D5.2 Adapted Monitoring Methodology for Each Pilot City (Belfast)

April 2023

1. ABOUT HUB-IN

1.1. MISSION

Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment.

The project adopts innovation and entrepreneurship as the main drivers of urban regeneration in HUAs and is fully aligned with the international agendas for Cultural Sustainable Development (UNESCO) and Cultural Heritage Strategy (Council of Europe).

In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Belfast, Brașov, Genova, Grand Angoulême, Lisbon, Nicosia, Slovenska Bistrica, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main areas that hold potential for the Hubs' sustainable transformations: 1) Cultural and creative industries, 2) New lifestyles and 3) Endogenous Natural & Social Resources.

1.2. VISION

HUB-IN expects to contribute to reverse trends of abandonment and neglect of historic heritage in a systemic way through the creation of networks of Hubs where innovation will be the main driver. The project will also have a direct impact on the creation of new sustainable opportunities for local traditional businesses and for the development of new creative skills and jobs.

1.3. CONSORTIUM

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2. CONTEXT AND INPUTS

2.1. ABOUT THIS DOCUMENT

This document proposes the methodology for understanding and improving the benefits of Belfast's Hub over time. It sets out an overview of the theory underpinning the monitoring approach (including quantitative and qualitative techniques operating at different levels) and a detailing of specific indicators and their data collection processes.

Each city is responsible for its own data collection, analysis and reporting, with a nominated point of contact to carry this out. This guide is therefore intended to support the city's nominated person in this regard, as a granular handbook for monitoring their Hub and developed in parallel to their developing their action plans with key stakeholders.

The document draws on previous HUB-IN discussions, deliverables, stakeholder engagement, Work Package and city meetings and monitoring workshops to date, formed in conjunction with the city teams and stakeholders.

2.2. REFERENCES TO OTHER PROJECT DOCUMENTS

In order to put monitoring plans in context, it is beneficial to present the challenges to be addressed in the HUA, the proposed solutions for addressing them and the outcomes that are expected as a result. Each of these topics has been deeply explored in previous HUB-IN deliverables and by other Work Packages. To avoid duplication and keep master versions of the details in a single source, that content is not replicated here. Instead, readers seeking further information may wish to refer to www.hubin-project.eu/library, for example for:

HUB-IN Framework	the vision, values, concepts and synchronised actions cities take towards being 'HUB-IN Places'
Current Landscape	the common HUB-IN narrative for the point the cities are starting from
Entrepreneurial Ecosystem	the key elements and dynamics of heritage-based entrepreneurial ecosystems within Historic Urban Areas
Roadmap	the overarching vision, values and missions of each Hub, offering numerous project options to address those
Action Plans	the selected interventions being implemented, with specific goals, outcomes, steps and timelines
and more	on HUB-IN's empowering frameworks, theory, tools, networks, training and more…

3. OVERALL MONITORING APPROACH

3.1. KEY HUB-IN ELEMENTS

The HUB-IN project intends to address the long term decline and degeneration of Historic Urban Areas by using their cultural heritage as an engine of innovation and entrepreneurship, while still preserving their unique social and cultural identity and the environment.

For the purpose of focussing the monitoring and evaluation, this can be thought of as linking together several layers to be assessed:

- **the project's Expected Impacts**
  the Grant Agreement sets out "Expected Impacts" common to all its cities:

  - Expected Impact 1:
    Reversing trends of abandonment and neglect of historic heritage in urban areas and landscapes

  - Expected Impact 2:
    New and tested blueprints for the socially and economically viable regeneration of European HUAs and cultural landscapes, with enhanced well-being, quality of life, social cohesion and integration

  - Expected Impact 3:
    Boosting heritage and culture-relevant innovation, creativity, entrepreneurship and light 'reindustrialization' of HUAs and cultural landscapes

  - Expected Impact 4:
    Cross-sector collaboration, creation of job opportunities and skills in cultural and creative sectors and innovative manufacturing linked to historic heritage

- **Entrepreneurial Ecosystem**
  WP2's "D2.7 Entrepreneurial Ecosystems in Historic Urban Areas" (van Twuijver, M., Toxopeus, H., Bosma, N. and Munch, G., 2022) sets forth the key ingredients and elements of an Entrepreneurial Ecosystem for "what makes a HUB-IN place". HUB-IN Cities aim to develop these within their Historic Urban Area in order to foster heritage-driven innovation and entrepreneurship - for example Leadership, Knowledge, Finance, etc.

- **Action Plans**
  Based on their progress through the programme's phases and co-creation with their stakeholders, each HUB-IN city develops targeted interventions (Action Plans) that seek to drive change for key beneficiaries and stakeholders, across dimensions such as placemaking, data collection, co-creation and community engagement, policy and regulation, art and creativity, sustainability.

3.2. THEORY OF CHANGE

As can be noted from the Expected Impacts, part of the change HUB-IN intends to drive is long-term in nature (e.g. reversing trends of abandonment) and also indirect (in the sense that HUB-IN may influence and contribute towards these but can not be said to have direct control over them).

Projects that intend to drive such long-term and indirect impacts face common challenges in determining with accuracy and credibility what level of change occurred due to the project rather than, for example, due to the numerous other causes at play from existing policies, projects, investments, and technological progress to wider trends within the HUAs, cities and regions.

As set out in D5.1 "Common Impact Assessment Framework", such projects often use a Theory of Change approach. This approach maps and tests the intended change pathways for how longer term impacts will be contributed to. By collaboratively mapping the co-created vision in a logic model, this enables the identification of which change pathways are most suitable for monitoring in the short, medium and long-term, and a discussion on where to focus limited capacity. This provides identification of the most appropriate indicators to monitor, offering balanced insights in the following categories:

1. **output indicators**: data indicating the scale of the action plans. For example, the number of organisations participating in a network-building action, to understand if the action is generating traction and who with.

2. **outcome indicators**: deeper insight via quantitative or qualitative analysis, such as pre- and post- comparisons of business growth or community perceptions via interviews, questionnaires, focus groups, surveys etc. As a simple example, the level of change in business skills / conditions that organisations experienced as a result of the Accelerator.

