



kalasangam

Request for Proposals for Independent Evaluation of Capital and Arts & Heritage Activity 2023-2026

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Overview

Kala Sangam is seeking an evaluator to help us understand the impact of our planned £7m+ Capital refurbishment and the district-wide programme of Arts & Heritage Activity that will accompany it.

We are seeking proposals from evaluators (individuals, teams or organisations) with a flexible and adaptable approach to provide both formative and summative evaluations.

You will help us to evaluate the impact of a first year of activity, that will be co-curated with communities, and to formally make recommendations in March 2025 which will inform our second year of delivery.

You will help us evaluate both the potential impact of Kala Sangam's redevelopment during Capital works and the actual impact after reopening – including the impact the redevelopment has on local economic growth and productivity.

This request for proposals covers two Phases of the project, with Phase-2 (Delivery) subject to the successful outcome of remaining funding applications.

Fee Phase-1 (Development): max. budget £6K (excl. VAT, incl. all travel and expenses)
Phase-2 (Delivery): max. budget £54K (excl. VAT, incl. all travel and expenses)

Deadline Proposals should be submitted to Kala Sangam's Creative Director, Alex Croft, via email to alex@kalasangam.org by 5pm on Friday 26th May 2023.

Kala Sangam (KS)

Kala Sangam is an intercultural Arts Centre which aims to reflect the diversity of contemporary Britain through the work we present, the artists we support and the communities we engage. Specialising in South Asian arts and culture, most of our work takes place in our Arts Centre in the heart of Bradford (UK City of Culture 2025) with our outreach activities extending regionally and nationally.

It is an exciting time for Bradford District

Driven by a Council that has placed Arts, Culture and Heritage central to plans for growth, economic recovery post-Covid and social integration, Bradford stands on the edge of a cultural awakening, ready to welcome the world as UK City of Culture in 2025.

As the district looks to increase its cultural capacity to deliver City of Culture, Kala Sangam is embarking on a large-scale Capital redevelopment of its Grade II building – to remove physical barriers and to open access throughout this heritage space for all.

To build capacity and create lasting change across the district, Kala Sangam will use this period of redevelopment to establish an innovative, sustainable, locally relevant network of arts Hubs. A two-year programme of arts and heritage activity will be co-designed with communities around KS and the three other Hub sites (Keighley Creative, South Square Centre and The Rockwell Centre).

Funding is also supporting the creation of an archive that celebrates and collects the stories, memories and journeys of the people whose lives have been connected and transformed through St Peter's House since 1887, and the 30-year heritage-artform delivery of Kala Sangam itself.

To enable us to understand our impact and to evidence learning, from both the activity programme and Capital redevelopment, we are seeking an independent evaluator for the duration of this project.

Evaluation Brief

We are seeking an evaluation partner to deliver two Phases of evaluation for a project which encompasses the Capital redevelopment of Kala Sangam and a two-year, cross-district arts and heritage activity programme.

Phase-1 (immediate, with completion in July 2023)

To support an application to National Lottery Heritage Fund for Phase-2 (Delivery) funding, we require the successful evaluation partner to establish a baseline Evaluation Framework for the project. This framework should be based on a logic model and must meet the requirements of funders including (but not limited to) National Lottery Heritage Fund and Cultural Development Fund (DCMS via Arts Council England) for reporting.

Phase-2 (TBC, October 2023 – March 2026)

On confirmation of full project funding, the evaluation partner will use the established evaluation framework to begin a two-year full evaluation of Kala Sangam's Capital redevelopment (currently planned to run from October 2023 to January 2025) and the connected, cross-district arts and heritage activity programme that will be delivered from February 2024 to February 2026.

We are aiming to place heritage at the heart of regeneration, levelling up an existing cultural asset and increasing Kala Sangam's impact in, and relevance to, the diverse communities within which it sits. Project delivery aims to make each Hub more resilient; new income streams will open, capacity for delivering cultural and commercial activity will significantly increase, talent and skills in local communities will grow through engagement.

