### INSTRUCTION





#### **Practical tools for**

# **Creative Climate Action**

# Key Actor Templates



60-90 min



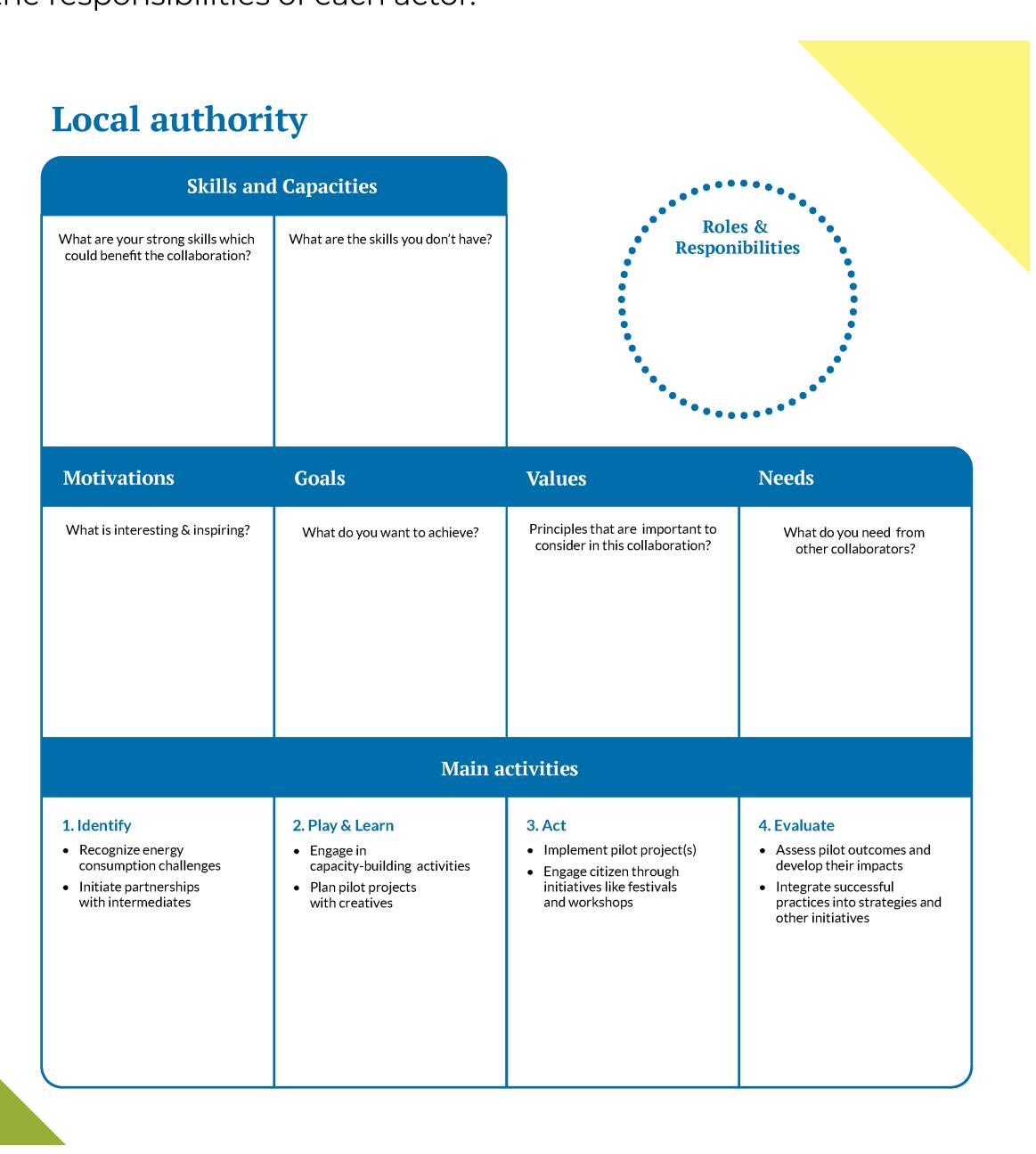
1-4 participants

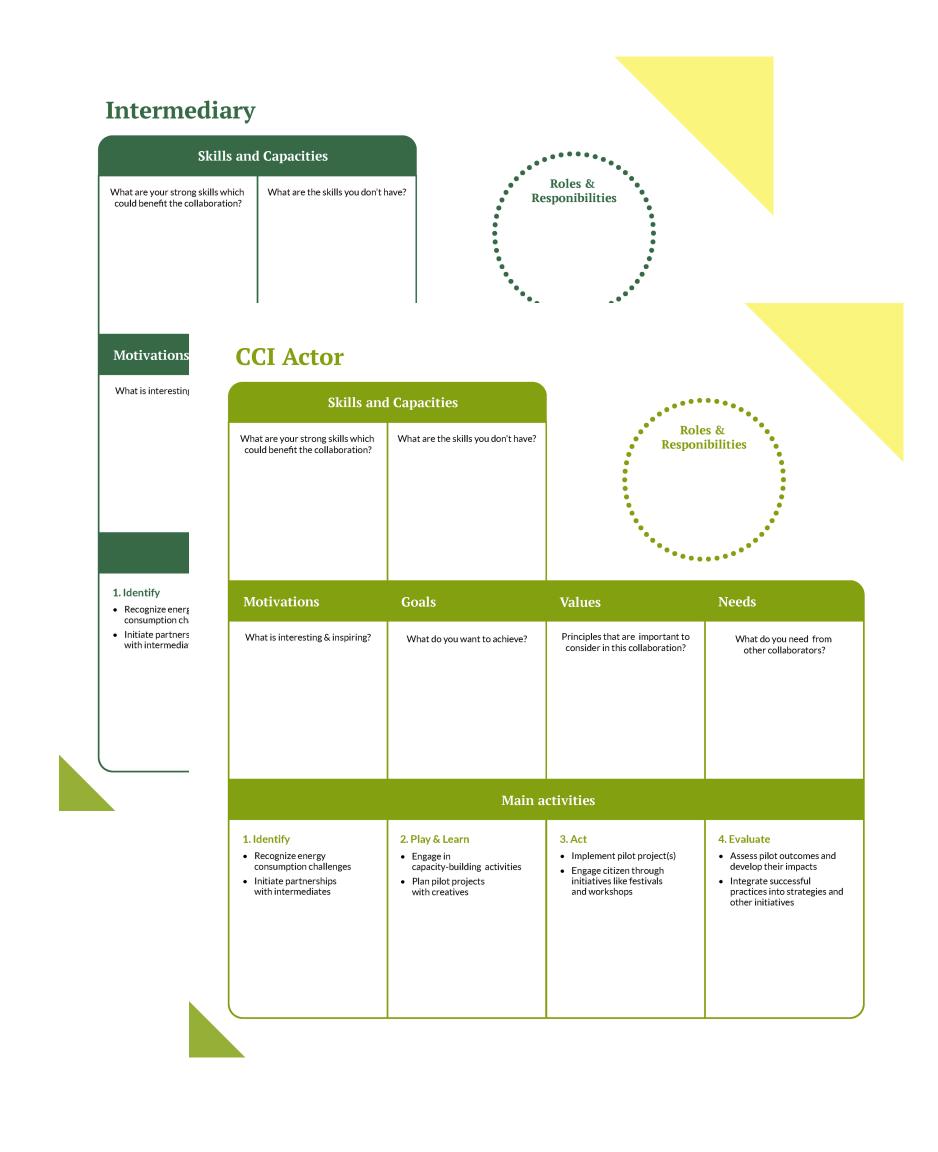
#### **Tool description and purpose**

The tool supports key actors of collaboration to understand the different roles the project entails, key activities and contributions. The tool is useful especially in the planning phase of the project, to clarify the responsibilities of each actor Each key actor in the Creative Climate Action at CCI4Change —such as a local authority, an intermediary, and or a creative sector actor—has their own template to fill in. The template guides the user in outlining their specific responsibilities and perspectives within the collaboration.

#### When to use?

The tool is useful especially in the planning phase of the project, to clarify the responsibilities of each actor.





#### How to use?

The template questions are designed to guide each actor in reflecting on key considerations in collaborative creative climate action work. These reflections help align values, needs, motivations etc. within the project. The tool can first be filled in individually and then shared with other collaborators. It is recommended to organize a joint workshop where participants introduce themselves to one another and answer questions. The tool can be updated and reviewed throughout the project, and its main purpose is to help identify strengths and weaknesses and to promote mutual understanding.

#### Benefits of using this tool

Using this tool during the planning phase helps collaborators get to know each other better, understand the collective expertise within the project team, and identify any potential skill gaps. This promotes stronger mutual understanding and more informed planning.





# FILLED-IN EXAMPLE

# ENERGY TRANSITION

**Co-funded by** 

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**Baltic Sea Region** 

# Learn from the experience gained during the CCI4Change project

#### Local Authorities – Key Actor Template from the CCI4Change Project

This completed key actor template represents the local authorities participating in the CCi4change project.

