



A Heritage Strategy for Sheffield 2021-2031

A strategy for all in the city



**JOINED UP
HERITAGE
SHEFFIELD**

Joined Up Heritage Sheffield (JUHS) is a charitable organisation supported by a large, diverse group of individuals and organisations who are united by a desire to champion the city's rich heritage. We share a desire to empower everyone in Sheffield to take an interest in the city's diverse and fascinating heritage, understand their city's past, and shape their desire and ability to influence the future development of this important local resource.

Our aim is to work together to develop a better resourced, better connected and better communicated heritage offer, relevant to a wide range of audiences. We also aim to develop resources and deliver activities that have the potential to:

- Explore and develop strategic links and initiatives between history, heritage, city economy, communities, health and well-being.
- Bring together the city's diverse heritage partners in a more co-ordinated and strategic fashion.
- Increase local, regional and national awareness of the Sheffield area's heritage stories, sites and assets, bringing people to the city and making a positive contribution to the economy.
- Grow new audiences which reflect the diversity of the Sheffield area.
- Encourage volunteering.
- Build the educational role of heritage, paying special attention to engaging young people.
- Offer opportunities for effective networking between individuals, local community heritage groups and other relevant organisations and initiatives.

Joined Up Heritage Sheffield has initiated and driven the development of this strategy and is grateful for the support of the city's two universities; and of course for the multitude of contributions from the people who took part in our workshops or otherwise had a say.



The
University
Of
Sheffield.

**Sheffield
Hallam
University**

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Executive Summary

A strategy framework for heritage in Sheffield was developed with interested groups and published by Joined Up Heritage Sheffield in 2016. The framework identified 5 cross-cutting themes:

- Quality historic environment and heritage.
- Economic vitality.
- Health and well-being.
- Diversity and inclusion.
- Children and young people.

This heritage strategy for Sheffield develops the framework themes further and sets out our vision to protect and enhance the city's heritage and invigorate interest and involvement.

Vision

Our vision is that within ten years, Sheffield will come to:

1. Understand and celebrate its heritage.
2. Champion a diverse heritage reflecting diverse Sheffield.
3. Exploit the economic potential of heritage.
4. Support the educational value of heritage
5. Recognise the social, wellbeing and environmental benefits of heritage.

We have taken a broad definition of heritage, tangible and intangible, relating to all people and cultures in Sheffield. The strategy records a selection of the wide and varied heritage assets and activities in the city then sets out how to harness and enhance these to meet the vision. The heritage community in Sheffield has been involved in the preparation of the strategy through workshops, reviews and consultation. We believe that the strategy is representative of the views expressed.

We have defined aims to meet the vision. The strategy proposes mechanisms for delivery and, importantly, an Action Plan to make sure that happens. It recognises that it

will take many stakeholders and partners to deliver it, not least of which will be Sheffield City Council. The Action Plan has been deliberately written to require a collaborative approach.

The Strategy is intended to be a 'live' document, reviewed each year to ensure its continuing relevance. We will carry out a full review and evaluation in 2031.

During preparation, two major events occurred which will affect the strategy: Covid-19 and government proposals for changing the planning system. The measures to deal with Covid-19 have severely reduced access to heritage. Exploration and analysis of the consequences of this is being undertaken by others. Joined Up Heritage Sheffield will take note of results of this work and incorporate relevant information within the next strategy review. The government's proposals regarding the planning system are not fully elaborated yet, particularly with regard to heritage. This strategy has been written to reflect the current situation and, again, we will review it when that is needed.

Background

What is a strategy?

In this context, by strategy, we mean:

A high-level plan aimed at bringing about a desired future

A framework for making decisions

Setting out a deliberately chosen course of action

In this Heritage Strategy for Sheffield, we set out why we think a heritage strategy is important, what it is, who it's for, what we propose its scope should be, and how it can be put into practice.

We started work, and consultation, on this strategy before the Covid-19 pandemic, and understand that the changing context in which we find ourselves will affect its implementation. But this is a strategy for the long term, and we believe that our aspirations will be equally relevant to, if not bolstered by, the effects of the pandemic. In straitened economic circumstances, heritage's economic benefits are essential and community participation ever more vital; in times of limited movement, the importance of local character to our well-being and daily lives is more apparent; when there is insecurity, a familiar and meaningful environment provides an anchor.

