

Harmony Works

Project Delivery Phase
Evaluation

April 2026

1. Background

About Harmony Works

The Vision for Harmony Works is to be the home of inspirational music education and opportunity, enriching and enhancing the lives and futures of young people and their communities across the Sheffield Region, and beyond.

Harmony Works will repurpose Canada House, a Grade II* listed building in the heart of Sheffield, to make a new cultural centre for young musicians. It is the joint vision of the Sheffield Music Academy and Sheffield Music Hub – the two leading music education organisations in Sheffield.

The Harmony Works capital project involves the acquisition and refurbishment of Canada House and its development as a new base from which the Harmony Works Project can be delivered. The Harmony Works Project is a collaboration through which partners will work together to enhance and support the delivery of music education and activity in the Sheffield Region and beyond, through activities such as joint programming, marketing, fundraising and teacher development.

The Harmony Works Trust (HWT), a Charitable Incorporated Organisation (CIO) officially recognised by the UK Charity Commission, has been established to deliver the capital project and subsequent coordination, management and maintenance of the building.

Harmony Works Partners

Harmony Works collaborates with organisations who share our passion for opening access to music education for all young people. The Partnership has two Founding Partners:

- Sheffield Music Academy, which provides specialist training to over 120 young musicians and more than 80 infants from across Sheffield City Region and the surrounding area who show exceptional ability, dedication and potential and
- Sheffield Music Hub, the provider of music education in schools and the wider community in Sheffield, and convenor of a partnership of organisations including Sheffield Music Academy, schools, and other organisations, working together to create joined-up music education provision. In 2025 Sheffield Music Hub became part of the [South Yorkshire Music Hub](#).

Sheffield Music Academy and Sheffield Music Hub will relocate to Canada House, allowing them to grow and expand their reach. Other collaborators will become part of the Harmony Works community, renting space for their activities. These additional partners include:

- Brass Bands England
- Music in the Round
- Orchestras for All
- Concerteenies
- The Choir with No Name

Harmony Works is also working closely with educational partners The University of Sheffield, Sheffield Hallam University and The Sheffield College on evaluation, work experience, case studies and events.

HWT is also collaborating with Sheffield City Council as one of the partners in the wider Castlegate regeneration programme. Harmony Works is identified as a key priority in Sheffield's adopted Culture Strategy.

Harmony Works Funding and Timescale

The estimated cost of the capital works to create a music education hub at Canada House is c. £14m. Funding has been secured or is being sought from a range of sources, including the National Lottery Heritage Fund, Arts Council England Cultural Development Fund, Levelling Up Fund, South Yorkshire Mayoral Combined Authority Gainshare funding and a wide range of local and national Trusts and Foundations.

The Harmony Works concept has been in development since 2017, with exploratory discussions leading to feasibility work and a full options appraisal undertaken in 2020. The project is about to start its delivery phase.

The Heritage Fund Delivery Phase, when the capital works to the building will be carried out alongside a range of engagement activities, will begin Q2 2026 with the construction period running from Q3 2026 to Q4 2027 and the delivery phase activities running to the end of Q4 2027. The building is expected to be in full operation from January 2028. Operating costs will be met through the income generated from the building.

Harmony Works Objectives

The Harmony Works Theory of Change (see appendix 1) summarises the aims and objectives, activities, outputs and outcomes and impacts of the project. The multiple strands of activity will generate a wide range of benefits and contribute to the strategic objectives of all funders, including increasing access and participation; economic growth and productivity; creating a more attractive place to live, work and visit; saving heritage; protecting the environment; and strengthening organisation sustainability, local leadership, partnerships and capability.

Harmony Works will:

- Act as a pathway to music – by providing accessible routes to music education, Harmony Works will make sure everyone has a chance to unlock their musical potential.
- Inspire generations – through the joint magic of music and heritage.
- Give life to forgotten heritage – by restoring a historic building, giving it a new purpose and providing access to it, Harmony Works will breathe new life into the city's heritage, while minimising environmental impact.
- Increase access – widening access to music education, reflecting the diversity of the region's young people.
- Expand horizons and create room for growth – by providing a space and a platform that extend the reach of co-occupiers and collaborators.