3. **impact indicators**: longer term tracking of broader HUA indicators, for example comparing growth in industry turnover and jobs in the Creative and Cultural Sector against the trend expected from the previous 10 years. This data is often hardest to obtain as there is often no historic (e.g. 10 years of data) HUA baseline, and when data does exist the HUA boundaries do not match normal municipal datasets. Further, change in these indicators can not be said to be directly driven by HUB-IN due to numerous other initiatives, projects, policies, investments at play. Thus, the cities do not focus most of their monitoring effort here - however a few indicators can provide useful context for the wider environment.

4. **feedback loops**: reflexive assessments on lessons and adaptations. As a simple example, a quarterly assessment by the Hub team on how well a network-building action is progressing the HUA's broader entrepreneurial ecosystem, and what adaptations can be taken to further improve.

The role that these play within a Theory of Change are illustrated in Figure 1 below.
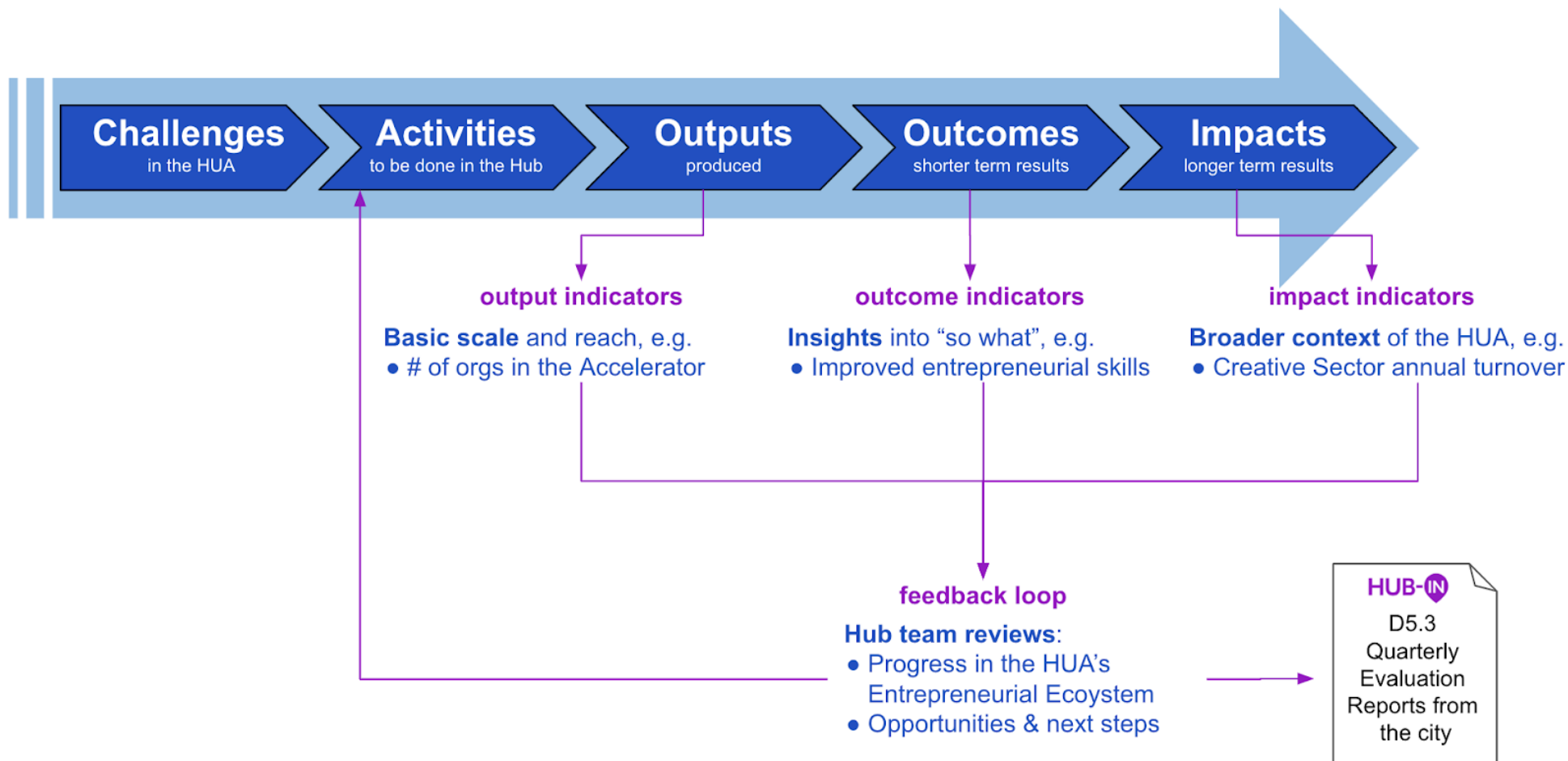
Figure 1: high level depiction of using a Theory Of Change logic model to identify where cities may most effectively blend their monitoring and evaluation effort for relevant and insightful monitoring. Details on Theory of Change and logic models are not duplicated here - for further reading see "D5.1 "Common Impact Assessment Framework".

3.3. MONITORING MATERIALS

The practical application of the above is a set of monitoring materials in each city, provided in a "monitoring folder":

1. A tailored logic model for their Action Plans
2. A data collection plan for prioritised indicators
3. Supporting materials such as draft questionnaires, surveys etc
4. A focus group guide for assessments of overall progress (feedback loops)
5. A quarterly report template

The quarterly report template will be provided to cities to support them in their monitoring. Each quarter, the core Hub teams will capture the current data for their indicators in the report and then host a session with their core team as a "feedback loop" on overall progress, opportunities, next steps and other insights. The sessions are designed for the core Hub team only in order to minimise wider stakeholder fatigue, although stakeholders can be invited as needed and depending on the topics. Findings from those findings can also be logged in the report template - thus the materials work in sequence to assist cities with a low effort way of producing the D5.3 Quarterly Evaluation Reports.

4. TAILORED MONITORING PLAN

4.1. THE EXPECTED OUTCOMES AND LOGIC MODEL

As the city has progressed from its Roadmap to its intervention details, Belfast has confirmed its expectations on a number of targeted outcomes for its Action Plans. These are mapped to Entrepreneurial Ecosystem elements in Table 1 below.

N.B. in practice, outcomes can relate to more than one ecosystem element, and only for simplicity are shown here mapped on a one-to-one basis. In addition, HUB-IN does not expect cities' current Action Plans to target all Entrepreneurial Ecosystem elements at once.

