



THE LEAP and Bradford Producing Hub

Request for Proposals for Independent Evaluation 2020-2023

THE LEAP

**Bradford
Producing
Hub**



Supported using public funding by
**ARTS COUNCIL
ENGLAND**

THE LEAP and Bradford Producing Hub are seeking a joint Evaluator to support us to understand our impact and iteratively learn from our programme activity.

We are seeking proposals from evaluators (individuals, teams or organisations) with a flexible and adaptable approach to provide both formative and summative evaluations. You will help us to shape and re-shape our programme activity and strategic priorities and to formally make specific recommendations at the end of each year, in support of planning and fundraising for beyond the current funding end date of each project.

Fee: £20,000 per annum (ex VAT, including all travel and other expenses).

Bradford Producing Hub and THE LEAP have additional resources to assist with costs of data capture.

Deadline: Request For Proposals should be submitted to THE LEAP at wendy@theleapbradford.co.uk by 5pm on 10th July 2020.

Overview

THE LEAP is one of the latest of the Arts Council England's (ACE) Creative People and Places programmes (CPP) – see <http://www.creativepeopleplaces.org.uk/>

THE LEAP is an action learning programme focussed on increasing participation in arts and culture in areas of Bradford and Keighley where current engagement levels are exceptionally low compared to Bradford district wide and national trends. As a direct response, our work is seeking to bring about measurable change in individual values, attitudes and ownership of arts and culture alongside substantial overall increase in participation and engagement.

Bradford Producing Hub is one of only two pilot Performing Arts Hubs in England, with the other being in Derby.

BPH is a 3 year pilot project that will take a fresh approach to developing and supporting live performance in the city, with new ways of making sure that everyone in Bradford can make and experience great work. The project is focussed on talent development, commissioning new work, reaching people, and transforming spaces where people see live arts.

Bradford is the only place that has had both a CPP and Performing Arts Hub. The projects are working closely together to create real impact on the cultural experiences and journeys of our residents, with The LEAP being predominantly focussed on community and co-creation, and BPH being predominantly focussed on creative careers and the creation of work. Both projects also aim to increase and improve the national profile of Bradford's creativity and culture.

To enable us to understand our impact (and failure) and iteratively learn from our programme activity we are seeking an independent evaluator for the next four years of our work.

We are seeking proposals from evaluators with a flexible and adaptable approach to provide both formative and summative evaluations, to help us to shape and re-shape our programme activity and strategic priorities and to formally make specific recommendations at the end of each year and to support planning and fundraising for beyond the current funding end date of each project.

Evaluation Brief

We are seeking an evaluation partner for the lifetime of this programme through to October 2023 (and perhaps beyond subject to future funding).

We are seeking to achieve and evaluate measurable change in individual values, attitudes and ownership of arts and culture alongside substantial overall increase in participation, engagement, production, and careers. *We are also wanting to work with community and cultural partners to broaden and strengthen the cultural ecology and encourage greater collaboration and impact for our communities.*

Given the iterative action-learning approach we are taking to developing THE LEAP and Bradford Producing Hub individual programmes of work, it is important that we have an equivalent evolving process of evaluation, especially in year one.

Therefore we are seeking an evaluator with a flexible and adaptable approach to provide both formative and summative evaluations, to shape and re-shape our activity on an ongoing basis, and formally to make specific recommendations at the end of each year and to support planning and fundraising for future phases of programme development and delivery.

The successful contractor will be expected to have experience of human centred design methodologies and to work with THE LEAP and BPH and the people and partners engaged in our programmes to shape the final evaluation framework.

In the long term our success and legacy will be measured by:

- **higher levels of arts and cultural activity and engagement**
- **wider ownership and agency over a new and more relevant cultural offer**
- **a radically changed and more representative cultural ecology, workforce and governance**
- **a significant increase in excellent cultural product, and access to funding, by Bradford's artists**
- **improved national profile of Bradford as a place that creates great art with, for and by everyone**

The evaluator will utilise Audience Finder / Audience Spectrum and Audience Insight Toolkits alongside findings from our own work. They will also need to be cognisant of the reporting requirements of other strategic funders in addition to Arts Council including Bradford Council and the Bradford for Everyone programme.

