

HYBES

D1.7.1 TECHNICAL GUIDE ON THE LIVING LABS AS A TOOL FOR DELIVERING BEHAVIOURAL CHANGE FOR DECARBONISATION



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Northern Periphery and Arctic

**(2026) D1.7.1 TECHNICAL GUIDE ON THE LIVING LABS AS A TOOL FOR
DELIVERING BEHAVIOURAL CHANGE FOR DECARBONISATION**

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TRANS-REGIONAL COLLABORATION



Living Knowledge: We advocate for trans-regional collaborations for continued research and practice-led learning that further refines this guide, recognising living labs as a wider movement and craft rather than a static model. Areas of this that we believe would benefit from further research and practice-led development include: (i) Co-Creation Cafés as a platform-based approach for Twinning and Mutual Learning to Accelerate Best Practice; (ii) Further testing and potentially adding to or refining the Dimensions as Systems Levers particularly including exploring highly inter-dependent policy areas such as food systems, biodiversity/nature-based solutions and circularity; (iii) Piloting a more mission-oriented approach; (iv) expanding the model to include a stronger focus on an intersectional view of decarbonization for just transitions.

Key Policy Recommendation: We believe an NPA-focused Network and Hub for Place-Based Living Labs for Decarbonization would be beneficial to cohere a network and community of practice for transdisciplinary practices and living labs around the joint ambition and mission for decarbonization.

This could accelerate the opportunity and capacity to instrumentalize decarbonization living labs for transdisciplinary and co-creation practices in the NPA region. In particular, this could connect new or existing NEB Chapters, which would support enhanced partnerships with arts, culture and creativity for citizen and community engagement.



RECOMMENDATIONS



Looking to the future, the HYBES project concluded a final series of closing recommendations to best build on the learnings of HYBES and advance the knowledge and practice for Place-Based Living Labs for Decarbonisation in the NPA regions. We hope they inspire the thinking for working with this guide.

1. Regional actors should experiment with activating, evolving and sustaining place-based Decarbonization Living Labs as processes connected to local planning and development and plan for continuity, ensuring that knowledge developed is sustained beyond one-off projects.

2. Activating Place-Based Living Labs for Decarbonization should enabler driven and anchored by partnerships between Higher Education, Municipalities and Energy Agencies progressing macro-meso-micro level strategies for systems approaches to the socio-technical transition.

3. Activating Place-Based Living Labs for Decarbonization should be mission-oriented and focus on research, innovation, knowledge and learning (including CPD, Mutual Learning, Engaged Research and Policy).

4. Activating and sustaining Place-Based Living Labs for Decarbonization should aim to systematically enhance citizen and community engagement through and building capacity for transdisciplinary practices and approaches.

5. Activators of Place-Based Living Labs for Decarbonization should engage with Artists, Creative and Cultural Sectors to enhance engagement strategies, co-creation processes and innovation spillover effects.

6. Lead actors should actively develop trans-regional collaboration —even with local differences, shared challenges and joint approaches lead to new or transferable solutions based on existing good practice and know-how.

HYBES

PRACTITIONERS GUIDE:

ACTIVATING PLACE-BASED LIVING LABS FOR DECARBONISATION



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OVERVIEW OF THE GUIDE

This guide is focused on practice and process to support professionals to explore, define and develop a locally relevant and contextualised value proposition for **activating place-based living lab for decarbonisation** in their region. It is a **process and a practical suite of tools** underpinned by good practice.

It is designed to support local actors to experiment with first actions but aims to support a longer-term sustained practices. It offers an approach that allows flexibility for local context whilst supporting enabling inter and intra-regional capacity building for living lab approaches. Living labs are increasingly recognized in funding, policy and territorial transformation. There is a growing field of practice and movement building expertise for living labs as a collaborative and adaptive methodology for collectively tackling grand societal challenges.

We present this Guide and model as living knowledge, emerging from the experience of HYBES, rather than a static model. We hope actors across the NPA will use it as a resource to continue to experiment and build practice-led learnings towards collectively advancing practice-led shared knowledge on living lab experience and expertise. We believe this can help to enhance and evolve knowledge-base in the NPA in order to leverage the opportunity for living labs as an instrument to advance our common mission for decarbonization. Our work is underpinned by best practice and aligns with key policy directions across the New European Bauhaus, the European Green Deal; European education and Research Areas and JRC Place-based Transformation.

WHO THE GUIDE IS FOR:

Communities in the Northern Peripheral Arctic have deeply embedded cultural relationships with nature and their remarkable landscapes. They also face unique and specific challenges in terms of decarbonization and sustainable place-based development. This is a tool for regional actors who are interested in exploring a living lab approach to supporting place-based development and a mission-oriented approach to decarbonisation. Actors may operate in diverse parts of the system and at diverse levels. Within HYBES, project partners have included Municipalities, Universities, Housing Bodies, Community Organisations, Energy Agencies, Utility companies, Private Sector companies as well as Artists, Creative and Cultural. Projects have also experimented at diverse scales of place-making from neighbourhood, district, town and regional level. The guide is suitable for those new to the living lab concept, providing steps to begin preparatory actions that might activate and seed sustained living labs over time. However, we also invite more experienced 'labbers' to add it to their toolboxes and to test, validate or build on the Guide as they work on activating or incubating new start-up living labs.





HOW TO USE THE GUIDE

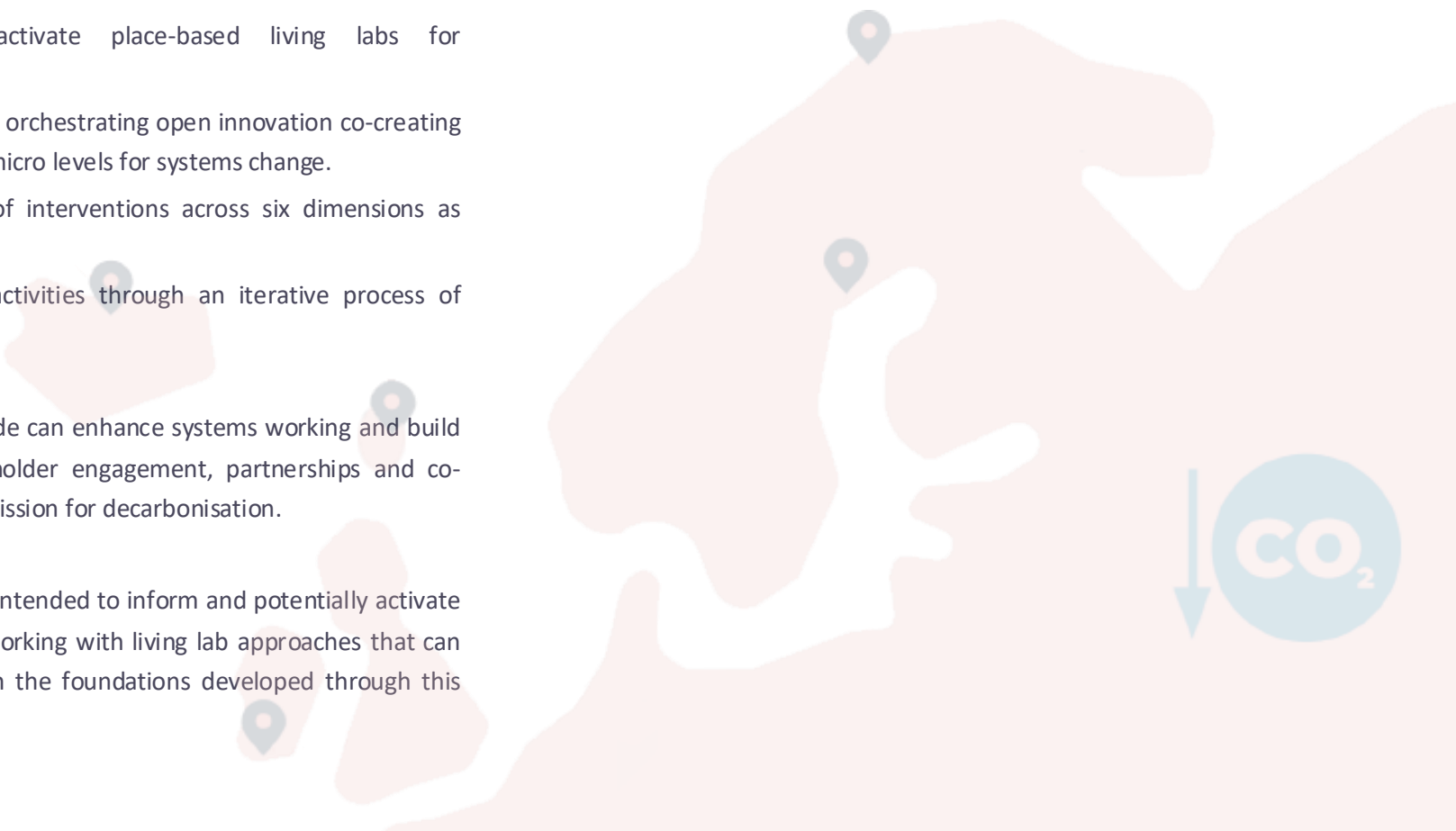
The Guide offers a step-by-step approach as initial activities that can support the work of framing and activating local living lab activities for decarbonisation based on the model developed by the HYBES project.

This steps progress activities based on the enabler driven living lab model which works to realise:

- Guiding Principles to activate place-based living labs for decarbonisation.
- Multi-Level Engagement for orchestrating open innovation co-creating solutions at macro, meso and micro levels for systems change.
- Delivery of a hybrid mix of interventions across six dimensions as levers for systemic change.
- Evolution by progressing activities through an iterative process of Seeing, Informing and Making.

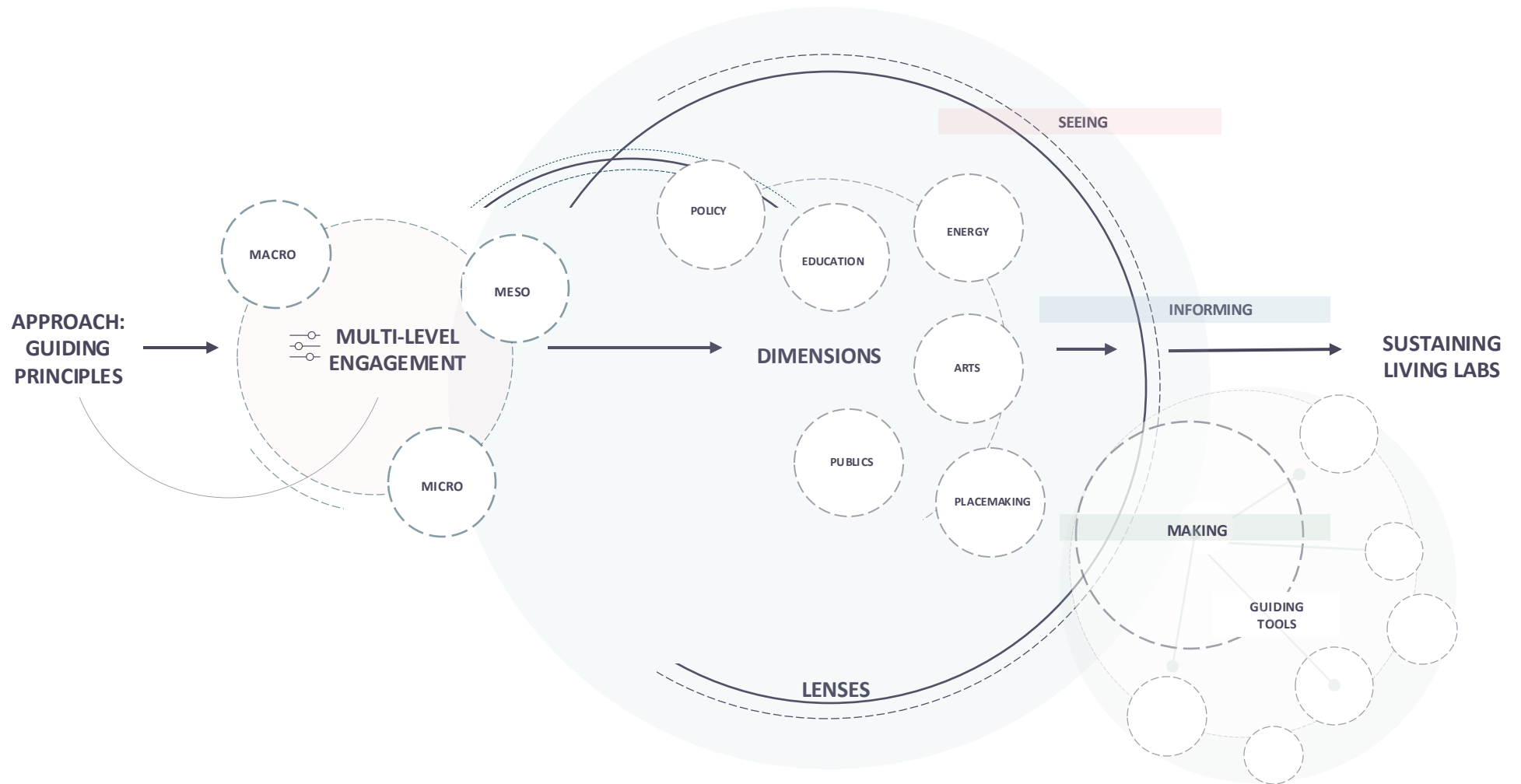
Following the step-by-step guide can enhance systems working and build capacity for mobilising stakeholder engagement, partnerships and co-operation around a common mission for decarbonisation.

This model is enabler-driven - intended to inform and potentially activate new pathways for sustained working with living lab approaches that can transition or mature based on the foundations developed through this process.





HYBES model for Activating Place-Based Living Labs for Decarbonisation



THE HYBES LIVING LAB APPROACH AND MODEL





01

Activate Multi-level Stakeholder Engagement for enhancing Quadruple Helix (QH) and citizen engagement through collaborative participatory practices.

02

Activate a Place-Based Approach for ensuring interventions are based on local context strengths and needs. These can be diverse scales such as local neighbourhood, district, town or whole of region.