- Improve wellbeing – from families to communities, Harmony Works will nurture education and wellbeing for generations, fostering growth and connection.
- Act as a magnet for talent – Harmony Works will nurture talent and attract top-tier musicians, drawing them to the region as performers and educators.
- Revive Castlegate – Harmony Works will act as a vital force in the regeneration of Castlegate, bringing with it new and increased footfall as it develops as a hub of culture and community.
- Aid recovery and renewal – in a time of recovery for Castlegate, Harmony Works steps up as a beacon of hope and progress, rejuvenating the region with a fresh sense of possibility.

It is intended that the impact of Harmony Works will span generations, genres, and communities.

Harmony Works Activities and Outcomes

Key activities during the Heritage Fund Delivery Phase will include:

- Redevelopment of Canada House
- Training, work experience and professional development for Harmony Works staff, volunteers and young people
- Co-creation of a public heritage archive, animation and interpretation of Canada House
- Community, school and stakeholder outreach to engage young people in music
- Continuing to curate a diverse Harmony Works partnership of national and grassroots music organisations.

The Delivery Phase will enable HWT and its partners to put in place the foundations for the successful operation of Canada House as a sustainable centre of excellence for music education from 2028 onwards. The key outcomes identified for the Delivery Phase include:

- Canada House in a better condition / more environmentally sustainable
- Greater and more diverse young people access music education
- Wider range of people engaged in music, heritage and the arts
- Increased wellbeing benefits derived from music and heritage
- Strengthened music and cultural sector with increased employment and output, and more resilient organisations
- Castlegate is a better place to live, work, visit & invest with a stronger local economy, increased footfall and spend

This specification sets out HWT's evaluation requirements for the Delivery Phase and invites responses from appropriately skilled organisations who can complete the evaluation within the timeline set out in section three. An evaluation of the Operational Phase is planned following two years of operation. This is not covered by this brief.

2. Specification and Requirements

Services Required

HWT would like to appoint an experienced individual or consultancy to evaluate the Delivery Phase of the Harmony Works project.

The evaluation of the Delivery Phase will provide an assessment of the benefits delivered through the capital build and associated engagement, music and heritage-related activities. Progress towards the anticipated project outcomes will be reviewed, and the learning which can be taken forward into the Operational Phase will be identified.

The evaluation of the Delivery Phase will include both formative evaluation (i.e. it will gather feedback during the implementation of the capital works and associated activities, to identify strengths, weaknesses, and areas for improvement so that delivery can be adjusted to maximise the quality and effectiveness of the activities), and 'summative' evaluation (i.e. it will assess progress towards the intended outcomes and impacts – recognising that not all outcomes will be achieved in the Delivery Phase). This specification seeks external support on both elements, although the bulk of activity will be on the summative element, with partners, activity deliverers and the Harmony Works team gathering monitoring data and feedback throughout the Delivery Phase. The contractor will be expected to support the formative element by providing advice and guidance on this activity (see Evaluation Activities and Outputs, below).

The 'summative' element will be undertaken during Q2 and Q3 2028, and will evaluate the progress made towards the intended outcomes and impacts.

The evaluation must meet the requirements of the project funders and should consider the strengths and weaknesses of the project's processes, including management and delivery, as well as providing an assessment of the benefits delivered and impact achieved by the end of the evaluation period (Q3 2028).

The evaluation should address the following questions (a fuller list is included in Annex 2)

- Does the rationale for developing a hub for music education continue to hold, and how has activity been adapted to any changes in the context?
- Have the capital build and heritage restoration work, and heritage, music and community engagement activities, been delivered successfully?
- How well has the Delivery Phase been managed by the Harmony Works team, and overseen by the Harmony Works Trust Board?
- Has Youth Voice been embedded, and have Equality, Diversity and Inclusion been integrated, through all Harmony Works activities?
- What outcomes have been delivered through the Delivery Phase? What more needs to be done to ensure all outcomes will be delivered in the Operational Phase?

