

Bradford 2025
UK City of Culture
Evaluation Strategy
2023-2026

Version 1.



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Foreword



Bradford Culture Company has the privilege – and responsibility – for delivering Bradford's year as the UK City of Culture in 2025. Our commitment is to deliver a year of fabulous events, of life affirming and sometimes life changing experiences, drawing diverse audiences from near and far; and supercharging the economic and social regeneration already underway across the Bradford District. These are captured in our 'Story of Change' which is on page 13 of this document. We will of course be working in deep partnership with many others – residents, communities, cultural organisations, businesses and public agencies to deliver a fantastic year. But we take very seriously the responsibility to use all our endeavours, including the monies entrusted to us, to achieve these purposes and to be accountable for our work.

This strategy sets out the ways in which we will demonstrate the impact of our work. The information we collect and the analysis we undertake will enable us to:

- strengthen and deepen our delivery throughout the year
- be accountable to the people of the Bradford District and funders for our work
- share insights and learning of use to policy makers, investors and the creative sector.

This is important work and many people and institutions have contributed. My thanks to Helen Bewsher and the Evaluation team in Bradford 2025 who have led this work and to the University of Bradford, Born in Bradford, Bradford Council and the University of Leeds and the Centre for Cultural Value for their invaluable insights and suggestions.

Professor Kersten England CBE
Chair of Bradford Culture Company

Overview

- Bradford Culture Company (BCC Ltd.) is responsible for the delivery of UK City of Culture (CoC) in Bradford in 2025. The City of Bradford Metropolitan District Council (BMDC) is responsible for delivery of legacy through its ten-year cultural strategy for Bradford District 2021– 2031, '[Culture is our Plan](#)'¹.
- Our purpose is to make the people who live here proud to 'be Bradford' and to make everyone outside Bradford want to be here. Our mission is to bring the people of the district together to deliver the biggest, most thrilling, inclusive and successful UK CoC yet; learning from and building on the experience of previous CoCs and laying down a new blueprint for CoC to come. Our vision is that following successful delivery of UK CoC 2025, Bradford is where people come to find art and culture; a place of opportunity and creativity with an agile cultural sector; and where residents are proud of where they live and enjoy happier lives and better wellbeing, skills and opportunities in a vibrant, connected place.

1. City of Bradford Metropolitan District Council (2021) Culture is our plan: The ten-year cultural strategy for Bradford District 2021–2031. Available at: www.cultureisourplan.co.uk/ (Accessed: 10 October 2024)



Overview

continued

- This strategy outlines how we will demonstrate progress towards achieving the outputs, outcomes and impacts set out in our 'Story of Change'. It describes the principles and approach to the monitoring and evaluation of Bradford 2025 UK City of Culture (Bradford 2025) and an overview of questions, indicators, data collection methods, resources and time frames.
- The breadth and depth of monitoring and evaluation activities that need to be undertaken to provide evidence of progress, outcomes and impacts requires a collaborative and creative approach to their design, development and delivery. Evaluation projects and activities will include quantitative, qualitative, creative, participatory and mixed evaluation methods; data management, engineering, analytics and visualisation; and specialisms such as economic and environmental impact analysis.
- Our output and outcome indicators are organised into eight key themes; cultural engagement and participation; volunteering; cultural sector diversity and sustainability; economy and tourism; personal wellbeing; community wellbeing and civic pride; environment; and learning culture. These will all be monitored and evaluated through the lens of equality, diversity and inclusion.

Guiding Principles

This evaluation strategy is based on the following principles:

- Monitoring, evaluation and reporting should be robust, transparent and inclusive to provide evidence of what, and how well Bradford 2025 has been delivered, and what difference it has made to Bradford. An Open Data Strategy has been developed to clarify principles, stakeholders, sources and an overview of the technical platform underpinning data publishing.
- The evaluation should provide understanding of the value (cultural, social and economic) of cultural investments and activities and share the learning about what has worked well (and less well).
- Alignment with best practice and compliance with HM Government Guidance on Appraisal and Evaluation (HM Treasury Green and Magenta Books).
- Recognition and alignment of the evaluation and reporting requirements of our various funders and key stakeholders.
- Quantitative and qualitative data will be triangulated to provide breadth and depth of understanding and evidence of outputs and outcomes. The voices and experiences of local people will be at the heart of the evaluation.
- Where possible, existing data sources and resources will be used and innovative and collaborative approaches to research, data collection, management, analysis and dissemination will be implemented, for example using Artificial Intelligence and machine learning.
- Evaluation will be for learning, change and accountability. The 'Evaluation for Change' framework² prototype, incorporating an evaluation learning cycle, is a core element of this strategy.
- Bradford 2025's staff and trustees will commit to embedding a culture of learning and curiosity about what has worked well (and less well).
- The evaluation will assess impact and the longer term legacy of Bradford 2025, informing district-wide strategies.

2. Neelands, J. and Garcia, B. 2022, Evaluation for Change. A guide to planning a mixed-methods framework for evaluation; Embedding a culture of Learning, in 'Making Data Work: A scoping study to develop a mixed-methods evaluation framework for culture', Centre for Cultural Value, 2022.

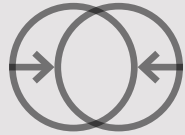
Guiding Principles

continued

The Bradford 2025 evaluation will be underpinned by the evaluation principles³ developed collaboratively by the Centre for Cultural Value (CCV) for the culture sector. The four principles are:

Principles into practice

For each principle, we will use some of the questions designed by the CCV to consider how this will apply to the evaluation of an activity, output, outcome or impact. These questions have been grouped into the themes; Beneficial, Robust, People-centred, Connected.



BENEFICIAL

How do we make sure our evaluation addresses our own needs and those of our different stakeholders?

- Committed to learning
- Ethical
- Applicable



ROBUST

Are our evaluation approaches and methods appropriate, rigorous and geared towards learning?

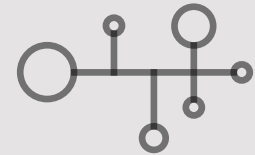
- Rigorous
- Open-minded
- Proportionate



PEOPLE-CENTRED

How do we consider a diversity of viewpoints and experiences to gain better insights?

- Empathetic
- Many-voiced
- Applicable



CONNECTED

Does our evaluation enable learning with and through one another in an effective way?

- Transparent
- Aware
- Shared

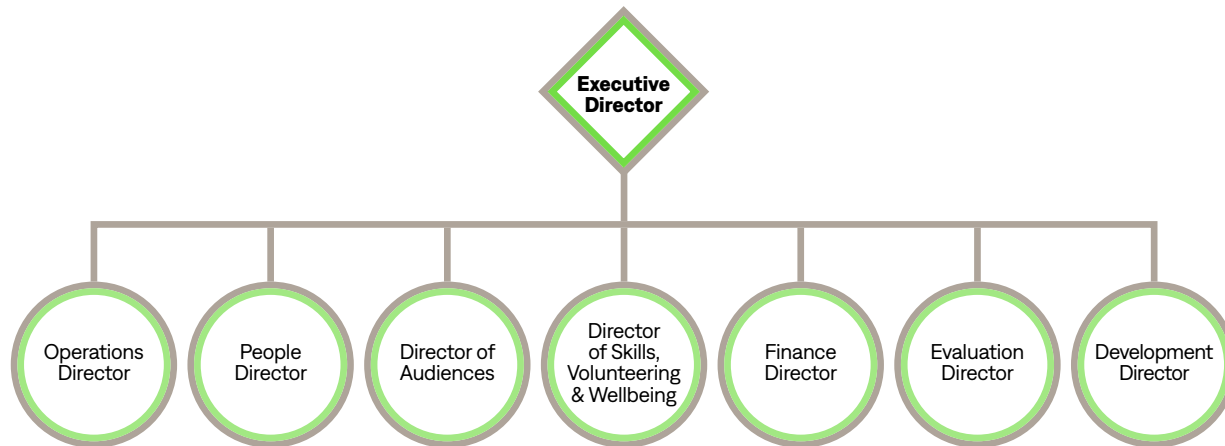
3. Centre for Cultural Value (2023) Evaluation Principles. Available at: www.culturalvalue.org.uk/our-work/evaluation/evaluation-principles/ (Accessed: 10 October 2024)

Roles & Responsibilities

Governance

Bradford Culture Company Ltd. (BCC) is led by an Executive Director and a Creative Director who report to a Board of Trustees made up of key stakeholders from across the district and the wider region. Governance is also supported by four expert sub-committees (including an Evaluation and Research sub-committee – see [Appendix 2](#)) with membership made up of trustees working alongside independent advisors, stakeholders, representatives from the bid steering groups and young people from Bradford.

