URBACT III

(2014 - 2020)

Application Form

Priority axis-Investment Priority-Specific Objective 1-1-3

1. Promoting Integrated Sustainable Urban Development

1.1. Disseminating good practice and expertise and capitalising on the results of the exchange of experience in relation to sustainable urban development, including urban-rural linkages

1.1.3. To improve the implementation of Integrated Plans for sustainable urban development

TechRevolution 2.0

TechRevolution 2.0

Submitted version

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1.PROJECT SYNTHESIS

1.1 Project identity

Identification

Acronym	TechRevolution 2.0
Programme reference	Tech Revolution 2 (provisional)
N° SYNERGIE–CTE (for search)	8249
Title	TechRevolution 2.0
Lead Partner	Barnsley (UNITED KINGDOM)

Length of project

Start date	End date
2021-06-01	2022-12-31

1.2 Summarised description of the Good Practice to be transferred

Medium-sized post-industrial cities in Europe seek ways to grow & diversify their economies to compete with the pull of larger hubs. This is even more important in the wake of the COVID-19 pandemic. Barnsley has been committed to growing higher value jobs, particularly within its tech and digital sectors. The Good Practice comprises 2 main pillars:

- Enterprising Barnsley, an award winning business support programme
- The Digital Media Centre, a landmark hub for tech business in the town centre.

1.3 Proposed Partnership

	Partner organisation	Type of organisation	Regrouping	Country	Area	NUTS 3
Lead Partner	Barnsley	Local Public authority	EU Transition regions	UNITED KINGDOM	South Yorkshire	Barnsley, Doncaster and Rotherham
	ALYTUS	Local Public authority	EU Less developed regions	LITHUANIA	Lietuva	Alytaus apskritis
	Novska	Local Public authority	EU Less developed regions	CROATIA	Kontinentalna Hrvatska	Sisačko-moslavačka županija
	Rzeszow	Local Public authority	EU Less developed regions	POLAND	Podkarpackie	Rzeszowski
	City of Roeselare	Local Public authority	EU More developed regions	BELGIUM	Prov. West-Vlaanderen	Arr. Roeselare

1.4 Thematic objective

	Allocate the project to 1 specific TO
Thematic objective	3. Competitiveness of SMEs

1.5 Total budget

ERDF		Swiss Fund		Norway Fund		Other Financing	Total budget
ERDF	Public co-financing	Swiss Fund	Public co-financing	Norway Fund	Public co-financing		
449,277.49 €	94,541.91 €	0.00 €	0.00 €	0.00 €	0.00 €	0.00 €	543,819.40 €

2. PRESENTATION OF PROJECT PROPOSAL

2.1 Thematic Content

2.1.1 Definition of the issue / policy challenge to be addressed by the Good Practice

The TechRevolution Good Practice will address the challenge of helping small and medium-sized cities across Europe embrace the digital economy with a specific focus on supporting the development of innovative entrepreneurship ecosystems and high value, knowledge-based jobs within the 'next economy'. Supporting digital transformation is more important and relevant than ever before as the COVID-19 pandemic evolves.

The Good Practice was developed by Barnsley over more than 12 years and comprises two main pillars: i) a business support programme - Enterprising Barnsley and ii) a landmark hub for creative and digital business - the Digital Media Centre, established in Barnsley's town centre:
Enterprising Barnsley: Initially funded through ERDF and subsequently by the Council, Enterprising Barnsley provides an integrated package of intensive support focused on local (start up and established) business needs in order to create and accelerate economic growth. The portfolio of projects focuses upon business start-up support, business incubation, enterprise coaching, inward investment, business grants, property support, networks and workshops and enterprise hubs.
The DMC: a landmark town centre hub of creative and digital businesses with office accommodation located in a unique environment. The building also has environmental credentials (BREEAM Excellent building).

The combination of the main physical asset of the DMC with support programmes and activities, is a key success factor of the Good Practice but it is not the only one. The adoption of new ways of working has also been instrumental in the success of the initiative. Barnsley's approach has been one that collides traditional and digital industry expertise and that operates on the principle of openness, which has highly contributed to the successful uptake of the offer by the wider business community. In the Transferability Study which provided the framework within which transfer was facilitated in Phase 1, the key success factors were seen to be:
- An 'open door' policy: availability for any growing business, putting customers at the heart of the work;
- Making space available at no or low cost to those who want to deliver activities for other businesses, or digital sector events (e.g. hack days);
- Delivering a constantly evolving and varied programme of events, from casual meet-ups to networking and 'dives' into new tech, a monthly breakfast club and workshops for startups based on Lean Business Model Canvas;
- Using Slack as a digital platform to collaborate with digital community, generate feedback and ideas, as well as informal conversation;
- Free-to-access bespoke business support for growing companies.

Through these interrelated activities and open and lean approach, Barnsley has successfully developed its local digital ecosystem. Barnsley Council and stakeholders have been able to develop a number of linked initiatives and spin offs such as IoT Tribe North Accelerator (this was as a result of a city visit to Tallinn as part of URBACT TechTown), Connected Healthcare in partnership with the regional health science network, Connected Manufacturing (in partnership with the national

innovation organisation Digital Catapult) and a Digital Campus (under development). As a result, Enterprising Barnsley now creates around 1500 jobs per year and every £1 invested by Enterprising Barnsley helps to secure an additional £5.33 in private sector investment into the local economy; and, every £1 of investment secures an extra £0.96 in business rates for the Council.

Building on the successful experience of the first TechRevolution Transfer Network (TechRevolution 1.0), TechRevolution 2.0 will enable four new-to-URBACT European small and medium-sized cities to come together to study each and every element of Barnsley's Good Practice in their own local contexts and strategic priorities and to address the challenge of transitioning their traditional economies towards the 'next economy'.

Digital transformation is a challenge for small and medium-sized cities. Although European small and medium-sized cities have started their transition towards the digitalisation of their services and economies, and positive progress have been made, post-industrial medium-sized cities that are still more reliant on traditional industries face issues when it comes to transforming their economy and competing with larger cities regionally and nationally. By focusing on how cities can develop themselves as places for digital jobs and businesses, and specifically on the spaces, support and skills needed to enable this ecosystem development, the TechRevolution Good Practice will support cities with the development of their transfer plans and activities to address this challenge.

In the wake of the COVID-19 pandemic, this issue is more important than ever. The crisis has led to an economic slowdown, higher unemployment, inequalities and exclusion. It has triggered an unprecedented digital wave that has transformed our lives, but also highlighted the reality of the current deficit of digital capacity in medium-sized cities, and the urgency of developing, growing and supporting sustainable, strong and competitive local digital business ecosystems with accompanying digital upskilling programmes. In this context, more than ever, cities have a role to play in supporting the business community if they want their businesses and local economy to 'survive and thrive in the new normal'.

Medium-sized cities need to find (new) ways to grow more and better jobs and businesses to respond to the pressure and what might be the long-lasting economic and social impact of the pandemic as well as break down their more structural barriers.

Supporting the development of the digital sector is key to this transition.
Dynamic and innovative entrepreneurship is one of the main drivers for a strong urban economic and societal environment. Entrepreneurs and startups in particular are often more flexible, agile and open to change. In the last year, SMEs and startups were the biggest job creators in Europe. Since March 2020, 48% of startups globally have hired new employees and 78% plan to hire new employees before the end of 2021 [source: https://data.stationf.co/].

Supporting the development of digital business skills programmes is also key. The Digital Economy and Society Index (DESI) 2020 shows that four out of ten adults and every third person who works in Europe lack (basic) digital skills. This is even more true of higher knowledge-based skill sets. To develop a more sustainable pipeline of higher value knowledge-based businesses and jobs, medium-sized cities need to create an environment where start-ups and businesses can access and retain talent locally and link with cutting edge academia and research centres.

Those two issues are at the core of the TechRevolution Good Practice. All the transfer partners are small and medium sized

cities, seeking to revolutionise their local economy through the development of tech and digital jobs and entrepreneurship. They all want (and need) to transform their economies and become recognised regional digital players in their region. Several partners also have significant learning and experience of their own, which will contribute to enhancing Barnsley's existing work.

2.1.2 Link to European urban policy context, EU 2020 strategy and 10 Thematic objectives

By encouraging the transfer of Barnsley's Good Practice, which is focused on creating a local urban environment that encourages more knowledge-based and digital entrepreneurship and higher value jobs, TechRevolution 2.0 will directly contribute to the objectives of the Europe 2020 strategy to promote sustainable and inclusive economic growth and competitiveness, as well as its flagship initiatives such as the Innovation Union, the European Digital Agenda and the refreshed European Skills Agenda.

Tech Revolution 2.0 is well aligned with the Urban Agenda for the EU, which "strives to establish a more effective integrated and coordinated approach to EU policies and legislation with a potential impact on Urban Areas and also contribute to territorial cohesion by reducing the socio-economic gaps observed in urban areas", and will "contribute to enhancing the knowledge base on urban issues and exchange best practices and knowledge, for evidence based urban policy making, as well as for providing tailor made solutions for major challenges".

TechRevolution 2.0 is most closely aligned with the Digital Transition Partnership, which aims to provide 'improved public services to citizens, to support European Cities in exploiting the possibilities of digitalisation, and assist European businesses to develop new innovations and create new business opportunities for global markets'. The emphasis on the importance of not only digital services being available for everybody but also digital skills and entrepreneurship is particularly striking, given the ongoing challenges in the partner cities (see section 3.1). The network will also look at how cities can adapt and apply business model thinking to drive their local urban digital transition. Barnsley's journey to setting up its DMC and making it into a sustainable thriving hub required a locally revolutionising change process in the Council's approach to managing the hub. Partner cities will have the opportunity to hear and learn from this experience.

TechRevolution 2.0 is also very closely linked to the Jobs and Skills in the Local Economy Partnership, which highlights the importance of the 'next economy' being 'about enabling the transition of cities and regions with a strong industrial base into a next economy' based on knowledge, interconnection and digital platforms. It recognises a need for more hard and soft investment, includes 'Business Locations' as a sub priority, and stresses the importance of having spaces and places for start-ups and scale ups. It cites the role of the public sector as 'bringing together the quadruple helix partners and developing a systematic approach'. One of the central themes of TechRevolution 2.0 is also about how cities can develop and retain the talent and skills needed by tech, digital and creative businesses by providing the right local 'soft' and 'physical' infrastructure.

The more recent developments of the Urban Agenda for the EU also shows the importance of multi-level governance and the value of integrated approaches to realise the full potential and contribution of urban areas towards achieving the objectives of the Union and related national priorities. Those principles are at the core of TechRevolution 2.0. To successfully drive change in their local economy and develop local digital ecosystems, TechRevolution 2.0 partners will work with a variety of stakeholders at local but also regional level. By empowering their local stakeholders, they will demonstrate the vitality of small and medium-sized cities and drift away from the pull and influences of nearby larger hubs and cities. TechRevolution 2.0 is also well aligned with the European Union Cohesion Policy 2014-2020 and fits its Thematic Objective

3 - Enhancing the competitiveness of small and medium-sized enterprises (SMEs) in particular.

"SMEs are key actors of the European economy. There are 25 million small and medium enterprises (SMEs) in Europe employing around 100 million people (two out of three private sector jobs), and accounting for more than half of Europe's. SMEs are key to bringing innovative solutions to challenges like climate change, resource efficiency and social cohesion and help spread this innovation throughout Europe. They are therefore central to the EU's twin transitions to a sustainable and digital economy." (SME strategy, March 2020).

The Good Practice to be transferred will contribute to (further) activating the tech and digital sector in the partner cities by seeking solutions to reduce the barriers to the transformation of their traditional economies and encouraging the growth of a thriving local digital ecosystem. The project will contribute to "improving the start-up environment by creating networks for entrepreneurs, investors, and academics, and organising events to identify and spread good practices".

TechRevolution 2.0 is also linked to:

Thematic Objective 1 - Strengthening research, technological development and innovation. The development of the digital economy is one of the prerequisites for a thriving research and development and innovation in Europe. The digital economy broadens opportunities for small and medium-sized cities to develop hubs and create their own opportunities through the provision of adequate hard and soft infrastructure.

Thematic Objective 2 - Enhancing access to, and use and quality of information and communication technologies. By developing their digital economies cities will enhance the use of ICT by their citizens and businesses. They will also likely change the way they share and provide information. This shift is actually amplified and rendered even more important by the COVID pandemic.

Thematic Objective 10 - Investing in education, training and vocational training for skills and lifelong learning. One of the key objectives of the Network is to help cities develop their local skills agenda and programmes to develop and retain talent. TechRevolution 2.0 will look at how cities can better join up further/higher education institutions training providers and digital, tech and creative businesses to better prepare and equip people for the skills requirements of the digital economy, now and in the future. Engaging those stakeholders in the ULGs will be key.

Thematic Objective 11 - Enhancing institutional capacity for public authorities and stakeholders and efficient public administration by encouraging cities to adopt new multi-governance models and a lean and open thinking to their management and delivery models. All partner cities are new to URBACT and have expressed a strong interest in the URBACT participatory method proned by the Programme, in particular at local level through the stakeholder engagement approach of the ULG.

TechRevolution 2.0 is also aligned with the new SME Strategy 'for a sustainable and digital Europe' included in the new industrial strategy published in March 2020, which aims at building capacity and supporting SMEs in their transition to sustainability and help create a business-friendly environment and boost SMEs' competitiveness. Both core elements of the TechRevolution Good Practice (Business support programmes and a physical hub - the DMC) are focused on building capacities and developing more competitive digital spaces, where start-ups and SMEs can innovate and thrive.

Looking ahead, TechRevolution 2.0 is also aligned with the priorities of the 2021-2027 Cohesion Policy strategic priorities and the five main objectives that will drive EU investments, and ESIF in particular during the 2021-2027 programming period:

A Smarter Europe, through innovation, digitisation, economic transformation and support to small and medium-sized businesses

A Greener, carbon free Europe, implementing the Paris Agreement and investing in energy transition, renewables and the fight against climate change

A more Connected Europe, with strategic transport and digital networks

A more Social Europe, delivering on the European Pillar of Social Rights and supporting quality employment, education, skills, social inclusion and equal access to healthcare

A Europe closer to citizens, by supporting locally-led development strategies and sustainable urban development across the EU.

At international level, the network has close links with the UN Habitat's Sustainable Development Goal 9 'Industry, Innovation and Infrastructure' and will support the New Urban Agenda's aims of:

Developing sustainable and resilient infrastructure with a focus on affordable and equitable access for all

Promoting investments, innovations and entrepreneurship

TechRevolution 2.0 is also well aligned with the overall European priority to promote gender equality in innovation, and in particular its Shaping Europe's Digital Future and Women in Digital strategies. The Women in Digital Scoreboard 2020 shows that "women are under-represented at all levels in the digital sector in Europe. Although the digital sector is rapidly growing, creating hundreds of thousands of new jobs every year, the share of women in this sector is decreasing". A number of business support activities delivered through Enterprising Barnsley specifically aim at encouraging and empowering women to play a more active role in the digital sector. Embedding gender equality consideration and promoting women participation in the tech sector and in the digital economy will be highly featured in the transfer of the GP and in all the network's activities.

By doing so, TechRevolution 2.0 will also contribute to the UN's Sustainable SDG 5 on Gender Equality and Women's Empowerment

In short, TechRevolution 2.0's theme is central to core EU and UN policies.

It is also clear that the COVID pandemic has created a rapid and colossal shift in the way cities and businesses operate, accelerating a change that was already burgeoning or happening. The time is therefore absolutely right for cities to be prioritising the growth of tech and digital economies if they want to survive and thrive in the new normal.

2.2 Shall the proposal contribute to the URBACT Specific Objective 3 (related to transfer networks)?

-	YES	NO	Comment

Shall the proposal contribute to the URBACT Specific Objective 3 (related to transfer networks)?	X		The TechRevolution 2.0 Transfer Network will contribute to the Programme's Specific Objective 3 'improving the implementation of integrated plans for sustainable urban development' by building upon Barnsley's recognised Good Practice and transferring it to four cities that are new to URBACT.
			Through an intense programme of transnational exchange and learning activities, partner cities will be taken onto a journey that will see them deep dive into the TechRevolution Good Practice to understand its main elements and adapt and re-use (implement) some or all of them in their cities. Together partner cities will tackle the challenge of transforming their traditional economy into a knowledge-based economy by creating the conditions for a thriving digital, tech and creative ecosystem and ultimately create more high value jobs and businesses.
			The proposal will achieve horizontal integration by addressing the social, economic and environmental wellbeing of the cities and their citizens through the creation of more and better jobs and businesses, and by ensuring that citizens have the skills and opportunities to access higher value jobs and businesses access to a pool of talents that they need to grow their business. TechRevolution 2.0 will also seek to further improve the GP by integrating the sustainability agenda with the digital and innovation agenda.
			Vertical integration will be achieved by encouraging a cohesive and coherent approach at different levels of governance through active cooperation between the municipality, other local and regional public sector bodies, as well as a range of relevant stakeholders - education and training organisations and the private sector, in particular the digital, tech and creative sector.
			TechRevolution 2.0 brings together an experienced URBACT Lead Partner with four new URBACT cities. Through the participatory approach that will be used at local level through the work of the ULG, we will enable the involvement of, and a dynamic working collaboration between the city, businesses and a variety of local stakeholders towards the implementation of the Good Practice. In turn, this experience can trigger change in the ways of working of the city administration too: the participatory approach (the URBACT method) combined with a lean, private sector mindset/methodology, as advocated by TechRevolution 2.0.
			The project will also contribute to improving the implementation approach of the city through the development and delivery of their Transfer roadmaps, which will provide a dynamic framework to drive and support cities into adapting and re-using the relevant elements of the Good Practice, e.g. testing new solutions by implementing and ultimately 'learn by doing'.
			The TechRevolution Good Practice represents not only an improvement for medium-sized cities that need to transition their economies, it is also a good example of new ways of working and collaborating between the city and its local stakeholders as well as between stakeholders outside the local government, which can be transferred to a variety of contexts.