Ecosystem Element	Expected Outcomes
Heritage	- Improved connection (communities, workers, students, visitors) to place - Improved visibility of the cultural heritage of the Maritime Mile - Improved access to stories for locals, visitors and stakeholders
Physical & digital infrastructures	[none yet / covered by other outcomes]
Marketplace / demand	Increased footfall, dwell time and local spend
Support organisations	[none yet / covered by other outcomes]
Human resources	Improved skills & business growth for the supported entrepreneurs
Knowledge	[none yet / covered by other outcomes]
Finance	[none yet / covered by other outcomes]
Leadership	Common vision amongst heritage, creative, art, land and digital partners

Urban culture	• Communities more empowered to tell their maritime stories • Improved community engagement, inclusion and pride
Entrepreneurial culture	• Improved sustainability management of local businesses
Networks	• Cross-sector collaboration between entrepreneurs & innovators
Formal institutions	• [none yet / covered by other outcomes]

Table 1: the expected outcomes mapped against HUB-IN's Entrepreneurial Ecosystem elements (N.B. in practice, outcomes can map to more than one element).

These expected outcomes are mapped in a logic model, testing the link between Belfast's Action Plans, the outputs they produce, the outcomes they intend to drive for different stakeholders, and how these link to broader and longer-term economic, environmental, social and cultural visions and Expected Impacts of the project. See Figure 2 below.

To avoid duplication, details of the Action Plans are not replicated here - for further reading, please refer to the specific Action Plan documentation.

Belfast Hub's logic model

Colour of arrows is just to make the links visible - no other meaning

Activities	Outputs	Outcomes (1)	Outcomes (2)	Impacts
Doing these things…	…will deliver these products and services...	…which will achieve these results (within project timeframes)...	…which will contribute to these results (possibly within project timeframes)...	…which will contribute to these results (beyond project timeframes).

Action 3: Open Call
- Commission an expert organisation to develop & manage the call
- Establish a selection panel (including local communities) to assess applications

Prototypes developed and tested on the Mile (physical and digital)

Locations to showcase live music, theatre and entertainment

Events to animate the Mile

Improved skills & business growth for the supported entrepreneurs

Increased footfall in the Maritime Mile

Cross-sector collaboration between entrepreneurs & innovators

Increased attractiveness as a place for entrepreneurs to locate and invest

Economic impacts (stimulated Cultural and Creative Industry)
- "Expected Impact 3"
- "Expected Impact 4"

Action 2: Sustainability audit of businesses in the area
- Commission an expert organisation
- Sustainability audit of businesses
- Develop strategies to increase sustainability

Recommendations & immediate actions on sustainability for business

Digital dashboards to visualise the audit insights

Campaign promoting the area as a green waterfront

Improved sustainability management of local businesses

Green Tourism Accreditation for the Belfast Waterfront

Improved community engagement, inclusion and pride

Improved connection (communities, workers, students, visitors) to place

Common vision amongst heritage, creative, land and digital partners

Increased social inclusivity and accessibility for local communities, the HUA is a place where people want to spend time

Increased sustainability of the Maritime Mile and associated business actions

Social impacts (higher quality of life for HUA communities)
- "Expected Impact 2"

Environmental impacts (more sustainable / resilient HUA)
- "Expected Impact 1"

Action 1: Framework for a connected Waterfront Promenade
- Commission an expert organisation
- Generate £70,000 match-funding
- Share framework with applicants to the Challenge Call

Framework with nine key principles for successful waterfront destinations

Delivery plan for pipeline projects, delivery models, potential funding

Increased visibility of the cultural heritage of Maritime Mile

Improved access to stories for locals, visitors and stakeholders

Increased protection and celebration of local heritage

Cultural Impacts (preserved cultural heritage of the HUA)
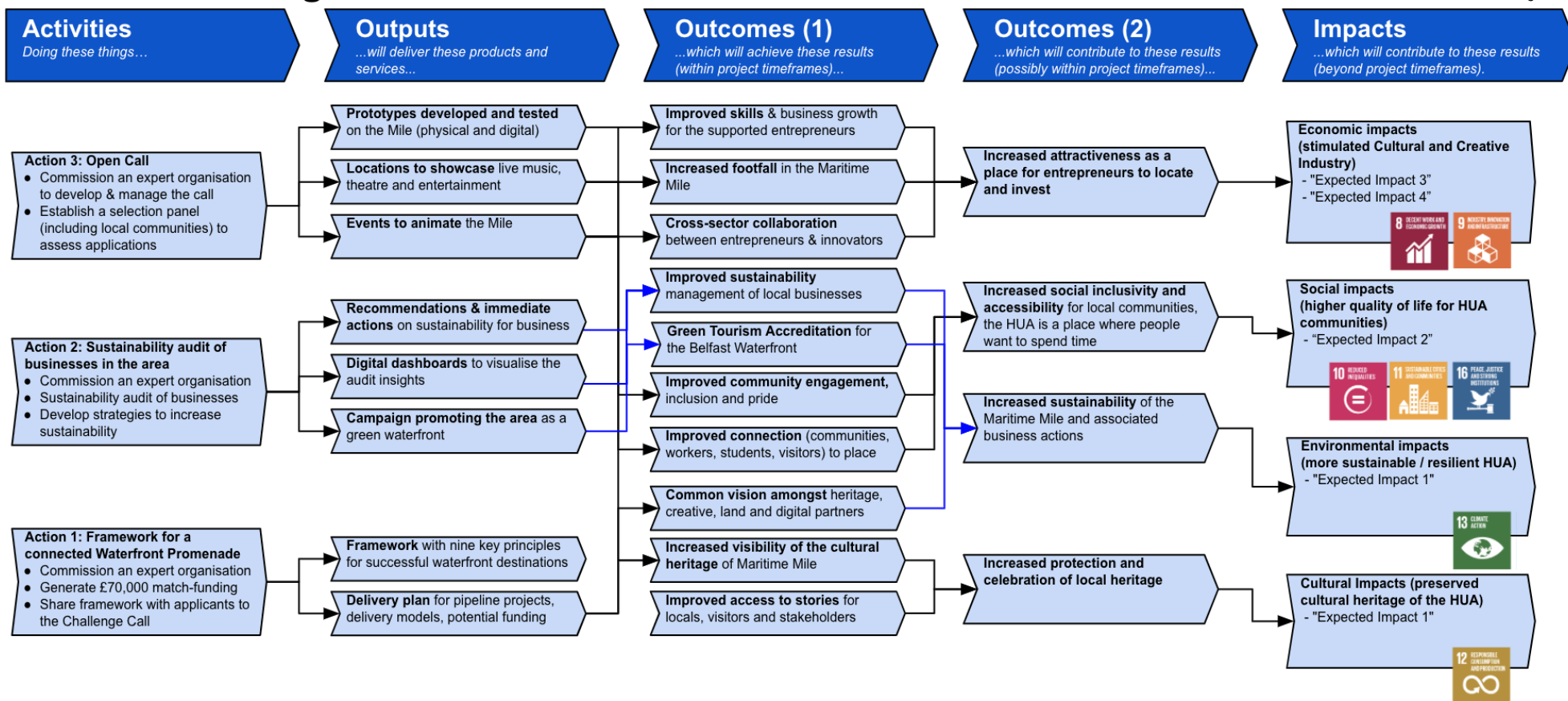- "Expected Impact 1"