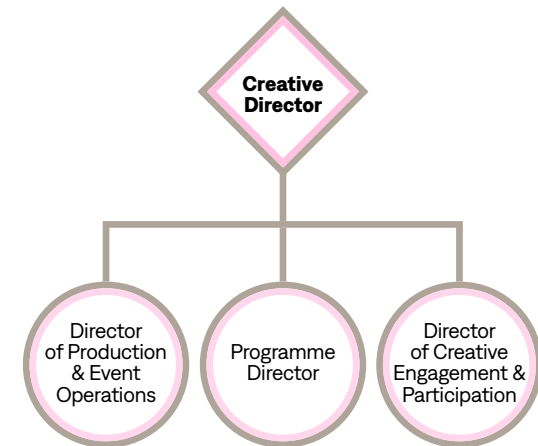
Supporting the Directors is a Senior Leadership Team (SLT) as shown below. The Director of Evaluation is a member of the SLT and is responsible for the development and implementation of the evaluation strategy and overall coordination of evaluation activities.



Funding and reporting requirements

Funding for Bradford 2025 comes from a wide range of sources. Reporting on activities and progress is a fundamental requirement for all key funders and these reporting requirements are incorporated into the evaluation plan and timetable for deliverables.

Bradford 2025 UK City of Culture is supported using public investment from HM Government, City of Bradford Metropolitan District Council, West Yorkshire Combined Authority and through National Lottery funding from Arts Council England, The National Lottery Heritage Fund, National Lottery Community Fund, Spirit of 2012, as well as private investment and donations from a number of trusts, foundations and corporate sponsors.



Roles & Responsibilities

continued

Strategic Direction

This evaluation strategy has been developed by the Director of Evaluation, learning from the best practice and experiences of previous CoCs, and in partnership with the Evaluation and Research sub-committee on behalf of the BCC Board of Trustees. The sub-committee includes trustees and senior representatives of Bradford 2025's strategic partners (University of Bradford, Bradford Institute for Health Research and Bradford Metropolitan District Council).

The framing of our impacts and outcomes in our 'Story of Change' is based on extensive consultation during the CoC bid phase. The purpose of the evaluation strategy and supporting evaluation documents is to describe how we will demonstrate progress towards these and provide evidence of change. It is the role of the Bradford 2025 Evaluation Team to ensure the evaluation is delivered to the highest standards.

The Evaluation Team will be responsible for the coordination of the data collection, research and evaluation activities detailed in the evaluation framework and action plan. This includes the development of data, insight and evaluation reports, dashboards and products in a variety of formats for diverse audiences. It will be supported in this by Bradford 2025 teams, strategic partners and external contractors, consultants and freelancers as appropriate, particularly for specialisms such as economic, social value and environmental impact evaluation.

External Validation

An external Technical Reference Group (TRG) of experts will act as an independent and impartial group advising the Bradford 2025 Evaluation Team on evaluation approach, methodologies, ethics and data collection, analysis, reporting, presentation and relevant research activities and innovations. The terms of reference for the TRG can be seen in [Appendix 3](#).

Evaluation Approach

Bradford 2025's approach to evaluation draws heavily on the Centre for Cultural Value's (CCV) 'Evaluation for Change' framework² developed as part of the Economic and Social Research Council (ESRC)-funded research project 'Making Data Work for Public Sector Policy'.

The Evaluation for Change framework is intended to provide a flexible approach to evaluation which can be tailored to the scope and scale of any cultural project or programme and is informed by the CCV evaluation principles. The evaluation of Bradford 2025 is an opportunity to apply and adapt this framework at scale to demonstrate the central importance of evaluation for learning, as well as accountability to funders and stakeholders.

This approach requires evaluation:

- to be embedded in an organisation's culture of learning and curiosity;
- to have evaluation champions who are passionate about evidence-based learning, reflecting and acting on successes and failures;
- to be an ongoing process starting at the planning stage and continuing beyond the project to inform what happens next;
- to include the responses and voices of multiple stakeholders;
- to be about continuous improvement, testing things out, capturing different types of data and, most importantly, reflecting on outcomes and impact.

2. Neelands, J. and Garcia, B. 2022, Evaluation for Change. A guide to planning a mixed-methods framework for evaluation; Embedding a culture of Learning, in 'Making Data Work: A scoping study to develop a mixed-methods evaluation framework for culture', Centre for Cultural Value, 2022.

Evaluation Approach

continued

At the heart of the evaluation of Bradford 2025 are the Wheel of Change (WoC) planning tool and the Evaluation Learning Cycle (the WoC plus the outer circle in Fig.1).

- The Evaluation Learning Cycle is informed by action research models and involves an ongoing cycle of reflecting, planning, doing and reviewing.
- The WoC is based on Theory of Change frameworks. For Bradford 2025, the starting point is our Story of Change.
- Evaluation will be embedded in and contribute to each stage. The WoC illustrates the cyclical nature of evaluation with each step in the circle also being a stage in the evaluation process.



Fig 1: Evaluation Learning Cycle²

2. Neelands, J. and Garcia, B. 2022, Evaluation for Change. A guide to planning a mixed-methods framework for evaluation; Embedding a culture of Learning, in 'Making Data Work: A scoping study to develop a mixed-methods evaluation framework for culture', Centre for Cultural Value, 2022.

Evaluation Approach

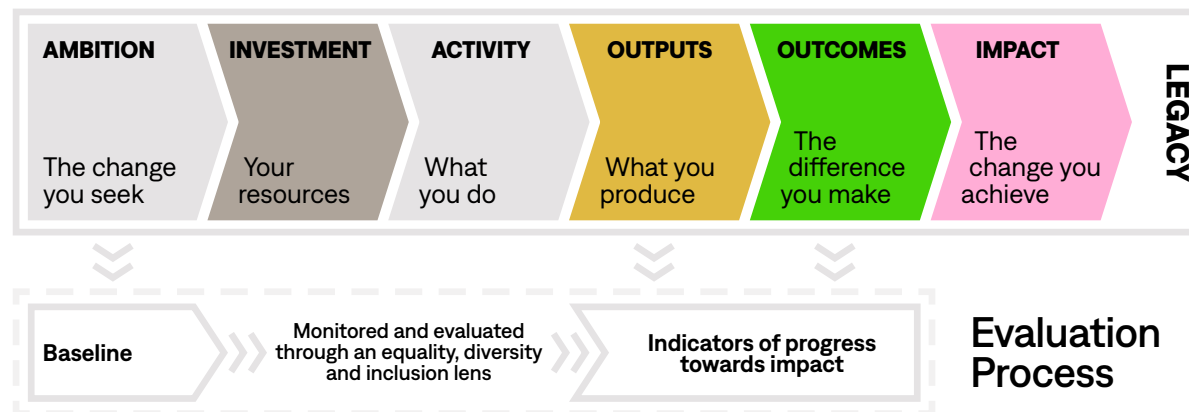
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- Presenting the Wheel of Change stages as shown in Fig.2 illustrates the connection between the stages in the evaluation process and those in our Story of Change.
- Baseline data will capture our starting point and provide evidence of our local challenges. This will include geographic, socio-economic, demographic and psychographic profiles of the Bradford population; quantitative indicators from surveys (household, volunteers and creative sector workforce), economic analysis (including tourism, employment and skills), and qualitative data from citizens (adults and children and young people), stakeholders, volunteers, producers and artists.

- Progress indicators will provide evidence of change along the way. Indicators used to monitor progress will be selected on the basis of being precise, easy to understand, interpret, and of providing insight into the quality and quantity of change. Where possible, nationally collected indicators (e.g. from the annual Participation Survey) will be used for comparative analysis which will inform the evidence base for the UK CoC Programme. Transparency about what data is collected, analysed, interpreted and presented as evidence is crucial to the credibility of the evaluation process in the short, medium and longer-term.
- Importantly, there is not a simple, linear relationship between activities, outputs, outcomes and impacts. Some activities will contribute to multiple outcomes, some impacts will be unexpected, and Bradford 2025 will be one of many contributors to district-wide changes over the next three years and beyond. The UK City of Culture designation itself is just one of a number of ambitions set out in Bradford District's 10-year cultural strategy '[Culture is our Plan](#)'¹.

Fig 2: Adapted from 'Evaluation for Change'²

Story of Change



1. City of Bradford Metropolitan District Council (2021) Culture is our plan: The ten-year cultural strategy for Bradford District 2021–2031. Available at: www.cultureisourplan.co.uk/ (Accessed: 10 October 2024)

2. Neelands, J. and Garcia, B. 2022, Evaluation for Change. A guide to planning a mixed-methods framework for evaluation; Embedding a culture of Learning, in 'Making Data Work: A scoping study to develop a mixed-methods evaluation framework for culture', Centre for Cultural Value, 2022.

Story of Change

INPUTS & ACTIVITIES

Where will our resources come from and what will we do with them?

Working with...

- BD residents, esp. young, working-class and under-served groups
- Creatives & cultural sector
- Community & cultural groups and ambassadors
- Visitors from UK and beyond
- Voluntary, social, commercial, tourism, public, education, research & health sectors
- Local and national media.

With investments, time and support from...

- Strategic Partners (BD Council, University and Institute for Health Research)
- National and local funders
- Private sector sponsors.

Activities will include...

- Vibrant, compelling arts and culture programme that reflects the community
- Animation of the district bringing new life around improvements in the public realm
- Creative opportunities for youth participation and engagement
- Activities in all parts of the district
- Activities offered via social prescribing
- Improved promotion of district culture and heritage
- Opportunities to volunteer
- Creating developmental professional opportunities for local creative sector
- Creative industries leadership programme
- Expansion of local training places and apprenticeships
- Green code enabling and platforming environmental sustainability
- Creating opportunities for sharing data, insights and learning.

