

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 **Policymakers**.

The Guidebooks



VERSION: 1.0

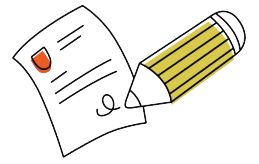


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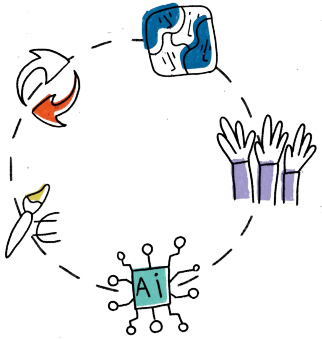
The Guidebooks



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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 **Policymakers** at all levels. Other versions of the Guidebook have been developed for people working within Creative Sectors and Networks, 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 policymakers** 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 **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 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 **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

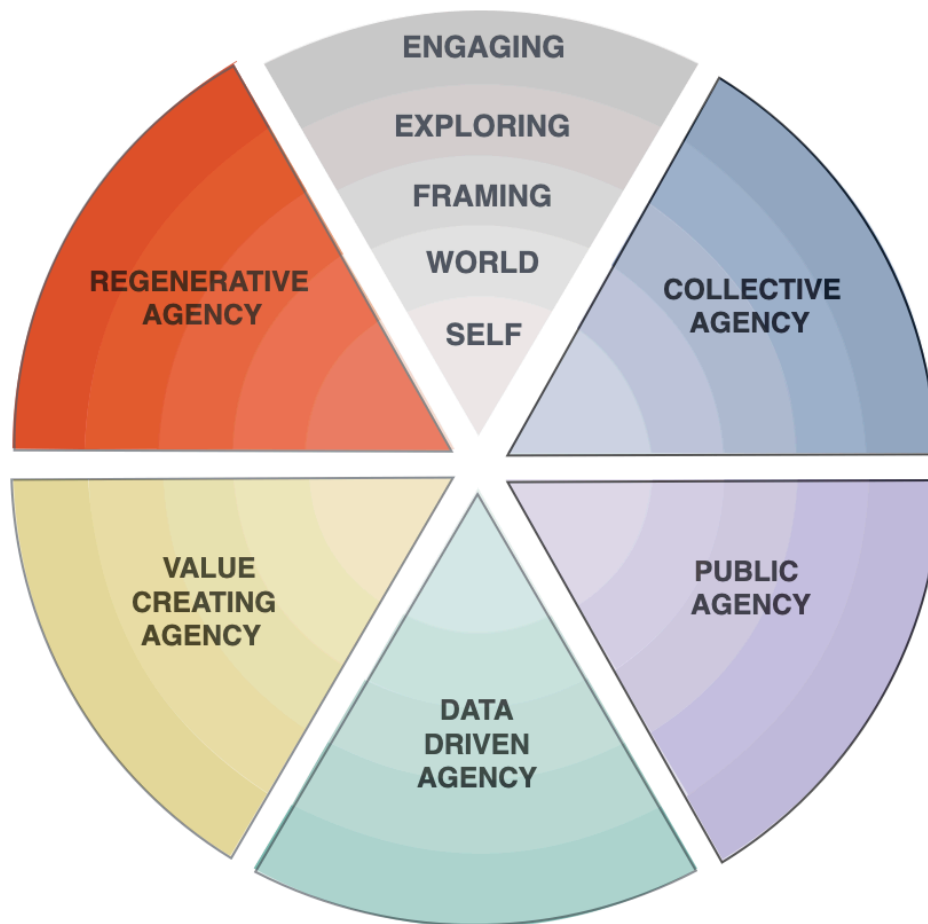
talent that will thrive in an industry undergoing rapid transformation?

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

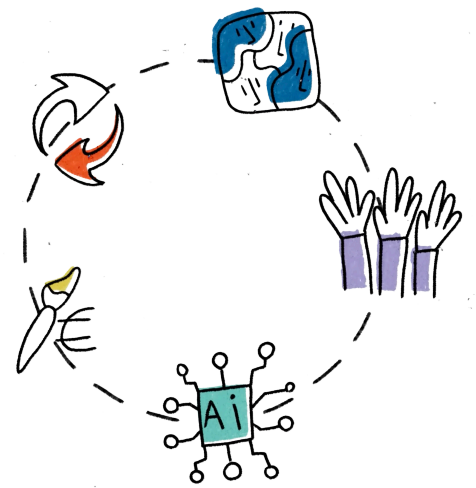
collective agency cluster

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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Polycymakers

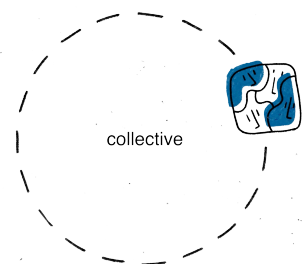
clusters & competences in detail

STRATEGIC SKILLS FOR CREATIVE FUTURES

collective agency cluster



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.

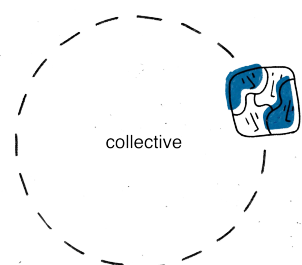
Ultimately, the Collective Agency Cluster envisions a cultural and creative sector where collaboration is a core value and driving force. By embracing interdependence, co-creation, and shared resources, **it empowers CCIs to address complex challenges, amplify their impact, and build a resilient and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



A1 Creative Confidence

Strengthening sectoral resilience

*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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Creative confidence is an essential pillar for fostering innovation and resilience within the cultural and creative industries (CCIs). As a policymaker, your role in promoting this competence can directly support the sector's capacity to adapt to the critical green, digital, and societal transitions. **By embedding creative confidence into workforce development strategies, you can ensure that professionals are equipped to tackle challenges, experiment with new solutions, and thrive amidst rapid change.**

This competence **underscores creativity as a universal, transferable skill** that drives problem-solving, innovation, and adaptability—core attributes for navigating today's complexities. Creative confidence empowers professionals to approach uncertainty with optimism and resilience, enabling them to design sustainable and forward-thinking transitions aligned with societal priorities. Your support for initiatives that cultivate this competence can enhance the sector's overall contribution to addressing challenges like climate action, digital transformation, and social inclusion.

Creative confidence also thrives on collaboration and inclusivity. By fostering environments where co-creation and diverse perspectives are prioritised, the sector can generate groundbreaking solutions that benefit society and strengthen its cultural fabric. Programs that promote interdisciplinary collaboration and equip professionals with the tools to innovate

collectively are key areas where your intervention can make a lasting impact. Your advocacy for inclusive practices not only amplifies the sector's innovation potential but also reinforces its role as a driver of equity and cohesion.

Building resilience is another critical aspect of creative confidence. It prepares professionals to face setbacks, embrace experimentation, and turn failures into learning opportunities. This adaptability is particularly relevant as CCIs navigate shifting funding landscapes, technological disruptions, and evolving audience needs. **Your policies can ensure access to training programs and resources that instill this growth mindset across the workforce,** creating a robust foundation for long-term sustainability.

The urgency of integrating creative confidence into policy frameworks cannot be overstated. Safe spaces for experimentation, targeted skill-building workshops, and funding for innovation hubs are tangible ways to embed this competence into the sector's ecosystem. Additionally, facilitating knowledge-sharing networks can amplify its reach and impact, **ensuring that best practices are accessible across all levels of the CCIs.**

By prioritising creative confidence in your strategies, you position the sector as a leading force in societal transformation. Supporting this competence strengthens the sector's capacity for innovation, resilience, and inclusivity.

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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collaboration across creative disciplines

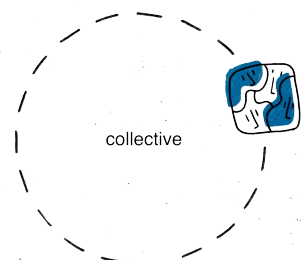


Policymakers

A2 Collaboration Across Creative Disciplines

Working Together Across Creative Sectors

*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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Collaboration across creative disciplines is a cornerstone competence that can transform the cultural and creative industries (CCIs) into powerful drivers of societal innovation and resilience. As a policymaker, fostering this competence aligns directly with your role in ensuring the sector's growth and adaptability amidst the pressing green, digital, and societal transitions. By **supporting interdisciplinary collaboration, you enable the sector to harness diverse expertise, drive innovation, and address complex challenges effectively.**

At its heart, collaboration across disciplines empowers teams to combine unique skills and perspectives, **generating creative transitions that transcend traditional boundaries.**

This competence promotes co-creation strategies where open dialogue, shared ownership, and mutual respect thrive. Your support for initiatives that enhance interdisciplinary collaboration—such as innovation labs, cross-sector partnerships, or co-creation workshops—can significantly amplify the sector's ability to tackle societal issues like climate adaptation, digital equity, and cultural inclusivity.

