

D4. Opportunity Management
Locating paths to growth

D5. Working With Others
Applying the dynamics of collaboration

regenerative agency cluster

The **Regenerative Agency Cluster** positions CCIs as catalysts for societal and ecological renewal, **prioritising practices that restore and sustain systems.**

It emphasises systems thinking, reciprocity, and holistic approaches to repair past harm and build future capacity. Inspired by natural cycles, the cluster integrates sustainability into creative practices, fostering resilience and community engagement.

By aligning culture with regenerative principles, this cluster empowers CCIs to **inspire transformation and create thriving ecosystems.**

The **5 competences** associated with this Cluster are:

E1 Self-Awareness & Empathy
Prioritising care, solidarity and renewal

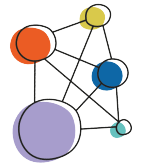
E2. Ethical and Sustainable Thinking
Shaping Regenerative CCIs Policies

E3 Problem Framing
Articulating better questions and transitions

E4. Exploratory Thinking
Navigating complexities with curiosity and innovation

E5 Actionable Futures
Working within a pragmatic paradigm

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Creative Sectors
and Networks

clusters & competences in detail

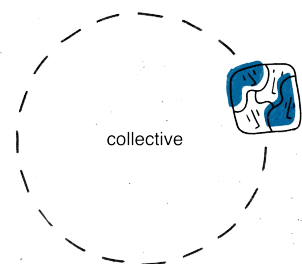
STRATEGIC SKILLS FOR CREATIVE FUTURES

collective agency cluster



Creative Sectors
and Networks

Collective Agency Cluster



Competences

- A1 Creative Confidence
- A2 Collaboration Across
- A3 Conceptual and Critical Thinking
- A4 Interacting in Creative Ecosystems
- A5 Collective Action

The **Collective Agency Cluster** highlights the transformative power of collaboration and shared effort within the cultural and creative industries (CCIs). It emphasises that addressing today's complex challenges—such as digital transformation, climate change, and social inequality—requires collective approaches that leverage the strengths of diverse stakeholders. This cluster positions collaboration not as an optional strategy but **as a guiding principle for innovation, resilience, and sustainable societal impact.**

At its heart, the Collective Agency Cluster values interdependence, recognising that cultural and creative work exists within larger, interconnected systems. Whether engaging with education, technology, community development or public policy, **this cluster encourages stakeholders to view themselves as integral parts of an ecosystem where their actions influence—and are influenced by—others.** This systems-oriented perspective promotes mutual support, accountability, and shared responsibility across the cultural and creative sectors.

A defining feature of this cluster is **co-creation**, which seeks to actively involve diverse voices as equal partners in the creative process. Moving beyond consultation or audience participation, co-creation strengthens cultural and creative outputs by incorporating varied perspectives while fostering deeper relationships between practitioners and their communities. This approach makes cultural initiatives more relevant, accessible, and inclusive, reflecting the needs and values of the people they address.

The pooling of shared resources is another foundational element. Collective Agency encourages the sharing of physical spaces, funding, data, and expertise to maximise impact and promote equity. By creating opportunities for smaller organisations and under-represented groups to access essential resources, this cluster ensures that all stakeholders can contribute meaningfully to collaborative

efforts. Examples include co-working spaces for creative professionals, open-data platforms, and collective funding models that distribute resources democratically.

Collective Agency **thrives on creativity, particularly in generating solutions that transcend traditional boundaries.** Collaborative environments often lead to cross-disciplinary projects, such as those combining art, science, and technology to tackle societal challenges like climate change or urban planning. These innovations highlight the unique potential of collaboration to inspire groundbreaking outcomes.

Recognising the challenges of joint efforts, the cluster emphasises the importance of **clear frameworks for decision-making, transparent communication, and tools that streamline collaboration.** By fostering reflection and shared learning, stakeholders can refine their practices and ensure adaptability to evolving needs and contexts.

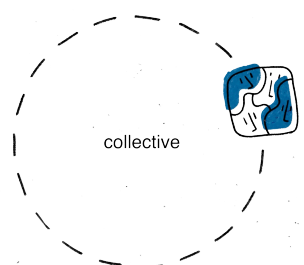
Ultimately, the Collective Agency Cluster envisions a cultural and creative sector where collaboration is a core value and driving force. By embracing interdependence, co-creation, and shared resources, **it empowers CCIs to address complex challenges, amplify their impact, and build a resilient and connected future.**



A1 Creative Confidence

Empowering Creative Professionals Through Sector Support

*Collective Agency Cluster
Topic A1*



Associated Competences

A2 Collaboration Across Creative Disciplines

A3 Conceptual and Critical Thinking

A4 Interacting in Creative Ecosystems

A5 Collective Action

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As someone working in a sector organisation for the cultural and creative industries (CCIs), you are uniquely positioned to foster creative confidence among the professionals you represent. This competence is critical for **enabling individuals to navigate the complexities of the “triple transition”**—green, digital, and societal shifts—and to meet the challenges of an ever-evolving landscape with resilience and ingenuity.

Creative confidence is not just an individual trait; it is a skill that can be cultivated. At its heart, this competence highlights creativity as a universal ability that extends beyond artistic disciplines. It’s about empowering professionals to view creativity as a tool for innovation, problem-solving, and driving meaningful societal change. For professionals in CCIs, this mindset transforms their work into a powerful mechanism for sustainable and equitable impact.

As a sector representative, you play a pivotal role in creating the conditions that enable the development of creative confidence. Advocating for supportive policies and resources that prioritise experimentation, learning, and innovation can provide the foundation professionals need to thrive. For instance, securing funding for safe and inclusive creative spaces where practitioners can test ideas and receive constructive feedback fosters the kind of environment where confidence grows.

Encouraging collaboration across disciplines is another powerful way to

enhance this competence. By organising networking events, co-creation labs, and collaborative grant opportunities, you can facilitate connections among diverse professionals. These interactions not only expand perspectives but also demonstrate the transformative potential of collective creativity, **helping participants develop the confidence to tackle complex challenges together.**

Navigating uncertainty is a key component of creative confidence, and your role in offering resources such as training in adaptive strategies, risk management, and growth mindset techniques can be transformative. Providing workshops on topics like embracing failure as a learning opportunity or managing self-doubt equips professionals with the tools they need to experiment boldly.

Finally, you can amplify the importance of creative confidence through storytelling. Highlight success stories of members who have demonstrated resilience and innovation, showcasing the tangible impact of embracing creativity in their work.

By actively promoting creative confidence through your policies, programs, and advocacy, you strengthen the capacity of CCIs to lead in addressing societal challenges. Together, we can build a sector that thrives on resilience, adaptability, and a shared commitment to shaping a dynamic and equitable future.

Learning Outcomes



Collective Agency Cluster
Topic A1

Main Learning Outcomes

Learners will **recognise** creativity as a key competence in the context of the triple transition.

Learners will **understand** the full potential of shared creativity in various contexts.

Learners will **strengthen** their ability to navigate situations characterised by uncertainty or multiple crises.

Knowledge

Understands the fundamentals of creativity, including creative processes and the impact of affect.

Recognises methods and tools that nurture creative confidence across different sectors and is aware of both historical and contemporary contexts.

Skills

Can identify the interests and needs of a target audience.

Demonstrates resilience and the ability to navigate change and setbacks.

Overcomes fear of failure and procrastination, and reflects on the factors influencing creative confidence from multiple perspectives.

Responsibilities

Engages in self-reflection to understand personal influences on creativity and considers the needs of others.

Fosters collaboration with diverse stakeholders and leverages feedback to enhance multidisciplinary projects.

Cyanotypes Practical Support



CYANOTYPES provides support on four levels. Some of these materials are available via our [open learning platform](#) or from the [Train-the-Trainer Toolkit](#).

Learning Plans

For each of the 5 cluster competences, we provide a [Learning Plan](#) that is intended to facilitate the design of learning modules and any associated microcredentials..

Sample Demonstrator Module

Fully worked out learning material representing 2 ECTS (50 hours) at EQF Level 5 is available on our [open learning platform](#) for one of the cluster competences. This sample

module includes all the elements you need to design and deliver your own modules.

Supporting Materials

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Cyanotypes Blueprinter

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CYANOTYPES

collaboration across creative disciplines

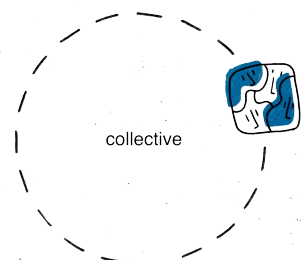


Creative Sectors
and Networks

A2 Collaboration Across Creative Disciplines

Strengthening Collective Potential in the Creative Sector

*Collective Agency Cluster
Topic A2*



Associated Competences

A1 Creative Confidence
A3 Conceptual and Critical Thinking
A4 Interacting in Creative Ecosystems
A5 Collective Action

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As a professional in a sector organisation representing the cultural and creative industries (CCIs), you have the unique opportunity to champion collaboration across creative disciplines as a transformative competence. This skill is essential for fostering innovation, addressing complex challenges, and driving meaningful transitions in a rapidly evolving world. By **promoting interdisciplinary collaboration**, you empower professionals to unlock their collective potential, tackle societal issues, and create a more resilient and inclusive creative ecosystem.

Collaboration across disciplines requires more than bringing people together — it's about **designing processes that encourage co-creation, open dialogue, and shared ownership of outcomes**. Your role can include fostering environments where these principles thrive. For example, you could organise interdisciplinary networking events, co-creation labs, or workshops that teach creative professionals how to integrate diverse perspectives into cohesive projects.

By facilitating opportunities for professionals to engage with expertise outside their immediate field, you help them discover new ways of thinking and working. Consider creating partnerships with educational institutions, technology companies, or policy organizations to expose members to fresh insights and approaches. Providing access to expert consultants or cross-sector collaborations can help bridge gaps

between disciplines, enabling teams to generate innovative solutions.

Creative practices are powerful tools for enhancing collaboration. Storytelling, design thinking, and visual mapping can serve as shared languages in diverse teams, fostering alignment and sparking new ideas. Offering training sessions on these techniques equips members with practical methods to improve communication, build consensus, and solve problems collaboratively.

Cultural sensitivities often arise in interdisciplinary work. You can play a key role in supporting professionals to navigate these challenges by developing programs that promote intercultural awareness and effective communication. For example, create resources that highlight strategies for addressing misunderstandings and fostering empathy in cross-disciplinary teams. This not only enhances collaboration but also ensures projects remain inclusive and respectful.

Encouraging continuous experimentation is another way to support this competence. Providing funding for pilot projects, innovation grants, or exploratory residencies allows professionals to test new methodologies and embrace both successes and failures as opportunities for growth.

By advocating for policies and programs that prioritise interdisciplinary collaboration, you amplify the potential of CCIs to generate groundbreaking solutions and impactful projects.

Learning Outcomes



Collective Agency Cluster
Topic A2

Main Learning Outcomes

Learners will **recognise** the impact of participatory practices in multifunctional and cross-disciplinary teams.

Learners will **understand** how to collaboratively address complex challenges through creative practice.

Learners will **enter** collaborative teamwork in agile project contexts.

Knowledge

Knows strategies for co-creation and differentiates aspects of participatory processes, collaboration, and teamwork.

Recognises the boundaries and limitations of existing knowledge and practices and understands cultural sensitivities affecting communication.

Skills

Can communicate effectively both verbally and in writing, fostering mutual respect and confidence among team members.

Experiments with creative techniques and demonstrates determination in applying effective methods.

Responsibilities

Proactively **seeks** opportunities to experiment with new approaches, develops strategies to overcome fear of failure

Takes an active role in mentoring peers to enhance their creative confidence.

Cyanotypes Practical Support



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CYANOTYPES

conceptual and critical thinking

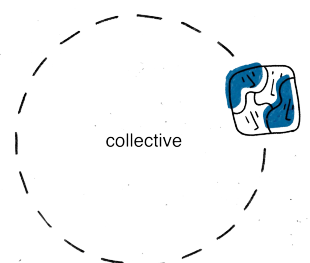


Creative Sectors
and Networks

A3 Conceptual and Critical Thinking

Supporting Innovation and Decision-Making

*Collective Agency Cluster
Topic A3*



Associated Competences

- A1 Creative Confidence
- A2 Collaboration Across Creative Disciplines
- A4 Interacting in Creative Ecosystems
- A5 Collective Action

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As a professional in a sector organisation representing the cultural and creative industries (CCIs), fostering conceptual and critical thinking among your members is key to helping them navigate the transformative challenges of the green, digital, and societal transitions. This competence **equips creative professionals to generate innovative solutions, make informed decisions, and adapt their practices to an ever-changing world.** By championing programs and initiatives that support these skills, you enable your members to thrive and contribute meaningfully to the future of the sector.

Conceptual and critical thinking combines creativity with rigorous analysis. Conceptual thinking inspires professionals to generate ideas, explore possibilities, and envision transformative outcomes. Critical thinking ensures these ideas are thoroughly evaluated for feasibility, relevance, and impact. Together, **these processes empower individuals to approach innovation with both imagination and precision,** producing work that resonates with audiences while addressing broader societal challenges.