OUTPUTS

What do we expect to see, what will be our headline indicators of progress?

Cultural Events and participants

- Number of events
- Number of attendees
- Number of participants engaged in local activities
- Number of artistic commissions.

Engagement

- Attendee/ participant number and diversity.

Volunteering

- Volunteer numbers, diversity and activities
- Volunteer satisfaction and participation in training.

Cultural sector diversity and sustainability

- Apprentice/trainee number & diversity
- Artist and activity no. & diversity.

Economy and tourism

- New jobs created & safeguarded
- Businesses/ organisations supported
- Visitor numbers, spend and stays.

Personal wellbeing

- Positive experiences & reactions
- Cultural social prescribing offers & uptake.

Community wellbeing and civic pride

- Perceptions of range, quality, relevance of local creative/cultural activities.

Environment

- Fuel and energy consumption
- Waste and recycling.

Learning culture

- Resourced collaborative data & insight sharing and learning & research activities
- Good levels of employee wellbeing
- New staff development opportunities.

EQUALITY, DIVERSITY AND INCLUSION

OUTCOMES

What changes do we expect beyond 2025?

Cultural engagement and participation

- Shared understanding of what culture and creativity mean to people in Bradford
- Everyone has the opportunity to make and experience art
- Reduced barriers to cultural participation
- Increased regular cultural engagement of Bradford communities.

Volunteering

- Bradford's volunteering sector is diverse, thriving and sustainable
- Volunteering established as a strong progression route to employment and training in Bradford.

Cultural sector diversity and sustainability

- Increased no. and diversity of qualifications taken/gained
- We have the right platform, tools and resources for our creative and cultural sector to grow in a way that works for Bradford
- Bradford's cultural sector has a stronger culture of apprenticeships & work-based learning and improved long-term work opportunities
- Ongoing improvements in workforce diversity.

Economy and tourism

- We have changed the way Bradford is seen by the rest of the world for the better
- Increased investment, tourism and job creation
- Increased number of creative/cultural employees & SMEs (small or midsize enterprise).

Personal and community wellbeing and civic pride

- Improved self-reported happiness and life satisfaction
- Improved self-reported community connectedness & pride in place
- Improved understanding of the role of culture/creativity in wellbeing across citizens, organisations and services
- Strengthened and sustainable social prescribing offer & outcomes.

Environment

- New models for collecting data and evidencing the direct and indirect environmental impacts of cultural events and activities
- Improved commitment to sustainable practice, programming and monitoring from the cultural sector in Bradford and the region.

Learning culture

- Accessible and active networks of cultural sector employees, artists and evaluators enabled to learn with and from each other
- Cultural sector perceived and experienced as safe and inclusive
- Cultural data, insight, research and learning infrastructure in place.

EQUALITY, DIVERSITY AND INCLUSION

IMPACTS & AMBITIONS

What are our longer-term goals for Bradford?

- Culture is more available and accessible across the district.
- Bradford is more dynamic and confident and is growing a new young generation of leaders and changemakers.
- Our cultural and creative sector is bigger, more agile and contributes to the economic success and sustainability of the district.
- Bradford has a strong identity as an attractive, thriving and unique cultural destination.
- Bradford 2025 contributes to long-term improvement of population happiness, wellbeing, skills and opportunities and reduced inequalities.

EQUALITY, DIVERSITY AND INCLUSION

Evaluation Approach

continued



The ambitions for Bradford 2025 described in our Story of Change represent the changes we seek, and the impacts represent the changes we achieve.

Our **AMBITIONS** for Bradford 2025 are:

- Culture is more available and accessible across the district
- Bradford is more dynamic and confident and is growing a new young generation of leaders and changemakers
- Our cultural and creative sector is bigger, more agile and contributes to the economic success and sustainability of the district
- Bradford has a strong identity as an attractive, thriving and unique cultural destination
- Bradford 2025 contributes to long-term improvement of population happiness, wellbeing, skills & opportunities and reduced inequalities

What we can achieve with Bradford 2025 will depend on the level of **INVESTMENT** and **RESOURCES** we have available. These include our dedicated budget from HM Government, City of Bradford Metropolitan District Council, West Yorkshire Combined Authority and through National Lottery funding from Arts Council England, The National Lottery Heritage Fund, National Lottery Community Fund, Spirit of 2012 and others, as well as time, talent and expertise contributed by organisations and individuals.

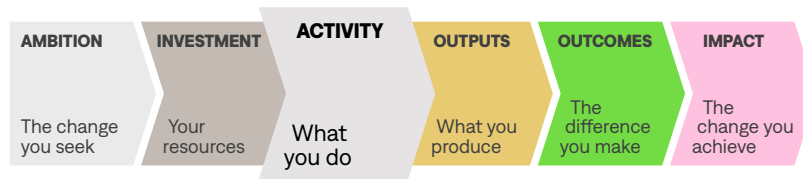
Our strategic partners (Bradford Council, University of Bradford and Institute for Health Research) are pivotal to the success of Bradford 2025 including their contributions of evaluation and research expertise, capacity, access to data and funding opportunities.

The expectations and contributions of partners and our stakeholders are important to capture as part of the evaluation process including the opportunities for collaboration and shared learning.

The outcomes included in our story of change include a development and leadership legacy for the cultural sector and an infrastructure for sharing cultural data and insight across the district. It is anticipated that investing time to build good relationships with partners will contribute significantly to this 'data legacy'.

Evaluation Approach

continued



ACTIVITIES include what needs to be organised, created, co-produced, commissioned and promoted. They include, for example:

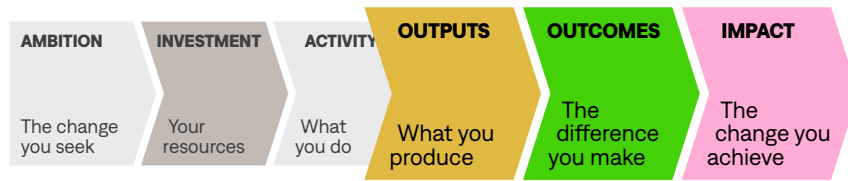
- Co-creation and hyper-local programming to deliver a vibrant, compelling arts and culture programme that reflects the community
- Animation of the district bringing new life around improvements in the public realm
- Creative opportunities for youth participation and engagement
- Reducing barriers to participation activities in all parts of the district
- Improved promotion of district culture and heritage
- Creating opportunities to volunteer
- Creating developmental professional opportunities for local creative sector

- Creative industries leadership programme
- Expansion of local training places and apprenticeships
- Green code enabling and platforming environmental sustainability
- Creating opportunities for sharing data, insights and learning

The evaluation process will include regular opportunities to reflect on and learn from progress as well as capturing data on activities. Postcode, demographic and protected characteristics data will be collected and/or connected where possible to ensure that we can demonstrate how effectively and inclusively we are working and engaging with the diverse people and places of Bradford.

Evaluation Approach

continued



OUTPUTS are the tangible results that arise from our activities that contribute to culture-led change. Through the collection of a range of output indicators we can evaluate the extent to which we delivered what we set out to deliver, reached our priority audiences and created the opportunities we set out to create. Output indicators can tell us how much we have done and how well we have done it.

OUTCOMES are the changes or differences that result from Bradford 2025. Ideally, they will be sustainable positive changes for people or places and contribute to longer-term impacts.

Whereas output indicators can tell us how much we have done and how well we have done it, outcome indicators can tell us what difference we have made. They represent the 'so what?' of our evaluation framework.

IMPACTS are the longer-term changes that we want for Bradford as a result of Bradford 2025.

Bradford 2025 is one programme of activities that is intended to contribute to the achievement of the ambitions of Bradford's 10-year cultural strategy 'Culture is our Plan' and a longer-term legacy of culture-led change.