03

Activate Assets and Anchors through strategic partnerships and mapping for leveraging existing conditions to generate value for all.

04

Activate knowledge transfer and mutual learning for working beyond traditional silos.

05

Activate Innovation Processes Across Different Dimensions for hybrid solutions and systemic change for socio-technical decarbonisation transitions.

06

Activate Around Long Term Mission with Short Term Interventions for transformative impact and feasible iterative development.



DESCRIPTION

Multi-level engagement is an important part of living lab working. This guide helps you consider how you are working together with stakeholders in your local context with reference to the 3-layer model introduced by Dr Dimitri Shuurman in 2015. The three layered model can be considered as describing an 'ideal state'. This can be used as point of common reference and as a benchmark tool to examine existing arrangements and plan for new strategies and interventions. It helps you to structure the work of brokering, enabling and embedding quadruple helix engagement and enhancing community/citizen engagement and participation in decarbonisation transitions.

Using this 3-layer model structure as outlined in this guide, to capture the view of existing arrangements, can help to identify strengths or gaps, points of influence etc. and may point toward starting actions that can focus on leveraging strengths or strengthen weaker areas. This also acknowledges how different lead actors may find it easier to work in one space or another and is useful to understand system barriers or constraint to act at each level, indicating more strategic focus on partnerships. This provides a first baseline upon which the evolving project activities and plan interventions to enhance, add value and build capacity in the context of a local eco-system. A suggested pathway for maturing a Living Lab over time is to revisit the baseline for reflective evaluation and moving towards more structured evaluation processes over time. Actors can also build maturity pathways towards pathway toward living lab certification by European Network of Living Labs (ENoLL) [See resource: ENoLL Self-Assessment Tool.](#)



IDEAL STATE PERSPECTIVE OF MULTI-LEVEL ENGAGEMENT

AT A MACRO LEVEL

Living labs act to broker knowledge transfer between local organisations and leveraging existing networks and assets to create a locally relevant change model

AT A MESO LEVEL

Living labs act to enable multi-method and multi-stakeholder engagement and real-life experimentation

AT A MICRO LEVEL

Act to embed local activities and interventions that integrate good practice co-creation and contribute to citizen and community engagement in solutions to support decarbonisation transition



DESCRIPTION

Within HYBES, we have identified levers for systemic change in the form of six dimensions that build on HYBES practice and learnings:

Dimension 1: Policy & Funding Instruments

Dimension 2: Education, Profession, Expertise & Skills

Dimension 3: Renewable Energy & Energy Efficiency

Dimension 4: Arts, Culture & Creativity

Dimension 5: Publics, Citizens & Communities

Dimension 6: Infrastructure, Development, Planning & Placemaking

These dimensions support the exploration of potential across focus dimensions for interacting with diverse systems as levers for enabling transition and transformation .

WHO THIS IS FOR

These levers support local actors interested in developing a mix of hybrid interventions within the local eco-system. Cohering hybrid solutions under a common decarbonization mission can be supported by further training and capacity building in missions-oriented working.

See resource: [Mission-oriented innovation - a handbook from Vinnova | Vinnova](#)

Further tools and practice examples support seeing-informing-making activity across the dimensions.





DESCRIPTION

The guide is structured in three parts or temporal lenses (e.g., looking back, forward, both) of seeing, informing and making. These act as process and practice guidance for future decarbonisation projects across the partner regions and the EU. These lenses allow focus on the factors necessary to facilitate new solution and replication, enabling us to analyse the barriers and enablers to implementation through iterative design and continuous learning.

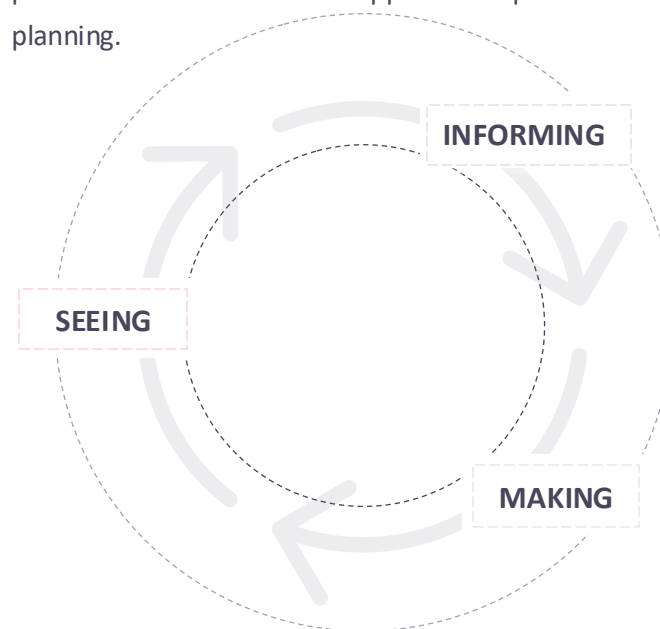
This process can drive the activation of Living Labs and the design and planning of interventions. In this guide we focus on how it drive the step-by-step process supporting multi-level engagement that empowers all stakeholders, including citizens, as active participants in the transition to decarbonisation.

SEEING

In this guide, this relates to the discovery phase with mapping and design thinking for empathising and sense making towards defining the existing arrangements and local needs, challenge and opportunity. This encourages multiple-stakeholders perspectives to understand root causes of issues, challenges assumptions on what the challenges and issues are, and to get deeper insights into systems view.

INFORMING

In this guide, this relates to eco-system orchestration expertise to translate inputs into local value-add interventions, building buy-in, strategic partnerships and relational governance. Preparatory actions can lead to impact-by-design approaches as effective results frameworks. Strategic partnerships with universities as knowledge partners is useful here to support best practice evidence informed planning.



MAKING

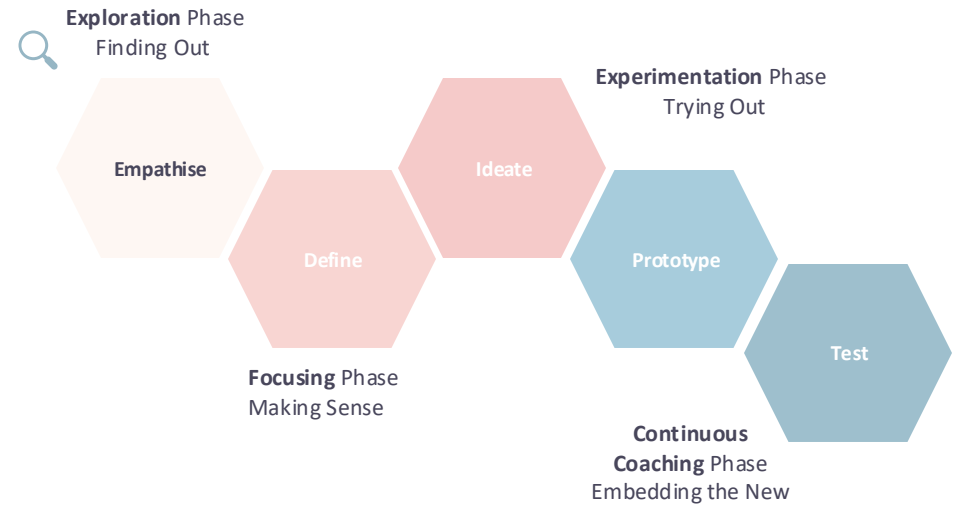
This relates to the implementation of interventions and co-creation practices acting across six dimensions as system levers for change. They focus on solution-making via new knowledge, pilots and demonstrators, policy innovation, technical tools, social innovation or other activities to experiment, ideate, prototype and test.



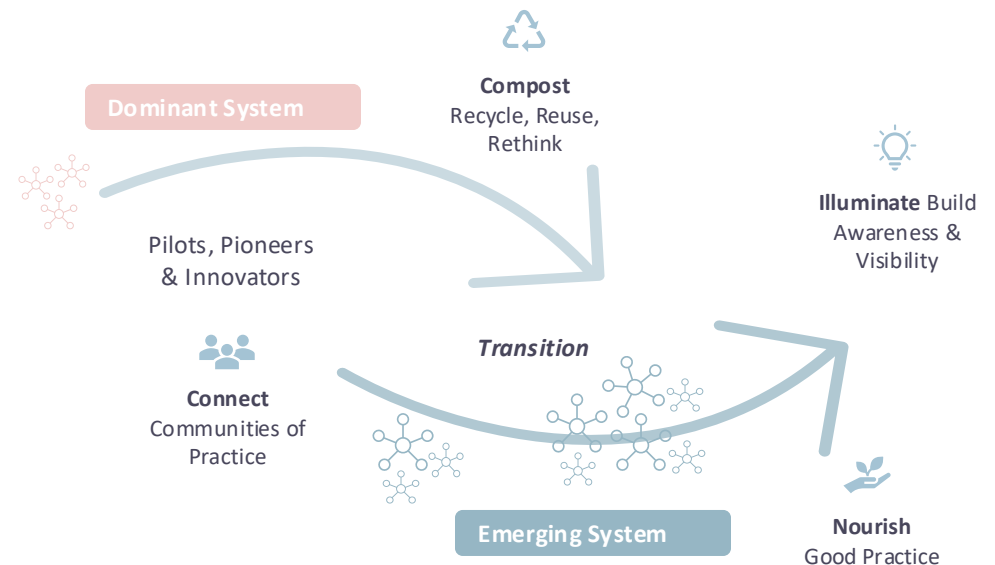
KEY CONCEPTS

Our model for Decarbonisation Living Labs as process driven practice model brings a focus on place based, and hybrid decarbonization solutions operating through a design-led process. Our Decarbonisation Living Labs model is underpinned by design thinking and systems thinking approaches such as the Stanford.D 'Design Thinking Process' which articulates relevant design thinking steps and 'The Berkana 2 Loop Model' which articulates ways of understanding systemic change through dominant and emerging systems. Both are highly useful models embedded in HYBES Living Lab thinking. In this model we use a simpler Seeing – Informing – Making as design-thinking led process.

The design-thinking iterative process to develop interventions supports solution-making that is human centered, rooted in empathy, expertise of diverse stakeholders and evidence informed design. As actions and interventions are co-created, they create new insights and learnings that can be fed back into the longer-term iterative planning and design cycles for longer term success. Resources are provided here to support further orientation and learning on design thinking and systems thinking.



Adapted from the original model '[A Design Thinking Process](#)'



Adapted from the original model set out in '[The Berkana Institute Using Emergence to Take Social Innovation to Scale](#)'

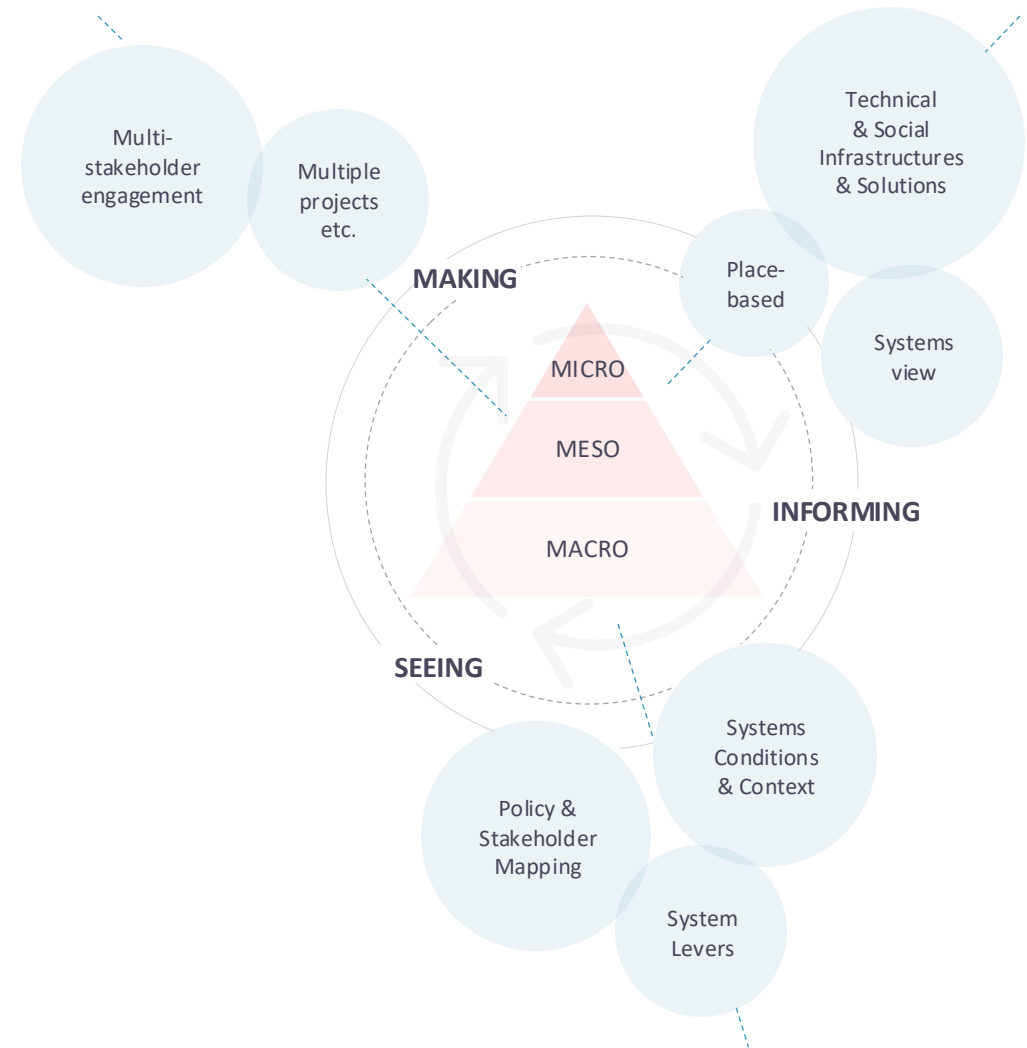


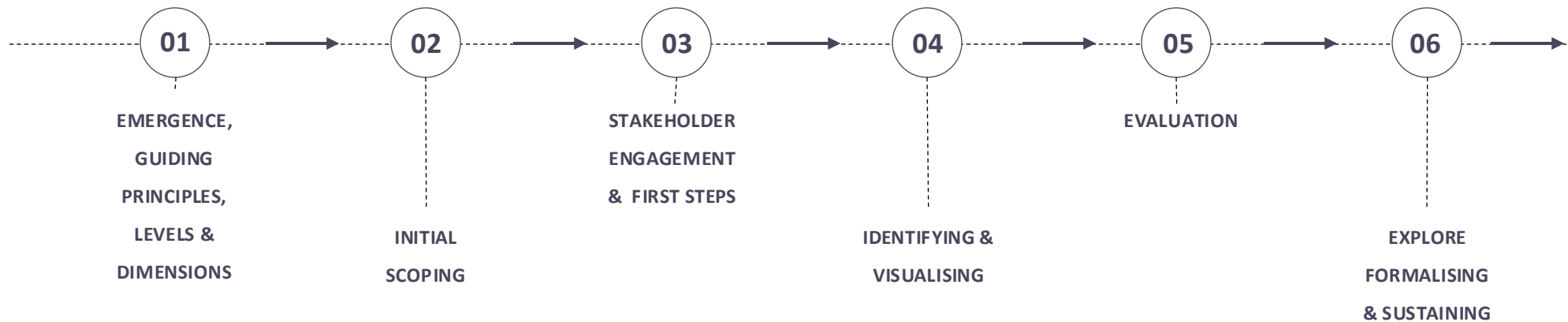
IN PRACTICE

The HYBES model and approach is considered highly iterative process. Real-world stakeholder engagement informs the thinking and direction from the outset. Working to activate living lab approaches allows for the emergence of a local value proposition, developed and evolved over time through stakeholder engagement. This is often a non-linear process, where existing arrangements shift or new opportunities or challenges arise throughout. Operating with the three-layer model supports structured working in a focused way along the way.

