

Schedule 6 - Call-Off Contract

Framework Agreement: GLA 80868 - Architecture, Design & Urbanism Panel

LOT: 1 Urban Strategies, Spatial Policy & Research

Outline Agreement: 4600006546

Call-Off Contract Number: GLA 80868 / Task 1047 Creative Enterprise Zone Data and Impact Study

THIS CALL-OFF CONTRACT is made the 17th day of November 2021.

BETWEEN:

- (1) The **GREATER LONDON AUTHORITY (GLA)** ("**the Contracting Authority**")
and
- (2) **WE MADE THAT LLP**, a company registered in England and Wales (Company Registration Number OC367789) whose registered office is 10 - 6a St Andrews Court, Thame, OX9 3WT ("**the Service Provider**").

RECITALS:

- A. The Contracting Authority (GLA) and the Service Provider entered into an agreement dated 27 March 2018 which sets out the framework for the Service Provider to provide certain Services to the Authority ("**the Agreement**").
- B. The Authority wishes the Service Provider to provide the specific Services described in this Call-Off Contract pursuant to the terms of the Agreement and this Call-Off Contract and the Service Provider has agreed to provide such Services on those terms and conditions set out in the Call-Off Contract.

THE PARTIES AGREE THAT:

1. CALL-OFF CONTRACT

- 1.1 The terms and conditions of the Agreement shall be incorporated into this Call-Off Contract.
- 1.2 In this Call-Off Contract the words and expressions defined in the Agreement shall, except where the context requires otherwise, have the meanings given in the Agreement. In this Call-Off Contract references to Attachments are, unless otherwise provided, references to attachments of this Call-Off Contract.

2. SERVICES

- 2.1 The Services to be performed by the Service Provider pursuant to this Call-Off Contract are set out in Attachment 1.
- 2.2 The Service Provider acknowledges that it has been supplied with sufficient information about the Agreement and the Services to be provided and that it has made all appropriate and necessary enquiries to enable it to perform the Services under this Call-Off Contract. The Service Provider shall neither be entitled to any additional payment nor excused from any obligation or liability under this Call-Off Contract or the Agreement due to any misinterpretation or misunderstanding by the Service Provider of any fact relating to the Services to be provided. The Service Provider shall promptly bring to the attention of the Call-Off Co-ordinator any matter that is not adequately specified or defined in the Call-Off Contract or any other relevant document.
- 2.3 The timetable for any Services to be provided by the Service Provider and the corresponding Milestones (if any) and Project Plan (if any) are set out in Attachment 1. The Service Provider must provide the Services in respect of this Call-Off Contract in accordance with such timing and the Service Provider must pay liquidated damages (if any) in accordance with the Agreement of such an amount as may be specified in Attachment 1. The Service Provider shall be liable for the ongoing costs of providing Services in order to meet a Milestone.
- 2.4 The Service Provider acknowledges and agrees that as at the commencement date of this Call-Off Contract it does not have an interest in any matter where there is or is reasonably likely to be a conflict of interest with the Services provided to the Authority under this Call-Off Contract.

3. CALL-OFF TERM

- 3.1 This Call-Off Contract commences on the date of this Call-Off Contract or such other date as may be specified in Attachment 1 and subject to Clause 4.2 of the Agreement, shall continue in force for the Call-Off Term stated in Attachment 1 unless terminated earlier in whole or in part in accordance with the Agreement.

The Contract Commencement Date is: 17th November 2021

The Service Commencement Date is: 17th November 2021

The Term is: Five (5) months from the Contract Commencement Date.

The Authority may be able to extend the Call Off Contract at its sole discretion for one (1) month. The scope and value will remain the same.

4. CHARGES

- 4.1 Attachment 2 specifies the Charges payable in respect of the Services provided under this Call-Off Contract. The Charges shall not increase during the duration of this Call-Off Contract unless varied in accordance with the Agreement. The Service Provider shall submit invoices in accordance with the Agreement and the Charges shall be paid in accordance with the Agreement.

Contract Value

The maximum value of the Contract shall not exceed £ 218,334(VAT exclusive). The charges will be based on the satisfactory delivery of the services as instructed and agreed beforehand by the Employer's Call Off Contract manager. The Consultants' Call Off Contract Day Rates are fixed during the entire Call Off Contract period, including any extension(s).

Submitted invoices must clearly state the breakdown of all charges for the completed services, including deliverables, the consultants' number of days worked and day rates, within the Call Off day rates.

Potential minor additional scope of services within the overall nature of the contract

During the Call Off Contract period if minor additional scope of services is identified, which is within the overall nature of the contract, the GLA Call Off Contract Manager shall specify these services and request a quote from We Made That. The price for these minor additional services must be provided by We Made That using the Pricing Schedule template issued with the invitation to tender. The GLA will then review the submitted quote, with full breakdown before formally accepting the quote. Subject to GLA funding approval, acceptance of the quote for minor additional services will be through a formal variation to the Call Off Contract using the Framework Agreement SCHEDULE 7 - FORM FOR VARIATION.

5. CALL-OFF CO-ORDINATOR AND KEY PERSONNEL

- 5.1 The Authority's Call-Off Co-ordinator/s in respect of this Call-Off Contract is named in Attachment 1 and the Service Provider's Key Personnel in respect of this Call-Off Contract are named in Attachment 2.

6. LIABILITY

- 6.1 For this Call-Off Contract, the Service Provider's total liability shall be limited to £1,000,000. This limit does not exclude or limit the Service Providers liability for:
- Death or personal injury;
 - Fraud or fraudulent misrepresentation; or
 - any other liability which, by law, it cannot exclude or limit.

7. THE DOCUMENTS FORMING THE CALL OFF CONTRACT ARE

- this Call-Off Contract duly executed by the Parties;
- Call-Off Contract Attachment 1;
- Call-Off Contract Attachment 2; and
- *TBC at Award*

This Call-Off Contract has been signed by duly authorised representatives of each of the Parties.

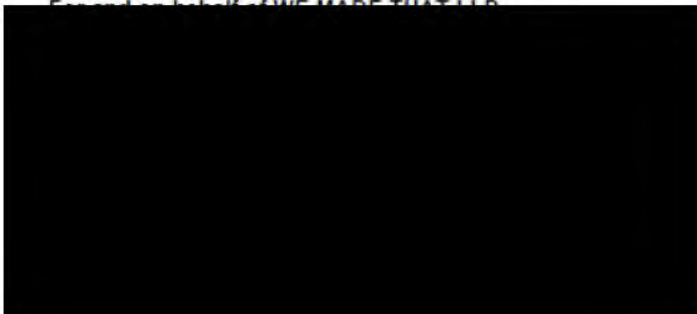
SIGNED

For and on behalf of the GREATER LONDON AUTHORITY



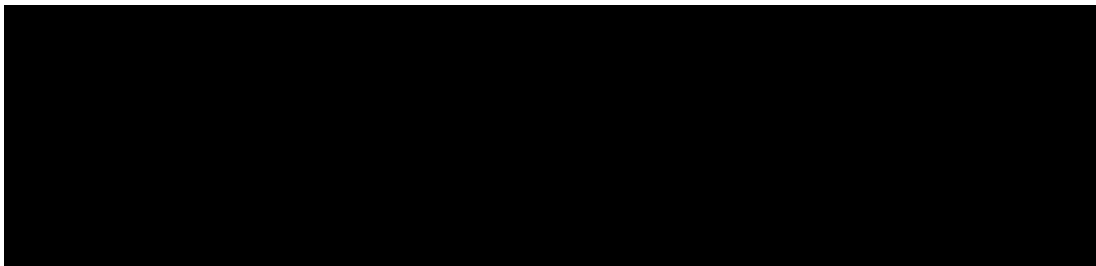
SIGNED

For and on behalf of THE M&P GROUP LIMITED



Call-Off Contract Attachment 1

Contracting Authority's Services Specification



Appendix 1 -
Specification.pdf

The Specification

GLA 80868 ADUP 2 Task 1047– Creative Enterprise Zone Data and Impact Study

Project No : GLA 80868 – Task 1047

Version: V 1.0

Date: 04.10.2021

Transport for London
5 Endeavour Square
London
E20 1JN

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1. ORGANISATIONAL OVERVIEW

1.1 Greater London Authority (GLA)

The GLA is a unique form of strategic city-wide government for London. It was created by the Greater London Authority Act 1999 and came into being in the summer of 2000. It is made up of a directly elected mayor – the Mayor of London, and a separately elected Assembly – the London Assembly. The mayor is the executive of London's government. He works closely with and sets budgets for: -

- a. The GLA
- b. Transport for London (TfL)
- c. The Metropolitan Police Authority (MPA)
- d. The London Fire & Emergency Planning Authority (LFEPA).

The Mayor also works closely with London's borough councils, who are responsible for providing many local services, to ensure that local and London-wide policies work together for maximum effect.

The Assembly scrutinises the mayor's activities, questioning the mayor about his decisions. The Assembly can investigate other issues of importance to Londoners and make proposals to the mayor. The London Assembly is made up of twenty-five members.

As a regional authority, the GLA has many of the usual Local Government powers and constraints, and must comply with its own, under the 1999 Act.

1.2 Business Unit

Culture and Creative Industries

2. INTRODUCTION

2.1 Background

The Creative Enterprise Zone programme launched in 2018. The zones are specified small geographic areas in Croydon, Haringey, Hounslow, Lambeth, Lewisham, with a single zone across both Hackney and Tower Hamlets. Blackhorse Lane in Waltham Forest is a newly accredited Creative Enterprise Zone. A further two zones will be created during 2021. All nine zones form part of this tender.

The Creative Enterprise Zones are locally managed by boroughs and centrally coordinated by the GLA. They deliver a range of activities in their zone as outlined in individual action plans with inputs correlating to the following pillars:

1. Space - securing permanent, affordable, creative workspace, and live-work spaces at well below market rents and ensuring no net loss of space.
2. Skills and Employment - building entrepreneurial skills and offering business support to artists, start-ups, sole traders, micro-sized and small businesses, and developing career pathways and opportunities for jobs within the creative industries and supporting sectors for local people from all backgrounds.
3. Community and Consortia - embedding creative production in communities, creating socially-inclusive places and strengthening links with marginalised communities and education providers.
4. Policy - developing Local Plans with pro-culture policies in planning, housing, technology, super-fast broadband and infrastructure, and supportive business rates relief policies.

The ambition for the zones at the outset was to collectively deliver 3,500 new jobs, 1,000 new education, training and job opportunities for local residents, up to 40,000 square meters of new affordable work and studio space and leverage £30m in partnership funding. Since launching in December 2018, the zones have already brought forward 15,669sqm of much-needed new, permanent, affordable creative workspace, and are on course to deliver an additional 25,000sqm. £2.15m in skills funding is being invested within the Creative Enterprise Zones. This will improve career prospects for over 650 Londoners. At least 50 per cent will be individuals who are from Black, Asian and Minority Ethnic groups and 50 per cent will be women.

The first six zones will have completed their contracted first phase of delivery by October 2021 and will move into their second phase of delivery. The programme is now moving to an accreditation model. This creates a step-change in the programme and places more emphasis on locally resourced and led delivery as set out in the CEZ [prospectus](#).

To ensure that the impact of zones is monitored, but is less of a burden to boroughs, the GLA intends to centralise as much of the data collection and analysis as

possible. There is also a requirement to support zones with the mechanism for localised collection of data that remains, ensuring that it is consistently collected across all nine zones. The programme has recently completed its first three years of delivery and will now expand to include new zones; therefore it is an appropriate juncture at which to review the impact of the programme and the data collected will support this.

2.2 Objectives

The objective of this tender opportunity is to appoint a consultant or consultant team (consortium) to provide Creative Enterprise Zone data collection, deliver a monitoring framework and tool as well as an evaluation report.

3. SCOPE

3.1 Data collection, framework, and tool

The Greater London Authority (GLA) wishes to establish a coherent, practical monitoring and evaluation framework to assess Creative Enterprise Zone programme delivery and its impact across the next three years of the programme. This should include two approaches to gathering and collation of data: GLA centralised monitoring and local data collection. Identification of a control area for future comparator data collection would also be beneficial.

3.2 Central data collection

The GLA wishes to centralise a significant proportion of the collection and analysis of data across all nine Creative Enterprise Zones. This aspect of the commission asks the consultant or consortia to identify clear datasets that are relevant to delivery that can be accessed and monitored centrally. Zone delivery action plans will be provided to feed into the identification of relevant datasets.

The consultant should then propose a mechanism that enables the GLA to source this data annually and update it with ease. This could involve a tool, or a data collection methodology that the GLA can implement annually.

The following are suggested areas of data collection, it is expected that this would develop as scoping and consultation with GLA and Creative Enterprise Zones is undertaken within stage one of the work:

Jobs, sole traders and companies

- Number of creative jobs;
- number of jobs paid the London Living Wage;
- number of creative start-ups;
- number of business failures;
- number of creative businesses with the Zone (including sole traders, freelancers and those not registered on Companies' House);
- average turnover per business (including sole traders & freelancers).

Cultural and community infrastructure

- sq.ft/sq.m of creative workspace;
- sq.ft/sq.m of community infrastructure;
- sq.ft/sq.m of cultural infrastructure;
- mapping of creative businesses and workspaces.