Proposed Key Output Indicators

		Cultural engagement and participation		
Key to impacts		Output Indicators	Methods	Impact
A	Culture is more available and accessible across the district.	No. and diversity of Bradford 2025-related grant applications received and awarded	I, O	A, B, C
		No., type, 'art form', location of events (performances, shows, commissions) included in Bradford 2025 programme	I	A
B	Bradford is more dynamic and confident and is growing a new young generation of leaders and changemakers.	Increased no., type, 'art form', location of events and activities across Bradford District (not included in Bradford 2025 programme)	A, B, D, E	A
		Expected no. and diversity of audience members/participants	I, O	A
		Actual no. and diversity of audiences/participants - in-person engagement	J, K, L, M	A
C	Our cultural and creative sector is bigger, more agile and contributes to the economic success and sustainability of the district.	Actual no. of audiences/participants - digital engagement	J, K, L, M	A
		% audience who said there were no accessibility barriers to their experience	M	A
		% neurodivergent/disabled participants who said their access needs were fully met	M	A
D	Bradford has a strong identity as an attractive, thriving and unique cultural destination.	% events/performances that had larger than expected audience/participant numbers	I, J, K, L	A
		No. tickets bought/reserved/booked for ticketed events by geo/demographic group	L	A
		% activities free to access	I	A
E	Bradford 2025 contributes to long-term improvement of population happiness, wellbeing, skills & opportunities and reduced inequalities.	% of events/performances/activities that achieve goals defined by producers/performers	I, M, O,	A
		No. organisations engaged by type/ward/IMD	I	B, C
		No. of community-led activities by type/place/community	I	A, B, C
		Increase in self-reported attendance or participation in any arts and culture experiences	B, M	A
		% audience who agree that 'it was different from things I've experienced before' (ACE distinctiveness dimension)	M	A
		% audience who agree that 'it helped me gain new insight or knowledge' (ACE insight dimension)	M	A
		% audience/participants/residents who agreed they were satisfied with the range of cultural activities in Bradford 2025	B, M	A
		% audience/participants/residents who agreed that they were satisfied with the quality of cultural activities in Bradford 2025	B, M	A
		% audience/participants who agree that [this event] represents them and their life	B, M	A
		% participants who rated the overall quality of their experience as good or very good	M	A
		Net promoter score (NPS) 'How likely are you to recommend [this/a Bradford 2025] event to a friend?'	M	A
The key to the Evaluation Methods can be found on pages 29 & 30.	These are the latest indicators at time of publication – but are being defined and refined on an ongoing basis ahead of 2025.	Positive audience/participant experiences, reactions from 'What three words would you use to describe your experience?'	M	A
		Positive audience/participant experiences, reactions from 'Is there any other feedback you'd like to provide?'	M	A
		Audience/participant experiences, reactions and stories	M, N	A, C
		% artists/producers who were satisfied with their experience of Bradford 2025	O	A, C
		Artist/producer experiences, reactions and stories	O	A, C

Proposed Key Output Indicators

continued

Volunteering				
	Key to impacts	Output Indicators	Methods	Impact
A	Culture is more available and accessible across the district.	Volunteer numbers, diversity (geographic, demographic, protected char groups)	F	A, B, C, E
		Volunteer days/hours and range/type/location of activity	F	A, B, C, E
		Volunteer participation in training	F	A, B, C, E
B	Bradford is more dynamic and confident and is growing a new young generation of leaders and changemakers.	% Volunteers satisfied with training	F, H	A, B, C, E
		% Volunteers who agreed that they felt included	F, H	A, B, C, E
		% Volunteers who agreed that they had achieved their personal goals for Bradford 2025	F, H	A, B, C, E
C	Our cultural and creative sector is bigger, more agile and contributes to the economic success and sustainability of the district.	% youth panel who agreed that they had achieved their personal goals from participating	F, H	A, B, C, E
		% volunteers who said their experience had been positive/ enjoyable	F, H	A, B, C, E
D	Bradford has a strong identity as an attractive, thriving and unique cultural destination.	% volunteers reporting improvements in wellbeing	F, H	A, B, C, E
		% volunteers reporting increased community connection	F, H	A, B, C, E
E	Bradford 2025 contributes to long-term improvement of population happiness, wellbeing, skills & opportunities and reduced inequalities.	No./range of training courses volunteers participated in	F, H	A, B, C, E
Cultural sector diversity and sustainability				
		Output Indicators	Methods	Impact
		No, place of residence and diversity of BCC staff, freelancers, producers, performers and artists involved in Bradford 2025	I, O	B, C
		% freelancers satisfied with their experience of being involved in Bradford 2025	O	B, C
		Self-reported wellbeing of creatives	E, O	B, C, E
		No. and diversity of participants completing creative industries leadership programme	E, I, O	B, C, E
		No. of skills development events provided to Bradford creatives and number of unique participants	E, I, O	B, C, E
		No. and diversity of CCI apprenticeships, trainees and student work placements offered and taken up	C, E	B, C, E
		No., type and location of CCI businesses/organisations contracted, commissioned, receiving grant support (etc) via Bradford 2025	C, E	B, C, E
		% of creative sector workforce that agree that "Bradford 2025 has created opportunities to develop and grow my business"	E	B, C, E
		% of young people who aspire to study/train/work in CCI	F, G	A, B, C, E

The key to the Evaluation Methods can be found on pages 29 & 30.

These are the latest indicators at time of publication – but are being defined and refined on an ongoing basis ahead of 2025.

Proposed Key Output Indicators

continued

		Economy and tourism		
Key to impacts		Output Indicators	Methods	Impact
A	Culture is more available and accessible across the district.	Visitor numbers to museums/galleries/theatres, etc.	C	A, D
		Visitor numbers (local, national and international), spend and overnight stays	C	A, D
B	Bradford is more dynamic and confident and is growing a new young generation of leaders and changemakers.	No. and % visitors who say they will return to Bradford	C	A, D
		% visitors who said that their perception of the district had changed for the better	C	A, D
		% local business who reported that Bradford 2025 had a positive impact on their business	C, E	A, D
C	Our cultural and creative sector is bigger, more agile and contributes to the economic success and sustainability of the district.	% local businesses who reported increased turnover compared with previous year	C, E	A, D
		£ millions of investments in projects attributable to Bradford 2025 designation	C	A, D, E
D	Bradford has a strong identity as an attractive, thriving and unique cultural destination.	Local, national, international media visibility/activity and social media activity - volumes	C, D, U	A, D
		% coverage that is positive in local, national, international media	C, D, U	
E	Bradford 2025 contributes to long-term improvement of population happiness, wellbeing, skills & opportunities and reduced inequalities.	Personal wellbeing		
		Output Indicators	Methods	Impact
		Bradford 2025 staff self-reported wellbeing	S	B
		% audience who agree that 'it had a positive impact on my mental wellbeing' (ACE mental wellbeing dimension)	M	A, E
		% participants who said their experience had been positive/enjoyable	M	A, E
		Audience/participant experiences, reactions and stories relating to physical, mental or emotional wellbeing	M, N	A, E
		No., % and range of arts/culture-related social prescribing offers and referrals	C, R	A, E
		Community wellbeing and civic pride		
		Output Indicators	Methods	Impact
		% participants who agreed that Bradford 2025 events/activities 'represent me and my life'	M	A
		% of participants who agree that [this event] 'helped me to feel connected to people in the community' (ACE social connection dimension)	M	A, D
		% of participants who agree that 'this event makes me feel proud of my local area' (ACE pride in place dimension)	M	A, D
		No. of police-led community engagement activities/encounters	R	A, D
		Local social media activity - % positive coverage, positive sentiment	D	A, D
		Audience/participant experiences, reactions and stories relating to community connectedness and pride of place	M, N	A

The key to the Evaluation Methods can be found on pages 29 & 30.

These are the latest indicators at time of publication – but are being defined and refined on an ongoing basis ahead of 2025.

Proposed Key Output Indicators

continued

Environment				
	Output Indicators	Methods	Impact	
A	Culture is more available and accessible across the district.	No. and % events/activities in green spaces	I	A
		% BCC staff completing carbon literacy training	I, S	C
B	Bradford is more dynamic and confident and is growing a new young generation of leaders and changemakers.	Electricity consumption	I	C
		Fuel consumption	I	C
C	Our cultural and creative sector is bigger, more agile and contributes to the economic success and sustainability of the district.	Mode of travel & distance travelled	I, M	C
		Total Co2 emissions	I	C
D	Bradford has a strong identity as an attractive, thriving and unique cultural destination.	% of participants travelling by public transport/active travel	M	A, C
		Co2 emissions due to travel and transport	I, M	A, C
E	Bradford 2025 contributes to long-term improvement of population happiness, wellbeing, skills & opportunities and reduced inequalities.	% of items/programme budget procured locally	I	C
		Waste sent to landfill	I	C
		Waste volume recycled	I	C
		Number of CCI organisations and individuals signing up to Julia's Bicycle and sharing data with Bradford 2025	I	C
		% audience who agreed that [event] had had 'opened my eyes to issues in the environment' (ACE environmental awareness dimension)	M	A, C
		% audience who agreed that [event] 'made me feel connected to nature' (ACE environmental awareness dimension)	M	A, C
		Stories/insights from participants highlighting importance of environmental issues, green spaces or connecting with nature	M, N	A, C
Learning culture				
	Output Indicators	Methods	Impact	
	Examples of organisational learning & research activities	E, P, S, T	B, C	
	Instances of collaborative data & insight sharing (including AI), learning & research activities in Bradford's cultural sector	D, E, P, T	B, C	
	% cultural sector participants satisfied with their experience and learnt something new	E, O	B, C	
	Bradford 2025 staff self-reported development opportunities	I, S, T	B	

The key to the Evaluation Methods can be found on pages 29 & 30.

