

Invitation to Tender

Economic and Social Value Impact Assessment of Bradford 2025

Introduction

Bradford Culture Company (BCC) operating as Bradford 2025 (the Company) is seeking to appoint a suitably experienced and qualified economic consultancy, or partnership of consultancies (the Provider) to deliver an Economic and Social Value Impact Assessment of Bradford 2025.

The proposed contract will run from July 2024 to November 2026.

BCC would like to invite interested providers to tender for this business.

Providers must meet BCC's procurement objectives:

- To ensure that procurement activities reflect BCC's approach to transparency, sustainability, value for money and equality, diversity and inclusion.
- To ensure BCC's commitment to the communities of Bradford is reflected in the procurement process.
- To ensure BCC's duty to its funders to deliver best value for money.
- To ensure compliance with relevant laws and regulations

Context

Bradford Culture Company (BCC) was set up in 2023 following the successful bid to be UK City of Culture 2025. BCC is now getting ready to deliver an ambitious UK City of Culture year in 2025 and to ensure a legacy for the district and its communities. This legacy will be based on Bradford 2025's Story of Change (see Appendix 1), outlined in the bid and further developed by BCC alongside its evaluation strategy.

Whilst Bradford has many challenges, it already has resilient and strong communities ready and eager for change; a young and diverse population with huge untapped potential; strong and decisive civic leadership with a clear strategic direction; world class creative talent bringing new ideas to the nation; diverse cultural assets; and an abundant and distinctive natural and built environment.

Through hosting UK City of Culture 2025 we intend to:

- Attract 3 million additional visitors to Bradford in 2025
- Attract 1,784,500 attendees to Bradford 2025 events (all activities)
- Recruit and involve 3,780 volunteers
- Target at least 60,000 participants to be engaged in activity in 2025.
- Create 1,620 visitor economy jobs by the end of 2025
- Stimulate over 500 new Cultural and Creative Industries jobs by end of 2025

More detail about our ambitions for City of Culture can be found in the attached excerpt from our Business Plan in Appendix 2.

We are looking to appoint an economic consultancy /partnership / consortium with experience of social cost benefit analysis and wider social impact measurement to work with BCC, its Evaluation sub-committee and Evaluation Team in the assessment of the economic and social value impact that the UK City of Culture 2025 title has brought to Bradford district and the wider region.

This will be an ambitious and innovative study, building on considerable existing research including evaluation of Coventry City of Culture (Evaluating Coventry UK City of Culture 2021 (coventry21evaluation.info) and the Culture Heritage Capital framework (Culture and Heritage Capital portal - GOV.UK (www.gov.uk) on how to incorporate social value into economic impact measurement. It should also respond to the rapidly changing socio-economic and research context to produce a study which reflects the full value that Bradford 2025 brings to the district.

The chosen providers will have considerable experience in undertaking economic impact assessments, including in the cultural sector, experience of undertaking social value assessment and a thorough understanding of the dependencies between economic and social value outcomes and impacts, and an understanding of the potentials and challenges offered by the extended remit of economic impact analysis in recent years. It should also explicitly build on previous examples of best practice including the Coventry 2021 evaluation and the Culture Heritage Capital Framework.

This evaluation should build on the Story of Change, baseline data, step changes and key indicators (draft key indicators included as Appendices 3a and 3b) developed by the BCC. The assessment will be undertaken alongside the wider evaluation of Bradford 2025 which will be co-ordinated and run through the BCC evaluation team and will include considerable qualitative and quantitative data gathering upon which this assessment will be expected to draw. These activities include a yearly household survey (baseline 2024), a 1-2 yearly creative sector workforce survey (baseline 2024), a volunteer survey (ongoing) and a range of quantitative and qualitative data collection and research and evaluation projects being led by or undertaken/delivered in collaboration with the University of Bradford (a strategic partner), Bradford Metropolitan District Council, Bradford Institute for Health Research, University of Leeds, West Yorkshire Combined Authority, Y-PERN and other local partners. A summary of key evaluation activities, resources and timeframes is included as Appendix 4.

Baseline data collection is currently well underway but there is flexibility to build in specific questions to all areas of data gathering (see below for details) as the consultants are appointed and final methodology agreed.

Work on analysis of economic and social impacts of cultural events has progressed rapidly in recent years with increasing ability to include wider social and wellbeing benefits within a robust social cost-benefit analysis approach. However, as recognised within the Coventry work, there are still issues and opportunities to advance this range of measures, and there is also need for wider take up of evaluation and impact analysis across the cultural sector to

enhance the evidence base. We believe that Bradford 2025 provides an opportunity to progress this thinking further – working alongside partners locally (including the University of Bradford, University of Leeds, WYCA) and nationally (via the Technical Reference Group). It also offers the potential of a practice hub in which to test applications through building skills and confidence across the local creative sector in impact measurement and understanding and maximising the value they create.

