HUB-IN

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

April 2023

STATEMENT OF ORIGINALITY
This deliverable contains original
unpublished work except where clearly
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previously published material and of the
work of others has been made through
appropriate citation, quotation or both.

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

Table of Contents

2. CONTEXT AND INPUTS

2.1. ABOUT THIS DOCUMENT

This document proposes the methodology for understanding and improving the benefits of Utrecht'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.
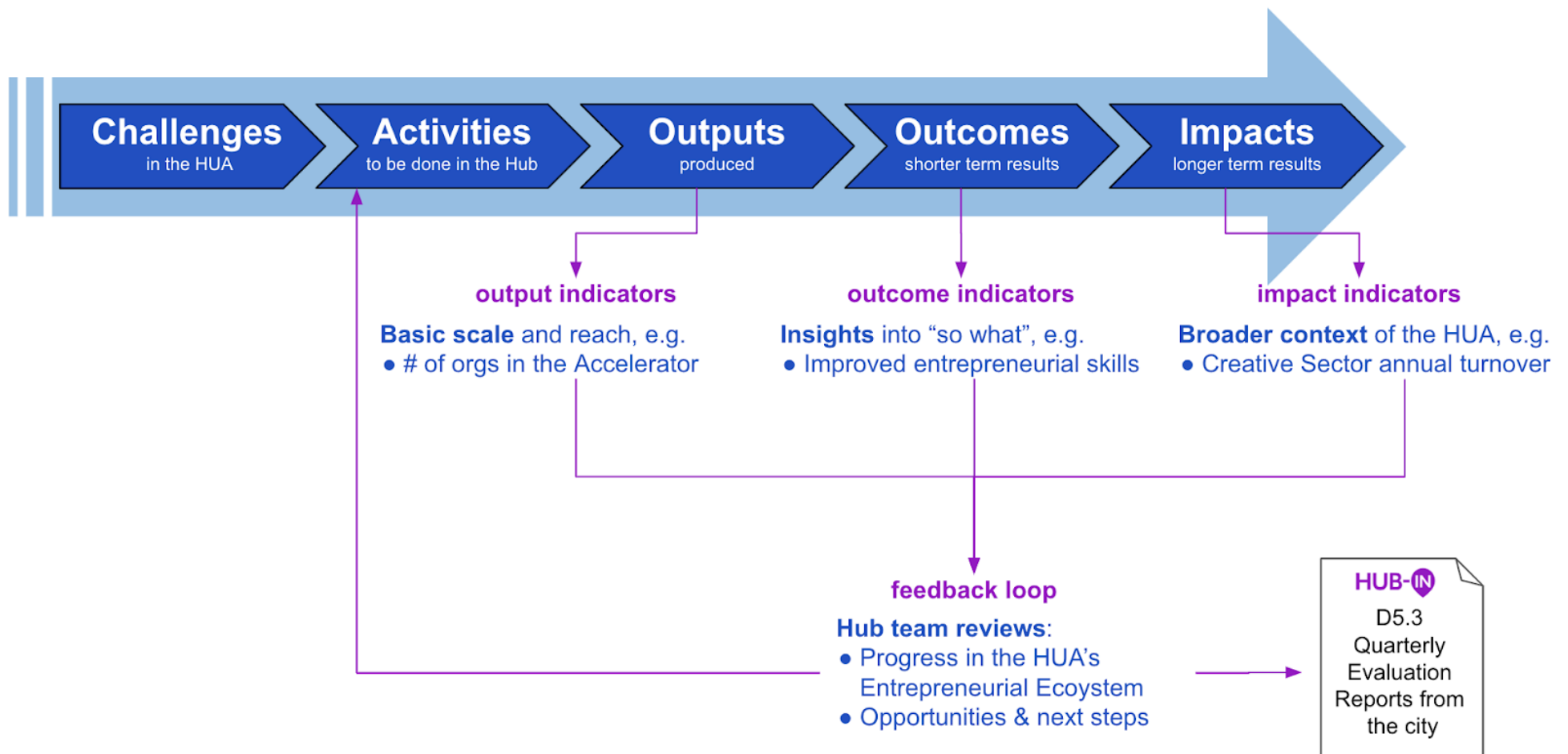
Figure 1: high level depiction of using a Theory Of Change logic model to identify where cities may most effectively blend their monitoring and evaluation effort for relevant and insightful monitoring. Details on Theory of Change and logic models are not duplicated here - for further reading see "D5.1 "Common Impact Assessment Framework".