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Proposed Key Outcome Indicators

Cultural engagement and participation				
	Key to impacts	Outcome Indicators	Methods	Impact
		% and diversity of adults who regularly take part in creative/cultural activities (including heritage)	B	A, B, C
A	Culture is more available and accessible across the district.	% and diversity of young people who regularly take part in creative/cultural activities	G	A
B	Bradford is more dynamic and confident and is growing a new young generation of leaders and changemakers.	% residents who agree that they are satisfied with the range of cultural activities in Bradford	B	A
		% residents who agree that they are satisfied with the quality of cultural activities in Bradford	B	A
		% residents who agree that culture in Bradford represents them and their life	B, M	A
C	Our cultural and creative sector is bigger, more agile and contributes to the economic success and sustainability of the district.	Young people's perceptions and experiences of the accessibility and availability of culture	G, Q	A
		Perceptions and experiences of the accessibility and availability of culture amongst Bradford's diverse communities	B, Q, R	A
Volunteering				
	Key to impacts	Outcome Indicators	Methods	Impact
		Increased volunteer numbers, diversity and activities (cultural and heritage sector and overall)	B, E, F	A, B, C, E
D	Bradford has a strong identity as an attractive, thriving and unique cultural destination.	% residents who volunteer	B	A, B, C, E
		% Bradford 2025 volunteers who have progressed to training/work in cultural sector	F, H	A, B, C, E
E	Bradford 2025 contributes to long-term improvement of population happiness, wellbeing, skills & opportunities and reduced inequalities.	% cultural sector organisations that actively recruit volunteers	E	A, B, C, E
		% cultural sector organisations who agree that volunteers contribute positively to their activities	E	A, B, C, E
		Volunteering perceptions and aspirations amongst adults and young people	H, Q	A, B, C, E
		Impact of volunteering on wellbeing, sense of pride and community connection	F, H	E

The key to the Evaluation Methods can be found on pages 29 & 30.

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Proposed Key Outcome Indicators

continued

Cultural sector diversity and sustainability				
Key to impacts	Outcome Indicators	Methods	Impact	
A	Culture is more available and accessible across the district.	Increase in no., % and diversity of Cultural and Creative industries [incl Heritage] (CCI) employees, freelancers and businesses	C, E	B, C
		Increased % of CCI workforce from 16-24 yr age group, less economically advantaged groups, disabled and global majority groups	C, E	B, C
B	Bradford is more dynamic and confident and is growing a new young generation of leaders and changemakers.	Increase in no. and diversity of CCI apprenticeships offered, taken up and completed	C, E	B, C
		Increase in CCI related qualifications studied and achieved	C, E	B, C
		Increased no. and diversity of apprentices/trainees securing long-term employment in CCI	C, E	B, C, E
C	Our cultural and creative sector is bigger, more agile and contributes to the economic success and sustainability of the district.	No., % and diversity of CCI leadership programme participants who agree that the course enabled them to progress their chosen career	E, O	B, C, E
		Increased % CCI workforce satisfied with the support and resources available to them	E	B, C
		Increased % of CCI workforce who say they want to grow their business in next 12 months	E	B, C
D	Bradford has a strong identity as an attractive, thriving and unique cultural destination.	Increased % of CCI workers who say they feel confident about their future in the creative sector	E	B, C
		Increased self-reported personal resilience of creative sector workforce	E	B, C
E	Bradford 2025 contributes to long-term improvement of population happiness, wellbeing, skills & opportunities and reduced inequalities.	Increased median salary of local CCI jobs	C, E	B, C, E
		Increased % of young people who aspired to study/train/work in the CCI and go on to do so	Q, G	B, C, D, E
		Sustained increase in no., type, 'art form', location of events, activities and creative assets across Bradford District (not included in Bradford 2025 programme)	A, D	A, B, C
		Sustained year-round calendar of high-quality events and festivals from 2026	A, D	B, C, D, E

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Proposed Key Outcome Indicators

continued

Economy and tourism			
	Outcome Indicators	Methods	Impact
Key to impacts	Increased no. visitors to museums/galleries/theatres, etc.	C	A, D
	Increased visitor numbers, spend and stays	C, U	A, D
A Culture is more available and accessible across the district.	No./ % visitors who said they would return to Bradford	C	A, D
	Increased % local businesses who reported increased turnover compared with previous year	C, R, U	C, D
B Bradford is more dynamic and confident and is growing a new young generation of leaders and changemakers.	Sustained increase in investments in projects attributable to CoC designation	C	C, D, E
	Gross Value Added (GVA)	C	C, D, E
C Our cultural and creative sector is bigger, more agile and contributes to the economic success and sustainability of the district.	Benefit-Cost ratio	C	C, D, E
	Sustained increase in positive social, local, national, international media Bradford coverage/activity	C, D, U	C, D, E
D Bradford has a strong identity as an attractive, thriving and unique cultural destination.	No. of new direct and indirect CCI jobs	C	C, D, E
	No. of creative business start ups/relocations	C, E, R	C, D, E
E Bradford 2025 contributes to long-term improvement of population happiness, wellbeing, skills & opportunities and reduced inequalities.	Social value (short, medium and longer term)	C	C, E
	Additional economic indicators tbc.	C, U	C, D, E
Personal wellbeing			
	Outcome Indicators	Methods	Impact
Key to impacts	Maintained improvements in self-reported overall life satisfaction score	B	A, E
	Maintained improvements in self-reported happiness score	B	A, E
A Culture is more available and accessible across the district.	Maintained improvements in self-reported worthwhile score	B	A, E
	Maintained improvements in self-reported anxiety score	B	A, E
B Bradford is more dynamic and confident and is growing a new young generation of leaders and changemakers.	Maintained improvements in wellbeing score (SWEMWBS) - young people	G	A, E
	Maintained improvements in resilience score - young people	G	A, E
C Our cultural and creative sector is bigger, more agile and contributes to the economic success and sustainability of the district.	Examples of young people's experiences of how arts and culture have contributed to their wellbeing	N, Q	A, E
	Increased % adults reporting improved wellbeing following arts/culture-related social prescribing referral	B, R	A, E

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Proposed Key Outcome Indicators

continued

Community wellbeing and civic pride			
	Outcome Indicators	Methods	Impact
Key to impacts	Increased % residents who feel that they belong to their local neighbourhood	B	A, E
	Increased % residents who are satisfied with their local area as a place to live	B	A, E
A Culture is more available and accessible across the district.	Increased % residents who agree that their local area is a place where people from different backgrounds get on well together	B	A, E
	Decreased % residents who feel lonely always, often or some of the time	B	A, E
B Bradford is more dynamic and confident and is growing a new young generation of leaders and changemakers.	Increased % adults and young people who agree with the statement 'I am proud to live in my local area'	B, G	A, D, E
	Increased % residents who agree with the statement 'I would recommend my local area to others'	B	A, D, E
C Our cultural and creative sector is bigger, more agile and contributes to the economic success and sustainability of the district.	Increased % adults and young people who agree that the arts, cultural facilities, groups and activities in their local area 'make me feel proud of my local area'	B, G	A, D, E
	Increased % residents who agree that the arts, cultural facilities, groups and activities in their local area 'are of interest to me'	B	A, D, E
D Bradford has a strong identity as an attractive, thriving and unique cultural destination.	Increased % young people who agree that the arts, cultural facilities, groups and activities in their local area 'are of interest to me'	G	A, D, E
	Adults' and YP stories of how arts and culture can shape and has shaped local pride in place	N, P, Q	A, D, E
E Bradford 2025 contributes to long-term improvement of population happiness, wellbeing, skills & opportunities and reduced inequalities.			
Environment			
	Outcome Indicators	Methods	Impact
Key to impacts	Increased % of cultural sector organisations/freelancers who monitor environmental impact	E	B, C, E
	Increased % of cultural sector organisations/freelancers who feel confident about monitoring environmental impact	E	B, C, E
A Culture is more available and accessible across the district.	Examples of good practice in cultural sector environmental impact monitoring and evaluation	E, P	B, C
	Examples of environmentally sustainable practice in the cultural sector	P, T	B, C, E
B Bradford is more dynamic and confident and is growing a new young generation of leaders and changemakers.	Increased % of cultural sector organisations/freelancers implementing carbon reduction	E	B, C, E
	Examples of shared learning about environmentally sustainable practice in the cultural sector	P, T	B, C, E
C Our cultural and creative sector is bigger, more agile and contributes to the economic success and sustainability of the district.	Examples of how arts and culture are promoting environmental awareness	P, Q, T	C, D, E
	Increased % of young people who visit parks and green spaces at least once a week	G	E
D Bradford has a strong identity as an attractive, thriving and unique cultural destination.	Increased % of adults who visit parks and green spaces at least once a week	B	E
	Increased % of residents aware of environmental impact and sustainability issues	B, M	E
E Bradford 2025 contributes to long-term improvement of population happiness, wellbeing, skills & opportunities and reduced inequalities.	Increased % of residents reporting environmentally sustainable behaviours	B, G	E

The key to the Evaluation Methods can be found on pages 29 & 30.

These are the latest indicators at time of publication – but are being defined and refined on an ongoing basis ahead of 2025.

Proposed Key Outcome Indicators

continued

Learning culture			
Outcome Indicators		Methods	Impact
A	Culture is more available and accessible across the district.	Examples of sustained, effective collaborative data & insight sharing (including AI), learning & research activities in Bradford's cultural sector	D, E, P, T B, C
B	Bradford is more dynamic and confident and is growing a new young generation of leaders and changemakers.	Increased % Bradford's cultural sector workforce satisfied with shared learning and collaboration opportunities available	E B, C
C	Our cultural and creative sector is bigger, more agile and contributes to the economic success and sustainability of the district.	Increased no., diversity and success rate of collaborative research and development funding applications involving Bradford cultural sector organisations	E, P B, C
D	Bradford has a strong identity as an attractive, thriving and unique cultural destination.	Examples of CoC learning being applied to research, evaluation and impact measurement in the cultural sector at local, regional, national and international levels	E, P, T B, C
E	Bradford 2025 contributes to long-term improvement of population happiness, wellbeing, skills & opportunities and reduced inequalities.		