- What has worked, for whom and why? What are the lessons learned for the Operational Phase?

Evaluation Activities and Outputs

It is envisaged that the Delivery Phase evaluation will include the following activities and outputs that the appointed consultant will deliver:

- **Monitoring and Evaluation foundations (Q2 2026):** delivery of training to the HWT team and partners who will be involved in gathering monitoring, feedback and evaluation data.
- **Year 1 Annual Review (Q2 2027):** review of monitoring information and feedback gathered during Year 1 (Q3 2026-Q2 2027), plus consultations with key stakeholders and partners, to deliver a short evaluation report highlighting progress made, key successes and lessons learned. To be shared with funders and potential partners to demonstrate progress towards Harmony Works' objectives.
- **Delivery Phase evaluation report (Q3 2028):** This will provide a summative assessment of progress made and the benefits delivered during the Delivery Phase. It will draw on the monitoring data gathered during the Delivery Phase to review performance; involve consultations with partners and stakeholders and the HWT Board and delivery team to assess the management and governance of the Delivery Phase; and engage participants and beneficiaries of Harmony Works activities in a range of individual consultations and group evaluation activities to identify the benefits they have gained from their involvement, and their views on what has worked well and what could be improved in the Operational Phase.
- **Monitoring and Evaluation support (2026-8):** Ongoing technical advice and support to HWT, HW staff and HW partners throughout the Delivery Phase to support their monitoring and data gathering activities.

The outputs will include a formal Delivery Phase evaluation report and slide pack, summary report, and case studies demonstrating wellbeing and wider benefits for individuals. The findings will be shared with partners and funders, and through a range of social media channels.

Evaluation Methodology

Tenderers are invited to set out an appropriate methodology to deliver the evaluation, based on the requirements set out above. While not intended to be prescriptive, we would anticipate that the evaluation would include:

- An inception phase agreeing an evaluation framework and plan
- Desk-based review of financial and output monitoring data, as well as feedback gathered by the HWT team, partners and activity deliverers
- Engagement with stakeholders and partners
- Any additional primary research required with young people, communities, volunteers and those benefiting from Harmony Works activities, using engaging and creative methods to gather feedback on experiences and benefits

- Analysis and synthesis of information from various sources
- Dissemination through a range of evaluation outputs and channels, to share good practice and lessons learned with Harmony Works partners, funders and other interested parties.

Knowledge and Understanding

The successful consultant will be expected to have a detailed understanding of the Green Book and Magenta Book guidance, as well as the evaluation guidance issued by the key funders (including DLUHC Departmental Evaluation Guidance). An appreciation of key issues in evaluating arts, culture and heritage investments would be welcome.

Familiarity with the strategic, policy and delivery context will also be required, to assess the extent to which the investment made in Canada House through HWT contributes to the objectives of the Heritage Fund, ACE CDF and LUF.

Experience of engaging a wide range of partners and stakeholders, drawing insight from monitoring data and evidencing the catalytic effects and strategic added value of investment will also be required.

HWT is committed to ensuring diverse voices contribute to its work, to improving access and opportunity for all, and to delivering genuine and sustained positive experiences for all our communities. The appointed consultant will have a strong appreciation of Equality, Diversity and Inclusion (EDI) and will set out how it can be applied throughout the evaluation

Information Available to the Appointed Evaluation Consultant

The appointed bidder will be provided with information on contracted and actual spend, outputs and outcomes for Harmony Works from the HWT's monitoring system. A named contact from the HWT will provide an overview of the monitoring system and the information it contains.