2.3 Please explain the added value of transferring this good practice as part of a transnational network

The opportunity to share Barnsley's Good Practice with four more transfer cities over the next 18 months is very timely, given the importance and resilience of tech and digital sector industries during the COVID-19 crisis. Now more than ever, Europe's small and medium sized towns and cities need to prioritise growing a local digital and tech economy both in terms of a vertical and through digitalisation of existing or traditional industry. This is one of the few sectors that has continued to grow throughout the pandemic. It offers a wide range of employment and business opportunities, both technical and non technical (on average, 40% of roles in most tech companies are non technical roles). It also contributes to environmental sustainability, reducing the need for resource-intensive activities.

As we (hopefully) emerge from the COVID crisis, cities will need to prioritise sustainable economic recovery and this sector will be at the heart of this effort. Digital and tech companies also have the potential to contribute to the fight against climate change, often reducing the need to travel, for example or providing technical solutions for environmental monitoring and control. Over the past 2 years there has also been an increase in 'tech for good' businesses, offering solutions to societal challenges. So, this transfer network has potential to contribute to environmental, social and economic goals.

The Good Practice has been developed and delivered over a period of 12+ years. Building on the lessons of the first Transfer Network, this second wave will help a further 4 towns and cities to learn from a wide range of council staff and local stakeholders what works and what doesn't when it comes to supporting tech and digital companies to survive and grow. It will prevent these cities from making some of the mistakes that have been made in Barnsley. It will help them to develop the networks, skills, knowledge and ambitions needed to create the conditions from which a digital and tech ecosystem can grow. It will help them to identify local digital champions and to engender the buy-in and support needed to drive this agenda forward. It will provide them with detailed information on a large number of interlinked projects and processes which, taken together, constitute the Good Practice.

We have selected the partner towns and cities carefully as we are conscious of the speed at which we will need to get started and progress. They are at varying stages in the development of their tech and digital ecosystem and all offer varied services for business development, both startup and growth. We plan to engage the whole Enterprising Barnsley and DMC team across the whole programme and will bring relevant members of our URBACT local group in through transnational meetings. Each element of the Good Practice will be unpicked so that the new partners understand the individual components and how putting them together in different combinations can create new and different solutions to their own local challenges. They will have an opportunity to test these solutions in a safe and trusted space - under the tutelage of the Barnsley team and the wider TechRevolution network. It is clear that all members of the Network have different pathways leading to a common goal of a better economic development service. What is also clear is that there are a number of proposed solutions that we, as lead partner, can learn from.

For Barnsley itself, this provides another opportunity to grow our international networks, something that is even more important locally now that the UK has left the European Union. We will also gain a further network of peers and critical friends who we know will both enable us to reflect upon our successes to date and challenge us on things we have still not quite cracked. In essence, the Transfer Network becomes a wider base for consultation over and above the Local Group. We

plan to use the knowledge gained from this partnership to inform the delivery of our DMC 02 and The Seam, Barnsley's Digital Campus which were launched during 2020 and help us look ahead to a DMC 03.

The Transfer cities themselves have the opportunity to learn from the whole network, not just the Lead Partner. This was definitely a useful feature of the TechRevolution 1.0 Network where smaller bi-lateral and sectoral clusters emerged through the course of implementation. We also plan to facilitate learning and exchange between TechRevolution 1.0 partners and the 4 partners joining phase 2. We will create a sort of 'buddying' system, based on partner contexts and level of transfer potential and provide tools to encourage the original partners to support their peers through their transfer journey.

2.4. Reference to the External Assessment Panel recommendations and how these were addressed

n/a

3. RATIONALE OF PROPOSED PARTNERSHIP

3.1 Please explain the rationale used for selecting Phase 2 partners and explain any changing to the partnership since Phase 1

TechRevolution 2.0 partnership is composed of

- The Lead Partner Barnsley (UK) - Transition region - Population: 243,300

and four Transfer partner cities, all new to URBACT:

- Alytus (Croatia) - Less developed region - Population: 54,725

- Novska (Lithuania) - Less developed region - Population: 13,518;

- Roeselare (Belgium) - More developed region - Population: 63,603

- Rzeszow (Poland) - Less developed region - Population: 196,310

We believe that the partnership offers good geographic coverage. It also brings on board new cities that complement well the partnership of TechRevolution 1.0.

Selection process

The selection of the partners was made on the basis of a questionnaire elaborated by the Lead Partner together with the Lead Expert of TechRevolution 1.0, and sent to the National URBACT Points to help reach out a maximum number of cities, as well as direct contacts using our connections in different Member States, regions and cities.

In filling out the questionnaire, cities were asked to provide a general presentation of their city (socio-economic data mainly) and their business/digital sector specifically (drivers, barriers and ambition), an overview of relevant existing strategies and initiatives, and a high-level SWOT analysis of their local situation.

Cities were also asked to already indicate people and/or organisations, which would be likely to be involved in their ULG as well as their first thoughts on which aspects of the Good Practice are most relevant to their city and show greatest potential in terms of transferability. Cities also had to confirm that they'll be able to devote the necessary financial and human resources to transfer the GP as well as the political support.

Overall the questionnaire was structured in such a way as to collect as much information as possible early on, due to the tight timeline to develop the partnership. It was a long and demanding questionnaire that clearly already aimed at testing the appetite and commitment of the cities expressing interest.

The main criteria used for the assessment of their answers were:
- Over 50,000 population
- Demonstrated interest in building a digital and tech economy
- Existing or planned Smart City or Digital Economy strategy
- Not involved in an URBACT III Network now or in the past
- A committed team that is open to learning, exchange and fun ;)

The partnership

All the Transfer partners are towns or cities seeking to revolutionise their local economy through the development of tech and digital jobs and entrepreneurship. They all want (and need) to transform their economies from being heavily reliant on traditional industry to supporting the development of high value, knowledge-based jobs within the 'next economy'. They all also have significant learning and experience of their own, which will contribute to enhancing Barnsley's existing work and furthering its ambition to transform its economy through the growth of high quality knowledge based digital jobs.

All partners are medium-sized cities (with the exception of Novska, which is a small city but with very strong established collaboration with, and ambition to play a major role in the development of the gaming sector at regional level). All partners have different industrial backgrounds, which will offer a great opportunity to test the GP in different settings. All partners also demonstrate an ambition to be a recognised regional player, which boosts their appetite to learn and share and achieve great results.
All partners will be able to really benefit from lessons learnt in Barnsley and revolutionise the way that they approach digital and tech job creation and entrepreneurship so as to grow more and better jobs for local citizens.

Barnsley - Good Practice City & Lead Partner

Barnsley is a medium-sized city located in the North of the UK and between two larger economic centres Sheffield and Leeds. Its largest employment sectors are the public sector (21%), wholesale and retail trade (16.9%), and manufacturing (14%). A former mining town seeking to diversify its economy, Barnsley has, over the last decade, made significant positive progress in developing its creative, tech and digital industries, and growing more and higher value jobs for local people.

The two elements of the recognised Good Practice, Enterprising Barnsley and the creation of the DMC, were instrumental in this achievement and the foundations for a number of spin off initiatives developed and implemented by the city, such as

URBACT TechTown project, the setting up of an IoT Accelerator, Connected Health and Connected Manufacturing programmes, and the Digital Campus.

However, Barnsley's digital and tech sector still operates at subscale and the city still needs to develop a more sustainable pipeline of higher value, knowledge-based businesses and talent to become an even stronger player at regional level. There remains a local and regional deficit in this area and clearly Barnsley cannot stand still and expect to address this.

Relevant policies

At local level, Enterprising Barsnley, the establishment of the Digital Campus and overall support to the digital economy (digital skills, digital connectivity infrastructure, etc.) are also the heart of Barnsley Economic Renewal Plan (2021), which lays out the priority actions for a post-COVID recovery.

The Sustainable Environmental Action Plan (2020-2025) provides a framework for reduction of carbon based on the Donut model. It sets out 4 community aims to ensure that the transition will be just, the borough and its people will be adaptable, health inequities are reduced and ultimately carbon will be reduced. The development of the digital ecosystem will be required to benchmark itself against the relevant elements of the Donut (Carbon wheel).

The Good Practice is also closely linked to the More and Better Jobs plan and the TechTown Integrated Action Plan, which sets out the ambitions to create a Digital Campus that will connect digital people, businesses and learning online and offline.

At regional level, the Sheffield City Region Digital Action Plan sets out regional ambitions for a digital sector that can help drive growth across different industries.

Expected improvements

Barnsley's approach is 'always learning, always asking questions'. There is still more work to do to fully address the local ambitions of more digital jobs and businesses.

During the first phase of TechRevolution, Barnsley worked with 6 partner cities to study every element of the GP and adapt them to their local contexts. For Barnsley it was a great opportunity to widen its European network and exchange with partners on how to strengthen its collaborative approach and digital and innovation ecosystem.

With TechRevolution 2.0, Barnsley is looking to link the sustainability agenda with the digital and innovation agenda. It will re-study the elements of its GP through the inclusive economy and 'tech for good' lenses and adapt/build on its own GP to integrate climate change and sustainability as drivers for the development of the local digital ecosystem.

By taking new fellow cities onto their transfer journey, Barnsley will also have the opportunity to continue its own journey and to draw upon its partners' experience and expertise.

Alytus - Transfer City

Relevance of the theme

Alytus is a medium-sized city located in Southern Lithuania and the sixth largest city in Lithuania. Alytus is also situated within the vicinity of Vilnius, therefore feeling the pressure and competitiveness of the capital city on its economy and population. The city also faces the challenge of a declining population.

Alytus' economy is mainly based on wholesale and retail trade, transport trade and repair, accommodation and catering

services (about 30% of GVA but only 3% of employment) and traditional industries - metallurgic industry and furniture manufacturing, which represent 21% of the GVA and 30% of employment.

Its business stock is quite small with less than 2,000 businesses operating in the city, of which 99% are micro and SMEs and 29% use digital commerce in their operations. The development of its SME-stock and digitalisation of activities in particular since the pandemic, is a priority goal for the municipality, which seeks to increase Alytus' attractiveness and promote business development and investment opportunities, through better cooperation between the public and private sectors and investment in the development of business infrastructure. Digital transformation is also a key priority to retain and increase its young active population, in particular through providing higher value employment opportunities as well as encouraging entrepreneurship from the young generation.

Alytus' policies relevant to the Good Practice are

- Strategic Plan of Alytus City Development by 2030 and its horizontal priority 'Smart City', stating the vision of Alytus as a "future-oriented and sustainably growing city. This is the DNA of Alytus growth, which is based on smart and sustainable solutions that contribute to the creation of a comfortable and opportunity city. Urban development is based on a forward-looking approach that aims to create a more environmentally friendly, vibrant and attractive city for future generations, thus ensuring the long-term growth of the city. The city is open to innovation and creativity, an unconventional approach."

- Entrepreneurship is also one of the top priorities of Alytus City Municipality Strategic Action Plan for 2021–2023, which aims at "Promoting urban economic growth by increasing business competitiveness, export volumes and employment" by improving the general business environment [...] to support the development of small and medium-sized enterprises.

- This is also echoed in the Vision for the Development of Alytus region in 2021, which is based on the principles of sustainability, partnership and openness and aims at developing a competitive growing economy, sustainable community, [...] with a view to ensuring the wealth and high quality of life of all, and for the future generations, by combining economic and scientific potential to develop high value-added products.

Relevant initiatives aiming at developing the digital economy include the "Food Technologies Digitalization LT", led by Alytus Business Advisory Center, and delivered in partnership with the Lithuanian Energetic Institute and 13 SMEs from five countries: Lithuania, Denmark, Finland, Sweden and Latvia. The project's objectives are to increase the horizontal and vertical integration of technology digitization into food; Increase the production and export of high value-added digital technology products for the food industry; and create preconditions for increasing the international competitiveness of cluster members and technological digitization of food production.

Expected results

Some of the key barriers identified to the development of an innovative and digital ecosystem in Alytus include a traditionally risk-averse business culture and inability to experiment quickly, the lack of digital and scientific skills in the population, the lack of a coherent and cohesive corporate vision for digital, and risks around cybersecurity.

However, the city and its stakeholders also recognise that technology is key to do more with less, that businesses need to be able to respond to customers quickly and reliably and have the right information in front of the right people at the right time, that businesses that are able to rapidly implement tech are more likely outperform the economy and clearly, the COVID-19 crisis has shown that access to digital tools is essential to everyday life and that businesses in Alytus need to quickly adapt if they want to be competitive.

Alytus is therefore very interested in learning and understanding how Barnsley has operated its local change, and in adapting and implementing those practices that were successful in Barnsley - both Enterprising Barnsley and the DMC.

The transfer of the Good Practice could prove instrumental for Alytus in addressing its urgent need to trigger a swift change in its local business culture and ecosystem by transitioning its traditional businesses and traditional working practices towards more digital working places and businesses, and being able to attract more innovative and creative people in Alytus.

Through the transfer of the GP, the city also hopes to make changes in its vocational training and college study programmes to support the development of the digital sector and retain local talent. Ultimately Alytus expects that the transfer of the GP will contribute to the city developing itself as a sustainable smart city with a growing (digital) economy.

The city has already identified local stakeholders that will form its ULG (See section 4.3.1 for detail).

The city has the full support of its Mayor who will also participate in the ULG.

Novska - Transfer City

Relevance of the theme

Novska is a Croatian small city located about 100 km southeast of the capital city Zagreb.

Novska's business stock comprises only micro and SMEs. Its economy and labour market are heavily dominated by, and reliant on manufacturing (wood processing in particular), which represents 50% of employment in the city. The traditional construction sector is also important with 26% of all employment.

However, in the last few years, Novska has begun to operate a transformation of its economy towards a more digital economy with the development of the gaming sector. This sectoral growth was encouraged by the development and delivery of a new curriculum in the city's high schools focused on video games technicians' skills (a curriculum available in only 2 cities in Croatia - Novska and Siska), the municipality's grant policy for self-employment, and the creation of an incubator for startups.

Whilst almost all cities and sectors of the economy faced challenges during the COVID-19 pandemic, Novska has shown some positive growth thanks to its gaming sector. The city has managed to attract new citizens from larger cities in Croatia and is showing growth in the number of new businesses registered.

Novska's policies relevant to the Good Practice are

- At city level, Novska' Strategic Development Programme 2018-2023 and its key objective to "encourage the development of entrepreneurship and crafts, [by] supporting the application and development of new technologies and innovations" and focusing on "entrepreneurship development in the gaming sector" therefore leading to the creation of more start-ups in the city.

- At regional level, the Development Strategy of Sisak Moslavina County 2017-2020, which focuses on stimulating value-added industries and digital and new technologies development, by 1. encouraging the electronics and other value-added industries; 2. encouraging an export-oriented economy; and 3. encouraging an industry based on innovation and modern technologies.

Relevant initiatives

The Startup incubator is a key initiative co-financed by EU funds, and delivered by Novska, in partnership with the Development Agency of Sisak Moslavina County and Sisak Moslavina County Authority. The incubator aims to be a catalyst for startups operating in the gaming industry as well as the metal industry sector, and for new high value job creation in the city and the region. The incubator will link its activities with other related digital specialisations such as blockchain, AI, AR and IoT.

Novska has also been/is home to a number of other initiatives in the science and tech sector, led by the municipality or local stakeholders, which include:

An incubator for social innovation (Zajedno smo jači), an ESF funded project delivered by a local third sector organisation. The project aimed at strengthening civil association capacity through education and individual consultation, activation of young people through new activities, starting of Incubator of social innovation – multimedia studio for recording music, videos…

NOVSKY, another ESF funded project (just started), which aims at developing a science park in Novska and promoting science, physics and ICT in education, creating a STEM laboratory, and a science ecosystem (networking, building capacities).

