

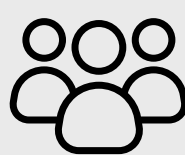
Practical tools for

# Creative Climate Action

## How to Identify a Possible Intermediary



60 mins



1 participant

### Tool description and purpose

In creative climate action collaborations and creative-public collaborations in general, the intermediary plays a crucial bridging role between local authorities and professionals from the culture and creative industries (CCI). This function supports trust-building, communication, and process facilitation — ensuring that both public-sector goals and artistic integrity are respected.

“The intermediary is not necessarily an organisation or a single person, but rather it is a function that must be fulfilled.”  
— Petäjärvi, Haapaniemi & Vainio, 2024

### How to Identify a Possible Intermediary?

#### Checklist

##### 1. Understanding of the Creative Field

- ☐ Has strong knowledge of the culture and creative industries (CCI) Understands artistic freedom and different artistic and creative working methods
- ☐ Has access to the creative communities and knows how to reach and engage relevant artists and creatives
- ☐ Is recognised and trusted by the creative community.

##### 2. Understanding of the Public Sector

- ☐ Is familiar with how local authorities operate (structures, limitations, responsibilities, decision making processes)
- ☐ Can navigate public funding, procurement, and project procedures
- ☐ Understands public policy goals and strategic frameworks
- ☐ Is trusted by local government actors and public partners.

##### 3. Bridge-Building and Translation Skills

- ☐ Can “translate” between the diverse languages of art and administration
- ☐ Supports the creation of mutual understanding and shared goals
- ☐ Maintains ongoing dialogue and trust between parties
- ☐ Respects different professional working cultures and priorities.

##### 4. Support for the Artistic Process

- ☐ Provides clarity on expectations, goals, and boundaries
- ☐ Helps shape fair agreements and supports negotiation
- ☐ Protects actively the artistic freedom and integrity during the project
- ☐ Offers structural, practical and content related support to artists

##### 5. Facilitation and Process Skills

- ☐ Experienced in hosting or moderating collaborative settings
- ☐ Capable of mentoring, coaching, or supporting both parties
- ☐ Comfortable with ambiguity, co-creation, and non-linear processes
- ☐ Understands the “arm’s length principle” and applies it in practice.



#### Warning signs that the intermediary role may be missing or unclear

- ☐ No one bridges the gap between artist and local authority and the dialogue remains shallow
- ☐ Goals of the project are unclear, and the roles and responsibilities between partners remain ambiguous;
- ☐ The artistic process becomes over-managed or misaligned
- ☐ The potential impacts and possibilities created in the collaboration are not realized.

### When to use the tool?

You can use How to Identify a Possible Intermediary:

- In the early stages of project planning to identify a potential intermediary
- When selecting partners and defining the roles of the parties
- To support fair and balanced cooperation

### How to use this tool?

The role may be fulfilled by a person, an organisation, or a network. What matters is not the form but the function: the intermediary must have the ability and credibility to operate between two distinct professional worlds and enable a purposeful collaboration. Sometimes the intermediary function can be covered by the local authority or the creative actor responsible for the creative actions, however, having a third party supporting the collaboration can be highly beneficial.

### Who could serve as an intermediary in your local context?

This checklist supports local authorities and creative actors assess whether a potential intermediary can truly support such a process.



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