Consultants are permitted to utilise surveyors or other professionals to access this information with permission of premises owners and operators to establish a consistent baseline.

Who is working within the zone?

- Understanding local creative workers demographic (ethnicity, gender, disability, age).

Data sources and challenges to data collection identified by Nordicity are set out in Appendix 2.

3.4 Local data collection

Due to the practicalities of collecting some of the data required, it will be necessary for zones to collect some localised information relative to their action plan. A data collection plan should be co-created with each of the nine zones. Support should be given to the zones to set up monitoring for the future three years of delivery.

There are presently differences in the definitions and taxonomies set out by the zones. Guidance should be provided to ensure that information is consistently gathered to enable a London-wide Creative Enterprise Zone achievements to be expressed where possible. This could be through the creation of definitions and proformas. For example, the GLA considers a one-hour engagement with a business as one unit of support. Central collation of data collected through Creative Enterprise Zones will need to ensure that GDPR is met.

Local information collected by boroughs might include:

- Annual cultural infrastructure increase including square meters of new creative workspace once a baseline is provided by the data collection;
- external funding/investment attracted to the zone;
- attendees to business/skills events and courses (not European Social Fund programme);
- local apprenticeships and work experiences opportunities;
- attendees to community events;
- discretionary business rates relief provided;
- online engagement
- environmental improvement related to cultural infrastructure.

3.5 Evaluation report

This aspect of the tender asks the consultant to work with the GLA and the six existing zones to produce a report which includes impact reporting and a social and economic impact assessment related to the zone programme to date. A quantitative and a qualitative approach should be taken to the analysis within the report. It should also be visually engaging. It should look at the programme but also draw key findings related to each zones' package of interventions through their action plans.

It is proposed that an oversight panel is created to support and inform this work. Ideally this would include industry and academic representation. This will be co-developed by the consultant and the GLA.

The following areas of interrogation and process are suggested as an outline but will be refined during the project inception:

a) Impact reporting

The deliverable would be a narrative describing and celebrating the programme outputs in basic terms following general programme impact reporting. This will require additional data collection, for example activity and output data from the six Creative Enterprise Zones. The analysis should also feature a profile of the programme beneficiaries and how the programme supported them.

b) Social and economic impact assessment

The deliverable would be an economic and social impact assessment following HM Treasury Green Book. The analysis will feature the programme's contribution to GVA, FTE jobs, Compensation of Employment, and Fiscal Impact in taxes to government. It will also include an assessment of the social impact of the programme, and formative programme evaluation recommendations.

c) Proposed research questions and assumptions

- How do the Creative Enterprise Zones help mitigate the displacement of artists and creative businesses in certain parts of London?
- How does/Does the Creative Enterprise Zones support wider social outcomes for local people?

Assumptions:

- a. Providing investment and coordination through a hyper-localised place-based approach will drive local creative economic sustainability and growth and create social outcomes.
- b. Leveraging a number of strategic opportunities through the lens of a single programme with a shared vision will help target support, develop partnerships and build place-identity.

Wider infrastructure

- What does the role of transport (and / or other infrastructure) play in driving the success of a zone?
- What is the role of super-fast broadband on the impact of zones where it is and isn't present?

Creative production space

- Where has the provision of affordable creative workspace in with terms which range from 25 years+ to in perpetuity been achieved and what were the key factors in so doing?
- What value does a hyper-localised place-based approach bring to the provision/retention of affordable creative workspace?
- What is the impact of affordable workspace on creative businesses?

Assumption: Through public-private investment and strategic positioning of the zones affordable workspace is retained and created to drive local creative economies.

Social outcomes

- How can the coordination of strategic programming and opportunities in localised creative clusters bring about social outcomes?
- How do bridges between zones and local residents become strengthened by place-based creative economic interventions such as affordable workspace, skills and training opportunities, recruitment etc?
- Identification of social return on investment models within the zones

Assumption: The presence and colocation of creative businesses, artists, cultural organisations with coordinated strategic support from local and regional government creates social outcomes for residents and communities.

Economic impact

- How do/Do place based strategies and interventions of the Creative Enterprise Zones support local creative economic growth and protect clusters from the impact of 'global' challenges?
- To what extent have local residents been employed or trained, or local supply chains used?
- To what extent/Do CEZs generate greater creative/sector-wide growth?
- To what extent/Do CEZs generate greater creative/sector-wide job creation?

Assumption: The four pillars of the Creative Enterprise Zone programme drive good growth.

Policy

- To what extent have Creative Enterprise Zones been able to employ localised policy specific to the zone and what impact has this had?
- Identification of pilot programmes/ innovative policy initiatives that support the development and sustainability of the Creative Enterprise Zones.

COVID-19

- What role have Creative Enterprise Zones played in supporting stakeholders through the pandemic?
- What role can they play in London's recovery?
- Was access to hyper local creative communities intensified through having established zone mechanism, for example for distribution of COVID grant funding?

4. DELIVERABLES / MILESTONES

Data collection	<ul style="list-style-type: none">• Identification and provision of centralised datasets and baseline for nine Creative Enterprise Zones.• Identification and provision of localised datasets and baseline for nine Creative Enterprise Zones.• Identification of control geographic area and datapoints.• Guidance and proformas for local data collection.
Framework	<ul style="list-style-type: none">• Collation of output targets from zone action plans over the future three years of the programme.• Three-year monitoring and evaluation plan which corresponds with targets.• Provision of a tool or methodology which allows the GLA to access with ease identified centralised datasets annually.
Evaluation report	<ul style="list-style-type: none">• Oversight panel.• Further datasets which enable the consultants to assess the impact of the programme.• Designed report comprising of:<ul style="list-style-type: none">○ Impact, social and economic findings, and recommendations.○ Infographics.○ Case studies.○ Academic essay.

5. TEAM

The GLA wishes to appoint a suitably qualified consultant or consortium to deliver the outputs stated.

The bidding consultant or consortium will have the following skills, expertise and experience:

- Research;
- stakeholder consultation;
- data collation;
- evaluation;
- data visualisation;
- graphic design.

Bidders are encouraged to submit bids in partnership with other organisations to create a suitable team to meet the requirements of this brief. We particularly encourage academic partnerships. In the case of a consortium, a nominated lead consultant should project manage the commission and act as first point of contact for the GLA. It should be noted that if partnerships are formed, the principal bidder will hold all management responsibilities of the co-partner/s.

8. APPENDICES

Appendix 1

Relevant existing resources

Evaluation scoping exercise

Nordicity was commissioned by the GLA to develop a monitoring and evaluation framework scoping of the Creative Enterprise Zone programme. The scope of the evaluation framework was to determine the best way forward for monitoring and evaluating the programme through a rapid review of the CEZs and their stakeholders to identify challenges and opportunities for the programme's evaluation. This has supported the development of this tender.

Existing benchmarking

Before commencing delivery in 2018, each of the zones undertook some baseline modelling, however this data was carried out by several different consultancies and whilst high quality is inconsistent, it is also now dated. These will be provided to consultants before work commences.

Cultural Infrastructure Map and GLA Datastore

The Greater London Authority (GLA) published the Cultural Infrastructure Map in 2019. The map was created using data sources which were gathered through consultant commissions, GLA research and accessed via partners. The data which sits behind the map has proved an important tool in enabling the GLA to understand changes to London's cultural infrastructure. It has supported policy development and funding decisions during the pandemic. The data is also used on several other platforms, such as the High Streets Data Portal.

The Cultural Infrastructure Map contains OS data, Audience Agency data and the Campaign for Real Ale (CAMRA) data. The data is based on Ordnance Survey mapping and the data is published under Ordnance Survey's 'presumption to publish'.

Dates and sources for the most recent data snapshots are available on the [London Data Store](#). This will be updated in December 2021.

[Creative clusters, social inclusion, and sustainability: The case of Hackney Wick and Fish Island \(HWFI\)](#)

This report examines the link between social inclusion and sustainability in a 'live' creative district. Specifically, it asks three questions: (1) what social inclusion practices are undertaken by the creative community in HWFI, (2) how is the

community in (HWFI) rewarded by engaging in social inclusion practices, and (3) how are these practices associated with sustainability, if at all.

COVID-10 Creative Economy Resilience and Recovery UWE Bristol

Research underway by the University of the West of England, Bristol funded by UKRI will consider what contributes to increased business resilience for creative micro-businesses (CMBs) across the UK. The work will design and assess a resilience framework and toolkit for creative micro-businesses (CMBs) across the UK to aid in the creative sector's recovery from the COVID-19 crisis. This is a UK wide project with partners including Creative Cardiff and the British Council. Croydon and Tottenham Creative Enterprise Zones are named partners.

[The London Plan 2021](#)

The London Plan encourages boroughs to develop an understanding of the existing cultural offer in their areas. Local Cultural Infrastructure Plans should support regeneration, planning, cultural and economic policies. It also has a Creative Enterprise Zone policy.

[The case for dance infrastructure](#)

The first ever research study of publicly bookable dance performance and rehearsal spaces across London sets out the current state of play for the city's dance infrastructure.

[Artist's workspace](#)

[The 2018 Artists Workspace Data Note](#) shows that there are 239 artists workspace sites in London. However, these sites remain vulnerable with 57 sites (17 per cent) 'at risk' of closure in the next five years.

This data note updates the [landmark 2014 research](#) on the subject, which found the sector was vulnerable.

Appendix 2

Data sources and challenges

Data sources for all areas of this work could include, but is not limited to:

- GLA cultural infrastructure and community infrastructure mapping;
- GLA Datastore;
- Dun & Bradstreet;
- IDBR and other Office for National Statistics (ONS) publications e.g. DCMS Sectors Economic Estimates, Business Demography;
- 2021 Census;
- local engagement and perception surveys;
- direct survey of creative enterprises;
- interview and focus group;
- London Living Wage earnings provided by the ONS;
- high streets footfall data where applicable
- ESF monitoring of programme implementation.
- Companies House data for business start-ups/ registrations and business turnover

Paid for data/licensing would be considered by the GLA where applicable to ensure consistent data updates. The GLA have staff who work between the ONS and the GLA and can make specific requests for data. The GLA Research & Opinions Team would be able to set up survey under advisement from survey designers.

Creative workspace

Output/ Outcome	Definition	Potential Methodology/Data Source
Level/Sq.m of creative workspace.	<ul style="list-style-type: none">- Number/sq.m of creative workspace providers in CEZ- Number/sq.m of studio spaces/creative spaces- Number/sq.m of live-work space- Number of people on workspace provider waiting lists (although demand may increase thus extending the waiting list)	<ul style="list-style-type: none">- Data from the Mayor's Culture Infrastructure Map (verified by boroughs)- On the ground research/ surveying- Potential data sources identified by individual Zones (e.g. CoStar, local property agents and GLA and local authorities planning departments)- GLA Regeneration related Good Growth Funding programmes.
Increase of affordable workspace	<ul style="list-style-type: none">- sq.m of creative workspace providers in CEZ increase	<ul style="list-style-type: none">- GLA to confirm methodology building on work of GLA Workspace Providers Board,

within the CEZ.	<ul style="list-style-type: none"> - GLA definition of affordability - Average studio rent 	Creative Land Trust and GLA Artists' Workspace Study)
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Social outcomes

Output/ Outcome	Definition	Methodology/Data Source
Economic Fairness	<ul style="list-style-type: none"> - More employment contracts within the CEZ comply with LLW and Mayor's Good Work Standard - Increased links between creative businesses and local schools and FE/HE colleges 	<ul style="list-style-type: none"> - Surveys (of businesses as well as schools and FE/HE colleges etc) - London-wide information available in datastore - Project milestones in grant agreements - Livingwage.org - GLA Opinion Research can co-design central survey to disseminate through boroughs -

Economic Data

Output/ Outcome	Methodology/Data Source
Number of jobs in creative industries	1. Interdepartmental Business Register (IDBR) from ONS
Number of businesses in creative industries	1. IDBR
Total turnover of businesses in creative industries	1. IDBR

Additional potential areas of data

Output/ Outcome	- Definition	- Verification
Artists and creative businesses are able to 'put down roots'	<ul style="list-style-type: none"> - Length of lease held by artists'/creative workspace provider - How long artists and creative businesses see themselves staying in the CEZ 	<ul style="list-style-type: none"> - Initial audit of lease lengths - Business survey of artists'/creative workspace providers - Survey of artists and creative businesses
More local ¹ and young people employed in the creative industries in the CEZ boroughs	<ul style="list-style-type: none"> - Change in number of local people working in supported businesses 	<ul style="list-style-type: none"> - Business survey
People in Zones are more aware of career options within the creative sector	<ul style="list-style-type: none"> - Change in perception of career options within the creative sector 	<ul style="list-style-type: none"> - Opinion Survey research (baseline established during culture strategy)
Change in perception of career options within the creative sector	<ul style="list-style-type: none"> - Opinion Survey research (baseline established during culture strategy) 	<ul style="list-style-type: none"> - GLA (Culture team and Intelligence)

Challenges related to data collection and methodologies

Due to the small unit areas of the zones, there may be issues of data suppression of data from ONS sources including the IDBR. Not all zones are geographically matched to Lower Super Output Areas or Super Output Areas. Also, many of the beneficiaries of the zones are freelancers, micro-enterprises and SMEs who fall below the Companies House threshold for financial reporting and so reliance on public accounts data would not reflect them. IDBR only covers PAYE and VAT-registered businesses.