Key documents will be made available by HWT, including:

- Harmony Works bid documents / business cases
- Spend and output profiles agreed with funders; management information detailing actual spend and outputs
- Monitoring data gathered by the HWT team (including from volunteers, building users and people participating in music activity)
- The Evaluation Strategy and Plan, plus supporting documents
- Project monitoring reports and updates to the HWT Board / funders
- Any relevant additional information collected or collated by the HWT team about its own or HW partners' activities

To facilitate data gathering and consultations, partner and stakeholder contact details will be shared with the evaluators. Where beneficiary consultation is required, consultations will be arranged through the relevant partner.

The appointed consultant will be expected to liaise with relevant HWT project staff and key contacts within the partner organisations to gain any additional information and data needed to produce the Delivery Phase evaluation report.

The appointed consultant will be expected to attend key meetings with partners and funders where the focus of these is monitoring and evaluation.

Ten Year Monitoring and Evaluation partnership with the University of Sheffield

During the timeframe for this contract HW will be developing a strategic collaboration with the University of Sheffield to support longer term and more extensive monitoring and evaluation which extends beyond the time frame and scope of this contract. This work is aspirational, subject to further definition and funding, and the focused collaboration is in its early development stage, although HW and UoS have been working together in a more ad hoc way for nearly a decade.

The successful tenderer will advise HW on the scope, design and delivery of the partnership monitoring and evaluation work, working alongside both HW and UoS, providing technical advice and expertise. The anticipated time commitment includes:

- Attendance at partnership meetings – c.1h every 6w
- Input into, and review of collaborative project definition
- Support for funding bids to deliver the more extensive collaborative evaluation programme

3. Timescale, Budget and How to Respond

Evaluation Timings and Reporting

Tenderers should set out a detailed proposed timescale for the evaluation activity, assuming the work will be commissioned in June 2026 and the final Delivery Phase evaluation report will be required in Q3 2028.

The commissioned evaluation consultant will be expected to work with the HWT team member responsible for monitoring and evaluation to produce internal updates and annual reports.

Procurement Timescale

The proposed timetable for the procurement of the Harmony Works Delivery Phase evaluation is shown in the table below:

Activity	Date
Evaluation brief published	13/4/26
Deadline for submission of tenders	24/4/26
Assessment of submitted tenders	1/5/26
Interviews / clarifications	w/c 4/5/26
Notification of successful tenderer	8/5/26
Contract signed and work begins	1/6/26

Budget

The budget for this work is £30,000 excluding VAT. This is to cover all support, research, data analysis, reporting and presentation of findings, plus management of the evaluation process and liaison with the HWT Team. Any expenses incurred in the delivery of the evaluation will also need to be covered from within this overall budget.

Tenderers should provide a detailed breakdown of their proposed costs, including the allocation of time and tasks by team member, in their submission.

Payment Schedule

HWT's standard practice is to link payments to evidenced achievement of agreed milestones. An invoicing profile will be agreed alongside the detailed work programme agreed for the evaluation.

Responding to the RfQ

Those interested in tendering for this evaluation should provide a response setting out:

- Their proposed approach, any anticipated methodological challenges and how they will be overcome
- The team who will work on this evaluation including their suitability for the work. Details of relevant projects and the experience of those who will be working on the evaluation.
- A proposed workplan, budget and allocation of tasks across the proposed team, including day rates for all individuals who will be working on the commission.

- Proposed project management and invoicing arrangements
- How social value will be embedded in the delivery of the evaluation
- The information and support that they expect to require from the HWT Team.