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Outcomes Based Accountability

How Outcomes Based Accountability™ (OBA) can support outcomes-focused monitoring

OBA is a useful framework to reflect the contributory relationship of a project or a programme to improved outcomes at a district-wide (population) level. Using an OBA approach can also enable flexibility and innovation; and facilitate inclusion, relationship building and partnership working.

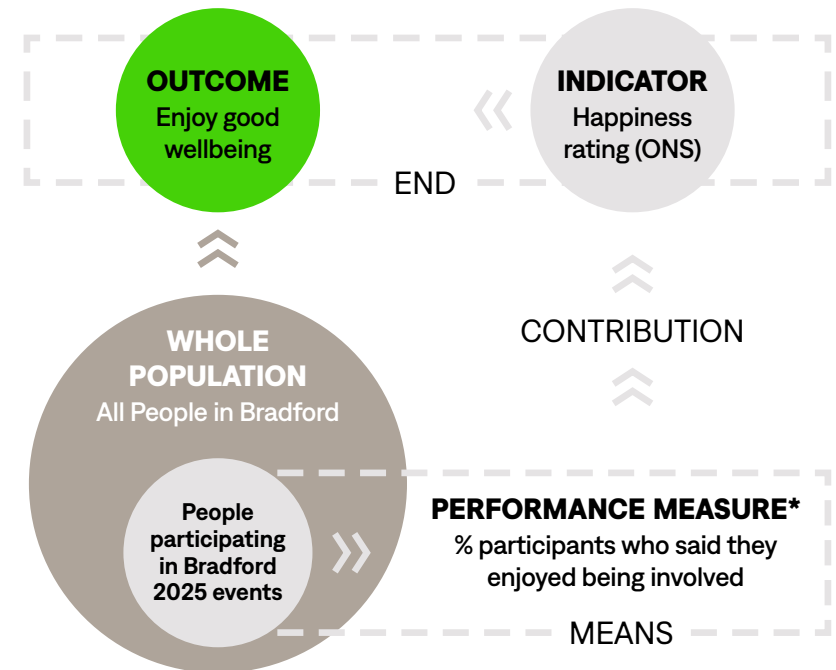
OBA provides an approach to planning and commissioning which starts with ends (outcomes) rather than means and is therefore a helpful alternative to logic models. It distinguishes between accountability for population-level strategies and accountability for the impact of services and interventions on their client/customer populations.³ An example for Bradford 2025 is shown here. We can measure the proportion of participants who said they enjoyed being involved in events. This will contribute to their wellbeing and this, in turn, contributes (amongst many other things) to improved population wellbeing.

*The performance management element of OBA is simple and robust. It measures the effectiveness of interventions and the impact on client populations by choosing measures as answers to three questions:

1. How much did we do? 2. How well did we do it? 3. Is anyone any better off?

The focus is on “better off” measures or customer outcomes.⁴

4. David Burnby & Associates (2022) Outcome Based Accountability™. Available at: www.davidburnby.co.uk/outcome-based-accountability/ (Accessed: 10 October 2024)



Adapted from
David Burnby & Associates

Overview of Evaluation Questions & Activities

The priority for this evaluation is to focus on the extent to which intended outcomes have been achieved. Whilst the collection of progress indicators relating to outputs and outcomes is a key element of this, a number of lines of enquiry, hypotheses and research questions aligned to the story of change will be explored by and with our stakeholders and strategic partners.

To support shared learning and to contribute to the CoC evidence base, there will also be a number of projects or programmes of activity that are evaluated and reported on in more detail as 'exemplar' projects relating to a particular theme, topic, community or way of working. Where appropriate, common measures or indicators of impact will be used and any learning, related to evaluation principles, methods or approach will be reported in a transparent way.

The selection of research and evaluation methods will obviously depend on the research or evaluation questions being asked. A wide range of quantitative and qualitative, creative and participatory methods will be used, utilising existing datasets or insights where possible and appropriate.

Some key evaluation questions, methods and resources are shown on the next pages along with a high-level evaluation timetable to illustrate the range of evaluation activities being undertaken between 2023 and 2026.

More detailed plans and activities will be developed and implemented by the evaluation team and monitored by the Evaluation and Research sub-committee.

Key Evaluation Questions & Methods

Evaluation Questions	Proposed methods																				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
How effectively did the Bradford 2025 programme reach, reflect and represent Bradford's communities and places?	●	●		●					●	●	●	●	●	●							
To what extent has Bradford 2025 increased cultural engagement and participation amongst diverse communities?	●	●		●			●					●	●	●			●				
How 'inclusive' have cultural events and activities felt to participants?		●		●									●	●					●		
How enjoyable were Bradford 2025 events/activities for participants/audiences and artists/producers?				●									●	●	●	●	●	●			
Have each of the Bradford 2025 signature projects achieved their intended outcomes?	●			●					●	●	●	●	●	●	●	●	●	●			
Has Bradford 2025 had a positive impact on the number and diversity of volunteers in creative and other sectors?		●	●		●	●		●	●												●
How 'inclusive' has the volunteering programme felt to volunteers?						●		●													●
What impact has Bradford 2025 had on the creative academic, training and career aspirations of young people?		●	●	●	●	●	●	●										●			
What impact has Bradford 2025 had on the number and range of creative sector work placements/trainees and apprenticeships on offer and being completed?			●		●															●	
What impact has Bradford 2025 had on creative sector workforce numbers, roles, diversity, wellbeing and confidence?			●	●	●	●		●										●	●		
How has Bradford 2025 helped to improve access to and use of cultural data and insights?			●	●	●	●										●	●	●	●		●
How has Bradford 2025 contributed to a culture of learning in the creative sector?			●	●	●	●										●	●	●	●		●
What difference has Bradford 2025 made to the creative sector's monitoring and evaluation of environmental impact in Bradford, regionally and nationally?			●		●											●	●		●		●
What impact has Bradford 2025 had on use of green spaces and awareness of and responsibility for environmental impact?	●	●	●	●	●		●													●	
What impact did winning the City of Culture bid and the Bradford 2025 programme have on local, national & international investment and tourism?			●	●	●															●	
Has Bradford 2025 improved Bradford's reputation as an attractive, thriving and unique cultural destination?		●	●	●	●														●		●
Did Bradford 2025 contribute to a noticeable and measurable economic uplift to the District and wider region?			●		●																●
Was Bradford 2025 a beneficial investment (social cost-benefit analysis)?			●																		
What economic and social value did different strands of the Bradford 2025 programme provide to Bradford District?		●	●		●															●	
Did Bradford 2025 result in an increase in pride in place amongst children and adults?		●	●	●	●	●	●	●										●	●		
What impact has Bradford 2025 had on community connectedness and cohesion?	●	●	●	●	●	●	●	●							●				●		
What impact has Bradford 2025 had on the wellbeing of children and adults?		●	●	●	●	●	●						●	●					●		
What impact has Bradford 2025 had on social prescribing activities, quality and outcomes in Bradford?																				●	
What have been the short, medium and longer term impacts of Bradford 2025 on health inequalities?		●	●				●													●	
How can machine learning and AI help us to understand, monitor and increase cultural engagement?				●					●		●								●		●