The emphasis becomes on tailoring solutions to specific local contexts, enabling relevant, meaningful and community-driven measures of change for making decarbonisation a collective effort. In doing so, it remains open to a broad view of the wider opportunity space for living labs as a growing movement and community of practice and iterates towards maturing sustained living labs that might take diverse forms of business and governance models based on the locally relevant fit-for-purpose application.

See [ENoLL's Living Lab origins, development and future perspectives](#) for more information on living lab governance and business models.





DESCRIPTION

You can navigate this Guide as a ‘project’ roadmap, working chronologically through these steps to deliver a series of preparatory actions to activate living lab opportunity. Alternatively, you can choose to pick and mix tools that make sense to apply in your local context.

WHO THIS IS FOR

Local actors who are driving change and wanting to catalyze a sustained project - building long term buy-in to develop and demonstrate strategic value proposition for living lab in local eco-system context. Other actors can pick and mix tools within the guide as part of their own local co-creation and collaboration work, building system capacity, knowledge and practices but without the ambition for initiating a living lab.

HOW TO USE THIS

Each step should be considered flexible and iterative, with the emphasis on process. Not all tools will be essential or relevant to your context. We highlight the essential project-step tool, recommended as critical if you are working with the ambition of developing a sustained living lab.

SEEING

informing

making



SEEING

POLICY MAPPING, STAKEHOLDER MAPPING AND LOCAL CONTEXT FRAMING

DESCRIPTION

In this section you will find guiding tools that you can use for policy mapping, quadruple helix mapping and local context framing. Each guiding tool supports building a wider perspective of your local eco-system with consideration to policy context, key stakeholders and dynamics, and a potential area of focus. These insights provide a tangible entry point into understanding your local context for decarbonisation.

1 . Identify existing policy frameworks in your local, regional and national context. Identify how these contribute to decarbonisation goals and where there are gaps or opportunities, especially in relation to progressing the goals and objectives such as the European Green Deal, primarily the ambition to be climate-neutral by 2050.

2. Map local Quadruple Helix (QH) stakeholders. Consider all relevant actors across the QH i.e Public, Government, Business, Academia with particular consideration on marginalised or seldom heard voices .

3. Consider the power-influence of stakeholders mapped. What power and/or influence do these have in relation to your project. How does this effect the stakeholder relationships?

4. identify a possible area of focus through mapping of existing local eco-system of actors and activities, considering people, place, policy, and programmes.

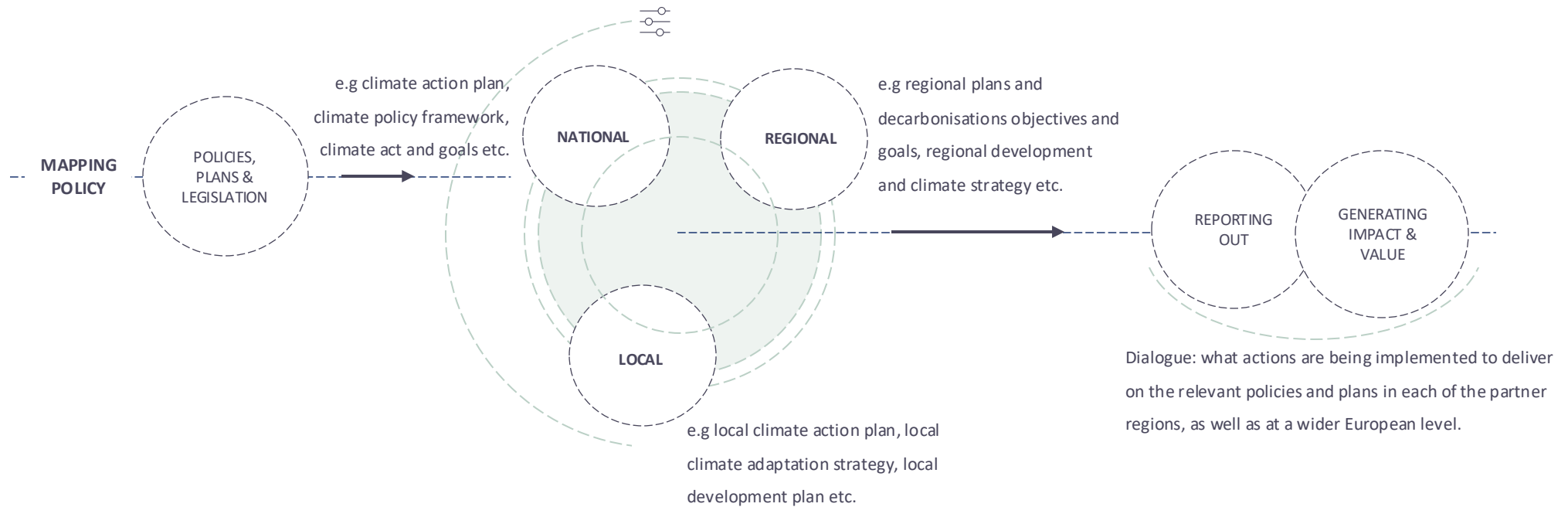
5. Create a scoping report to capture insights and existing arrangements of your local eco-system. This can be used to capture and formalise an initial picture.

This extended period of mapping and scoping acts as an essential first step to understand how a Living Lab for Decarbonisation might successfully complement existing activities and meaningfully contribute to the existing eco-systems of actors, projects and programmes that are already advancing efforts to address decarbonisation challenges and help achieve carbon neutrality.

For evidence-based use of SEEING, please see HYBES deliverable:

[D.1.3.1 Living Labs Model as a Tool to Facilitate Behavioural Change for Decarbonisation](#)





DESCRIPTION

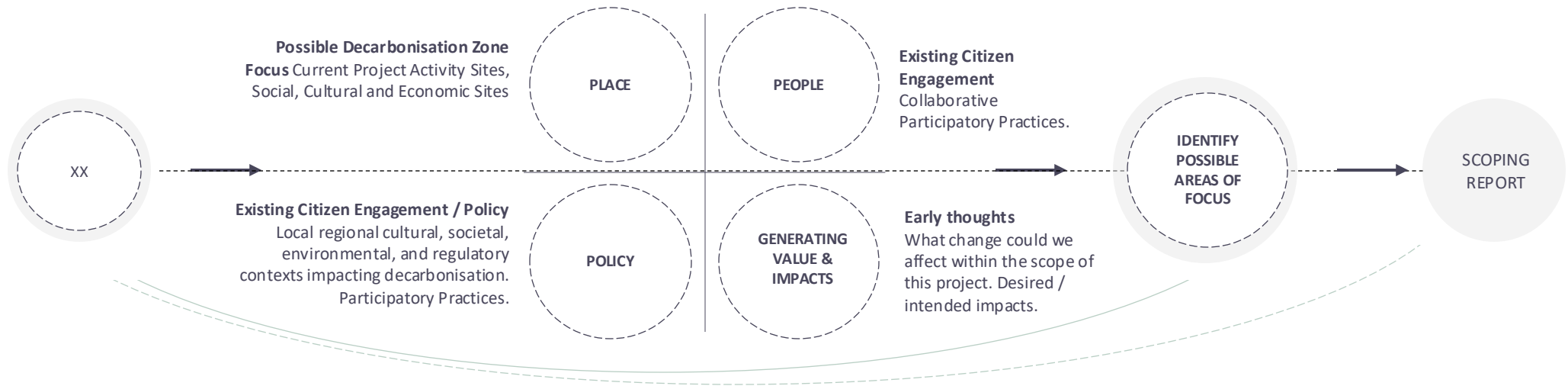
You can use this structure to map existing critical policy frameworks and plans that guide current pathways to decarbonisation and progress the goals and objectives of the European Green Deal, primarily the ambition to be climate-neutral by 2050. Consider local, regional and national levels, as well as the wider European policies and strategies, including the Paris Agreement, the EU Climate Law and the European Green Deal.

WHO THIS IS FOR

Local actors identifying actions which are focused on decarbonisation and deliver on the relevant policies and plans in place in each of the partner regions, as well as at a wider European level.

HOW TO USE THIS

Identify critical policy at national, regional and local level. This can be circulated as a template for partner regions to populate or completed together through a co-creation session. Dialogue should help identify existing activity being implemented to deliver on policy locally and where interventions could add value. If working transnationally, identify high level understanding of potential areas for knowledge exchange.



DESCRIPTION

Through a co-creation workshop, local actors may engage with their local context and begin framing a possible area of project focus identified through four categories – place, people, policy and generating value and impacts. This will allow local teams to align their efforts with other local strategic development opportunities; to practically focus their start-up actions and efforts (investigation of current conditions, stakeholder mapping etc) and position the work to optimise local relevance. This is critical foundational work for understanding the ‘current state’ in relation to citizen engagement and collaborative participatory practices already underway.

WHO THIS IS FOR

Local teams wanting to identify a possible area of focus through mapping of existing local eco-system of actors and activities.

HOW TO USE THIS

A virtual/ in-person co-creation workshop for local teams to gain a deeper understanding of their existing local eco-system of actors and activities. Local teams can map existing assets and arrangements across sites, practices and policy in order to identify a possible area of project focus. Local teams are also prompted to consider the potential to generate value and impact/ desire and intended impacts of the project framed around the question of: “What change could we affect within the scope of this project?”



DESCRIPTION

The HYBES living lab model was conceived around a recognition that the scale and complexity of the challenge to achieve decarbonisation requires new ways of working and a hybrid approach that blends:

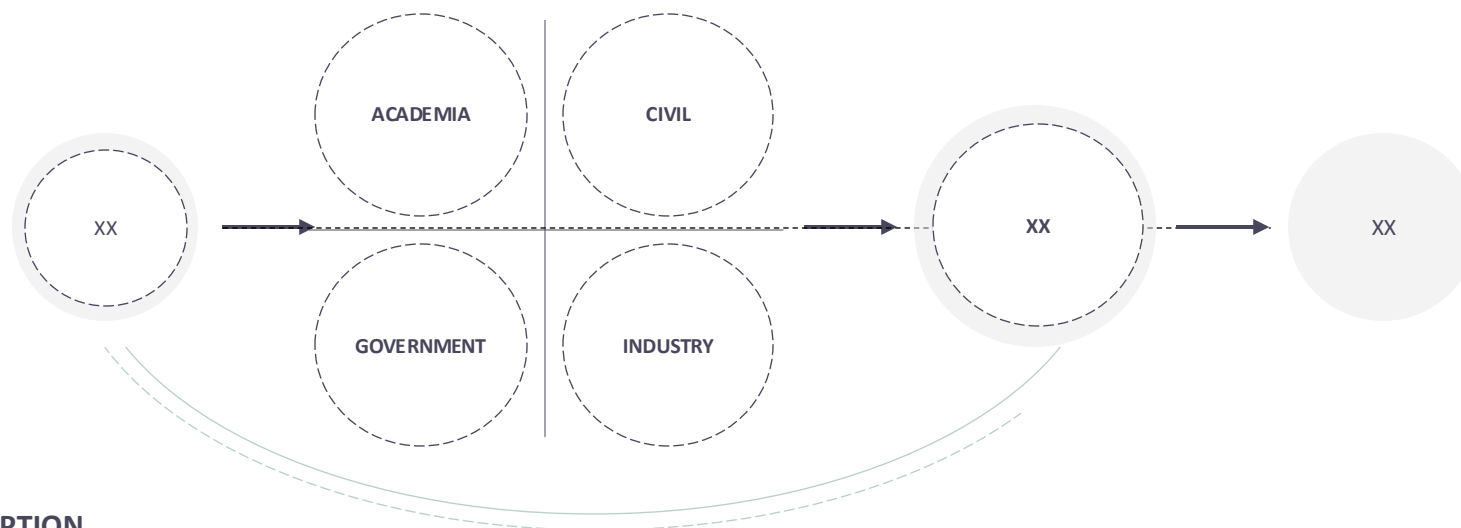
- Working across both technical and social infrastructures and solution
- Working across both demand and supply concerns i.e. energy efficiency and renewable energy
Working across diverse geographic scales and contexts (neighbourhood, districts, region and transnational)
- Working across multiple levels of engagement to collaborate, co-create and effect behavior change (citizens, education, planning and policy)
- Working with diverse actors and project partners from third level institutions, municipalities and energy agencies to lever local strengths, address challenges and effect system change
- Working collaboratively at locally and trans-regionally in the NPA.