Leveraging expertise from diverse fields is a critical aspect of this competence. Successful collaboration depends on recognising the unique value of each participant and weaving these contributions into cohesive strategies. Policy initiatives that facilitate cross-disciplinary connections—by funding research partnerships, hosting industry forums, or incentivising multi-sector

collaborations—can unlock the sector's potential to pioneer groundbreaking approaches to shared challenges.

Supporting creative practices as tools for collaboration is equally vital. Techniques like design thinking, visual storytelling, and participatory mapping help bridge communication gaps, foster shared understanding, and inspire collective innovation. These methods are particularly effective in interdisciplinary contexts, where they act as common languages that unify diverse teams. Your **investment in skill-building programs that teach these methodologies can strengthen the sector's capacity for innovative collaboration.**

Cultural sensitivity and adaptability are essential to effective interdisciplinary work. Professionals must navigate varied communication styles and cultural norms, ensuring inclusivity and respect within diverse teams. As a policymaker, promoting intercultural awareness through training programs or policy frameworks can enhance the collaborative capacity of the CCIs workforce, ensuring that the sector thrives in an increasingly interconnected world.

By prioritising collaboration across creative disciplines in your policies, you help foster a culture of shared creativity, inclusivity, and resilience.

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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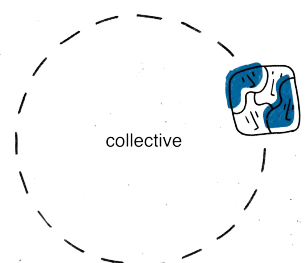
conceptual and critical thinking



A3 Conceptual and Critical Thinking

Driving innovation and transitional thinking

*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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Conceptual and critical thinking is a core competence for driving innovation and resilience in the cultural and creative industries (CCIs). As a policymaker, fostering this competence equips the creative workforce to address complex societal challenges while adapting to the green, digital, and societal transitions shaping the future.

This competence **combines two essential processes: conceptual thinking, which generates ideas and explores possibilities, and critical thinking, which rigorously evaluates their feasibility, relevance, and impact.** Together, these processes enable professionals to develop innovative transitions that are not only imaginative but also practical and sustainable. By embedding support for this competence in your policies, you enhance the sector's ability to respond to evolving societal needs while maintaining economic and cultural vitality.

A key aspect of conceptual and critical thinking is its emphasis on analytical processes within creative practice. Professionals must not only generate ideas but also critically assess and refine them. This involves recognising patterns, evaluating potential outcomes, and documenting insights to inform creative decisions. By supporting training programs that build these skills, you help establish a culture of thoughtful creativity where innovation is underpinned by evidence-based decision-making.

Interdisciplinary thinking is another critical dimension. The ability to translate knowledge across creative fields enables professionals to uncover novel approaches to challenges. Policies that encourage cross-sector collaboration—such as grants for interdisciplinary projects or platforms for knowledge exchange—can broaden perspectives and inspire groundbreaking transitions.

Techniques like systems thinking and creative problem-solving further enhance this competence by fostering holistic and flexible approaches to challenges. By promoting access to resources, workshops, and tools that teach these methodologies, you empower professionals to think critically, explore alternative perspectives, and refine concepts. **This creates a sector capable of developing transitions that push boundaries while addressing societal goals.**

By prioritising conceptual and critical thinking in your policies, you position the CCI sector as a leader in addressing societal transitions. This competence equips professionals to navigate complexity with confidence, ensuring the sector's continued growth.

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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Learning Plans

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CYANOTYPES

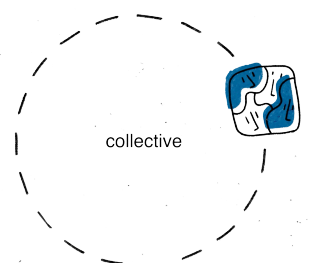
interacting in creative ecosystems



A4 Interacting in Creative Ecosystems

Navigating within and between creative environments

*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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Interacting in creative ecosystems is essential for building a thriving cultural and creative industries (CCI) sector. As a policymaker, fostering this competence **equips creative professionals to engage with the networks, resources, and relationships that drive innovation and sustainability.**

Creative ecosystems are interconnected networks where social, cultural, economic, and environmental dimensions converge. This competence **enables professionals to understand these interdependencies, aligning their work with broader societal and sectoral goals.** By supporting programs that teach systems thinking and ecosystem engagement, you empower the workforce to identify opportunities for collaboration, innovation, and sustainable growth within these networks.

Systems thinking is a key tool in navigating creative ecosystems. It allows professionals to map relationships, identify feedback loops, and locate leverage points for impactful action. By promoting training and resources in systems thinking methodologies, you **equip creatives to manage complexity, address systemic challenges, and contribute to the long-term vitality of the sector.** This approach also fosters strategic foresight, preparing the industry to adapt to changes and seize emerging opportunities.

Collaboration lies at the heart of creative ecosystems. By engaging diverse stakeholders—ranging from artists and community organisations to private businesses and policymakers—professionals can create synergies that amplify the impact of creative projects. **Policies that incentivise partnerships and resource-sharing within and across sectors strengthen these networks,** fostering innovation and resilience.

Ethical considerations are integral to ecosystem engagement. Creative practices must address issues like inclusivity, representation, and sustainability to remain socially and environmentally responsible. As a policymaker, **embedding ethical guidelines and frameworks into industry standards can ensure that creative efforts align with societal values and contribute to equitable development.**

This competence also emphasises adaptability and resilience. **As ecosystems evolve, the ability to navigate uncertainty and embrace change becomes vital.** Policies that support flexible learning opportunities and experimentation help professionals remain responsive to emerging trends, ensuring the sector's relevance and longevity.

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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Cyanotypes Blueprinter

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collective action

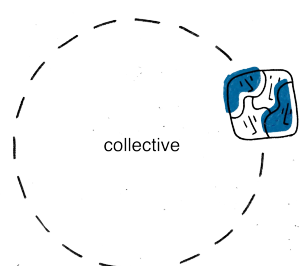


Policy

A5 Collective Action

Moving from urgency to action

*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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Collective Action is pivotal for driving collaboration and meaningful progress within the cultural and creative industries (CCIs). As a policymaker, fostering this competence can transform pressing societal, digital, and environmental challenges into opportunities for innovation and growth. **By empowering co-agency—collaborative efforts that harness diverse perspectives and resources**—you enable the sector to lead transitions that are inclusive, sustainable, and impactful, securing its long-term resilience and relevance.

At the core of collective action is the principle that shared effort amplifies impact. Tackling complex issues like climate change, digital inequity, or cultural disparities requires united, cross-disciplinary responses.

Supporting networks and policies that encourage co-agency ensures the pooling of expertise and resources, driving equitable and systemic solutions. By facilitating collaboration across communities, organisations, and sectors, you turn fragmented efforts into a cohesive force for change.

To enable meaningful collaboration, policies must promote inclusive frameworks for action. Effective initiatives reflect the voices, values, and needs of a diverse range of stakeholders. Transparent decision-making, open communication channels, and equitable participation foster trust, ensure representation, and create transitions that resonate broadly.

Urgency can be a powerful catalyst for innovation. Environmental crises, for instance, can inspire sustainable practices, while societal inequalities can drive the development of inclusive cultural models. **Encouraging the sector to view challenges as opportunities transforms adversity into progress.** Proactive approaches, such as cross-sector innovation hubs or participatory design spaces, channel this urgency into actionable, forward-thinking solutions.

Moving from ideas to action is a cornerstone of collective action. While collaboration generates valuable insights, their true impact lies in implementation. Supporting initiatives that bridge the gap between theory and practice ensures that collective knowledge leads to tangible outcomes. **Investments in practical programs—like design labs or collaborative workshops—mobilise shared intelligence and produce real-world results.**

The benefits of collective action are far-reaching. It produces transitions that are sustainable, innovative, and rooted in community needs. It strengthens social bonds, builds resilience, and ensures the sector remains adaptive and relevant.