Figure 2: Belfast's logic model, illustrating the change pathways for the specific Action Plans' intended outcomes. This guides subsequent identification of monitoring indicators for priority outcomes.

4.2. PRIORITISED OUTCOMES

The Hub logic models contain a large suite of possible indicator options. Measuring every indicator for every outcome and impact in the logic model is not realistic or effort-effective. For this reason, Cities go through a process of shortlisting their priority indicators, with the criteria for that selection being:

1. **the outcome being monitored has a strong strategic fit with objectives**
   i.e. monitoring the outcome will provide insights on the intervention's progress towards its objectives

2. **the Action Plans directly contribute to the outcome**
   i.e. the outputs can be shown to directly drive or contribute to the outcome

3. **the outcome is expected to show a change during the project**
   i.e. there is expected to be enough "signal" to detect a change with project timescales, and thus to justify measuring it.

4. **the outcome has a high expected ease of measurement**
   i.e. the data is available and accessible in appropriate formats, timescales, accuracy and trustworthiness etc, and the city team has the required experience and resourcing to analyse it.

For Belfast, the prioritised outcomes selected in the group monitoring workshops were:

- Increased attractiveness as a place for entrepreneurs to locate and invest

- Increased social inclusivity and accessibility for local communities, the HUA is a place where people want to spend time

- Increased sustainability of the Maritime Mile and associated business action

- Increased protection and celebration of local heritage

The data collection plans are summarised below, and full details can be found in the Appendix.

4.3. METHODOLOGY

For those outcomes, the monitoring methodologies and data collection plans agreed with the Hub team are summarised below (full details can be found in the Appendix). They are grouped by Action Plan as that aligns with the delivery owners in each city.

At time of writing, city Action Plans are undergoing some refinement (e.g. still defining the challenge areas of Open Calls or Accelerators etc), as a result the programme has acknowledged that precise monitoring indicators may adapt and remain open for now. The current view is presented here.

ACTION 1: Develop a framework for a full connected Belfast Waterfront Promenade

Outcome indicator: Increased protection and celebration of local heritage	
Heritage Visitorship *(historic data from 2013 where available, new data from May 2023)*	
Purpose	To obtain insights into change over time of the entrants to heritage attractions in the Maritime Mile.
Indicators	From Maritime Belfast Trust: • Annual growth in number of entrants to the HUA heritage attractions such as the Titanic Experience and SS Nomadic (10 year historic trend)
Tools	The City monitoring folder contains a dashboard for calculating the expected trendline of historic data and comparing it against actuals in the coming years - depending on the existence of other confounding variables, this can give an indication of change since the HUB-IN intervention.
Analysis	The Hub team can review the comparison of Expected Value (forecasted using historic data) against Actual in the coming years, to determine an indicative net difference. Conversations with key stakeholders may reveal the extent to which any change is due to HUB-IN rather than other factors.
Limitations	Other factors beyond HUB-IN are likely to be driving changes in the above indicators - for example entrants to the HUA heritage attractions such as the Titanic Experience and SS Nomadic will be greatly influenced by various non-HUB-IN campaigns and upgrades by the heritage sites.
Community questionnaire *(pre- from February 2023, post- from January 2024)*	
Purpose	To obtain insights into community perceptions and behaviours regarding culture in the Maritime Mile.
Indicators	The questionnaire asks respondents to score how strongly they agree / disagree with perceptions of social and cultural problems in the HUA such as: • lack of restaurants, cafés, entertainment venues • lack of things to do in the evenings, weekends • Maritime Heritage is not preserved • lack of local character • lack of information on what to do and see • lack of places to stay The questionnaire asks respondents on presence / frequency of behaviours in the HUA such as:

	- visiting specific heritage sites - joining local clubs or groups in the HUA - frequency of interacting with art, culture or events The questionnaire als asks respondents on demographics (age, gender, transgender, orientation, long-term illness, community background, dependents, education level).
Analysis	The Hub team can review the results at the pre- and post- stages for insights. As respondents are encouraged to leave an email address, the Hub team will have access to community members to host an interview / focus group on their responses.
Limitations	External survey firms were contacted to carry out the survey, however the unique aspects of the HUA (population size and distribution etc) made all quotes highly and disproportionately expensive. Thus the municipality has targeted respondents itself. In order to maximise responses, respondents are offered the incentive of being entered into a prize draw and invited to leave their email address. This is left as optional however, to mitigate strong risks of drop-off rates related to mandatorily collected email addresses. This may limit the number of respondents who answer both the pre- and the post-, and present challenges in making inferences.

HUA Visitor In-person Surveys
(from August 2023)

Purpose	To obtain insights into visitors to the HUB-IN events, open call prototypes etc, their motivations, demographics and change in cultural awareness.
Study design	Members of the Hub team will spend some of the 40 total days allocated to monitoring in walking the HUA and engaging visitors with a <5 min survey.
Indicators	The questionnaire asks respondents to score how strongly they agree / disagree that the HUB-IN installations are contributing to certain attitudes or behaviours. Exact topics are dependent on the applications to the Open Call in terms of what they quill address, but as an indicative example: - environmental quality in the HUA - sense of pride - awareness of specific local culture (e.g. uncovered maritime stories) - likelihood to return to the HUA The questionnaire may also ask respondents on: - total spend per visit - stay nights per visit - motivations for visiting - demographics of visitors (including where visiting from) - leakage (extent to which any spend benefits those outside HUB-IN's CCI or other beneficiaries) - displacement (extent to which any spend is associated with reduced spend in another areas) The questionnaire also asks respondents on demographics (age, gender, origin etc).
Analysis	The Hub team reviews the results for insights.
Limitations	In perfect conditions, the visitor engagements could be based on quotas for example spread across different days of the week and a team of volunteers seeking approximately 400 responses to be statistically significant - pragmatically for the available Hub team resources however, the surveys may be conducted around any HUB-IN installations / events and a smaller number of responses is expected likely, based on Hub team capacity.