The 'place-based' approach in this model supports working on hybrid solutions in complex systems for territorial transformation and energy transitions.

You should choose a specific geographic area your decarbonisation efforts will focus on and embed local strategic opportunities, ensuring that initiatives are relevant and impactful within your area's unique context and optimising opportunities for longer-term goals beyond the project duration. In practice this may require local meetings and a discovery phase to ensure the initiatives mitigate risks of duplication of effort, adding complexity to existing end-user engagement activities and infrastructure or worsening relational issues.

SETTING THE PLACE

You can use these as early steps to help determine the area you are working in (neighbourhood, district, town etc) to focus the efforts and the opening question 'How can we enable decarbonization solutions in this area.' This type of iterative thinking can refine the focus for interventions at an early stage.



DESCRIPTION

Based on your local context and as priority first step is to map stakeholders across the Quadruple Helix (QH). This can be considered as an initial brainstorming exercise to map ‘long list’ of relevant stakeholders and considering who has stake in the activity and why. It is useful to do this as a workshop format with leading actors. This can then be captured and developed into a master stakeholder contact list, this can be added to and refined as work progresses. If necessary, initial introductory sessions can act to support wider local teams to orient to the project and purpose before initiating the stakeholder mapping.

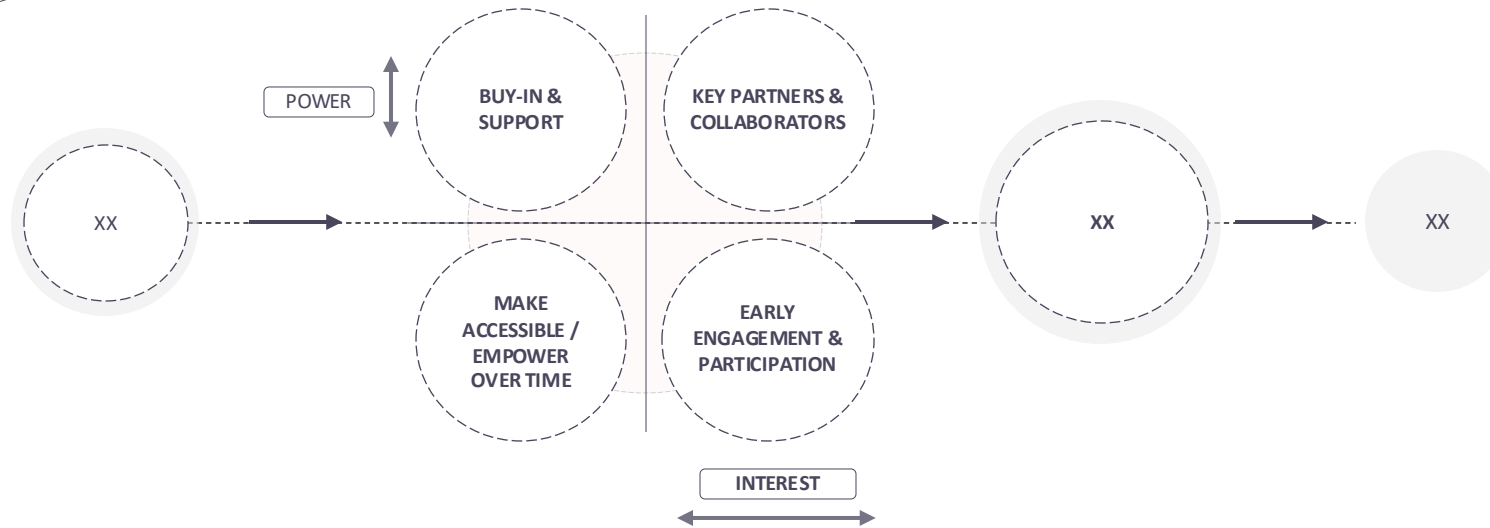
WHO THIS IS FOR

Local actors interested in identifying potential stakeholders within the Quadruple Helix (QH) i.e Public, Government, Business, Academia adapting the approach as considered most suited to their current context.

Evolving living labs should generally take a more concerted focus on inclusion and reaching marginalized groups and seldom heard voices in the future.

HOW TO USE THIS

1. Identify and introduce the ‘place’ and initial area of focus
2. Initiate detailed stakeholder mapping through workshop with leading actors to inform the start-up phase
3. Identify key partners from the quadruple helix as possible strategic partners to engage with in sustained way, or to help broker reach to other cohorts
4. The QH stakeholder mapping acts to build knowledge and awareness of existing networks and engagement structures. It prompts teams to recognise all four stakeholder cohorts, and where the teams existing networks are more dominant, have strengths or have difficulty accessing.



DESCRIPTION

Following an initial QH mapping, the Power-Interest Matrix supports local teams refine the thinking for which stakeholders to engage and how. It situates QH Stakeholder's in relation to power and/or influence they may have in relation to the project. You can use this to consolidate diverse levels of experience, modes and contexts in terms of accessing and leveraging existing established citizen engagement and collaborative participatory practices within the regions. Where there is existing knowledge/ experience of collaborative and co-operative projects and environments with public and private sector actors, and where there is diverse capacity, reach and frequency of engagement with citizens and communities at an organisational and district/regional level that can be explored through this workshop discussions with this matrix.

HOW TO USE THIS

You can use this matrix in the same session or a second sessions after the QH Mapping Activity.

Having identified a long list of stakeholders from across all sectors of the QH, the team can map stakeholder to four quadrants relating to their power and interest.

The matrix supports dialogue and deepen understanding of support, relationships, potential for empowerment and early engagement and participation. Mapping these in relation to power-interest will support a deepened understanding of challenges and opportunities for engagement within local contexts and identify critical partners or participation. This is a critical mapping exercise to understand relationships with local actors, and sort and prioritise different engagement strategies.

seeing

INFORMING

making



INFORMING

TEMPLATE FOR QH WORKSHOP

DESCRIPTION

Sustained living labs are considered to be evolved over a longer period of time, building on the development of trusted relational working across sector and silo boundaries and working adaptively and flexibly with the local eco-system context. This section provides a Quadruple Helix workshop template to support the delivery of local workshops. This section provides workshop activities which you can use to as early engagement activities to engage diverse perspectives and identify what is needed to advance the local approach. This can be delivered with strategic partners or a wider cohort, should include QH perspectives and support a more extensive mapping of existing conditions, stakeholders needs and laying the groundwork with early strategic stakeholders for local buy in and support:

1. Stakeholder Needs, Values, & Expectations
2. Mapping Assets
3. SOAR (Strengths, Opportunities, Aspirations, results)
4. Reporting Out

Consider risks of stakeholder fatigue and focus on building trusted relations. You can focus on identifying value and co-creation work and activities within the existing eco-system for organically developing and building capacity for your living lab approaches practices rather than trying to impose an additional infrastructure.

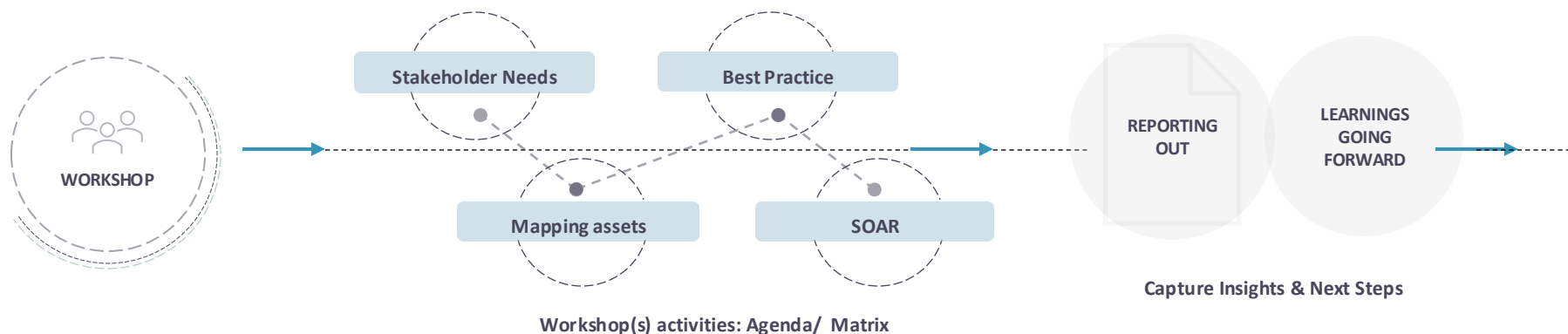
Your local workshops with quadruple helix stakeholders will support the development of a more comprehensive overview of current decarbonisation efforts and regional arrangements, as well as to hear diverse stakeholder perspectives on the issues and needs related to their focus area. This will support efforts to test and advance meaningful and responsive work and activities in your local contexts, strengthening the overall value proposition of your project activities. The workshops and initial engagement activities may set the stage for understanding existing engagement practices and finding ways in which you can enhance community involvement.

A report should be created to act as a baseline benchmark on the current state and evolve the approach to multi-level engagement and orchestration for long term change. This will create a foundation for evolving learning and practice on the approach to the living lab model results framework.

For evidence-based use of INFORMING, please see HYBES deliverable:

[D.1.4.1/D1.4.2 Report on Stakeholder Workshops and Key Recommendations for Policy](#)





DESCRIPTION

The following acts a workshop template conducted through a series of related activities. You can choose to conduct these activities concurrently in a single event (i.e three-hour session) or, alternatively these can be conducted individually to allow for shorter workshop sessions to accommodate and prioritise stakeholders from the quadruple helix (QH). This workshop(s) may be framed as an introduction to your identified project and facilitate discussions with key stakeholders to learn about existing activities and actors around engaging communities for decarbonisation. The session(s) may act as a first discussion to explore how your chosen project might meaningfully contribute to the existing local eco-system of actors and activities to improve and enhance community/citizen centred, participatory design and engagement for decarbonisation in the regions.

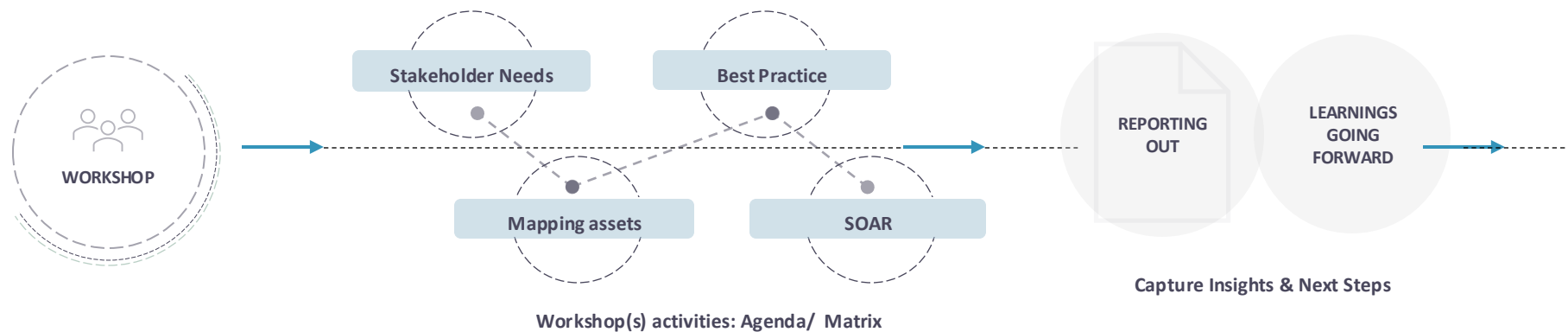
WHO IS THIS TOOL FOR

Local actors engaging communities interested in decarbonisation through building capacity for citizen and community engagement in local context.

HOW TO USE THIS TOOL

The purpose of the workshop is to bring quadruple helix stakeholders together to explore 'Engaging Communities in Decarbonisation – Building capacity for citizen/community engagement in decarbonisation in a region/zone/district. This activity can be used to:

- (i) gather multi-stakeholder perspectives with consideration to QH
- (ii) map existing arrangements and
- (iii) identify local strengths, opportunity, aspirations and results.



WORKSHOP(S) ACTIVITIES:

1. Identifying Stakeholders needs, values and expectations (based on context and by QH)
2. Map existing assets for
3. Identifying existing good practice and existing arrangements for
4. Identify Strengths, Opportunities, Aspirations and Results for

CAPTURE WORKSHOP INSIGHTS:

1. Reporting out for
2. Learnings going forward – What can be learned from using this tool?

WORKSHOP AIMS

1. To collaboratively map and take stock of existing arrangements in the region, identifying good practice around what works well and why;

2. To gather stakeholder perspectives on strengths, opportunities, hopes and types of change stakeholders feel is needed [to enhance community/ citizen centred, participatory design and engagement for decarbonisation].
3. Identify key practical considerations or opportunities for collaboration/co-operation that should/could be considered for a next stage activity that would engage a wider group of stakeholders.

THINGS TO CONSIDER WHEN SETTING UP THE WORKSHOP

1. Table set-up: Number of tables and formation required to facilitate round table discussions.
2. Paper resources: Sign-in sheets, name tags, post-its and markers, flip charts, exercise guidance.
3. Digital resources: Access to microphones, projector screens, and computers. Slide deck.



DESCRIPTION

You can use this 45 – 60-minute workshop activity to begin conversations with stakeholder and understand stakeholders needs, values and expectations.