Scoring Criteria

The tenders will be scored on the quality of the submission using the following criteria and weightings:

- 40% suitability including experience of the proposed team
- 30% proposed approach and method
- 20% workplan and allocation of tasks
- 10% social value

Further information

For further information or to ask a question about any aspect of the Harmony Works Delivery Phase evaluation, please contact: rob@harmonyworks.org.uk

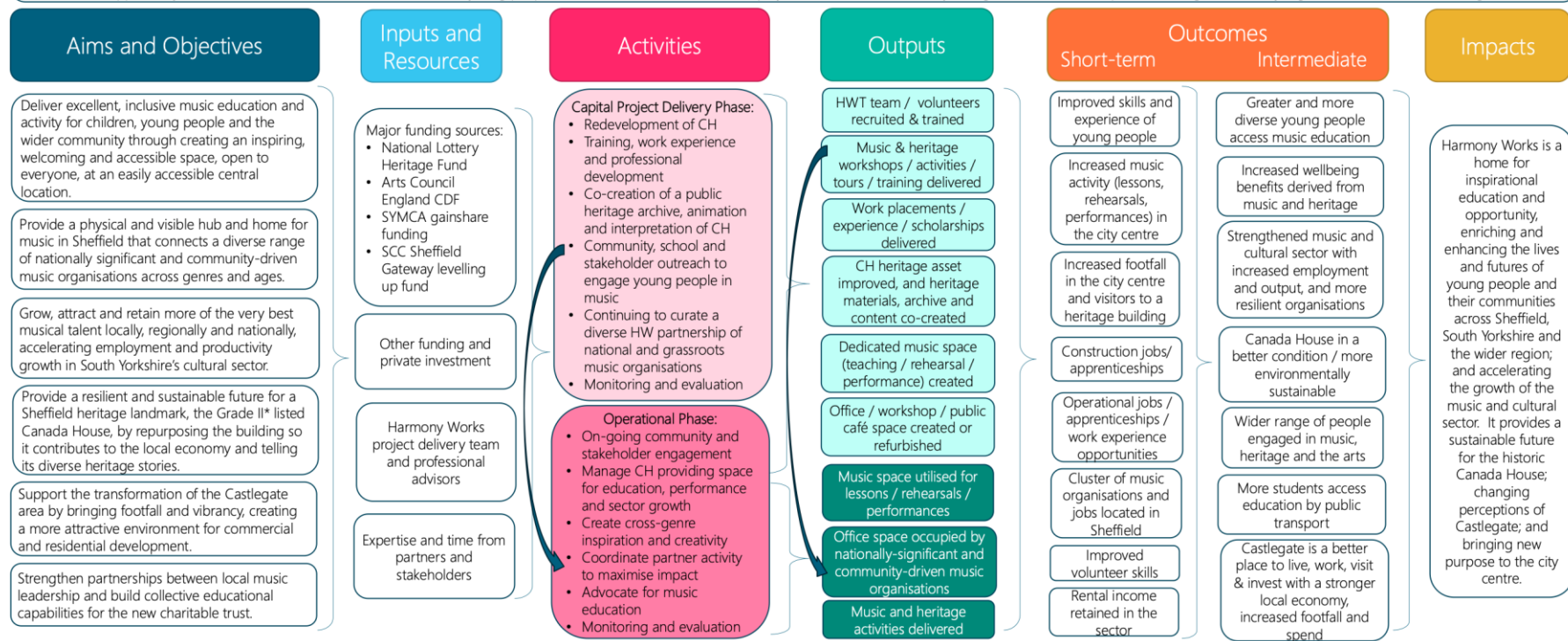
Annex 1 – Theory of Change

Harmony Works Theory of Change

Contextual factors and external influences: Engagement in the arts supports health and wellbeing, educational attainment and employability for young people, with music making in particular encouraging collaboration, teamwork, empathy and communication. Access to music education in Sheffield is not inclusive or equitable being physically clustered in the more affluent parts of the city. The spaces used are not fit for purpose reducing the quality of experience for learners, teachers and audiences, and the range of venues and locations is operationally inefficient impacting on music organisations' costs, resilience and ability to collaborate. A new home for music education will enable a larger number and more diverse range of young people to benefit.