The project aims to ensure successful delivery of City of Culture in 2025, build capacity, create lasting change cross-district, unlock local economic growth and productivity, and create and sustain jobs.

Through delivery of heritage and artistic activity we aim to foster community cohesion and increase understanding of other cultures within the district. We aim for the project to deliver a significant positive impact on the skills development of children and young people from across Bradford, with a particular focus on young people from areas of social deprivation and low cultural engagement. Involvement in the planned cultural activity should have a measurable positive impact on the health and wellbeing of participants.

The project seeks to ensure Bradford is a more attractive place to live, work and visit. Successful delivery will support the targets and aims in both Culture Is Our Plan, Bradford district's 10-year cultural strategy, and the district's Economic Recovery Plan.

Capital redevelopment at Kala Sangam will remove physical barriers to entry, opening access to a publicly funded Listed building to all. Through this redevelopment, Kala Sangam's environmental footprint will be significantly reduced.



Our success will be measured by:

Higher levels of arts and cultural activity and engagement at each Hub location.

Reduced barriers to access to provision at KS, both physical and in terms of relevance.

Engagement of a wider range of diverse people in arts and heritage activity.

Heritages of communities local to each Hub better identified, explained, and reflected in cultural provision in the district.

Participants' health and wellbeing improving through engagement with activity.

Hub organisations being left more resilient through involvement with the project.

Bradford district being a better place to live, work and visit.

The creation of new, sustainable jobs within the district's cultural sector.

The evaluator will need to establish baseline engagement statistics for each Hub site. At Kala Sangam, the evaluator will be able to draw on Audience Finder data and recent public consultation findings.

Data collection and reporting will need to meet the requirements of strategic funders, which include National Lottery Heritage Fund and Department of Culture, Media & Sport (via Arts Council England).

The evaluator will be required to attend and observe activity at each Hub site, interviewing participants, creatives, community members and both project delivery and permanent staff.

Phase-1 (Development) of this commission will require the successful individual/organisation to work with Kala Sangam and Capital/project partners to design and publish a baseline Evaluation Framework that meets the requirements of all project funders – to be delivered in July 2023.

Phase-2 (Delivery) of the project will have three main milestones for evaluation:

- Project start – with a benchmark base set for cultural engagement at each Hub location.
- March 2025 – following Year 1 of the arts & heritage programme and reopening of Kala Sangam.
- March 2026 – at project end.

As well as robust quantitative data collection, across a range of metrics, qualitative research will also be needed to understand the experiences of participants – to capture their heritage and cultural journeys, and to share them.

We anticipate regular, monthly contact with the evaluator and that they will guide us in the design and content of all our data capture and monitoring materials and processes. Hub staff will be responsible for ongoing data capture as advised by the evaluator, with the evaluator providing training as required.

Main Outputs

Phase-1 (completion in July 2023)

1. Design of a baseline Evaluation Framework that meets the requirements of all project funders. This framework should be evidenced in a report for submission initially to National Lottery Heritage Fund.
2. Review Heritage Fund-supported Phase-1 (Development) activity and produce an evaluation report of this activity to support the Phase-2 (Delivery) application to this funder.

Phase-2 (TBC, October 2023 – March 2026)

3. A report at the end of Year-1 of the project's arts and heritage cross-site programme (March 2025) that evaluates the impact of its delivery and provides recommendations for Year-2.
4. A report, once Capital works are fully completed at Kala Sangam (predicted February 2025), that evaluates the impact of this redevelopment in reducing access barriers and Kala Sangam's environmental footprint, and that provides an evaluation of the likely future impact of the build on the local economy and aims in strategic initiatives such as Culture is our Plan.
5. A final report at the culmination the programme (March 2026) that evaluates the impact of the project.