WHO THIS IS FOR

Local teams who want to;

1. collaboratively map and take stock of existing arrangements in their region, identifying good practice around what works well and why
2. gather stakeholder perspectives on strengths, opportunities, hopes and types of change stakeholders feel is needed [to enhance community/ citizen centred, participatory design and engagement for decarbonisation]
3. Identify key practical considerations or opportunities for collaboration/co-operation that should/could be considered for a next stage activity that would engage a wider group of stakeholders

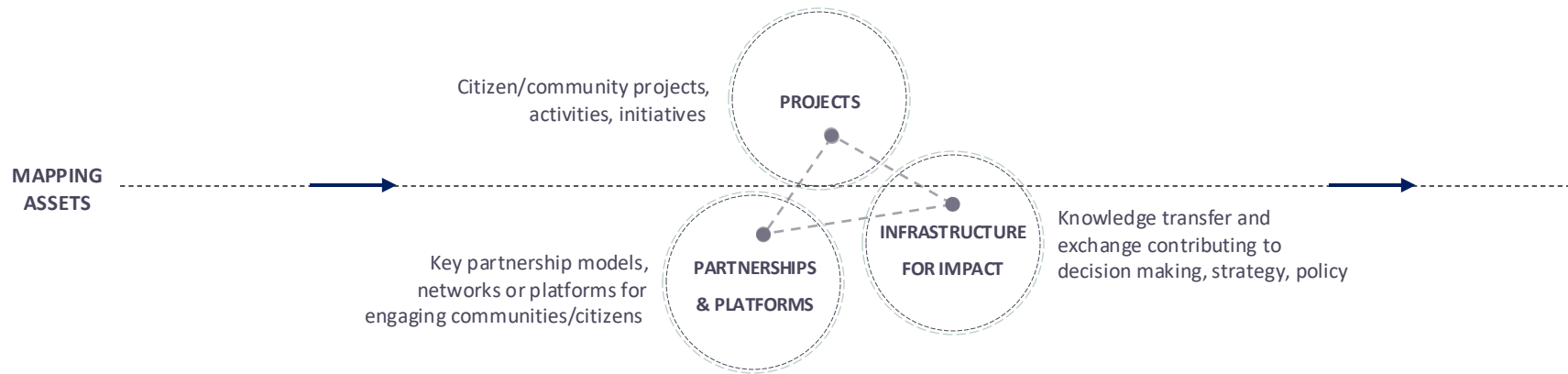
HOW TO USE THIS

This activity can follow the agenda provided including a clear introduction to a project and the purpose of the workshop. Table discussions and provocations from external speakers will support drawing out the big themes relating to local context and open-up diverse perspectives and insights, e.g. challenges and opportunities to provoke thought and motivate explorative discussions and value of mutual inquiry.

Agenda Point	Led by	Time
Welcome		5-10 mins
Presentation about project and purpose of the workshop		10-15 mins
Local Context- High level challenge/opportunity		5-10 mins
Provocation 1	External	5-10 mins
Table introductions – Why this matters to me...		10-15 mins

Some key steps to capture stakeholders needs, values and expectations within the workshop:

1. 1. Allow plenty of time for participants to talk
2. 2. Break out into group discussions (3-6 people)
3. 3. Capture discussions with post-its
4. 4. Discuss clear expectations about next steps with stakeholders

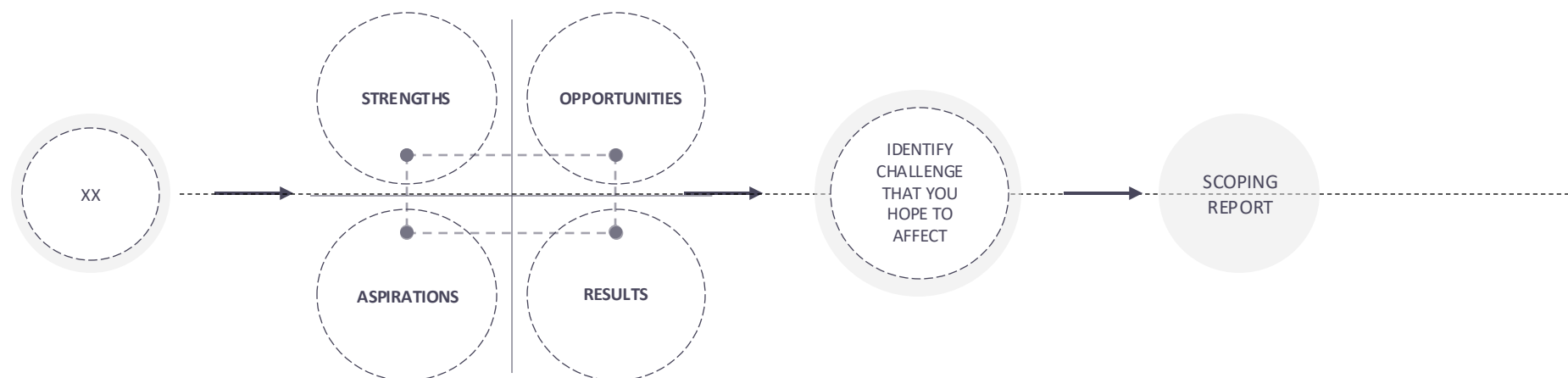


DESCRIPTION

You can use this 45 minute activity to embed an assets-based approach to support community-driven development and aim to identify and recognise community level micro-assets and link these with the macro-environment. The assumption is that communities can drive local development, responding to challenges and create local social improvement and economic development. An assets-based approach will make optimal opportunity to identify and empower existing civil society organisations i.e community networks, organisations and associations.

ACTIVITY PROMPTS

1. Own thoughts what works well: examples of good practice (3 mins)
2. Table sharing what works well and why: capturing some key ingredients of success (12 mins)
3. Brainstorming/mapping existing arrangements – actors and activities in the area (30 mins)



DESCRIPTION

You may use this to identify strengths, opportunities, aspirations and strengths of your local context. This is an important first step dialogue towards evolving potential interventions that authentically respond to local needs and opportunities, that are jointly identified and determined with local stakeholders. This may support engaging with and/ or developing a locally relevant ambition and advance or add visibility and value to the existing range of actors and efforts. This will support you in identifying a challenge that you hope to affect and developing an action focused plan to identify key activities or local interventions which could be undertaken during the lifetime of the project.

WHO THIS IS FOR

Local teams who want to deepen understanding local context by engaging QH

HOW TO USE THIS

You can use frame this activity around two guiding questions:

- Q1. How might we enhance and build capacity for citizen/community engagement for decarbonisation in our region (zone/district)?
- Q2. What one thing would you like to see happen/change in the next xx years?



You can use these guiding tools to ensure that all insights are captured from the stakeholder workshop(s) - capturing good practice and local strengths and assets.

- Individuals, skills and talent: Youth, older people, artists, students, sectoral
- Citizens, Associations, Community Groups: local grassroots groups, festivals
- Institutions: libraries, hospitals, schools, places of worship, business/ industry, cultural venues, sport
- Partnerships and platforms: Key local partnership models, networks or platforms for engaging communities/citizens
- Infrastructure for Impact: Knowledge transfer and exchange contributing to to decision making, strategy, policy.

Examples of what works well	Why it works well?	Demonstrates good practice for...



HOW TO USE THIS

You can use these guiding tools to ensure that all insights are captured from the stakeholder workshop(s) - capturing a current state baseline detailing a description of current engagement conditions across three levels of macro, meso, micro related to your focus area.

You can consider:

- A summary view reflecting the various mapping and scoping activities
- A self assessment benchmarking against the ideal state to understand where stakeholder engagement can add value
- Identify key strengths or opportunities to be harnessed to inform planning interventions for stakeholder engagements
- Identify current gaps, issues and challenges arising that might be key areas to enhance partnerships, collaborations or engagement

Current Macro-Level view of existing collaborations, partnerships.

At a macro level living labs act to broker knowledge transfer between local organisations and leveraging existing networks and assets to create a locally relevant change model

Capture a summary view of the current state

Interventions at programmes / projects level in region or community

At a meso level living labs act to enable multi-method and multi-stakeholder engagement and real-life experimentation.

Capture a summary view of the current state

Interventions that directly engage individuals, citizens and neighbourhoods

At a micro level living labs act to embed local activities and interventions for co-creation, citizen and community engagement in decarbonisation transition.

Capture a summary view of the current state

INFORMING

FIRST STEPS, VISUALISING LOCAL LIVING LAB & IMPACT BY DESIGN

DESCRIPTION

Once the insights are captured from the initial workshop(s) where good practice has been captured and a current state baseline is conceived, you can next use the following guiding tools to translate the initial insights captured in the workshop(s) to plan for initial actions :

1. Using the Baseline to Inform First Steps
2. Ideating Points of Intervention
3. Visualising Your Local Living Lab
4. Impact by Design Across 6 Dimensions

You can use this to to identify and develop strategic partnerships through the proposed next steps for determining a set of local interventions. This can particularly support and strengthen opportunity where start-up activities have identified challenges or gaps in engagement with particular groups across the quadruple helix





DESCRIPTION

You can use this baseline guide to begin to think about what actions you might be taking to move on from the baseline at each of the macro, meso and micro levels. This will support you to consider how you are working at each level.

You can workshop 'Ideating Points of Intervention' around your focus area with strategic partners using the following template, working together to begin to map starting actions for locally relevant work and activities that will enhance the situation from the current baseline. The format below provides guidance and the next page provides a blank template view.

At a macro level...

Local work and workshop discussions around Reviewing Existing Arrangements and understanding the local context and framework conditions (Building on high level ambition of Place, Focus Area, Policy and Context Mapping)

Considers actions for enhancing QH actors co-ownership of change agenda/ decision making and relationship to local planning / policy contexts

At a meso level...

Local work and workshops discussions around Reviewing Existing Arrangements for projects and actions (Building on mapping assets and SOAR)

Considers actions for enhancing QH methods for actors engagement in projects exploring topics and defining potential spaces for experimentation in real-life setting

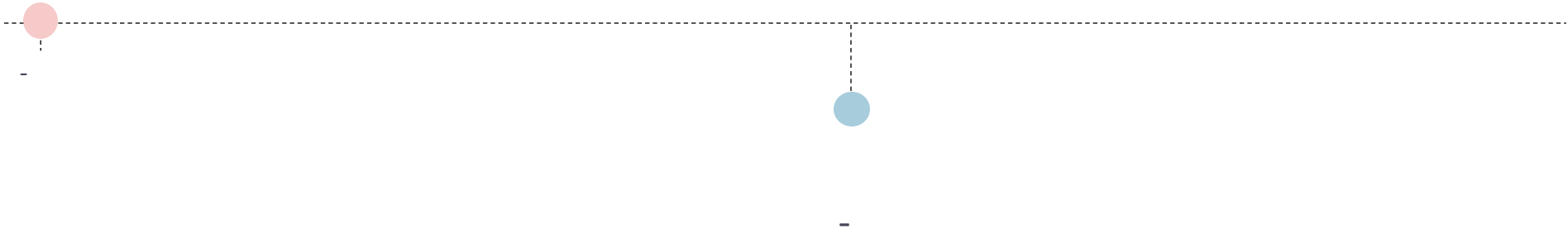
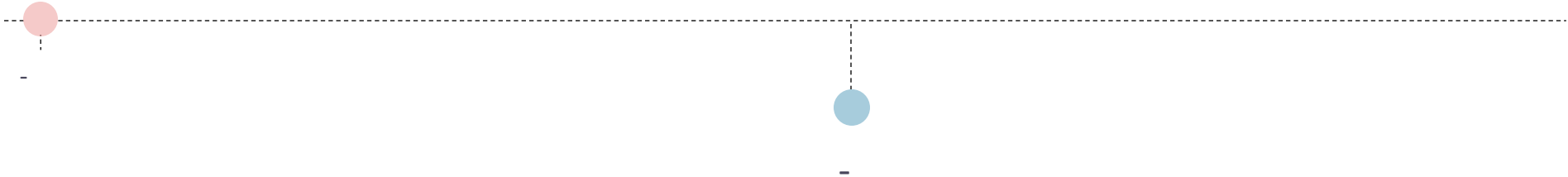
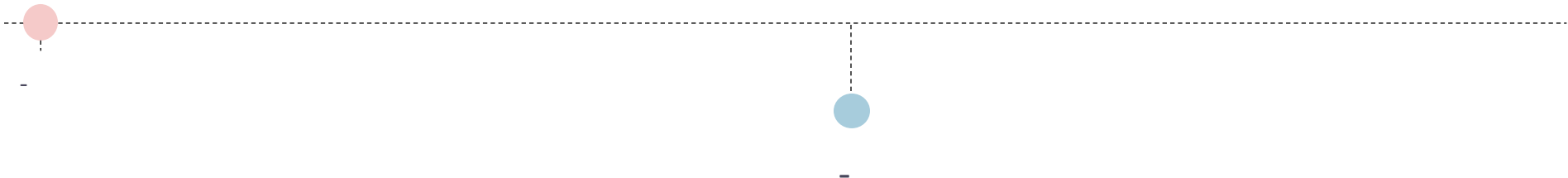
At a micro level....

Local work and workshops discussion around Reviewing Existing Arrangements for citizen and community engagement through participatory practices, co-creation

Considers actions for enhancing ideas for engagement methods and emerging thinking for next steps and specific methods to used to enhance engagement with stakeholders especially citizens and publics

**DESCRIPTION**

This blank template view can be used for workshop discussions.

At a macro level...**At a meso level...****At a micro level....**



DESCRIPTION

At this stage you will likely have some initial projects and engagements underway. These may have started at different stages throughout the early working as engagement activities generated opportunities or pilot actions were initiated in tandem with this process. You can use this tool to begin to populate and visualise a holistic view of your local Living and how it is evolving across socio-technical aspects of the project. Here you can start to map the practical, feasible actions that are being delivered. Once you have begun some initial activities mapping these helps create and communicate a holistic view of how your living lab is working across hybrid solutions can support reflective evaluation and iterative design towards increasing strategic impact. It can also support identifying opportunities for twinning for transnational exchange and learning. Mapping can be done as a workshop with partners if you have multiple actors evolving initiatives or by a lead coordinator.