Your role in promoting this competence can start by offering resources and training programs that emphasise the importance of balancing creativity and analysis. For example, you might develop workshops on brainstorming techniques, systems thinking, and problem-framing methodologies. These sessions can provide your members with practical tools like mind mapping, lateral thinking exercises, and scenario

planning, which enable them to tackle challenges from multiple perspectives.

Another key aspect is fostering interdisciplinary learning. Creative professionals often work across overlapping fields and helping them recognise and apply insights from diverse disciplines **can unlock new approaches to complex problems.**

Initiatives like cross-sector networking events, collaborative residencies, and knowledge-sharing platforms can encourage your members to learn from peers and experts in different domains, broadening their conceptual toolkit.

Encouraging systems thinking is another valuable way to support this competence. By helping members understand how elements within their ecosystem are interconnected, you enable them to approach challenges holistically and **identify strategic leverage points for innovation.** Providing case studies or tools like systems mapping and root cause analysis can make these concepts accessible and actionable.

By integrating conceptual and critical thinking into capacity-building initiatives, you help your members enhance their ability to innovate, make better decisions, and adapt to uncertainty. These competencies also improve communication, enabling professionals to articulate ideas persuasively to clients, funders, and collaborators.

Learning Outcomes



Collective Agency Cluster
Topic A3

Main Learning Outcomes

Learners will **recognise** the value of processes such as analysis, interpretation, evaluation and documentation.

Learners will **understand** the correlations between conceptual thinking (forming new ideas) and critical thinking (evaluating ideas).

Learners will **translate** context-specific knowledge across different creative fields.

Knowledge

Understands the foundations of systems thinking, including principles, methods, and practices relevant to creative contexts.

Is aware of advanced innovation strategies and design thinking methodologies.

Skills

Can apply creative problem-solving techniques to devise innovative solutions.

Demonstrates proficiency in affordance mapping and critical thinking to assess ideas and navigate changes in creative processes.methods.

Responsibilities

Commits to continuous learning and innovation, applying systems thinking skills to address complex challenges and mobilising resources for sustainable development.

Cyanotypes Practical Support



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CYANOTYPES

interacting in creative ecosystems

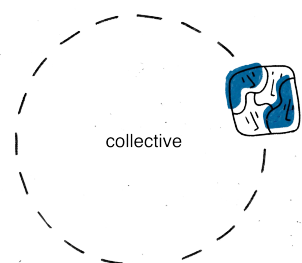


Creative Sectors
and Networks

A4 Interacting in Creative Ecosystems

Supporting Professionals in the Cultural and Creative Industries

*Collective Agency Cluster
Topic A4*



Associated Competences

- A1 Creative Confidence
- A2 Collaboration Across Creative Disciplines
- A3 Conceptual and Critical Thinking
- A5 Collective Action

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As a representative in a sector organisation within the cultural and creative industries (CCIs), your role in fostering the competence of “Interacting in Creative Ecosystems” is essential. This skill equips professionals in your sector to navigate the complex networks of relationships, resources, and influences that shape their work, ultimately enhancing collaboration, innovation, and sustainability within the broader ecosystem. By supporting this competence, you empower your members to thrive amidst the challenges of societal, digital, and green transitions.

Creative ecosystems are intricate, involving interdependencies between cultural, economic, social, and environmental dimensions. Supporting your members to understand these dynamics can help them align their work with broader societal goals, fostering greater relevance and impact.

Offering training in systems thinking — a framework for mapping and analysing relationships within an ecosystem — **can enable professionals to identify opportunities for positive change and strategic interventions.**

Workshops, case studies, and tools like ecosystem mapping can make these concepts accessible and actionable.

Your organisation can also play a pivotal role in promoting collaboration. By facilitating opportunities for co-creation and cross-sector partnerships, you help members build the trust and networks needed to innovate effectively. This could include establishing collaborative

platforms, organising interdisciplinary networking events, or curating residencies where diverse professionals can come together to share expertise and resources.

Embedding ethical considerations within creative ecosystems is another critical aspect. Encourage your members to prioritise inclusivity, sustainability, and equitable practices in their work. Providing guidelines on ethical resource use, representation, and stakeholder engagement can help ensure their projects contribute positively to the ecosystem. Initiatives like sector-wide ethical charters or sustainability **certifications can reinforce these values and set a benchmark for responsible practices.**

Given the dynamic nature of creative ecosystems, fostering resilience and adaptability is equally important. Through capacity-building programs that highlight strategies for managing uncertainty and embracing change, your organisation can prepare professionals to remain agile and responsive in the face of evolving technological, societal, and economic trends.

Finally, amplify knowledge sharing by acting as a hub for research and best practices. Disseminate insights on successful ecosystem-based projects, offer training in resource-sharing practices, and highlight case studies where collaboration has led to transformative outcomes. This not only inspires your members but also strengthens the creative ecosystem as a whole.

Learning Outcomes



Collective Agency Cluster
Topic A4

Main Learning Outcomes

Learners will **contextualise** creative practices within broader ecosystems.

Learners will **recognise** the value of systems thinking and complexity science.

Learners will **gather** information and manage complexity in specific contexts while developing a creative understanding of artistic entrepreneurship.

Knowledge

Recognises the interconnectedness of creative practices within broader ecosystems and understands ethical considerations related to representation and sustainability.

Skills

Can collaborate effectively across disciplines, utilising diverse perspectives to co-create solutions.

Demonstrates the ability to map complex systems and analyse relationships within creative projects.

Responsibilities

Upholds ethical standards in multidisciplinary projects, advocating for inclusivity and sustainability while managing risks associated with complex ecosystems.

Cyanotypes Practical Support



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Learning Plans

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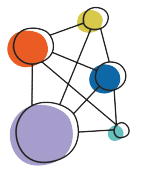
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Cyanotypes Blueprinter

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collective action

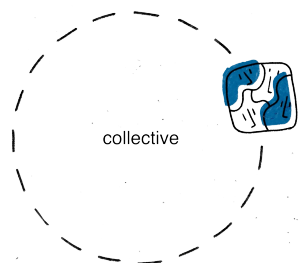


Creative Sectors
and Networks

A5 Collective Action

Empowering Sector Organizations to Drive Collaborative Impact

*Collective Agency Cluster
Topic A5*



Associated Competences

- A1 Creative Confidence
- A2 Collaboration Across Creative Disciplines
- A3 Conceptual and Critical Thinking
- A4 Interacting in Creative Ecosystems

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As a professional representing a sector organisation within the cultural and creative industries (CCIs), fostering the competence of Collective Action (From Urgency to Action) is a strategic way to address the sector's most pressing challenges. By enabling your members to harness collective intelligence, pool resources, and take collaborative action, you help create innovative and sustainable responses to the demands of the green, digital, and societal transitions.

Your role begins by cultivating an understanding of co-agency among your members. Highlight the value of working together across disciplines, sectors, and communities to amplify their impact. Co-agency shifts the focus from individual efforts to shared commitments, drawing on diverse perspectives and skills to design equitable and transformative solutions. Hosting workshops, forums, or co-creation labs can provide spaces where professionals collaborate, learn from one another, and explore ways to align their efforts for maximum impact.

Support your members in reframing challenges as opportunities. For example, position environmental crises as drivers for innovation in sustainable practices or societal inequalities as opportunities to create inclusive systems. Encourage members to view urgency as a catalyst for progress, and provide resources, tools, or training that equip them to think creatively and take bold, proactive steps.

Equip your members with methods to engage diverse stakeholders, incorporate different perspectives, and ensure transparency in decision-making. Initiatives such as participatory design sessions or community consultations can help create solutions that are fair, representative, and grounded in the needs of all involved.

Develop programs that enhance your members' collaboration skills, including communication, teamwork, and conflict resolution. These are essential for navigating multidisciplinary projects and integrating diverse viewpoints effectively. Introduce tools like open space technology, design thinking, or brainstorming frameworks for collective problem-solving.

Actively promote safe and inclusive spaces where your members feel supported to take risks and share ideas openly. Confidence grows when individuals know their contributions are valued, and fostering this within your sector strengthens members' willingness to collaborate and innovate.

The benefits of collective action extend beyond individual organizations—it strengthens the creative ecosystem as a whole. By fostering collaboration, you empower members to create solutions that are effective, innovative, and deeply rooted in community needs..

Learning Outcomes



Collective Agency Cluster
Topic A5

Main Learning Outcomes

Learners will **recognise** the potential of co-agency as individual and collective actions for the implementation of actionable solutions.

Learners will **evaluate** quality using multiple criteria and a wide range of approaches.

Learners will **reframe** the urgencies of the triple transition challenges (social, environmental, technological challenges) from threats into opportunities.

Knowledge

Understands the principles of multidisciplinary project design and the ethical responsibilities involved, including representation and power dynamics.

Skills

Can apply strategic project design to optimise collaboration and outcomes.

Demonstrates the ability to synthesise perspectives and communicate ideas effectively to stakeholders.

Responsibilities

Takes charge of leading creative initiatives, upholding ethical standards and fostering collaboration to drive positive impact within broader ecosystems.

Cyanotypes Practical Support



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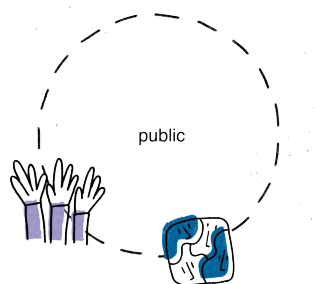
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public agency cluster



Creative Sectors
and Networks

Public Agency Cluster



Competences

- B1 Working with Values
- B2 Boundary Spanning
- B3 Anticipatory Innovation
- B4 Narrative Design
- B5 Managing Transformations

The **Public Agency Cluster** centres **creativity and culture as fundamental public goods** that drive societal well-being, resilience, and shared progress. It redefines cultural and creative industries (CCIs) as essential contributors to public systems, addressing collective challenges, fostering inclusivity, and creating environments where communities thrive through cultural participation. Rather than viewing culture as a luxury, this cluster emphasises its role as a cornerstone for social cohesion, education, and sustainable development.

At its core, the Public Agency Cluster envisions cultural ecosystems aligned with societal values and long-term goals. This involves designing systems that prioritise equity, access, and participation, ensuring that creative practices resonate with diverse communities and address shared concerns. By removing barriers to participation and proactively engaging marginalised groups, the cluster promotes inclusivity, enriching cultural expression through diverse perspectives and fostering a more equitable society.

Empowering communities is another foundational principle of this cluster. Cultural initiatives within this framework emphasise co-creation, inviting communities to actively shape their cultural landscapes. **Participatory approaches, such as community-driven festivals and public storytelling projects, foster a sense of ownership and strengthen bonds within and across communities.**

These initiatives create spaces for dialogue, collaboration, and shared growth, emphasising that culture thrives most effectively when communities are engaged as equal partners.

Interdisciplinary collaboration is integral to the Public Agency Cluster, recognising that today's challenges—climate change, social inequality, public health crises—demand multifaceted solutions. By fostering partnerships between CCIs and sectors like education, healthcare, urban development, and technology, this

cluster leverages the bridging power of creativity to develop innovative responses to complex societal issues.

A commitment to sustainability and resilience underpins the cluster's approach, emphasising cultural initiatives that address immediate needs while ensuring long-term impact. This involves shifting cultural production and consumption toward environmentally responsible, socially inclusive, and economically viable models. By embedding sustainability into creative practices, this cluster enhances the vitality of communities and ecosystems alike.

Finally, the Public Agency Cluster mobilises the **transformative power of culture to inspire action and catalyse change**. From public art installations to performances addressing social justice, cultural and creative initiatives provoke thought, foster empathy, and drive collective problem-solving. Policy frameworks that support this integration are essential, ensuring adequate funding, equitable distribution, and alignment with broader societal goals.

The Public Agency Cluster challenges traditional perceptions of culture, reframing it as a shared resource that unites, enriches, and empowers. By placing creativity at the heart of public life, it builds equitable, vibrant, and resilient societies equipped to navigate the complexities of the modern world.

working with values

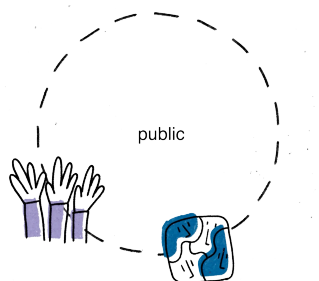


Creative Sectors
and Networks

B1 Working with Values

Empowering Sector Organizations to Champion Inclusion and Equity

*Public Agency Cluster
Topic B1*



Associated Competences

- B2 Boundary Spanning
- B3 Anticipatory Innovation
- B4 Narrative Design
- B5 Managing Transformations

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As a professional within a sector organisation representing the cultural and creative industries (CCIs), fostering the competence of “Working with Values” is pivotal for advancing inclusion, equity, and thoughtful engagement across the sector. This competence enables your organisation to guide members in navigating the diverse perspectives and cultural contexts that shape creative work while fostering shared understanding and collaboration.

Your role begins by **creating opportunities for dialogue about the values that underpin creative practices**. Encourage your members to explore the cultural, social, and historical dimensions that influence individual and collective values, helping them understand how these factors shape decision-making and interaction. You can provide tools like the “iceberg model” to help uncover the deeper layers of values, facilitating meaningful discussions that go beyond surface-level assumptions.