Expected results

Although ambitious, Novska's gaming sector is still in its early years of development and the city continues to face important challenges due to its over reliance on traditional industries and barriers to the development of a wider and more mature tech digital and creative ecosystem.

The local challenges include a lack of digital skills and training opportunities, an ageing population, a low level of networking opportunities for businesses and digital businesses in particular, a deficit of digital infrastructure (no superfast broadband and low level of new technologies in the city) and access to finance.

The transfer of the Good Practice will provide a unique opportunity for Novska to identify and test elements and new innovative ways to develop, grow and mature their digital ecosystem.

Both pillars of the Good Practice are equally relevant to the city:

Enterprising Barnsley: As a town, Novska has developed a support system for entrepreneurs, but it needs further strengthening and forming in order to scale up and to achieve the best results. Triggering change in a very traditional industry based is challenging and the way to 'modern' and innovative entrepreneurship is not easy. Novska aims to understand how Barnsley has operated the change and to put in practice the elements that would help Novska implement a support system at highest level;

Digital Media Centre (DMC): It is a great opportunity to benchmark the PISMO incubator and DIH, active in gaming and operating, looking at the potential similarities between the two projects and identifying options for improvement.

Through its participation in TechRevolution 2.0, Novska wants to create and achieve new development opportunities, new jobs, access to various stakeholders, institutions and networks.

Over the next five years, Novska's ambition is also to build a Gaming Campus in collaboration with the Regional Development Agency SIMORA and Sisak Moslavina County. This campus is one of the strategic projects promoted by the Croatian national government. Novska is therefore keen to also learn from Barnsley's journey to create its Digital Campus.

Novska is also keen to share with all partners its early experience of developing the gaming sector. It is expected that all Network partners will benefit from exchanging on the initial success of Novska to develop a new tech sector, attract new talents and businesses from other larger cities and cooperate with its regional partners.

The city has already identified local stakeholders that will form its ULG (See section 4.3.1 for detail).

The city has the full support of its Mayor.

Roeselare - Transfer City

Relevance of the theme

Roeselare is a medium-sized city located in the Flemish province of West Flanders in Belgium.

Its economic strength lies mainly in the retail and food sector (approx. 25% of employment), as well as construction and manufacturing (20%) and professional, scientific and technical activities (approx. 20%). It has a strong structure of local SMEs (with high survival rate) and a rapidly modernising industry. Although Roeselare does not have a university, the city has developed strong links between knowledge institutions and local economic clusters and the wider region.

The digitalisation of its trade economy, in particular retail activities in the town centre, through better generations and use of data, is a priority for the city.

However, the city faces challenges. It is in direct competition with other larger cities in the region (Kortrijk, Bruges, Ostend) in particular with regards to retaining and attracting talent: there is a brain drain towards those larger neighbouring cities and a gap between jobs and the skills locally available in the city. Local entrepreneurs have trouble recruiting highly skilled staff, which puts a break on their business growth, their innovation capacity, and consequently the local economy.

Policies that are relevant to the Good Practice include:

- 'PRO plan' - Roeselare Business Development Plan

The plan focuses on the creation of space for innovative entrepreneurship, in particular in the health and food sectors, through easier and adequate access to skilled staff, physical business space and administrative support and information. The PRO-plan also pinpoints 'Smart Energy- ecological innovation and sustainability', new processes and technology in the manufacturing industry, digitalising and contemporary technological trends.

- 'Kernplan' (Coreplan)

A second important policy instrument is the 'Kernplan' (Coreplan) - 'Venturous and smart ahead', focused on the city centre's development. And aiming to promote and further develop the attractive and safe central shopping area and the smart densification and interconnectedness of the city's urban functions.

During the last policy period (2013-2018) the city focussed on infrastructure. During the new policy period (2019-2024) the city focuses on people with smart city and the SDG's as drivers.

Relevant initiative

The most relevant local initiative is the KiCK project 'Strengthening the core in city centres' (2020-22) is delivered in

cooperation with other West-Flemish cities and aims at making the local economies and city centres flourish again by using big data and smart technologies and developing data-driven shopping areas.

Expected results

With the transfer of Barnsley's Good Practice, Roeselare wants to identify new solutions and optimise its existing projects to increase the 'smart' potential of its economy and move towards a strong digital and tech economy. The city really wants to connect data and business and grow its local digital ecosystem to become a smarter city and economy.

Roeselare is particularly interested in the Enterprising Barnsley element of the GP.

The city plans to develop a 'Digiproud' project meant to hire freelancers that can give traders and other businesses one-to-one training to step into the digitalised economy. Enterprising Barnsley has developed good practices that could help and inspire Roeselare to further develop this project.

Through the study of the GP, Roeselare is also looking to identify and test new ways of addressing the digital skill gap and recruiting and training. The city wants to include its labour force and citizens in the transition towards the digital economy and are looking for good ways of approaching this issue.

By participating in this Transfer Network, Roeselare also wants to create a dialogue with the important stakeholders in the city and include them in the process of learning and inspiring, both within the TechRevolution 2.0 network and in the working group that will be set up. Having the opportunity to learn and test the URBACT method is an additional strong motivation.

The city has already identified local stakeholders that will form its ULG (See section 4.3.1 for detail).

The city has the full support of its Mayor.

Rzeszów - Transfer City

Relevance of the theme

The city of Rzeszów is a medium-sized city located in the southeastern part of Poland. It is an economic, scientific, cultural and leisure centre for the region, home to five universities and with strongly established industries. In 2016, Rzeszów received the URBACT Good Practice Award for the implementation of external service points for its residents.

The public sector is the largest employer, closely followed by the industry sector. Several innovative clusters in the aviation and astronautics industry, ICT and renewable energies sectors are established in the city and near region. Industrial smart specialisation in those sectors is the main driver for the local economy development and digital transformation.

Rzeszów has a good existing offer of business support for start-ups and business working space for entrepreneurs to set up their business (Academic Business Incubators, Samsung Incubator, Podkarpackie Incubator of Information Technologies)

However, although thriving, the city also faces important challenges, which are not dissimilar to other medium-sized cities: increased competitiveness with other larger cities in the region both to attract investment and talent, a declining population and economic emigration(nationally and internationally) of its young educated population, which impacts directly on the dynamism and innovative potential of the city's economy. The city has also been hit by the COVID Pandemic.

Strengthening and further growing its digital economy and ecosystem is therefore a priority for the city.

Policies that are relevant to the transfer of the Good Practice include:

- The Development Strategy for the City of Rzeszów until 2025

The main goal of the strategy is to strengthen Rzeszow's ability to stimulate the economic growth of the city, creating sustainable jobs and improving the quality of life of its inhabitants, by providing intensive and multi-directional support for the development of entrepreneurship as well as concentration on advanced technologies and cooperation between business and the world of science and other entities of the local economy.

- At regional level, the Regional Operational Program of the Podkarpackie Voivodship for 2014-2020 (work is currently underway on a new program for 2021-2027) aimed at increasing the region's competitiveness by supporting the development of entrepreneurship and reducing technological and IT delays.

Local relevant initiatives include:

- Adaptation of the concept of Urban Lab in Rzeszów (2019-21) delivered by a partnership between the Municipality of the City of Rzeszów, the Institute for the Development of Cities and Regions and the Ministry of Funds and Regional Policy. The main goal of the project is to introduce real changes as a result of the cooperation of various interest groups in the city and to create a modern city capable of supporting various forms of innovation in its statutory role, but also in the business structure.

- Podkarpackie Spatial Information System (PSIP; 2015-21) delivered by a large consortium led by the Region and with Rzeszow as a partner. The project aims at improving the region's competitiveness by creating a regional, open, digital platform, integrating spatial information resources for the purpose of their publication and provision of related e-services.

- Regional Center for Vocational Training in the Field of Modern Technologies, which aimed to create conditions for economic development and growth of innovation potential and knowledge transfer by creating a base for practical training in the use of modern manufacturing technologies, adapted to the needs of the local and regional labor market and the needs of enterprises operating in innovative sectors.

Expected results

With the transfer of the GP, Rzeszów wants to improve and strengthen its approach and tools to build and sustain its local digital ecosystem.

Rzeszów's experience of implementing the Urban Lab Rzeszów as a pilot project proved very successful. The city now wants to create a strong Digital and Smart Hub for local development in the fields of smart city and digital economy. It is therefore particularly interested in understanding and adapting the GP's elements related to the development of the DMC and testing them in its local environment.

The set of services provided by Barnsley to its startup ecosystem with its long list of successes, and spin-offs derived from the project is similar to initiatives the Rzeszów is interested in developing and implementing. The city wants to use its participation in TechRevolution 2.0 to gain knowledge and experience on how to develop and create a sustainable solution on a larger scale, which will contribute to growing its start-up ecosystem and increase cooperation between many sustainable urban development actors in the city and the region.

By participating in the network, Rzeszów is also keen to share its own recognised good practice in engaging citizens, and its recent successes (and challenges) in using smart specialisation as a driver for its local digital transformation and attracting and developing innovative industry clusters.

The city has already identified local stakeholders that will form its ULG (See section 4.3.1 for detail).

The city has the full support of its Mayor and Members of the Council as well as its regional authority.

4. ACTIVITIES AND EXPECTED OUTPUTS

4.1 Description of Work Package 1- Network management

4.1.1. Organization of the project coordination

The general coordination and management of the Network will be carried out by a team of dedicated officers at Barnsley Council, the Lead Partner (LP). The management and coordination team will be the Business Incubation Centres manager (LP Coordinator) and the DMC Project Officer, supported by an externally procured communications and marketing provider as well as the wider Enterprising Barnsley and economic development team. The management and coordination team will ensure thorough project and financial management working in close collaboration with all city partners and the URBACT Joint Secretariat. This will ensure smooth project development and delivery, and achievement of the project objectives.

Taking into consideration that all Project Partners are new to URBACT, the LP will pay particular attention, and allocate sufficient time and human resources, to providing strong support and clear information, guidance and instructions to all PPs so they all have a good understanding of the project, its requirements and their responsibilities as project partners. Barnsley has extensive experience of European transnational project management including URBACT as do all members of the management and coordination team (see detailed roles and organisation arrangements in section 6).

To ensure a successful management and coordination of the network, the LP will:

i. Set up a strong project management process and support
At network level, the LP project management team will be responsible for partnership meetings to discuss management, financial and administrative issues at every transnational network meeting. In addition to the Programme-level administrative and financial capacity-building activities, the Lead Partner and the Lead Expert will run short sessions on different aspects of the URBACT method and administrative requirements. In addition, the Lead Partner (and where appropriate the Lead Expert) will continue to offer support to the PP in preparation of the claims throughout the duration of the project.

The LP will proactively support all PPs with each and every aspect of project management through online channels, and when possible face to face, on a one-to-many and one-to-one basis as relevant.
Barnsley will use a range of digital tools to support project management and coordinate exchange between partners, such as Trello and Slack that have proved effective and easy-to-use tools in the first Tech Revolution Transfer Network. In particular, the Network will use the existing TechRevolution Slack Forum and the common document repository (Basecamp, already created), which will be useful for PPs to share documents.

From the beginning of the project, there will be a clear work plan outlining what needs to be done, when, by whom and with suggestions on how to do it effectively.

Barnsley will use its already well-established robust monitoring processes and procedures, which include the roles and responsibilities of city partners and timeline, and will be agreed within written protocols with each partner.

At PP level, all partners will have one Local Project Coordinator who will be responsible for coordinating the project activities in their city and ensure all tasks and deliverables are implemented as scheduled (see section 4.3.1).

All PPs will / have already appointed their local coordinator with relevant experience.

ii. Implement a robust collaboration method among, and with, all PPs

The LP will work to ensure a clear and efficient communication system among all PPs to ensure sustainable dynamic collaboration between partners. The Project Coordinator will centralise all communication from the LP and will also be the main point of contact between the PPs and the URBACT Secretariat.

The following will be implemented:

- Monthly virtual partnership meetings - E&L coordination: These meetings will happen in addition to the transnational meetings (See section 4.2). They have proven a very effective and very well-received activity by all partners in TechRevolution 1.0, to build and maintain the momentum of the partnership on E&L and Transfer activities specifically. The LP Project Coordinator and all local Coordinators as well as

ULG Coordinators (when they are a different person) will participate in these virtual meetings.

- Monthly bilateral 'Keep in Touch' meetings are short calls between the LP and LE and the Local Coordinator at one individual partner city. These meetings have also proven very effective in TechRevolution 1.0 to discuss progress as well as specific challenges and issues in the city.

- Monthly virtual administrative, financial and communication meetings: They will be led by the LP project management team and will convene PP officers in charge of finances, administration and communication, who do not usually participate in transnational/all-partner meetings. The LP will arrange those regular virtual meetings for all PP staff in charge of finances, administration or communication. The focus of these meetings will be to provide regular updates on resources and budget, and share and address any questions or concerns related to the monitoring, preparation and review of documents in view of the two reporting submissions (March 22 and March 2023). As all partners are new to URBACT, those meetings will be very important to ensure that there is a good understanding of the administrative and financial requirements. They will be opportunities to provide 'training' and support to the officers on any identified issues.

- Regular postings and exchange on Slack, on the project progress, activities and tasks so that PPs are regularly updated on the project development and aware of their tasks.

- In addition, ad hoc communications (by phone or online) between the LE/LP and PPs (smaller group or bilateral) will be organised whenever necessary.

4.1.2. Activities to be implemented under WP1

Network Management

As soon as the project is officially approved, the LP will communicate the result to the partners and mobilise the Network to ensure a swift and compliant start of the project.

- Legal and administrative activities
The LP Project Coordinator will be the main point of contact for all activities related to the production and signature of the legal documents, including the signature of the contractual documents at programme (Subsidy Contract - July 2021) and network level (Joint Convention signed by all partners and submitted to the Secretariat by September 2021).

The LP will use its established processes to submit timely reporting and receive and transfer ERDF funds to PPs. It will ensure that all the paperwork and evidence are ready for approval by the First Level Controller at the LP and it will provide support to the PPs to ensure that they also have all the necessary paper for approval by their FLCs. Each PP will be responsible for providing their own monthly monitoring data to Barnsley, who will be responsible for submitting the aggregated claim and FLC certificates.
Barnsley has been LP in several URBACT networks and has robust monitoring and reporting processes and procedures in place. Previous URBACT networks led by Barnsley have satisfied two in depth audits. The latter together with the deadlines, roles and responsibilities of each partner will be clearly described and explained in the written protocols agreed with the PPs.

- Management of the expertise resources (Lead and Ad Hoc Experts) and monitoring of the Expert's work programme
The LP Project Coordinator will be responsible for submitting the Expert Request Form, managing the expertise resources and monitoring delivery of the agreed expert's work programme, ensuring that the whole Network benefits from the expertise. Needs for expertise will be part of the Mid-term Reflection and adjusted accordingly in compliance with the Programme's rules. The LP has a long and well-established working relationship with its LE through previous URBACT APN TechTown and TechRevolution 1.0 Transfer Network.

- Coordination activities
The LP Project Coordinator is experienced with URBACT and will be the main point of contact for all PPs. The LP Project Coordinator will collect and manage the partners' requests with regards to budgets and use of expertise. She will also be responsible for collecting and monitoring approval documents, expenditure evidence recording and filing for audit purposes. The LP will also organise monthly partnership coordination meetings on i) Exchange and Learning and Transfer activities, which will include progress review and outputs monitoring, and ii) Administrative and Financial matters. They will take place virtually and whenever possible physically during the transnational meetings (see section 4.2.2).

- Attending training sessions and other events organised by the URBACT Programme
Barnsley will ensure that the relevant PPs representatives attend the training & capacity building sessions and other events organised by the URBACT Programme (either virtually or physically). (project coordinator, financial officer, FLC, LE, etc.). Where this is not possible, the LP will ensure that the information and material is shared with the PPs and will dedicate part of the partnership or/and administrative financial and communication meetings to training elements upon request from the PPs.

This is a very important part of the Network management and coordination as all PPs are new to URBACT.

Mid-term Reflection - after 9 months

TechRevolution 2.0 will undertake a thorough mid-term reflection in line with the Programme's requirements, on the state of play for each partner and across the network. The LE, in close coordination with the LP, and together with the PPs, will initiate a review of the budget, outputs and milestones to ensure that they are still valid for the Network. Part of a specific virtual partnership meeting will be devoted to preparing for the MTR as was the case in TechRevolution 1.0. We will use a combination of a pre-meeting survey and an interactive workshop session using the Group Expo methodology or similar to gather both quantitative and qualitative information on progress so far. The Lead Expert and Lead Partner will then analyse the results, prepare the MTR report and submit to the secretariat.

The LE and LP will then complete the report and submit to the Secretariat.