WHO THIS IS FOR

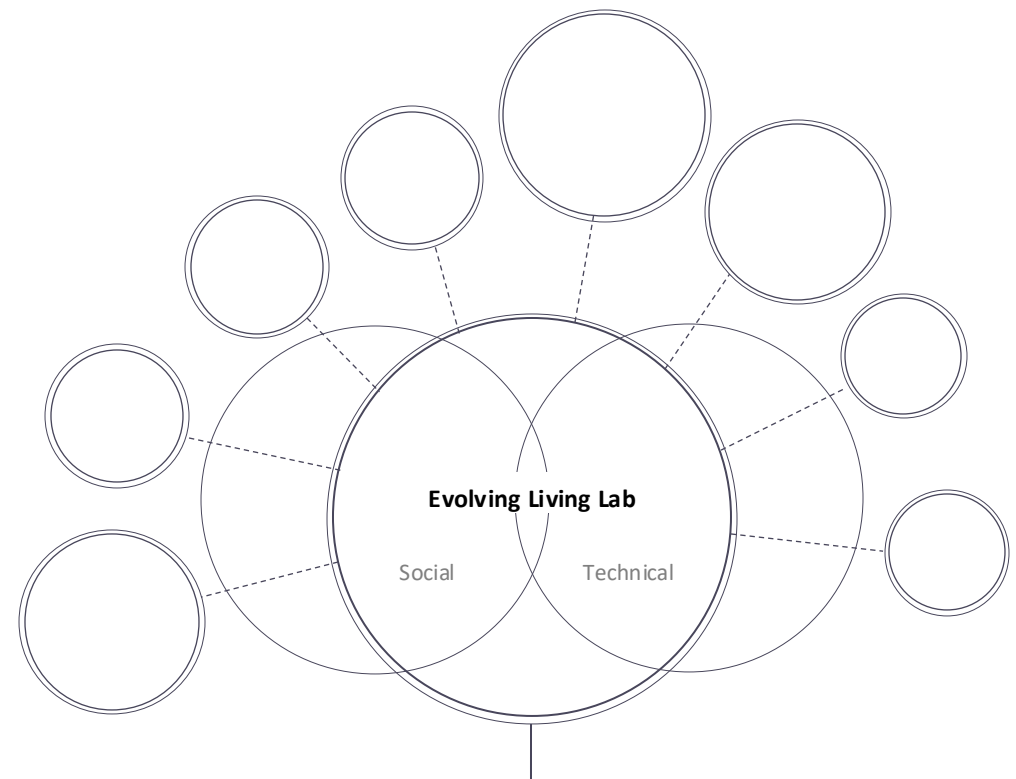
This can be used by local teams to capture evolving Living Lab activities in their local context.

HOW TO USE THIS

A suggested format to visualise your local living lab. Simply populate the provided diagram with the interventions being delivered or planned.

Start by delivering practical, feasible initial activities. More can be added over time.

JUST
START!!



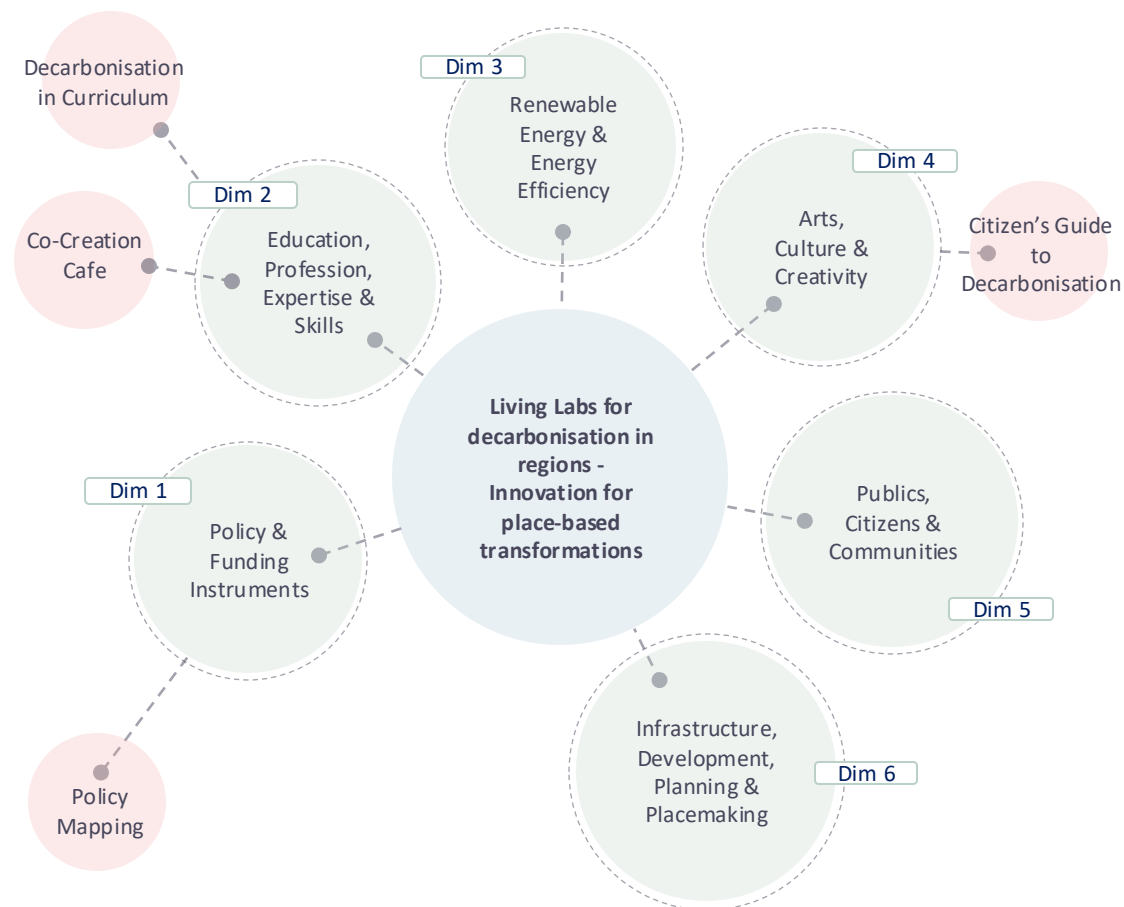


DESCRIPTION

As you activities develop and moving toward next steps, you can use this to begin to see which of the six dimensions you are working with, where there are strengths, gaps, opportunities etc. to start and sustain your work. You can use this to articulate and ideate how your local living lab is working across the six dimensions.

Within this guide and practice catalogue we provide a curated selection of relevant practice examples and resources to support working across the six dimensions and situated around 'Living Labs for decarbonisation in regions - Innovation for place-based transformations'.

These examples may support and inspire some thinking about how you might work with each dimension and include practice examples and key report as evidence base for the dimension.



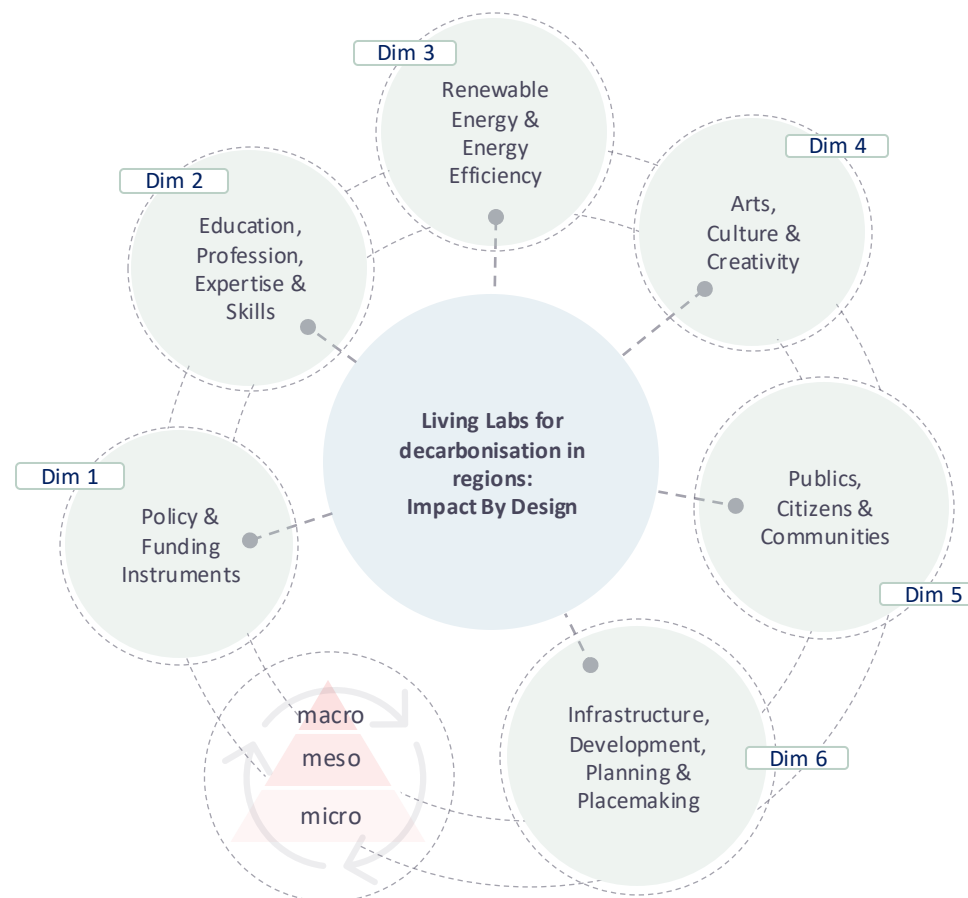


DESCRIPTION

A commonality of approach of local living labs will not alone suffice to ensure that a project team can best create and share knowledge and insights for generating trans-regional value and impact arising from the Living Labs (and wider project activities). A structured methodology and framework is needed to ensure bi-directional local to transnational learning and knowledge development between partners and to ensure that:

1. capitalisation opportunities across the Research and Innovation policy context and environment can be best leveraged and that;
2. Key relevant insights for replicability or policy can be considered in the context of best practice for effective results or social impact measures - in effect to enable impact by design.

A wider Framework for Living Labs can therefore underpinned by Mutual Learning theory as a pedagogical model for learning from and with others. Mutual Learning Exercises (MLEs) may be developed to support trans-national knowledge exchange between and across Local Living Labs. This approach is aligned to European Policy, for example recent EC MLE's have taken a focus on EU Missions; Industrial decarbonisation and Citizen Science Initiatives – Policy and Practice (Horizon Europe Policy Support Facility). The development of transnational MLEs will be informed by good practice for results and impacts frameworks, in particular the [OECD TOOLKIT 'Impact by design - Effective Results Frameworks for Sustainable Development'](#).



INFORMING RESULTS FRAMEWORK

DESCRIPTION

The following section provides a results framework that supports planning for longer term governance which you can use to think about sustaining and building towards more structured planning and embedding impact and evaluation for your future projects and actions. This framework is used to articulate how at local level, you can build on the current state and identify key actions that can enhance and build capacity in your local context as a place based living lab considering how it acts at macro, meso and micro levels. You can use this section as a stepping stone during early work with key partners and collaborators in agreeing some initial pilot and experimental activities, which will inform the work of 'situating' the local living lab for longer term sustainability.

This Impact and Evaluation Logframe prompts the identifying of clear areas of impact being sought at each level of engagement macro-meso-micro. You can use the Logframe matrix as a practical high level results framework tool, identifying three key local actions (one per level), enabling partners to identify, deliver, monitor and evaluate priority interventions as a focus over the duration of your project. This can be then used to validate and iterate a results framework and devise a logic model template for planning, implementing, and monitoring interventions. From this you can generate critical learning on the in-practice feasibility and applicability of results frameworks in local contexts, for early stage activities and in diverse local conditions.

THIS GUIDANCE TOOL CAN BE USED IN TWO WAYS;

Option 1: Planning Activities From the Outset

Option 2: At the end of a Activation Period to Plan for Transitioning and Maturing





WHO THIS IS FOR

Collaborating lead actors who seeking who are interested in supporting the evolution of maturing local living lab approach to decarbonisation that:

- Builds systems capacity
- Drives place-based transformation
- Brokers and organises boundary spanning activities
- Orchestrates activities supporting open innovation eco-systems
- Evolves good practice impact and evaluation to support evidence informed steering of efforts and activities

HOW TO USE THIS

OPTION 1 : PLANNING ACTIVITIES FROM THE OUTSET

If there is readiness, dive straight in! This tool can be used in tandem with planning and developing key activities, considering the desired change or impact, the short-term actions to be delivered in the activation period and a suitable indicator to support evaluation of progress. It can be workshopped by key collaborating partners as a starting direction.

OPTION 2 : AT THE END OF A KICK START PERIOD.

It is often case that leading actors need to use the activation period to build a shared understanding of the opportunity for living lab and cohere a value proposition, working responsively, and in a 'work with the willing' approach to build critical momentum. In this instance, the Logframe Tool can be used to introduce a 'step change' after an initial period and to support a subsequent phase of work. Building on learnings of what's been done so far, actors can develop more focused impact-led planning for a subsequent period.



DESCRIPTION

The Impact and Evaluation Logframe is a flexible tool to support leading actors to begin to embed an impact-by-design approach during developmental stages of determining the locally situated value proposition for a local living lab for decarbonisation. It can be used as a stepping stone during early work with key partners and collaborators in agreeing some initial pilot and experimental activities, which will inform the work of 'situating' the local living lab for longer term sustainability. It can support an impact driven approach and mindset, whilst recognising that during a start-up period, lead actors are often organising informally, leveraging existing infrastructure and/or simultaneously driving internal innovation within their organisations.

This means that initial efforts around partnerships, co-operating, co-ordinating and unlocking opportunities for joined up thinking are emergent and evolving without the type of formalised organisational structures for collaborative agenda setting, steering or evaluation. It prompts the identifying of clear areas of impact being sought at each level of engagement macro-meso-micro. The recommendation is to evolve towards working with more robust Theory of Change methods and practices for impact and evaluation as the living lab develops a more consolidated organisational arrangements, value proposition and impact objectives over time.

Interventions to enhance QH collaborations, partnerships.

At a macro level living labs act to broker knowledge transfer between local organisations and leveraging existing networks and assets to create a locally relevant change model

Area of Impact	Summary Narrative	Indicator	Means of verification
<i>Overall Impact/ Goal – consider policy, funding, new partnerships or collaborations</i>			
Specific Outcome			
Outputs			
Activities			

Interventions at programmes / projects level in region or community

At a meso level living labs act to enable multi-method and multi-stakeholder engagement and real-life experimentation.

Area of Impact	Summary Narrative	Indicator	Means of verification
<i>Overall Impact/ Goal - consider which dimensions</i>			
Specific Outcome			
Outputs			
Activities			

Interventions that directly engage individuals, citizens and neighbourhoods

At a micro level living labs act to embed local activities and interventions for co-creation, citizen and community engagement in decarbonisation transition.