Outcome indicator: Increased social inclusivity and accessibility for local communities, the HUA is a place where people want to spend time	
Footfall *(pre- from July)*	
Purpose	To obtain insights into changes in footfall on the Maritiem Mile during HUB-IN events / open call launches.
Indicators	• Quarterly footfall in the HUA, via sensors • Estimated uplift due to HUB-IN
Analysis	Quarterly footfall in the HUA collected via sensors, once installed. Estimated uplift due to HUB-IN calculated via a "differences-in-differences" design: footfall from sensors in the HUA will be compared with footfall from sensors in another "control" location in the city centre, both pre- and post-. For example in the last week of July (pre- HUB-IN interventions) and then again when the HUB-IN interventions are launched.
Limitations	The footfall sensors in the HUA are not installed yet, date TBC, raising uncertainty on whether the data will be available. Further, once they are installed, there are numerous other events and campaigns in the Maritime Mile that are not related to HUB-IN - this will create noise in the data, and the time periods for pre- and post- selection will have to be carefully chosen for when there are no other non-HUB-IN events / campaigns on.
Community questionnaire *(pre- from February 2023, post- from January 2024)*	
Purpose	To obtain insights into community perceptions and behaviours regarding access to the Maritime Mile.
Indicators	The questionnaire asks respondents on presence / frequency of behaviours in the HUA such as: • change in frequency of visits to the HUA • change in frequency of walking or cycling to or in the Maritime Mile • change in frequency of exercising outdoors • change in frequency of using a Belfast Bike The questionnaire asks respondents to score how strongly they agree / disagree with perceptions of social and cultural problems in the HUA such as: • traffic congestion • condition of road, pavements, and street furniture • lack of Public Transport • cost of local services and parking • cycling infrastructure • too many cyclists
Analysis	(as stated above)
Limitations	(as stated above)

The Outcome indicators above are supported by the Output indicators below:

Output indicators *(from February 2023)*	
Purpose	To support the outcome above with evidence of framework's development and co-creation.
Indicators	From Maritime Belfast Trust: • Number of community groups engaged in the Waterfront Framework vision and signing off the vision
Analysis	Simple tracking of the figures.

ACTION 2: Sustainability audit of businesses in the area

Outcome indicator: Increased sustainability of the Maritime Mile and associated business action	
Community questionnaire *(pre- from February 2023, post- from January 2024)*	
Purpose	To obtain insights into community perceptions and behaviours regarding the sustainability of the Maritime Mile, and related behaviours.
Indicators	The questionnaire asks respondents to score how strongly they agree / disagree with perceptions of environmental problems in the HUA such as: • change in community perceptions of urban environment issues: • litter, rubbish or dumping • not enough green spaces • wildlife habitats • cycling infrastructure The questionnaire asks respondents on presence / frequency of behaviours in the HUA such as: • change in use of green spaces (regular visitation)
Analysis	(as stated above)
Limitations	(as stated above)
Green Accreditation Status *(from February 2023)*	
Purpose	To track Green Accreditation status as an accomplishment for the HUA.
Indicators	Attainment of Green Accreditation
Business Aspirations Focus Group *(from February 2024)*	
Purpose	To obtain qualitative insights on business aspirations for future sustainability measures arising from the audit insights, during focus groups held with approximately 10 of the audited organisations.

Indicators	Results of the audit. Future sustainability measures arising from the audit. Business aspirations for those future sustainability measures.
Analysis	Focus Group methodologies to extract key insights.

The Outcome indicators above are supported by the Output indicators below:

Output indicators *(from February 2024)*	
Purpose	To support the outcome above with evidence of the scale and nature of the audit.

Indicators	From the organisation managing the audit:
	• Numbers of sustainability measures implemented from the audit (e.g. bins, benches, shareable bikes and stands, etc)
	• Audit on the number of local businesses with:
	   ○ a sustainability policy
	   ○ dedicated sustainability team
	   ○ accredited

Analysis	Simple tracking of the figures.

ACTION 3: Develop and launch a Challenge Call

Outcome indicator: Increased attractiveness as a place for entrepreneurs to locate and invest	
Open Call Questionnaire *(from June 2023)*	
Purpose	To obtain insights into the pre- and post- Open Call changes in the supported organisations who will have now worked at the face of the Maritime Mile.

Indicators	The questionnaire is issued to all successful applicants to the Open Call, to understand change in:
	• funding mix (private / public)
	• development of new networks developed that will continue after Challenge Fund
	• number of partners co-designed with, split by type (private sector, community group etc)
	• skills developed in, including:
	   ○ product development
	   ○ co-creation with communities
	• increasing awareness and understanding of the Maritime Mile's broader (beyond Titanic) heritage
	• attitudes towards Maritime Mile as a business destination (accessibility, amenities)
	• plans to remain in the Maritime Mile after the Challenge Fund support ends
	• additionality (to what extent the changes are due to the Open Call)

	• displacement (in absence of trail, would that spend have gone elsewhere) • other indicators as appropriate (e.g. % of spend on CCI organisations)
Analysis	The Hub team (or colleagues proficient in data analysis) can review the questionnaire results and compare pre- and post- responses for the Open Call applicants. the Hub team will also arrange follow-up pot-intervention interviews with the successful Open Call applicants.

The Outcome indicators above are supported by the Output indicators below:

Output indicators *(from June 2023)*	
Purpose	To support the outcome above with evidence of the scale and nature of the Open Call.
Indicators	From the organisation managing the Open Call: • number of prototypes produced • description of stories and sites included in the prototypes • number of stories collated through the Challenge Call • number of sites /locations across the Mile used to test prototypes • number of partners, split by businesses, community groups, heritage providers • number of users, split by businesses, community (Sailortown, Short Strand etc) (age, gender etc), heritage providers
Analysis	Simple tracking of the figures each quarter.