Following the review, another specific partnership meeting will be dedicated to collectively decide whether a re-programming be necessary for the budget, outputs and milestones to remain valid for the rest of the Network. If it is decided that a re-programming request should be submitted, the LP will be responsible for preparing all the relevant documentation. The LP will organise bilateral consultation with individual partners. The LP will share all the documents with the PPs for comments before being finalised and submitted to the URBACT Secretariat.

Annual reporting documents (March 22) and Final closure documents (March 2023)

The LP project management team will be responsible for completing the reporting and closure documents, with inputs from the PPs. The first Progress Report will cover 6 months from June to December 2021 and the second Progress Report will cover a 12-month period from January 2022 to December 2022.

Specific virtual partnership and administrative/finance and communication meetings will be devoted to preparing for the production and provision of the documents for the two reporting periods and to explaining the SYNERGIE CTE tool to the PPs (in addition to the online training sessions held by the Secretariat).

Through the monthly virtual administrative/finance and communication meetings, the LP project management team will ensure the continued and timely collation of the documents.

Closure documents

The LP will write the final report with input from the PPs.

4.1.3. Partners involvement in relation to WP 1 activities

All PPs will be involved in WP1 activities. They will identify a local Project Coordinator who will be the main point of contact with the LP.

Management and administrative activities

The Local Coordinator will also be responsible for

- Ensuring that the contractual documents at the PP are signed and submitted in a timely manner (e.g. Joint Convention),

- Preparing the PP's progress report and financial return and other related reporting documents and that they are ready for the approval by their FLC and submitted to the LP

- Participating in the monthly virtual Partnership meetings and the administrative, financial, communication virtual meetings.

- Participating in the preparation of the Mid-term Reflection.

- Attending physical or virtual URBACT training sessions for PPs.

Coordination activities

Each PP will create a URBACT Local Group, which will be coordinated by the ULG Coordinator. The ULG coordinator can and might be the same person as the local Project Coordinator.

Each ULG will have responsibility for their own budget and resources. They will develop and manage the local activities and will identify the local need for expertise. The Project Coordinator will submit the expertise request to the LP for approval and monitored by the LP Project Coordinator.

All other activity planned by the ULG such as peer-to-peer meetings with other partners will also be submitted to the LP for approval to ensure that they are coherent with the TechRevolution 2.0 activities.

The ULG will also be consulted as part of the Mid-term Reflection to ensure that the local challenges and benefits of the TN are captured and that the overview of the project reflects the reality of the project delivery for all partners.

The same collaborative approach will be implemented for all reporting activities.

By taking responsibility for the local management activities and ensuring that the reporting and supporting paperwork is appropriate, the local team will not only make it easier for the LP but it will also ensure that the local input is encapsulated and adds value to both the local and Network level management and coordination activities.

4.1.4. Expected Outputs under WP1

List of deliverables of the work package

Activity	ID	Type of deliverable	Unit	Title of the deliverable	Description	Total target value
1.1 Work package 1 - Project management	146076	TNW2 WP1 – Coordination meetings	Number	1.1.1 Coordination meetings	All-partner coordination meetings with Barnsley, Alytus, Novska, Roeselare and Rzeszow, held virtually every month	18
1.1 Work package 1 - Project management	146077	TNW2 WP1 – Mid Term Review (including the MTR report)	Number	1.1.2 Mid Term Review	Mid term review to be undertaken in Alytus in June 2022 with input from all partners and LE.	1

4.2 Description of Work package 2 - Project development (Phase 1) - Transnational

Exchange and Learning Activity (Phase 2)

4.2.1. General structure for Transnational Exchange and Learning Activities (reference to the transfer methodology in the transferability study should be made)

This network will use a hybrid transnational exchange model which includes features from both the carousel and radial model. So there will be an element of 1:1 and 1:many activities, including the Lead Partner plus additional exchanges between partners based on common themes or challenges.

Clearly all of our working patterns have changed over the course of the COVID-19 crisis and we see the 'new normal' which combines both physical and virtual meetings as an opportunity to add real value to this transnational network, which will be particularly important, given the short duration of the project. So, even if physical activities are possible we will continue to use the digital skills learnt and tools used during the peak of the pandemic to drive exchange and learning between face to face meetings.

The structure of our transnational exchange and learning activities therefore includes both physical and virtual activities. Our 'Plan A' is to combine regular physical all-partner meetings with frequent virtual meetings and activities. At the time of writing, however, it is not clear that this will be possible in 2021 at least. So, 'Plan B' would be to move the larger all-partner meetings online. In this scenario, we would use a combination of Zoom and Airmeet (which provides options for networking and small group work at tables as well as more of an auditorium feel) and individual sessions would be shorter - no more than 1.5-2 hours per session. We may also need to consider a scenario where some people can travel and others cannot. In this scenario we would actively develop a programme which optimises use of both in-person and virtual tools and platforms, applying all of the experience developed in delivering TechRevolution 1.0 during the Pandemic and utilising the learning materials and tools provided by the URBACT Secretariat to support cities to work virtually.

The original TechRevolution Transferability Study made it very clear that it is simply not possible or realistic to expect any of the Transfer Partners to transfer all elements of the Good Practice within the duration of the Transfer Network (then 2 years). The intended digital "ecosystems" cannot be built in this short timescale, particularly if a city is starting from scratch. The scale and complexity of the Good Practice as a whole means that much of the transfer will focus on development of the foundations / conditions from which cities can go on to grow a successful digital economy and ecosystem. It is likely therefore that some of the 'softer' elements of the Good Practice – like the business support and community offer - will be more transferable than others.

For this second stage, having reflected on the learning from phase 1, we have decided to slightly simplify the Good Practice to be transferred, focusing on the two key elements of Enterprising Barnsley and the Digital Media Centre rather than the additional spin-offs. In reality, these 'spin offs' (e.g. the IoT Tribe Accelerator, DMC 2.0, SEAM) are actually the evolution of the core Good Practice rather than something additional or different. We hope that this focus will enable the learning to go deeper and further, even though the network duration is shorter.

Rzeszow, Novska and Alytus already have, or have the ambition to open new physical spaces and places for digital start-ups

and entrepreneurs in the near future. So the transnational events will enable them to learn from, adapt and transfer the DMC experience from Barnsley. Depending on timing and margins of manoeuvre locally, partners may have an opportunity to affect how their buildings are designed but, in reality, they will probably have more influence over the softer, business and community support activities which are housed within the buildings and which will undoubtedly contribute both to occupancy and success.

As set out above, based on the original Transferability Study and our experience of TechRevolution 1.0 we will use a hybrid transnational model, taking elements of both the carousel and radial approaches and using both physical and virtual tools and methodologies. This allows the flexibility to develop a range of group activities whilst creating opportunities for one to one meetings and job shadowing, all of which will focus on the ability to transfer knowledge in one specific topic or other between the partners. Whilst the full partner meetings will allow for more strategic approaches, and also technical programme-related information, the individual exchanges can be more specifically focused at one shared issue or topic.

We will focus face to face time on team-building and will use a wide range of interactive meeting methodologies to quickly create the safe and trusting environment so essential to honest conversations about local challenges and barriers to transfer. We will also use agile start-up tools and methods to really support the partners to better understand the tech startup world. We will enable them to more fully understand all the key components of a tech startup ecosystem and how they come together in different combinations to create different versions of a digital economy. We will also support them to create personas of key players within the ecosystem and to identify people who may go on to be local digital champions. Particular emphasis will be put on ensuring that gender equality and diversity are considered and working with diverse communities including women and minorities is implemented by all partners.

We also hope to engage the original TechRevolution 1.0. partners in a number of the transnational activities as some of their learning, from having adapted and applied elements of the Good Practice already, will be extremely relevant to the new 2.0. partners.

To administer and facilitate these activities the Lead Partner will have dedicated staff to ensure all requests are logged and formulated and all relevant paperwork is completed. A full time Project Officer post will also be appointed to keep on top of the documenting both transnational learning and sharing transfer partner experiences so as to promote the activities of the partners across a wider area, liaising with the URBACT Secretariat to ensure maximum exposure.

As indicated in section 4.1, each Transnational meeting will include dedicated time for project management, finance and administrative issues and training will be provided where necessary. The Lead Partner, through its dedicated project officer, will provide support with claims where necessary until partners are comfortable with the procedures required.

At the outset we will develop a set of principles for all transnational meetings. These will include:
- Outline requirements for venues to ensure that we optimise opportunities to both visit relevant tech and digital hubs and are able to hold stimulating and interactive meetings;
- Advice and recommendations on how to reduce the meeting's carbon footprint e.g.using local producers and suppliers to reduce food miles, cutting out single-use plastic, ensuring rooms have recycling facilities, reducing air and road travel etc., and applying the '3 R's': Reduce, Recycle and Re-use

- Suggestions for how and when travel and hotel information should be shared ahead of the meeting to enable smooth and efficient meeting preparation and travel for all

- Suggestions for how to embed diversity and inclusion principles across meeting delivery e.g. encouraging gender representation amongst speakers, contributors and participants

- Broad expectations of host and visiting partners

4.2.2. Activities to be implemented under WP2

Over the Summer of 2021 we will adapt some of the materials from TechRevolution 1.0 and prepare a 'pack' of online information and accompanying materials / worksheets to get the learning process started. Given the short project duration, we cannot afford to lose this initial 3-month period but we need to be mindful of the holiday season. We will refer to the sharing materials produced for TechRevolution 1.0, adapting and re-using this as appropriate to accelerate progress.

From September 2021, we plan to implement the following transnational activities:

>> 1 Immersive Bootcamp and Full Network Kick Off Meeting in September 2021 comprising the former 1.0. and new TechRevolution 2.0. partners and including:

- 1-day immersive bootcamp - Digital Media Centre and Enterprising Barnsley: The Good, The Bad and the Learning
- 0.5. Day workshop on stakeholder mapping and engagement to support partners to build an effective URBACT Local Group
- 0.5. day workshop to explore in detail which elements of the learning can be applied to individual city contexts - including where to start and how to plan for success
- 0.5 day preparing Transfer Canvases (Roadmaps)
- 0.5 day bi-lateral meetings - speed dating between old and new partner cities

Questions to be explored in this meeting include:
- What tools does DMC use to engage businesses (why do they come here rather than elsewhere e.g. Manchester?)
- What are the ingredients to a good building? (build, design etc)
- What went wrong in the first year(s)?
- What is the DMC business model now?
- How is progress measured? What metrics are used?
- What do DMC clients say? (observation and shadowing of DMC tenants)
- How does DMC collaborate with similar hubs nearby and a wider network of partners e.g. Universities and other organisations
- How has the DMC fared during the COVID-19 crisis and how has it developed during the first phase of TechRevolution?
- What methodologies does the Launchpad use?
- How does the EB Key Account Manager system work?
- How is (social) networking used to support start-ups?
- What tangible elements can be transferred and how?
- Which elements of the GP have TechRevolution 1.0. Partners transferred? What have been the key success factors or

ongoing challenges?

- What tips / advice would the original 1.0. Partners offer to 2.0. Partners?

>> 4 Additional Transnational Learning and Exchange Meetings in November 2021, March 2022, June 2022 and September 2022

We envisage these transnational meetings to be organised over 2 days and each following a similar format which will include:

- Pre-meeting preparation / homework to maximise the learning experience during face to face activities
Input from local experts and stakeholders to help understand the local context (including site visits where relevant e.g. where cities already have a hub or similar for tech businesses)
- Mini peer review of local transfer progress to consider learning of mutual interest and explore challenges and potential solutions as a network
- Capacity building sessions to ensure that partners continue to learn URBACT tools and methodologies which will have lasting impact in their cities, beyond the lifetime of the network
- Completion of learning, action and blockers grid (see below)

All meetings will be interactive, stimulating and (hopefully;) enjoyable for participants. We learn best when we're having fun.

>> 2 x Optional Study Visits to cities outside the partnership in Summer 2021 and 2022.

As Lead Partner, it is important that Barnsley continues to learn and evolve its good practice and to keep its local group members engaged and motivated. As part of this ongoing improvement plan, it is proposed that 2 additional optional study visits be organised to European cities which offer inspiration and tangible suggestions in terms of potential changes or additions to the Barnsley GP. At the time of writing the final destinations have not been confirmed but they are likely to include 1 city in Finland (Tampere or Helsinki) and 1 other (to be confirmed during 2021). These study visits will be open to the Barnsley core team and ULG members and optional for the transfer partners.

>> Monthly all-partner calls
- To prepare for and reflect upon the physical learning and exchange meetings
- To discuss what's working well and local challenges or learnings
- To exchange on specific thematic challenges as they emerge

These calls will be informal and short, taking place at the same time / day each month. This is something we have done for the past year with existing TechRevolution 1.0 cities with great success. Former partner cities will be encouraged to join to continue their learning journey and enable them to pass on their own experiences to the new partner towns and cities.

>> Monthly keep-in-touch calls (KIT) between the LE/LP and Transfer Partners
In between the transnational events we have found that bi-lateral calls between the TechRevolution leadership team (LP and LE) and each Transfer Partner are useful. Questions to be covered include:

- How is the transfer process going?

- What is going particularly well? What challenges are you facing along the way?

- Have you had a ULG meeting since we last spoke? How did that go?

Do you have the support (political and other) you think you need locally?

- How can we help?

>> Optional work shadowing visits to Barnsley

The TechRevolution 1.0 partners who visited Barnsley to shadow key staff there found this extremely beneficial so each partner will have an option to send 1 person for 1 week to shadow someone in the Enterprising Barnsley &/or DMC team.

>> Final Sharing Event in November 2022

The final event will showcase the transfer journeys of the Transfer Cities, the improvements achieved in Barnsley as well as the partners' plans for the future.

We will invite cities from TechRevolution 1.0 to share their experience beyond the Network with the aim to inspire and provide additional impetus to TechRevolution 2.0 partners to continue their journey. We will also align the event with the evolution of the TechPlace platform and community, ensuring that TechRevolution lessons are disseminated as widely as possible across this growing URBACT community.

4.2.3. Partners involvement in relation to WP 2 activities

Active participation from the PPs and their ULGs is fundamental to the success of the transnational E&L activities and the transfer of the GP in the cities. Onboarding the PPs quickly and building strong relationships and trust between partners will be key as the usual 'development' phase when those relations are built will be very condensed.

The methodology chosen for the transnational E&L activities (Carousel and Radial Hybrid Model) includes activities in which all partners will be actively involved and with space for them to get to know each other. The chosen methodology also means that the Good Practice is not something that is being imposed from the LP to the PPs or done to them but it happens incrementally through a process of sharing by experimenting and exchanging constructive criticism between peers. Honest and open exchange will be at the heart of all sharing and learning.

The transnational meetings will be the backbone for all partner participation. Each meeting will be organised in a different partner city (Plan A), with the local partner responsible for the organisation in close collaboration with the LE. Where meetings cannot be organised physically, the host partner will work with the LE to develop the meeting virtually (Plan B). Prior to the TNM, the LE with input from the host partner will prepare and share support material. The material will provide the overall frame of the event and help partners prepare for their activity participation in the meeting. It will include the detailed agenda, a briefing on the host city and objectives and desired outputs of the E&L activities planned in the meeting. The pack will also include a GP transfer 'progress tracking' template for all partners to prepare with their ULG prior to the meetings.

The outline structure for all partner participation is as follows:

- One Immersive bootcamp and Full Network Kick Off Meeting in September 2021

- One ecosystem deep-dive in Novska (Gaming sector) in November 2021

- One exploratory GP research in Roeselare in March 2022

- One full network meeting for the mid-term review in Alytus in June 2022

- One ecosystem deep-dive in Rzeszow (linked to one innovation cluster/smart specialisation)] in September 2022

- One final event in [Barnsley] in November 2022

Two additional study visits to cities outside the network in Summer 2021 and 2022.

After the TNM, partners will be asked to share feedback on the meeting and activities, which the LE will collate in a post-meeting note and assessment to be shared with all partners. This material will also be useful for the local partners to relate and share the information with the ULGs in a consistent manner across the network.

Partners will also participate in virtual all-partner meetings to exchange information on a regular basis and participate in the decision-making.

Finally, partners have also expressed interest in working with Barsnley on specific elements of the GP and with individual partners on specific topics. They will have the possibility to interact in bilateral meetings and activities on specific modules and topics, with the LP and between PPs without the participation of the LP as follows:

- Bilateral partner exchange e.g. Roeselare and Novska on cooperation with regional authorities

- Bilateral exchange with LP and LE - KIT meetings

Transfer Partners will also have the opportunity to participate in an optional 'shadowing activity' in Barnsley. They will be able to send one of their staff to shadow Barnsley DMC and Enterprising Barnsley team on key issues of interest e.g. community engagement, client relationship, external networks and connections etc.