The above reports and any intermediate evaluation outputs should provide:

- Evaluation and impact information in formats we can share with the diverse local communities this project will engage.
 - Evaluation and impact information in formats, and with metrics, aligned with those required for sharing with our major project funders and stakeholders, including National Lottery Heritage Fund and Arts Council England.
6. The deployment of creative evaluation and impact management methods that we can share as models of good practice.
 7. Producing insights reports drawn from the evaluation – for both years of arts and heritage programme activity, and for Kala Sangam's Capital redevelopment – which we can use to disseminate information, successes and learning via social media, our website, and other networks (such as Bradford's Cultural Voice Forum and Regularly Funded Organisation group).
 8. Regular feedback to inform our activity.



Who are we looking to work with?

We are looking for an individual, team or organisation with:

- Experience of evaluation in the cultural sector – including evaluating arts engagement programmes and experience of evaluating heritage-focused activity.
- Experience of evaluating the impact of Capital works – particularly economic impact and forecasting likely future impact.
- Experience of working within and successfully engaging diverse communities.
- Experience of evaluating projects which are delivered across several sites and by a range of staff, volunteers, artists and community leaders.
- Experience of facilitating action planning / reflection workshops.
- Focus on quality of process as well as outcomes and impact.
- Ability to travel to and embed within the four Hub sites in Bradford district (and their surrounding communities).
- Strong track record of producing clear, well written, high-quality reports.

Scoring

Your Proposal will be assessed against the following criteria:

- **Experience and Track Record** in evaluation of this type (25%)
- **Methodology & Approach** evidenced in the Evaluation Framework proposed (25%)
- **Quality** (25%)
- **Cost** (25%)

Each area of your Proposal will be assessed as follows:

Excellent The Proposal provides a detailed response that meets all aspects of the requirement, leaving no ambiguity as to whether the applicant can meet the requirement.
Good Overall, the Proposal demonstrates that the applicant meets all areas of the requirement, but the level of detail or evidence provided could have been stronger and/or clearer.
Adequate Overall, the Proposal demonstrates that the applicant meets all areas of the requirement, but the Proposal lacks detail or supporting evidence. This, therefore, presents uncertainty as to whether the applicant can meet the requirement.
Poor The Proposal does not demonstrate that the applicant meets the requirement in one or more areas. This, therefore, presents significant uncertainty as to whether the applicant can meet the requirement.
Does not meet criteria for assessment The response is non-compliant with the requirements of this Request for Proposals and/or no response has been provided.

Contract

A contract will be offered until March 2026. There will be mutual break clauses after Phase-1 (August 2023) and after Phase-2 Year-1 of arts and heritage programme delivery (March 2025).

Budget

- Maximum budget for Phase-1 is £6,000 (excl. VAT and inclusive of all travel and expenses).
- Maximum budget for Phase-2 is £54,000 (excl. VAT and inclusive of all travel and expenses).



Process

Please contact Alex Croft (Kala Sangam Creative Director) if you have any questions about this request.

Proposals should be submitted to alex@kalasangam.org by 5pm on Friday 26th May 2023.

Selected candidates will be interviewed week commencing 12th June 2023. A remote interview option will be available, but where possible the panel aims to hold interviews in person in Bradford.

Your Proposal should be a maximum of four sides of A4, and should include the following information:

- The outline Evaluation Framework you would propose implementing (this could be an example of one you have delivered for a similar project).
- Any other tools or methodologies you propose to use as part of delivering the work.
- How you will approach developing the evaluation with us and how you intend to work with us throughout the programme.
- Your understanding of this brief and the wider context within which the project sits in Bradford.
- The reason you are interested in working with Kala Sangam and your fit to our criteria.
- Your relevant experience.
- How you will manage the project, including your anticipated time commitment.
- Your ideas about how you will present the evaluation findings to us and to others.
- A budget, broken down against each Phase, and against stages or tasks outlined in your methodology, with an annual breakdown for Years 1 and 2 of Phase-2 delivery.
- Details of two referees from other clients for whom you have delivered work.

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

Examples of appropriate previous experience/CVs and (if applicable) the roles that each member of your team will fulfil should be included as Appendices.