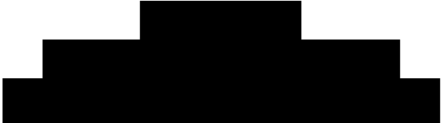
Appendix 3

Stakeholders

Type	Category	Organisation/Group
Government	Primary	LB Croydon
		LB Hackney
		LB Tower Hamlets
		London Legacy Development Corporation
		LB Haringey
		LB Hounslow
		LB Lambeth
		LB Lewisham
		LB Waltham Forest
Government	Lead	Greater London Authority – cross departmental, i.e. Regeneration, Environment, Housing
Community	Primary	400+ CEZ Stakeholder consortia of creative businesses, artists and local people
Community	Primary	100+ CEZ Delivery Partners/Beneficiary organisations
Business	Secondary	Studio & Workspace Providers
Business	Secondary	Creative SMEs
Education	Secondary	Skills Providers & learning networks
Education	Secondary	Further and Higher Education
Other	Secondary	Developers
Other	Secondary	VC & Investors
Other	Secondary	Funders

Call Off Contract Attachment 2
Service Provider's Key Personnel in respect of this Call-Off Contract are named in Attachment 2



Consultant's Bid manager details (for information only): Registered Organisation Name: Registered Address: Bid Manager Name: Email address: Contact Number:	<p style="text-align: center;">We Made That LLP Unit 21 Tower Workshops, 58 Riley Road, London SE1 3DG</p> 
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PASS/FAIL CRITERIA	
FULL acceptance of Terms and Conditions of TfL Framework Agreement - GLA 80868 - ADUP The Terms and Conditions will form part of the Award Criteria for this project on a pass / fail basis. Bidders must accept the Terms and Conditions as is to Pass. YES	YES
Personal Service Company Questionnaire	
<p>1 A.1) Are any of the individuals providing their services via a personal service company (typically a limited company with 1 or 2 directors and where some of the individuals providing the services hold more than 5% share in the company) or via a partnership (typically where the individual providing the services is a partner and is entitled (alone or with one or more relatives) to 60% or more of the profits ? NO</p> <p>1 A.2) Do you have less than 20 employees? YES</p> <p>1 B) If you have answered YES to both '1 A.1' and '1 A.2', please confirm that should you be awarded the contract to deliver this requirement you agree to undertake an employment status assessment and to accept the GLA/TfL's decision to alter the engagement route if the arrangement falls within IR35 Intermediaries Legislation. N/A</p>	Answer to Q1B: Yes = Pass No = Fail or State N/A
2. Please confirm that should you engage personal service companies or partnerships to deliver the Services you are expressing an interest in, you will inform GLA that this is the case and co-operate with GLA in relation to any questions raised to identify whether the Intermediaries Legislation applies; and if GLA confirms that it does, you will make all relevant deductions in accordance with Chapter 10 Part 2 ITEPA 2003. YES	Yes = Pass No = Fail
NOTE	
<p>It has been confirmed that some specialism falls outside of the standard scope of ADUP LOT 1 and GLA have therefore permitted additional rates for 'specialist' consultant/s.</p> <p>The following justification is provided:</p> <ul style="list-style-type: none"> - Specialist socio-economic and data consultancy required in brief - Specialist evaluation specialist required in brief - Academic institution partner suggested in brief <p>The identified and included consultant that fall outside of the normal rates are indepently contracted by the GLA on other contracts at these disclosed rates.</p> <p>We are happy to review these rates with the GLA by way of a validation process. The total commercial submission should be in line with the budget indicated within the Specification.</p>	See pricing schedule

CEZ Context

XXXXXXXXXXXXXXXXXXXXX
WE MADE THAT
XXXXXXXXXXXXXXXXXXXXX

wavehill™
social and economic research

prd

UWE
Bristol

University
of the
West of
England

CREATIVE ENTERPRISE ZONES DATA AND IMPACT STUDY
TENDER RESPONSE 25-10-2021

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Cover:
Creative Enterprise Zone Engagement Event 2018
(We Made That, PRD)

Q1 . UNDERSTANDING AND METHODOLOGY



Croydon Creative Enterprise Zone,
2018 (LB Croydon) Engagement
event at Turf Project to support
Croydon bid to become one of
London's first Creative Enterprise
Zone (We Made That, Hatch
Regeneris))

OUR UNDERSTANDING AND APPROACH

We Made That, supported by **Wavehill, PRD** and **Tarek Virani** leading the **University of the West of England team**, are pleased to respond to this Creative Enterprise Zone Data and Impact Study tender, which comes at a time of real challenge but also fresh opportunities for culture and the creative industries in London. In a post Brexit world and with the uncertainties related to COVID-19, this study also comes at a great time for researching and evaluating the role that the CEZs have played to support and protect creative communities. We believe that the findings from the study will ensure the success of the next stages of the programme but also that they could support and feed into national and international debates and discussions around clustering and place-based cultural developments, vehicles and policies.

Genuine insight into the creative and cultural sectors in London

Our team has an intimate knowledge of the creative and cultural sectors and a clear understanding of policy, critical success factors, challenges, opportunities and support ecosystems. It is a testament to our unrivalled understanding

that the background existing research has been, in the large part, undertaken by members of our team. The success of the implementation of the first CEZ programmes were in their ability to broadly define the sector and challenge the basic understanding of the sector dynamics, wider supply chains and its importance. This is an opportunity to reflect on what we have learned from the programme so far and to take this to the next level.

Importance of familiarisation, scoping and clarity of mission

The broad range of economic and social outcomes being delivered by CEZs and the differing focus and delivery models in each area reflect the complexity of the programme and indicate the need for a carefully designed monitoring and evaluation framework, co-designed with programme stakeholders and experts, and building on previous work. We have allowed a significant amount of time and resource for a familiarisation and scoping phase which will be used to refine and agree our approach and key methodological points.

Our approach will build on our team's expertise around evaluation

and impact assessment, and our approach focuses on robust impact analysis, alongside triangulating evidence across multiple research workstreams that will help us to answer detailed questions about what works in this programme area and how it could be enhanced. Whilst our team is familiar with standard practices (HM Treasury Magenta and Green Book) and traditional metrics, we have also been at the forefront of considering alternative indicators and measures of success, such as improvements to people's wellbeing, skills and education, as a complement to more traditional metrics.

Our approach will comprise a mixed methods evaluation which will have to build on the critical foundation of developing a theory of change (ToC) for the programme. The ToC will crucially provide a base understanding of the rationale for the programme, financial and other inputs, activities delivered, and the way these activities are expected to lead to changes in actions of key stakeholders and the local creative sector, leading to intended intermediate outcomes and impacts. It will also capture underlying assumptions in the programme and potential risks. Our methodology will use this theory

of change to help test a) whether the programme's outcomes and impacts are being delivered, b) the extent to which these changes can be attributed to the CEZ programme and where parts of the programme are not working as expected or original assumptions may not have held in practice.

Innovative and good use of data

In our experience, successful data-oriented projects are those that have a clear real-world purpose, are freely accessible to their target users, and empower users to make the most of them. Our approach will build on the learning and success of our recent work for the GLA developing the award-nominated High Street Data Service.

Knowledge transfer, specialist expertise and building legacy

This study is a great opportunity to bring a range of stakeholders and expertise around the table and build a legacy structure which could oversight the next three years of the programme. We suggest to work with the GLA in the development of a diverse panel, made of a mix of local voices, businesses, institutions and academics. We are also excited about the potentiality of dissemination and knowledge exchange opportunities that this commission presents.

OUR METHODOLOGY

The methodology set out below can be read in conjunction with the project programme provided in Q2. We have slightly re-ordered the tasks as set out in the brief to allow for the development of a solid and common evaluation and monitoring framework and Theory of Change which will underpin the development of the methodologies and different strands of the work.

Stage 1 - Scoping and framework

Key activities

- 1.1 Inception workshop
- 1.2 Co-development of oversight panel
- 1.3 Desk review: data, CEZ programmes, background info
- 1.4 Scoping consultations with CEZs and programme delivery partners
- 1.5 Development of evaluation questions and theory of change (ToC) + test and refinement
- 1.6 Development of methodologies
- 1.7 Production of evaluation framework

To build our detailed understanding of the programme and approaches used for each CEZ, we will undertake a review of background data and documents available on the programme as a whole and for each of the existing and planned CEZ areas. This will be supplemented by scoping interviews with core programme delivery partners and leads for each of the CEZs. These tasks will help the team

to build an understanding of the programme rationale, financial and other inputs, activities delivered and the way this is expected to lead to outputs, intermediate outcomes and impacts, including the assumptions underpinning this and any associated risks identified. It will also help us to further understand the key questions the key stakeholders are keen to explore through the evaluation work.

Drawing on the questions from the original brief and these early tasks, we will develop set of evaluation questions to be agreed with the client that will provide a clear focus for the study. From this, a detailed Theory of Change for the programme will be developed. The team envisages that tailored versions of the Theory of Change may be developed for each CEZ area, recognising the differences between each. Critically, this will capture the expected connections between activities delivered and the changes expected in businesses, individuals, places and the local creative sector as a whole, including how these changes then feed through to expected impacts, and the assumptions that underpin this.

The theory of change will underpin our work to develop evaluation

methodologies and assist the work on data collection and monitoring by identifying key factors that need to be captured to evidence expected outcomes and impacts from the programme. The full set of evaluation methodologies will be brought together in an evaluation framework.

Stage 2: Baseline data, monitoring plans and data tool

Key activities:

- 2.1 Establish areas of data collection
- 2.2 Centralised data collection
- 2.3 Local data collection & working with LAs
- 2.4 Surveying/additional data gathering
- 2.5 Co-creation of data monitoring plans with Las
- 2.6 Finalisation of baseline, data tool and associated methodology

It is expected that the data gathering and research element of Stage 2 and 3 will run concurrently.

At Stage 1, the team will have identified what data is already collected or held internally by GLA and local authorities/CEZ leads as well as existing CEZ monitoring outputs and processes. Scoping discussions will also be used to understand local authorities' aspirations for this work and where there is data gaps. Once clear areas of data collection have been

established, the team will extract relevant ONS and other data (e.g. Companies House, GLA Data Service outputs) that can be compared both over time for an individual CEZ and across all CEZ areas (e.g. job and business counts, business births and deaths). To ensure the central and local data is widely accessible in the long term, we suggest that this project develops a centralised 'Data Repository' within the London Datastore. Our team has connections with the GLA City Intelligence Unit and can liaise on hosting options on contract commencement.

Where gaps remains in the data collection, the team will consider alternative and more qualitative methods of data gathering to be tested during Stage 3.

Processes and methodologies for employing the Data Repository need to be mindful of borough resources and officer data confidence levels. Our initial engagement will help uncover this so we can tailor ongoing data collection methodologies and repository structure accordingly. We also propose a training session towards the close of the project for boroughs/CEZ managers to learn how to access and use the Data Repository as well as a clear 'methodology manual' and template

to provide guidance for ongoing data collection.

This task will lead to the production of a number of key outputs, described in Q2. It will also inform the development of the three year monitoring and evaluation plan corresponding to the key output targets from zone action plans.

Stage 3: Research and Evaluation

Key activities:

- 3.1 Data collection - secondary
- 3.2 On-the-ground research and online survey
- 3.3 Area-based and thematic conversations/workshops
- 3.4 ToC impact and economic evaluations
- 3.5 Case studies
- 3.6 Finalisation of monitoring and evaluation plan
- 3.7 Reporting
- 3.8 Academic essay
- 3.9 Graphic design, destkop publishing and data visualisation
- 3.10 Dissemination of findings/knowledge transfer events

By the time we come to commence the main body of data gathering, we will have a clear hypothesis we wish to test. We believe that this element of the work should be focused on gathering both tangible and measurable areas through structured survey processes and

on conversation and dialogue, to provide a more qualitative and ethnographic understanding of the CEZ programme's impacts, successes and challenges. Whilst the methodologies will be developed and refined on stage 1, we expect the research element of this task to be composed of:

- *Secondary data gathering and analysis*: we will provide additional secondary data analysis and collect secondary data where gaps remain from central and local data collection.
- *On-the-ground research*: we have allocated dedicated resources towards involving freelance researchers/students (geographically or institutionally linked e.g. Loughborough University for HWFI CEZ) to contribute and support the field research. We expect researchers to employ a mix of observational research methods as well as engage 'informally' with businesses and organisations on the ground using a topic guide.
- *Online survey*: We will launch an online survey to reach out to local creatives, businesses and community organisations located within CEZ areas and designed to answer both process and impact questions on the programmes.
- *Area-based workshops*: This will

bring together CEZs' consortiums and businesses/organisations identified through the on-the-ground research and willing to participate. The sessions will be used to understand where policy levers have added value in each area, where the key successes and the key challenges of the programme have been, as well as to understand aspirations for the next three years of the programme.

- *Focus group/thematic workshops on each pillars*: This will bring together CEZs stakeholders to discuss, share and compare their experiences of the programme for each programme pillars. We expect that the exchanges can highlight common experiences and views, identify differences within the programmes and the areas, and act as a stimulus to further thought amongst stakeholders.