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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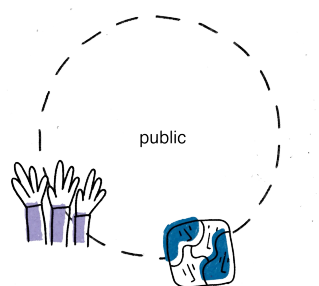
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public agency cluster



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

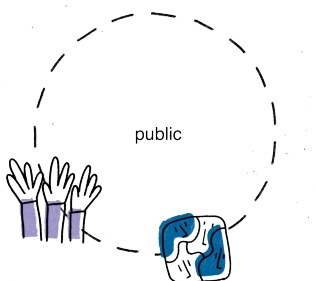


Policymakers

B1 Working with Values

Enabling integrated perspective-taking

*Public Agency Cluster
Topic B1*



Associated Competences

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

As a policymaker in the cultural and creative industries (CCIs), fostering the competence of “Working with Values” is essential to building an inclusive, innovative, and resilient sector. This competence **equips creative professionals to navigate the diverse cultural, social, and historical contexts that define the CCIs, enabling them to integrate varied perspectives into their work** while aligning with broader societal priorities. By embedding this competence in your policy frameworks, you can drive systemic change, promote equity, and amplify the sector’s impact on critical societal challenges.

At its foundation, working with values emphasises the importance of recognising and integrating diverse cultural and individual perspectives. **Creative professionals must understand that values are not static preferences but are shaped by complex social, historical, and psychological dynamics.** Policies that encourage this deeper exploration of values can foster empathy and mutual respect, creating conditions where cultural diversity becomes a strength rather than a barrier.

Strategic partnerships rooted in shared values are another critical outcome of this competence. By promoting multi-stakeholder collaboration, you enable the sector to address complex challenges more effectively. Whether through public-private partnerships, international networks, or cross-sector initiatives, aligning stakeholder values

enhances trust, cooperation, and sustainability.

Embedding “Working with Values” in policy also aligns with long-term goals for resilience and innovation in the CCIs. Professionals who master this competence drive inclusive practices, engage audiences more meaningfully, and address societal issues with authenticity. **By supporting training programs, resources, and platforms that nurture this skill, you can ensure that creative outputs are representative, equitable, and impactful.**

The societal benefits of this competence extend far beyond the creative industries. Policies that foster value-based collaboration contribute to a cultural ecosystem that champions equity, inclusivity, and dialogue. This, in turn, builds social cohesion and fosters a shared sense of purpose.

By championing “Working with Values,” you empower the CCIs to reflect and shape societal progress. This investment strengthens the sector’s relevance, ensuring it remains a dynamic force for innovation, inclusivity, and resilience in a rapidly evolving world.

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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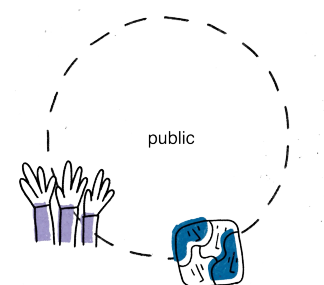
boundary spanning



B2 Boundary Spanning

Providing the connective tissue for collaboration

*Public Agency Cluster
Topic B2*



Associated Competences

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

As a policymaker in the cultural and creative industries (CCIs), advancing the competence of boundary spanning within your sector can catalyse innovation, foster interdisciplinary collaboration, and address critical societal challenges. **This skill empowers creative professionals to bridge divides—between disciplines, stakeholders, and sectors—unlocking the potential for new, transformative solutions.** By embedding boundary spanning in your policy agenda, you can strengthen the CCIs' capacity to adapt and lead in addressing pressing issues such as social inequality, digital transformation, and climate change.

At its core, boundary spanning equips professionals to navigate complexity and connect diverse perspectives. Creative projects often operate at the intersection of different domains, requiring professionals to synthesise ideas, methodologies, and expertise.

By prioritising this competence in policy, you create pathways for cross-sector collaboration that drive innovation, ensuring that the CCIs contribute effectively to broader societal goals.

Investing in boundary-spanning initiatives requires enabling conditions for collaboration. Support policies that foster interdisciplinary networks, innovation hubs, and participatory design labs where professionals from varied fields can come together. These spaces encourage the pooling of expertise and resources, fostering environments where new ideas flourish

and innovative solutions emerge. Policies that incentivise co-creation—through grants, training, or infrastructure support—can amplify these efforts.

Boundary spanning is particularly critical in projects with societal impact, where the creative sector intersects with pressing global challenges. Art and culture have a unique ability to stimulate empathy and spark fresh thinking, making them invaluable contributors to efforts addressing climate action, equity, and sustainability. As a policymaker, you can **align boundary-spanning initiatives with national or regional priorities**, ensuring that creativity is leveraged as a strategic tool for systemic change.

Additionally, boundary spanning strengthens the CCIs' role in building resilient communities and driving economic growth. By breaking down silos, this competence fosters innovation ecosystems that support entrepreneurial activity, attract investment, and expand market opportunities. Policies that enhance collaboration between the CCIs and other sectors—such as technology, education, or healthcare—ensure that creative professionals are at the forefront of transformative progress.

To cultivate this competence, **embed boundary spanning into skill development programs and leadership training initiatives.** Boundary spanning transforms barriers into bridges, enabling the CCIs to tackle challenges and shape innovative futures.

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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anticipatory innovation



Policymakers

B3 Anticipatory Innovation

Opening new innovation discourses

*Public Agency Cluster
Topic B3*

As a policymaker in the cultural and creative industries (CCIs), fostering the competence of anticipatory innovation is essential for enabling the sector to lead in addressing the uncertainties and complexities of a rapidly changing world. **This forward-looking skill equips creative professionals to imagine and implement transitions for potential future scenarios,** ensuring the sector's resilience and relevance in the context of societal, digital, and green transformations. By integrating anticipatory innovation into policy, you can empower the CCIs to proactively shape sustainable and inclusive futures, positioning creativity as a vital tool for societal progress.

At the core of anticipatory innovation lies the capacity to envision “protopias” —practical, achievable visions of the future that balance aspiration with realism. Through methods like scenario planning and trend forecasting, **creative professionals are enabled to anticipate emerging challenges, explore diverse possibilities, and craft solutions that are both innovative and actionable.**

Supporting this competence at the policy level ensures the CCIs are prepared to address pressing issues such as climate change, technological disruption, and shifting societal needs.

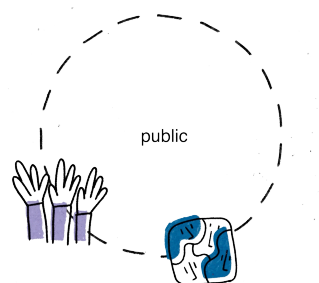
Investing in anticipatory innovation requires creating platforms for exploration and experimentation. Policies that fund speculative design labs, immersive storytelling initiatives, or participatory workshops can foster environments where professionals test

and refine future-oriented ideas. By embedding these spaces into your strategic agenda, you encourage the sector to take calculated risks, embrace learning from failure, and generate transformative insights.

Anticipatory innovation thrives on interdisciplinary collaboration, making it crucial to establish connections between the CCIs and other sectors such as technology, education, and public policy. Policies that incentivise partnerships and cross-sector initiatives enable diverse perspectives to converge, enriching the creative process and ensuring future scenarios are aligned with broader societal goals. These collaborative networks amplify the impact of anticipatory innovation, driving systemic change.

Moreover, policies must prioritise capacity building for anticipatory skills within the workforce. This includes training in scenario planning, systems thinking, and risk management to ensure professionals can navigate uncertainty with confidence. Supporting leadership development in this area equips creative leaders to guide their teams and organisations through complex transitions effectively.

Anticipatory innovation transforms uncertainty into an opportunity for creative action, helping the CCIs remain agile and impactful. By fostering this competence, you enable the sector to proactively address future challenges, positioning it as a leader in innovation and a key contributor to societal resilience.



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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narrative design

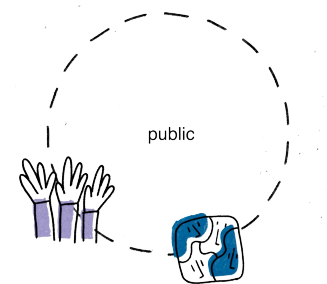


Policymakers

B4 Narrative Design

Communicating value and designing impact

*Public Agency Cluster
Topic B4*



Associated Competences

B1 Working with Values

B2 Boundary Spanning

B3 Anticipatory Innovation

B5 Managing Transformations

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As a policymaker in the cultural and creative industries (CCIs), fostering narrative design as a core competence can transform how the sector engages audiences, communicates values, and drives social impact. Storytelling is a universal tool for meaning-making and connection, and **narrative design elevates this tradition by merging creative techniques with audience insights.** Supporting narrative design through targeted initiatives equips the sector to craft captivating, resonant, and inclusive stories that inspire, educate, and provoke thought across diverse platforms.

At the heart of narrative design is the ability to craft emotionally resonant stories. **Whether for a museum exhibit, a film, or a digital campaign, stories have the power to evoke vivid imagery, build empathy, and influence behaviour.** For the CCIs, this competence is essential to creating immersive experiences that captivate audiences while addressing societal, digital, and environmental challenges. By investing in programs that enhance narrative design skills, you enable the sector to maximise its cultural and social influence.