Barnsley will be throughout seeking to actively improve its Good Practice and take advantage of exchange and learning opportunities to evolve its model. They will be in constant 'receive' mode as well as 'sharing' so that they can maximise the value to all parties and they will be leading the network in an agile manner so that ad hoc exchange and learning opportunities can be maximised.

The ambitious programme of E&P activities is designed to maximise the potential for partners to work collectively and at pace to create a strong momentum for the transfer of the GP. All partners will have the opportunity to bring something to the table, all will be able to contextualise the activities within their local circumstances. Both the LP and the PPs will get as much as they can from the network. The hybrid approach gives scope for interaction at different levels and the short timeframe of the network means a level of intensity in the actions and the transfer journey, which might fit well the digital and tech sector used to fast action and change, and might also generate the right impetus for local authorities' economic development teams trying to instigate change locally. The ULG will be instrumental in this (see also section 4.3).

4.2.4. Expected outputs under WP2 (seminars, thematic outputs, etc.)

List of deliverables of the work package

Activity	ID	Type of deliverable	Unit	Title of the deliverable	Description	Total target value
2.1 Work package 2 - Transnational exchange and learning activities	146079	TNW2 WP2 – Transnational Network meetings	Number	2.1.1 Transnational Network Meetings	Transnational meetings in Barnsley (Sept. 21), Novska (Nov. 21), Roeselare (Mar. 22), Alytus (Jun. 22), Rzeszow (Sep. 22) and [Barnsley TBC] (Nov. 22 - Final event) Two additional study visits to cities outside the network in Summer 2021 and 2022	6
2.1 Work package 2 - Transnational exchange and learning activities	146080	TNW2 WP2 – Quarterly Network Reports	Number	2.1.2 Quarterly Network Reports	Report that captures and shares learning from the network and transfer progress, produced by the LE with input from all partners.	5
2.1 Work package 2 - Transnational exchange and learning activities	146081	TNW2 WP2 – Network sharing products (including 1st network article)	Number	2.1.3 Network Sharing Products	A set of network sharing products that capture and share learning from the network, based on communication plan, and likely to include recorded vlogs/fireside chats or audio interviews with the LP, LE, ad hoc experts, partners and stakeholders.	6

4.3. Description of Work Package 3 – The Local Dimension

4.3.1. General Framework for local activities (governance at local level, URBACT local group)

All partners will create an ULG, and these groups will be made up of a cross-section of local interested parties to ensure a "mainstreaming" and "supporting" environment. The ULG will focus on the overall ecosystem needed to promote and develop the TechRevolution 2.0 and input from these groups will drive the agenda of the Transfer Network. Diversity and gender equality will be thoroughly considered in the composition of the ULGs.

All PPs already have an indicative list of local stakeholders that could form part of their ULG. Some partners will use relevant existing local stakeholder groups as a basis for their ULG. Other partners who do not have pre-existing local stakeholder groups will set their ULG from scratch.

- Alytus' ULG will be upon the existing 'Alytus Business Development Coordination Council' and will include the following stakeholders: BNI Alytis (local business cooperation network), "Swarm" Cooperation Center (an active business space for entrepreneurs and SMEs), Vilnius Chamber of Commerce (Alytus Branch) Alytus college, Alytus Professional Training Centre, Youth Council, Alytus Municipality (Business development department and Finance and Investment Department). The Mayor will also be a regular member of the ULG.

- Novska's ULG will include the following initial stakeholders: NORA (Local development agency), SIMORA (Regional development agency and PISMO Accelerator partner), AK NOGA (NGO currently implementing the Incubator of social innovation project), Udruga mladih Novska (NGO implementing the Novsky project about developing a science park and promoting science, physics and ICT in education), FLAMBOYANT d.o.o and GROW, (Two local businesses/entrepreneurs in the gaming sector), Municipality.

- Roeselare's ULG will include the following initial stakeholders: Inagro (Knowledge partner of agricultural and horticultural businesses/smart food), Vives (University of applied Sciences, involved in Factories of the Future), POM West-Vlaanderen (Provincial Development Agency), WVI (Intermunicipal cooperation in West-Flanders), Roularta Media (Belgian multimedia group, located in Roeselare and that will help communicate the project work locally), Arhus (Innovative knowledge institution that works on (life-long) learning - digital literacy, innovation and entrepreneurship), Quicksand (microelectronics study firm with expertise in data innovation transfer), Gelotology (Strategic partner of the city and IMEC-VUB-Smith), Municipality.

- Rzeszow's ULG will include the following initial stakeholders: Urban Lab Rzeszów, Podkarpackie Innovation Center, University of Information Technology and Management, Technical University of Rzeszów , SAMSUNG Inkubator Rzeszów, IDEA Global, IT Innovation Cluster, Municipality.

All partners will appoint a ULG coordinator. The ULG coordinator will be selected based on their ability, capacity and commitment to communicate, in professional english, the activities of the Network at ULG level, and the activities of the ULG at the Network level, as well as to external audiences (see section 4.4.2 - communication). The ULG coordinators will also need to demonstrate a good knowledge and understanding of the digital and tech sector in their city and ability to link the project to other activities and strategies at the local level as well as capacity to work closely with the partner city.

Some partners have already nominated their Local coordinator:
- Roeselare's Local Coordinator: Gino Dehullu is a Senior strategic advisor and Project manager at Roeselare municipality. He has a lot of experience with the city and is a strategic expert on both European projects and Smart Cities. He has coordinated several innovative projects in the past, and is the mind behind most of the data-based and digitisation projects in Roeselare. He is proficient in English.

- Rzeszow's Local Coordinator: Jerosz Wojciech is from the City's Promotion of International Relations Department. He has experience of EU projects, was involved in the implementation of municipal activities aimed at the development of the aviation industry and the IT environment; He cooperates with institutions and organizations that bring together local start-ups; He is self-educated programmer of web and mobile technologies.
He will work alongside Klaudia Kolcz, who will be the ULG coordinator. Klaudia is part of the Promotion and International Cooperation Department of the City of Rzeszów. She is responsible for international cooperation, investor service and tourist promotion as well as for coordinating the local start-up ecosystem. Both Jerosz and Klaudia are proficient in English.

As all Transfer cities are new to URBACT, particular attention will be given in the first two months by the LP and LE to provide the partners with strong support with regard to the formulation and structuration of their ULG. This is one of the main lessons learnt identified in the Transfer Network Study that paying more attention to the formulation and structuration of the

ULG early in the project is a key success factor for the transfer of the GP in the cities.

Each individual ULG has been allocated a budget, which will allow a level of autonomy and a sense of empowerment to pursue interests within the general framework of the network, guided and informed by the intelligence they obtain from other members. Where partner cities identify the need to use external expertise to facilitate and coordinate the ULG activities, this has been factored into their budget.

In the All-partner Kick-off meeting, a specific session will be focused on the ULG and the working patterns and the tools and techniques for effective ULG meetings (using the URBACT ULG toolkit), as they are key elements for a successful transfer. All ULGs should have a clear structure when the first version Transfer roadmap is produced by September 2021. The ULG coordinator is responsible for the production of the Transfer roadmap.

The ULG coordinator is pivotal in facilitating transfer of knowledge and experience between the transnational and local level. S/he will participate in all transnational meetings and activities and will be responsible for inviting the relevant members of the ULG.

After each transnational meeting, s/he will capture the key learning and outline how they are proposing to use it within their local transfer activities. The ULG coordinator will have the opportunity to discuss and review them with the LP and LE on the monthly KIT calls.

Each ULG will hold at least one meeting before and after each transnational meeting. The ULG members will be encouraged to actively engage with their local communities and promote the work of the ULG beyond the remits of the URBACT project (see section 4.4.2).

Maintaining a high level of motivation and active commitment of stakeholders through the ULG is also a key factor of transfer success and for the cities to continue after the formal completion of the network and to build upon and/or link the transfer activities to other plans and activities. Working with stakeholders has been a key element of Barnsley's success as Barnsley was able to create a safe and trusted space for open discussion, evidence collection and action planning. The LP will share its experience with the PPs.

In Barnsley, the local activities will build upon the work of the already well established TechRevolution ULG. It is expected that stakeholders from the sustainability sector and with climate change expertise will join the TechRevolution 2.0 ULG to drive the improvement of the GP and integrate the sustainability and environmental agendas in Barnsley's GP Sustainability plan.There will also be close alignment with regional stakeholders to further amplify and engage local work at regional level.

4.3.2. Short description of the methodology proposed to link transnational activities under WP 2 and local transfer activities under WP3

Given the proposed make-up of ULGs, transnational activities will be designed so that relevant ULG members will participate as much as possible in physical events. Our experience is that active partnership of the wider ULG members adds huge value to transnational discussions and generates the 'buy in' within the local context needed to start to grow a digital and tech ecosystem. We would hope that at least 3 people from each partner will participate in all physical transnational events and we

believe, from previous experience that this contributes hugely to the link between the transnational learning and local transfer activities.

In terms of methodology to link transnational learning to local transfer, we will devote 1.5 to 2 hours at the end of every (physical) transnational meeting to the completion of 'Learning and Action Grids' by each partner. This is a tool developed initially by our Lead Expert during the TechTown Action Planning Network and has been adapted several times since then and successfully used in TechRevolution 1.0. Participants from each partner town/city sit together to discuss and reflect upon the transnational event in their own language. They then record that learning on the grid and agree what action they will take on the back of that learning. For TechRevolution 2.0. we will also get partners to consider potential blockers which might prevent them from being able to implement these actions, and to consider how they might be able to get around them or remove them.

Another methodology which could feed into the learning and action grids is the 'domino' game where each participant takes a piece of A4 paper and creates 2 halves, like a domino. On one side they write 1 key takeaway and on the other they write what they will do differently as a result of that piece of knowledge or learning. All participants then 'play dominos' on the floor or using wall space, connecting similar takeaways and actions.

Once learning and actions are documented, the Lead Expert / Lead Partner will use the grids during the monthly partner keep-in-touch (KIT) calls (see section 4.2.2) to review progress made against actions which were agreed. This is not a monitoring tool but rather a way of effectively linking - and reflecting on - the transnational learning with local transfer activities.

The Lead Expert will also ensure that the outputs she prepares after each transnational meeting are accessible to local groups - in terms of content, language and general accessibility. Local TechRevolution 2.0 coordinators can then adapt these outputs to help them share the learning with the wider ULG. Partners will be expected to hold at least one UGL meeting between each physical transnational event. This enables ULG members to transfer knowledge gained from the meeting and to reflect together on the process and outputs and their impressions of how the learning is relevant to the wider economy. This will feed into the local vision and encourage the ULG to co-deliver new and different activities on the back of the transfer process.

Throughout the network we will encourage real-time virtual discussion and collaboration across the former and new TechRevolution partners and hope that this will facilitate a trusting peer learning environment which will be supportive in enabling partners to better link transnational work and learning with local activities and impact.

4.3.3. Expected outputs under WP3 (transfer plan, ULG meetings, transfer diary.)

List of deliverables of the work package

Activity	ID	Type of deliverable	Unit	Title of the deliverable	Description	Total target value
3.1 Work package 3 - Impact on local policies and practices	146082	TNW2 WP3 – URBACT Local Groups (ULG)	Number	3.1.1 URBACT Local Groups	A ULG is set up in each partner city, comprising public, private, education and citizen stakeholders with an strong interest in the urban and local economy, and tech sector / matters in particular	5
3.1 Work package 3 - Impact on local policies and practices	146083	TNW2 WP3 – ULG Meetings (including optional Final ULG event)	Number	3.1.2 ULG meetings	ULG meetings in each city to take place before and after each transnational meetings + one final ULG local event.	45
3.1 Work package 3 - Impact on local policies and practices	146084	TNW2 WP3 – Transfer Roadmaps	Number	3.1.3 Transfer roadmaps	Each transfer city (ULG with LE input) produces a transfer roadmap by Sep. 21, highlighting the process, resources and expected extent of progress in adapting & transferring the GP in their city.	4
3.1 Work package 3 - Impact on local policies and practices	146085	TNW2 WP3 – Final Transfer Report	Number	3.1.4 Final Transfer Report	Each Transfer city produces a final report that captures the learning journey, key learning points and overview of the transformation that has taken place in the city. The LP will produce a sustainability plan capturing suggestions for improvement.	5

4.4. Description of Work Package 4 – Communication and Dissemination

4.4.1. General framework for Communication and Dissemination Activities

The communication and dissemination activities for the TechRevolution 2.0 Transfer Network will build upon and be updated from the TechRevolution 1.0 Transfer Network Communication strategy and communication plan.

The communication plan in particular will set out the network's commitment and plan to effectively communicate the work between the five partners or the transfer network and its external audiences. It will seek to publish and widely share the work being done between the partner cities and share the findings and the results of the work to inspire local partners such as educators, businesses and policymakers at city level to get involved.

The TechRevolution 2.0 communication plan will be updated in the first three months of the Network, to ensure that it fits the new partnership and contribute to the successful achievement of the objectives of this Transfer Network.

Communication will be at the heart of the network activities and will be fully woven into the programme at network and local level. All TechRevolution 2.0 partners are fully committed to sharing the lessons learnt with other cities as well as presenting their key findings and achievements to a wider audience.

The Lead Partner will commission a communications coordinator to work with the DMC Marketing and Communications Manager and together they will be responsible for communication and dissemination activities at Network level and within the LP ecosystem. S/he will work in conjunction with the Partners' communication teams to ensure consistency. Thorough attention will be put on ensuring that activities are delivered within a cohesive framework with all partner cities for a clear and consistent delivery of information about the transfer process and its overall output and results. The network communication activities will also operate within and use existing resources and networks from the already established and active TechPlace capitalisation initiative (https://www.techplace.online/). The network will also directly contribute to the initiative by sharing the learnings and practices from this new Transfer Network and partnership on how cities can grow their tech economies.

At local level, each Partner will be responsible for appointing a local Communication Officer or ensuring that adequate external expertise is commissioned to support the local communication and dissemination activities. They will support communication from partners as well as the ULG communication. ULG members will use their local networks and press relations to promote activity through local press releases, twitter feeds and other social media platforms that they use. They will receive support from the local communication officer/expert. Positive stories will be collected and shared through various channels with the wider community.

TechRevolution 2.0 will pay particular attention to ensuring that Partner cities have sufficient resources and expert support to deliver effective and successful local communication activities. This is one of the recommendations from the Transfer Network study (March 2021) to "invest in more communications expertise locally" as "Cities (in the first wave of TN) have faced barriers in communicating about the network and activities at the local level, in particular with stakeholders that sit outside the ULG and do not see the project as part of a bigger plan or strategy." TechRevolution 2.0 will therefore ensure that it addresses this challenge by making relevant use of external expertise at network level, and ensuring that Partners have sufficient budget/resources to locally use internal expertise or commission external communication expertise with specific knowledge of the local, regional and national context.

4.4.2. Communication Strategy (objectives, target audiences, key messages, tools for communication and dissemination)

TechRevolution 2.0 will take any opportunity to showcase the work of the network making use of social media channels, the URBACT network webpage and URBACT website, and the TechPlace platform and community. The latter will also ensure the theme of learning more about the digital economy, which is fundamental to the success of the network and to building the knowledge base and skills of the partners, is at the heart of the communication strategy. TechRevolution 2.0 will be an active network focused on being 'of' the digital economy as well as about it.

>> Key message - What the network wants to change
TechRevolution 2.0 will continue to aim at galvanising more medium-sized towns and cities within and outside the network into embracing their digital economy potential and believing in the 'art of the possible' when it comes to growing digital jobs. By adding their experience and learning to the knowledge already captured and shared by the TechRevolution 1.0 Network, TechRevolution 2.0 partner cities will create an even greater understanding of what works, and what doesn't and will in turn

inspire more cities to undertake the journey into growing their digital economy.

Recognising that circumstances have changed since TechRevolution 1.0 and will continue to change, some specific messages for TechRevolution 2.0 will include:
- Post-COVID, cities must more the ever promote initiatives that combine physical facilities with virtual environments and services
- Medium sized cities can have thriving tech incubators / hubs / co working spaces that grow good quality digital jobs and start-ups
- Tech people, communities and networks are as – if not more – important than physical spaces
- The best tech ecosystems are entrepreneur-led

>> Strategy objectives
The main objectives of the communication and dissemination strategy will be to
- Effectively showcase the work between the partners and the transfer network, and its external audiences
- Tell the story of the Transfer Network, the Good Practice, and the knowledge being taken on board and applied in each of the partner cities, highlighting where the URBACT exchange & learning and transfer methodology has been applied and the results of it
- Further increase the brand recognition for TechRevolution by i) adapting and establishing the current branding within the new partnership and locally with stakeholders and ii) continue to grow its recognition at European and international level too
- Increase knowledge and understanding of what it takes to grow a digital economy in medium-sized towns and cities
- Generate and spread a greater understanding of the importance of 'thinking differently' and taking 'informed risks' in business support and ecosystem development
- Outline around tech investment and development opportunities in medium-sized cities particularly
- Share knowledge with stakeholders to enable them to communicate our messages more widely

The communication and dissemination strategy will also directly contribute to increasing awareness and recognition of the URBACT programme as an enablers of change in the cities by communicating both tangible and less tangible results clearly attributable to the participation in the URBACT Network.