Area of Impact	Summary Narrative	Indicator	Means of verification
<i>Overall Impact/ Goal – consider events, methods, platforms</i>			
Specific Outcome			
Outputs			
Activities			

seeing

informing

MAKING

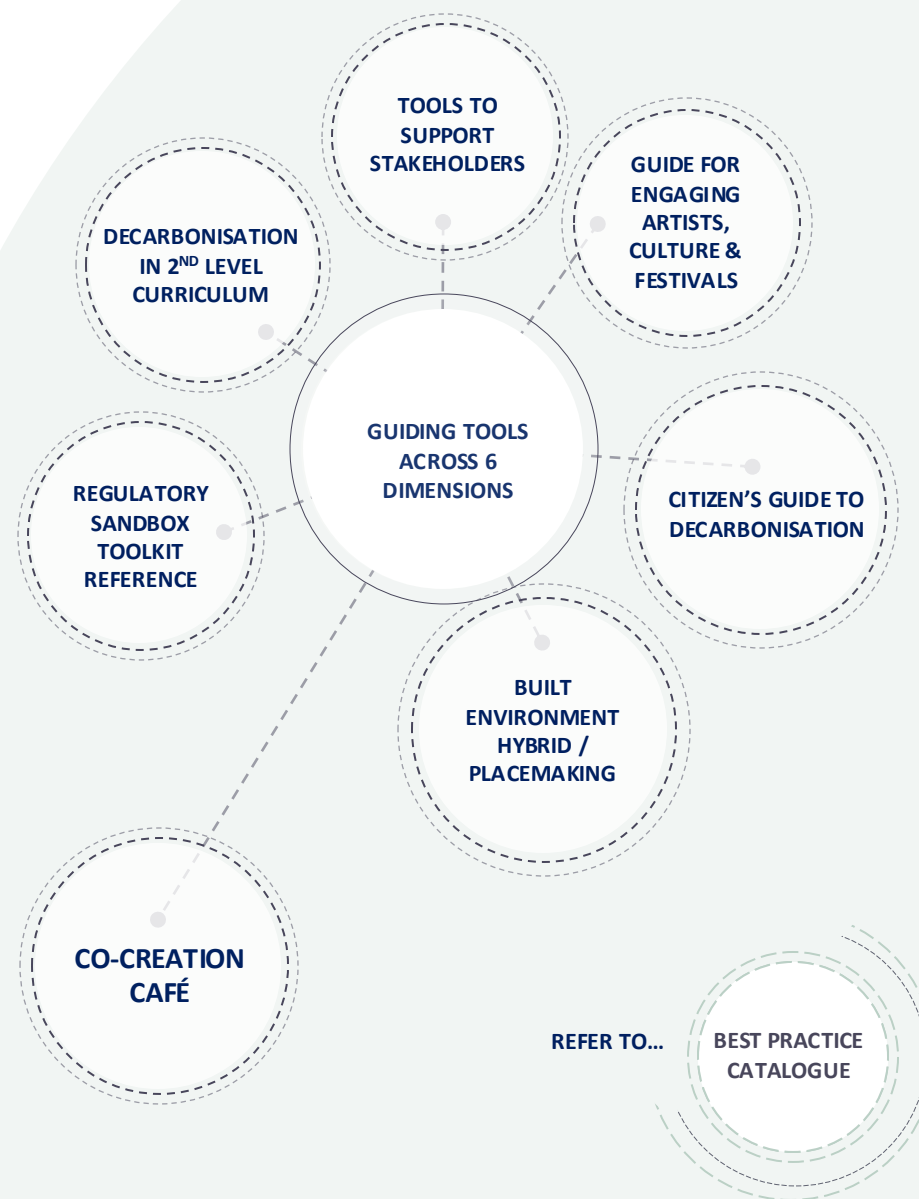


MAKING

GUIDING TOOLS

This section is focused on actioning projects across 6 dimensions drawing from a selection of tools that have emerged through HYBES. These tools illustrate the importance of connecting through community of practice (COP), especially through learning from and with one another with the following tools serving as examples for making projects under each of the dimensions. These act across system levers of six dimensions articulating outputs as innovation or joint solutions. These encourage the co-creation of new knowledge, pilots and demonstrators, experiments, policy innovation, technical tools, social innovation using design thinking ideate to prototype and test.

Within HYBES, Co-Creation is suggested as a primary methodology for mutual learning for good practice exchange. Additionally a selection of good practice examples and useful resources have been identified and curated under each dimension in the best practice catalogue [see link].



MAKING

GUIDING TOOLS

The Co-Creation Café Framework has emerged as a key methodological approach for Trans-regional Mutual Learning Exercises to support transdisciplinary dialogue and potential for scaling (wide or deep), diffusion or acceleration of innovation adoption. This engages with the issue of knowledge transfer and replicability, when in practice, solutions are inherently site and context specific.

The Co-Creation Café as a tool piloted a framework for mutual learning exercises anchored in a twinning approach. The café is proposed as an interactive online co-creation space to support stakeholder dialogue, transnational and mutual learning, and the co-exploration of locally embedded energy challenges and opportunities. Cafés are framed not only as discrete engagement events but as a core acceleration mechanism with expert contributions from two regions, employing a ‘twinning’ strategy for mutual learning to tackle the challenge that scaling or replication of good practice requires in-depth exchange as solutions are typically site and context specific..

Within HYBES, three themes of the Cafés were jointly developed by HYBES partners during an in-person partner co-creation session earlier in 2025 as 1. District Energy Planning, 2. Solar Energy and 3. Education and Circularity. A subsequent co-creation session with partners at the partner meeting in Bodo invited reflective practice, evaluative learnings and feedback from partners to evolve the co-design of the framework for inclusion in the final reports. The mutual learning approach enables practitioners to deep dive into practical delivery, technical specifications or operational considerations of solution and identify the relevant insights to adapt and adopt innovative practices from other regions or to find common areas where new joint solutions or collaborative efforts could be focussed. Deliverable XX ‘Report on Implementation of Three Co-Creation Cafés’ provides further theoretical underpinning of the approach and documents for dissemination the methodological design and delivery of these first experimental Co-Creation Cafés. It also presents a first iteration of the ambition to evolve the Co-Creation Cafés as a key component of the final model and technical guide.





DESCRIPTION

For this dimension, we recommend the Organisation for Economic Co-operation and Development (OECD) [Regulatory Sandbox Toolkit: A Comprehensive Guide for Regulators to Establish and Manage Regulatory Sandboxes Effectively](#) that:

- offers a comprehensive guide for regulators to establish and manage regulatory sandboxes effectively.
- The purpose of the toolkit is to help the regulator set-up and manage controlled environments where new financial products, services, or business models can be tested with real consumers under relaxed regulatory conditions, but with regulatory oversight.

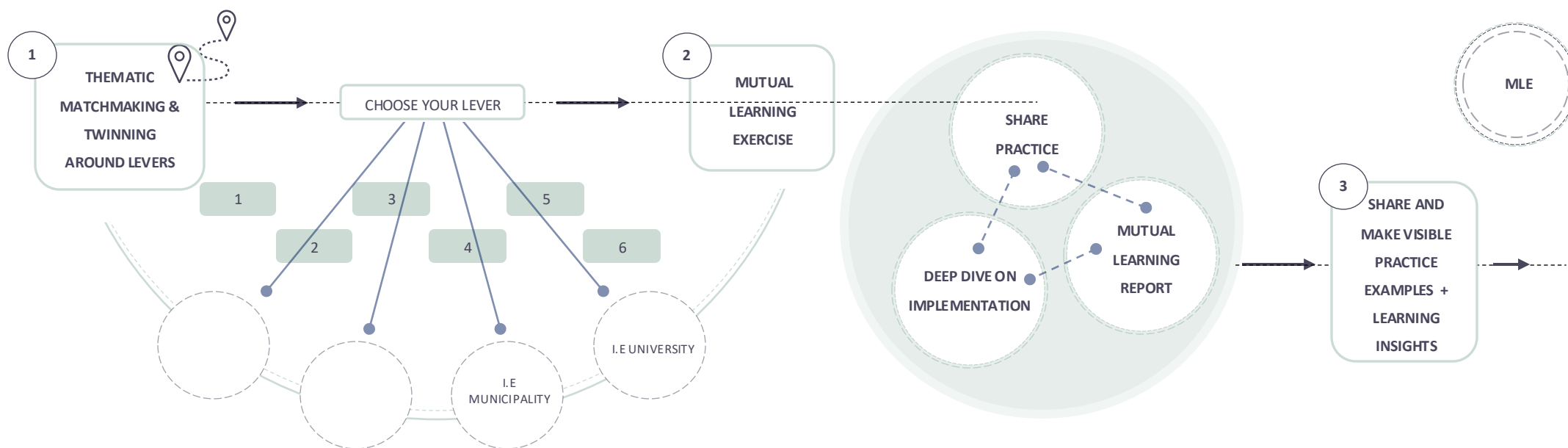
REGULATORY SANDBOX TOOLKIT

A Comprehensive Guide for Regulators to Establish and Manage Regulatory Sandboxes Effectively

TECHNICAL PAPER

July 2025





DESCRIPTION

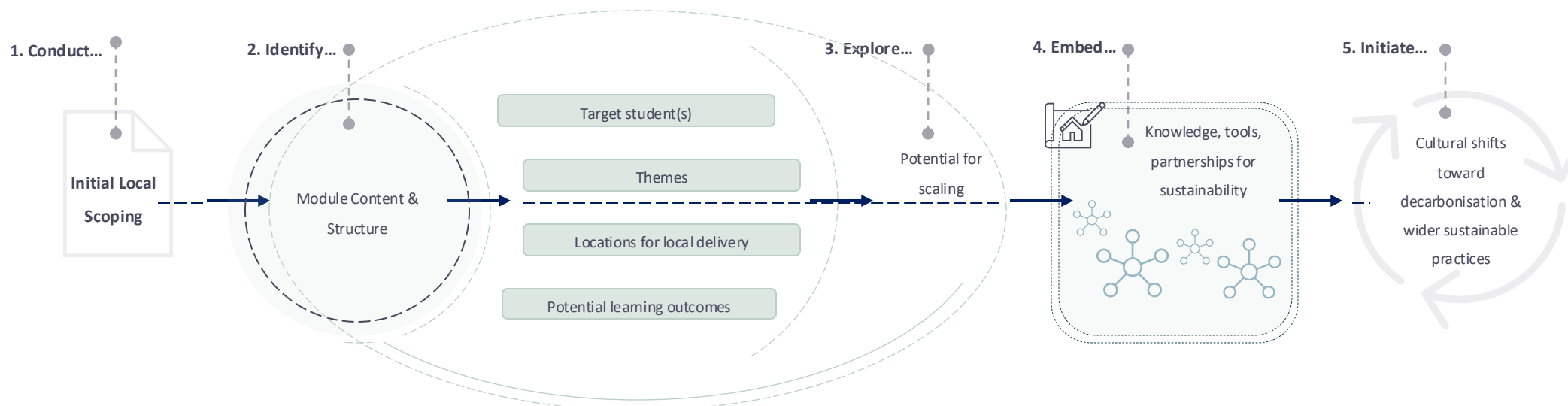
The Co-Creation Café acts as a platform to jointly create knowledge-based tools and activities, build promotion of improved energy solutions and promotion of decarbonisation opportunities, and build capacity for engaging citizens as positive actors in achieving carbon neutral goals. The Co-creation Cafes can create learning resources for wider dissemination and knowledge sharing for empowering and promoting energy citizens and communities.

WHO THIS IS FOR

This can be used for internal working between local teams, or local teams working with key stakeholders.

HOW TO USE THIS

Start by identifying areas for mutual learning through thematic matchmaking & twinning around dimensions. Establish a platform (online or in person) to run share pertinent best practice and support co-learning with practical insights on implementation and considerations for adaptation. Presentations in sessions may be recorded and disseminated online and workshop dialogue should be captured and reported out as learning insights for dissemination.



DESCRIPTION

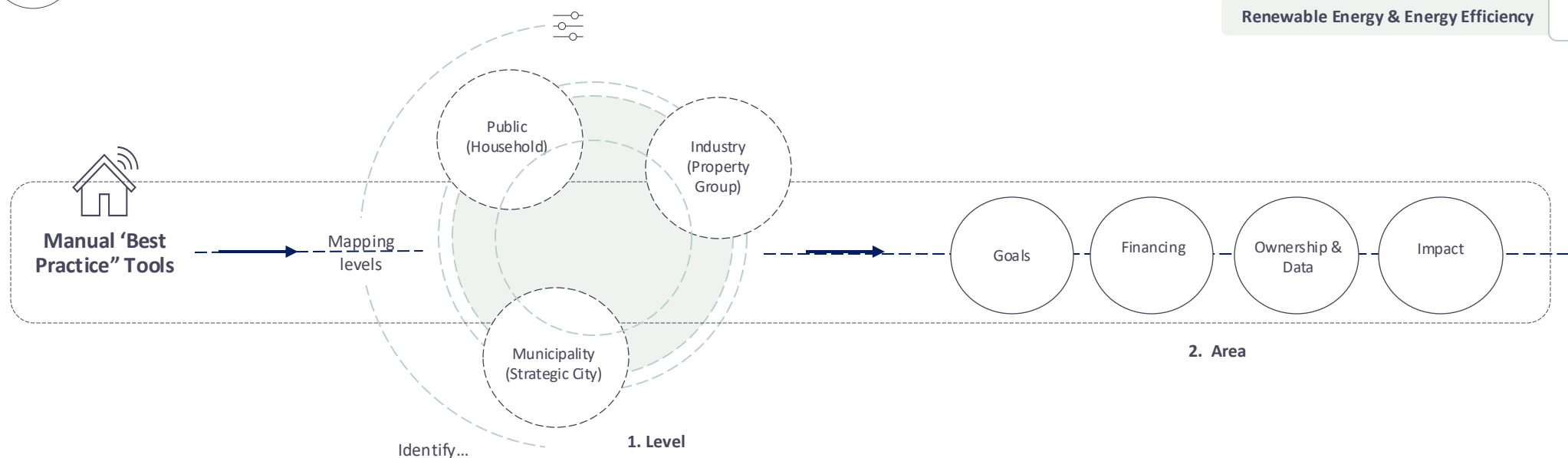
This model has been adapted from the HYBES deliverable '**D.2.4.2 12-week Educational Module' (2025)** which has tools for thinking and doing decarbonisation in 2nd level curriculum embedded under a selection of headings. You can use this model for thinking through the selection of headings and tools set out in the deliverable in relation to your local context. You can use this in schools aiming to connect global climate and decarbonisation challenges with local context through case studies, student-led projects, and active learning. This can be enacted to focus on climate science and climate justice, the Sustainable Development Goal (SDG's) the environment and biodiversity; circularity; sustainable travel; energy efficiency; food and fashion impacts; and/ or individual/collective solutions. The aim is 1. To educate students on sustainable development, stewardship, and responsibility and 2. to equip learners with knowledge and skills to contribute to a sustainable future

WHO THIS IS FOR

This has been developed for students at 2nd level where there is capacity to embed a new module structure within the curriculum or through extra curricular programmes. Therefore is it adaptable to 1st level students where appropriate.