Table 2: data collection methods and indicators.

See the Appendix for:

- the indicators' specific data collection units, sources and frequencies of measurement
- the indicators mapped to economic, environmental, social and cultural dimensions

4.4. "COMMON" INDICATORS

HUB-IN's Grant Agreement contained a number of indicators for the project, including some that cities are to measure as part of their monitoring and evaluation. Where possible and relevant, cities have agreed these indicators and identified data sources. The project has also recognised that HUB-IN has evolved since the Grant Agreement (for example there is no longer an "Invention module"), and that the precise indicators and expected data sources are therefore sometimes no longer appropriate. Thus the project has agreed that cities do not need to spend effort collecting data that is no longer relevant, but will only collect data for the indicators that are still suitable and appropriate for their Hubs and interventions. Where relevant, these are set out below.

Indicator	Data collection plan		
Description	Unit	Source	Target
EXPECTED IMPACT 1: Reversing trends of abandonment and neglect of historic heritage in urban areas and landscapes			
Number of Local Associations and Local Community Groups committed with HUB-IN at the local level from each HUB-IN pilot	#	WP4 Action Plans	10-15
Number of initiatives designed and developed in each HUB-IN pilot for the regeneration of places & people	#	WP4 Action Plans	3-6
Number of local stakeholders participating in each co-creation workshop to co-design the tailored roadmaps	# per workshop	WP3 ENC	25-35
Number of ideation sessions or prototyping designed and developed in each HUB-In pilot to boost creativity and cultural heritage led regeneration in three clusters	#	Open Call organisation	24-42
EXPECTED IMPACT 2: New and tested blueprints for the socially and economically viable regeneration of European HUAs and cultural landscapes, with enhanced well-being and quality of life, social cohesion and integration			
Number of local stakeholders participating in the development of HUB-IN pilot Action Plans	# per workshop	WP4 Action Plans	25 - 35
% of women and elderly residents engaged in the initiatives for the regeneration of places & people	% per initiative	Community Audit (survey demographics)	30 - 40
Number of external local projects or programmes linked to the eight HUB-IN pilots for possible cross fertilization	#	Open Call organisation	15
EXPECTED IMPACT 3: Boosting heritage and culture-relevant innovation, creativity, entrepreneurship and light 'reindustrialization' of HUAs and cultural landscapes			
Number of ideas or solutions explored or prototyped during the invention process in the eight HUB-In pilot	#	Open Call organisation	5 - 7
Number of ideas or solutions explored during the Accelerator programs in the eight HUB-IN pilots	#	NA - duplicate	9 - 10
# of start-ups offering solutions or services related with the three strategic clusters of activities	#	Open Call organisation	7
EXPECTED IMPACT 4: Cross-sector collaboration, creation of job opportunities and skills in cultural and creative sectors and innovative manufacturing linked to historic heritage			
Number of products or services developed during the Accelerator programs for the eight HUB-IN pilot	#	NA - duplicate	1 - 2
Transversal KPI 's for HUB-IN Impacts			
Expected financial leverage to ensure the HUB-IN pilots' activities beyond the project lifespan (euros)	€	City Team	€ 1,000,000

Table 3: the indicators and data collection plan for HUB-IN's Common Indicators for cities to collect

4.5. Feedback Loops (Quarterly Hub Review and Report)

HUB-IN's deliverables include Quarterly Evaluation Reports from each city on progress and learnings. At quarterly intervals, the Hub team can capture the most recent data for their indicators and review them in order to draw out key insights, turning points, developments and next steps.

The reports aim to cover topics including:

- **Activities and Outputs**
  Progress to date on key tasks and identification of turning points (important moments where something changes that helps or hinders the realisation of goals).

- **Outcome and Impacts**
  Key insights gained from the monitoring of impacts and outcomes. Tactical adaptations and priorities for the short- and medium-term to reach the Hub's long-term goals.

- **Deepening the Ecosystem**
  A view of new situations in the HUA (e.g. new initiatives, projects, policies, financing options, stakeholders), and likely influence on the Hub's actions and goals.

- **Learning and Next Steps**
  Reflecting on all of the above, what are the key learnings, how will the Hub incorporate this into future project activities - specific actions and next steps to take.

These reviews can be facilitated with a member(s) of the core Hub team preparing the latest view of monitoring data, and then holding a focus group session to gather inputs on the above topics from the core Hub team. The outputs then form the content of the D5.3 Quarterly Evaluation Report, submitted to WP5 by the end of each quarter. WP5 will also hold quarterly check-in calls with the Hub team to see how the monitoring is progressing and discuss any challenges or opportunities.

The findings from these quarterly reports input to the programme's D5.4 "Final Economic, Social and Environmental Appraisal Lessons Learned" and D5.5 "HUB-IN Guidebook" for future HUB-IN cities.

4.6. Risk and Limitations

As is to be expected with any project, there are some limitations to monitoring inherent in the reality of what data is available, accessible and relevant to the specifics of the interventions (Action Plans). Relevant risks and limitations are presented below, in addition to general ones in D5.1 "Common Impact Assessment Framework".

Risk / limitation	Mitigation
Footfall in the HUA is planned to be detected by sensors, however the date of installation is not yet known, and whether it will be before the HUB-IN Open Call launches its events and prototypes	Footfall data may not be available until the sensors are launched.
Lack of viable external survey firms to carry out the community survey (either non availability or disproportionate cost). This affects ability to secure sufficient uptake and representativeness.	Belfast Hub has carried out the questionnaire itself. Respondents are offered the incentive of being entered into a prize draw and invited to leave their email address. This is left as optional however to mitigate strong risks of drop-off rates related to mandatorily collected email addresses. This may limit the number of respondents who answer both the pre- and the post-, and present challenges in making inferences.
Effort burden on cities for collecting monitoring data across up to four Action Plans, the HUA and the Grant Agreement indicators - constraints around available capacity and experience	Intention to make effort most effective for city teams by providing support on their monitoring plans: materials, suggested indicators and data sources, workshops on where to focus effort, templates and quarterly check-in calls. As Action Plans evolve cities may prioritise which indicators to monitor, and length of questionnaires / interviews etc. Although monitoring requires effort, the benefits should not be overlooked.
Challenges in quantifying the contribution or attribution of HUB-IN's action plans, due to challenges such as lack of appropriate data options or small groups etc (e.g. <10 supported SMEs in an Open Call)	Appropriate options for analysis discussed with cities as their Action Plans evolve. If there are existing historic datasets for the HUA (e.g. 10 years of past data in order to assess changes in trends), then these are collected - however there is often a lack of datasets at the right geographical boundaries or granularity. In cases where quantitative findings are not possible or realistic (e.g. due to small sample size or a lack of credible data), qualitative alternatives are considered (e.g. focus groups, interviews and qualitative case studies etc). A balance is intended between quantitative and qualitative findings.
Willingness of Hub stakeholders to participate in recurring iterative monitoring sessions and assessments (stakeholder fatigue).	Stakeholder fatigue is recognised as a risk. Rather than require all stakeholders to attend quarterly report focus groups, the sessions are designed primarily for the Hub team - they can review stakeholder data already provided and bring in stakeholders ad hoc as is appropriate to the