To support this, design and promote workshops, roundtables, and forums where professionals can engage in open, judgment-free conversations about values. These spaces should prioritise diversity, ensuring all voices are heard and respected. Encourage members to examine and address biases within their teams and projects while fostering a culture of trust that celebrates the richness of different perspectives.

Advocate for inclusive practices across the CCIs by aligning projects and policies with values that reflect equity and diversity. Encourage your members to consider how their work represents and engages their audiences and communities, ensuring it resonates with a wide range of cultural and social contexts.

Support your members in addressing sensitive topics thoughtfully by offering guidance and resources that promote equitable representation. Create case studies and best practices **highlighting successful projects that integrate diverse perspectives into their creative processes**. These examples can serve as inspiration and practical guidance for others in the sector.

Your role also includes helping members align their work with broader societal goals. For instance, assist in designing initiatives that reflect community priorities and contribute to societal well-being. This might involve connecting members with local organizations or providing platforms for marginalised voices within the creative ecosystem.

By fostering the competence of working with values, your organisation positions itself as a leader in championing inclusivity and equity within the CCIs. This competence not only strengthens collaboration and innovation but also enriches the cultural sector by creating spaces where creativity is a shared endeavour that honours and uplifts all participants.

Learning Outcomes



Public Agency Cluster
Topic B1

Main Learning Outcomes

Learners will **create** inclusive and unbiased environments where diverse values are respected and discussed without judgment.

Learners will **demonstrate** a deep understanding of underlying factors influencing values.

Learners will **identify** and **analyse** values within multi-stakeholder ecosystems to create strategic partnerships that prioritise mutual respect and understanding.

Knowledge

Is **aware** of different cultural values and their influence on behaviour and interactions.

Is **familiar** with theories and models related to bias and discrimination.

Skills

Can **facilitate** open and respectful discussions.

Demonstrates competence in recognising and mitigating biases.

Shows proficiency in creating and implementing inclusive creative practices.

Responsibilities

Takes responsibility for fostering an inclusive environment and addressing sensitive issues related to diversity.

Initiates understanding of the deep-seated factors affecting values and educates others about these complexities.

Leads initiatives to build strategic partnerships based on shared values.

Cyanotypes Practical Support



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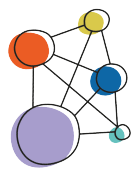
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boundary spanning

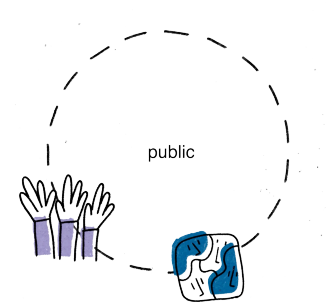


Creative Sectors
and Networks

B2 Boundary Spanning

Bridging Divides for Innovation and Societal Impact

*Public Agency Cluster
Topic B2*



Associated Competences

B1 Working with Values

B3 Anticipatory Innovation

B4 Narrative Design

B5 Managing Transformations

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As a professional in a sector organisation within the cultural and creative industries (CCIs), fostering the competence of Boundary Spanning among your members is **a transformative way to enhance cross-sector collaboration, drive societal impact, and stimulate innovation.** By equipping professionals to navigate the spaces between disciplines, sectors, and communities, you empower them to lead projects that generate meaningful change and foster creative breakthroughs.

Your role involves creating platforms and opportunities for professionals to step beyond their traditional domains. Encourage interdisciplinary collaboration by organising co-creation labs, cross-sector workshops, and innovation challenges where stakeholders with diverse expertise can exchange ideas. Providing such environments not only builds the boundary-spanning skills of your members but also fosters connections that lead to innovative transitions.

Help your members understand the value of integrating perspectives and expertise from different domains. Offer training sessions and toolkits on creative methods like design thinking, systems mapping, and speculative design, which **enable teams to visualise alternative futures and explore pathways for progress.**

Highlight examples of successful projects where boundary-spanning approaches have addressed complex challenges, such as climate change or

social equity, to inspire and guide their efforts.

Boundary spanning also involves navigating and resolving the complexities that arise in interdisciplinary projects. Equip your members with strategies for managing diverse stakeholder dynamics, fostering inclusive dialogue, and aligning varied priorities.

As societal challenges increasingly require creative professionals to operate outside their traditional boundaries, help your members position themselves as connectors and innovators. Advocate for funding models, policy frameworks, and partnerships that support cross-sector initiatives, ensuring that boundary-spanning projects receive the resources and recognition they need to thrive.

Encourage your members to view their creative skills as tools for driving societal change. Showcase how art and culture can catalyse fresh thinking, foster empathy, and **build bridges between seemingly disconnected domains.**

Promote the integration of CCIs into broader sectors like education, technology, and urban development, where their unique perspectives can generate impactful solutions.

By championing boundary spanning, you enable professionals in the CCIs to transform barriers into opportunities for growth and innovation. Your support ensures they can navigate complexity, foster collaboration, and lead transformative initiatives that contribute to a more connected, equitable, and sustainable world.

Learning Outcomes



Public Agency Cluster
Topic B2

Main Learning Outcomes

Learners will **scan** diverse domains for relevant solutions and leverage creative practices in transdisciplinary collaborations (boundary spanning).

Learners will **create** working dynamics among interdisciplinary groups using artistic methods to foster effective communication and collaboration.

Learners will **adapt** creative expertise to foster innovation within transdisciplinary groups.

Knowledge

Understands the principles and practices of transdisciplinary design and collaboration.

Recognises creative practices and innovation strategies applicable in complex stakeholder situations.

Skills

Can **consult** experts to conduct research across diverse disciplines for relevant transformative examples.

Demonstrates competence in leveraging creative thinking to develop innovative solutions.

Responsibilities

Takes initiative in seeking and integrating diverse perspectives and solutions.

Provides leadership in maintaining positive dynamics within interdisciplinary teams and achieves shared goals through effective group facilitation.

Cyanotypes Practical Support



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CYANOTYPES

anticipatory innovation



Creative Sectors
and Networks

B3 Anticipatory Innovation

*Enabling Sector
Organizations to Prepare for
the Future*

*Public Agency Cluster
Topic B3*

As a professional in a sector organisation within the cultural and creative industries (CCIs), fostering Anticipatory Innovation among your members is **essential for equipping them to navigate the uncertainties of the future** while maintaining their creative edge. By supporting this forward-thinking competence, you empower the sector to proactively design transitions that address emerging societal challenges, embrace digital and green transformations, and adapt to shifting cultural and economic contexts.

Anticipatory innovation focuses on **helping creative professionals imagine and prepare for potential futures through practical, achievable visions**. Your role in cultivating this competence can include organising scenario-planning workshops, trend forecasting sessions, and speculative design labs. These initiatives enable members to explore protopias—future scenarios that inspire actionable strategies—and position their work within broader societal transitions.

You can also encourage the use of creative methods like immersive storytelling, participatory design, or speculative art to stimulate fresh perspectives on the future. These approaches allow professionals to **engage stakeholders in reimagining possibilities** and identifying innovative responses to upcoming challenges. Consider funding or promoting experimental projects that use these methods to address critical issues such

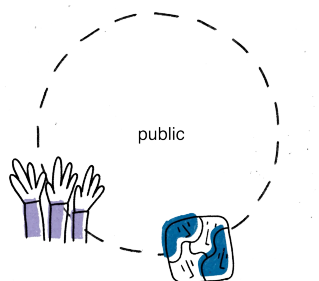
as climate resilience, social equity, or technological disruption.

Support your members in building resilience by fostering environments where experimentation and failure are not only accepted but valued. Offer training or resources that shift the narrative around failure, framing it as an essential part of innovation. Highlight case studies where iterative processes led to groundbreaking ideas, demonstrating how setbacks can fuel progress and adaptability.

Advocate for cross-sector collaboration as a cornerstone of anticipatory innovation. Facilitate partnerships with technology companies, policy institutions, and environmental organizations to ensure that the CCIs contribute to and benefit from multidisciplinary innovation. Such collaborations can amplify the sector's influence in shaping inclusive and sustainable futures.

Anticipatory innovation aligns with other competences, such as Boundary Spanning and Working with Values, by fostering interdisciplinary approaches and grounding future scenarios in diverse perspectives and ethical considerations. Encourage your members to integrate these related practices into their strategies to create holistic frameworks for addressing future challenges.

By nurturing anticipatory innovation within your sector, you enable creative professionals to move from reactive to proactive mindsets.



Associated Competences

- B1 Working with Values
- B2 Boundary Spanning
- B4 Narrative Design
- B5 Managing Transformations

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Learning Outcomes



Public Agency Cluster
Topic B3

Main Learning Outcomes

Learners will **envision** future scenarios that lead to a better society (protopias), avoiding utopian or dystopian extremes.

Learners will effectively **employ** creative and artistic practices to stimulate thinking and foster innovation.

Learners will **develop** proficiency in creative practices that encourage risk-taking and embrace failure as part of the innovation process.

Knowledge

Is **aware** of social, economic, and technological trends that influence future scenarios.

Is **familiar** with methodologies for scenario planning and visioning.

Skills

Can analyse current trends and project potential future scenarios.

Demonstrates competence in using creative thinking to envision realistic future societies.

Shows proficiency in co-creating and communicating effective future scenarios.

Responsibilities

Takes initiative in leading visioning exercises for future scenarios.

Demonstrates leadership in promoting a culture that embraces risk-taking and learning from failure, supporting others in their creative endeavours.

Cyanotypes Practical Support



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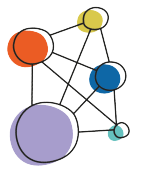
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narrative design

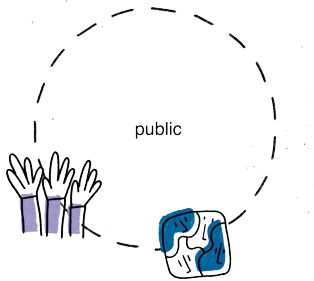


Creative Sectors
and Networks

B4 Narrative Design

Designing impact through memorable experiences

Public Agency Cluster
Topic B4



Associated Competences

B1 Working with Values
B2 Boundary Spanning
B3 Anticipatory Innovation
B5 Managing Transformations

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Narrative design is a dynamic competence that revolves around the art of crafting and communicating stories that captivate, resonate, and inspire. It underscores the importance of storytelling as a fundamental human tool for connection and meaning-making. Through creative techniques and principles of visual literacy, **narrative design elevates the power of messages**, transforming them into memorable experiences that speak deeply to diverse audiences.

At its core, narrative design is about creating stories that evoke vivid imagery and emotional resonance. A well-crafted narrative draws audiences into its world, enabling them to connect with its themes, characters, and messages on a personal level. This ability to evoke mental imagery and emotional responses makes narrative design a powerful tool for engaging audiences and influencing behaviours. Whether the context is a film, a museum exhibition, a brand campaign, or a video game, the principles of **narrative design ensure that the story becomes an immersive and impactful journey**.

A key strength of narrative design lies in its focus on understanding audience values and emotions. Effective storytelling begins with empathy—an exploration of what audiences care about, what motivates them, and how they perceive the world. This understanding allows narratives to be tailored in ways that resonate deeply, creating meaningful connections that extend beyond the surface.

Creative contributions are at the heart of narrative design. Visual elements, innovative approaches, and artistic expressions enhance storytelling, adding layers of richness and cultural relevance. Elements such as imagery, typography, and colour work together to amplify the narrative, ensuring that it captures attention and leaves a lasting impression. Visual literacy plays a crucial role here, enabling creators to understand how audiences interpret visual cues and incorporate them thoughtfully into their storytelling.

Narrative design also embraces a wide array of storytelling strategies, from creating compelling characters and plot-lines to employing metaphors and symbolism. These techniques are used to build suspense, intrigue, and emotional depth, ensuring that the story remains engaging and impactful. Whether the narrative unfolds in a traditional format or through interactive media such as virtual reality, the aim is always to create a seamless and memorable experience.

In the cultural and creative industries, narrative design is employed by professionals across various disciplines. From film directors and game designers to exhibition curators and brand storytellers, these individuals use narrative techniques to craft stories that captivate and connect. They **design experiences that inspire, educate, and provoke thought**, leaving audiences with a sense of engagement and a desire to explore further.

Learning Outcomes



Public Agency Cluster
Topic B4

Main Learning Outcomes

Learners will **design** narratives that evoke mental imagery and employ a range of storytelling strategies.

Learners will **demonstrate** proficiency in understanding the values, emotions, and needs of their audience.

Learners will **leverage** artistic and creative contributions to enhance narrative design and storytelling.

Knowledge

Understands narrative techniques and storytelling strategies.

Recognises principles of visual literacy and their influence on perception.

Shows familiarity with different media and tools for crafting and presenting narratives.

Skills

Can **create** narratives that evoke vivid mental imagery and engage audiences.

Demonstrates competence in analysing audience values and tailoring communication strategies accordingly.

Responsibilities

Takes initiative in exploring diverse storytelling methods and ensures narratives are visually engaging and effectively communicated.

Takes responsibility for conducting thorough audience research and ensuring communications are impactful.