Empathy-driven storytelling is a cornerstone of narrative design, emphasising the importance of understanding audience values, motivations, and perspectives. Policies that promote research into audience behaviours and preferences empower creators to craft stories that resonate deeply, fostering engagement and forging meaningful connections. This

alignment with audience needs also amplifies the relevance and impact of cultural projects, positioning the sector as a key driver of societal progress.

Supporting innovation in storytelling techniques is another vital focus. Encouraging the integration of visual literacy, symbolism, and interactive media into creative practices ensures the sector remains at the forefront of narrative design. Initiatives such as funding for experimental storytelling labs or access to cutting-edge technologies like virtual reality can unlock new possibilities for crafting immersive and impactful narratives, keeping the sector competitive and forward-looking.

Narrative design also highlights the value of interdisciplinary collaboration. By **connecting filmmakers, game designers, curators, and marketers, you can facilitate cross-sector storytelling** initiatives that leverage diverse expertise. These collaborations enrich narratives, broaden their reach, and enhance their potential to address complex societal issues, from climate change to cultural inclusion.

Embedding narrative design in sector-wide training and capacity-building programs ensures professionals are equipped to craft stories that are not only compelling but also socially responsible. By integrating this competence into strategic frameworks, you empower the CCIs to strengthen their cultural relevance, influence behaviours, and shape the narratives that define the future.

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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managing transformations



B5 Managing Transformations

Orchestrating change

*Public Agency Cluster
Topic B5*

Developing the competence of managing transformations within the cultural and creative industries (CCIs) is essential to ensuring the sector's ability to adapt and thrive amidst the green, digital, and societal transitions shaping the future. **By enabling the sector to effectively lead change processes,** you can help position CCIs as key contributors to societal development and resilience.

At its core, managing transformations is about strategically navigating change. Supporting initiatives that enable organisations to assess trends, prioritise opportunities, and align their goals with emerging societal needs ensures that transformations are both relevant and impactful. Encouraging scenario analysis and strategic planning equips CCIs to anticipate potential disruptions and **craft pathways that drive sustainable growth and innovation.**

Inclusive engagement is critical to the success of transformational initiatives. Policies that foster collaboration among diverse stakeholders—creative professionals, communities, industry leaders, and policymakers—enhance the sector's capacity to co-create meaningful change. By embedding stakeholder engagement in project planning, you can **promote shared ownership of transformation efforts,** strengthening trust and alignment across the ecosystem.

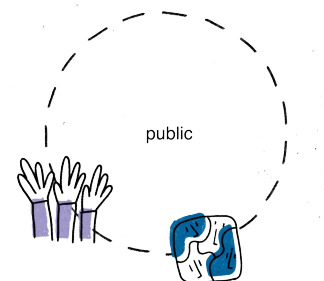
Specialised knowledge plays a pivotal role in managing transitions effectively. Supporting training programs that focus on sustainability practices, digital

innovation, new business models, and community engagement prepares the workforce to address complex challenges with informed strategies. Encouraging partnerships with academic institutions and industry leaders can **provide CCIs access to cutting-edge expertise,** ensuring their initiatives remain innovative and practical.

Communication is another cornerstone of successful transformation. Policies that prioritise clear, tailored communication strategies help align stakeholders and foster transparency. By promoting tools and methods that enhance messaging and accessibility, you can empower CCIs to build strong, collaborative networks that support long-term progress.

Your leadership in fostering this competence can amplify the sector's role as a catalyst for societal advancement. Initiatives that support managing transformations can **unlock opportunities for growth, adaptability, and innovation** within CCIs while ensuring they remain relevant and impactful in addressing global challenges.

By embedding managing transformations into sector-wide strategies, you help secure the long-term viability of CCIs while reinforcing their role as critical agents of innovation and societal development.



Associated Competences

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

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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.

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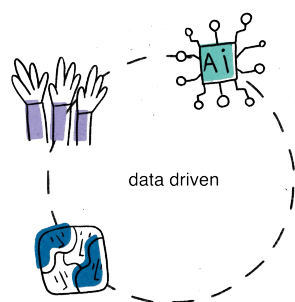
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data-driven agency cluster



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

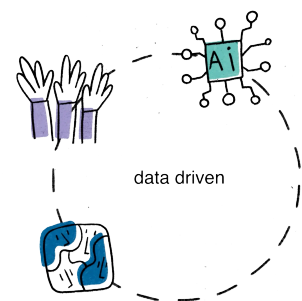


Policymakers

C1 Data and Digital Literacy

Providing resilient foundations for the digital transition

*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 policymaker, fostering data and digital literacy within the cultural and creative industries (CCIs) is crucial for positioning the sector to thrive in a rapidly evolving digital landscape. This competence **equips professionals with the ability to engage critically, responsibly, and creatively with digital tools** and information, ensuring that the sector remains innovative, resilient, and aligned with societal priorities like sustainable development and digital inclusion.

Data and digital literacy is foundational for navigating the digital transformation reshaping the CCIs. By supporting training programs and initiatives that enhance this competence, you enable professionals to collect, analyse, and interpret data effectively. This capability allows creative practitioners and organisations to make informed decisions, optimise their strategies, and innovate. Whether analysing audience trends, refining creative outputs, or exploring new storytelling methods, **the ability to leverage data transforms creative practices** into impactful, data-driven solutions.

Digital fluency is another cornerstone of this competence. It empowers professionals to use tools and platforms to enhance collaboration, engage audiences, and expand market opportunities. By promoting access to digital skills development, you can help creatives master technologies like AI, virtual reality, and social media, unlocking their potential to innovate and connect with global audiences in meaningful ways. This adaptability

ensures that the CCIs stay competitive in a digitally-driven economy.

Equally important is the ability to critically evaluate digital information. In an era marked by misinformation and biases, fostering a culture of digital literacy helps ensure that creative outputs maintain credibility and integrity. This competence builds trust in the sector by **equipping professionals to assess information sources, identify biases, and adhere to ethical content standards.**

Cybersecurity and data protection are integral to this literacy. Supporting policies and resources that educate professionals about GDPR compliance, safeguarding intellectual property, and online safety minimises risks like data breaches and ensures that CCIs operate responsibly in the digital space.

By embedding data and digital literacy into the creative sector's skill development strategies, you enable professionals to adapt to the triple transition—green, digital, and societal. This competence **fosters innovation, strengthens market access**, and enhances global competitiveness, ensuring that CCIs remain relevant and resilient.

Your leadership in championing data and digital literacy is pivotal. It not only secures the sector's growth and sustainability but also empowers it to address societal challenges through informed, inclusive, and creative responses. This competence is a critical investment in the future of the CCIs and their role as catalysts for transformative change.

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



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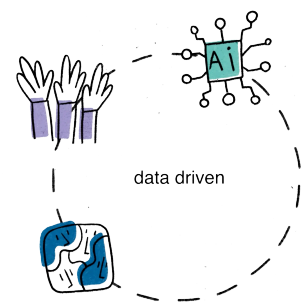
understanding socio-technical systems



C2 Understanding Socio-Technical Systems

Contextualising technology for the triple transition

*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 pivotal competence for ensuring the cultural and creative industries (CCIs) can adapt to the challenges and opportunities presented by the digital transformation and societal and green transitions. As a policymaker, **fostering this competence across the sector can enhance its capacity to create innovative, inclusive, and ethically responsible systems**, driving both sectoral growth and societal benefit.

At the core of socio-technical systems lies the interplay between technology, human behavior, and societal structures. By supporting initiatives that develop this competence, you enable creative professionals to analyse and design systems that balance technical functionality with user needs and ethical considerations. This **integrated approach** ensures that CCIs can respond dynamically to evolving societal demands while leveraging technology responsibly.

Creating systems that incorporate effective user feedback processes is a key aspect of this competence. Policies that incentivise iterative design and stakeholder engagement can ensure that creative systems remain adaptable and relevant. Encouraging the use of tools and methodologies to collect and analyse user feedback will allow CCIs to refine their outputs, improving usability and trust while fostering innovation.

Fostering collaboration among diverse stakeholders is another critical component. Socio-technical systems are inherently interdisciplinary, involving

input from creators, technologists, communities, and policymakers. You can **promote programs that facilitate cross-sector dialogue and co-creation**, ensuring the development of systems that align with societal priorities and address the needs of various stakeholders. Inclusive policies that prioritise equity in collaboration will further amplify the sector's impact.