Our ambition is that this commission will:

- quantify the local spending, employment, Gross Value Added (GVA), volunteering, funding, image, and other impacts of Bradford 2025 at a local level and the value for money at the national level and local place-based level in compliance with the HM Treasury Green and Magenta Books;
- support the development of social cost benefit analysis assessment to include potential further social impacts/indicators within a value for money assessment;
- recognise and document the wider qualitative social impacts arising from Bradford City of Culture.

This means that as well as generating a HM Treasury Green Book compliant single value, we are also committed to the use and value of social value assessment as a way of cultural sector projects and organisations understanding and maximising the value they bring to society. We would welcome bidders' thoughts on how they could support Bradford 2025 projects and commissions to develop impact measurement skills and understanding of social value approaches within this evaluation. Any such work would be delivered in partnership with the BCC evaluation team.

The consultants appointed will work closely with BCC's designated ESVIA project team. This includes members of the Evaluation Team, the Evaluation and Research sub-committee and key members of the Bradford 2025 Technical Reference Group (and co-optees). Work will take place over the period 2024-2026 with a model development and baseline report in 2024, an interim report testing the model in late 2025, and a final economic and social value impact assessment in 2026.

During the period of the consultancy, monthly update reports will be required and supplied to the designated ESVIA project team. The consultancy will be guided by the ESVIA project team which will meet at least quarterly throughout the year to track progress against deliverables and assist with connecting the consultancy to relevant organisations and partners to assist in the delivery of the economic and social value impact assessment.

Evaluation Questions

The Economic and Social Impact Assessment should address the following key questions. This is likely to require the maintenance of a basket of key local indicators during the period of the evaluation. These should be related to the Story of Change and key progress indicators developed by BCC (available in the Background Material).

1: Overall Economic impact assessment:

Did UK CoC 2025 contribute to a noticeable and measurable economic uplift to the District and wider region? What were the range of outcomes and observable changes? How much of any change is attributable to the UK CoC 2025? How likely is it that this will be sustained beyond 2025?

This should include consideration of:

- Whether Bradford 2025 achieved its objectives in relation to increased tourism, cultural and city region investment and increased sustainability of the cultural and wider business sector. This should include visitor expenditure, employment and GVA, volunteering, funding, wider sector effects, image, digital and strategic added value.
- Whether the economic value generated was proportionally distributed across population groups/areas in Bradford district in line with Bradford 2025 objectives.
- Whether certain elements of Bradford 2025 worked particularly well in delivering economic and social value beyond those expected? Likewise, were there under-performing aspects of CoC?
- To what extent was Bradford City of Culture Trust's programme a pioneering model of culture-led inclusive growth?

2. Social cost-benefit analysis

Given the social and economic impacts identified above was Bradford 2025 a beneficial investment? We require robust benefit-cost ratio estimates:

- Did UK CoC 2025 deliver value for money comparing the costs and valuation of benefits?
- This should include VfM assessment at the national as well as a place-based analysis in compliance with HM Treasury and relevant DCMS guidelines.
- Were there wider benefits which it is difficult to value and therefore difficult to include in any benefit-cost ratio? What were these and how significant were they?

3. What economic and social value did different strands of the Bradford 2025 programme provide to Bradford District?

We would also like a deeper dive into a series of projects which can include a wider set of methodologies. These are our 'signature thematic projects' of the programme – which are approaches taken, often including more than one 'project', but which encapsulate our values.

We expect these methodologies to start with social cost-benefit approaches aligning with the overall study and we would like bidders to consider how to triangulate the social cost-benefit analysis approach with more qualitative and bottom-up approaches to provide a wider analysis of the social value generated by thematic projects and how this can be maximised. These approaches should build on the latest research, which

would allow assessment either as a direct delivery of the evaluation, or using models which focus on one or more and can be rolled out and replicated across the programme.

Example 'signature thematic projects' to be evaluated may include:

- *Social prescribing for arts & culture;*
- *Bradford's creative sector 'learning culture'* a strand of work looking to develop a 'learning culture' within Bradford's creative sector, enhancing skills and confidence in impact measurement;
- *Sustainable Volunteering* – developing a sustainable and diverse volunteer workforce;
- *Magic Waiting* - Community-based creative practitioners and/or socially engaged practice;

Deliverables

The following deliverables are proposed as outputs of the consultancy period. However, we would welcome suggestions on a realistic timeframe for the realisation and assessment of social value:

November 2024 - Baseline report, agreed model and data collection framework

A baseline report providing an indication of any economic impacts since the award of the UK CoC title in 2022 and providing baseline figures against which UK CoC 2025 impacts will be measured. Sharing of agreed framework for data collection and analysis for the remainder of the evaluation.