Cyanotypes Practical Support



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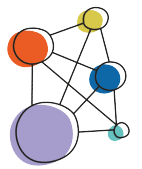
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managing transformations

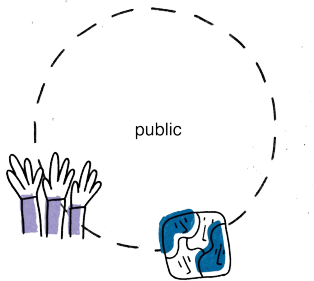


Creative Sectors
and Networks

B5 Managing Transformations

Guiding Sector Organizations Through Change

*Public Agency Cluster
Topic B5*



Associated Competences

B1 Working with Values
B2 Boundary Spanning
B3 Anticipatory Innovation
B4 Narrative Design

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As a professional in a sector organisation within the cultural and creative industries (CCIs), your role in fostering the competence of managing transformations is critical to the sector's ability to navigate the ongoing “triple transition”—green, digital, and societal shifts. By **equipping your members with the tools and strategies to lead change processes effectively**, you can help them thrive in evolving landscapes while ensuring their contributions to societal resilience and innovation remain strong.

Your first step is to support your members in assessing and prioritising areas for transformation. Provide frameworks and resources that help them analyse trends, identify challenges, and recognise opportunities for meaningful change. Organise scenario-planning workshops or trend-analysis briefings to give members a clear understanding of emerging contexts and potential pathways forward. Emphasise aligning transformation goals with broader industry and societal objectives to ensure relevance and sustainability.

Inclusive stakeholder engagement is at the heart of successful transformations. Encourage your members to **adopt co-creation practices that bring diverse perspectives into the change process**, from internal teams to community representatives and policymakers. Develop training programs or tools that teach participatory methods, fostering collaborative approaches that build trust and shared ownership of change

initiatives. By promoting inclusivity, you strengthen the alignment and effectiveness of transformation efforts.

Specialised expertise is often required to manage specific transitions, whether related to sustainability, digital innovation, or economic adaptation. Facilitate access to knowledge by connecting your members with experts, case studies, or best-practice repositories. Offer funding or partnership opportunities for pilot projects that integrate innovative models or address critical challenges, enabling members to experiment with impactful solutions.

Clear communication is vital in any transformation process. **Equip your members with strategies for crafting transparent, concise, and tailored messaging** to align stakeholders and secure buy-in. Provide templates, guidelines, or workshops on effective communication techniques that address the needs of varied audiences.

Your organisation can also act as a transformation hub by coordinating sector-wide initiatives that address shared challenges. For example, launch collective sustainability programs or digital innovation platforms that encourage collaboration across the industry. By pooling resources and expertise, you amplify the impact of individual efforts and position the sector as a leader in shaping resilient and innovative futures.

Learning Outcomes



Public Agency Cluster
Topic B5

Main Learning Outcomes

Learners will **identify** and prioritise areas for change aligned with evolving scenarios.

Learners will **engage** diverse stakeholders in co-creation processes and apply specialised knowledge to lead transformative initiatives.

Learners will critically **analyse** various economic and change theories, including those on behaviour and organizations.

Knowledge

Understands change management principles and processes.

Recognises evolving scenarios and their impact on organisational objectives.

Skills

Can conduct comprehensive assessments to identify elements requiring change and prioritise based on their impact.

Demonstrates collaborative skills and resilience, and uses it to navigate possible resistance to ensure alignment and perseverance during transformative processes.

Responsibilities

Takes initiative in identifying and prioritising change elements.

Provides leadership in ensuring inclusive engagement and ethical management of stakeholder relationships.

Takes responsibility for crafting clear communication regarding transformations and ensuring stakeholder alignment.

Cyanotypes Practical Support



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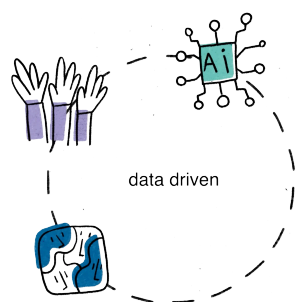
CYANOTYPES

data-driven agency cluster



Creative Sectors
and Networks

Data-driven Agency Cluster



Competences

- C1 Data & Digital Literacy
- C2 Understanding Socio-Technical Systems
- C3 Digital Self-Determination
- C4: Creatively Using Digital Technology
- C5: Digital Content Co-creation

The **Data-Driven Agency Cluster** highlights the transformative potential of data in shaping the cultural and creative industries (CCIs), enabling them to adapt, innovate, and address societal and economic challenges. This cluster emphasises **the role of data as more than a tool for efficiency—it is a resource for creativity, insight, and meaningful engagement that connects cultural producers, creative businesses and their audiences**. By harnessing data ethically and collaboratively, CCIs can align more closely with societal needs and priorities.

At its foundation, the Data-Driven Agency Cluster sees data as a bridge between CCIs and their communities. It empowers cultural initiatives and creative businesses to better understand their audiences and consumers, measure impact, and dynamically respond to changing needs. Whether through visitor feedback at museums or audience metrics for performances, data offers actionable insights that help enhance the relevance and resonance of cultural experiences. By **integrating these insights into creative practices**, CCIs can strengthen their connection to the communities they address.

This cluster advocates for embedding data practices into every aspect of the cultural ecosystem—from the creation of artworks to organisational management and policy development. Data-driven approaches are not limited to analysis but extend to storytelling and exploration, **treating data as a narrative medium that reveals patterns and sparks new possibilities**. For instance, artists can transform data into interactive installations or generative art, enriching cultural expression and expanding its horizons.

A core principle of the Data-Driven Agency Cluster is ethical stewardship. Responsible data collection, analysis, and application are essential to ensure privacy, equity, and inclusivity. This involves addressing questions of consent, ownership, and accessibility while mitigating biases. Ethical use of

data aligns with the cultural and creative sector's values, ensuring that technological advancements support fairness and transparency.

Collaboration is another key element of this cluster. Partnerships between CCIs, technology providers, research institutions, and community organisations foster innovative uses of data. **Shared platforms and open-data resources can enable organisations to pool insights, identify trends, and co-create strategies to address common challenges**.

Capacity-building is central to the Data-Driven Agency Cluster. Many CCIs face gaps in technical skills or resources needed to engage with data effectively. This cluster advocates for training programs, tools, and partnerships that empower stakeholders to navigate the complexities of the data landscape. **By enhancing data literacy, it equips cultural professionals and organisations to integrate data into their work, unlocking its full potential**.

Ultimately, the Data-Driven Agency Cluster envisions a cultural and creative sector that **embraces data as a resource for transformation**. It calls for critical reflection and creative experimentation, challenging stakeholders to explore how data can inspire innovation, address societal challenges, and deepen connections between culture and community.

data & digital literacy

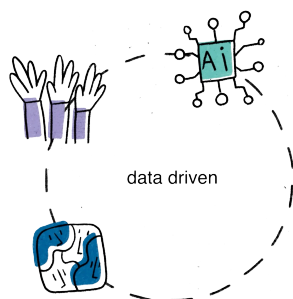


Creative Sectors
and Networks

C1 Data and Digital Literacy

Empowering Sector Organizations to Build a Digital Future

*Data-Driven Agency Cluster
Topic C1*



Associated Competences

C2 Understanding Socio-

Technical Systems

C3 Digital Self-Determination

C4: Creatively Using Digital
Technology

C5: Digital Content Co-creation

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As a professional representing a sector organisation in the cultural and creative industries (CCIs), fostering data and digital literacy within your membership is crucial for ensuring their growth, relevance, and resilience in today's digitally driven world. This competence goes far beyond technical skills—it **empowers individuals and organizations to harness digital tools thoughtfully**, enhancing their creative processes and enabling them to adapt to rapid technological shifts.

You can champion data and digital literacy by offering accessible resources and training programs tailored to your members' diverse needs. These initiatives might include workshops on data analysis, online safety, and leveraging digital tools for creative storytelling. By addressing core competencies such as **understanding how to collect, interpret, and apply data**, you help members refine their strategies, improve decision-making, and unlock innovative creative possibilities.

Digital fluency is essential for connecting with modern audiences and collaborators. Equip your members with knowledge of digital platforms, social media strategies, and principles of visual literacy to expand their reach and engagement. Offer practical toolkits or webinars on utilising AI, virtual reality, and digital design platforms, enabling professionals to experiment with cutting-edge technologies that redefine creative expression.

To support informed and ethical digital practices, encourage your members to critically evaluate digital information. Host sessions on identifying misinformation, assessing credibility, and understanding biases in data. This focus on integrity ensures that the sector maintains its trustworthiness and professional standards in a rapidly evolving digital environment.

The increasing risks in the online space, such as data breaches and phishing attacks, make online safety and security essential topics. Partner with digital experts to provide resources on safeguarding intellectual property, managing passwords securely, and complying with regulations like GDPR. These practices protect both individual creators and organizational assets, promoting a secure and professional digital presence.

Your role as a sector organisation includes fostering collaboration and knowledge sharing. Facilitate platforms for your members to exchange insights on digital tools, share best practices, and co-create innovative projects that demonstrate the power of data-driven creativity. Highlight success stories from within your sector to inspire others and showcase the transformative impact of mastering digital skills.

By fostering data and digital literacy, you empower your members to thrive in the digital age. This competence not only enhances individual careers but also strengthens the sector's collective resilience and creativity.

Learning Outcomes



*Data-Driven Agency Cluster
Topic C1*

Main Learning Outcomes

Learners will **collect, manage**, and **interpret** data to inform decision-making within creative practices.

Learners will **navigate** digital technologies, communicate effectively online, and critically evaluate digital information.

Learners will **recognise** and evaluate the credibility of digital sources, mitigating risks related to misinformation and digital security.

Knowledge

Understands the methods and tools for collecting, managing, and interpreting data to enhance creative practices.

Recognises the importance of navigating digital technologies for effective data management and communication.

Skills

Can collect, manage, and interpret data to support informed decision-making and improve problem-solving.

Uses data to influence artistic strategies and outcomes.

Effectively **navigates** digital technologies to communicate and critically evaluate digital information within creative contexts.

Responsibilities

Supervises data collection processes to ensure they meet ethical standards and focus on obtaining information relevant to creative outcomes.

Takes responsibility for managing data in a secure and transparent manner, ensuring practices respect privacy.

Cyanotypes Practical Support



CYANOTYPES provides support on four levels. Some of these materials are available via our **open learning platform** or from the **Train-the-Trainer Toolkit**.

Learning Plans

For each of the 5 cluster competences, we provide a Learning Plan that is intended to facilitate the design of learning modules and any associated microcredentials..

Sample Demonstrator Module

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Supporting Materials

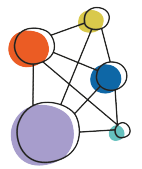
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CYANOTYPES

understanding socio-technical systems

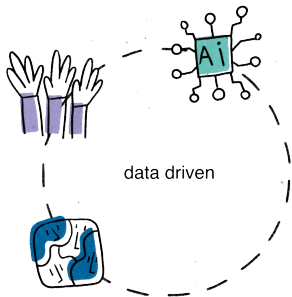


Creative Sectors
and Networks

C2 Understanding Socio-Technical Systems

Thinking about technology in context

*Data-Driven Agency Cluster
Topic C2*



Associated Competences

C1 Data & Digital Literacy

C3 Digital Self-Determination

C4: Creatively Using Digital Technology

C5: Digital Content Co-creation

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Understanding socio-technical systems is a vital competence for fostering innovation and resilience in the cultural and creative industries (CCIs). It **enables professionals to analyse the intricate relationships between social dynamics, technical tools, and organizational practices**, ensuring creative projects balance functionality, inclusivity, and ethical responsibility. As a sector organisation, you play a pivotal role in equipping members with the skills and frameworks to navigate these interconnected systems effectively.

Your advocacy efforts can promote policies and funding mechanisms that prioritise human-centred and inclusive technology design. By engaging policymakers, you can emphasise the importance of designing systems that **not only advance creative innovation but also address societal needs**, such as accessibility and sustainability. Advocacy can further push for standards that ensure technological implementations respect ethical considerations and align with broader cultural values.

In your capacity-building programs, you can design workshops or training sessions focused on systems thinking, stakeholder analysis, and iterative feedback processes. These sessions could teach members how to map socio-technical networks, understand stakeholder dynamics, and integrate user feedback into their designs. Offering hands-on projects where professionals analyse case studies or simulate designing systems for diverse

users can build practical skills that they can apply directly to their work.

Creating opportunities for market access and collaboration can also advance this competence. Networking events or cross-sector partnerships allow members to connect with technology providers, academic researchers, and social innovators. These connections can spark interdisciplinary collaborations, where creative professionals explore how tools like AI or digital platforms can enhance creative processes while being mindful of societal impacts.

Your knowledge-sharing initiatives are another key avenue. By collecting and disseminating research, best practices, and success stories, you can **provide members with actionable insights on integrating socio-technical systems into their work**. Curating resources that address challenges like digital ethics, accessibility, or sustainability ensures members stay informed and equipped to tackle emerging issues.

Ultimately, by embedding the principles of socio-technical systems into your sector's development strategies, you help members thrive in a rapidly changing landscape. This **competence fosters resilience and adaptability**, empowering professionals to innovate responsibly and create work that balances technical demands with human-centred values.

Learning Outcomes



*Data-Driven Agency Cluster
Topic C2*

Main Learning Outcomes

Learners will **understand** socio-technical systems involving the interaction between people and technology and their interactions within work environments.