We will bring together the different strands of research and analyse the findings to develop the contribution analysis impact and economic evaluations. This will involve the development of economic impact modelling and production of social and economic impact figures as well as early insights on value for money. The contribution analysis impact evaluation will involve synthesising

findings from the fieldwork in line with the methodology developed and using this to test aspects of the theory of change. This will help to understand the extent to which positive socio-economic changes witnessed can be attributed to the CEZ programme and draw out detailed insights on which parts of the programme are working well or less well, and reviewing whether original assumptions made in programme development have held.

Case studies will be undertaken to help build a detailed understanding of the experiences and outcomes in specific cases and will feed into the evaluation.

Altogether and with support from Tarek Virani and the oversight panel, we will provide recommendations which will 'turn the screws' on the routes to successful programme delivery by tightening both understanding, impacts and applicability of the levers that CEZs areas have available to deliver on their ambitions.

Finally, we will collate all outputs targets from zone actions plans over the future three years of the programme and finalise the monitoring and evaluation plans.

MANAGEMENT & COORDINATION

Specific project management, client liaison and team coordination has been included within our resource plan .

Management of resources

The project will be overseen by a single 'partner-in-charge', Holly Lewis. As project lead, she will be supported by the highlighted staff and team, with the full team undertaking regular project reviews. Partner-level involvement will continue through the duration of the project.

Lili Laine, Senior Urban Researcher, will be day-to-day contact, attend key client meetings and co-ordinate inputs from the wider team.

Our expanding capacity to deliver critical intelligence

The We Made That research team is growing to expand to new needs through recent recruitment. In combination with the wider team setup, we have the capacity to deliver this important study.

A collaborative approach

We Made That are experienced in managing sub-consultant teams in multi-disciplinary commissions. We recognise this is a complex tender with a number of key outcomes and methodological processes and have put together a multi-disciplinary team with the key skills to deliver the

outcomes needed. Our team has an established relationship through previous work together. Although each team member brings particular strengths and expertise to the project, we propose to approach this commission in an ambitiously collaborative way. Our teams will address the project in an integrated way, each tasks and undertakings being informed by the same overarching framework.

Relationship Management Plan

We Made That use a clear and transparent Relationship Management Plan for collaborative projects. This supports the development and management of an adaptive business relationship among partners, with whom collaboration and ongoing alignment is critical to achieving overarching common objectives. This is based on ISO 44001.

Offering consistency of project team & quality through all stages

As project lead, We Made That will provide a clear point of contact for the GLA. Our approach to ensuring consistently high quality service for our clients is to retain a continuous staff team on each project. This builds robust project knowledge and understanding at the core of a well supported sub- consultant team.

RISK REGISTER

We have considered the key headline risks and have set out our approach to mitigating these. Throughout the project, any issues that pose a risk to the project programme will be tracked through a regularly updated project risk register.

Whilst the team is confident that the commission can be achieved in the 5 month following inception, we would welcome a discussion with the client team on the potential to expand the research phase to ensure rigorous and comprehensive data and insights.

Key headline risk	Effect	Mitigation
Poor or inconsistent locally-held data	Inconsistent or patchy baseline and poor monitoring plans	<ul style="list-style-type: none"> Review locally-held data with LAs and fill in gaps where possible Support LAs to make the most of publicly available data/getting them up to a minimum standard and providing them with a tool for inputting their own evidence.
Small sample sizes for locally-collected data	Unreliable, unrepresentative baseline	<ul style="list-style-type: none"> Start surveys early; provide survey incentives keep surveys as short and to the point as possible; send reminders; use official GLA branding to provide authority
Quality / completeness of programme data constrains ability for robust economic evaluation at this stage	Less robust / partial evidence on social and economic benefits.	<ul style="list-style-type: none"> Explore data availability early and identify any data limitations and potential solutions Develop methodology for analysis in early stage outlining what will be possible with available data and agree with client Provide recommendations on how this can be enhanced for future M&E as part of this study.
Impacts of COVID-19 may skew evidence on programme outcomes and impacts	Research may not give a comprehensive overview of effectiveness and impact of programme due to distortions	<ul style="list-style-type: none"> Evaluation methodologies to build in our approaches to consideration of COVID-19 effect on delivery and impacts of the programme. Research to help draw out where COVID-19 may have fundamentally changed elements of programme rationale, but will also identify where more time may be needed to analyse impacts as businesses return to more typical trading conditions following the main period of COVID-19 disruption.
Ability to identify the full range of other policies which may contribute to similar local outcomes as the CEZ programme	Less robust contribution analysis impact approach if a strong understanding of wider policies and programmes is not captured.	<ul style="list-style-type: none"> Our team works extensively in the areas of creative industries programme in London, and alongside the client group will be well placed to effectively identify the broad range of key policies / programmes. Through broad ranging consultation in our approach we can effectively capture insights on the ways other programmes / policies have also contributed to the outcomes sought by the CEZ programme.

Q2.
DELIVERABLES
AND PROGRAMME



Creative Supply Chains,
2019 (GLA) Detailed research
investigating patterns and
impacts of supply chain
ecosystems supporting the
creative and cultural sectors (We
Made That, Hatch Regeneris/
PRD)

STAGE 1

SCOPING AND FRAMEWORK

STAGE 2

BASELINE DATA, MONITORING PLANS AND DATA TOOL

STAGE 3

RESEARCH AND EVALUATION

<p>The evaluation framework will be the main output from the first phase of the study, and will comprise: introduction; overview of programme and evaluation objectives; clear evaluation questions and study audiences; theories of change; overview of methods; and approaches to synthesis and reporting.</p> <p>The methodologies will set out in detail how each aspect of the evaluation will be undertaken, the evidence sources to be used, consultees to be engaged and lines of enquiry to be explored through the research tools. These will be developed on the basis of ensuring evidence is gathered to answer the agreed evaluation questions for the study. Each methodology will outline evaluation tasks and timescales, risks and outputs.</p> <p>Outputs/ deliverables: A clear evaluation framework setting out key methodologies, which will include:</p> <ul style="list-style-type: none">— Process evaluation: setting out the key questions to be explored (e.g. how interventions have been delivered, impact of Covid-19 on delivery), stakeholders and sampling approach.— Economic evaluation: setting out the costs and economic /social benefits arising from programmes to be captured in the analysis, outlining which can be quantified and which will need to be captured qualitatively, setting out data sources.	<p>The data sourcing, collection and centralisation work will lead to a number of outputs as described below. This will ensure that the GLA and CEZs are correctly and technically equipped to monitor and evaluate programme delivery so far and across the next three years of the programme.</p> <p>Outputs/ deliverables for baseline and monitoring:</p> <ul style="list-style-type: none">— Data Repository: The team will work with the GLA to develop a data Repository to hold all CEZ-related information (centralised and localised data) in a central, accessible place. The GLA is well-placed to host this via London Datastore .The Datastore can host various file types and files uploaded by non-GLA parties, such as locally-collected data per CEZ. Storing all the data in one place will allow CEZs to share their own local data and view that of other areas, in addition to accessing central data and give the GLA access to all data.— Excel spreadsheet with project data: The data collected and used throughout the project will form the first layer of the Data Repository. We will provide this as a tabulated Excel spreadsheet containing information for each of the nine CEZ and an overall summary across all CEZ.— Data Directory: We will supply a 'Data Directory' for the Repository listing all data sources, original locations, update frequency, and potential issues/limitations.	<p>The research and evaluation stage will lead to the production of the evaluation report as well as the monitoring and evaluation plan for the next three years of the programme.</p> <p>The final evaluation report will directly answer the evaluation questions agreed in the scoping phase, and consider not just the findings of what works at individual CEZ level, but also what we can learn about what works well and less well from across the different CEZ areas at a programme level (providing recommendations which build on this). On the basis of findings on impacts to date and wider evidence, it will consider the likelihood of the programme achieving desired impacts in the future, as creative sector businesses return to a more stable delivery period following disruption associated with Covid-19, and will provide granular insights that help GLA and wider interested stakeholders to refine the theory of change, the underlying assumptions, and the wider understanding of the nature of the CEZ programme.</p> <p>Outputs/ deliverables:</p> <ul style="list-style-type: none">— Evaluation report: We expect the evaluation report to be visually appealing, mixing key stats and figures, infographics, clear findings from the evaluation work and recommendations for the next phase of the CEZ programme , testimonies, case studies as well as academic provocations/ thought pieces from UWE/members of the oversight panel.
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<ul style="list-style-type: none"> — Contribution analysis impact evaluation: setting out the intermediate outcomes and impacts to be measured to assess whether the scheme has positively influenced those factors and a full mapping of other factors that will also influence those outcomes; outlining the evidence to be gathered on the extent to which changes in outcomes are attributable to CEZ programme, ; setting out data sources, key consultees and lines of enquiry to be built into the fieldwork to gather this evidence. — Counterfactual impact evaluation (CIE) approaches: setting out robust approaches to place based counterfactual impact evaluation that could be used in future programme evaluation. This will explore different potential methodologies to consider suitability and achievability. For example, this could include comparing changes for creative businesses within the CEZ area, with changes experienced by businesses in that sub-sector outside of the area, or using areas that had unsuccessful CEZ bids to track changes in cluster growth between treated and comparison areas. Both approaches have been used in previous academic studies and will be explored by our CIE specialist. This analysis will lead to recommendations for future M&E (although carrying out a full CIE has not been costed into this study). <p>As well as inputting to the main report, the methodology and assumptions in the modelling will be included in a separate technical appendix.</p>	<ul style="list-style-type: none"> — Methodology Manual and Excel template (local data): So that CEZ officers can collect and share local data for future updates in a consistent manner, we will develop a step-by-step methodology manual and Excel template. We can also hold a training session for CEZ officers to review how to access the Repository and collect/store local data. — Baseline report with data visualisation and analysis: The central and local data will be used to compile a baseline report, which similarly will cover individual CEZ with maps, graphs, and analysis, as well as providing a summary of activity across all CEZ with graphs and tables. The baseline report could be held in the Data Repository as a reference for future data collection. <p>Outputs/ deliverables for GLA data centralising and tool:</p> <ul style="list-style-type: none"> — Data Repository: Hosting the data on the GLA's own website will provide a familiar and always-accessible resource for GLA officers. — Methodology Manual (central data): In a similar way as for CEZs, we will develop a step-by-step methodology manual for data collection. If needed, we can also hold a training session for GLA officers to review how to access the Repository and collect/store central data. — Data Directory: We will supply a 'Data Directory' for the Repository listing all data sources, original locations, update frequency, and potential issues/limitations. 	<p>Legible messaging from the oversight panel and stakeholders workshops could be used to build excitement around the next phase of the programme.</p> <p>Alongside the final report and executive summary, we will produce a technical data and assumptions paper as well as a slide pack for presenting findings.</p> <ul style="list-style-type: none"> — Oversight panel: We suggest to create an oversight panel which will support and inform this commission, but also engage with the programme over the next three years, reflecting on programme delivery, supporting the monitoring of progress and success, and acting as strategic advisor. We expect this panel to include representation across the sector, cultural and creative institutions/ higher educations, GLA, local authorities as well as academia. We will work with the GLA at Stage 1 to co-develop the panel and define its role and function. — Dissemination and knowledge-exchange events: Dissemination activities targeted to a range of stakeholders, within the GLA, local authorities and sector bodies, as well as academics and think tanks. At scoping stage, the team will explore the potential for linking the study to other ongoing pieces of work happening in the UK around clustering, creative economy recovery and resilience and creative industries support programme.
<p>Roles and resource profile: Led by Wavehill, in close collaboration with We Made That, PRD and UWE</p>	<p>Roles and resource profile: Led by PRD with support from We Made That, Wavehill and UWE</p>	<p>Roles and resource profile: Led by We Made That, in close collaboration with Wavehill and PRD + oversight panel</p>
<p>Total effort days: 89.5</p>	<p>Total effort days: 73</p>	<p>Total effort days: 258</p>



Q3.

QUALITY OF RESOURCE



Hackney Wick Fish Island Creative Enterprise Zone, 2018 (London Borough of Tower Hamlets) A Creative Enterprise Zone proposal for Hackney Wick and Fish Island areas to provide a game-changing opportunity to support the sustainable and inclusive growth of this important creative district.

OUR TEAM

We Made That work with our clients to prepare incisive urban research, to develop responsive area strategies and masterplans and to deliver impactful projects.

We have specialist knowledge and experience relating to high street regeneration, industry and mixed use development, cultural infrastructure, healthy neighbourhoods, public engagement and placemaking. Our team of urban researchers, planners, urban designers and architects offer a multidisciplinary set of skills with the dedicated, innovative approach of a small practice.

Role → As project lead, We Made That will coordinate all stages of the study and work collaboratively with the team to produce expected outputs. The team will undertake a big part of the research and consultation, organise and coordinate engagement events and research team as well as liaise with the oversight panel. The team will draw on their knowledge of existing CEZs and the key stakeholders involved in the programmes, as well as a number of prior commissions on London's creative industries and places.

Wavehill is an employee-owned, an economic and social consultancy, which specialises in research and evaluation of business and sector support activity.

We regularly work for UK and Welsh Government and with local authority and university economic development partners around monitoring and evaluation of business support and place based regeneration schemes, in many case relating to creative and cultural sectors. We have experience in mixed methods evaluation approaches on similar schemes.