>> Key target audiences
TechRevolution 2.0 partners want to reach change-makers in medium sized cities. These may be policy makers, politicians, practitioners or simply local entrepreneurs, founders, start-ups or tech ecosystem stakeholders championing the digital economy. The target audience also includes business intermediaries, funders, education and training providers, other hubs or incubators, employment brokerage services.
Below is a general overview of how the different groups will be targeted. The updated communication plan will provide detailed information on the activity by stakeholder group/audience, how the network and partners will work with each stakeholder group, why they will need to be engaged, what the targeted activities are and relevant messages.

- Politicians and local authorities' representatives
Political and senior leadership support is key to the success of the network during its lifespan and beyond to maximise its chance of sustainability. Through social media posts, web updates, meetings' briefing notes and press releases, local

politicians and leaders will be kept informed of the activities and events of the network and ULG work and how it affects their constituency/departments. They will also be invited / encouraged to contribute on an occasional basis thus given a chance to promote their city and further highlight the work being done locally to create a positive tech ecosystem and digital economy.

- ULG members, wider stakeholders and communities

ULG members will be encouraged to use their public relation channels and local press contacts to ensure that the local business community and population understand the opportunities that the ULG is trying to promote.

Wider stakeholders and communities, including business organisations, educational organisations, at local level need to feel engaged and knowledgeable and able to have input to influence the local agenda and potentially transnational one. Through social media updates, local networking, Web updates and Newsletters, they will be informed about the activities and opportunities created by the network, and will be encouraged to contribute and share their know-how and expertise, and influence positively their local tech ecosystem as well as promote their city.

- URBACT Programme partners, National URBACT Points and URBACT Secretariat

The network will actively embrace the URBACT approach to share our learning experience with the Secretariat so that TechRevolution 2.0 contributes to the success of the whole Programme across the EU by disseminating information to partners and feeding back experiences into the Secretariat and Programme Expert networks.

The network will also closely engage with the National URBACT Points who can not only help address country level issues but also actively support the dissemination of information and communication to the national URBACT city network and other cities as well as for some NUPs help engage with regional managing authorities, thereby help demonstrating the impact of the participation in the network on the cities.

- EU level influencers and decision makers

TechRevolution 2.0 will aim to reach EU level stakeholders who operate / have influence in the Digital economy policy field and ecosystem. Our communications will particularly seek to engage with the EIT Digital, which represents 'the Europe's largest digital community'.

>> Tools and networks for communication and dissemination

To maximise the impact potential of the communication outputs, we will pay particular attention to make them accessible and highly visual. For instance developing a pdf/downloadable version of a product as well as a web-based dynamic version, using infographics whenever adequate. This approach will be followed at network and local level.

Experience from TechRevolution 1.0 shows that many of our audiences will consume their information digitally, so online and digital communication should be favoured. However, experience also shows that audiences tend to also be overwhelmed by the volume of information they are expected to consume.

Therefore the network will use external expertise to understand how to effectively and efficiently reach those audiences to get the information and message across and encourage them to further disseminate and/or contribute.

Main tools and networks that will be used by the network include:

- URBACT Network specific website

- TechPlace.online platform

- Social media (Twitter, LinkedIn, Instagram, Facebook, Slack)
- URBACT Programme communications (Programme level, articles on main website, etc.)
- Other URBACT networks
- National URBACT Points
- Associations of cities / local authorities (e.g. Open and Agile Smart Cities, Eurocities, ICLEI, etc.)
- Other European digital networks and wider digital/tech ecosystem
- Local media

4.4.3 Partners involvement in the relation to WP 4 activities

All partners will be involved in the communication and dissemination activities.

At network level, the LP will appoint a Communication coordinator who will be responsible for coordinating the communication and dissemination activities for the network and with the partner cities within the framework described in section 4.4.1.
The LP communication officer will be responsible for updating the URBACT project website on a monthly basis and for producing and sharing the Communication kit with the partner cities.

At local level, each ULG will nominate a local communication referent (and/or expert) that will be responsible for coordinating the communication activities at local level and with the LP communication officer, and for producing the relevant communication material including translating the Communication kit in their local language.
The local communication referent will use the tools presented in the previous section (social media channels, local media, website etc.) to actively promote the ULG's activities with the local audiences. S/he will attend the ULG meetings and produce communication content (press releases, articles, social media feeds) for the ULG to approve before dissemination. Where the content has a wider significance, it will also be picked up by the LP communication officer who in turn will share with the wider audience. The link between the local and network communication activities is fundamental to ensure that all local perspectives are acknowledged and feed into the wider programme.
Effective local communication will also contribute to creating the momentum for the project to continue to be relevant and of interest to the local stakeholders and population beyond the lifetime of the network. This is important as it is likely the transfer journey will not be finished at the end of the network and a good communication can help sustain the project in the longer term.

Each Transfer City will also exploit its particular circumstances and opportunities for communication and dissemination. They will link up with / participate in or organise local events where they will share their experience.

The local communication officer will also be encouraged to engage with their National URBACT Point, who can be of great support to disseminate the work of the network and the city with urban practitioners and policy-makers at local, regional, national level, within and outside the URBACT community.

The LP will encourage all project partners to take up any opportunity to share their TechRevolution 2.0 experiences and their

transfer journey within the URBACT Programmes activities such as the City festivals, (e-)Universities, Programme-level conferences and joint events with other EU Programmes (e.g. UIA).

4.4.4. Expected outputs under WP4 (newsletter, promotional material, network page update, network results product, etc.)

List of deliverables of the work package

Activity	ID	Type of deliverable	Unit	Title of the deliverable	Description	Total target value
4.1 Work package 4 - Communication and dissemination	146158	TNW2 WP4 – Communication plan	Number	4.1.1 Communication Plan	LP with input from partner cities and LE produces a communication plan for the Network by Sep 21. It builds upon the communication strategy and activities from TechRevolution 1.0 and adapt it to TechRevolution 2.0.	1
4.1 Work package 4 - Communication and dissemination	146159	TNW2 WP4 – Communication kit	Number	4.1.2 Communication kit	By Sep. 21, LP/LE create and share a communication kit with adapted tools from TechRevolution 1.0 and new tools as relevant, for all partners to use to promote and communicate TechRevolution 2.0 and URBACT locally and at network level.	1
4.1 Work package 4 - Communication and dissemination	146160	TNW2 WP4 – URBACT Network page updates	Number	4.1.3 URBACT Network Page Updates	Monthly updates of the URBACT TechRevolution 2.0 Network webpage by the LP, with input from the LE and partner cities.	18
4.1 Work package 4 - Communication and dissemination	146161	TNW2 WP4 – Digital channels (social media and newsletters)	Number	4.1.4 Digital channels	Using existing TechRevolution twitter account, at least 1 tweet per week to be posted + bimonthly online newsletter to be published (and promoted on twitter too) + regular post on other channels as relevant (Instagram, FB, LinkedIn, etc.)	90

| 4.1 Work package 4 - Communication and dissemination | 146162 | TNW2 WP4 – Final Network Results Product | Number | 4.1.5 Final Network Results Product | Produced by the LE with input from the LP and PPs, the final results product will collate and share relevant elements of the Network experience - GP transfer highlights, key learnings, added value of URBACT and next steps with external audiences. | 1 |
| 4.1 Work package 4 - Communication and dissemination | 146163 | TNW2 WP4 – Network Final Event | Number | 4.1.6 Network Final Event | All partners come together to share and disseminate their experience, findings and plans for the future with external audiences and URBACT community. | 1 |

5. PROJECT WORK PLAN

5.1 Work plan

Objective	1 Work package 1 - Project management (Phase 2)		
Activity	1.1 Work package 1 - Project management	Start date	2021-06-01
		End date	2022-12-31
Description	Work package 1 - Project management (Phase 2)		
Deliverables	+ 18 x 1.1.1-Coordination meetings + 1 x 1.1.2-Mid Term Review		
Main partner	Barnsley		
Participating partners	+ ALYTUS + Novska + City of Roeselare + Municipality of Rzeszow – Rzeszow City Office		
Localization	Barnsley		
Objective	2 Work package 2 - Transnational exchange and learning activities (Phase 2)		
Activity	2.1 Work package 2 - Transnational exchange and learning activities	Start date	2021-06-01
		End date	2022-12-31
Description	Work package 2 - Transnational exchange and learning activities		
Deliverables	+ 6 x 2.1.1-Transnational Network Meetings + 5 x 2.1.2-Quarterly Network Reports + 6 x 2.1.3-Network Sharing Products		
Main partner	Barnsley		
Participating partners	+ ALYTUS + Novska + City of Roeselare + Municipality of Rzeszow – Rzeszow City Office		
Localization	Barnsley + Alytus + Novska + Roeselate + Rzeszow + online		
Objective	3 Work package 3 - Impact on local policies and practices (Phase 2)		

Activity	3.1 Work package 3 - Impact on local policies and practices	Start date	2021-06-01
		End date	2022-12-31
Description	Work package 3 - Impact on local policies and practices		
Deliverables	+ 5 x 3.1.1-URBACT Local Groups + 45 x 3.1.2-ULG meetings + 4 x 3.1.3-Transfer roadmaps + 5 x 3.1.4-Final Transfer Report		
Main partner	Barnsley		
Participating partners	+ ALYTUS + Novska + City of Roeselare + Municipality of Rzeszow – Rzeszow City Office		
Localization	Alytus + Novska + Roeselate + Rzeszow + Barnsley		
Objective	**4 Work package 4 - Communication and dissemination (Phase 2)**		
Activity	4.1 Work package 4 - Communication and dissemination	Start date	2021-06-01
		End date	2022-12-31
Description	Work package 4 - Communication and dissemination		
Deliverables	+ 1 x 4.1.1-Communication Plan + 1 x 4.1.2-Communication kit + 18 x 4.1.3-URBACT Network Page Updates + 90 x 4.1.4-Digital channels + 1 x 4.1.5-Final Network Results Product + 1 x 4.1.6-Network Final Event		
Main partner	Barnsley		
Participating partners	+ ALYTUS + Novska + City of Roeselare + Municipality of Rzeszow – Rzeszow City Office		
Localization	Barnsley + Alytus + Novska + Roeselare + Rzeszow + online		

List of project deliverables

Objective	Activity	ID	Type	Unit	Deliverable name	Description	Total forecast value

1 Work package 1 - Project management (Phase 2)	1.1 Work package 1 - Project management	146076	TNW2 WP1 – Coordination meetings	Number	1.1.1 Coordination meetings	All-partner coordination meetings with Barnsley, Alytus, Novska, Roeselare and Rzeszow, held virtually every month	18
1 Work package 1 - Project management (Phase 2)	1.1 Work package 1 - Project management	146077	TNW2 WP1 – Mid Term Review (including the MTR report)	Number	1.1.2 Mid Term Review	Mid term review to be undertaken in Alytus in June 2022 with input from all partners and LE.	1
2 Work package 2 - Transnational exchange and learning activities (Phase 2)	2.1 Work package 2 - Transnational exchange and learning activities	146079	TNW2 WP2 – Transnational Network meetings	Number	2.1.1 Transnational Network Meetings	Transnational meetings in Barnsley (Sept. 21), Novska (Nov. 21), Roeselare (Mar. 22), Alytus (Jun. 22), Rzeszow (Sep. 22) and [Barnsley TBC] (Nov. 22 - Final event) Two additional study visits to cities outside the network in Summer 2021 and 2022	6
2 Work package 2 - Transnational exchange and learning activities (Phase 2)	2.1 Work package 2 - Transnational exchange and learning activities	146080	TNW2 WP2 – Quarterly Network Reports	Number	2.1.2 Quarterly Network Reports	Report that captures and shares learning from the network and transfer progress, produced by the LE with input from all partners.	5
2 Work package 2 - Transnational exchange and learning activities (Phase 2)	2.1 Work package 2 - Transnational exchange and learning activities	146081	TNW2 WP2 – Network sharing products (including 1st network article)	Number	2.1.3 Network Sharing Products	A set of network sharing products that capture and share learning from the network, based on communication plan, and likely to include recorded vlogs/fireside chats or audio interviews with the LP, LE, ad hoc experts, partners and stakeholders.	6

3 Work package 3 - Impact on local policies and practices (Phase 2)	3.1 Work package 3 - Impact on local policies and practices	146082	TNW2 WP3 – URBACT Local Groups (ULG)	Number	3.1.1 URBACT Local Groups	A ULG is set up in each partner city, comprising public, private, education and citizen stakeholders with an strong interest in the urban and local economy, and tech sector / matters in particular	5
3 Work package 3 - Impact on local policies and practices (Phase 2)	3.1 Work package 3 - Impact on local policies and practices	146083	TNW2 WP3 – ULG Meetings (including optional Final ULG event)	Number	3.1.2 ULG meetings	ULG meetings in each city to take place before and after each transnational meetings + one final ULG local event.	45
3 Work package 3 - Impact on local policies and practices (Phase 2)	3.1 Work package 3 - Impact on local policies and practices	146084	TNW2 WP3 – Transfer Roadmaps	Number	3.1.3 Transfer roadmaps	Each transfer city (ULG with LE input) produces a transfer roadmap by Sep. 21, highlighting the process, resources and expected extent of progress in adapting & transferring the GP in their city.	4
3 Work package 3 - Impact on local policies and practices (Phase 2)	3.1 Work package 3 - Impact on local policies and practices	146085	TNW2 WP3 – Final Transfer Report	Number	3.1.4 Final Transfer Report	Each Transfer city produces a final report that captures the learning journey, key learning points and overview of the transformation that has taken place in the city. The LP will produce a sustainability plan capturing suggestions for improvement.	5

4 Work package 4 - Communication and dissemination (Phase 2)	4.1 Work package 4 - Communication and dissemination	146158	TNW2 WP4 – Communication plan	Number	4.1.1 Communication Plan	LP with input from partner cities and LE produces a communication plan for the Network by Sep 21. It builds upon the communication strategy and activities from TechRevolution 1.0 and adapt it to TechRevolution 2.0.	1
4 Work package 4 - Communication and dissemination (Phase 2)	4.1 Work package 4 - Communication and dissemination	146159	TNW2 WP4 – Communication kit	Number	4.1.2 Communication kit	By Sep. 21, LP/LE create and share a communication kit with adapted tools from TechRevolution 1.0 and new tools as relevant, for all partners to use to promote and communicate TechRevolution 2.0 and URBACT locally and at network level.	1
4 Work package 4 - Communication and dissemination (Phase 2)	4.1 Work package 4 - Communication and dissemination	146160	TNW2 WP4 – URBACT Network page updates	Number	4.1.3 URBACT Network Page Updates	Monthly updates of the URBACT TechRevolution 2.0 Network webpage by the LP, with input from the LE and partner cities.	18
4 Work package 4 - Communication and dissemination (Phase 2)	4.1 Work package 4 - Communication and dissemination	146161	TNW2 WP4 – Digital channels (social media and newsletters)	Number	4.1.4 Digital channels	Using existing TechRevolution twitter account, at least 1 tweet per week to be posted + bimonthly online newsletter to be published (and promoted on twitter too) + regular post on other channels as relevant (Instagram, FB, LinkedIn, etc.)	90

4 Work package 4 - Communication and dissemination (Phase 2)	4.1 Work package 4 - Communication and dissemination	146162	TNW2 WP4 – Final Network Results Product	Number	4.1.5 Final Network Results Product	Produced by the LE with input from the LP and PPs, the final results product will collate and share relevant elements of the Network experience - GP transfer highlights, key learnings, added value of URBACT and next steps with external audiences.	1
4 Work package 4 - Communication and dissemination (Phase 2)	4.1 Work package 4 - Communication and dissemination	146163	TNW2 WP4 – Network Final Event	Number	4.1.6 Network Final Event	All partners come together to share and disseminate their experience, findings and plans for the future with external audiences and URBACT community.	1

6. NETWORK MANAGEMENT AND LEADERSHIP

6.1. Lead Partner experience (highlights of city's experience in EU projects)

Barnsley Council, and its Enterprising Barnsley team in particular (who will be leading the project), have extensive experience of managing European transnational programmes including URBACT as well as local ERDF projects and other externally-funded programmes (internal and national).

Barnsley have a track-record experience of coordinating transnational and local networks as well as managing projects in compliance with the administrative and financial reporting requirements and procurement obligations. Through participation in many EU projects, our team has acquired the required management skills and a sound knowledge of ERDF financial rules in particular. Our quality has been recognised by the European Audit Commission. We have also established robust processes to ensure an efficient coordination of the partnership and we work in close collaboration with our internal audit team. This gives us total confidence in our ability to manage this project.