It is based on information and user insights collected through surveys, interviews, co-creation workshops and case-studies.

The template synthesizes the key roles, motivations, needs, and competencies of three different authorities.

Adapted from the service design persona tool, it is intended to support toolkit users—particularly other local authorities—in understanding and engaging with similar actors in their own contexts.

The template is grounded in the practical experiences and collaboration that took place during the CCi4change project, as part of implementing creative climate action initiatives.

# Local authority

#### **Skills and Capacities**

What are your strong skills which could benefit the collaboration?

- Strategic and operational knowledge of public sector functioning.
- Ability to act as spokesperson for the collaboration and raise awareness.
- Administrative and legal planning to enable creative work within LA structures.
- Capacity to align institutional resources, contacts, and outreach channels to support the project.
- Deep understanding of LA strategies, priorities, and internal procedures.
- Cross-sectoral competence to coordinate between different departments.
- Ability to integrate creative collaborations into relevant LA frameworks and policies.
- Skill in communicating the value of creative work within institutional and political environments.
- Networks and contacts across public institutions to increase visibility and support.
- Experience in aligning procurement, legal, and administrative structures with creative projects.

What is interesting & inspiring?

address public issues and engage citizens.

challenge and improve internal structures.

collaborations that go beyond conventional

• Seeing creativity contribute to the broader

goals of sustainability, impact, and well-

• To build institutional understanding of the

• To generate impact and resonance from

value and possibilities of CCI collaborations.

creative projects that benefit citizens and

• To enable systemic change through creative

innovation linked to sustainability goals

• Discovering how creative methods can

Exploring new ways of working that

• Being part of meaningful, innovative

# What are the skills you don't have?

- Limited firsthand experience with creative methods or artistic processes.
- Gaps in knowledge around how to measure or evaluate creative impact.
- Challenges in adapting rigid institutional structures to flexible creative work.

#### Role

To act as the Local Authority (LA) partner, responsible for enabling, supporting, and integrating creative collaborations into public frameworks. The LA actor explores new approaches and promotes creative solutions within institutional contexts to better serve the public good and advance sustainability goals. Their role includes institutional alignment, endorsement, communication, and administrative facilitation of the collaboration.

# Responsibilities

- Ensure meaningful context and credibility for the creative partner.
- Integrate the creative process into LA strategies and organizational structures.
- Act as the main contact and caretaker of the project within the LA.
- Endorse and communicate the collaboration internally and externally.
- Provide administrative and infrastructural support.
- Facilitate evaluation, documentation, and legacy-building from the collaboration

#### **Motivations**

#### Goals

### What do you want to achieve?

- Dedication to serving the public good through inclusive and meaningful collaborations.
- Interest in exploring innovative solutions beyond traditional public service frameworks.
- Openness to exploring and applying creative methods in institutional settings
- Belief in the value of creativity for advancing sustainability and citizen engagement.

# Principles that are important to consider in this collaboration?

**Values** 

- Institutional alignment: ensuring the creative action fits with LA priorities and frameworks.
- Administrative feasibility: preparing contracts, legal terms, and processes.
- Strengthening visibility and engagement by promoting actions via official institutional platforms

#### Needs

# What do you need from other collaborators?

- Clear communication from CCI actors and intermediaries about project goals and processes.
- Administrative tools and support to align creative activities with legal and procurement frameworks.
- Outreach strategies and communication materials to inform stakeholders and wider audiences.
- Access to practical infrastructure (e.g., spaces, equipment, contacts) to support creative implementation.

#### Main activities

#### 1. Identify

projects.

being.

communities.

- Recognize energy consumption challenges
- Initiate partnerships with intermediates

#### 2. Play & Learn

- Engage in capacity-building activities
- Plan pilot projects with creatives

#### 3. Act

- Implement pilot project(s)
- Engage citizen through initiatives like festivals and workshops

#### 4. Evaluate

**>>>** 

- Assess pilot outcomes and develop their impacts
- Integrate successful practices into strategies and other initiatives







**Future Experience Lab** 





#### **How to use Key Actor Template?**

The template questions are designed to guide each actor in reflecting on key considerations in collaborative creative climate action work. These reflections help align values, needs, motivations etc. within the project.

#### Benefits of using this tool

Using this tool during the planning phase helps collaborators get to know each other better, understand the collective expertise within the project team, and identify any potential skill gaps. This promotes stronger mutual understanding and more informed planning.