3.3. MONITORING MATERIALS

The practical application of the above is a set of monitoring materials in each city:

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 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, as an input to their "feedback loop" focus group on overall progress, opportunities, next steps and other insights. Wider stakeholders can be invited as needed and depending on the topics and possible stakeholder fatigue. Those focus group 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, Slovenska Bistrica 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	- Raised awareness of historical and cultural heritage to the Utrecht public - Improved preservation of cultural heritage, including hub sites
Physical & digital infrastructures	Improved capacity of BKC to make coherent interventions in the HUA
Marketplace / demand	- Increased visibility for local creatives and their work - Raised awareness of local creative products & services to Utrecht public
Support organisations	[none yet / covered by other outcomes]
Human resources	- Stimulate creative workers to locate in the HUA - Improved business viability and skills for the creative orgs supported
Knowledge	[none yet / covered by other outcomes]
Finance	[none yet / covered by other outcomes]
Leadership	Improved representation of creative sector & residents to municipality

Urban culture	• [none yet / covered by other outcomes]
Entrepreneurial culture	• Strengthened creative networks and membership of the Hub (BKC) • Improved sustainability of BKC by more funding & paying members • Improved financial viability of the local hubs and coworking spaces
Networks	• [none yet / covered by other outcomes]
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 Utrecht'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.

Utrecht Hub's logic model

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

Challenges
Problems in the HUA.

Activities
...by doing these things...

Outputs
...which will deliver these products and services...

Outcomes
...to contribute to these results (within project timeframes)...

Impacts
...to contribute to these results (beyond project timeframes).

Challenges

Dependency on volunteers for the operation of the proposed hub (current business association BKC)

Lack of funding for current talent development programmes in the HUA for young artists and creative workers

Financial model issues, including ability to raise funds, in existing hubs threatens their sustainable future

Governance model issues in how existing hubs tenants collaborate, and the roles of all / main tenants

Challenges faced with attracting visitors from the Utrecht citizens to this formerly industrial and declining HUA

Challenges attracting funding for existing talent development programmes for artists / creatives

Activities

Action 1: supporting the BKC HUB
• Professionalise the existing BKC hub by hiring additional capacity
• Improve BKC's execution capacity to address issues like accessibility, business climate, good cooperation & networks between entrepreneurs
• Invite BKC to develop a proposal plan & connected budget detailing the actions they will perform

Action 2: art in the public space
• Launch open call for artists
• Evaluate the proposals by a commission of stakeholders and independent art advisors
• Secure spaces for the artists to create their goods and services
• Use GeoTool to map and communicate the outcomes

Action 3: boost innovation and creativity via talent development
• Launch open call for diverse types of talent programmes for creatives
• Support current development programmes that are unfunded
• Connect recent creative students to experts in their discipline
• Use GeoTool to map and communicate the outcomes

Action 4: develop blueprints for governance structures for hubs
• Contract external consultant to design a consultation trajectory
• Interview stakeholders for their challenges & collaboration wishes
• Pilot new governance structure on Domplein 4 (amateur art hub)
• Use Atlas, Toolkit and Roadmap for Machinerie as the foundation for the consultation trajectory

Outputs

Professional support roles funded in the BKC

Interventions within the HUA led by BKC, e.g. accessibility, climate, etc

GeoTool communications to public about BKC (artworks, talent dev etc)

Open call held for local artists

Exhibition of artistic outputs, e.g. wall murals, documentaries etc

Interdisciplinary training program (coaching, networking etc)

Student-master programme connecting students to experts

Template governance structures (co-operation, tenant management)

DIY toolkit, based on Domplein 4 governance, for other cultural hubs

Outcomes

Strengthened creative networks and membership of the Hub (BKC)