HOW TO USE

This had been designed to be adaptable for 12x 40-60 minute session format for classes over 6/ 12 week period dependent on existing curriculum structure. Approaches may include direct instruction, Socratic dialogue, field trips, project-based work, and transnational collaboration via online workshops. Suggested resources include comprehensive lesson plans, factsheets, media, activity packs and templates. The module does not encourage formal exams but instead supports continuous assessment and evaluation via discussions, debates, quizzes, and a final group project/presentation.



DESCRIPTION

This model has been adopted from the HYBES output; [How Everyday Tools Are Helping Communities Cut Carbon Emissions \(2025\)](#).

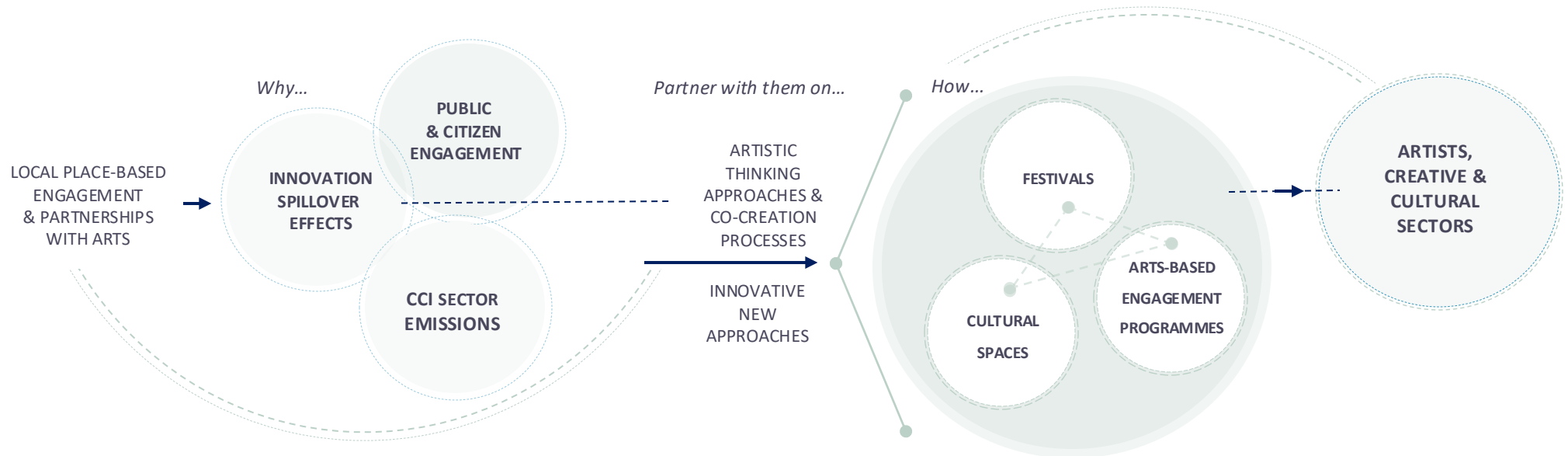
This approach can be used to compare partner tools and methodologies to create a clearer roadmap of best practices for decarbonisation relating to renewable energy and energy efficiency. Decarbonisation requires a multi-level approach, with different tools catering to households, property groups, and municipalities. These matrix outlines the key tools, financing methods, ownership considerations, and expected impacts at each level. By comparing and integrating tools at strategic levels, decision-makers can drive effective and sustainable climate action. Three different levels have been identified with varying needs of approaches to maximise success.

WHO THIS IS FOR

The matrix supports local actors working within renewable energy and energy efficiency contexts. It supports gathering, comparing energy-based tools and methodologies for deepening local and transnational knowledge and organized by target stakeholder cohorts.

HOW TO USE THIS

Local actors can identify place-based tools and methodologies as best practices for decarbonisation relating to renewable energy and energy efficiency through a multi-level approach. Deepening this awareness, local actors can consider these levels in relation to four categories; goals, financing, ownership & data, and impact. This knowledge can be shared transregionally/ nationally.



DESCRIPTION

There is a need and opportunity for more knowledge resources and guidance for Living Labs on how to best integrate arts, cultural events and festivals in living labs for decarbonisation. Data collection integrating arts can contribute to diverse knowledge and ways of knowing for Living Labs. It is a particularly strong format for working with citizens, schools and education.

There is a relationship between arts, culture, creative businesses and open innovation (social innovation, policy innovation, business innovation and public sector innovation etc.) in the context of a regional research and innovation ecosystem. Creative industries and practices are especially relevant for circular economy and, materials and built environment in relation to design, makers, innovation, architecture, artistic thinking etc. for systems change in the built environment.

See resource [From Citizens to Culture: Building Lasting Climate Action in Cork](#)



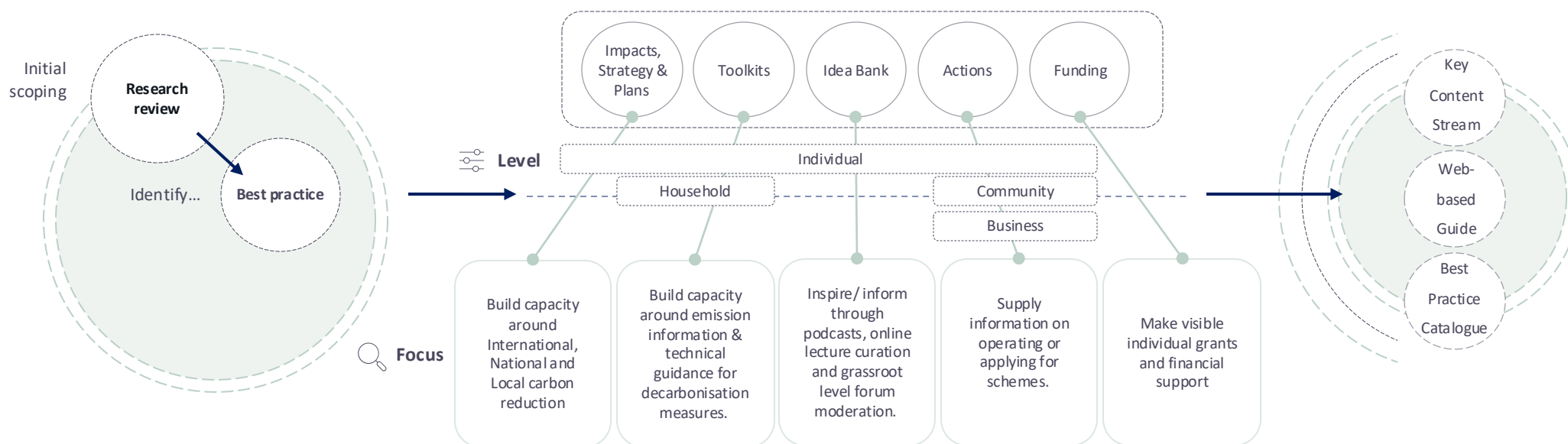
GUIDANCE

Leverage festivals, cultural spaces and arts-based engagements to:

1. Catalyze public and citizen awareness building around decarbonisation through partnerships with creative practitioners
2. Use art to deliver engagement strategies that create wider access and act in non-hierarchical ways to support inclusivity and justice
3. Influence policy, especially relating to replicability (Challenges in Measuring Direct Decarbonisation Impact)
4. Collaborate with artists to shift normative behaviour and systems through creative framing and narratives
5. Involve artistic perspectives in quadruple helix and mutual learning activities. Artistic thinking is a critical and often overlooked contributor.
6. Nurture transdisciplinary capacity building - and opportunities for traditional energy actors to engage with creative practitioner and artistic research
7. Connect with arts-based approaches to support building trusted relationship founded on co-creating empathy, shared value and empowerment
8. Collaborate on novel approaches for climate communication –valorise qualitative and arts-based data collection, research and dissemination

Consider interactions and collaborations that connect with:

- Creative and cultural sector practitioners and methods
- Creative and cultural spaces – this can include public, civic spaces, as well as Galleries, Archives, Museums, Libraries
- Creative and cultural events
- Creative and cultural organizations
- Creative and cultural industries as sector or subsectors (from architecture to dance, digital content creators to theatre and music)
- Creative and Cultural heritage (including those of migrant and indigenous communities)
- Creative and Cultural



DESCRIPTION

This model has been adapted from the HYBES deliverable: **'D.2.6.1 A Citizen's guide to decarbonisation: An end- users guide to influence behavioural change' (2025)**. The citizen's guide is an evidence-based support to demonstrate to end-users the value, both environmental and financial, of implementing decarbonisation measures at both an individual and organisational level. This guide may offer advice for end-users, including building managers, businesses, and housing tenants, and a key objective of this guide is to empower end-users to adapt and change behaviour by providing pro-active guidance and advice to enhance awareness and knowledge of decarbonisation. This tool outlines the process of developing a template/structure for a citizen's guide and includes consideration of existing research underpinning citizen decarbonisation and behavioural change as well

as best practices in project partner regions that are currently being implemented to inform citizens about decarbonising measures. This guide also considers factors and context supporting the development of a guide, including funding sources and outline a proposed structure for a citizen's guide to ensure maximum impact, based on the results and findings of the aforementioned research

WHO THIS IS FOR

The citizen's guide is for local actor to develop local online platform that aims to inform citizens about emission reduction options through curation of decarbonisation relevant information. In concept, this guide may build on local outcomes but is focussed on an user needs and individual's requirements rather than built environment professionals and public bodies.



DESCRIPTION

The HYBES activities were used in diverse built environment and placemaking contexts – delivering technical and social interventions through diverse methods and modalities. Here we reference some key resources for thinking about co-creation working with built environment and placemaking through transdisciplinary practices. These are included in the Best Practice Catalogue and each provides key tools, guidance and practical examples.

1. New European Bauhaus Compass

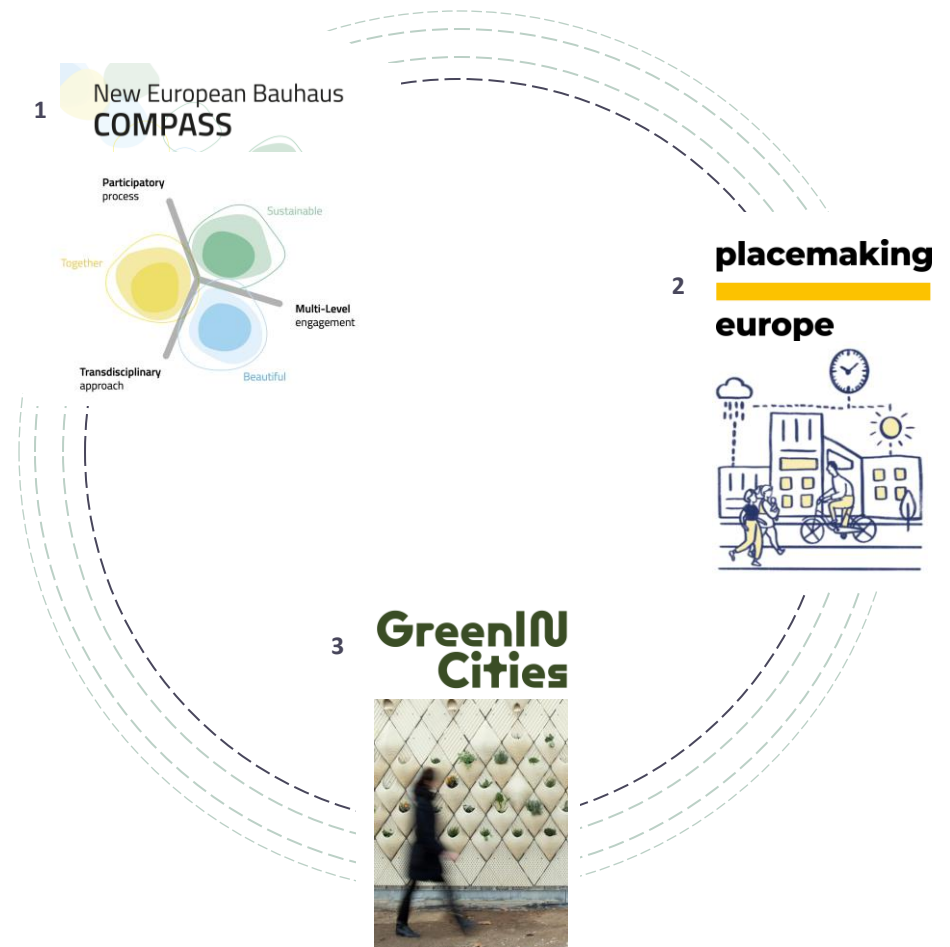
- a guiding framework for decision and project-makers wishing to apply the NEB principles and criteria to their activities.

2. Placemaking Europe

- a European network that connects practitioners, academics, community leaders, market players and policy makers across the field of placemaking.

3. GreenInCities

- an EU-funded project under the European Cities Mission that aims to transform urban spaces through Nature-based Solutions and technological applications.





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