Learners will **design** user feedback processes tailored to assess usability and effectiveness within socio-technical systems.

Learners will **understand** how various stakeholders and systems interact at both macro and micro levels in society.

Knowledge

Knows how to design and implement user feedback processes, including selecting appropriate tools for evaluating usability and effectiveness.

Shows awareness of stakeholder interactions and how these relationships function at both macro and micro levels.

Skills

Can analyse socio-technical systems, comprehending their roles and implications within creative contexts.

Demonstrates the ability to design user feedback processes tailored for assessing usability and effectiveness.

Responsibilities

Facilitates the understanding and management of dynamics between social and technical elements in different environments.

Cyanotypes Practical Support



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Learning Plans

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CYANOTYPES

digital self-determination

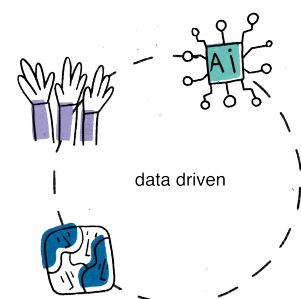


Creative Sectors
and Networks

C3 Digital Self-Determination

Empowering Creative Professionals in the Sector You Represent

*Data-Driven Agency Cluster
Topic C3*



Associated Competences

C1 Data & Digital Literacy

C2 Understanding Socio-Technical Systems

C4: Creatively Using Digital Technology

C5: Digital Content Co-creation

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As a sector organisation, you play a pivotal role in fostering digital self-determination among the professionals you serve. This competence is essential for helping individuals and organizations in the cultural and creative industries (CCIs) navigate the ethical, legal, and practical challenges of today's data-driven world. By prioritising initiatives that enhance this competence, you enable your members to assert control over their digital identities, use data responsibly, and **innovate ethically in an increasingly complex digital landscape.**

Your role begins with advocacy and capacity building. By advocating for policies that protect digital rights and encouraging alignment with regulations such as GDPR, you ensure that your members operate within a framework that prioritises privacy and ethical responsibility. Campaigns that educate about data protection, combined with accessible resources such as webinars or policy templates, **empower members to navigate the regulatory landscape with confidence and ease.**

Capacity-building initiatives are central to equipping members with the tools and knowledge they need. Training programs, workshops, and toolkits can focus on practical data management skills, such as understanding platform privacy settings, managing secure data storage, and recognising risks like phishing scams. This knowledge not only enhances individual digital security but also strengthens the collective resilience of the sector.

In the context of digital transformation, it's important to guide members on the implications of AI and machine learning for creative practices. Encourage discussions on the ethical use of AI, particularly concerning biases in training data, to ensure that emerging technologies are employed inclusively and responsibly. By hosting forums or producing guidelines on AI applications, you **help members align technological advancements with fairness and transparency.**

Knowledge-sharing plays a vital role in promoting digital self-determination. By gathering and disseminating best practices, case studies, and emerging trends, you enable members to learn from one another and stay ahead of digital risks and opportunities. Regular updates on legal developments, practical toolkits for compliance, and peer-led discussions foster a culture of shared learning and continuous improvement.

Your efforts to support digital self-determination amplify the collective voice of the sector while empowering individual members to innovate confidently. By promoting these practices, you build a foundation of trust, ethics, and resilience that strengthens the sector's ability to adapt and thrive. In a world where the ethical use of technology defines future success, **your leadership ensures that CCIs remain at the forefront of responsible, creative innovation.**

Learning Outcomes



*Data-Driven Agency Cluster
Topic C3*

Main Learning Outcomes

Learners will **select** appropriate training data for machine learning models while considering privacy and data diversity.

Learners will **gain** knowledge about their legal rights concerning data protection under GDPR and other regulations.

Learners will **take** action to manage and control their personal data effectively, applying relevant legal protections.

Knowledge

Knows how to select appropriate training data for machine learning models, considering data diversity and privacy.

Shows awareness of proactive measures for effectively managing personal data in digital spaces.

Skills

Can **choose** appropriate training data while respecting privacy regulations.

Takes action in the digital realm to manage and control personal data effectively.

Responsibilities

Supervises the selection of datasets to ensure they meet ethical and legal standards.

Manages data securely and efficiently, promoting transparency in data practices.

Advocates for staying informed about changes in legislation to apply updates to data management practices effectively.

Cyanotypes Practical Support



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Learning Plans

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creatively using digital technology

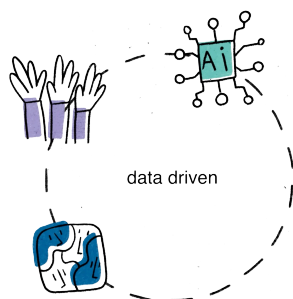


Creative Sectors
and Networks

C4: Creatively Using Digital Technology

Empowering Creative Professionals in the Sector You Represent

*Data-Driven Agency Cluster
Topic C4*



Associated Competences

C1 Data & Digital Literacy

C2 Understanding Socio-Technical Systems

C3 Digital Self-Determination

C5: Digital Content Co-creation

As a sector organisation, you are uniquely positioned to help cultural and creative industries (CCIs) harness the transformative potential of digital technology. Creatively using digital tools and platforms is more than technical proficiency—it's about fostering innovation, pushing creative boundaries, and ensuring your members remain competitive and adaptable in a rapidly evolving digital landscape. By supporting this competence, you can **drive capacity building, amplify market access, and equip the sector with the tools to thrive.**

Your role begins with capacity-building initiatives that **inspire and educate members on the strategic use of digital technologies.** Organise targeted workshops, training programs, and online resources that introduce emerging technologies like AI, VR, and 3D modelling. Practical demonstrations, hands-on sessions, and real-world case studies can help your members not only understand these tools but also see how they align with their specific creative goals.

To foster innovation, create spaces for experimentation and collaboration. Digital labs, innovation hubs, or hackathons can provide opportunities for professionals to explore new tools, test creative concepts, and collaborate with peers across disciplines. These initiatives encourage risk-taking and experimentation, **empowering members to embrace innovation without fear of failure.**

Your advocacy efforts can also shape the sector's ability to creatively use digital technology. Champion policies and funding programs that support access to advanced tools and infrastructure, ensuring your members have the resources to adopt new technologies. Advocate for tax incentives, grants, or subsidies that reduce the financial barriers to digital innovation, enabling smaller organizations and freelancers to benefit.

Knowledge-sharing is a cornerstone of building this competence. Facilitate the exchange of best practices, success stories, and lessons learned through online platforms, newsletters, and sector-wide events. Highlight professionals who are effectively using digital tools to transform their practices, inspiring others and creating a culture of shared learning and continuous improvement.

Market development opportunities are another area where you can make a significant impact. Showcase the work of your members at digital art fairs, interactive exhibitions, or virtual platforms, providing visibility and access to new audiences and markets. By connecting your members to funding streams and collaborative opportunities, you **enable them to leverage technology to expand their reach and deepen audience engagement.**

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Learning Outcomes



*Data-Driven Agency Cluster
Topic C4*

Main Learning Outcomes

Learners will **recognise** the advantages of digital technology in creative practices and select suitable tools for optimising their work.

Learners will **use** AI platforms to define and adapt prompts for image generation and presentations in virtual reality.

Learners will **design** and **produce** presentations using virtual reality tools to enhance engagement and understanding.

Knowledge

Understands how digital technology enhances creative work and knows how to select appropriate digital tools to optimise creative outputs.

Shows awareness of how to use AI platforms for generating content and creating presentations in virtual reality.

Skills

Can **recognise** the advantages of digital technology within creative practices and select suitable digital tools.

Effectively **uses** AI platforms to define and adapt prompts for generating images and presentations.

Responsibilities

Takes the lead in integrating new tools into creative processes and manages the transition to new technologies within teams.

Cyanotypes Practical Support



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digital content co-creation

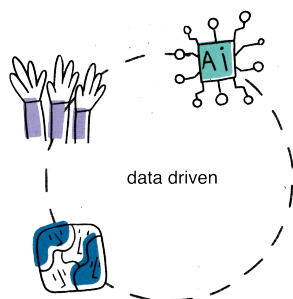


Creative Sectors
and Networks

C5: Digital Content Co-creation

Driving Innovation and Collaboration in your Sector

*Data-Driven Agency Cluster
Topic C5*



Associated Competences

- C1 Data & Digital Literacy
- C2 Understanding Socio-Technical Systems
- C3 Digital Self-Determination
- C4 Creatively Using Digital Technology

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Digital content co-creation is a cornerstone competence for the cultural and creative industries (CCIs), enabling professionals to collaboratively design and **produce engaging digital experiences that reflect collective creativity, technical skill, and ethical awareness**. As a sector organisation, fostering this competence among your members equips them to thrive in an increasingly digital and interconnected landscape. By embedding co-creation into your programs, you can amplify innovation, inclusivity, and adaptability across the sector.

Your role begins by facilitating opportunities for collaboration among your members. Create initiatives such as co-creation workshops, collaborative content development labs, or virtual networking events that bring together professionals from diverse disciplines. These environments **encourage knowledge exchange, spark new ideas, and foster relationships that drive innovative projects**.

Support your members by providing access to cutting-edge digital tools and training resources. Digital content co-creation relies on technical proficiency, including familiarity with collaborative platforms, version control systems, and design tools. By organising training sessions and offering toolkits tailored to your sector's needs, you empower members to enhance their technical capabilities and streamline their workflows.

Advocating for policies and funding that support co-creation is another key area

of influence. Lobby for grants or subsidies that prioritise interdisciplinary projects and digital collaborations. Ensure that funding programs are accessible to a broad spectrum of members, including smaller organizations and independent professionals, **fostering inclusivity in collaborative opportunities**.

Ethical content creation is integral to co-creation, and you can champion this by promoting best practices. Develop guidelines on inclusivity, intellectual property, and privacy standards to help your members navigate these challenges responsibly. Highlight successful projects that embody ethical principles, setting benchmarks for quality and integrity in the sector.

Knowledge-sharing initiatives are vital for building this competence. Use your platform to disseminate case studies, toolkits, and research on co-creation strategies. Feature thought leaders and innovators who demonstrate the potential of collaborative digital content creation, inspiring your members and showcasing the sector's collective expertise.

Fostering digital content co-creation strengthens the sector's capacity for innovation, equips professionals with the skills to navigate a digital-first world, and positions your organisation as a leader in shaping a more inclusive and dynamic creative industry. Through strategic programs and advocacy, you ensure your members can **harness the power of collaboration** to create impactful, meaningful content.

Learning Outcomes



*Data-Driven Agency Cluster
Topic C5*

Main Learning Outcomes

Learners will **design** and **create** engaging interactions in online or virtual spaces, curating website content.

Learners will **create** ethically conscious content both synchronously and asynchronously with collaborators.

Learners will **apply** technical skills and conceptual knowledge to co-create digital content and manage online co-creation spaces.

Knowledge

Understands that collaborative design and curation of engaging online interactions involves integrating text, imagery, and layout.

Knows the processes for creating ethically conscious content collaboratively and is aware of

methods for using collaborative tools.

Skills

Can **work with others** to design and create engaging interactions for users in online spaces.

Collaborates seamlessly to produce cohesive and innovative digital content, applying technical skills in co-creation processes.

Responsibilities

Oversees the design of online environments that facilitate collaborative creativity among diverse stakeholders.

Promotes continuous improvement of the collaborative environment and manages group dynamics to foster innovation.

Cyanotypes Practical Support



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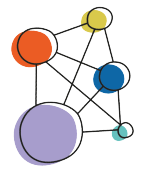
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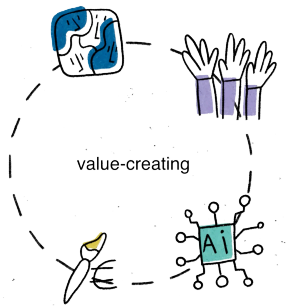
CYANOTYPES

value-creating agency cluster



Creative Sectors
and Networks

Value-creating Agency Cluster



Competences

- D1 Financial & Economic Literacy
- D2: Planning and Management
- D3 Valuing Ideas
- D4. Opportunity Management
- D5. Working With Others

The **Value-Creating Agency Cluster** emphasises the diverse ways cultural and creative industries (CCIs) generate value—spanning economic, social, cultural, and environmental dimensions. This framework expands the concept of value beyond monetary measures, highlighting the intrinsic and extrinsic contributions of creative practices to individuals, communities, and societies. It challenges CCIs to embrace their role as catalysts for holistic growth, creating benefits that support long-term societal well-being and transformation.

At its core, the Value-Creating Agency Cluster reframes cultural production as a process of generating meaning, connection, and positive change. Value creation becomes an intentional act, rooted in aligning creative endeavours with human aspirations and systemic needs. CCIs are encouraged to design projects and practices that achieve specific economic goals while fostering broader outcomes, such as strengthening community ties, advancing environmental stewardship, and preserving cultural heritage.

The cornerstone of this cluster is **multidimensional value creation**.

CCIs have a unique capacity to produce value across multiple domains simultaneously. For example, a music festival may generate economic value through tourism, cultural value by celebrating artistic heritage, and social value by bringing together diverse audiences. This interconnected approach underscores the richness of creativity's contributions, illustrating its ability to transcend boundaries and impact society in profound ways.