Improved sustainability of BKC by more funding & paying members

Improved representation of creative sector & residents to municipality

Improved capacity of BKC to make coherent interventions in the HUA

Stimulate creative workers to locate in the HUA

Raised awareness of historical and cultural heritage to the Utrecht public

Increased visibility for local creatives and their work

Improved business viability and skills for the creative orgs supported

Raised awareness of local creative products & services to Utrecht public

Improved financial viability of the local hubs and coworking spaces

Improved preservation of cultural heritage, including hub sites

Impacts

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

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

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

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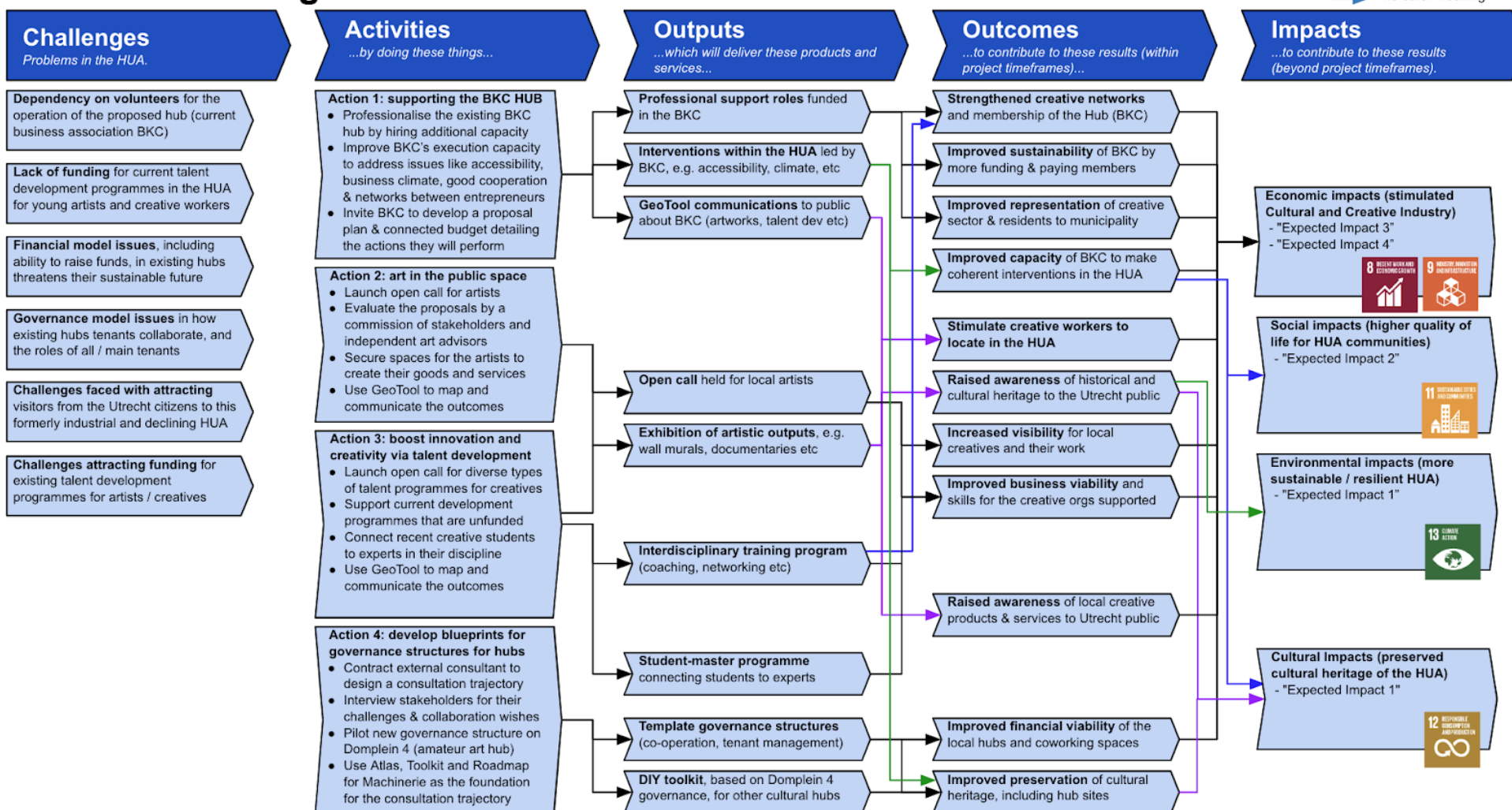- "Expected Impact 1"

Figure 2: Utrecht'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 strong a 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 Utrecht, the prioritised outcomes selected were:

- Strengthened creative networks and membership of the Hub (BKC)

- Improved business viability and skills for the creative orgs supported

- Improved preservation of cultural heritage, including hub sites

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: turn the BKC business association into a Hub for the HUA