The ethical dimensions of technological integration also require attention. CCIs face challenges such as data privacy, bias in algorithms, and accessibility. By supporting training programs and research initiatives that equip professionals to navigate these issues, you can help **ensure that technological adoption within the sector aligns with broader societal values**, fostering trust and inclusivity.

The benefits of investing in this competence are profound. It enhances the adaptability of CCIs to technological advancements, ensuring resilience and sustained relevance. It fosters interdisciplinary collaboration, **bridging gaps between creative and technical expertise**, and promotes ethical practices that align with global sustainability goals.

As a policymaker, your role in embedding this competence into skill development and sectoral strategies is vital. By prioritising socio-technical systems in policy frameworks, you empower the CCIs to remain at the forefront of innovation while contributing to a more sustainable, equitable, and impactful creative landscape.

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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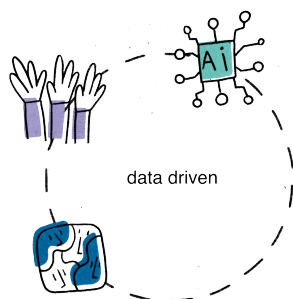
digital self-determination



C3 Digital Self-Determination

Supporting creative agency in digital spaces

*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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Digital self-determination is a crucial competence for ensuring that the cultural and creative industries (CCIs) thrive in an increasingly data-driven world. As a policymaker, you play a pivotal role in enabling the sector to address challenges like data privacy, AI ethics, and regulatory compliance while leveraging opportunities for innovation. By prioritising initiatives that embed digital self-determination across the workforce, you can **ensure the sector remains resilient, adaptive**, and aligned with societal values in the digital era.

At its core, digital self-determination is about empowering individuals and organisations to manage personal data responsibly. Policies that promote training on secure data management, privacy settings, and awareness of data collection processes can equip creative professionals to assert ownership over their digital identities. This competence is particularly relevant as the sector grapples with complex issues like data breaches and online security risks.

The increasing integration of artificial intelligence (AI) into CCIs underscores the urgency of addressing biases in training datasets and the ethical implications of personal data use. **By fostering education and research on responsible AI practices**, you can ensure the sector adopts fair and transparent methodologies, maintaining public trust while driving innovation. Supporting programs that explore the intersection of AI and creativity can position the sector as a leader in ethical technological advancement.

Compliance with data protection regulations such as GDPR is another critical component. Policies that support organisations in understanding and navigating these regulations not only safeguard individual privacy but also strengthen the sector's reputation for ethical practices. Ensuring accessibility to resources and legal guidance can empower creative professionals to uphold these standards effectively.

Promoting digital self-determination also involves building safe digital environments. Encouraging the adoption of secure practices, like robust password management and privacy policy evaluation, helps mitigate risks such as phishing attacks and identity theft. Policies that facilitate knowledge-sharing on cybersecurity **further strengthen the sector's capacity to operate confidently** and responsibly in the digital landscape.

The benefits of digital self-determination extend beyond individual empowerment. It fosters equitable and transparent ecosystems, ensuring that the CCIs remain a beacon of innovation grounded in ethical practices. By embedding this competence into policy frameworks, you can enhance the sector's adaptability to evolving technologies while safeguarding societal trust and inclusivity.

By championing this competence, you empower the creative workforce to navigate digital complexities responsibly, positioning the CCIs as a driving force for ethical innovation and societal progress in the digital age.

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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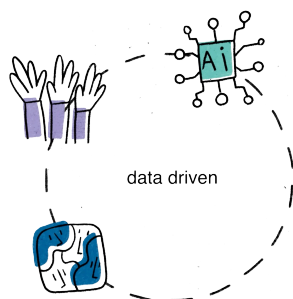
creatively using digital technology



C4: Creatively Using Digital Technology

Empowering Policymakers to Drive Innovation in the CCIs

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

CYANOTYPE

Creatively using digital technology is a cornerstone for advancing innovation and competitiveness in the cultural and creative industries (CCIs). As a policymaker, you are **uniquely positioned to foster this transformative competence**, enabling the sector to adapt to the digital revolution while unlocking new opportunities for growth, engagement, and societal impact. By embedding this skillset within your initiatives, you can help establish a resilient and forward-thinking creative workforce capable of leveraging technology to its fullest potential.

At its core, creatively using digital technology empowers professionals to harness emerging tools and platforms to drive innovation and efficiency. Policies that promote training and access to cutting-edge technologies like artificial intelligence (AI), augmented reality (AR), and virtual reality (VR) are **critical for equipping the creative workforce to experiment and push boundaries**. By supporting initiatives that integrate these tools into creative workflows, you enable CCIs to develop impactful and future-ready solutions.

AI plays a transformative role in creative processes, enabling professionals to enhance productivity, **explore new artistic directions, and develop hybrid workflows** that combine human ingenuity with machine-driven capabilities. Encouraging ethical AI adoption through targeted programs and resources ensures that technological advancements align with

core values of inclusivity, transparency, and artistic integrity.

Immersive technologies such as VR and AR present unique opportunities to revolutionise audience engagement and storytelling. By **incentivising the adoption and development of these technologies**, you can help CCIs craft richer, more dynamic experiences that captivate diverse audiences and amplify cultural impact. These tools also create pathways for the sector to contribute to societal challenges, from virtual heritage preservation to interactive educational initiatives.

The benefits of creatively using digital technology extend far beyond individual creativity. It enhances efficiency by streamlining workflows, **supports innovation through experimentation**, and fosters deeper audience connections. As a policymaker, championing this competence allows you to cultivate a sector that thrives in the face of technological disruption while contributing meaningfully to societal, digital, and green transitions.

Aligned with complementary competences like data literacy and digital self-determination, creatively using digital technology positions the CCIs as leaders in a rapidly evolving world. Your role in providing access to training, fostering cross-sector collaboration, and incentivising technology adoption is essential to securing the sector's growth and relevance in a digital age.

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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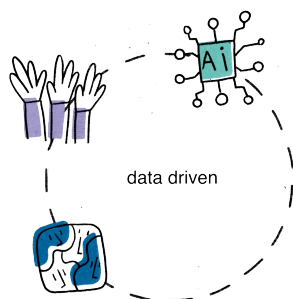
digital content co-creation



C5: Digital Content Co-creation

Advancing collaborative innovation in the CCIs

*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 vital competence for driving collaboration and innovation in the cultural and creative industries (CCIs). As a policymaker, fostering this skill within the creative workforce can **help establish inclusive, adaptable, and forward-thinking practices** that meet the demands of the digital era. By supporting initiatives that enable co-creation, you empower the sector to produce impactful digital experiences while addressing societal challenges and navigating the green and digital transitions.

At its core, digital content co-creation revolves around shared creativity, where diverse disciplines and individuals collaboratively design and produce engaging digital content. Your role in facilitating access to digital tools and resources ensures that **teams can effectively integrate their unique perspectives and strengths into the co-creation process**. Policies that promote collaborative networks and interdisciplinary approaches unlock the potential for innovative transitions that address complex challenges and expand the boundaries of creative expression.

User engagement is central to successful digital content co-creation. Supporting **programs that prioritise audience-focused design** can help creative professionals tailor content for specific platforms, ensuring their work resonates deeply with diverse users. Whether fostering immersive multimedia experiences or curating impactful online narratives, these efforts reflect a

commitment to meaningful and inclusive audience interaction.

Ethical considerations are a cornerstone of co-creation. Your policies can establish frameworks for responsible content creation, encouraging the sector to respect intellectual property, prioritise inclusivity, and uphold privacy standards. This not only ensures compliance with legal regulations but also fosters trust and equity within digital ecosystems, enhancing the sector's reputation and societal relevance.

Technical proficiency is essential for smooth workflows and high-quality outcomes. Initiatives that offer training in collaborative tools, version control systems, and digital platforms **equip professionals with the skills needed to work efficiently in both online and hybrid environments**. By enabling seamless communication and idea-sharing, these tools streamline production and ensure outputs reflect collective innovation.

The benefits of digital content co-creation extend beyond the immediate creative process. It fosters collaboration and inclusivity, allowing diverse voices to shape digital outputs. It **sparks innovation through shared intelligence** and amplifies efficiency by leveraging digital tools. For the CCIs, it creates opportunities to craft compelling, audience-centred experiences that enhance engagement and expand reach.

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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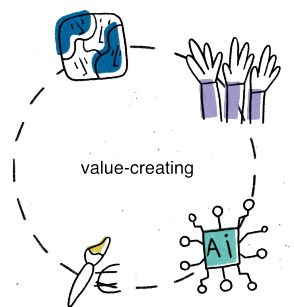
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CYANOTYPES

value-creating agency cluster



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 endeavors 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.