For URBACT III, Barnsley was the Lead Partner in the TechRevolution 1.0 Transfer Network, composed of 7 partner cities with varying degrees of experience of URBACT and EU transnational projects. The quality of Barnsley leadership was recognised by all partners in the mid-term review of the Transfer Network: partner cities indicated that of the various useful elements of their network experience, the support they received from the Barnsley was extremely useful (with a total score of 4.83/5).

Barnsley also led the URBACT Action Planning Network TechTown project, which explored how small and medium sized cities can maximise the job creation potential of the digital economy. TechTown investigated the role cities can realistically and effectively play within the digital economy and private sector to drive forward the conversation.

In URBACT II, Barnsley was a partner city in the Creative Clusters network led by Obidos in Portugal. This network focused on the opportunities presented by creative industries to support growth and innovation.

Barnsley also contributed to one of the ESIMeC URBACT Network transnational events providing information and evidence around the creative sector and links to wide business growth programmes. Tracey Johnson (project lead for Barnsley) was invited to give evidence to a hearing on "More Jobs Better Cities" URBACT capitalisation work stream and subsequently to share Barnsley's experiences in the digital economy with other EU cities at the URBACT conference in Copenhagen in 2012, also participating in events in Liege and Riga. Additionally, Barnsley and the TechTown network had an active presence at the Lisbon City Festival, leading sessions on the digital economy and contributing to main stage discussions.

Barnsley has also contributed to EU wide policy discussions around the digital economy and digital skills, including OECD Local Development Forum focused on 'mega trends' in Porto in 2018.

Barnsley is also part of an UIC twin-city project with Chinese partners Liuzhou looking at digital economic development.

As well as successful international and european project management, Enterprising Barnsley has led on a number of local and regional initiatives around technology and technology transfer, and (digital) business support. Some of the most relevant projects include:

Connected Healthcare. an initiative of Enterprising Barnsley in partnership with the Yorkshire & Humber Academic Health Science Network and Tech North. The programme was made up of four events designed to support digital health innovation

through stimulating dialogue and collaboration between the creative, digital and healthcare sectors: the Design Challenges, through which healthcare professionals and creative and digital businesses and tech entrepreneurs had the opportunity to work together to co-design new digital health solutions in response to unmet clinical and patient needs.

'Connected Healthcare: From Concept to Cash!': the aim was to assist the teams and other digital health innovators with tailored access to finance and business support information.

The "Click Together" Project- Click Together was designed to help female Entrepreneurs integrate digital skills and technology into their business with a focus on building capacity for online trading.

Launchpad Startup Service: an ERDF project based at the Digital Media Centre and providing support to anyone in Barnsley looking to start a business, no matter what stage their idea or business is at. The programme is delivered by 4 full time staff, supported by Associates and Mentors.

Digital Innovation for Growth (DIFG), in which Barnsley is a partner together with Sheffield Hallam University on a project that benefits the whole region. DIFG is a regional initiative which aims to stimulate business growth and promote the development of long-term relationships with SMEs by providing access to a broad range of academic expertise and the new Makerlab facilities at DMC 02.

Connected Manufacturing: Working in close cooperation with Digital Catapult Enterprising Barnsley is formulating a project called "Connected Manufacturing". The aim of the project is to find out how digital technology can have an impact on operational efficiency and productivity in manufacturing by bringing together both manufacturing and digital companies to gain their perspectives, and to investigate the business case to explore the digital interventions in more detail. Tracey Johnson has recently joined a Digital Meet Manufacturing Commission, a regional project to increase the profile of digital manufacturing and technology adoption led by the Advanced Manufacturing Research Centre (AMRC), a globally significant translational research facility led by University of Sheffield.

Since 2017, Barnsley has worked with IoT Tribe, an accelerator for high growth Internet of Things businesses. This is truly an international project with start-ups coming in from South America, Asia, Europe and the United States, Barnsley is the first location outside London, Madrid and Dublin to host this programme and the chosen location for this activity in the North of England. The first programme was delivered in early 2018; the second in 2019 and the third programme is currently underway. The justification for a programme of this nature came from a study visit to Tallinn, Estonia undertaken as part of the TechTown Action Planning network in 2017. As a result of the network, Barnsley now also works closely with the city of Tampere in Finland on knowledge exchange as well as opportunities for technology startups including IoT Tribe.

Barnsley is also a founding delivery partner in the ERDF Tech Ecosystem Acceleration and Market-making in South Yorkshire (TEAM SY) programme, which seeks to expand and improve the business support and investment ecosystem in South Yorkshire (SY) by delivering high-quality pre-accelerator, accelerator and investment readiness programmes to further grow the high value digital and tech cluster. Local activity will include further tech accelerator programmes on a range of themes, and an IoT pre-accelerator.

6.2. Please present the Lead Partner management team (decision makers, project coordinator, Good Practice leader, communication and financial officers)

The key people in Barnsley's management team are:

Tracey Johnson - Project coordinator

Tracey will lead the management team and be responsible for the overall coordination, management of the Network. Her experience and expertise are outlined in section 6.3. She will be committing at least 70% of her time to this role and project.

Samantha Jones - Project officer

Samantha is an experienced administrator and has many years of experience organising events, monitoring associated expenditure and ensuring compliance with relevant rules and regulations applied to project delivery. She has experience of URBACT being the project officer for TechRevolution 1.0 Transfer Network as well as URBACT APN TechTown and has overseen two URBACT audits.

She will play a full project coordination role from an administrative and finance perspective and liaise regularly with the LP Project coordinator (Tracey Johnson) to offer support on a day-to-day basis. Samantha will be responsible for collating all the information and ensuring all project paperwork is submitted and filed. She will maintain contact with all ULG's coordinators to provide advice and support on all aspects of events logistics, travel, bookings, as well as administrative and financial reporting and timesheets and adherence to deadlines. She will work closely with the internal audit team to ensure compliance with all financial and regulatory rules, and to complete claims. Samantha will dedicate at least half of her time to assisting the project coordination.

Matthew Snowden - Communication officer

Matthew is an experienced communication and marketing officer with experience of delivering ERDF compliant communication activities and material production, including the correct use of logos (e.g. URBACT and European Commission). Matthew was already the Communication officer for URBACT TechRevolution 1.0 Transfer Network.

He will be responsible for managing external resources that will be maximising public relations opportunities, using / feeding regularly the project's social media channels, writing press releases and updating the URBACT network webpage. He will liaise with the partner cities' local communication officers and will work with them to create content and maximise their PR at local level. Matthew will also pick up on any local communication content with network level or wider significance and share with the wider audience.

Matthew will not be funded by the project but will lead on procuring a suitable communications coordination provider in line with all relevant procurement rules, and support with oversight of external communication activity and marketing providers and suppliers.

Internal Audit Service

The internal audit service will undertake all FLC services as per previous networks, working closely with the project team.

The core Lead Partner Management Team will be supported by the Enterprising Barnsley Economic Development Team for all matters related to the network activities and delivery of local activities:

Paul Tinsley - Business Startup Manager for Enterprising Barnsley, he has previously managed a number business startup and growth programmes in Sheffield and had a community development in the city. Paul also has many years of experience managing inwards investment and tourism development programmes, working in Europe, Asia and the USA. He also managed

a portfolio of managed workspaces and incubation centres and was a Principle Economic Development Policy Manager in a large UK local authority.

He has experience of EU programmes, delivering capacity building activities in various countries through programmes including AL Invest, Asia Invest, Switch Asia, Leonardo and Erasmus.

Paul was actively involved in the development of TechRevolution 1.0 and TechTown. For TechRevolution 2.0 he will play a role in developing the overall economic development offers of the partnership, advising on business support and inwards investment and general economic development work. He will be actively involved in Barnsley's ULG and will work closely with the Project coordinator to ensure a smooth delivery of TechRevolution 2.0.

Judy Sidebottom - She is currently working for Enterprising Barnsley, offering HR consultancy services to assist growing businesses based in Barnsley or considering locating in the city. She also handles large companies accounts by facilitating growth packages on their behalf and linking companies into the local economic development network. Judy is also the Key Account Manager for all Barnsley DMC businesses working closely with the DMC team to ensure appropriate support.

Judy can also provide pre-recruitment and labour-market information, information about recruitment schemes including job readiness training programmes, links to agencies and further / higher education, apprenticeships etc.

She also hosts regular networking events, attended by many local businesses of all sizes.

For TechRevolution 2.0, Judy will be available to participate as and when required by the project partners. She will be actively involved in the ULG and will work with the Project coordinator to ensure a smooth delivery of TechRevolution 2.0.

Ben Hawley - He has a wide range of experience of business support, working with both small and scale-up startups all the way to big multinational companies. Ben currently works as startup advisor on LaunchPad, the Enterprising Barnsley's startup programme, providing one-to-one support, training sessions on the latest thinking in business planning as well as detailed work on how to get a business up and running on the best foundation possible.

Ben is an expert in the digital sector and has extensive experience and knowledge in the area of digital and social media marketing.

Nicole Harte - She is an experienced business startup advisor with a background in supporting young people to set up their business and access loan funding. Prior to working in business support, Nicole worked in Programme and Project Management. During this time, she worked across multiple projects that supported economic regeneration and led on a Sheffield marketing project that promoted opportunities for trade, investment and education in China.

The TechRevolution first wave network, and this application for a second wave, has support and endorsement at all levels of management. Matthew Gladstone, Executive Director for Place Directorate was actively engaged in TechRevolution 1.0 and will contribute to TechRevolution 2.0 as well as Service Director for Economic Regeneration and Culture Kathy McArdle who has extensive international and national experience of integrated working. Additional management engagement will include Martin Beasley, Group Leader for Enterprising Barnsley and Paul Clifford, Head of Service -Economic Regeneration. Barnsley has gained a huge amount of knowledge exchange from URBACT programmes which is has put into action locally, and the opportunity to engage across our internal and external teams as well as with regional stakeholders is of significant ongoing benefit. The commitment of the local Leadership, including our Council Leader and Cabinet Spokesperson, as well as the Sheffield City Region Mayor who has supported investment into our TechTown URBACT Action Plan delivery speaks volumes as to the impact of integrated planning and development at city level that URBACT affords.

6.3 Experience of proposed project coordinator

The Project coordinator is Tracey Johnson. Tracey has extensive experience as a partner and lead partner in URBACT Action Planning and Transfer Networks, as well as coordinating the URBACT-backed capitalisation project TechPlace. She led the URBACT Action Planning Network TechTown and the TechRevolution 1.0 Transfer Network. She has been very active in promoting the digital agenda in Barnsley, the UK and Europe for a considerable amount of time.

Tracey has a wide ranging background in the public and private sector focused on the digital and creative economies. Most recently Tracey has been leading the Digital Media Centre (DMC), the landmark hub for the digital and creative sector and one of the two pillars of our Good Practice.

Under Tracey's tenure, the DMC has undergone a significant change process including increasing occupancy from 54% to over 95% and positioning the DMC as a regional, national and international exemplar of ecosystem development. These achievements have been recognised with a UK Local Government Chronicle award for Business Transformation in 2017, a further award in 2019 for 'Future Place' and also the URBACT Good Practice label.

Tracey has been part of Enterprising Barnsley since 2009, initially as Creative and Digital Sector Specialist and more recently as the project director of the Digital Media Centre. During this time she has developed and delivered a range of initiatives to encourage growth in the digital and creative sectors as well as wider adoption of technology across all businesses. Under the 'Connected' banner, she has programmed and delivered

A number of business conferences including speakers from Facebook, Wired, ASOS.com and the BBC;

Piloted a Connected Healthcare initiative,

Piloted the Connected Manufacturing project across the city region to both support digitalisation in industry and accelerate digital businesses supplying services and innovation into this sector. This is now being scaled up via regional Made Smarter activity.Secured an international Internet of Things (IoT Tribe) Accelerator to deliver a programme in Barnsley (third cohort currently underway) - in addition to a refocusing of the DMC that has delivered more high value jobs and businesses into Barnsley.

A key project has been the development and delivery of TechTown Action Planning Network within the URBACT programme. As well as leading the international partnership, Tracey has worked with the local stakeholder group and committed associates to develop a Digital Campus concept that builds on successes to date to deliver an 'ecosystem accelerator' combining digital people, businesses and learning to deliver more digital jobs and businesses. The Digital Campus - now called 'The Seam' - is both an innovation district and urban village, and will include places and spaces for businesses, connections, acceleration and incubation, and both traditional and non traditional skills and learning programmes. It will be a partnership between public, private and education sectors and it is already driving forward Barnsley as a testbed for new technologies and new approaches.

Tracey recognises the need to constantly innovate to respond to economic and societal changes. The TechRevolution 1.0 Transfer Network was a great opportunity to share experiences and good practice within an EU network, and to continue to exchange and learn with city peers. With TechRevolution 2.0, Tracey and her team expect to continue this journey of sharing and learning with peers. She will continue to encourage creativity and ambition within the TechRevolution 2.0 partnership, as well as with local colleagues, partners and associates. She is committed to exploring 'what next?' for Bamsley and the wider

city regions and sees this second Transfer Network opportunity as a way to share experiences and good practice within an EU network but also engage in a peer review with partners and look to learn what more the city could do to keep supporting job and business growth. On a local level, Tracey will focus on using the 'improvement plan' opportunities afforded by a further network to continue to evolve activities towards the Digital Campus goal and more and better jobs for Barnsley.

Tracey leads a team that is experienced and skilled in project delivery. The Enterprising Barnsley service has relied on the intelligent investment of European and other funds to ensure maximum business growth locally, and this ensures a strong programme management infrastructure. In addition, the service has crucial senior management and elected official backing for its projects including TechRevolution 2.0, due to the continued impact the team makes.

Tracey is active within the URBACT community, developing and leading the URBACT Capitalisation project 'TechPlace' with Lead Expert Alison Partridge. The URBACT methods and tools have been a vital part of Barnsley and the DMC's accelerated development and the new Digital Campus concept and Tracey has demonstrated how much can be achieved through URBACT projects at a local and transnational level.

In addition to her work for Barnsley Council, Tracey also works at a national and international level to contribute to policy and programmes that support digitalisation and is an assessor for Innovate UK and also the EU commission.

7. USE OF EXPERTISE

7.1 Proposed use of expertise resources allocated by the Programme

7.1.1. Proposed Lead Expert for Phase 2

It is a requirement of the second wave of Transfer Networks to use the same Lead Expert as in the first phase. It is clear that this network requires expertise from an individual who has a background in local economic development, enterprise, entrepreneurship and experience of the tech and digital world. Given the short timescales, this person should also have extensive experience of URBACT methodologies and tools. There simply isn't time to train someone up. For us, key areas TechRevolution 2.0 requires from its Lead Expert are:
- Demonstrable operational experience in and around the tech and digital economy
- Strong knowledge of digital and tech entrepreneurship and ecosystems
- Excellent facilitation skills and knowledge / application of URBACT methods
- Expertise in economic development and business support

Alison Partridge is therefore our proposed Lead Expert for the second wave of TechRevolution. She was LE for Phase 1 and has over 10 years experience within the URBACT programme. Alison was previously Lead Expert for TechTown and ESIMeC (phases 1 and 2). She has coordinated 2 programme level capitalisation exercises (More Jobs Better Cities and Job Generation for a Jobless Generation) and is now part of the core team for TechPlace which kicked off in April 2021. She was Lab Manager at the Rotterdam and Dublin Summer Universities and trainer for one of the UK's National Training Schemes. Alison

was a member of the EAP for Jobs and Skills in the first call of UIA and led INTERREG IVC's capitalisation work on entrepreneurship back in 2014/5.

More recently Alison has founded and led a flagship diversity in tech programme - OneTech - from the heart of London's tech ecosystem. Under Alison's leadership, OneTech has grown from inception in 2017/18 to a team of 11 people and 10 delivery partners. It has enabled her to further develop her knowledge and expertise of all things tech and placed her at the heart of some powerful tech entrepreneurship networks across the EU.

Her experience of both URBACT and the SME and competitiveness theme which this project is addressing demonstrate that she is a perfect fit for this network.

7.1.2. Please explain any ad hoc expertise which you consider to be necessary for the network and identified experts if applicable

It is clear that the role of the Lead Expert is more critical than ever for this second wave of TechRevolution. There is no Development Phase and only 18 months in total to learn, adapt, apply and share the Good Practice.

Therefore we will only allocate the mandatory 20% of the expertise days for ad hoc experts to support with:

Methodology for exchange and learning activities
Thematic expertise - particularly to bring in 'voices' and relevant lived experiences and knowledge from non UK experts

We plan to repeat the Expert Team approach from TechRevolution 1.0 and bring Ceri Batcheder and Bela Kezy in as ad hoc experts. Bela and Kezy bring a combination of local ecosystem knowledge and expertise in running productive and interactive meetings using URBACT tools and methods.