	topics discussed. Where appropriate, indicators in the Action Plans may involve interviews with these stakeholders, thus capturing insights at an appropriate time for the appropriate topic and minimising "standing requirements" for their repeated participation in reviews.

Table 4: risks and potential limitations of the monitoring

5. RESPONSIBILITIES & NEXT STEPS

Implementing the above occurs in line with the fuller details of the interventions contained with the Action Plans. Regarding monitoring, the key roles and timings are set out here.

Key roles:

- **Andrea Thornbury (Belfast)** - owning the monitoring for the Hub in terms of data collection, analysis, interpretation and reporting

- **local stakeholders as needed** - for insights, participatory learnings and adaptations, to be brought in as and when is suitable by the Hub team

- **Chris Taylor (WP5)** - quarterly check-ins with the Hub team on monitoring progress and their D5.3 Quarterly Evaluation Reports

Key dates for Hub teams:

Planned Issue Date	Monitoring item
Feb-23	Community questionnaire - pre
Jun-23	Open Call questionnaire - pre
Aug-23	HUA Visitor In-person Surveys
Jan-24	Open Call questionnaire - post
Jan-24	Open Call interviews - post
Jan-24	Community questionnaire - post
Feb-24	Sustainability Audit Business Aspirations Focus Group

- **by end June 2023** - Quarterly Evaluation Report completed & sent to WP5
- **by end Sep 2023** - Quarterly Evaluation Report completed & sent to WP5
- **by end Dec 2023** - Quarterly Evaluation Report completed & sent to WP5
- **by end Mar 2024 -** Final Evaluation Report completed & sent to WP5. Final date for Hub teams to send data and insights for inclusion in the project's final monitoring report D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned" and D5.5 "HUB-IN Guidebook".

6. APPENDIX

6.1. INDICATORS AND DATA COLLECTION DETAILS

The chosen indicators are grouped by Action Plan because this best aligns with the data collection owner:

Indicator			Data collection plan				
Indicator type	Indicator	Stakeholder groups benefitting	Unit	Data source	Frequency of measurement	Target	Data collection start date
ACTION 1: Develop a framework for a full connected Belfast Waterfront Promenade							
OUTCOME: Increased protection and celebration of local heritage							
Outcome indicator	Growth in annual number of entrants to the heritage attractions (10 year historic trend)	Local community	#	Maritime Belfast Trust	Annually	"	historic: 2013
	Change in Community awareness of the Maritime Mile	"	%	Community survey	pre- and post-	"	pre: February 2023 post- January 2024
	Change in Community perceptions of cultural problems: - lack of restaurants, cafés, entertainment venues - lack of things to do in the evenings, weekends - Maritime Heritage is not preserved - lack of local character - lack of information on what to do and see - lack of places to stay	"	Likert (1-5)	"	"	"	"
	Change in Community behaviours in: - visiting specific heritage sites - joining local clubs or groups in the HUA - frequency of interacting with art, culture or events	"	Likert (1-5)	"	"	"	"
	Change in perceptions of event visitors, for example (TBC based on Open Call applications) - environmental quality in the HUA - sense of pride - awareness of specific local culture - total spend per visit - motivations for visiting - demographics of visitors - leakage - displacement	"	Likert (1-5)	HUA Visitor In-person Surveys	during events / key parts of Open Call delivery	"	August 2023

OUTCOME: Increased social inclusivity and accessibility for local communities, the HUA is a place where people want to spend time							
Outcome indicator	Quarterly footfall in the HUA	Local community	#	sensors	quarterly	NA	ongoing
	Change in frequency of visits to the HUA	"	Checklist	Community survey	pre- and post-	NA	pre: February 2023 post- January 2024
	Dwell time	"	"	"	"	"	"
	Change in frequency of walking or cycling to or in the Maritime Mile	"	"	"	"	"	"
	Change in frequency of exercising outdoors	"	"	"	"	"	"
	Change in frequency of using a Belfast Bike	"	"	"	"	"	"
	Change in perceptions of: - Traffic congestion - Condition of road, pavements, and street furniture - Lack of Public Transport - Cost of local services and parking - Cycling infrastructure - Too many cyclists	"	Likert (1-5)	"	"	"	"
Output indicator	Number of community groups engaged in the Waterfront Framework vision and signing off the vision	"	#	Maritime Belfast Trust	One off data collection	"	"

Indicator			Data collection plan			
Indicator type	Indicator	Stakeholder groups benefitting	Unit	Data source	Frequency of measurement	Target
ACTION 2: Sustainability audit of businesses in the area (potentially digitised)						
OUTCOME: Increased sustainability of the Maritime Mile and associated business action						
Outcome indicator	Change in use of green spaces (regular visitation)	Local community	Checklist of green spaces	Community survey	pre- and post-	NA
	Change in community perceptions of urban environment issues: - Litter, rubbish or dumping - Not enough green spaces - Wildlife habitats - Cycling infrastructure	"	Likert (1-5)	"	"	"
	Attainment of Green Accreditation	"	yes / no	Maritime Belfast Trust	One off	yes
Output indicator	Qualitative insights on business aspirations for future sustainability measures arising from the audit	Local businesses / local community	qualitative	Focus groups/collaborative meetings	Pre and post project	10 organisations
	Numbers of sustainability measures implemented from the audit (e.g. bins, benches, shareable bikes and stands, etc)	"	#	Data from Open Data NI/collected through audit	Pre and post project	NA
	Audit on the number of local businesses with: - a sustainability policy - dedicated sustainability team - accredited	Local businesses	#	business sustainability audit	Pre and post project	NA