Balancing tangible and intangible outcomes is a critical element of this cluster. Tangible results, such as increased revenue or measurable audience growth, are essential, but the Value-Creating Agency Cluster also emphasises intangible outcomes. These include the emotional resonance of a performance, the

inspiration sparked by an artwork, or the sense of belonging cultivated by a community project.

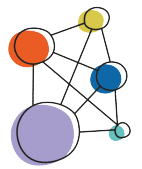
Innovation drives value creation

within this cluster. Exploring new methods, tools, and collaborations allows CCIs to create value in unexpected ways. Digital platforms can expand audiences, immersive technologies can deepen engagement, and sustainable practices can align with environmental goals. Innovation, within this context, is not an end but a means to enhance the relevance and impact of cultural endeavours.

The cluster stresses the **importance of measuring and communicating value**. Developing frameworks such as social return on investment (SROI) or cultural impact assessments enables CCIs to articulate their contributions clearly. By demonstrating both immediate and long-term benefits, CCIs can foster greater understanding, appreciation, and support for their work.

Ultimately, the Value-Creating Agency Cluster envisions a cultural and creative sector that embraces its multifaceted role in generating value, positioning CCIs as essential drivers of societal progress. By aligning creative practices with economic, social, cultural, and environmental goals, the cluster ensures that creativity remains a cornerstone of human development and a catalyst for a more vibrant, inclusive, and sustainable future.

financial & economic literacy

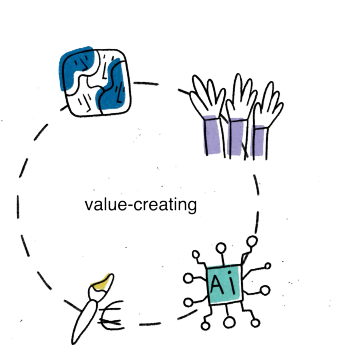


Creative Sectors
and Networks

D1 Financial & Economic Literacy

Equipping the Cultural and Creative Industries for Sustainable Growth

*Value-Creating Agency Cluster
Topic D1*



Associated Competences

D2: Planning and Management

D3 Valuing Ideas

D4. Opportunity Management

D5. Working With Others

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Financial and economic literacy is essential for fostering resilience and innovation across the cultural and creative industries (CCIs). As a sector organisation, you play a critical role in equipping members with the knowledge and tools to navigate economic complexities, **align their creative ambitions with sustainable financial practices**, and enhance the sector's contribution to societal well-being. By integrating this competence into your initiatives, you strengthen your members' capacity to adapt to shifting landscapes and ensure long-term viability.

Your first step is to design accessible financial education programs tailored to the unique challenges of the CCIs. Offer workshops and resources that **demystify core concepts, such as budgeting, funding strategies, and investment planning**. Highlight practical tools for managing resources, such as digital budgeting apps or grant application templates, that members can integrate into their workflows.

These efforts will empower creatives to make informed decisions, ensuring their projects remain economically viable without compromising artistic integrity.

Facilitate learning opportunities that explore innovative business models. Host panels or case study sessions featuring examples of socially and environmentally driven models that align with creative endeavours. Encouraging members to explore frameworks like circular economies or social entrepreneurship ensures their work is both impactful and financially

sustainable. Provide guidance on how to tailor these models to align with broader goals, such as addressing the green transition or fostering community development.

Advocate for policies and funding mechanisms that support creative entrepreneurship. Lobby for grants, tax incentives, or funding programs that prioritise creative professionals and organizations, particularly those working at the intersection of art and social change. Your voice is crucial in ensuring the sector receives the financial support it needs to innovate and grow.

Knowledge-sharing initiatives are equally vital. Develop platforms where members can exchange insights on managing finances, navigating funding landscapes, or building sustainable business plans. Include resources like guides on crowdfunding, insights into public-private partnerships, or success stories from creative entrepreneurs who have effectively balanced artistic vision with economic sustainability.

Promote financial literacy as a driver of opportunity management within the sector. Equip members to assess the financial feasibility of collaborations or market expansions, **enhancing their ability to seize opportunities and mitigate risks**. Tie these efforts to broader goals, such as societal impact or environmental sustainability, ensuring the sector thrives in the context of the triple transition.

Learning Outcomes



Value-Creating Agency
Cluster
Topic D1

Main Learning Outcomes

Learners will **understand** different global economic systems and their impact on societies.

Learners will **know** various business models, including those for the common good, and apply them to societal challenges.

Learners will **enhance** decision-making through financial literacy by analysing costs and resources in creative projects.

Knowledge

Understands global economic systems, their interconnectedness and their impact on societies and the cultural and creative industries.

Knows existing business models (direct, indirect, platform, etc) and business models for the common good.

Skills

Can **analyse** the influence of economic systems on societies and the cultural and creative sectors.

Applies business models to address societal and professional challenges, using tools like the business model canvas.

Evaluates costs and resources to enhance financial decision-making in creative projects.

Responsibilities

Demonstrates interest in aligning personal values with the economic systems they participate in and promotes the common good within their economic context.

Cyanotypes Practical Support



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Cyanotypes Blueprinter

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planning & management

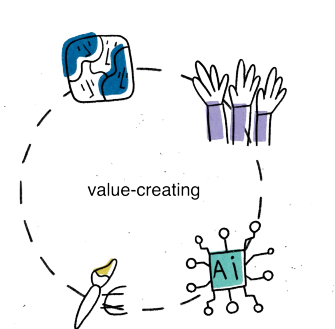


Creative Sectors
and Networks

D2: Planning and Management

Building Capacity for Creative Excellence in the CCI

*Value-Creating Agency Cluster
Topic D2*



Associated Competences

D1 Financial & Economic Literacy
D3 Valuing Ideas
D4. Opportunity Management
D5. Working With Others

Planning and management are indispensable for sustaining creativity and driving success across the cultural and creative industries (CCIs). As a sector organisation, your role in fostering these competences among members **ensures they can balance artistic ambition with the practical demands of executing projects**, meeting deadlines, and achieving long-term sustainability. By **championing initiatives that enhance these skills**, you enable creative professionals to navigate complexity and thrive in dynamic environments.

To support your members, **design capacity-building programs that focus on practical tools and methodologies for planning and resource management**. Offer workshops on leveraging tools like Gantt charts, Kanban boards, or scheduling software to streamline workflows. Introduce project management frameworks such as Agile or Waterfall, tailored to the unique needs of the creative sector. By providing accessible training and resources, you empower members to adopt strategies that optimise their productivity and decision-making.

Create **opportunities for knowledge sharing and peer learning within your network**. Facilitate sessions where members can exchange insights on managing time, prioritising tasks, and overcoming challenges in dynamic creative contexts. Develop guides or templates that members can use to break down complex projects into actionable steps, ensuring alignment

with their creative goals and broader organizational objectives.

Advocate for policies and funding opportunities that support project planning and management. For instance, lobby for grants or subsidies that include resources for capacity building, enabling members to invest in essential tools or training. Advocate for funding frameworks that encourage planning for long-term impact, ensuring projects align with sustainability goals and strategic priorities.

Encourage a holistic approach to planning that prioritises both productivity and well-being. Promote techniques like time blocking, task prioritisation, and boundary setting to help members manage their workloads effectively while maintaining creative energy. Highlight the importance of flexibility and resilience, equipping professionals to adapt to shifting priorities and unforeseen challenges.

As part of your knowledge-sharing initiatives, provide case studies of successful creative projects that exemplify strong planning and management practices. Demonstrate how these competences have enabled teams to meet deadlines, stay within budgets, and deliver impactful work. This not only inspires members but also **provides actionable insights they can apply to their own practices**.

Learning Outcomes



Value-Creating Agency
Cluster
Topic D2

Main Learning Outcomes

Learners will **demonstrate** a basic understanding of project planning tools and apply them effectively in managing creative projects.

Learners will **gain** insight into the finite nature of time and its implications for personal and professional development.

Learners will **distinguish** between important and urgent tasks, and is able to manage stressful situations in a mindful and more relaxed way by taking a step back.

Knowledge

Understands various tools for project planning and time management, including both traditional and innovative approaches.

Recognises the importance of aligning tasks with personal and professional objectives and understands decision-making principles and resource allocation strategies.

Skills

Can **use** project planning tools in practical situations and prioritise tasks based on their personal and professional goals alignment with objectives.

Reflects on project progress, adapts strategies, and allocates resources effectively to meet goals.

Responsibilities

Demonstrates autonomy in applying acquired knowledge to enhance planning and management processes, ensuring alignment with personal values and goals.

Cyanotypes Practical Support



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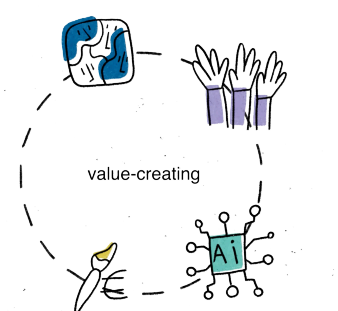
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D3 Valuing Ideas

Transforming Concepts into Impactful Solutions

Value-Creating Agency Cluster Topic D3



Associated Competences

D1 Financial & Economic Literacy

D2: Planning and Management

D4. Opportunity Management

D5. Working With Others

Valuing ideas is a pivotal competence for the Cultural and Creative Industries (CCIs), ensuring that creative concepts evolve into sustainable, impactful transitions aligned with real-world needs and societal goals. As a sector organisation, fostering this skill among your members **strengthens their capacity to innovate while addressing pressing challenges in meaningful ways.**

To support your members in developing this competence, prioritise capacity-building initiatives that integrate research, design, and strategic evaluation. Provide training on qualitative research methods such as interviews, focus groups, and ethnographic studies. These tools enable professionals to delve into the motivations and challenges of their audiences, ensuring that ideas are grounded in genuine insights rather than assumptions. Share case studies of successful cultural projects to highlight the role of research in crafting solutions that resonate with users.

Promote the adoption of human-centred design approaches across your network. Workshops and resources focused on empathy, experimentation, and iterative design can empower your members to place their audiences at the core of the creative process. Facilitate collaborative design labs where professionals can co-create solutions with target groups, fostering innovations that are both functional and deeply meaningful.

Encourage your members to test and validate their ideas early and often. Advocate for funding streams or partnerships that provide resources for prototyping and user testing. Establish feedback channels, such as focus groups or online surveys, to connect creators with their stakeholders. These mechanisms enable iterative refinements, ensuring that final solutions are not only innovative but also practical and user-centred.

As part of your advocacy efforts, champion the importance of evaluating ideas for their sustainability and long-term impact. Equip members with tools like the Lean Canvas to assess feasibility, market fit, and social or environmental benefits. Highlight the role of sustainable practices and ethical considerations in ensuring that ideas **contribute to equitable and responsible transitions.**

Facilitate knowledge-sharing opportunities to showcase best practices in turning concepts into impactful solutions. Host events that bring together social entrepreneurs, design researchers, and innovation consultants to share their insights and approaches. These forums inspire members and provide actionable strategies they can apply in their own work.

By embedding the principles of valuing ideas into your sector-wide initiatives, you empower creative professionals to bridge creativity with practicality, delivering transitions that are innovative, relevant, and sustainable. and inclusivity.

Learning Outcomes



Value-Creating Agency
Cluster
Topic D3

Main Learning Outcomes

Learners will **understand** basic qualitative research methods and use them to identify real-life problems in local contexts.

Learners will **collect, develop, and assess** ideas using human-centred design and test them with target groups.

Learners will **use** the lean canvas method to evaluate ideas for both user needs and sustainable income generation opportunities.

Knowledge

Understands the basics of qualitative research methods used in social sciences and knows how to identify and analyse real-life problems within societal contexts.

Shows familiarity with the processes of idea collection,

development, and assessment based on identified problems.

Skills

Can effectively **use** qualitative research methods and human-centred design techniques to identify societal problems.

Manages the entire cycle of idea management, including collecting, developing, and assessing ideas, and is skilled in using methods like the lean canvas.

Responsibilities

Ensures empirical research is conducted ethically and responsibly.

Takes responsibility for accurately identifying real-life problems and testing solutions with diverse groups, managing the idea development process independently.

Cyanotypes Practical Support



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opportunity management

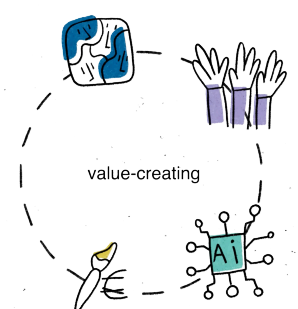


Creative Sectors
and Networks

D4. Opportunity Management

Unlocking Potential for the CCI

*Value-Creating Agency
Cluster
Topic D4*



Associated Competences

- D1 Financial & Economic Literacy
- D2: Planning and Management
- D3 Valuing Ideas
- D5. Working With Others

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Opportunity management is a critical competence for the Cultural and Creative Industries (CCIs), enabling your organisation to help members identify, assess, and **act on opportunities that balance artistic vision with financial sustainability**. By fostering this skill, you empower creative professionals to thrive in a sector defined by constant evolution, innovation, and societal impact.