Role → Wavehill will lead the development of evaluation methodologies, evaluation framework and research tools, in close collaboration with We Made That. As part of the main evaluation report they will lead on the social and economic impact assessment and the contribution analysis impact evaluation approach, as well as contributing to production of the final evaluation report. The team will also be supported by specialist inputs from Belmana Ltd who have strong expertise in place-based counterfactual impact analysis.

PRD is an economy and delivery consultancy focused on places. We have deep expertise in analysing social, economic, and spatial data from sources such as government, GLA, boroughs, and private sector providers.

We construct evidence bases using robust data that captures the multifaceted stories of places so that strategies are built on strong foundations. We believe in empowering the public sector to play a more significant role in influencing the economy, particularly in ways that drive inclusion and dismantle structural barriers to equitable change for all.

Role → PRD will lead on the central and local data collection and secondary data analysis. They will support zones with the mechanisms for localised collection of data and the processes for monitoring progresses. In addition, they will be in charge of developing the methodology templates and work with the GLA on establishing the data repository. Building on their evaluation expertise and previous work with CEZs and the GLA, they will also be involved in the framing and shaping of methodologies and evaluation framework.

Tarek Virani is Associate Professor at the **University of the West of England(UWE)**. Tarek's research spans a number of areas within the creative and cultural economy including cultural policy, creative workspaces, the role of micro-community engagement in culture-led regeneration, the link between the creative industries and local development and creative and cultural hubs, amongst other topics.

Previously he was part Founder and Deputy Director of Network: Queen Mary University of London's Centre for the Creative and Cultural Economy.

Role → Tarek Virani will act as 'critical' friend from the development of the evaluation questions and methodologies through to the analysis and evaluation work. He will bring specialist extensive experience in the evaluation of projects in the creative and cultural sector in London and beyond. He will also participate and support the team in the delivery of knowledge-transfer events and ensure the findings and recommendations speak to contemporary approaches to and critiques of cultural development policies.

OUR EXPERTISE AND VALUE

Why us?

We Made That, PRD and Wavehill's team members have a strong track record of collaboration and have delivered several projects related to the creative industries across London. Our combined skillsets offer an unrivalled team that is capable of bringing together a range of robust and incisive evidence, strong programme and policy evaluation and research methods as well as data-led outputs. Crucially our experience spans both technical and mixed-methods evaluation methodologies (including the government's Green and Magenta books, and Appraisal Guidance), and knowledge of primary research methodologies. It also spans experience working with different types of organisations and institutions, and knowledge of what works in a monitoring and evaluation sense with these different contexts.

Our team includes all the necessary skills and expertise to undertake the tasks outlined in the brief and in the timescales set out. We are able to achieve the project outcomes through the identified resource and personnel.

Familiarity with the CEZ programme and London's creative industries

We Made That and PRD's team members have established a strong track record of collaboration in scoping, developing and supporting Creative Enterprise Zones in London. Between us, we have worked across nearly all of the current CEZs, having supported five of the six successful bids (Tottenham, Lewisham, Hackney Wick and Fish Island, Croydon and Brixton). This experience means that we have a strong understanding of the programme, its ambitions and how its functions. We Made That was also involved in the development of the CEZ accreditation framework for future zones.

In addition, Tarek Virani, in his role as Associate Professor at the University of West England and member of the Digital Culture Research Centre, will bring specialist expertise in cultural policy development and creative industries clustering. His involvement in the development of the Hackney Wick and Fish Island bid combined with his expertise in research methodologies and evaluation of creative and cultural

projects and policy will be a key asset.

A broader understanding of the relationship between creative industries and places

The team offers strong multidisciplinary practices of understanding the economies and ecologies of creative activities across London. Through industrial land studies, local economy studies, 'culture on the high street' studies and place-based strategies, we have developed a forward-thinking and holistic approach to understanding how creative and production activities work within both their local places and spaces. We Made That and members of PRD are also at forefront of discussions around the future of London's industrial spaces (Holly Lewis is a member of the Industrial Land Commission) and high streets (GLA High Streets Adaptive Strategies, SELEP/Arts Council Creative High Streets Commission) which will be an asset to develop an understanding of how the CEZ programme could best react and respond to future trends, the specific opportunities that they can build upon, and connect to other agendas.

Finally, the team also bring substantial insights around the place-making benefits of culture and the role that creative industries can play in places' rejuvenation.

Rigorous quantitative analysis augmented by local local insights and engagement expertise

We bring expertise in both secondary and primary research and data analysis. The team has delivered numerous economic and social evidence bases to support wider strategies or monitoring endeavours. In addition, we have undertaken a range of mapping exercise, business and stakeholder engagement and research projects charting both quantitative and qualitative features. Our team has expertise in the facilitation of conversations with a range of partners and stakeholders and in managing teams of researchers. Our breadth of understanding from policy-level to 'on the ground' experience, guided by a strong research framework, will allow us to fully interrogate and understand the potential impacts and future impacts of the programme and policies in place.

Robust evaluation approaches and innovative approaches to measuring success

We believe that we bring both robustness and innovation in our approach to monitoring and evaluation. Wavehill's evaluation experts regularly design and deliver evaluation work for Government around: business support (Peer Networks business support programme evaluation for BEIS), cultural programmes (Evaluation of the Community Radio Fund for DCMS) and other policy areas. Our methods stand up to scrutiny by Government analysts, providing reassurance that the team approaches will provide highly robust and insightful evidence to support the CEZ evaluation findings and recommendations for further development of the programme.

The team has also experience in tracking social value within London's places and communities. Over the years, PRD and We Made That team members have supported the GLA to think differently about measures of economic success in developing the Good Growth Evaluation Guidance, High Streets for All, and Social Integration Strategy Measurement Framework.

Altogether, we frequently use Theory of Change to guide monitoring process. Learning from recent ToC processes (in the Royal Docks, Oxford, and Margate for example), we will review local challenges and CEZ activity undertaken to date and build as compelling a description of aspiration for London's CEZs as possible.

Experience of mixed methods evaluation approaches, and counterfactual impact evaluation expertise

Wavehill and PRD have worked on developing detailed mixed method evaluation frameworks on two of the five DCMS Cultural Development Fund projects (iMayflower in Plymouth and Creative Estuary in Kent & Essex). . The approaches similarly included process, contribution analysis impact analysis and economic evaluation approaches, which will provide highly valuable experience for us in developing the evaluation methodologies for the CEZ study.

Responding to the aspiration to explore opportunity for robust counterfactual impact analysis, we have incorporated expert inputs in our team from Belmana Ltd who have led place-based

counterfactual impact analysis in evaluations of the English ERDF programme (for MHCLG) and the Regional Growth Fund (for BEIS). This expert input will ensure methodologies developed for longer term impact evaluation of the CEZ programme can achieve the highest feasible levels of robustness.

Developing data tool and supporting users

PRD has extensive experience in data compilation and analysis across large regions. In London, PRD is undertaking a major commission with the GLA which includes data collection and analysis of high street spending and footfall trends across 500+ London high streets (see case study). We also have experience in developing clear step-by-step guides to help users collect data and monitor change. Our team believes in empowering the public sector to play a more significant role in curating and influencing the economy, particularly in ways that drive inclusion and dismantle structural barriers to equitable change for all who live and work in a place. For this commission, we want to ensure officers charged with annual data collection, analysis, and

monitoring feel equipped for these tasks. We will endeavour to provide guidance, both written and through workshops/training, that both meets ongoing monitoring requirements and builds data confidence among officers.

Communicating outcomes, influence and compelling documents

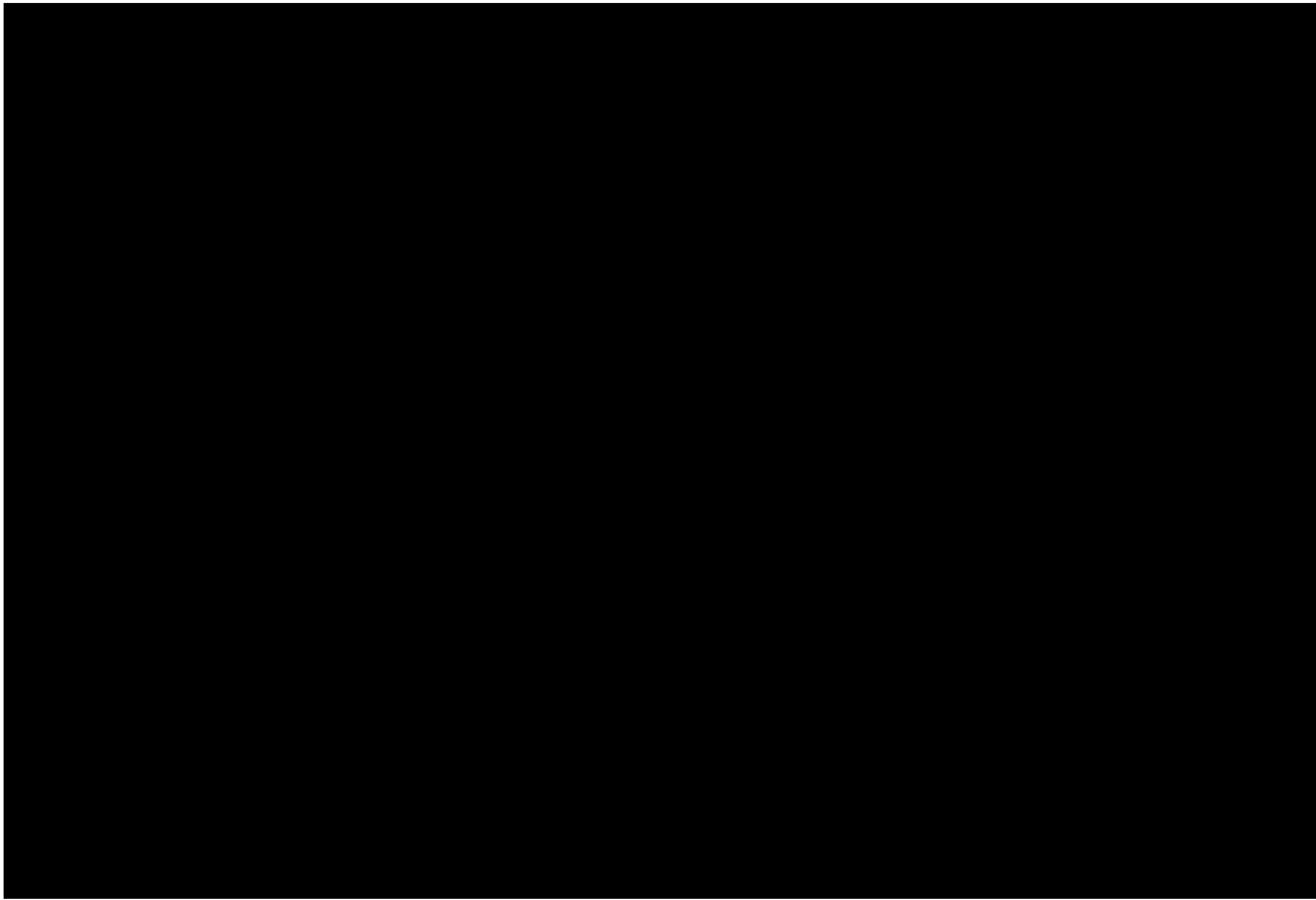
Our team has experience of producing high quality material and publications for a range of audiences. We have produced executive summaries for public dissemination for a number of public bodies, and have delivered clear, interesting and informative visual outputs communicating key findings through infographic work, illustrations and mapping. We have also allocated resources towards graphic design.

We are adept at communicating and disseminating the outcomes of our work. We have for ambition to discuss the findings of the study through knowledge-exchange events with a range of partners, with support from Tarek Virani and his experience in articulation of research agendas.