Indicator		Data collection plan				
Indicator type	Indicator	Stakeholder groups benefitting	Unit	Data source	Frequency of measurement	Target
ACTION 3: Develop and launch a Challenge Call						
OUTCOME: Increased attractiveness as a place for entrepreneurs to locate and invest						
Outcome indicator	Evaluation of the businesses: - funding Development of new network: - new networks developed that will continue after Challenge Fund - number of partners, split by type (private sector, community group etc) Skills developed in: - product development - co-creation with communities - increasing awareness and understanding of the Maritime Mile's broader (beyond Titanic) heritage - other skills learned from Open Call partners Attitudes towards: - working in partnership with communities and co-design - Maritime Mile as a business destination (accessibility, amenities) - plans to remain in the Maritime Mile after the Challenge Fund support ends	CCI organisations / supported entrepreneurs	£, #, Likert (1-5)	Open Call questionnaire	pre- and post-	NA
	Changes in willingness to locate in the Maritime Mile and other results from the Challenge Call	"	qualitative	Interviews with Challenge Call organisations	One off – end of project	

Output indicator		Number of prototypes	"	#	Organisation that will manage the challenge call	One off – end of project	5-10
	▾	Description of stories and sites included in the prototypes	CCI organisations / supported entrepreneurs / local community	qualitative	"	"	NA
	▾	Number of stories collated through the Challenge Call	"	#	"	"	5
	▾	Number of sites /locations across the Mile used to test prototypes	"	#	"	"	5
	▾	Number of partners, split by businesses, community groups, heritage providers	"	#	"	Duration and at the end of project	5
	▾	Number of users, split by businesses, community (Sailortown, Short Strand etc) (age, gender etc), heritage providers	"	#	"	Duration of testing	5

6.2. Indicators by Economic, Environmental, Social, Cultural Dimension

In this view, the chosen indicators are categorised according to economic, environmental, social or cultural dimensions:

Indicator			Dimension			
Indicator type	**Indicator**	**Stakeholder groups benefitting**	**Economic**	**Environ-mental**	**Social**	**Cultural**
ACTION 1: Develop a framework for a full connected Belfast Waterfront Promenade						
OUTCOME: Increased protection and celebration of local heritage						
Outcome indicator	Growth in annual number of entrants to the heritage attractions (10 year historic trend)	Local community	Y			Y
	Change in Community awareness of the Maritime Mile	"				Y
	Change in Community perceptions of cultural problems: - lack of restaurants, cafés, entertainment venues - lack of things to do in the evenings, weekends - Maritime Heritage is not preserved - lack of local character - lack of information on what to do and see - lack of places to stay	"				Y
	Change in Community behaviours in: - visiting specific heritage sites - joining local clubs or groups in the HUA - frequency of interacting with art, culture or events	"				Y
	Change in perceptions of event visitors, for example (TBC based on Open Call applications) - environmental quality in the HUA - sense of pride - awareness of specific local culture - total spend per visit - motivations for visiting - demographics of visitors - leakage - displacement	"	Y	Y	Y	Y

	Indicator		Dimension			
Indicator type	Indicator	Stakeholder groups benefitting	Economic	Environ-mental	Social	Cultural
OUTCOME: Increased social inclusivity and accessibility for local communities, the HUA is a place where people want to spend time						
Outcome indicator	Quarterly footfall in the HUA	Local community	Y		Y	
	Estimated footfall uplift due to HUB-IN	"	Y		Y	
	Change in frequency of: - visits to the HUA - walking or cycling to or in the HUA - exercising outdoors - using a Belfast Bike	"			Y	Y
	Change in perceptions of: - Traffic congestion - Condition of road, pavements, and street furniture - Lack of Public Transport - Cost of local services and parking - Cycling infrastructure - Too many cyclists	"		Y		
Output indicator	Number of community groups engaged in the Waterfront Framework vision and signing off the vision	"				

Indicator			Dimension			
Indicator type	Indicator	Stakeholder groups benefitting	Economic	Environ-mental	Social	Cultural
ACTION 2: Sustainability audit of businesses in the area (potentially digitised)						
OUTCOME: Increased sustainability of the Maritime Mile and associated business action						
Outcome indicator	Change in use of green spaces (regular visitation)	Local community		Y		
	Change in community perceptions of urban environment issues: - Litter, rubbish or dumping - Not enough green spaces - Wildlife habitats - Cycling infrastructure	"		Y		
	Attainment of Green Accreditation	"		Y		
Output indicator	Qualitative insights on business aspirations for future sustainability measures arising from the audit	Local businesses / local community				
	Numbers of sustainability measures implemented from the audit (e.g. bins, benches, shareable bikes and stands, etc)	"				
	Audit on the number of local businesses with: - a sustainability policy - dedicated sustainability team - accredited	Local businesses				

Indicator			Dimension			
Indicator type	Indicator	Stakeholder groups benefitting	Economic	Environ-mental	Social	Cultural
ACTION 3: Develop and launch a Challenge Call						
OUTCOME: Increased attractiveness as a place for entrepreneurs to locate and invest						
Outcome indicator	Evaluation of the businesses: - funding Development of new network: - new networks developed that will continue after Challenge Fund - number of partners, split by type (private sector, community group etc) Skills developed in: - product development - co-creation with communities - increasing awareness and understanding of the Maritime Mile's broader (beyond Titanic) heritage - other skills learned from Open Call partners Attitudes towards: - working in partnership with communities and co-design - Maritime Mile as a business destination (accessibility, amenities) - plans to remain in the Maritime Mile after the Challenge Fund support ends	CCI organisations / supported entrepreneurs	Y		Y	Y
	Changes in willingness to locate in the Maritime Mile and other results from the Challenge Call	"	Y			
Output indicator	Number of prototypes	"				
	Description of stories and sites included in the prototypes	CCI organisations / supported entrepreneurs / local community				
	Number of stories collated through the Challenge Call	"				
	Number of sites /locations across the Mile used to test prototypes	"				
	Number of partners, split by businesses, community groups, heritage providers	"				
	Number of users, split by businesses, community (Sailortown, Short Strand etc) (age, gender etc), heritage providers	"				