Outcome indicator: Strengthened creative networks and membership of the Hub (BKC)	
BKC Data *(ongoing)*	
Purpose	To obtain insights into the longer term impacts intended from HUB-IN.
Indicators	BKC data: ● Annual jobs in the creative industries in the HUA ● total m2 workspace available in the HUA for the creative industries
Limitations	Additional data (such as annual jobs or turnover in the creative sector) is not available for the HUA, but the number of jobs is tracked.
BKC Focus Group *(Feb 2024)*	
Purpose	To obtain insights into the longer term impacts intended from HUB-IN.
Study design	Focus groups of approximately 6-10 participants from the BKC hub, exploring changes experienced since the Action Plan
Indicators	The focus group will explore: ● perceptions on network strength: density, diversity, value ● perceptions on quality of governance: inclusivity, effectiveness ● perceptions on quality of knowledge exchange ● improvements in capacity for HUA interventions ● recommendations for improvement / lessons learned ● strengthened profile of the Werkspoorkwartier to attract makers and brains
Analysis	Focus group analysis of key insights, diverging views and areas to explore
BKC Report *(from March 2023)*	
Purpose	To obtain insights into the interventions arising in the BKC as a result of the professionalisation.
Indicators	At time of writing, the nature of the interventions is undecided and unknown. The report

	is to include description of the challenges addressed, benefits realised, stakeholders affected, quantitative demonstrations of impacts where available

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

Output indicators *(from April 2023)*	
Purpose	To support the outcome above with evidence of the scale and nature of the BKC's professionalisation.
Indicators	From Hub team: • Number of new members, split by size of firm or sector • Number of HUB events organized and the attendance, split by gender • Number of people subscribed to the newsletter
Analysis	Simple tracking of the figures each quarter.

ACTION 2: initiate an art programme in the HUA via an Accelerator

Outcome indicator: Improved business viability and skills for the creative orgs supported	
Open Call Questionnaire pre- and post- *(from May 2023)*	
Purpose	To obtain insights into the skills gained in the Accelerator, and the products / services produced.
Study Design	All entrepreneurs complete a questionnaire pre- and post- as part of receiving funding.
Indicators	The questionnaire asks about: • growth in revenues • change in skills - hard skills • change in skills - soft skills • plan to still operate in the HUA next year • case study on products / services produced • lessons learned - what went well, not so well, suggestions • additionality (to what extent changes are due to the Accelerator)
Analysis	The Hub team (or colleagues proficient in data analysis) can review the questionnaire results and compare pre- and post- findings.

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 Accelerator

Indicators	From the Accelerator co-ordinator: ● Number of artists and creative entrepreneurs supported, split by gender ● Number of (people in the) audiences reached through the artistic goods and services
Analysis	Simple tracking of the figures each quarter.

ACTION 3: innovation and creativity talent development programme

Outcome indicator: Improved business viability and skills for the creative orgs supported	
Trainee Questionnaire pre- and post- *(from June 2023)*	
Purpose	To obtain insights into the skills gained in the Training programmes, and resultant products / services produced.
Study Design	All trainees complete a questionnaire pre- and post- as part of receiving support.
Indicators	The questionnaire asks on: ● change in the specific skills targeted by the training programme ● case study on products / services produced ● lessons learned - what went well, not so well, suggestions ● perceptions on attribution (i.e. what proportion of change is due to the support) ● number of additional economically viable artistic goods and services realised
Analysis	The Hub team (or colleagues proficient in data analysis) can review the questionnaire results and compare pre- and post- findings.
Indicators	The questionnaire asks on: ● demographics (age, gender, etc) ● additionality (to what extent their visit is due to the trail) ● 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- findings.

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 training
Indicators	From the hubs engaged: ● Number of artists and creative entrepreneurs supported, split by gender

	• Number of artistic goods and services realized • Number of (people in the) audiences reached through the artistic goods and services
Analysis	Simple tracking of the figures each quarter.