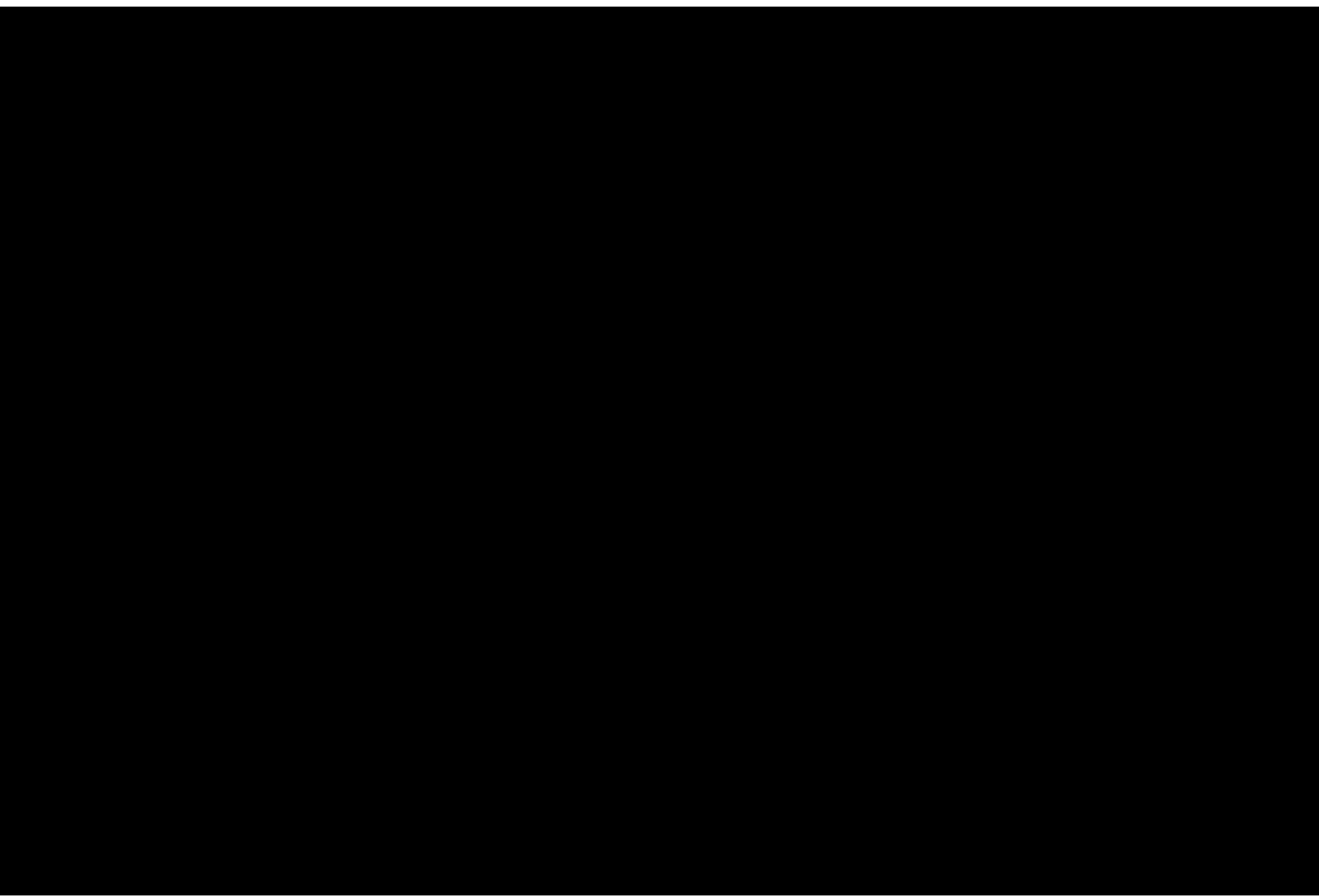
KEY PERSONNAL CVS

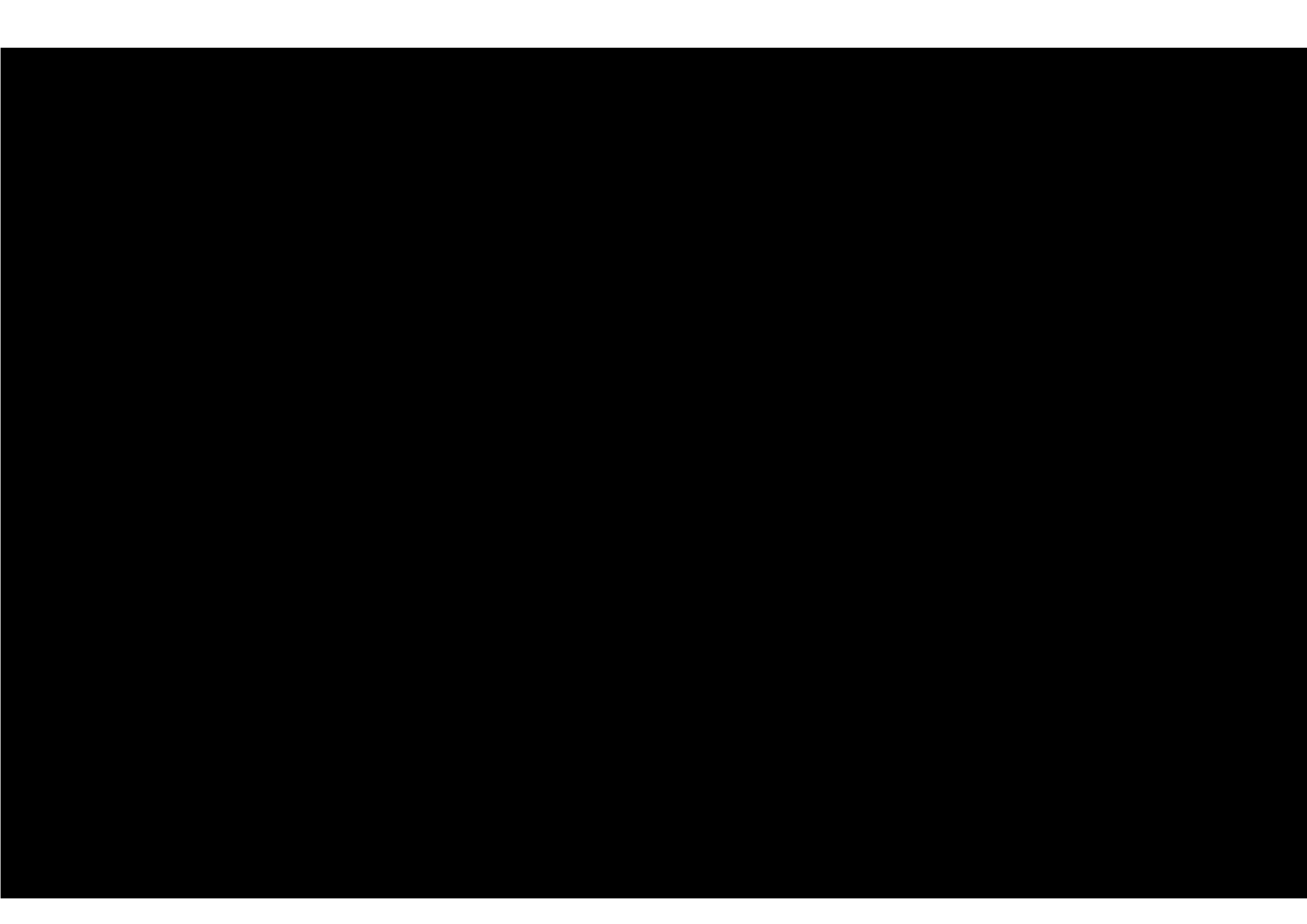


Thamesmead Cultural Infrastructure Plan (We Made That, 2019) Peabody's blueprint for what cultural facilities they should be providing to create a culturally rich and vibrant place for its current and future residents.

