



Doing the indicator reality check

City of Lublin (Poland)
Creative Spirits Network

In the URBACT network Creative Spirits, Lublin aims to support the development of the creative sector in the city. This includes developing clusters and partnerships in this sector, supporting the commercialisation of creative undertakings and education related to creative skills and industries. This ambition is set in the context of the overarching Lublin Development Strategy 2013-2020.

1. Data availability challenges

To monitor the development of the creative sector and manage the implementation of the cities actions in support of this sector, the city of Lublin turned to the existing indicator set from the Lublin Development Strategy. This included several adequate indicators for creative industries.

However, it soon became clear that there were several practical complications to use these indicators for quick and ongoing monitoring and performance management of their Creative Sector policy actions. The indicators are based on external data sources that the city cannot update itself. Moreover, the data is updated only once every 3 years. This interval is too long to be used for steering the cities interventions in a rapidly developing sector like the creative one. And finally, the data is based on subjective information from surveys among entrepreneurs that in practice proved to be somewhat unreliable. As a consequence, these indicators are not appropriate for monitoring and steering the implementation of the cities Creative Strategy actions

2. The indicator reality check

The solution developed by Lublin has been to simplify the result framework of their creative industries action plan in a pragmatic way. They did this in two steps:

The city decided to keep two of the indicators from the Lublin Development Strategy 2013-2020 as long-term *results indicators* for the development of the creative sector in Lublin. These are not used for performance management of the creative action plan, but rather to demonstrate long-term results of the plan. By choosing these indicators they also ensure compatibility of the results with the city-wide strategy:

- Number of businesses in the sector of creative industries compared to the total number of businesses
- Employment in the creative sector compared to total employment

In addition, Lublin designed a number of practical, dependable and easy to verify *output indicators* that can be updated and monitored regularly by the city without external dependency. These are used to manage the performance of Lublin's creative industry action plan.

- Number of supported companies
- Life-span of supported companies
- Vacancy rate of available premises in target area
- Nature/scope of activities of companies present in target area
- Number of participants in activities for the creative industries

By doing this indicator reality check early on in the implementation process, Lublin avoided getting stuck with a sophisticated but unpractical results framework.

3. Sources

- [Lublin Creative Spirits solution story](#)
- [Lublin Operational Implementation Framework](#)