# Local authority **Skills and Capacities** Roles & What are your strong skills which What are the skills you don't have? Responibilities could benefit the collaboration? **Motivations** Needs Goals **Values** Principles that are important to What is interesting & inspiring? What do you want to achieve? What do you need from consider in this collaboration? other collaborators? Main activities 1. Identify 2. Play & Learn 3. Act 4. Evaluate • Recognize energy • Implement pilot project(s) • Assess pilot outcomes and • Engage in consumption challenges capacity-building activities develop their impacts • Engage citizen through initiatives like festivals • Integrate successful • Initiate partnerships • Plan pilot projects with intermediates and workshops practices into strategies and with creatives other initiatives

# FILLED-IN EXAMPLE

# Learn from the experience gained during the CCI4Change project





#### Intermediary Key Actor Template from the CCi4change Project

This completed key actor template represents the intermediaries participating in the CCi4change project.

It is based on information and user insights collected through surveys, interviews, co-creation workshops and case-studies.

The template synthesizes the key roles, motivations, needs, and competencies of three different intermediaries.

Adapted from the service design persona tool, it is intended to support toolkit users—particularly intermediaries—in understanding and engaging with similar actors in their own contexts.

The template is grounded in the practical experiences and collaboration that took place during the CCi4change project, as part of implementing creative climate action initiatives.

#### Intermediary IIIICIIIICUIUI y

#### **Skills and Capacities**

#### What are your strong skills which could benefit the collaboration?

- Ability to serve as a bridge between local authorities (LA) and creative professionals (CCI)
- Skill in translating goals and expectations into a shared language understood by both parties.
- Capacity to create common ground and ensure smooth cooperation.
- Understanding of both LA and CCI working cultures, their priorities, and value systems.
- Recognition and amplification of collaboration opportunities.
- Knowledge of creative content, its potential, and its relevance to public service development.

What is interesting & inspiring?

opportunities for engagement.

collaboration frameworks that

integrate creative work into public

• To raise the profile and credibility of

CCI as innovative partners for the

sustainability and public innovation

by fostering strong partnerships.

and pursuing meaningful

• To establish sustainable

• To contribute to cultural

services.

public sector.

#### What are the skills you don't have?

- Specialized creative or technical expertise in all artistic fields.
- Deep knowledge of the internal administrative structures of either partner.
- Full capacity to intervene in all operational decisions without stakeholder cooperation.

To act as an Intermediary between the Local Authority (LA) and the Cultural and Creative Industries (CCI) actor. The intermediary supports both parties equally by enabling understanding, communication, and cooperation. Their goal is to ensure a smooth, fair, and impactful collaboration through structured processes and shared goals.

# Responsibilities

- Translate between LA and CCI languages, needs, and values.
- Outline collaboration models and develop required contracts and agreements.
- Define stakeholder responsibilities and plan the overall timeline.
- Support communication, evaluation, and documentation processes.
- Actively assist both the LA and the CCI actor in meeting their goals and aligning their efforts

#### **Motivations**

#### Goals

#### What do you want to achieve?

- To support CCI actors in identifying • To create structured, goal-oriented, and rewarding collaborations between LA and CCI actors.
  - To support both sides equally in reaching their shared and individual objectives.
  - To institutionalize sustainable models for cross-sector cooperation.
  - To document and evaluate the collaboration in a way that informs future practices.

#### Values

#### Principles that are important to consider in this collaboration?

- Belief in the potential of the cultural and creative sectors in contributing to sustainable public development.
- Equal commitment to supporting both LA and CCI actors.
- Respect for both artistic integrity and institutional frameworks.
- Dedication to transparency, structure, and mutual respect in collaborative processes.

#### Needs

#### What do you need from other collaborators?

- Openness to collaboration and shared ownership of the process.
- Clear definition of roles and responsibilities for each stakeholder.
- Honest feedback and willingness to address challenges.
- Participation in planning, documentation, and evaluation activities.

#### Main activities

#### 1. Identify

- Recognize energy consumption challenges
- Initiate partnerships with intermediates

#### 2. Play & Learn

- Engage in capacity-building activities
- Plan pilot projects with creatives

#### 3. Act

- Implement pilot project(s)
- Engage citizen through initiatives like festivals and workshops

#### 4. Evaluate

- Assess pilot outcomes and develop their impacts
- Integrate successful practices into strategies and other initiatives





**Future Experience Lab** 





#### **How to use Key Actor Template?**

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#### Benefits of using this tool

Using this tool during the planning phase helps collaborators get to know each other better, understand the collective expertise within the project team, and identify any potential skill gaps. This promotes stronger mutual understanding and more informed planning.