Your role in advancing this competence begins with supporting members in recognising potential opportunities. Provide platforms to spotlight promising partnerships, funding mechanisms, and cross-sector collaborations. Host targeted workshops that teach professionals how to evaluate opportunities critically, combining analytical thinking with creative intuition. This ensures that opportunities align not only with individual goals but also with broader societal and organizational objectives.

Effectuation—a decision-making framework for uncertain environments—is a cornerstone of opportunity management. Introduce your members to principles like leveraging existing resources, embracing adaptability, and co-creating with stakeholders. Offering training programs or mentoring sessions that focus on these principles equips them to transform challenges into actionable opportunities. Highlighting success stories from within the sector reinforces the practical application of these strategies.

Balancing artistic integrity with financial sustainability is another essential dimension of opportunity management. Advocate for funding models that align with the creative ambitions of your members, such as grants, micro-financing, or collective funding mechanisms. Facilitate knowledge-sharing sessions on how to assess and select funding opportunities that resonate with individual values while driving innovation. By helping members navigate this balance, you enable them to pursue meaningful projects without compromising their creative visions.

Collaboration is key to maximising the potential of opportunity management. Encourage your members to look beyond their immediate networks and disciplines by organising interdisciplinary networking events or matchmaking initiatives. These efforts create fertile ground for partnerships that enhance competitiveness and innovation. Sharing examples of successful collaborative ventures demonstrates the value of diverse perspectives in driving impactful transitions.

By **embedding opportunity management into your advocacy, training, and community-building efforts**, your organisation ensures that members are not just reacting to changes but are positioned to shape the future creatively and strategically. This competence is vital for unlocking the full potential of the CCIs, helping to build a vibrant, adaptable, and impactful sector that thrives in an ever-evolving world.

Learning Outcomes



Value-Creating Agency
Cluster
Topic D4

Main Learning Outcomes

Learners will **evaluate** and **manage** opportunities in the creative field, considering financial sustainability and artistic integrity.

Learners will **make** informed decisions about collaboration opportunities across different sectors.

Learners will **identify** and **assess** funding opportunities and strategically decide their relevance to their projects.

Knowledge

Understands financial sustainability and artistic integrity in the creative field.

Shows awareness of various funding sources and their suitability for creative projects.

Skills

Evaluates and **manages** opportunities within the creative field, balancing financial sustainability with artistic integrity.

Makes informed decisions about collaborative opportunities across different CCI sectors and assesses funding opportunities relevant to creative goals.

Responsibilities

Takes initiative in identifying opportunities for collaboration, creative/artistic project and business ventures that align with personal creative and professional objectives.

Cyanotypes Practical Support



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working with others

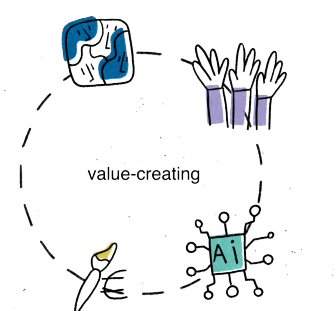


Creative Sectors
and Networks

D5. Working With Others

Building Collaboration in the CCI

*Value-Creating Agency
Cluster
Topic D5*



Associated Competences

- D1 Financial & Economic Literacy
- D2: Planning and Management
- D3 Valuing Ideas
- D4. Opportunity Management

The competence of Working With Others is essential for success in the Cultural and Creative Industries (CCIs), enabling professionals to collaborate effectively across diverse teams and dynamic environments. As a sector organisation, you are uniquely positioned to cultivate this skill among your members, ensuring they can navigate complexities and leverage collaboration as a driver of innovation, inclusivity, and sustainability.

In the CCIs, collaboration is not optional —it's a cornerstone of creative success. Projects often require input from professionals with varied expertise, cultural backgrounds, and disciplines. Your organisation can support members by offering training and resources that equip them to embrace these complexities. Workshops on **co-creation strategies, challenge-based learning, and team dynamics** can provide practical insights into building effective collaborative environments.

One of the most impactful ways to foster collaboration is by emphasising the value of diverse viewpoints. Your role involves **creating opportunities for members to connect with others across the sector**, from local artists to international experts. Networking events, cross-disciplinary forums, and mentorship programs can bridge gaps and encourage the exchange of ideas. By facilitating these interactions, you empower members to harness the creative potential that arises from diverse perspectives.

Encouraging members to leverage both internal and external expertise is another key focus. Provide them with tools to identify skill gaps and form strategic partnerships that enhance their capabilities. Whether through curated directories, matchmaking services, or targeted funding opportunities for collaborative projects, you can **help members tap into broader networks and amplify their impact.**

Strong team dynamics are crucial for effective collaboration. Promote training programs on communication, active listening, and conflict resolution to help members build trust and mutual respect within their teams. Resources like team-building exercises and guides for fostering inclusivity can support members in creating environments where every voice is valued and empowered to contribute.

Encourage members to take ownership and responsibility within collaborative settings. Highlight success stories of leadership in inclusive, creative projects to inspire action. Providing clear frameworks for shared goals and decision-making processes ensures that teams align their efforts effectively while balancing artistic integrity with practical outcomes.

By prioritising the development of this competence, your organisation strengthens the collaborative capacity of the sector. This leads to innovative projects, more inclusive practices, and resilient, dynamic teams capable of addressing complex challenges.

Learning Outcomes



Value-Creating Agency
Cluster
Topic D5

Main Learning Outcomes

Learners will effectively **collaborate** with others in co-creation activities and challenge-based learning environments.

Learners will **recognise** and leverage apply both internal and external expertise in collaborative endeavours.

Learners will **understand** and value different perspectives in teamwork to encourage creativity, inclusivity, and new ideas.

Knowledge

Understands co-creation and challenge-based learning environments.

Shows awareness of internal and external expertise and can assess complementary skills within an organisation or project.

Knows the importance of diverse viewpoints relating to creativity, inclusivity, and new ideas

Skills

Collaborates effectively in co-creation activities and learning environments.

Assesses and **utilises** internal and external expertise in collaborative projects and identifies diverse viewpoints to enhance decision-making.

Responsibilities

Collaborates with others in co-creation and challenge-based settings, addressing skill gaps by leveraging expertise.

Promotes creativity and inclusivity by valuing and incorporating diverse viewpoints.

Cyanotypes Practical Support



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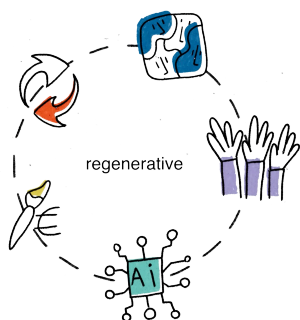
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regenerative agency cluster



Creative Sectors
and Networks

Regenerative Agency Cluster



Competences

- E1 Self-Awareness & Empathy
- E2. Ethical and Sustainable Thinking
- E3 Problem Framing
- E4. Exploratory Thinking
- E5 Actionable Futures

The **Regenerative Agency Cluster emphasises the transformative potential of cultural and creative practices to actively restore and rejuvenate social, environmental, and economic systems.** It redefines the role of cultural and creative industries (CCIs) as catalysts for renewal, advocating for practices that heal, replenish, and strengthen communities and ecosystems. By focusing on principles of resilience, reciprocity, and interconnectedness, this cluster positions culture as a powerful force for regeneration in an increasingly fragile world.

At its core, Regenerative Agency moves beyond the goal of sustainability, which seeks to maintain existing systems, and instead prioritises regeneration—repairing past harm and building capacity for future flourishing. This **shift challenges CCIs to align their work with natural cycles, community well-being, and long-term vitality,** ensuring that their contributions extend beyond immediate outcomes to foster enduring impact.

A key principle of the Regenerative Agency Cluster is systems thinking, which highlights the interconnected nature of social, ecological, and economic systems. By understanding these interdependencies, CCIs can address root causes of issues rather than treating surface symptoms, creating more profound and lasting change. This perspective encourages cultural practices that are holistic, adaptive, and deeply integrated into the broader systems they influence.

Reciprocity is another foundational principle of this cluster, centring on the idea of giving back as much—or more—than is taken. For cultural and creative production, this could mean designing outputs that restore resources, strengthen relationships, and enhance the health of ecosystems and societies. Examples include using biodegradable materials, collaborating with communities to co-create cultural experiences, or crafting narratives that

promote climate resilience and social healing.

The relationship between culture and nature is central to Regenerative Agency. Inspired by natural systems that are cyclical, balanced, and restorative, CCIs are encouraged to adopt practices that mirror these principles. Zero-waste events, renewable energy use, and creative storytelling focused on environmental stewardship are just a few ways **this cluster envisions culture as a driver of ecological renewal.**

Education and capacity-building play a critical role in the Regenerative Agency Cluster. **Creative professionals and organisations need the skills and knowledge to transition to regenerative approaches.** Initiatives focused on ecological principles, impact measurement, and restorative design equip stakeholders to lead these efforts effectively.

Narratives of hope, resilience, and transformation are powerful tools in the regenerative process. CCIs can use storytelling to inspire audiences, foster dialogue, and mobilise action on critical issues such as climate change, social justice, and mental health. Through their work, they can spark imagination and motivate communities to envision and create a regenerative future.

self-awareness & empathy

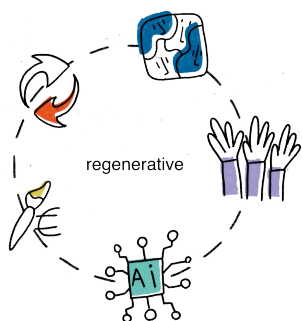


Creative Sectors
and Networks

E1 Self-Awareness & Empathy

Connecting Humans and Beyond

*Regenerative Agency
Cluster
Topic E1*



Associated Competences

E2. Ethical and Sustainable Thinking

E3 Problem Framing

E4. Exploratory Thinking

E5 Actionable Futures

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The competence of Self-Awareness & Empathy is pivotal for sector organizations in the cultural and creative industries, enabling you to guide your members in aligning their creative work with principles of ecological, cultural, and economic regeneration. By fostering this competence, you **empower professionals in your sector to navigate the interconnected systems that define our world** and act with responsibility, intention, and care. This approach enriches not only the creative process but also the broader societal and environmental impact of the sector.

Encouraging self-awareness among your members helps them recognise their influence within intricate networks of human and non-human relationships. This understanding allows creative professionals to reflect on their values and responsibilities, positioning them to drive positive change through their work. For your organisation, **creating workshops or resources that prompt members to explore their values and their connection to societal and ecological systems can deepen this awareness.** Such initiatives can also enhance the sector's collective ability to articulate its role in shaping a sustainable and inclusive future.

Empathy complements self-awareness by equipping professionals with the ability to understand and respond to the needs of others, whether human, non-human, or systemic. Facilitating programs that focus on eco-centric and techno-centric perspectives can

broaden your members' creative lenses, encouraging designs and decisions that honour diversity and interconnectedness. Initiatives such as collaborative design challenges or storytelling workshops, which emphasise more-than-human perspectives, can foster a culture of inclusion and environmental responsibility within the sector.

Embedding an ethos of care and solidarity in your sector's work is crucial. Your organisation can advocate for policies and funding opportunities that support regenerative practices and collective well-being. Additionally, promoting tools and frameworks that help members assess the ethical dimensions of their projects ensures alignment with broader societal and environmental goals. **Highlighting successful examples of regenerative projects within the sector** can inspire and guide professionals, reinforcing the practical value of this competence.

By integrating self-awareness and empathy into your initiatives, you **enhance your sector's capacity to articulate shared values, address ecological complexities, and act with foresight.** This competence not only strengthens the resilience and adaptability of individual professionals but also amplifies the sector's collective voice, positioning it as a leader in shaping a sustainable, inclusive, and regenerative future.

Learning Outcomes



Regenerative Agency
Cluster
Topic E1

Main Learning Outcomes

Learners will **discover** ecological complexity, recognise interdependence, and become aware of their own agency.

Learners will **understand** the terms human, non-human, and more-than-human in relation to their creative practices.

Learners will **apply** these concepts to identify choices that promote care and solidarity.

Knowledge

Understands self in relation to entanglement with other living beings and shows awareness of ecological interdependencies.

Knows the differences between human, non-human, and more-than-human entities, and understands the historical

development of the category of the "human."

Skills

Can **articulate** sustainable and regenerative values, identify sustainable choices, and show empathy towards more-than-human worlds.

Differentiates between various more-than-human perspectives and assesses the impact of decisions on these contexts.

Responsibilities

Develops and articulates interest in aligning personal values with the more-than-human world in specific contexts.

Acts with awareness and responsibility for personal behaviour, aligning actions with values and curiosity.

Cyanotypes Practical Support



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ethical & sustainable thinking

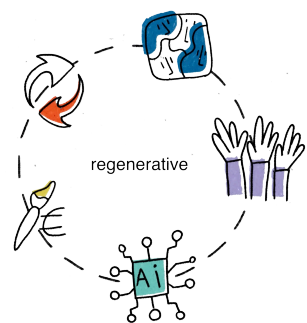


Creative Sectors
and Networks

E2. Ethical and Sustainable Thinking

Shaping a Regenerative Future

*Regenerative Agency
Cluster
Topic E2*



Associated Competences

- E1 Self-Awareness & Empathy
- E3 Problem Framing
- E4. Exploratory Thinking
- E5 Actionable Futures

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Ethical and Sustainable Thinking is a transformative competence that sector organizations in the cultural and creative industries can foster to **guide members in aligning their practices with principles of sustainability, justice, and regeneration**. It empowers professionals to consider the broader implications of their work, ensuring that creative contributions support long-term ecological and societal well-being. By integrating this competence into your advocacy, training, and community-building efforts, you can help shape a sector that leads in addressing the challenges of the green, digital, and societal transitions.