In year one we would seek to work with our evaluator to:

- a **test** the validity of our assumptions, considering any exceptional factors worthy of future detailed discovery
- b **understand** and calibrate people's current level of cultural confidence and connectedness (participating, working, volunteering or acting as trustees etc) and their current agency to influence local decision making
- c **evaluate** the potential of our partnerships as scalable methods to devolve cultural ownership and power
- d **develop** a further iteration of our Theory of Change



The evaluator will also attend a sample of our work, meetings of key project fora and will be tasked to comment on their effectiveness. They will also be asked to interview participants, changemakers, creatives and programme delivery staff.

We appreciate that cost will dictate that not all project activity can be evaluated independently and we will work with the evaluator in year one to devise a **project planning and self-evaluation toolkit** (building on a tried and tested model at BTHFT/Born in Bradford¹) that can be adapted by THE LEAP and BPH teams and all of our project partners. This will help us to:

- *co-design our projects*
- *establishing clear goals for each project*
- *relate these to our overall theory of change*
- *measure impact or areas of failure*
- *share our findings through reports and case studies*

Once individual project evaluations are complete, we will take the learning and quickly apply this into subsequent projects, thus supporting the evolution of two Programmes. Feedback will also always be shared with our partners, artists and communities.

As well as collecting robust measurable impact data we also recognise the **power and importance of individual's stories** and so qualitative research will go alongside quantitative data collection to understand the lived experiences of people who take part in projects, to capture their cultural journeys and to share them.

We anticipate regular monthly contact with the evaluator and that they will guide us in the design and content of all our data capture and monitoring materials and processes. THE LEAP and BPH staff and volunteers will be responsible for ongoing data capture as advised by the evaluator. The Evaluator will also be required to provide training to staff, volunteers and artists on the delivery of evaluation sessions and the collection of data.

Main Outputs

1. Regular formative feedback to inform our activity and future plans
2. An evaluation report at the end of each year that evaluates the impact of each Project and the combined impact of both
3. A final report at the culmination the programme that evaluates the impact of each Project and the combined impact of both

The above reports and any intermediate evaluation outputs should provide:

- Evaluation and impact information in a format we can share with local people and organisations to celebrate and benefit from.
 - Evaluation and impact information in a format we can share for communities elsewhere in England and the wider arts and culture sector.
 - Evaluation and impact information in a format we can use to report on specific research questions posed as part of our developing approach
4. The deployment of creative evaluation and impact management methods that we can share as models of good practice
 5. Supporting both Projects to produce annual insights reports, which will be drawn from the evaluation. We will pick out broad learning and a deeper look at areas of innovation. We will disseminate via social media, on our websites and via other networks and through events that will also allow us to convene and connect across sectors.
 6. Creative contribution, presence and presentation at Born in Bradford Festivals as required.

1. <https://borninbradford.nhs.uk/wp-content/uploads/The-Better-Start-Bradford-Innovation-Hub-Framework-for-Monitoring-and-Evaluation-V1.0.pdf>

Timeline

Output	Draft to Consortium review
Appointment of Evaluator and assessment of data and insights gathered to date.	07.2020
Development of evaluation plan, data collection methodologies and project planning and self-evaluation toolkit	09.2020
The Leap Commence programme activity BPH Year one impact and KPI review	09.2020
The Leap Year one review and revised activity and business plan	02.2021
Born in Bradford Festival BPH Year two impact and KPI review	09.2021
The Leap Year two review	02.2022
BPH Final evaluation	09.2022
Born in Bradford Festival	09.2023
Year three review Combined project impact assessment	02.2023
The Leap Final review	10.2023

Criteria

We are looking for a consultant or team with:

- Experience of evaluation in the arts and culture sector, including evaluating arts engagement programmes
- Experience of working within diverse communities
- A focus on quality of process as well as outcomes and impact
- Experience of working with teams in operational settings
- Experience of engaging local people using human centred design methods in the evaluation process
- Experience of facilitating action planning / reflection workshops
- Ability to travel to various sites around the programme area
- Strong and clear written communication skills in report writing
- Experience of longitudinal impact evaluation



Scoring criteria

Your request for proposals will be assessed against the following criteria

- Experience and track record in evaluation of this type
- Methodology & Approach
- Quality
- Cost

Each area of your Request For Proposals will be assessed as detailed below:

Interpretation of RFP criteria

Excellent – Overall the response demonstrates that the applicant meets all areas of the requirement. This, therefore, is a detailed excellent response that meets all aspects of the requirement leaving no ambiguity as to whether the applicant can meet the requirement.

Good – Overall the response demonstrates that the applicant meets all areas of the requirement and provides all of the areas of evidence requested, but contains some trivial omissions in relation to the level of detail requested in terms of either the response or the evidence. This, therefore, is a good response that meets all aspects of the requirement with only a trivial level of ambiguity due to a lack of information at the level needed.

Adequate – Overall the response demonstrates that the applicant meets all areas of the requirement, but not all of the areas of evidence requested have been provided. This, therefore, is an adequate response, but with some limited ambiguity as to whether the bidder can meet the requirement due to a lack of evidence provided.

Poor – The response does not demonstrate that the applicant meets the requirement in one or more areas. This, therefore, is a poor response with significant ambiguity as to whether the applicant can meet the requirement due a missing information to show that it meets one or more areas of the requirement.

Unacceptable – The response is non-compliant with the requirements of the RFP and/or no response has been provided.



Contract

A contract will be offered until October 2023. There will be a mutual break clause at the end of year one.



Budget

The total budget is £20,000 per annum (ex VAT, including all travel and other expenses). Bradford Producing Hub and The Leap also have additional resources to assist with costs of data capture.

Request For Proposals Process

Please contact Zulfiqar Ahmed at zulfiqar@theleapbradford.co.uk if you have any questions about this Request For Proposals.

Request For Proposals should be submitted to THE LEAP at wendy@theleapbradford.co.uk by **10th July 2020**.

Selected candidates will be interviewed on Monday 20th July 2020 in Bradford. Please let us know immediately if it would be impossible for you to attend that day. We will conduct all interviews using the latest guidance from the UK Government regarding the COVID-19 pandemic.

Your Request for Proposals should be a maximum of 4 sides of A4, with examples of appropriate previous experience and CVs and the roles that each member of your team (if applicable) that will deliver included as appendices.

Please include the following information in your RFP:

- Your understanding of this brief and the context for THE LEAP and BPH's work
- The reason why you are interested in working with us here in Bradford and your fit to our criteria
- How you will approach developing the evaluation with us and working with us throughout the programme
- Your relevant experience
- Any specific tools or methodologies you propose to use as part of delivering the work
- How you will manage the project, including your anticipated time commitment
- Your ideas about how you will present the evaluation findings to us and to others
- A budget for the evaluation, broken down against individual stages or tasks as outlined in your methodology.
- Details of two referees from other clients you have supported

In addition, please provide copies (or links to) two of your recent and relevant evaluation reports or products.

THE LEAP

At the core of our evaluation will need to be the **three CPP National Evaluation Research Questions for Arts Council England:**

1. *Are more people from places of least engagement experiencing and inspired by the arts?*
2. *To what extent was the aspiration for excellence of art and excellence of the process of engaging communities achieved?*
3. *Which approaches were successful and what lessons were learned?*

Bradford is a vibrant cultural city, but the benefits of public-funded arts and culture are spread unequally and not reaching everyone living in the District.

Our ambition is to create a step-change in engagement with arts and culture across the district. Creating 100,000 new engagements in places where 80-100% of people are currently defined as being low engaged.