Whilst we anticipate that partners will require ad hoc expertise locally to support the transfer, this will be covered from outside the network level expertise envelope.

8. BUDGETARY PROPOSAL

8.1 Financial contribution by partner and source (incl. ERDF and local contribution)

ERDF

Name of partner	ERDF	% ERDF	Public co-financing	Total
Barnsley	203,903.05 €	85.00 %	35,982.89 €	239,885.94 €
Sub total	203,903.05 €		35,982.89 €	239,885.94 €

ALYTUS	69,840.98 €	85.00 %	12,324.88 €	82,165.86 €
Novska	55,440.25 €	85.00 %	9,783.57 €	65,223.82 €
Municipality of Rzeszow – Rzeszow City Office	59,571.21 €	85.00 %	10,512.57 €	70,083.78 €
Sub total	184,852.44 €		32,621.02 €	217,473.46 €
City of Roeselare	60,522.00 €	70.00 %	25,938.00 €	86,460.00 €
Sub total	60,522.00 €		25,938.00 €	86,460.00 €
Total	449,277.49 €	82.62	94,541.91 €	543,819.40 €
Total %	82.62 %	82.62 %	100.00 %	100 %

8.2 ERDF per year

	ERDF
2021	147438.54
2022	301838.94

8.3 Expenditure per partner, per year and budget subcategory

Barnsley

	2021	2022	2023	Total
Staff costs				
Lead Partner Staff Costs	34,843.67 €	54,754.33 €	0.00 €	89,598.00 €
Total Staff costs	**34,843.67 €**	**54,754.33 €**	**0.00 €**	**89,598.00 €**
Office and Administration				
Lead Partner Office and Administration	1,045.31 €	1,642.63 €	0.00 €	2,687.94 €
Total Office and Administration	**1,045.31 €**	**1,642.63 €**	**0.00 €**	**2,687.94 €**
Travel and Accommodation				
Staff Travel and Accommodation	5,200.00 €	13,650.00 €	0.00 €	18,850.00 €
Total Travel and Accommodation	**5,200.00 €**	**13,650.00 €**	**0.00 €**	**18,850.00 €**
External Expertise and Services				
Lead Partner External Expertise Project Coordination	10,000.00 €	20,000.00 €	0.00 €	30,000.00 €

Expertise Meeting Organisation	16,000.00 €	25,000.00 €	0.00 €	41,000.00 €
Expertise Communication	15,000.00 €	20,000.00 €	0.00 €	35,000.00 €
Expert and other non-staff Travel	6,500.00 €	16,250.00 €	0.00 €	22,750.00 €
Total External Expertise and Services	**47,500.00 €**	**81,250.00 €**	**0.00 €**	**128,750.00 €**
Total	**88,588.98 €**	**151,296.96 €**	**0.00 €**	**239,885.94 €**
Partner financing plan				**239,885.94 €**

ALYTUS

	2021	2022	2023	Total
Staff costs				
Project Partner Staff Costs	11,154.00 €	22,308.00 €	0.00 €	33,462.00 €
Total Staff costs	**11,154.00 €**	**22,308.00 €**	**0.00 €**	**33,462.00 €**
Office and Administration				
Project Partner Office and Administration	334.62 €	669.24 €	0.00 €	1,003.86 €
Total Office and Administration	**334.62 €**	**669.24 €**	**0.00 €**	**1,003.86 €**
Travel and Accommodation				
Staff Travel and Accommodation	2,500.00 €	11,700.00 €	0.00 €	14,200.00 €
Total Travel and Accommodation	**2,500.00 €**	**11,700.00 €**	**0.00 €**	**14,200.00 €**
External Expertise and Services				
Project Partner External Expertise Project Coordination	1,000.00 €	7,000.00 €	0.00 €	8,000.00 €
Expertise Meeting Organisation	600.00 €	4,200.00 €	0.00 €	4,800.00 €
Expertise Communication	1,000.00 €	2,500.00 €	0.00 €	3,500.00 €
Expert and other non-staff Travel	2,500.00 €	11,700.00 €	0.00 €	14,200.00 €
Expertise First Level Control	1,000.00 €	2,000.00 €	0.00 €	3,000.00 €
Total External Expertise and Services	**6,100.00 €**	**27,400.00 €**	**0.00 €**	**33,500.00 €**
Total	**20,088.62 €**	**62,077.24 €**	**0.00 €**	**82,165.86 €**
Partner financing plan				**82,165.86 €**

Novska

	2021	2022	2023	Total
Staff costs				
Project Partner Staff Costs	8,891.26 €	17,782.35 €	0.00 €	26,673.61 €
Total Staff costs	**8,891.26 €**	**17,782.35 €**	**0.00 €**	**26,673.61 €**
Office and Administration				
Project Partner Office and Administration	266.74 €	533.47 €	0.00 €	800.21 €
Total Office and Administration	**266.74 €**	**533.47 €**	**0.00 €**	**800.21 €**
Travel and Accommodation				
Staff Travel and Accommodation	2,100.00 €	9,900.00 €	0.00 €	12,000.00 €
Total Travel and Accommodation	**2,100.00 €**	**9,900.00 €**	**0.00 €**	**12,000.00 €**
External Expertise and Services				
Project Partner External Expertise Project Coordination	3,500.00 €	5,000.00 €	0.00 €	8,500.00 €
Expertise Meeting Organisation	2,750.00 €	2,500.00 €	0.00 €	5,250.00 €
Expertise Communication	2,000.00 €	2,000.00 €	0.00 €	4,000.00 €
Expert and other non-staff Travel	1,050.00 €	4,950.00 €	0.00 €	6,000.00 €
Expertise First Level Control	1,000.00 €	1,000.00 €	0.00 €	2,000.00 €
Total External Expertise and Services	**10,300.00 €**	**15,450.00 €**	**0.00 €**	**25,750.00 €**
Total	**21,558.00 €**	**43,665.82 €**	**0.00 €**	**65,223.82 €**
Partner financing plan				**65,223.82 €**

Municipality of Rzeszow – Rzeszow City Office

	2021	2022	2023	Total
Staff costs				
Project Partner Staff Costs	8,078.00 €	13,848.00 €	0.00 €	21,926.00 €
Total Staff costs	**8,078.00 €**	**13,848.00 €**	**0.00 €**	**21,926.00 €**
Office and Administration				
Project Partner Office and Administration	242.34 €	415.44 €	0.00 €	657.78 €
Total Office and Administration	**242.34 €**	**415.44 €**	**0.00 €**	**657.78 €**
Travel and Accommodation				
Staff Travel and Accommodation	3,600.00 €	17,600.00 €	0.00 €	21,200.00 €
Total Travel and Accommodation	**3,600.00 €**	**17,600.00 €**	**0.00 €**	**21,200.00 €**
External Expertise and Services				
Project Partner External Expertise Project Coordination	1,000.00 €	2,000.00 €	0.00 €	3,000.00 €
Expertise Meeting Organisation	3,000.00 €	5,000.00 €	0.00 €	8,000.00 €
Expertise Communication	2,100.00 €	3,600.00 €	0.00 €	5,700.00 €
Expert and other non-staff Travel	1,200.00 €	6,400.00 €	0.00 €	7,600.00 €
Expertise First Level Control	1,000.00 €	1,000.00 €	0.00 €	2,000.00 €
Total External Expertise and Services	**8,300.00 €**	**18,000.00 €**	**0.00 €**	**26,300.00 €**
Total	**20,220.34 €**	**49,863.44 €**	**0.00 €**	**70,083.78 €**
Partner financing plan				**70,083.78 €**

City of Roeselare

	2021	2022	2023	Total
Staff costs				
Project Partner Staff Costs	11,000.00 €	21,000.00 €	0.00 €	32,000.00 €
Total Staff costs	**11,000.00 €**	**21,000.00 €**	**0.00 €**	**32,000.00 €**
Office and Administration				
Project Partner Office and Administration	330.00 €	630.00 €	0.00 €	960.00 €
Total Office and Administration	**330.00 €**	**630.00 €**	**0.00 €**	**960.00 €**
Travel and Accommodation				
Staff Travel and Accommodation	1,000.00 €	3,500.00 €	0.00 €	4,500.00 €
Total Travel and Accommodation	**1,000.00 €**	**3,500.00 €**	**0.00 €**	**4,500.00 €**
External Expertise and Services				
Project Partner External Expertise Project Coordination	9,500.00 €	18,000.00 €	0.00 €	27,500.00 €
Expertise Meeting Organisation	2,000.00 €	8,500.00 €	0.00 €	10,500.00 €
Expertise Communication	2,500.00 €	4,500.00 €	0.00 €	7,000.00 €
Expert and other non-staff Travel	600.00 €	1,400.00 €	0.00 €	2,000.00 €
Expertise First Level Control	1,000.00 €	1,000.00 €	0.00 €	2,000.00 €
Total External Expertise and Services	**15,600.00 €**	**33,400.00 €**	**0.00 €**	**49,000.00 €**
Total	**27,930.00 €**	**58,530.00 €**	**0.00 €**	**86,460.00 €**
Partner financing plan				**86,460.00 €**

8.4 Expenditure per year and budget category

	2021	2022	2023	Total
Staff costs				
Lead Partner Staff Costs	34,843.67 €	54,754.33 €	0.00 €	89,598.00 €
Project Partner Staff Costs	39,123.26 €	74,938.35 €	0.00 €	114,061.61 €
Total Staff costs	**73,966.93 €**	**129,692.68 €**	**0.00 €**	**203,659.61 €**

Office and Administration				
Lead Partner Office and Administration	1,045.31 €	1,642.63 €	0.00 €	2,687.94 €
Project Partner Office and Administration	1,173.70 €	2,248.15 €	0.00 €	3,421.85 €
Total Office and Administration	**2,219.01 €**	**3,890.78 €**	**0.00 €**	**6,109.79 €**
Travel and Accommodation				
Staff Travel and Accommodation	14,400.00 €	56,350.00 €	0.00 €	70,750.00 €
Total Travel and Accommodation	**14,400.00 €**	**56,350.00 €**	**0.00 €**	**70,750.00 €**
External Expertise and Services				
Lead Partner External Expertise Project Coordination	10,000.00 €	20,000.00 €	0.00 €	30,000.00 €
Project Partner External Expertise Project Coordination	15,000.00 €	32,000.00 €	0.00 €	47,000.00 €
Expertise Meeting Organisation	24,350.00 €	45,200.00 €	0.00 €	69,550.00 €
Expertise Communication	22,600.00 €	32,600.00 €	0.00 €	55,200.00 €
Expert and other non-staff Travel	11,850.00 €	40,700.00 €	0.00 €	52,550.00 €
Expertise First Level Control	4,000.00 €	5,000.00 €	0.00 €	9,000.00 €
Total External Expertise and Services	**87,800.00 €**	**175,500.00 €**	**0.00 €**	**263,300.00 €**
Equipment				
Equipment	0.00 €	0.00 €	0.00 €	0.00 €
Total Equipment	**0.00 €**	**0.00 €**	**0.00 €**	**0.00 €**
Total	**178,385.94 €**	**365,433.46 €**	**0.00 €**	**543,819.40 €**

8.5 Project cost per budget line

Expenditure budget line	Subcategories	Total
Staff costs	Lead Partner Staff Costs	89,598.00 €
	Project Partner Staff Costs	114,061.61 €
	Total	**203,659.61 €**
Office and Administration	Lead Partner Office and Administration	2,687.94 €
	Project Partner Office and Administration	3,421.85 €

	Total	6,109.79 €
Travel and Accommodation	Staff Travel and Accommodation	70,750.00 €
	Total	70,750.00 €
External Expertise and Services	Lead Partner External Expertise Project Coordination	30,000.00 €
	Project Partner External Expertise Project Coordination	47,000.00 €
	Expertise Meeting Organisation	69,550.00 €
	Expertise Communication	55,200.00 €
	Expert and other non-staff Travel	52,550.00 €
	Expertise First Level Control	9,000.00 €
	Total	263,300.00 €
Equipment	Equipment	0.00 €
	Total	0.00 €
	Global budget	543,819.40 €

8.6 Project costs per budget category – Justification/Explanation

	Justification/Explanation
Staff costs	Barnsley: 0.7 FTE Project coordinator + 0.5 FTE project officer - the URBACT experience of the combined lead partner team is extensive and allows for some efficiency in time contribution to the project. the LP will commit 1.2 FTE posts to leading the project but we will also have contribution from a range of other staff who's time won't be charged to the project. Our FLC is our internal audit team, and their costs will also be classed as staff as per previously approved and audited processes. Alytus: 1 FTE local coordinator Novska: 1 FTE local coordinator + 2 x 5% FTE finance and support officer Roeselare: 0.5 FTE local coordinator (+ external expertise as explained below) Rzeszow: 0.6 FTE local coordinator + 0.5 FTE ULG Coordinator + 2 x 0.1 FTE Finance and EU Fund Support Officer The total direct costs for staff is equivalent to TechRevolution 1.0 (38% of total budget), which proved adequate. Additional external expertise for coordination is forecast too, bringing the total of management and coordination costs to 52%. We believe this is justified and necessary for a number of factors: - more activities are to take place on line and online working is more staff intensive - the shorter duration of the project requires a higher level of intensity too that cannot be provided in-house only - all partner cities are new to URBACT and need that additional expertise to deliver the planned activities
Office and administration	3% fixed rate automatically calculated on direct staff costs

Travel and accommodation	Barnsley In order to fully share the Good Practice, Barnsley will need to ensure both staff and stakeholders can travel to and actively engage with transnational meetings. We will also need to provide travel and accommodation for speakers and experts. We anticipate, on average, 4 x staff per meeting and study visit (8 x meetings/visits), and 5 x experts/stakeholders per meeting and study visit. Average cost per trip = €650 For the Transfer cities, costs are calculated to allow their participation in: Transnational meeting #1 + Bootcamp (3 days) + 3 x Transnational meetings (2 days each) + 1 final event (2 days) +1 shadow visit (5 days) for 2 staff members. Alytus & Novska: calculated on the basis of €600 (travel) + €150 (accommodation + expenses per day) and per person Roeselare - calculated on the basis of €600 / trip Rzeszow - calculated on the basis of €800 / trip

| External expertise and services | Barnsley's External expertise and services:
Barnsley will commission project coordination support to develop and lead ULG meetings and support the successful delivery of both the network and the Improvement Plan. This will ensure capacity to deliver an impactful and engaging network and deliver against all the outputs and impacts foreseen. Additionally, as LP, Barnsley is also committed to embedding sustainability into the actions at network and local level. Capacity in our external expertise portfolio will ensure we can respond to the UN Sustainable Development Goals (SDGs) and look to integrate relevant goals into our activities
In addition to the organisation of physical events, external meeting organisation expertise will provide extra capacity to do more online events - webinars, e-learning etc. for the whole network and stakeholders.
Communication expertise will also be externally commissioned to maximise exposure & public relations opportunities, using / feeding regularly the project's social media channels, writing press releases and updating the URBACT network webpage.

Alytus' External expertise and services:
Alytus will commission project coordination support to develop and lead ULG meetings and support the successful delivery of both the local activities and the GP Transfer Plan.
This includes: Coordination expertise 1x ULG meeting x 1000€ in 2021 & 7 x ULG meetings x 1000€ in 2022 + Meeting organisation expertise 600€ x 1 meeting in 2021 & 7 meetings in 2022 incl. 1 TNM
Ext. communication expertise for local activities

Novska's External expertise and services:
They will commission project coordination support to develop and lead ULG meetings and support the successful delivery of both the local activities and the GP Transfer Plan.
This includes meeting organisation: 8 x ULG meetings & events + 1 TNM and ULG coordination support x 7 €1,000 +1 x €1,500

Rzeszow's External expertise and services
will commission project coordination support to develop and lead ULG meetings and support the successful delivery of both the local activities and the GP Transfer Plan.
Expertise for meeting organisation for 8 x ULG meetings & events + 1 TNM

Roeselare's External expertise and services:
Roeselare will commission project coordination support to develop and lead ULG meetings and support the successful delivery of both the local activities and the GP Transfer Plan. The external coordination expertise will link directly the roll out the GP to the Digiproud project + working with strategic partner Gelotology on transferring the GP vision into local practices
Organisation of 8 ULG meetings & 1 TNM
Local communication activities

Travel and accommodation for Expert & other non-staff travel: calculated on the same basis as T&A but for 1 or 2 pers/partner/meeting depending on partners. |
| Equipment | Not applicable |

9. SIGNATURE

9.1 Signature of the Project Coordinator at Lead Partner level

Signature of the Lead Partner / project coordinator :

Name (capital letters) :

TRACEY JOHNSON

Position :

MANAGER

Date :

28.04.21

Official stamp