Culture and heritage are priorities for policymakers nationally, regionally and locally and are identified as being fundamental to economic dynamism, and a key part of the package needed to reinvigorate urban centres. However, Sheffield's cultural sector is relatively small with fewer businesses and lower turnover per head of population than comparator cities. A lack of quality, long-term space limits the growth and output of cultural organisations, with a particular lack of dedicated music spaces.

The Grade II* listed Canada House (CH) has been largely empty for many years and urgently needs renovation and a new use which provides a sustainable future with on-going investment and maintenance. The building is in a prominent location at the heart of the historic Castlegate area and its poor condition contributes to negative perceptions of the area and will undermine wider regeneration efforts unless a new use is found. Re-purposing Canada House as a publicly-accessible home for inspirational music education and opportunity will enrich and enhance the lives and futures of young people and their communities, create employment and economic activity, and give new life to an important heritage asset catalysing the transformation of Castlegate.



Dependencies and Assumptions

- Scheme objectives based on a comprehensive programme of consultation with young people, stakeholders and funders, plus detailed project design, survey and costing work
- Delivery of the capital works and Delivery Phase activities is dependent on sufficient fundraising being achieved, alongside grant funding. Delivery of Operational Phase activities, outputs and outcomes is dependent on successful Delivery Phase and Harmony Works partners continuing to secure the funding required to deliver core activities, plus demand for rehearsal/performance/workshops/commercial space being stimulated through Delivery Phase activities.
- Achieving the objectives related to sustainable travel assumes public transport provision will be maintained and that young people and visitors are willing to switch to sustainable modes
- Achieving the objectives related to a stronger local economy and vibrancy assumes that the wider Castlegate regeneration goes ahead as planned.

Annex 2 – Key Research Questions

Summary of Questions to be Addressed through the Evaluation

An indicative set of evaluation questions is provided below. The evaluation questions will be critically assessed and further refined by the successful tenderer.

Research Questions	
Design & Rationale	<ul style="list-style-type: none"> • Does the rationale for developing a hub for music education continue to hold? • Are any changes to the project design required prior to entering the Operational Phase?
Performance	<ul style="list-style-type: none"> • Has the capital build and heritage restoration work been delivered successfully? • Does it provide Canada House with a sustainable future? • Have the heritage, music, community engagement and training and professional development activities been successfully delivered? Have they delivered what was expected in terms of outputs? • To what extent was the project delivered within the planned budget and timescale? • To what extent has match-funding been secured and from where? • What are the reasons for over or under performance in terms of spending, delivery and timescale objectives? • Which of the pilot activities should be continued in the Operational Phase to achieve the Harmony Works objectives?
Management and project processes	<ul style="list-style-type: none"> • How well has the Harmony Works team managed the Delivery Phase? Were roles and responsibilities clearly defined? Are any changes required in the Operational Phase? • Has the Harmony Works Trust operated effectively to oversee the Delivery Phase? Are any changes to the Board and governance arrangements needed for the Operational Phase? • Has the Youth Voice been embedded in all Harmony Works activities? Does Harmony Works demonstrate best practice in integrating Equality, Diversity and Inclusion through all its activities? • Were risks properly identified and managed? Were challenges properly addressed? • Could the project have been delivered more effectively or efficiently?

<p>Benefits and Outcomes</p>	<ul style="list-style-type: none"> • What outcomes have been delivered through the Delivery Phase, for heritage, for young people and for Sheffield’s economy and cultural scene? • What more needs to be done to ensure all outcomes will be delivered in the Operational Phase? • What has worked, for whom and why? What are the lessons learned for the Operational Phase? • To what extent has the project led to improved perceptions, greater diversity, higher footfall, increased vibrancy and created a more attractive / safer Castlegate which provides a better environment for business investment? • What has been the overall impact of the project Delivery Phase? Has it been delivered efficiently and effectively?
<p>Lessons Learned / Added value</p>	<ul style="list-style-type: none"> • What are the lessons learned for the Operational Phase? • To what extent would the benefits and outcomes have been secured in the absence of Harmony Works?