Our arts and cultural activity will benefit everyone across the district, but we will prioritise and invest in the people in the wards of Manningham, Bradford Moor, Tong, City, Keighley West and Keighley Central; some of the most disadvantaged areas of Bradford, where investment and opportunities to engage with subsidised arts and culture and levels of conventional participation are perceived as exceptionally low. This gives THE LEAP an **urban, working-class focus** and an **extraordinary opportunity for creative excellence** through celebration of the ethnic, religious and cultural diversity and the richness of people's own cultural and creative lives. We see the diversity of Bradford as a significant opportunity, and as a result we aim for at least 50% of all our programme activity to reach minority ethnic communities across our areas of focus.

The Leap consortium is focussed and embedded in the communities concerned. It is led by Born in Bradford (BTHFT²), part of Bradford Institute for Health Research, one of the largest birth cohort research studies in the world following the lives of 30,000 people. It includes: Mind the Gap theatre company, the Bradford Eid Festival, Royds Community Association and Keighley Association for Women and Children Centre. It has substantial experience of sustainable and resilient community development to bring to bear on THE LEAP and on the community groups and arts organisations we will partner with.



2. THE LEAP is inspired by BTHFT's two artists in residence, Ian Beesley and Ian McMillan: *It's the leap into the future/ the air between your hopes and fears/It's the flag of possibilities unfurled.*

While available research suggests low engagement with the funded arts and culture offer in Bradford, it does not prove lack of interest or demand. In common with many other Creative People and Places programmes, our early consultation suggests high levels of interest in engaging with more cultural activity, especially that which is seen as beneficial to children and families. This suggests lack of opportunity and choice of relevant options is perhaps the bigger issue.

Nor does the data demonstrate lack of 'culture' per se. Again, our initial consultations show a richness of community creativity and cultural activity already happening in these places, however this is not intersecting with, or perhaps supported by, the current 'mainstream' funded cultural offer. There is significant opportunity to reveal, celebrate and amplify a much more diverse culture.

Most of the current funded cultural offer is concentrated in Bradford city centre and, with exceptions such as The Bradford Literature Festival and the Kala Sangam Arts Centre, the audience for the arts is predominantly white. The workforce and cultural leadership of Bradford is also predominantly white and middle class and therefore unrepresentative of significant parts of the population.

To fundamentally change engagement with the arts and culture in Bradford; different people need to take ownership, the balance of power needs to shift and, in part, the art itself must change too.

Therefore, we have developed a Mission to change the nature of arts and culture in Bradford and a Vision that **all Bradfordians have ownership of their arts and culture and are inspired and confident to create and enjoy extraordinary arts and cultural activities in the places where they live.**

Systemic change is required to achieve this, so that the city/community ecology places high(er) value on arts activity and that the cultural infrastructure better represents the people here. THE LEAP cannot do this alone, but it can lead change by taking risks, devolving decision making and funding power and evidencing examples of difference and success. Encouraging this change in others will also form the sustainable legacy of THE LEAP.

We have signed up to CPP networks and The Leap Director has joined the National advisory group. We will share openly across the Creative People and Places Peer Learning Network, Culture Hive and wider arts, culture and community sectors, both within the city and nationally.

Bradford Trust Hospital Foundation Trust host a bi-annual conference – the 'Born in Bradford Festival' - in Bradford for practitioners from all sectors where research findings are presented in accessible formats to facilitate the translation of research and learning into practice. We will seek to include THE LEAP and the work of CPP as a theme of the next festival. This is scheduled for Autumn 2021. Every year BTHFT has a **Radio 4**, You and Yours programme dedicated to its work, hosted by Winifred Robinson. This also offers a unique opportunity for national media coverage for THE LEAP/CPP.



Bradford Producing Hub

BPH is an exciting three-year live arts development project that aims to make sure Bradford is a creative city where lots of amazing live performance is happening all the time.