# Intermediary **Skills and Capacities** Roles & What are your strong skills which What are the skills you don't have? Responibilities could benefit the collaboration? Motivations Needs Goals **Values** Principles that are important to What is interesting & inspiring? What do you want to achieve? What do you need from consider in this collaboration? other collaborators? Main activities 2. Play & Learn 1. Identify 3. Act 4. Evaluate • Implement pilot project(s) • Recognize energy • Assess pilot outcomes and • Engage in consumption challenges capacity-building activities develop their impacts • Engage citizen through initiatives like festivals • Integrate successful • Initiate partnerships • Plan pilot projects with intermediates practices into strategies and and workshops with creatives other initiatives

# FILLED-IN EXAMPLE

# Learn from the experience gained during the CCI4Change project





#### Creative professionals (CCI) – Key Actor Template from the CCi4change Project

This completed key actor template represents artists and creatives participating in the CCi4change project.

It is based on information and user insights collected through surveys, interviews, and case studies.

The template synthesizes the key roles, motivations, needs, and competencies of five different representatives of the creative industries. Adapted from the service design persona tool, it is intended to support toolkit users—particularly other creative professionals—in understanding and engaging with similar actors in their own contexts.

The template is grounded in the practical experiences and collaboration that took place during the CCi4change project, as part of implementing creative climate action initiatives.

# Creative professional

#### **Skills and Capacities**

What are your strong skills which could benefit the collaboration?

- Ability to create meaningful and appealing creative content aligned with local authority goals.
- Capacity to engage citizens in a creative way.
- Skill to shift discourse and communicate broadly within the CCI actor community.
- Expertise in citizen engagement strategies.
- Capability to plan and implement creative actions effectively.

#### Motivations

What is interesting & inspiring?

- Working through one's own professional creative skills.
- Building innovative partnerships aimed at shared sustainability goals.
- Pursuing creative exploration.
- Securing financial means for implementation.

#### **Values**

Principles that are important to consider in this collaboration?

- Working from a creative standpoint.
- Contributing in ways one can stand behind ethically and professionally.
- Respect for the goals of the local authorities (e.g., behavioral change related to energy consumption)
- Goal-oriented planning and execution.
- Commitment to the agreed actions and timeline.
- Alignment with the open call criteria and local authority's objectives.
- Realization of activities as proposed.
- Integration of creative possibilities with energy behavior change objectives.

#### Goals

What do you want to achieve?

- Achieve the shared objectives of the collaboration (e.g., energy behavior change).
- Implement actions according to the open call
- Document and communicate the process and outcomes effectively.

#### Role

To act as a CCI Actor, a creative professional who brings artistic, cultural, or design-based approaches to collaborative work with Local Authorities. The CCI actor contributes through their own professional creative skills and perspectives, aiming to generate meaning, inspire change, and support sustainability goals through creative action. They operate independently yet in alignment with public sector goals, especially around behavioral change (e.g., energy consumption), citizen engagement, and community impact.

# Responsibilities

- Maintain the role of the artist in a foreign or unfamiliar environment.
- Execute the planned activities responsibly and update the LA partner regularly.
- Design and produce citizen engagement strategies and ensure access.
- Make use of intermediary support and available communication tools

#### Needs

# What do you need from other collaborators?

- Cooperation from the LA partner for updates and support activities.
- Assistance from the intermediary for problem solving and activity development.
- Help in enabling citizen engagement and providing necessary access.

#### Needs

What do you need from other collaborators?

- Support in understanding the context and setting clear expectations.
- Practical assistance (e.g., spaces, access to communities).
- An inspiring umbrella or framework to validate and give purpose to the work.
- Communication and documentation support.
- Financial resources.

#### **Main activities**

#### 1. Identify

- Recognize energy consumption challenges
- Initiate partnerships with intermediates

### 2. Play & Learn

- Engage in capacity-building activities
- Plan pilot projects with creatives

#### 3. Act

- Implement pilot project(s)
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# CCI Actor

# **Skills and Capacities**

What are your strong skills which could benefit the collaboration?

What are the skills you don't have?



Motivations	Goals	Values	Needs
What is interesting & inspiring?	What do you want to achieve?	Principles that are important to consider in this collaboration?	What do you need from other collaborators?

#### Main activities

#### 1. Identify

- Recognize energy consumption challenges
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