July/ August 2025 - Interim Report (for internal use only)

To test the model, identify any data collection gaps and report on any key learning points and adaptations required.

November 2026 – Final Economic Impact and Social Value Assessment Report

A final report covering the evaluation questions outlined above. This should draw on primary data collection, programme monitoring and evaluation data (provided by BCC evaluation team by end March 2026), and national measures. It should include a joined up socio-economic value for the delivery of Bradford 2025 and its cost benefit analysis, as well as including sections with more complex analysis of the aspects of impact such as: tourism, investment, inclusive growth, local cultural and creative sector, volunteers, wellbeing and other potential social value themes. It should also include sections on the social value assessment of the signature projects and present a discussion on the methodologies used for the overall and specific assessments and learning from these.

In addition to the above, monthly update reports and quarterly attendance at the Technical Reference Group will be required.

Budget

The budget is not to exceed £175,000 (incl. VAT). An additional supplement may be available for demonstrable 'added value' e.g. to facilitate innovative social value assessment activities, particularly those using collaborative, learning and/or consortium approaches.

Background Material

The following background materials are available as Appendices:

- Appendix 1: Bradford 2025 Story of Change
- Appendix 2: Excerpt from BCC Business Plan
- Appendix 3a and 3b: Draft key output and outcome indicators
- Appendix 4: Summary of evaluation activities, resources and timeframe.

Please contact procurement@bradford for copies.

A more detailed version of the bid document and supporting data will be made available to the commissioned study.

Process

Consultancies are invited to respond to the brief outlined above, by submitting a short proposal (no more than 10 pages) outlining how they would intend to work with BCC and the project team. The submission should include:

- Your understanding of the brief, approach to and proposed methodology for the economic and social impact assessment, including any innovative or experimental aspects. We are particularly interested to hear how you will approach assessing the digital and online offer and impact, how you will approach estimating the counterfactual, and how you would seek to ensure that you support and build on developments in monetising of social impact within a rigorous cost-benefit analysis framework.
- Your ability to carry out the proposed work, including relevant skills and demonstrable thematic and technical expertise of your team. This should include information on previous projects undertaken by yourselves which establishes your credentials for undertaking an economic impact assessment of this scale; and social value evaluation relevant to this sector. Short CVs of the individual team members who will be involved in the impact assessment should be added as appendices to the main proposal. Please note that we would welcome proposals from partnerships, collaborations or consortia.
- How you will ensure that your work aligns with and feeds into the overall evaluation of Bradford 2025 led by BCC, and the wider collaborative research underway and planned (e.g. Y-PIP/ Y-PERN, University of Bradford, WYCA). In particular, how you would ensure that all data and analysis can be shared to the legacy research projects which we aspire to have in place by late 2025.
- A project plan with milestones, key activities and deliverables, including the specific roles and responsibilities of your team members and how much of their time will be

dedicated to each part of the project, project management protocols and a key risk register.

- A budget, including a full breakdown of your proposed fees by calendar year from 2024 to 2026, identifying the day rate and seniority of members of staff assigned to each role. Costings should be inclusive of VAT, travel and other expenses.

Clarification Questions can be submitted via our Slido Q&A portal - <https://bit.ly/3JG0A2d> - and will be addressed on a regular (at least weekly) basis.

Tenders should be submitted to procurement@bradford2025.co.uk by 9pm on **Sunday 9th June 2024**.

We anticipate inviting a maximum of four applicants to interview on **Tuesday 18 June 2024 pm or Wednesday 19 June 2024 pm** to discuss their proposals prior to a final decision, to be presented to senior Trust colleagues. Please indicate at application stage if you are available on these dates.

Assessment criteria

Submissions will be assessed on the following criteria:

- **Vision and innovation (30%)**
Understanding of the requirements for this tender, including the specific objectives, audience, opportunities for innovation in the evaluation methodology and context.
- **Proposed approach and methodology (25%)**
Clear, relevant and appropriate approach to the proposed work. Realistic and feasible staging and work plans. Rigorous and transparent approach. Compliance with HM Treasury's Green Book and other requirements (including any changes during the lifetime of the project).
- **Knowledge and expertise (25%)**
Demonstrable thematic and technical knowledge, skills and experience to meet the tender's requirements, including proven experience of delivering robust, complex evaluations involving economic analysis and assessing cost-benefit.
- **Value for Money (20%)**
With respect to total cost, full breakdown of fees and pricing structure; balance of allocation of resources to work streams, project phases and team members, and any 'added value' components.

Timetable

Advertised – w/c 22 April 2024

Submission Deadline – 9 June 2024

Presentation – 18 or 19 June 2024

Contract Awarded – w/c Monday 24 June 2024