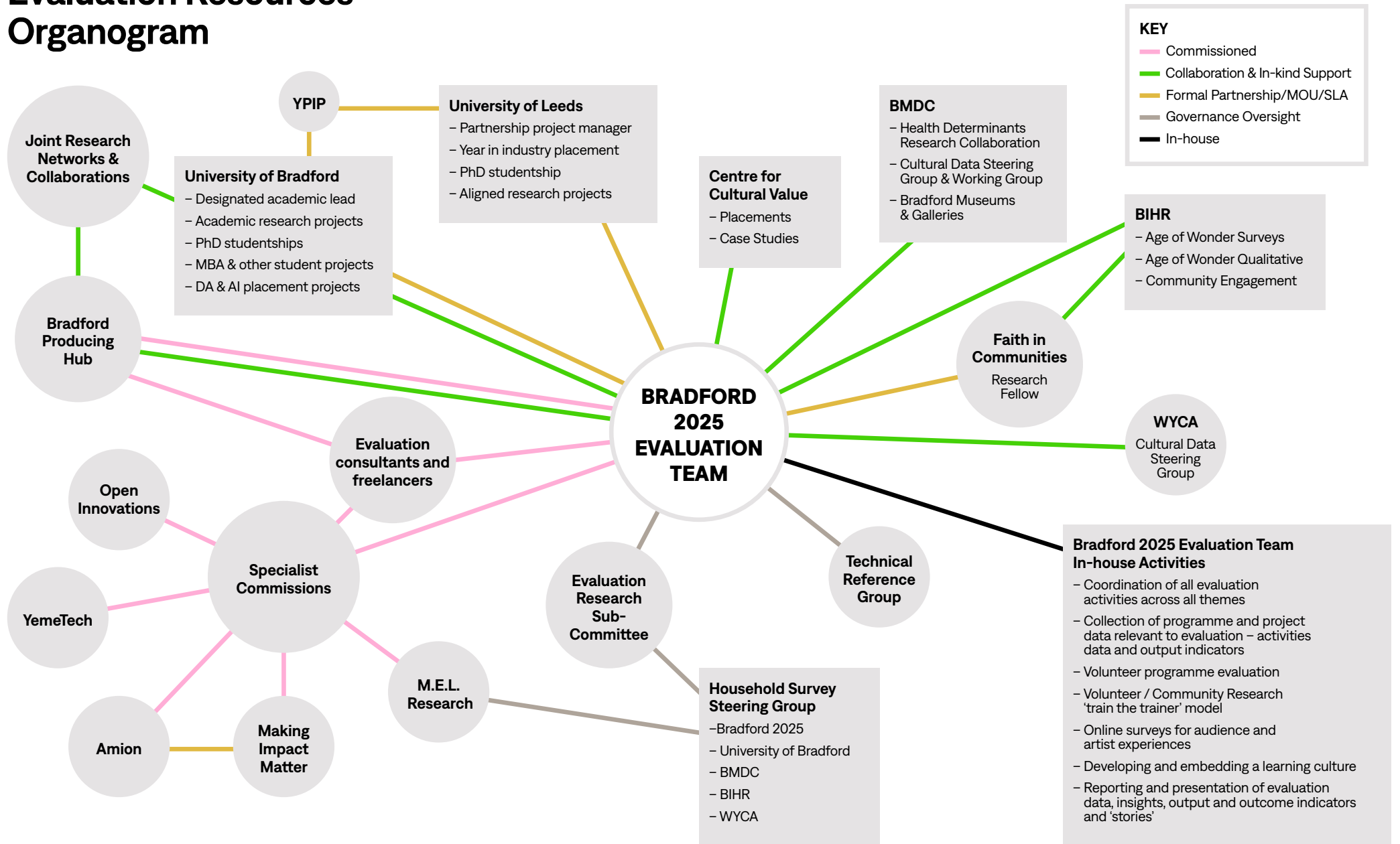
Evaluation Methods

Ref	Method	Details	Who	System/Tool
A	Geospatial analysis of communities, activity and assets data	Delivery of tailored standalone reports and a customised interactive Community Data Platform (CDP) for hyperlocal analysis of communities, activities and assets across the district. This provides evidence of gaps, opportunities and duplications to inform audience strategy, programme development and monitor changes over time.	YemeTech	Bespoke web-based
B	Household surveys	Face-to-face interviews with (n=1550) households from a representative sample of all Bradford wards and demographic groups to collect key indicators relating to cultural engagement and participation, personal and community wellbeing and civic pride. Survey to be undertaken in 2024, 2025 and 2026.	M.E.L. Research	
C	Economic and Social Value Impact Assessment (ESVIA) [mixed methods]	<p>The ESVIA will bring together value for money and social cost-benefit analysis assessment as well as wider social impact evaluation and will address three key evaluation questions:</p> <ul style="list-style-type: none"> – Did Bradford 2025 contribute to a noticeable and measurable economic uplift to the District and wider region? – Was Bradford 2025 a beneficial investment? (social cost-benefit analysis) – What economic and social value did different strands of the Bradford 2025 programme provide to Bradford District? <p>Key economic indicators will include GVA, visitor numbers, spends and stays; footfall; local business turnover; inward investment; direct and indirect jobs; volunteer activity; apprenticeships, training and qualifications; creative sector size, diversity and sustainability; transport mode and activity; media and social media coverage and sentiment, etc.</p> <p>Data collection for the ESVIA will be aligned to that already underway by the Bradford 2025 Evaluation Team and partner organisations.</p> <p>Participatory and innovative qualitative methods will be used to explore and define social value in relation to key themes such as wellbeing, pride in place, learning culture.</p>	<p>Amion (working with Symetrica-Jacobs and Spirul)</p> <p>Making Impact Matter</p>	
D	Website, media and social media analysis	Quantitative, qualitative, content and sentiment analysis of local, regional, national and international media and social media coverage, interest, shares, posts, likes, sentiment, etc. Plans include the development and testing of machine learning models for sentiment analysis of text and images.	In-house and University of Bradford	Cision & Sprout Social Google, Web Analytics and AI
E	Creative sector workforce survey	Online surveys of Bradford's creative sector workforce including SMEs, micro-businesses and freelancers to be undertaken in 2024, 2025 and 2026. This will collect key indicators relating to employment status, type, skills, wellbeing, aspirations, confidence, environmental sustainability, volunteers, etc.	In-house with Bradford Producing Hub and RMR	Typeform
F	Volunteer monitoring and evaluation surveys	<p>Collection and monitoring of volunteer demographics, protected characteristics, volunteering interests, skills, activity, etc.</p> <p>Collection of key indicators relating to aspirations, skills development, wellbeing, civic pride, etc. via regular surveys.</p>	In-house	Rosterfy Typeform
G	Secondary analysis of Age of Wonder survey data	Data analysis of variables from Born in Bradford's (BiB) Age of Wonder (AoW) Survey datasets. The AoW surveys are one part of a wider research programme incorporating a variety of quantitative and qualitative research methods. The first two surveys in 2022-3 and 2023-4 provide valuable baseline data for the Bradford 2025 evaluation. Additional questions may be incorporated into future surveys to support longer-term impact and legacy evaluation.	In-house with support from AoW team and BMDC.	
H	Qualitative and participatory methods with volunteers	Various qualitative and creative methods to capture volunteer experiences and stories, including journals, video diaries, interviews (individual, pairs and triads), focus groups, Slido polls, etc.	In-house and freelancers	Various

Evaluation Methods

Ref	Method	Details	Who	System/Tool
I	Programme and project data collection (in-house systems)	Collection and analysis of project data such as project goals, theme, art form, production model, budget, target audience, estimated audience/participant numbers, location, duration, environmental sustainability and impact.	In-house	Airtable HR, Finance & Procurement
J	Audience counting (non-ticketed indoor events)	Manual counting (and estimates) of visitor/audience/participant numbers by volunteers (in-house and others), community researchers, artists and producers on location.	In-house	Typeform
K	Audience estimates (large-scale non-ticketed outdoor events)	Various methods being piloted including footfall cameras/monitors, CCTV, heat mapping, motion sensors, sound sensors.	University of Bradford, BMDC, WYCA	Various including AI
L	Audience counting (ticketed events)	Number of tickets booked by audience demographic, segment, event type, etc.	In-house	Spektrix
M	Audience & participant experience surveys	Online surveys and 'pop up polls' to capture feedback from visitors, audiences and participants and to collect key output indicators relating to cultural engagement, perception and experience. Data from Arts Council England (ACE) funded National Portfolio Organisations (NPOs) to be collected via Illuminate platform.	In-house	Typeform Illuminate (ACE)
N	Qualitative methods with participants	Various qualitative and creative methods to capture participant experiences and stories incl. journals, interviews, story-telling, photo-stories, walking interviews, 'deep hanging out', etc.	Community and volunteer researchers, freelancers, 'artists as investigators'	
O	Artist/creatives experience surveys	Online surveys to capture expectations, perceptions and experiences from participating, co-producing and commissioned artists and creatives alongside demographic and protected characteristics data.	In-house	Typeform & Slido
P	Qualitative methods with artists & creative sector	Various qualitative and creative methods to capture artist experiences, aspirations and stories.	In-house, freelancers, 'artists as investigators'	
Q	Qualitative research methods with young people and creatives from diverse communities	Qualitative and creative research methods with young people and creatives from diverse communities. Thematic focus of creative participation and creative career aspirations.	In-house	
R	Mixed methods research	Mixed methods to achieve research objectives of commissioned thematic projects undertaken by University of Bradford academics aligned to Bradford 2025's story of change. Agreed projects are (i) Health Impact Assessment; (ii) Creative Sector Wellbeing; (iii) Community Cohesion & Cultural Participation; (iv) Environmental impact/connectedness (tbc); (v) Impact of CoC on SMEs.	University of Bradford	Various including AI
S	Ongoing polls and surveys and ad hoc mixed-methods research with staff	Mixed methods to monitor creative sector and Bradford 2025 staff perceptions, experiences, challenges and successes.	In-house and freelance	Slido, Typeform
T	Case studies (tbc)	Case studies of how evaluation principles have been embedded within and across Bradford 2025 evaluation themes.	Centre for Cultural Value (tbc)	
U	Supplementary data collection activities (tbc) facilitated by partner and research partner organisations	Ongoing discussions with partner organisations to identify additional data sources and national, regional and local data collection activities that could contribute to evidence of outcomes and impacts e.g. British Council's Global Perceptions Survey; BBC audience research data; WYCA Local Activity (footfall and spending) Data; Chamber of Commerce Quarterly Economic Survey.	Various	