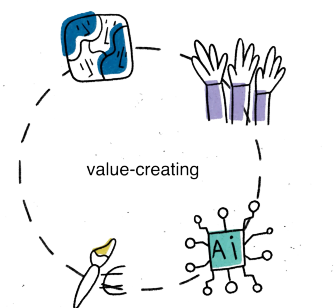
financial & economic literacy



D1 Financial & Economic Literacy

Fostering socio-economic understanding

*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 professionals in the Cultural and Creative Industries (CCIs), **equipping them to navigate economic complexities, manage resources effectively**, and contribute to the sector's resilience and growth. For policymakers, fostering this competence across the creative workforce can help strengthen the sector's capacity to address societal challenges while adapting to green, digital, and societal transitions.

At its core, financial and economic literacy empowers creative professionals to understand and engage with global economic systems, from tax structures to capital markets. This knowledge **helps individuals and organisations situate their work within larger economic contexts**, leveraging creative output to drive societal and cultural value. By aligning policy efforts with this competence, you can ensure that creative initiatives are supported by a foundation of financial stability and strategic decision-making.

This competence emphasises the ability to evaluate and apply diverse business models, including those aimed at social and environmental good. By enabling professionals to assess these frameworks and adopt sustainable approaches, **financial literacy becomes a driver for innovation that balances profitability with societal impact**. Your role in promoting education, tools, and resources to enhance these skills will empower the sector to design projects

that are both economically viable and aligned with broader sustainability goals.

Practical financial literacy is a cornerstone of this competence. Creative professionals need skills in budgeting, securing funding, investment planning, and financial forecasting to sustain their projects and careers. Policymaking initiatives that provide training programs, funding access, and financial tools can significantly enhance the sector's ability to thrive. This ensures that individual practitioners and **organisations can maintain economic viability while pursuing innovative and impactful work**.

The benefits of financial and economic literacy extend beyond individual growth. By fostering this competence, the CCIs can better manage funding streams, adapt to market demands, and address challenges such as income instability and funding gaps. This contributes to the sector's resilience and positions it as a vital driver of economic and societal progress.

As a policymaker, your advocacy for financial and economic literacy can catalyse systemic change. Supporting targeted capacity-building programs, facilitating access to financial resources, and promoting sustainable business practices will enable the creative workforce to innovate, grow, and adapt. By embedding this competence in your strategies, you help build a creative sector that is not only economically sustainable but also a key contributor to societal transformation.

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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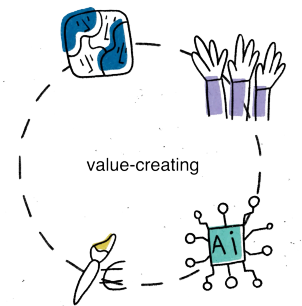
planning & management



D2: Planning and Management

Strengthening efficiency and competitiveness

*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 competences for fostering efficiency, innovation, and sustainability within the Cultural and Creative Industries (CCIs). As a policymaker, prioritising these skills across the sector can support professionals and organisations in navigating complexity, optimising resources, and achieving long-term impact. Effective planning and management ensure that creative initiatives not only succeed in execution but also contribute to broader societal and economic goals.

This competence equips creative professionals to organise workflows, manage time effectively, and allocate resources strategically. Familiarity with tools such as Gantt charts, Kanban boards, and scheduling software is foundational for streamlining project workflows and ensuring timely delivery. By encouraging the adoption of these tools and methodologies—like Agile or Waterfall—your policy initiatives can **enable the sector to implement efficient project management practices, tailored to the dynamic nature of creative work.**

Aligning tasks with broader objectives is a critical aspect of this competence. Creative projects often span artistic vision, commercial viability, and societal relevance. Professionals skilled in planning and management can set clear goals, break them into actionable steps, and prioritise tasks for maximum impact. Supporting training and access to resources that teach techniques like the Eisenhower Matrix or Pareto

Principle will help creative practitioners and organisations focus their efforts on high-value activities, amplifying their contributions to the sector's growth.

Time management is equally vital for sustaining productivity and well-being. Providing access to workshops or resources on strategies such as time blocking and boundary-setting can **empower professionals to optimise their energy while maintaining balance in demanding roles.**

Importantly, this competence includes adaptability—helping individuals and teams pivot effectively when faced with unforeseen challenges or shifting priorities.

The benefits of planning and management extend to roles across the sector, from creative project managers to freelance professionals and arts administrators. These individuals drive efficient project execution, optimise collaboration, and maintain resource accountability. By fostering these competences, your policies can **enhance the sector's ability to deliver impactful initiatives** on time and within budget, ensuring alignment with broader cultural, societal, or environmental objectives.

Investing in planning and management competence development has cascading benefits: improving productivity, fostering innovation, and ensuring creative energy is sustained over time. Moreover, it strengthens the ability of CCIs to adapt to fast-paced transitions, enabling the sector to remain resilient and forward-thinking.

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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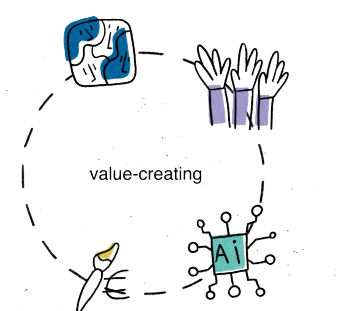
valuing ideas



D3 Valuing Ideas

From Creative Concepts to Impactful Transitions

*Value-Creating Agency
Cluster
Topic D3*



Associated Competences

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

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As a policymaker, fostering the competence of valuing ideas within the Cultural and Creative Industries (CCIs) can transform the sector's ability to address societal challenges while driving sustainable innovation. This competence **ensures that creative concepts evolve into impactful solutions that balance artistic vision with real-world needs**, aligning the sector with societal, digital, and green transitions.

Valuing ideas begins with deep problem understanding through qualitative research methods like interviews, focus groups, and ethnographic observation. Supporting the sector in adopting these tools ensures that **creative professionals ground their work in the lived experiences of diverse communities**. Policies encouraging research funding and training programs enable CCIs to create solutions that resonate with user needs and societal goals, enhancing the sector's impact and relevance.

The integration of human-centred design is critical. By promoting policies that prioritise user-focused approaches, you can guide the sector to craft transitions that are functional, desirable, and meaningful. Programs and resources fostering experimentation and iteration help refine creative processes, ensuring that outcomes deliver long-lasting value. Encouraging design thinking methodologies across the CCIs enhances the sector's capacity to innovate with empathy and precision.

Testing and validating ideas with target groups further strengthens this competence. Ensuring that CCIs have access to platforms and tools for stakeholder engagement allows professionals to gather feedback and adapt solutions effectively. This inclusive approach creates transitions that are not only innovative but also equitable and widely accepted.

Valuing ideas also emphasises evaluating sustainability and impact. By integrating tools like the Lean Canvas into sector practices, creative professionals can assess the feasibility and long-term value of their ideas, whether economic, social, or environmental. Policymakers can champion initiatives that embed these evaluation frameworks into funding criteria, aligning project outcomes with societal and environmental goals.

This competence **supports a thriving ecosystem of roles**, from social entrepreneurs and design researchers to innovation consultants. By fostering valuing ideas, you empower these professionals to translate creative energy into practical, sustainable transitions.

The ripple effects are profound. This competence fuels collaboration, financial sustainability, and effective change management across the sector. By investing in this competence, you equip the creative workforce to navigate the complexities of the future while delivering solutions that inspire, sustain, and transform society. Valuing ideas ensures that the CCIs remain a cornerstone of innovation, resilience,

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.

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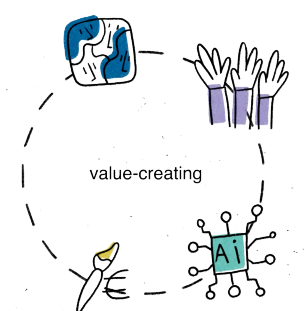
opportunity management



D4. Opportunity Management

Locating paths to growth

*Value-Creating Agency Cluster
Topic D4*



Associated Competences

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

CYANOTYPE

As a policymaker, fostering opportunity management within the Creative and Cultural Industries (CCIs) can drive sustainable growth and innovation, positioning the sector as a key contributor to societal, digital, and green transitions. By equipping creative professionals with this competence, you empower them to strategically identify, assess, and **act on opportunities that align with their creative ambitions while ensuring financial viability.**

Opportunity management enables the sector to transform uncertainty into possibility. By **supporting training initiatives that teach effectuation**—a practical decision-making framework—you can help CCIs leverage existing resources, embrace flexibility, and engage stakeholders in co-creating innovative solutions. Policies promoting these principles will prepare the sector to navigate complex challenges with adaptability and confidence.