It is a pilot project that will test radical new approaches to producing live arts, supporting creative talent, developing a local arts workforce, and partnering with communities across Bradford to reimagine the city as a thriving hub for performance.

BPH is led by a consortium of Bradford organisations and artists: Theatre in the Mill (lead), Mind the Gap, Kala Sangam, 154 Collective, Common Wealth and Displace Yourself – but the project is for everyone interested in making and seeing more live arts in Bradford.

In September 2019 the project was awarded £1.5 million from Arts Council England.

Vision

Our vision is to develop a creative city, where live performance thrives.

People will experience exciting, bold and brilliant new work that connects with them and reflects how we live in the world today – happening in places they might expect, and many more places they would not. A city where art is a regular part of what happens here and another reason why it is a great city to live, work and visit.

Artists from all backgrounds and stages of their career will have the tools, infrastructure and support to be brave with their ideas, feel part of a thriving creative community and make their best work today.

BPH will be a blueprint for a fair and thriving arts sector – we will seek further inward investment and create lasting change in the City. The project will shout loudly and proudly about what we learnt, what worked and (crucially) what didn't.

So what will Bradford Producing Hub (BPH) actually do?

Needs Lead:

The first 6 months of the project were about talking to as many people as possible: artists, aspiring creatives, current audiences, potential audiences, businesses, young people, funders, producers, and everyone else who could help us think about how we make live performance in Bradford better.

The results of this consultation are collated in the format of a **Joint Cultural Needs Assessment** – forming an essential baseline for the project and our place – both in terms of directly influencing what we do, and how we will assess our impact.

Artist Lead:

For BPH 'artist' is a broad term which includes theatre makers, writers, dancers, directors, live artists, performers, choreographers, producers, designers, people who might not consider themselves artists and the myriad of other roles and ideas required to make brilliant performance. Our aim is to put in place the conditions for tailored, year-round support that enables people to achieve their creative ambitions.

Access Lead:

BPH is determined to take a broad, inclusive and forward-thinking approach to access – where our communities will tell us what they need. Access sits at the heart of everything we do – everyone should be able to participate fully in all the activities and BPH is determined to do everything possible to remove the barriers that might prevent this – whatever those barriers may be.

Across the 3 years, BPH is working to deliver 8 key strands – the evaluator will help us assess the impact of this work:

1 Needs Assessment & Creativity Council

Gathering and understanding the needs that BPH should address, to support the creation of more Live Art in Bradford.

Bringing together a Creativity Council – a cross section of Bradford community - to fundamentally shift power and decision-making processes: putting in place lots of ways for people from all parts of the community to take an active role in deciding how we work and what is created – no one-person is making decisions or selecting work.

2 Talent Development

Providing a structured and responsive strand of training and development opportunities for all artists at any point of their career, that will support the creation of more Live Arts in, and coming out of, Bradford.

3 Reaching People

Ensuring work that's made reaches audiences, and is what audiences want to see. Improving the ways audiences find out about and engage in live arts. Through BPH more people than ever will enjoy exciting new work.

4 New Work

Providing Research & Development funding, Commissions and creative support to enable the creation of more and better Live Art in and by Bradford artists.

The Hub will support, incubate and realise new work across the City from all types of live performance: music, theatre, live art, spoken word, comedy, dance, outdoor spectacular and all the work that sits outside, around or somewhere in-between, these definitions. Bradford has a rich history of reinventing form, blurring artforms - and work that defies definition and BPH will support and champion as much of this as possible.

5 Transforming Spaces

Ensuring there are spaces for performance and doing what is possible to increase and improve performance infrastructure and facilities.

6 Shared Resources

Creating better ways for people to find out about and share live art, including knowing what's on and booking tickets easily.

7 Management & Delivery

Ensuring the project is well managed and supported, while creating new routes into the arts sector.

8 Evaluation, Learning & Legacy

Evaluating and sharing the successes and failures of the project, proving need, and having a constant eye to the future.