Evaluation Resources Organogram



Evaluation Timetable (Provisional)

	2023	2023	2023	2024	2024	2024	2024	2025	2025	2025	2025	2026	2026	2026	2026
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
Population and hyperlocal place profiles/segmentation/asset mapping					Baseline	Baseline	Baseline	Phase 2	Phase 2	Phase 2	Phase 2	Phase 3	Phase 3		
Testing and learning from data collection & evaluation of Runway events (BD Lit, Osman Exhibition, Les Girafes)			Test		Test	Test	Review								
Volunteering programme evaluation (mixed methods including survey, individual and group interviews, participatory methods)				Baseline	Baseline	Baseline	Baseline	Wave 2	Wave 2	Wave 2	Wave 2	Wave 3	Wave 3		
Volunteer community researcher training and development (Bradford-wide and place specific)			Activity	Activity	Activity	Activity	Activity	Activity	Activity	Activity	Activity	Activity			
Programme data - number, type, location of events, activities, commissions (collection & analysis via Airtable)					Baseline	Baseline	Baseline	Collect	Collect	Collect	Collect				
Expected audience numbers, segments							Collect	Collect	Collect	Collect	Collect				
Actual audience and participant bookings, numbers, segments								Collect	Collect	Collect	Collect				
Audience experience (quantitative and qualitative, surveys, interviews, pop-up polls)					Test	Test	Test	Collect	Collect	Collect	Collect				
Website and social media analytics, sentiment & impact analysis - longitudinal including MSc DA & AI Student Projects					Test	Test	Baseline	Collect	Collect	Collect	Collect	Collect	Collect		
Brand awareness/perceptions				Baseline	Baseline										
Household survey				Baseline	Report			Wave 2	Report			Wave 3	Report		

Evaluation Timetable (Provisional)

continued

	2023	2023	2023	2024	2024	2024	2024	2025	2025	2025	2025	2026	2026	2026	2026
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
Cultural and creative sector workforce survey						Baseline	Report		Wave 2	Report			Wave 3	Report	
Cultural and creative sector workforce qualitative activities/ participatory research							Baseline	Collect	Collect	Collect	Collect	Collect			
Economic and social value impact assessment (ESVIA)						Collect	Report	Collect	Collect	Collect	Interim	Collect	Collect	Collect	Final
Thematic evaluations of impact of cross-section of projects (tbc). E.g. artist as investigator models								Collect	Collect	Collect	Collect	Collect			
Creative sector evaluation, social value and impact measurement skills development (aligned with ESVIA)															
Artists & producers - expectations, intentions & experiences						Baseline	Baseline	Collect	Collect	Collect	Collect				
Audience experience (qualitative, stories)								Collect	Collect	Collect	Collect				
District-wide visitor footfall, user journeys, non-ticketed audience/ visitor no.s/patterns					Test	Test	Baseline	Collect	Collect	Collect	Collect				
Transport to/from/around CoC (type, use, frequency, location, spend)						Baseline	Baseline	Collect	Collect	Collect	Collect				
Age of Wonder (AoW) analysis of existing questions relevant to Bradford 2025					Baseline	Baseline	Collect	Collect	Collect		Collect	Collect	Collect		
AoW new survey questions					Baseline	Baseline	Collect	Collect	Collect		Collect	Collect	Collect		
Qualitative research with diverse communities - thematic (In-house Research Fellow)						Research	Research	Research	Research	Research	Research	Report			
Mixed methods research thematic projects x 5 (University of Bradford) - Environment; Community cohesion, Creative sector wellbeing; Local businesses; Health Impact Assessment					Scope	Research	Research	Research	Research	Research	Research	Reports			

Evaluation Timetable (Provisional)

continued

	2023	2023	2023	2024	2024	2024	2024	2025	2025	2025	2025	2026	2026	2026	2026	
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
Heritage focused evaluation & research projects						Baseline	Baseline	Collect	Collect	Collect	Collect					
Magic Waiting' (community activities) survey and qualitative methods					Baseline	Baseline	Baseline	Collect	Collect	Collect	Collect					
Magic Waiting' aligned PhD					Recruit	Start	Research	Research	Research	Research	Research	Research	Research	Research	Research	
Environmental impact - data collected from suppliers/ producers/participants					Baseline	Baseline	Baseline	Collect	Collect	Collect	Collect					
Environmental impact (district-wide) data collection					Baseline	Baseline	Baseline	Collect	Collect	Collect	Collect					
Developing and embedding a learning culture - Bradford 2025 and Bradford's creative sector			Test	Test	Test	Collect	Collect	Collect	Collect	Collect	Collect	Collect				
Evaluation of Youth Panel						Collect	Collect	Collect	Collect	Collect	Collect					
Evaluation of Young Creatives Programme						Collect	Collect	Collect	Collect	Collect	Collect					
Evaluation of Community Researchers							Collect	Collect	Collect	Collect	Collect	Collect				
Evaluation of Knowledge Exchange Partnership (Bradford 2025 and Leeds 2023)	Collect	Collect	Collect	Collect	Report											
Development & delivery (thematic 'sprints') of public dashboard of key indicators							Publish	Publish	Publish	Publish	Publish	Publish	Publish	Publish	Handover / legacy	
Key progress reports & publications							Open Data Strategy	Baseline	Q1	Q2	Q3	Interim			Final	
Legacy impact evaluation															Transition and handover to University of Bradford →	2027 onwards

Appendix 1:

Evaluation Strategy Glossary

Acronym	Meaning	Acronym	Meaning
ACE	Arts Council England	HR	Human Resources
AI	Artificial Intelligence	MBA	Master of Business Administration
AoW	Age of Wonder	MOU	Memorandum of Understanding
BBC	British Broadcasting Corporation	MSc	Master of Sciences
BCC	Bradford Culture Company	NLCF	National Lottery Community Fund
BiB	Born in Bradford	NLHF	National Lottery Heritage Fund
BIHR	Bradford Institute of Health Research	NPO	National Portfolio Organisation
BMDC	City of Bradford Metropolitan District Council	OBA	Outcomes Based Accountability
BPH	Bradford Producing Hub	ONS	Office for National Statistics
CCI	Cultural and Creative Industries	RMR	Ruth Melville Research
CCV	Centre for Cultural Value	SLA	Service Level Agreement
CoC	City of Culture	SLT	Senior Leadership Team
CDP	Community Data Platform	SME	Small or Midsize Enterprise
CIOP	Culture is our Plan	SWEMWBS	Short Warwick-Edinburgh Mental Wellbeing Scale
DA	Data Analysis / Analytics	TRG	Technical Reference Group
DCMS	Department of Media, Culture and Sport	WoC	Wheel of Change
ESRC	Economic and Social Research Council	WYCA	West Yorkshire Combined Authority
ESVIA	Economic and Social Value Impact Assessment	YPIP	Yorkshire Policy Innovation Partnership
GVA	Gross Value Added		

Appendix 2:

BCC Evaluation and Research sub-committee

Purpose: To assist the Board Members of Bradford Culture Company Ltd (“BCC”) in discharging their individual and collective responsibilities for:

- Agreeing the strategic approach to evaluation;
- Agreeing the methodological approaches for the evaluation;
- Ensuring appropriate resources are available to support the delivery of evaluation activities;
- Ensuring progress is reported as required by DCMS, the Arts Council, BDMC and other funding organisations;
- Overseeing BCC’s relationship with research partners in the district, as well as nationally and internationally;
- Identifying opportunities for funding or collaboration to support the delivery the evaluation plan and promoting a culture of learning;
- Oversight of research publications and dissemination of findings and learning;
- Acting as a critical friend to the executive management on matters relevant to evaluation.

Scope of Activities

The sub-committee’s activities shall include:

- To review and assess the evaluation process and report to the Board;
- To receive and quality assure reports on evaluations in progress;
- To review plans for collection of data in the community;
- To liaise with other Board sub-committees as appropriate;
- To advise the Board on any relevant ad hoc matters;
- To report and make recommendations to the Board as appropriate.

Appendix 3:

Technical Reference Group

The Bradford 2025 City of Culture Technical Reference Group will act as an independent and impartial group advising the Bradford 2025 Evaluation Team on evaluation approach, methodologies, ethics and data collection, analysis and reporting/presentation.

The group will play an important role in helping with the design and delivery of monitoring and evaluation activities and reports/outputs throughout 2023-6.

Members of the Technical Reference Group shall:

- Act as ‘critical friend’ to the Bradford 2025 Evaluation Team in relation to monitoring and evaluation activities, indicators/metrics, methods and resources; and all aspects of the data life-cycle.
- Help to identify data, insight and research gaps and opportunities for plugging these gaps, including those where a longer-term legacy of data and insight sharing can be facilitated locally, regionally and nationally.

- Contribute a breadth and depth of knowledge and expertise to support the implementation of the evaluation framework.
- Provide guidance on relevant evaluation activities needed to meet funding requirements.
- Advise on the dissemination and presentation of data and key findings from monitoring and evaluation activities to key stakeholders, funders and other audiences.
- Champion the Bradford 2025 evaluation framework, its principles and approach; and promote a culture of learning within and across disciplines and organisations.



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