This competence **bridges the vital priorities of artistic integrity and financial sustainability.** Through targeted programs, you can encourage professionals to explore funding models that not only provide financial security but also enhance creative freedom. Offering incentives for projects that align with societal goals—such as sustainability or inclusivity—ensures that the CCIs contribute meaningfully to broader transformations while maintaining their creative essence.

Collaboration plays a central role in opportunity management. By creating frameworks that facilitate partnerships

across disciplines, sectors, and borders, you can strengthen the CCIs' capacity for innovation and competitiveness. Encouraging cross-sector initiatives, such as collaborations between the creative and tech industries, can unlock new revenue streams, expand audiences, and enhance the sector's overall impact.

Opportunity management also emphasises the importance of aligning opportunities with long-term goals. Policies that support strategic planning and evaluation tools **enable professionals to assess potential partnerships, funding options, and market expansions critically.** This ensures that projects are not only viable but also aligned with the sector's mission and values.

The benefits of fostering opportunity management extend beyond individual projects. This competence empowers CCIs to craft sustainable transitions, contribute to economic resilience, and position themselves as leaders in addressing societal challenges. It also fosters a proactive mindset, enabling organisations to **anticipate changes and shape the future creatively and strategically.**

By championing opportunity management, you can create an ecosystem where CCIs thrive—innovating, collaborating, and driving meaningful change. With the right support, the CCIs can become a cornerstone of economic and cultural innovation, shaping a sustainable and inclusive future.

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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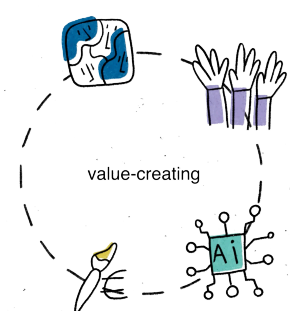
working with others



D5. Working With Others

Applying the dynamics of collaboration

*Value-Creating Agency Cluster
Topic D5*



Associated Competences

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

As a policymaker, fostering the competence of Working with Others within the Creative and Cultural Industries (CCIs) is pivotal to driving innovation, inclusivity, and long-term resilience. By **enabling professionals in the sector to collaborate effectively across disciplines, cultures, and expertise**, you can create an environment where collective creativity thrives, resulting in sustainable and impactful outcomes.

Collaboration is not just an asset; it is a necessity in today's interconnected CCIs. Projects increasingly require input from diverse stakeholders—artists, technologists, community leaders, and policymakers—to address complex challenges. Your policies can champion initiatives that promote interdisciplinary co-creation, ensuring that CCIs leverage the richness of varied perspectives for innovative solutions that resonate globally.

A key component of this competence is **recognising and valuing diverse viewpoints**. Supporting programs that train professionals to facilitate inclusive discussions and synthesise ideas fosters an environment where all voices contribute meaningfully. Encouraging inclusivity strengthens social cohesion and drives equitable outcomes, enhancing the sector's capacity to address societal challenges such as sustainability, digital transformation, and cultural diversity.

Another critical aspect is developing frameworks for skill sharing and partnership building. Your role can

enable CCIs to identify skill gaps and access complementary expertise, whether through networking platforms, funding for strategic collaborations, or partnerships with educational institutions. By bridging these gaps, you **ensure that creative projects benefit from the most comprehensive range of insights and abilities**.

Promoting positive team dynamics is equally important. By funding training programs in communication, conflict resolution, and team-building skills, you can empower professionals to build trust, resolve differences constructively, and maintain productivity in collaborative settings.

Additionally, this competence emphasises individual responsibility within teams. Encouraging leadership development and fostering a culture of initiative-taking ensures that collaborative projects maintain both artistic integrity and practical viability. Policymaking that **supports mentorship and leadership programs strengthens the sector's ability to nurture talent while driving innovation**.

By embedding the competence of Working with Others into CCI development strategies, you enable the sector to build dynamic, diverse teams capable of tackling the most pressing challenges with creativity and cohesion. Collaboration, when well-supported, enhances innovation, bolsters resilience, and creates inclusive pathways for success.

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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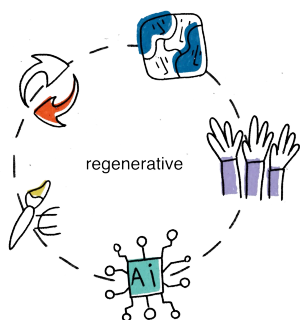
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regenerative agency cluster



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.

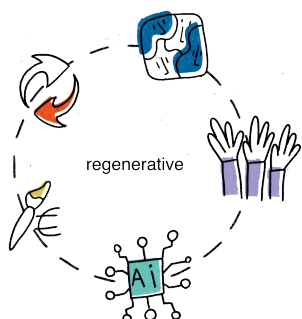
self-awareness & empathy



E1 Self-Awareness & Empathy

Prioritising care, solidarity and renewal

*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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As a policymaker in the Creative and Cultural Industries (CCIs), fostering the competence of Self-Awareness & Empathy across the sector is pivotal for addressing today's pressing societal challenges. By prioritising initiatives that nurture these capacities, you can **empower professionals to create solutions aligned with ecological, cultural, and economic regeneration**, ensuring that the CCIs remain resilient and impactful in an interconnected world.

This competence begins with self-awareness—the ability to recognise one's values, responsibilities, and influence within broader systems. For creative professionals, this means understanding how their work interacts with societal structures, cultural narratives, and ecological frameworks. Supporting programs that encourage reflection and value-driven practices **ensures that creative decisions are not only intentional but also aligned with regenerative principles.**

Empathy extends this awareness by fostering an understanding of diverse needs, perspectives, and relationships. Beyond human-centred thinking, empathy invites consideration of eco-centric and more-than-human systems, encouraging professionals to design with inclusivity and interconnectedness in mind. Your policies can champion this shift by promoting projects and training that integrate environmental and ethical dimensions, ensuring that creativity contributes to systemic well-being.

Embedding this competence in the CCI workforce enables a regenerative ethos—one that prioritises care, solidarity, and renewal. Professionals who practice self-awareness and empathy are better equipped to design sustainable transitions, collaborate effectively with communities, and address the ethical implications of their work. By funding interdisciplinary collaborations and community-based initiatives, you can amplify these regenerative practices and their impact.

The role of policymakers is crucial in creating the conditions for this competence to flourish. Incentives for sustainability-focused projects, funding for regenerative design methodologies, and partnerships with educational institutions can cultivate self-aware and empathetic professionals. These **strategies not only strengthen individual capacities but also foster systemic resilience within the CCIs.**

The benefits are far-reaching. Creative leaders equipped with self-awareness and empathy become catalysts for meaningful change, crafting initiatives that balance cultural, ecological, and economic imperatives. By supporting these competences, you empower the CCIs to act as a driving force for a sustainable and inclusive future, where both human and more-than-human systems thrive in harmony.

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.

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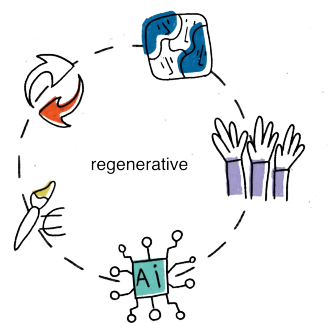
ethical & sustainable thinking



E2. Ethical and Sustainable Thinking

Shaping Regenerative CCI Policies

*Regenerative Agency Cluster
Topic E2*



Associated Competences

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

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As a policymaker in the Creative and Cultural Industries (CCIs), fostering Ethical and Sustainable Thinking within the sector is a strategic imperative for addressing the ecological, social, and economic challenges of our time. By embedding this competence across the creative workforce, you can empower professionals to lead the transition toward regenerative practices, ensuring long-term sustainability and societal resilience.

At the core of this competence lies **the recognition that human actions are deeply entangled with broader ecosystems**. Creative professionals who embrace ethical and sustainable thinking understand the far-reaching consequences of their decisions, both for humanity and for non-human entities. Supporting training initiatives that incorporate regenerative frameworks, such as the GreenComp model, ensures that decisions made within the CCIs contribute to ecological restoration rather than mere preservation.

This competence is particularly relevant for aligning the CCIs with global sustainability goals. By encouraging professionals to adopt regenerative practices, such as designing systems that restore ecosystems or creating projects that promote biodiversity, you **can amplify the sector's contribution to the green transition**.

For example, funding programs that prioritise regenerative design methodologies or incentivise sustainable material use will position the

CCIs as leaders in addressing ecological and ethical challenges.

Integrating technology into decision-making is another cornerstone of this competence. **Technologies like AI and data analytics can illuminate ecological complexities, helping creatives design solutions that consider the intricate interplay of environmental factors**. As a policymaker, you can facilitate access to these tools through targeted funding or partnerships with tech organisations, ensuring the sector remains at the forefront of innovation while adhering to sustainable principles.