ACTION 4: develop blueprints for governance structures for hubs

Outcome indicator: Improved preservation of cultural heritage, including hub sites	
HUA Study *(from March 2024)*	
Purpose	To obtain insights into the expansion effects on CCI of hubs with good governance.
Indicators	The municipality provides data on: • number of buildings dedicated to creative businesses in the Werkspoorkwartier
Focus Groups for new Hubs *(from February 2024)*	
Purpose	To obtain insights into the expansion effects on CCI of hubs with good governance.
Indicators	Qualitative focus group of hub members explores: • perceptions on network strength: density (are there enough contacts connected, diversity, value etc) • perceptions on quality of governance: inclusivity • perceptions on quality of governance: effectiveness • impact of the governance on their hub: maturity, business, results etc • recommendations for improvement / lessons learned

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 trail.
Indicators	From Hub team: • Number of additional hubs in which the template is applied • Number of additional hubs in which the toolkit is applied • Case studies of how the template and toolkit are applied, in what types of Hubs, benefits, challenges • Number of organisations and creative workers impacted by the template and toolkit
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, frequencies of measurement, and collection start dates

- 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 to 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 actions. Where relevant, these are set out below.

Indicator	Data collection plan		
Description	Unit	Source	Target
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	#	BKC and Cultural Hubs Final Report (by March 2024)	24-42
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	BKC and Cultural Hubs Final Report (by March 2024)	30 - 40
Number of external local projects or programmes linked to the eight HUB-IN pilots for possible cross fertilization	#	Municipality / Hub team	15
Number of ideas or solutions explored or prototyped during the invention process in the eight HUB-In pilot	#	BKC and Cultural Hubs Final Report (by March 2024)	5 - 7
Number of ideas or solutions explored during the Accelerator programs in the eight HUB-IN pilots	#	BKC Final Report (by March 2024)	9 - 10
# of start-ups offering solutions or services related with the three strategic clusters of activities	#	BKC Final Report (by March 2024)	7
Number of products or services developed during the Accelerator programs for the eight HUB-IN pilot	#	BKC Final Report (by March 2024)	1 - 2
Expected financial leverage to ensure the HUB-IN pilots' activities beyond the project lifespan (euros)	€	BKC Final Report	€ 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
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 core 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:

- **Rick Everts (Utrecht)** - 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 Launch Date *(dependent on implementation dates)*	Item
May-23	Open Call questionnaire - pre
Jun-23	Trainee questionnaire - pre
Mar-24	Case studies on effects of the BKC interventions in the final report
Jan-24	Open Call questionnaire - post
Jan-24	Trainee questionnaire - post
Feb-24	Focus Groups for new Hubs
Feb-24	BKC Focus Group "after"

- **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:

	Description			Data collection plan				
Indicator type	**Indicator**		**Stakeholder groups benefitting**	**Unit**	**Data source**	**Frequency of measurement**	**Target**	**Data collection start date**
Action 1: turn the BKC business association into a Hub for the HUA								
OUTCOME: Strengthened creative networks and membership of the Hub (BKC)								
Impact indicators	Additional jobs in the creative industries in the HUA		BKC, general entrepreneurs in the HUA, municipality of Utrecht	# per year	BKC	Quarterly	500 jobs untill 2033	April 2023
Outcome indicators	The total m2 workspace available in the HUA for the creative industries		"	net change in m2	BKC	quarterly	NA	ongoing, already by April 2023
	Focus group of BKC members "after":		"	Qualitative	"after" focus groups	End of trajectory	Qualitative, perceived improvement of all measured topics	Feb 2024
	– perceptions on network strength: density, diversity, value		"	"	"	"	"	"
	– perceptions on quality of governance: inclusivity, effectiveness		"	"	"	"	"	"
	– perceptions on quality of knowledge exchange		"	"	"	"	"	"
	– improvements in capacity for HUA interventions		"	"	"	"	"	"
	– recommendations for improvement / lessons learned		"	"	"	"	"	"
	– Strengthened profile of the Werkspoorkwartier to attract makers and brains		"	"	"	"	"	"
	Report on the number of interventions (practical change or improvements in the HUA)		"	quantitative	Final report	"	5	April 2023
	Case studies on effects of the interventions in the final report (challenge addressed, benefits realised, stakeholders realised, quantiative demonstrations of impacts)		"	qualitative	"	"	NA	final monitoring report to be sent before end of March 2024
	The value in € of additional funding acquired		"	€	"	"	€100,000 for 2023, €100,000 for 2024	April 2023
Output indicators	Number of new members, split by size of firm or sector		"	#	BKC	quarterly	10	April 2023, final report by March 2024
	Number of HUB events organized and the attendance, split by gender		"	#	"	"	at least 5	"
	Number of people subscribed to the newsletter		"	#	"	"	10%	"