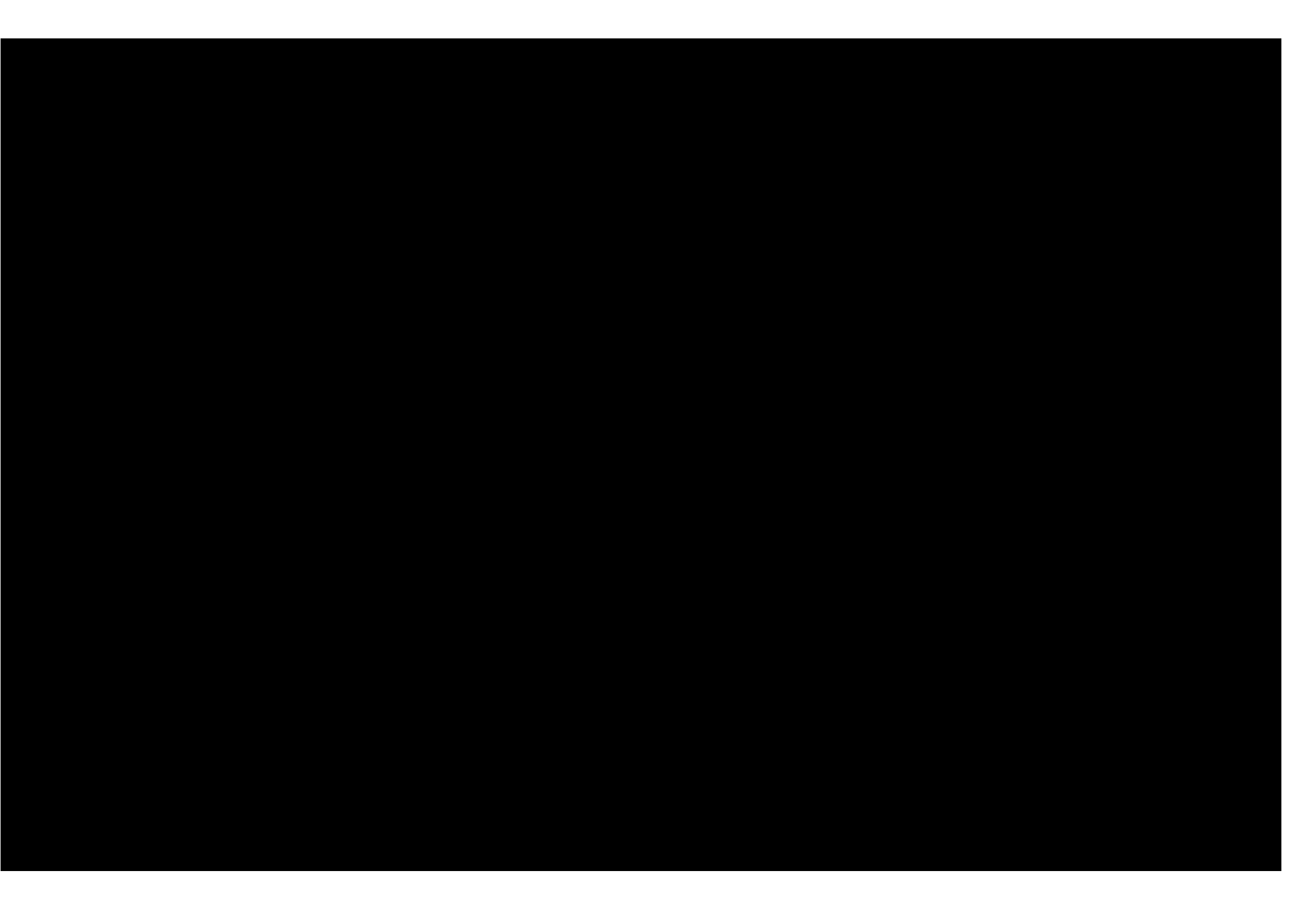


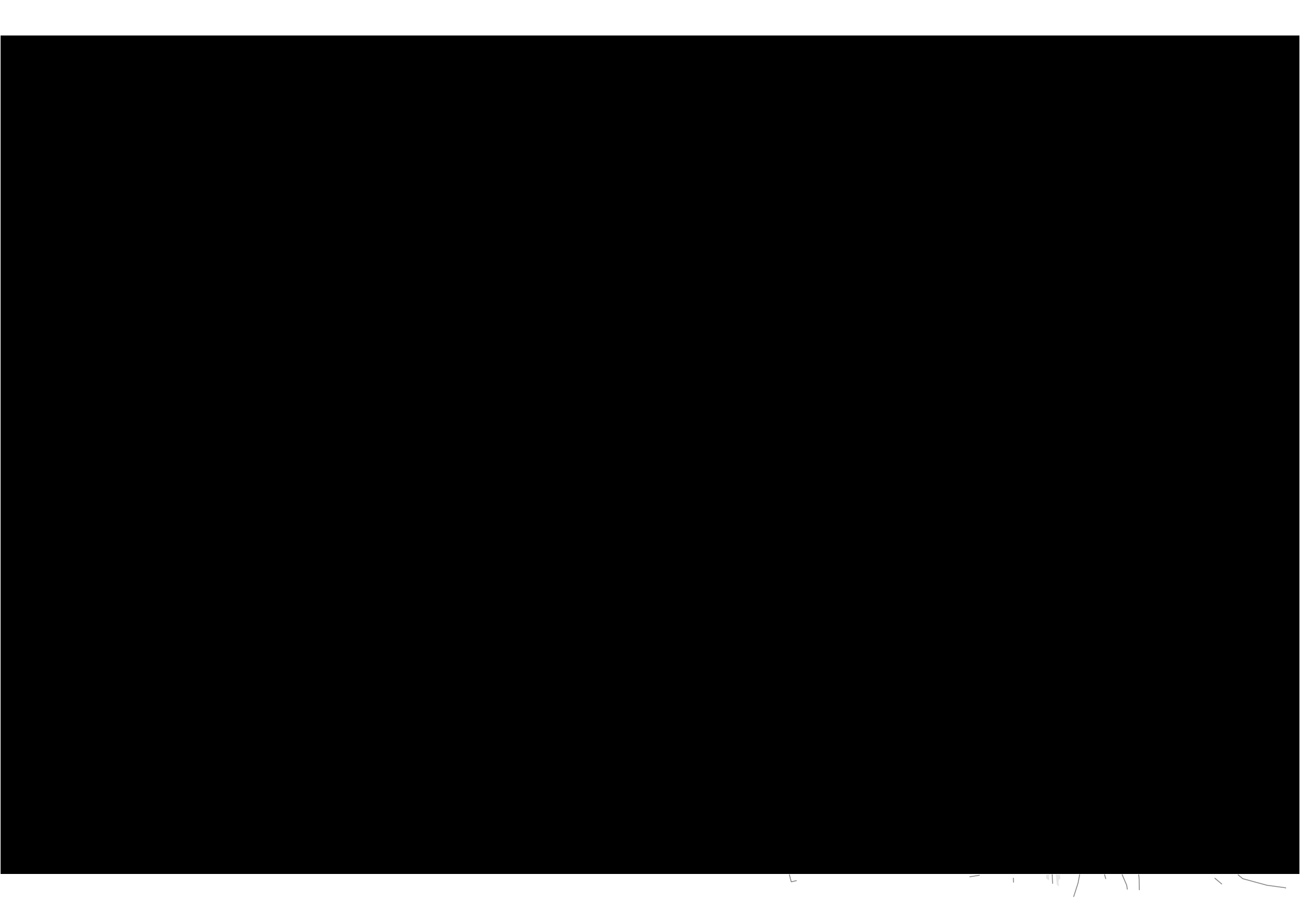


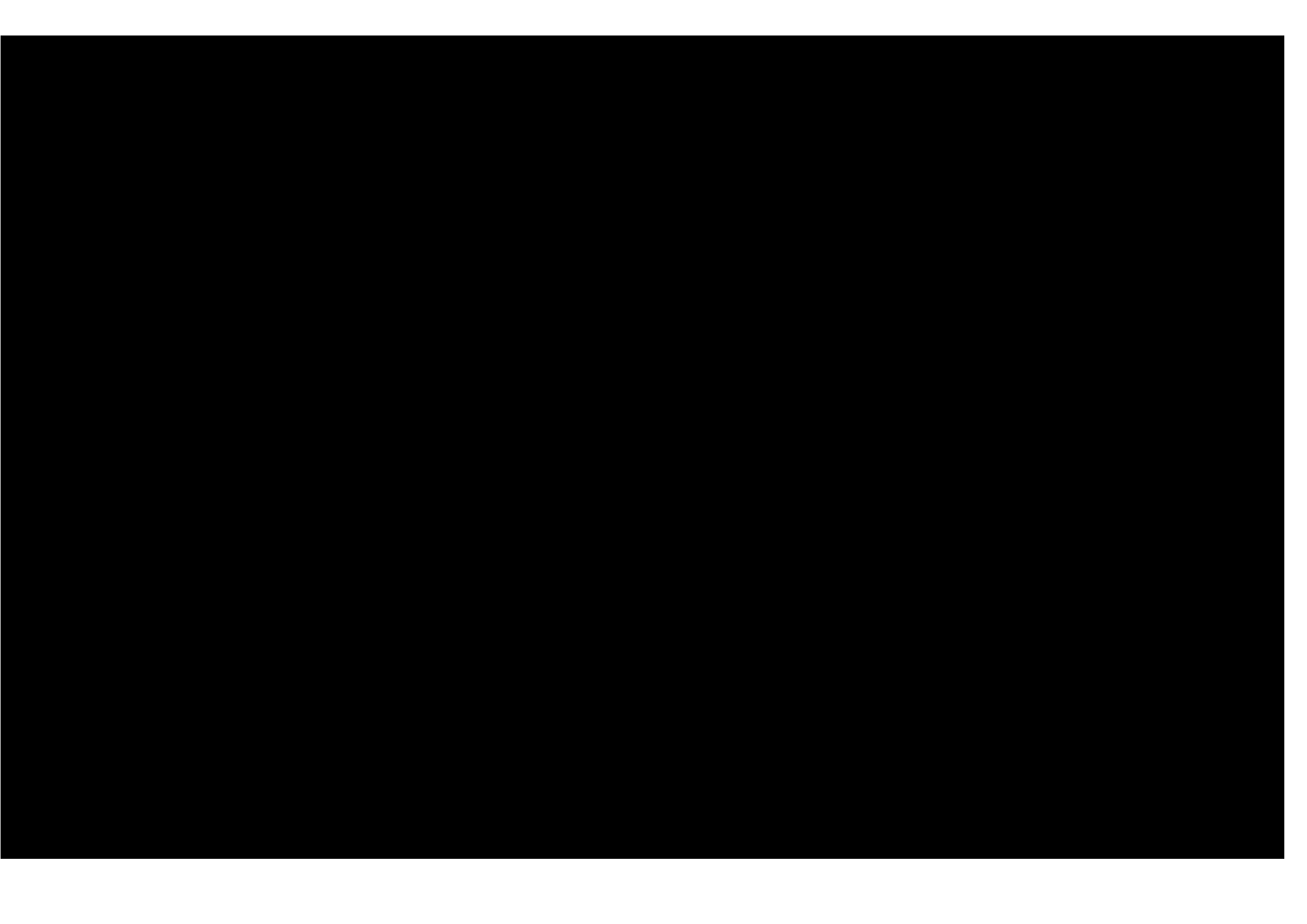








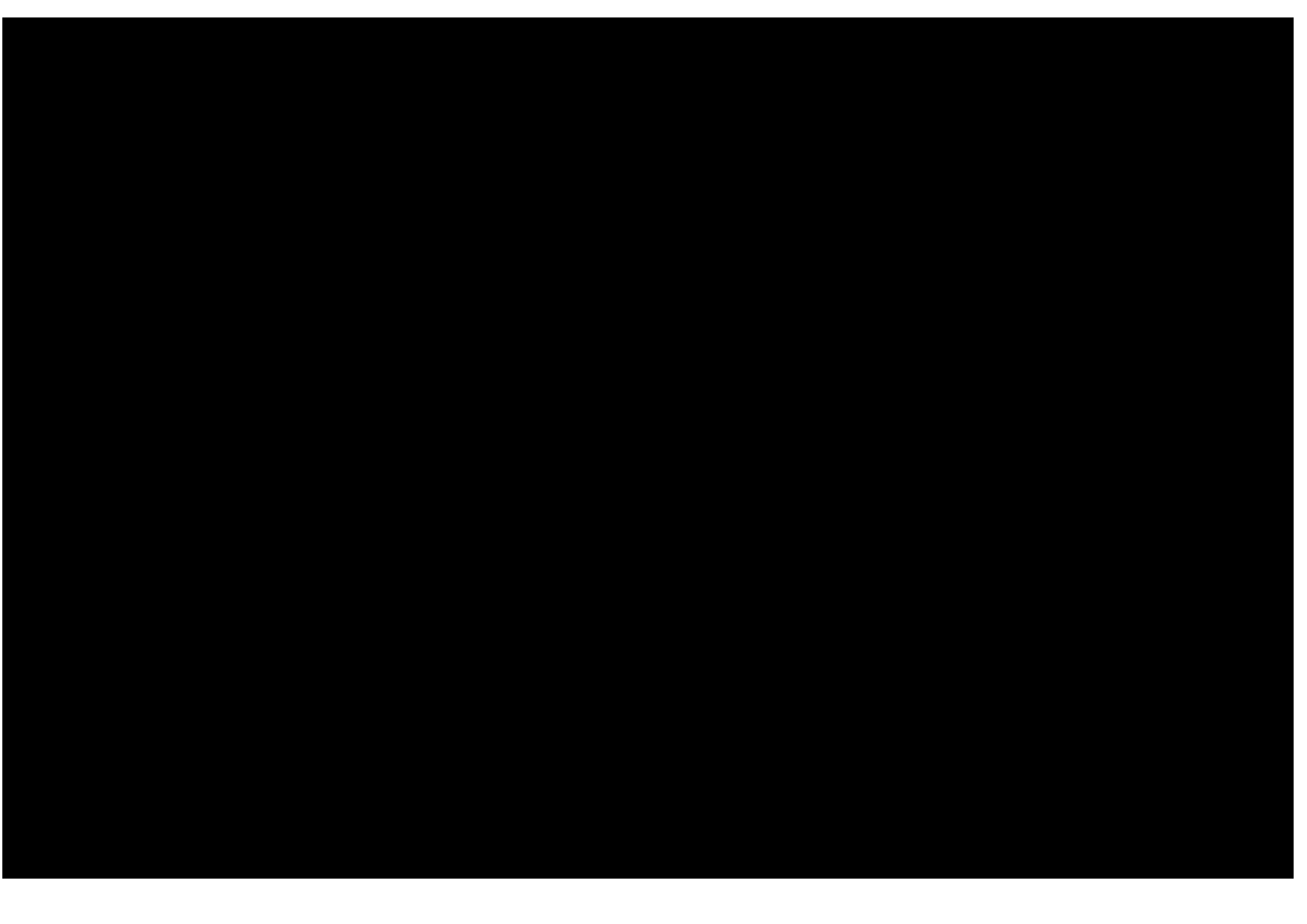














Q4.

RELEVANT EXPERIENCE



East London Fashion Cluster,
2018 (Greater London Authority
and Poplar Harca) We Made
That developed the feasibility
and funding stage bid for new
Fashioning Poplar facilities for the
creative and cultural industries
within a strategy to unlock and
maximise the potential of the
Production Corridor.

OUR SHARED TRACK RECORD

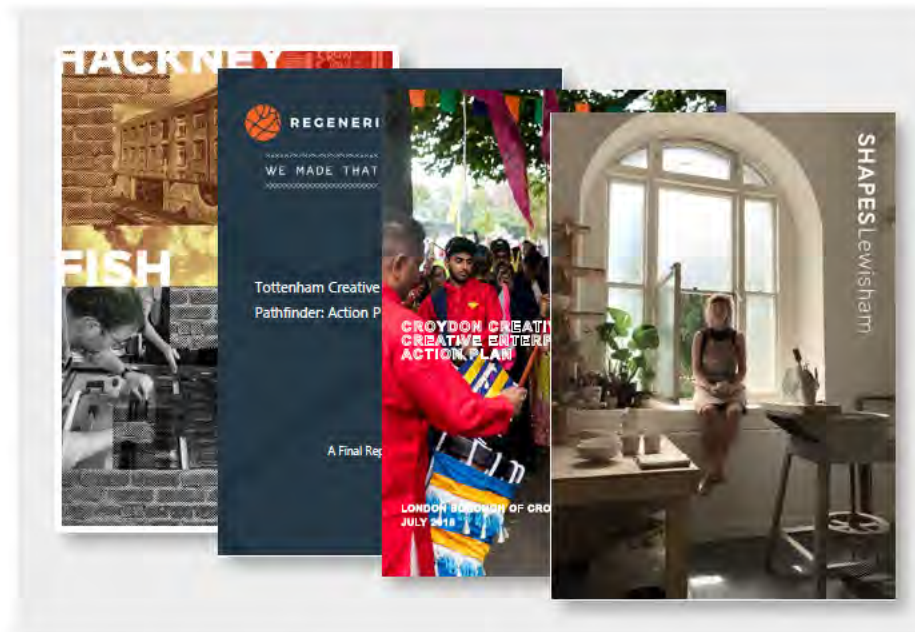
Between 2013 and 2021 team members have collaborated on numerous of creative and cultural projects spanning cultural infrastructure mapping, analysis, strategy and evaluation, as well as delivering positive change on the ground.

Together, this includes:

- Blackhorse Lane Creative Enterprise Zone pilot;
- Creative Enterprise Zones Accreditation Framework
- Strategy and business case development for the Thames Estuary Production Corridor;
- Combined economy studies and advice on a design framework for the creative quarter at Hackney Wick;
- A creative supply chains study of the creative sector in London;
- Waltham Forest Cultural Strategy;
- Granular mapping and studies of London's Creative Infrastructure
- A creative industries strategy for the London Borough of Lewisham;
- Creative workspace strategies in Tower Hamlets, Brent and

- Barnet;
- A Cultural Infrastructure Plan for Thamesmead.
- Evaluation of Creative People and Places programmes (Bexley CPP, East Durham CPP);
- Evaluations of two DCMS Cultural Development Fund projects (Creative Estuary and iMayflower)
- Study on the value of arts and culture in place shaping for the Arts Council;
- Evaluation Programme of the Hull UK City of Culture;
- Study on the economic and social benefits arising from culture led regeneration for the Local Government Association;
- Exemplary place-making and good growth advice for place-based strategies and socially engaged development.

Our work has been widely recognised, and we received awards including the New London Award for contribution to London's economy, Planning Award for the best use of technology, and RICS Social Impact Award.



Creative Enterprise Zones

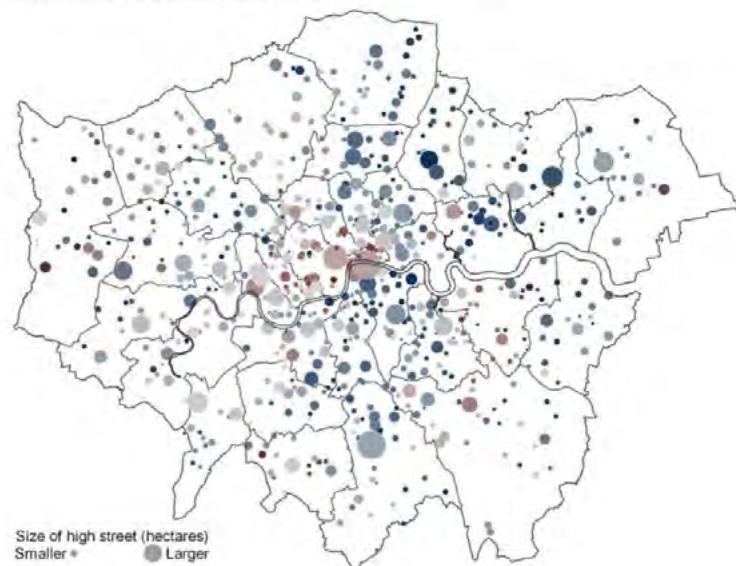
We Made That and PRD team members have contributed by research and strategy to five of the seven successful CEZ bids - the Waltham Forest, Tottenham, Lewisham North, Hackney Wick and Fish Island, and Croydon CEZs. To support each of the bids, the team established evidence base drawing on quantitative and observational analysis as well as engagement with local businesses. The team also played a key role in developing respective CEZ action plans through a close collaboration with a range of partners including local creative organisations and businesses, education and developer partners,

and relevant teams within local councils. The previous involvement gives the team a considerable head start on this commission. In particular, we are familiar with the action plans and key stakeholders, and understand the of the on the ground reality of affordable workspace provision, skills development, social inclusion, and other key issues.