Equally important is **fostering a culture of personal responsibility and collective accountability within the CCIs**. Ethical and sustainable thinking calls for professionals to align their work with principles of care, justice, and solidarity. Through policies that prioritise equity, inclusivity, and environmental stewardship, you can create conditions that support the flourishing of both human and more-than-human systems.

This competence complements others, such as Self-Awareness & Empathy and Exploratory Thinking, by promoting a systemic approach to addressing unsustainability. It encourages professionals to reframe challenges, explore future scenarios, and balance innovation with responsibility.

This competence is not just about shaping projects—it's about shaping a regenerative future where creativity drives sustainability and equity for all.

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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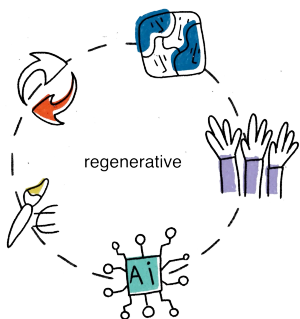
problem framing



E3 Problem Framing

Articulating better questions and transitions

*Regenerative Agency Cluster
Topic E3*



Associated Competences

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

CYANOTYPES

As a policymaker in the Cultural and Creative Industries (CCIs), fostering Problem Framing as a core competence within the sector is pivotal for addressing complex societal challenges. This approach empowers professionals to **rethink how issues are defined, understood, and transformed into regenerative opportunities**, enabling the sector to lead the way in crafting sustainable, inclusive, and impactful transitions.

At its heart, Problem Framing **emphasises the interconnectedness of challenges, requiring a shift from linear, reductionist thinking to holistic, systemic approaches**. For policymakers, this means supporting initiatives that encourage creative professionals to see beyond immediate symptoms and explore root causes embedded within cultural, social, economic, and ecological contexts. By equipping the sector with this competence, you foster a workforce capable of addressing challenges in ways that honour interdependencies and promote systemic well-being.

Central to Problem Framing is the ability to reframe challenges through ecologically inclusive and regenerative perspectives. This involves **identifying opportunities where transitions can go beyond harm mitigation to actively restore ecosystems**, strengthen communities, and enhance resilience. Supporting programs that integrate regenerative frameworks, such as triple-loop learning or systems

thinking, equips creatives to design transitions that address both immediate needs and long-term sustainability.

Your role as a policymaker is instrumental in promoting collaboration and inclusive problem-solving. By encouraging multi-stakeholder engagement across disciplines, you enable diverse perspectives to contribute to more comprehensive and innovative solutions. Policies that prioritise funding for interdisciplinary initiatives and participatory design processes create spaces where insights from various fields enrich the creative approach to framing and addressing problems.

Practical tools like scenario planning and Actant Mapping Canvases are invaluable for supporting Problem Framing. These methods **enable professionals to uncover hidden dynamics, identify leverage points, and design interventions with cascading positive effects**. Integrating such tools into capacity-building programs ensures that the CCI workforce has access to state-of-the-art methodologies for systemic innovation.

This competence also aligns seamlessly with others in the CYANOTYPES framework. Self-Awareness & Empathy ensures that problem framing reflects diverse stakeholder needs, while Ethical and Sustainable Thinking grounds solutions in justice and regeneration. Meanwhile, Exploratory Thinking supports envisioning alternative futures and assessing the broader implications of proposed actions.

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.

Cyanotypes Practical Support



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Learning Plans

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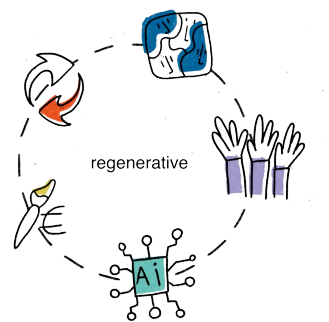
exploratory thinking



E4. Exploratory Thinking

Navigating complexities with curiosity and innovation

*Regenerative Agency
Cluster
Topic E4*



Associated Competences

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

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As a policymaker in the Cultural and Creative Industries (CCI), cultivating the competence of Exploratory Thinking across the sector **equips creative professionals to critically analyse trends, imagine diverse futures, and navigate complexities with curiosity and innovation.** This forward-thinking approach is essential for ensuring the sector remains resilient and proactive in addressing societal, digital, and environmental transitions.

At its core, Exploratory Thinking **emphasises the importance of questioning assumptions, challenging established norms, and embracing uncertainty as an opportunity for innovation.** For policymakers, fostering this mindset helps the sector anticipate future challenges and opportunities, enabling professionals to design adaptive and inclusive transitions. By embedding Exploratory Thinking in training and initiatives, you can guide the sector toward sustainable and equitable futures.

A key principle of Exploratory Thinking is the Precautionary Principle, **which advocates proactive action to mitigate risks even in the face of uncertainty.** Encouraging the use of evidence-based tools like scenario planning, horizon scanning, and trend analysis ensures that CCIs are equipped to explore potential futures critically. These methodologies enable professionals to differentiate between what is possible, practical, and probable, allowing them to craft

strategies that are both visionary and grounded in reality.

This competence also **prioritises fairness and inclusion, ensuring that diverse perspectives inform decision-making.** By integrating Exploratory Thinking into sectoral policies, you foster inclusivity in envisioning futures, making transitions more relevant and impactful for all stakeholders. Encouraging diverse participation ensures that future scenarios reflect collective values, addressing societal and ecological challenges with equity and regeneration.

Exploratory Thinking directly supports other critical competences in the CYANOTYPES framework. It aligns with Self-Awareness & Empathy, helping professionals recognise their biases and incorporate broader perspectives. It integrates with Ethical and Sustainable Thinking, ensuring that imagined futures are aligned with principles of justice and sustainability. Moreover, it provides the foundation for Actionable Futures, facilitating the translation of visionary ideas into tangible outcomes.

By embedding Exploratory Thinking into policies, funding programs, and capacity-building initiatives, **you can strengthen the CCI ecosystem's ability to anticipate and adapt to emerging trends.** This ensures the sector remains a vibrant, resilient, and transformative force in addressing the challenges and opportunities of tomorrow.

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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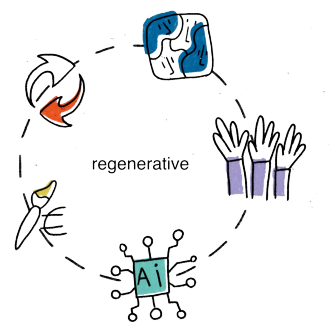
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E5 Actionable Futures

Working within a pragmatic paradigm

Regenerative Agency
Cluster
Topic E5



Associated Competences

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

As a policymaker in the Cultural and Creative Industries (CCIs), **fostering the competence of Actionable Futures equips professionals with the ability to turn vision into reality.** This skill ensures that insights and ideas are translated into practical actions, creating tangible societal impact and driving the sector's capacity for systemic transformation amid green, digital, and social transitions.

Actionable Futures **bridges the gap between imagining possibilities and implementing solutions.** By promoting inclusive decision-making processes, this competence ensures that diverse values and perspectives inform actions. For policymakers, this means designing programs and initiatives that encourage transparent, accessible, and equitable collaborations, empowering the sector to act decisively and adapt to rapid changes with resilience and foresight.

A cornerstone of Actionable Futures is integrating knowledge across disciplines to shape practical and impactful transitions. By **synthesising insights from various domains, professionals can develop strategies that respond to the complexities of interconnected systems.** As a policymaker, supporting this competence means fostering multidisciplinary networks, encouraging knowledge exchange, and aligning initiatives with ethical, legal, and policy frameworks.

This competence also addresses the unpredictable nature of complex

systems, where unforeseen consequences often arise. Policymakers can nurture reflective and adaptive mindsets by promoting iterative approaches to decision-making. For example, **embedding scenario planning and horizon scanning in training programs equips professionals to evaluate long-term outcomes, adapt strategies, and refine their capacity for impactful action.**

Actionable Futures builds on other core competences within the CYANOTYPES framework. It complements Exploratory Thinking by translating imagined futures into tangible actions and aligns with Problem Framing to ensure that solutions address systemic root causes rather than surface symptoms. Furthermore, it connects with Ethical and Sustainable Thinking to ensure actions promote equity and regeneration, while Self-Awareness and Empathy **enable a nuanced understanding of stakeholder needs.**

To facilitate this competence, tools like design thinking, stakeholder mapping, and participatory design processes empower creative professionals to envision change and implement solutions effectively. Strategic planning and project management methodologies ensure that ideas are systematically executed, while community organising mobilises collective efforts to scale impact.

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.

Cyanotypes Practical Support



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