Description			Data collection plan				
Indicator type	Indicator	Stakeholder groups benefitting	Unit	Data source	Frequency of measurement	Target	Data collection start date
Action 2: initiate an art programme in the HUA via an Accelerator							
OUTCOME: Improved business viability and skills for the creative orgs supported							
Outcome indicators	Number of additional economically viable artistic goods and services realised	BKC, general entrepreneurs in the HUA, Utrecht public, Utrecht municipality	#	BKC (or other executing organisation)	final report	NA	April 2023, final report in Mar 2024
	"Before" and "after" questionnaire of the supported entrepreneurs	"	"	"before" and "after" questionnaire	pre- and post-	all supported Entrepreneurs - number accepted confirmed by application results	pre: June 2023, post: Jan 2024
	– growth in revenues	"	€	"	"	"	"
	– change in skills - hard skills	"	quantitative	"	"	"	"
	– change in skills - soft skills	"	quantitative	"	"	"	"
	– plan to still operate in the HUA next year	"	yes / no	"	"	"	"
	– case study on products / services produced	"	quantitative	"	"	"	"
	– lessons learned - what went well, not so well, suggestions	"	quantitative/qualitative	"	"	"	"
	– perceptions on attribution (i.e. what proportion of change is due to the Actions	"	quantitative	"	"	"	"
Output indicators	Number of artists and creative entrepreneurs supported, split by gender	"	#	BKC (or other executing organisation)	final report	NA	June 2023, final report in Mar 2024
	Number of (people in the) audiences reached through the artistic goods and services	"	#	"	final report	NA	"

	Description		Stakeholder groups benefitting	Data collection plan				
Indicator type	Indicator			Unit	Data source	Frequency of measurement	Target	Data collection start date
Action 3: innovation and creativity talent development programmes								
OUTCOME: Improved business viability and skills for the creative orgs supported								
Outcome indicators	"Before" and "after" survey of the supported talents		BKC, young entrepreneurs in the HUA, Utrecht public	(see below)	"before" and "after" questionnaire	pre- and post-	all supported Trainees - number accepted confirmed by application results	pre: June 2023, post: Jan 2024
	– change in skills		"	quantitative	"	"	"	"
	– case study on products / services produced		"	quantitative	"	"	"	"
	– lessons learned - what went well, not so well, suggestions		"	quantitative/qualitative	"	"	"	"
	– perceptions on attribution (i.e. what proportion of change is due to the Actions		"	quantitative	"	"	"	"
	Number of additional economically viable artistic goods and services realised		"	#	"	"	"	"
Output indicators	Number of artists and creative entrepreneurs supported, split by gender		BKC, young entrepreneurs in the HUA, Utrecht public	#	the cultural hubs that perform these talent programmes	final report	15 (5 per programme)	"
	Number of artistic goods and services realized		"	#	"	"	"	"
	Number of (people in the) audiences reached through the artistic goods and services		"	#	"	"	"	"

	Description			Data collection plan				
Indicator type	Indicator	Stakeholder groups benefitting	Unit	Data source	Frequency of measurement	Target	Data collection start date
Action 4: develop blueprints for governance structures for hubs								
OUTCOME: Improved preservation of cultural heritage, including hub sites								
Outcome indicators	number of buildings dedicated to creative businesses in the Werkspoorkwartier	HUA	quantitative	Municipality	annually	improvement	report by end of March 2024
	Qualitative focus group of hub members "after"	young entrepreneurs in the HUA, creative Hubs	qualitative	focus group / meeting, run by external consultant	final report external consultant	Qualitative, perceived improvement	findings by March 2024
	– perceptions on network strength: density (are there enough contacts connected)	"	"	"	"	"	"
	– perceptions on quality of governance: inclusivity	"	"	"	"	"	"
	– perceptions on quality of governance: effectiveness	"	"	"	"	"	"
	– recommendations for improvement / lessons learned	"	"	"	"	"	"
Output indicators	Number of additional hubs in which the template is applied	"	#	Hub team	municipality	3	"
	Number of additional hubs in which the toolkit is applied	"	#	"	"	"	"
	Case studies of how the template and toolkit are applied, in what types of Hubs,	"	qualitative	"	"	"	"
	Number of organizations and creative workers impacted by the template and toolkit	"	#	"	"	"	"

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:

		Description	Dimension			
Indicator type	Indicator	Stakeholder groups benefitting	Economic	Environ-mental	Social	Cultural
Action 1: turn the BKC business association into a Hub for the HUA						
OUTCOME: Strengthened creative networks and membership of the Hub (BKC)						
Impact indicators	Additional jobs in the creative industries in the HUA	BKC, general entrepreneurs in the HUA, municipality of Utrecht	Y			
Outcome indicators	The total m2 workspace available in the HUA for the creative industries	"				
	Focus group of BKC members "after":	"				
	– perceptions on network strength: density, diversity, value	"	Y			
	– perceptions on quality of governance: inclusivity, effectiveness	"	Y			
	– perceptions on quality of knowledge exchange	"	Y			
	– improvements in capacity for HUA interventions	"	Y	Y	Y	Y
	– recommendations for improvement / lessons learned	"	Y			
	– Strengthened profile of the Werkspoorkwartier to attract makers and brains	"	Y			
	Report on the number of interventions (practical change or improvements in the HUA)	"				
	Case studies on effects of the interventions in the final report (challenge addressed, benefits realised, stakeholders realised, quantiative demonstrations of impacts)	"	Y	Y	Y	Y
	The value in € of additional funding acquired	"	Y			
Output indicators	Number of new members, split by size of firm or sector	"				
	Number of HUB events organized and the attendance, split by gender	"				
	Number of people subscribed to the newsletter	"				

	Description			Dimension			
Indicator type	**Indicator**	**Stakeholder groups benefitting**	**Economic**	**Environ-mental**	**Social**	**Cultural**
Action 2: initiate an art programme in the HUA via an Accelerator							
OUTCOME: Improved business viability and skills for the creative orgs supported							
Outcome indicators	Number of additional economically viable artistic goods and services realised	BKC, general entrepreneurs in the HUA, Utrecht public, Utrecht municipality	Y			Y
	"Before" and "after" questionnaire of the supported entrepreneurs	"				
	– growth in revenues	"	Y			
	– change in skills - hard skills	"	Y			
	– change in skills - soft skills	"	Y			
	– plan to still operate in the HUA next year	"	Y			
	– case study on products / services produced	"	Y			
	– lessons learned - what went well, not so well, suggestions	"				
	– perceptions on attribution (i.e. what proportion of change is due to the Actions	"				
Output indicators	Number of artists and creative entrepreneurs supported, split by gender	"				
	Number of (people in the) audiences reached through the artistic goods and services	"				

Description		Stakeholder groups benefitting	Dimension			
Indicator type	Indicator		Economic	Environ-mental	Social	Cultural
Action 3: innovation and creativity talent development programmes						
OUTCOME: Improved business viability and skills for the creative orgs supported						
Outcome indicators	"Before" and "after" survey of the supported talents	BKC, young entrepreneurs in the HUA, Utrecht public	Y			
	– change in skills	"	Y			
	– case study on products / services produced	"	Y			
	– lessons learned - what went well, not so well, suggestions	"				
	– perceptions on attribution (i.e. what proportion of change is due to the Actions	"				
	Number of additional economically viable artistic goods and services realised	"				
Output indicators	Number of artists and creative entrepreneurs supported, split by gender	BKC, young entrepreneurs in the HUA, Utrecht public				
	Number of artistic goods and services realized	"				
	Number of (people in the) audiences reached through the artistic goods and services	"				

	Description			Dimension		
Indicator type	Indicator	Stakeholder groups benefitting	Economic	Environ-mental	Social	Cultural
Action 4: develop blueprints for governance structures for hubs						
OUTCOME: Improved preservation of cultural heritage, including hub sites						
Outcome indicators	number of buildings dedicated to creative businesses in the Werkspoorkwartier	HUA	Y			Y
	Qualitative focus group of hub members "after"	young entrepreneurs in the HUA, creative Hubs	Y			Y
	– perceptions on network strength: density (are there enough contacts connected)	"	Y			
	– perceptions on quality of governance: inclusivity	"	Y			
	– perceptions on quality of governance: effectiveness	"	Y			
	– recommendations for improvement / lessons learned	"	Y			
Output indicators	Number of additional hubs in which the template is applied	"				
	Number of additional hubs in which the toolkit is applied	"				
	Case studies of how the template and toolkit are applied, in what types of Hubs,	"				
	Number of organizations and creative workers impacted by the template and toolkit	"				