Client LB Harringey, LB Tower Hamlets, LB Croydon, LB Lewisham
 Status Completed 2018
 Team WMT, Hatch Regeneris

RETAIL SPEND RECOVERY, W/C 30 AUGUST

Source: Mastercard Retail Location Insights, GLA Datastore



High Street Data Service

Since spring 2020, PRD and We Made That have been working with the the GLA on High Streets Data Service, a world-leading data project which provides a compendium of high streets-related data to London's boroughs. The data assists local authorities with understanding high street activity (particularly in light of COVID-19) and preparing informed strategies. PRD's work has included surveying users on most-wanted data; developing training sessions and offering advice to help borough officers access and analyse the data; auditing existing GLA Datastore data and recommending additional,

relevant sources to collect; analysing London-wide spending, vacancy, and footfall trends; and supporting the GLA to form a Data Partnership to oversee the long-term growth of the service. The HSDS has attracted wide attention and was recently nominated for Digital Leaders 100's 'Big Data Innovation of the Year' award. We will bring our experience of working with the Datastore and setting up a new data hub to the CEZ impact study.

Client GLA
Status 2019-Ongoing
Team PRD, We Made That



Image: Tilbury on Thames Trust

Evaluations of iMayflower and Creative Estuary

Wavehill and PRD led the development of the evaluation framework and delivery of project evaluation of two DCMS Cultural Development Fund Projects – iMayflower (Plymouth City Council) and Creative Estuary (University of Kent). Working alongside a broad range of local partners on both projects (including universities, colleges local authorities, Arts Council NPOs and other bodies etc), we designed a comprehensive evaluation framework which would capture information required for the national DCMS evaluation, as well as capturing evidence to build a detailed understanding

of the ways the project benefited the local cultural and creative sector, through a theory of change contribution analysis approach (in line with HMT Magenta Book guidance). Using the evaluation framework, we designed partner monitoring templates to enable key information to be collated as well as the research tools for stakeholder consultation, case studies and survey work. Both evaluations are currently ongoing.

Client DCMS
Status Completed 2019
Team Wavehill, PRD

EQUALITIES,
DIVERSITY
& INCLUSION



EQUALITIES, DIVERSITY & INCLUSION

We Made That is a practice with a strong social conscience. As a practice we believe that social responsibility applies to both the processes by which we develop projects and the outcomes that they deliver. Our ability to take an active role in socially-driven design processes, whilst meeting the expectations of local authority clients is important to us. As a practice we strive to maximise the positive impact that we, and the wider team, can contribute to the projects we deliver and the communities we work with.

“We Made That is one of a number of practices shifting the role of the designer within the public realm. They are all taking an increasingly engaged role in the community, which is rewarded by the opportunity not just to design civic amenities but also to participate in forming the social structures that allow these amenities to succeed.”
— Building Design Magazine

We do not regard Equalities, Diversity and Inclusion aims

nor social value as a ‘bolt-on’ to the main scope of services. It is embedded from the outset as an integral part of the process.

Our Equalities, Diversity & Inclusion policy We Made That is dedicated to encouraging a supportive and inclusive culture amongst the whole team. Our Equality & Diversity Policy (full version available on request) sets out a strategic plan, responsibilities for action, baseline position and measures of success. This policy applies to our working environment, recruitment and training. This policy is monitored and reviewed annually.

Our practice is registered with Diversity Works for London; www.diversityworksforlondon.com

We Made That are London Living Wage accredited; www.livingwage.org.uk

Our Equalities, Diversity & Inclusion objectives:

1. To deliver project

commitments in every commission that have tangible EDI outcomes

2. To advocate for equality and diversity within the built environment sector
3. Support pathways and lower barriers of entry for a greater diversity of people to practice in built environment disciplines
4. To build and nurture a team that reflects the diversity of the communities within which the practice operates
5. To create a fair, supportive and inclusive working environment
6. To support a team that champions equality and diversity in the performance of our services

We provide educational opportunities, work placements, pro-bono consultancy services to third-sector organisations, mentoring and financial contributions. Through these we specifically address inequality and our policy sets specific measures of success.

We have produced a dedicated set of actions/ commitments in relation to this project.

Some of these actions will be delivered through a new platform conceived and setup by We Made That. RE—SET—GO is an accessible, hands-on, paid workplace experience and mentoring programme established with the mission of diversifying architecture practices. It is currently in a pilot phase of delivering pathways for more than 150 individuals but will expand its impact, in part, through the leverage of this commission. www.re-set-go.xyz

Through the CEZ Data and Impact Study commission we have committed £18,800 towards specific Equalities, Diversity & Inclusion initiatives plus additional in-kind support measures from the project team. The action plan below outlines this commitment along with our practice's support for social value outcomes.

Initiative category	Action/Commitment	Outcomes, evidence and reporting
Working with under-represented led practices We Made That are a majority-female, SME practice co-led by a woman in a male dominated industry. We are proud that our gender pay gap is less than 1% (in favour of women). We value the creative potential which individuals from diverse backgrounds, and with differing skills and abilities, bring to our practice and team.	Gender balanced team with strong female representation	Refer to CVs
	Oversight panel including at least 50% female and BAME representation	Recorded through coordination with GLA
Sharing cultural capital with under-represented groups We Made That seek opportunities to involve under-represented groups in the implementation of projects, especially through training opportunities. This can involve dedicated training workshops, or providing a project framework that allows this to happen as a structured output of the commission.	2x 1 week work placement (Travel and subsistence stipends provided)	Work experience record sheets and feedback sheets
	Training opportunity in field research	Named individuals as mentees
	Targeted meetings and engagement session with under-represented groups during the research phase	Meetings minuted
	Work with GLA to access interpretation services where required to ensure accessibility of engagement processes	Recorded through coordination with GLA
	Monitor Diversity & Inclusion data for attendees at our engagement events to encourage equal access and ensure a representative demographic where possible	Captured in research notes
Working with schools and universities We Made That offer mentoring, placements and support to school-aged and university-level young people. Through these opportunities we are able to give advice and provide information to young people to help guide their choices on specific careers.	University students (geographically linked to each CEZ area) employed to contribute to field research	Activity documented
	Knowledge exchange events with UWE and other academic partners	Events recorded/minuted
Supporting value in the local economy We Made That are committed to the value of involving local residents, businesses and stakeholders in processes of urban change. This includes investment and spend in the local economy. We prioritise procuring services and goods required for events from local businesses.	Procure services and goods required for engagement events from local businesses e.g. printing, refreshments etc	To be identified through research process scoping
	Opportunities to local suppliers including SMEs, social enterprises, ethnic minority- owned businesses and voluntary and community sectors.	To be identified through research process scoping

Q5.
CONFLICTS OF
INTEREST



Good Growth Events, 2018
(Greater London Authority)
Three place-based workshops
to increase understanding of
the Mayor's investment in 'good
growth' to date and promote
future opportunities.

We confirm there is no conflict of interest in relation to this commission.

However, for clarity, there are range of inter-related projects identified in the brief which are currently live and ongoing on which members of this consortium are currently engaged. We have listed these below for reference.

We expect to review the potential for perceived conflicts of interest at inception and review any necessary mitigation in accordance with GLA/ partner expectations.

- GLA Cultural Facilities Design Toolkit (We Made That for GLA)
- Thames Estuary Production Corridor Sites Development (We Made That and PRD for GLA)
- Ongoing support for High Streets Data Service (PRD for GLA)

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We Made That LLP is
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Wales. Reg no. OC367789

Project Title: GLA 80868 / Task 1047 Creative Enterprise Zone Data and Impact Study

Question

Specialists Consultants are consultants with niche skills not commonly available. Please explain which niche skills each one of your proposed Specialist Consultant has that are not commonly available and the reason they are required to deliver the services.

Response

It has been confirmed that some specialism falls outside of the standard scope of ADUP LOT 1 and GLA have therefore permitted additional rates for 'specialist' consultant/s.

The following justification is provided:

- Specialist socio-economic and data consultancy required in brief
- Specialist evaluation specialist required in brief
- Academic institution partner suggested in brief

The identified and included consultant that fall outside of the normal rates are independently contracted by the GLA on other contracts at these disclosed rates.

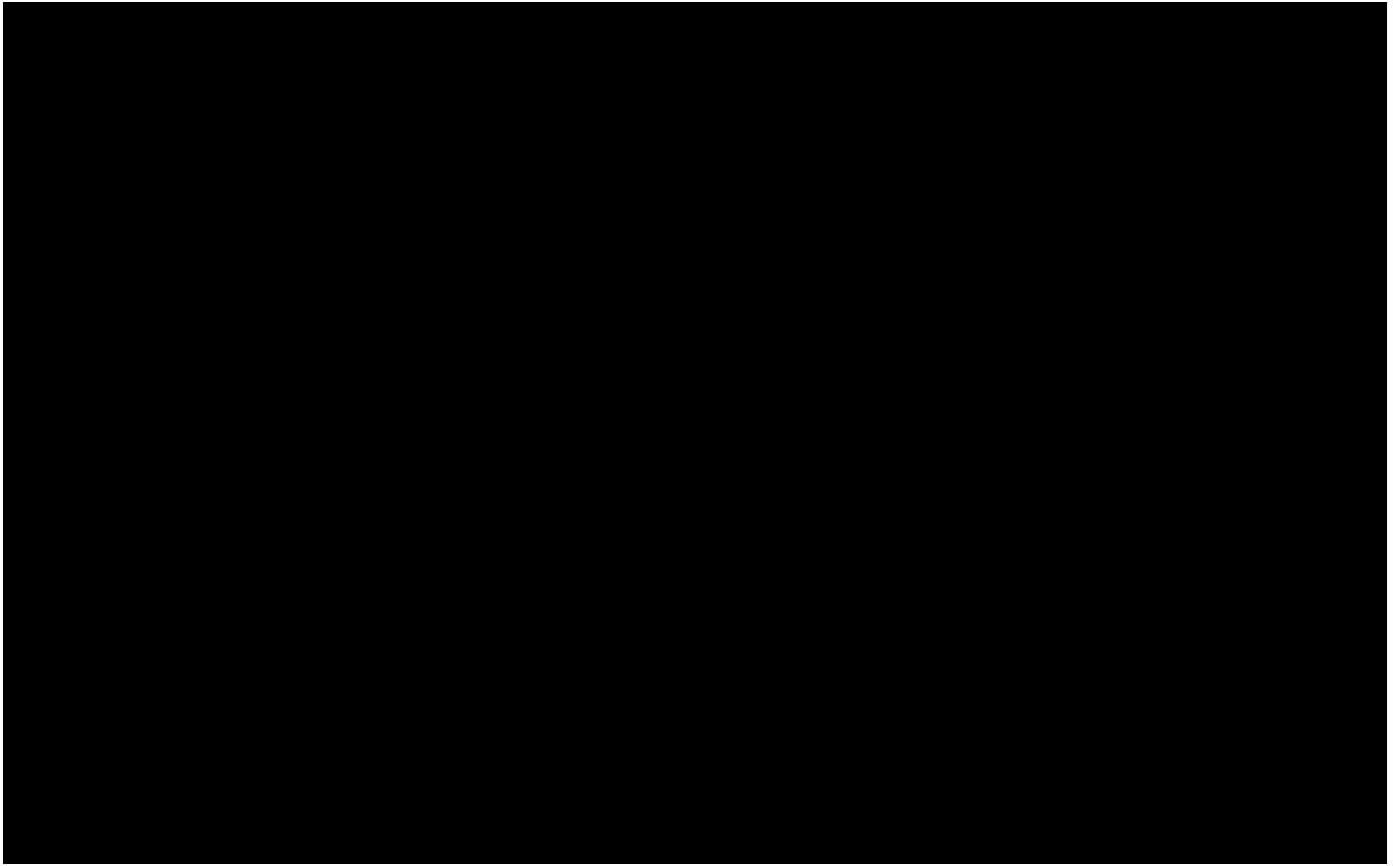
Please note that we are happy to review these rates with the GLA by way of a validation process.

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	
		[REDACTED]	
		[REDACTED]	
		[REDACTED]	

[REDACTED]	[REDACTED]	[REDACTED]	
		[REDACTED]	
		[REDACTED]	
		[REDACTED]	





<p>Project Title: GLA 80868 / Task 1047 Creative Enterprise Zone Data and Impact Study</p> <p>Pricing Schedule Lot: 1 - Urban Strategies, Spatial Policy, and Research</p>
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