At its core, this **competence calls for a shift in perspective, encouraging professionals to move beyond human-centred approaches and embrace the interconnectedness of all life**. As an organisation, you can provide resources and workshops that introduce regenerative frameworks like GreenComp or the four-pillar sustainability model, offering practical tools for designing projects that contribute to ecosystem restoration and long-term viability. Highlighting case studies where creative work has driven positive ecological outcomes can inspire members to apply similar approaches in their practices.

Encouraging your members to adopt ethical and sustainable thinking involves fostering an understanding of the ethical dimensions of resource use, environmental justice, and multi-species relationships. Sector-wide initiatives,

such as policy recommendations for sustainable resource management or campaigns promoting equitable access to cultural resources, can reinforce these principles. By advocating for these values in your sector's strategic goals, you set a clear precedent for aligning creativity with environmental and societal responsibility.

This competence also involves **equipping professionals with actionable skills to navigate the complexities of ecological decision-making**. Organising training sessions on using technology to assess environmental impact, analyse data, or visualise ecological systems can empower your members to make informed, responsible choices. Emphasising the importance of considering more-than-human perspectives in decision-making ensures that creative projects respect and include non-human entities and ecosystems.

Promoting a culture of responsibility and care within the sector strengthens collective accountability. Advocacy for funding models that prioritise regenerative practices and policies supporting sustainable development ensures that these principles are embedded in the sector's operations. Hosting collaborative forums or knowledge-sharing events where members can exchange ideas and innovations around sustainability reinforces this shared commitment.

Learning Outcomes



Regenerative Agency
Cluster
Topic E2

Main Learning Outcomes

Learners will **understand** that concepts of ethics and justice have ecological dimensions.

Learners will **understand** the conditions of habitability and viability in relation to their life situations.

Learners will **apply** frameworks for regenerative sustainability, considering both human and more-than-human perspectives.

Knowledge

Understands the ecological dimensions of ethics and justice and the concepts of multi-species relations and ecological entanglements.

Can **imagine** the impact of decisions on future generations and is aware of competing terms for approaching ethics.

Skills

Can **situate** decisions within more-than-human terms, demonstrating familiarity with design methods that incorporate these considerations.

Understands the use of technology to comprehend ecological complexity.

Responsibilities

Acts with awareness and takes responsibility towards the world, ensuring ethical considerations guide decision-making.

Cyanotypes Practical Support



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Learning Plans

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Cyanotypes Blueprinter

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problem framing

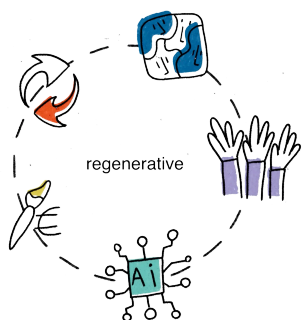


Creative Sectors
and Networks

E3 Problem Framing

Rethinking Challenges

*Regenerative Agency
Cluster
Topic E3*



Associated Competences

- E1 Self-Awareness & Empathy
- E2. Ethical and Sustainable Thinking
- E4. Exploratory Thinking
- E5 Actionable Futures

Problem Framing challenges sector organizations in the cultural and creative industries to transform how they and their members approach complex challenges. Rather than focusing solely on immediate solutions, this competence encourages a shift toward regenerative thinking—reframing problems as opportunities to support systemic well-being, renewal, and long-term resilience. As your organisation advocates for policies, fosters collaboration, and builds capacity within the sector, this competence offers a **framework for addressing pressing issues with transformative impact.**

This approach requires **moving beyond traditional linear thinking to embrace interconnected and dynamic systems.** By helping your members recognise the cultural, social, economic, and ecological contexts of their challenges, you can inspire them to develop transitions that honour these interdependencies. Through targeted training and resources, you can introduce regenerative methodologies that prioritise long-term solutions over short-term fixes, ensuring alignment with sustainability goals and broader societal needs.

Central to this competence is **encouraging your members to adopt inclusive, ecologically mindful perspectives.** This means rethinking relationships, not just between people, but also between human and non-human systems. You can guide members to identify opportunities for regenerative practices—projects that actively restore

ecosystems or enhance community well-being. Promoting cross-sector dialogues and interdisciplinary collaborations can further support these efforts, ensuring diverse insights shape impactful transitions.

Your organisation is well-positioned to introduce tools and frameworks that support effective problem framing. Workshops on scenario planning, systems mapping, or the Actant Mapping Canvas can help members visualise the intricate relationships within their projects and identify leverage points for meaningful change. By fostering these skills, you enable professionals in the sector to uncover hidden dynamics and prioritise actions that create cascading benefits across systems.

Problem Framing also complements other competences critical to the sector's growth. Encouraging Self-Awareness and Empathy equips your members with the emotional intelligence to engage diverse stakeholders and consider more-than-human perspectives.

By embedding Problem Framing into your sector's initiatives, you enable members to craft solutions that are innovative, inclusive, and sustainable. This competence **empowers your organisation to drive systemic change and resilience**, positioning the cultural and creative industries as a leader in reimagining challenges as opportunities for a more equitable and thriving future.

Learning Outcomes



Regenerative Agency
Cluster
Topic E3

Main Learning Outcomes

Learners will **be familiar** with regeneration frameworks (i.e. methods and principles of designing for long-term sustainability in terms of people, economy, and environment), such as ecologies of technology and regenerative sustainability.

Learners will **apply** design-for-regeneration approaches and assess short- to long-term regenerative impacts.

Learners will **gain** awareness of the transversal dimensions of sustainability and regeneration.

Knowledge

Can **describe** sustainability in cultural, economic, environmental, and social terms.

Differentiates between sustainability and regeneration, identifying how actions affect ecological interdependencies.

Skills

Knows how to use tools for generating data to inform decision-making and imagines short, mid, and long-term impacts, designing for mitigations and resilience.

Responsibilities

Takes responsibility for effectively framing problems within their broader impact contexts.

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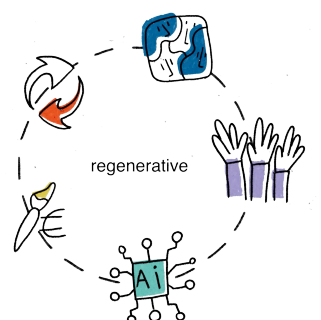
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E4. Exploratory Thinking

Envisioning Futures

*Regenerative Agency
Cluster
Topic E4*



Associated Competences

- E1 Self-Awareness & Empathy
- E2. Ethical and Sustainable Thinking
- E3 Problem Framing
- E5 Actionable Futures

Exploratory Thinking is a transformative competence for sector organizations in the cultural and creative industries, equipping you to lead your members toward resilience, innovation, and adaptability in an ever-changing world. By fostering this skill, you **help your sector navigate uncertainty** and proactively shape sustainable and equitable futures.

This **competence calls for an openness to challenge assumptions, question norms, and embrace unknowns as opportunities for discovery.** Through your advocacy and capacity-building efforts, you can empower members to envision diverse futures and prioritise inclusive outcomes. Whether it's analysing potential scenarios for funding models, technological advancements, or societal trends, Exploratory Thinking transforms uncertainty into a strategic tool for growth and innovation.

As an organisation, you can introduce frameworks like scenario planning, horizon scanning, and trend analysis to guide your members in exploring possible and realistic futures. These tools enable them to differentiate between theoretical possibilities and practical pathways, equipping them to anticipate emerging challenges and adapt strategically. By integrating these methodologies into workshops or training sessions, you foster a culture of curiosity and forward-looking decision-making.

The Precautionary Principle is central to this competence, urging members to

proactively address risks even when knowledge is incomplete. By promoting evidence-based approaches, your organisation can support members in evaluating information critically, identifying biases, and making informed decisions that balance innovation with caution. Highlighting the importance of fairness and inclusion ensures that transitions address the needs of all stakeholders, **enriching decision-making with diverse perspectives.**

Exploratory Thinking complements and strengthens other competences within the CYANOTYPES framework. Encouraging Self-Awareness and Empathy enables members to uncover biases and understand diverse needs, while Ethical and Sustainable Thinking ensures future-oriented transitions align with principles of justice and regeneration. Problem Framing sets the stage for understanding challenges holistically, and Actionable Futures emphasises the translation of exploratory insights into impactful actions.

The practical applications of this competence are vast. From guiding creative professionals in designing innovative and socially responsible products to helping organizations anticipate shifts in the cultural landscape, Exploratory Thinking enables your sector to remain adaptable and relevant. By incorporating this skill into your policy, advocacy, and training initiatives, you can **strengthen the sector's ability to thrive amidst complexity.**

Learning Outcomes



Regenerative Agency
Cluster
Topic E4

Main Learning Outcomes

Learners will **show awareness** of the precautionary principle of acting now to avoid future negative impacts.

Learners will **show** a positive attitude toward fact-based analysis.

Learners will **differentiate** between potential, possible and realistic futures to articulate diverse scenarios.

Knowledge

Knows the precautionary principle and is interested in conducting fact-based analyses.

Understands the necessity of fairness and inclusion, recognising all perspectives involved.

Skills

Can **analyse** and assess ideas, actions, and scenarios to determine their alignment with values.

Integrates knowledge from different domains to articulate different future scenarios.

Responsibilities

Acknowledges the value of scientific evidence and the impact of possible consequences on scenario preferences.

Cyanotypes Practical Support



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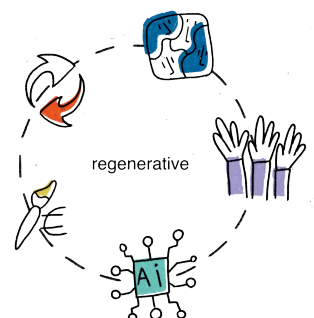
CYANOTYPES



E5 Actionable Futures

Turning Vision into Reality

*Regenerative Agency
Cluster
Topic E5*



Associated Competences

- E1 Self-Awareness & Empathy
- E2. Ethical and Sustainable Thinking
- E3 Problem Framing
- E4. Exploratory Thinking

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Actionable Futures empowers sector organizations in the cultural and creative industries to turn vision into reality, transforming aspirations into tangible actions that drive systemic change. By fostering this competence within your organisation, you can inspire your members to become active agents of transformation, **ensuring their work contributes meaningfully to sustainable, inclusive, and innovative futures.**

This competence is about bridging the gap between insight and implementation. Your organisation plays a crucial role in equipping members with the tools to design and execute inclusive decision-making processes that reflect diverse perspectives and values. By advocating for policies and frameworks that promote transparent and accessible decision-making, you help ensure that actions taken across the sector align with principles of fairness and equity. In a landscape of uncertainty and rapid change, **supporting members in developing a proactive, future-oriented mindset** enables them to act with confidence, adapt to evolving circumstances, and lead with purpose.

Actionable Futures emphasises the importance of integrating knowledge across disciplines to inform practical strategies. Through targeted workshops, resources, and networking opportunities, your organisation can **guide members in synthesising diverse insights to address real-world challenges.** By providing training on how to connect theoretical

concepts with practical actions, and by promoting awareness of legal, ethical, and policy considerations, you **help foster transitions that are both innovative and grounded in the complexities of interconnected systems.**

Encouraging a reflective and iterative approach is critical to this competence. By creating opportunities for members to evaluate the outcomes of their actions and refine strategies in response to feedback, you build resilience and adaptability within the sector. Offering platforms for sharing lessons learned and best practices ensures that **setbacks are reframed as opportunities for growth, enhancing collective capacity for impactful action.**

Actionable Futures builds on foundational competences such as Exploratory Thinking and Problem Framing, ensuring that actions are rooted in an understanding of future possibilities and systemic causes. It also draws from Ethical and Sustainable Thinking to align actions with regenerative values and from Self-Awareness and Empathy to prioritise inclusivity and diverse needs.

Actionable Futures is about empowering the cultural and creative industries to take decisive, informed, and inclusive steps toward systemic change. By fostering this competence, your organisation ensures its members are equipped to lead the sector toward a sustainable, equitable, and innovative future.

Learning Outcomes



Regenerative Agency
Cluster
Topic E5

Main Learning Outcomes

Learners will **design** inclusive and transparent processes that are fair and open to everyone.

Learners will **act** promptly in the face of uncertainty to make informed decisions and take concrete actions.

Learners will **understand** how human actions may have unpredictable consequences and apply relevant laws and policies to engagement contexts with anticipated, personal and relevant actions.

Knowledge

Understands how diversity can be a strength and recognises that human actions may have unpredictable consequences.

Shows awareness of relevant laws and policies that affect engagement.

Skills

Can **identify** relevant stakeholders, design inclusive processes, and act promptly in uncertain situations.

Synthesises relevant knowledge to inform concrete actions.

Responsibilities

Shows willingness to engage with others to challenge the status quo and promote accountability for unsustainable practices.

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