The strategy is a living document; the annual review of the Action Plan and refreshment of the strategy will allow it to respond to a changing context.

JUHS gratefully acknowledges the work of Claire Smith in leading the workshops which brought community groups together and in the subsequent production of this strategy.



Worrall landscape

Why have a heritage strategy?

Heritage is an integral part of any city; its influence runs across many facets of Sheffield life. We need a heritage strategy to advocate the benefits of heritage to those for whom heritage is not a central concern, supporting the positive inclusion of heritage in wide-ranging decisions across the city. The strategy especially acts as a voice for the economic value of heritage and can be used to show heritage funders that Sheffield merits investment. We also need it to support and enhance the great variety of heritage activity already taking place in Sheffield - collections, conservation, cultural events, development management, education, planning, policy, fieldwork, research and visitor attractions.

This heritage strategy establishes a vision for Sheffield's heritage in ten years' time and defines a plan to get us there. By defining a unified set of aims and actions, we aim to help coordinate the direction of travel for Sheffield's heritage, boosting the collective effort and sharing the goals widely.

The strategy also commends itself to the City Council, as it meets the National Planning Policy Framework (2019) requirement to 'set out a positive strategy for the conservation and enjoyment of the historic environment' (para 185) and to 'contribute to protecting and enhancing our natural, built and historic environment' (para 8c). However, the scope of the strategy goes far beyond planning matters. The delivery of its Aims and Actions presents an opportunity for working in partnership across the city, and the City Council has expressed its support both for the strategy and for this approach.

This document draws on the Strategy Framework developed with many individuals and groups and published by Joined Up Heritage Sheffield in 2016. As the first

community-led heritage strategy in the country, Sheffield can be proud that its citizens are leading the way in promoting, conserving and enhancing its heritage for the benefit of the whole city. It demonstrates the positive work being done to nurture heritage in the. It is a call for national heritage agencies to support that work and underpins a partnership approach to a new trajectory for Sheffield's heritage.

This strategy demonstrates the scale of community recognition of, and support for, heritage in Sheffield. It presents a collaborative effort to recognise what is valuable in Sheffield and to work towards its enhancement. The strategy supports voluntary and organisational effort to nurture heritage in Sheffield by:

Creating a unified set of aims for Sheffield's heritage

Showcasing the full breadth of the city's heritage

Advocating the benefits heritage brings to Sheffield

Connecting individuals, voluntary groups and professionals in collective effort to maintain and enhance Sheffield's heritage.

Setting out an action plan to encourage co-ordination, co-operation and collaboration in enhancing and promoting Sheffield's heritage

The overall purpose of the heritage strategy meets Joined Up Heritage Sheffield's aims to make heritage better resourced, better connected and better communicated.

Who is the strategy for?

This strategy is a joint effort in creation, and calls for a joint effort in its implementation. It is a strategy for the whole city, with everyone included.

The strategy is for those already involved in heritage, and those who are not. It is for the private sector – those who own heritage, and businesses regardless of their current association with heritage; for local government; for the third sector and communities. It works on individual and organisational levels, and applies to professionals and volunteers. It also helps all those who might appreciate Sheffield's heritage: tourists, visitors and residents alike. It provides for those who can use heritage to improve the city's economy, community cohesion, health and well-being and to foster understanding and respect between different parts of the community.

The scope of the strategy

Heritage encompasses:

- Places – the historic environment, designed and natural.
- Collections, artefacts and records.
- Customs and traditions – including arts, crafts, literature, food and skills.
- Memories, stories and languages.

So we have, deliberately, taken a broad definition of heritage. It is an inclusive heritage, of all people and cultures in Sheffield. It is a heritage where intangible legacies and physical connections to the past are treated as closely-connected equals. We recognise that this definition requires partnership working across the city, particularly with museum and cultural organisations but, recognising that these relationships are not for us to define alone, we hope to develop partnership working models with others as the strategy is implemented.

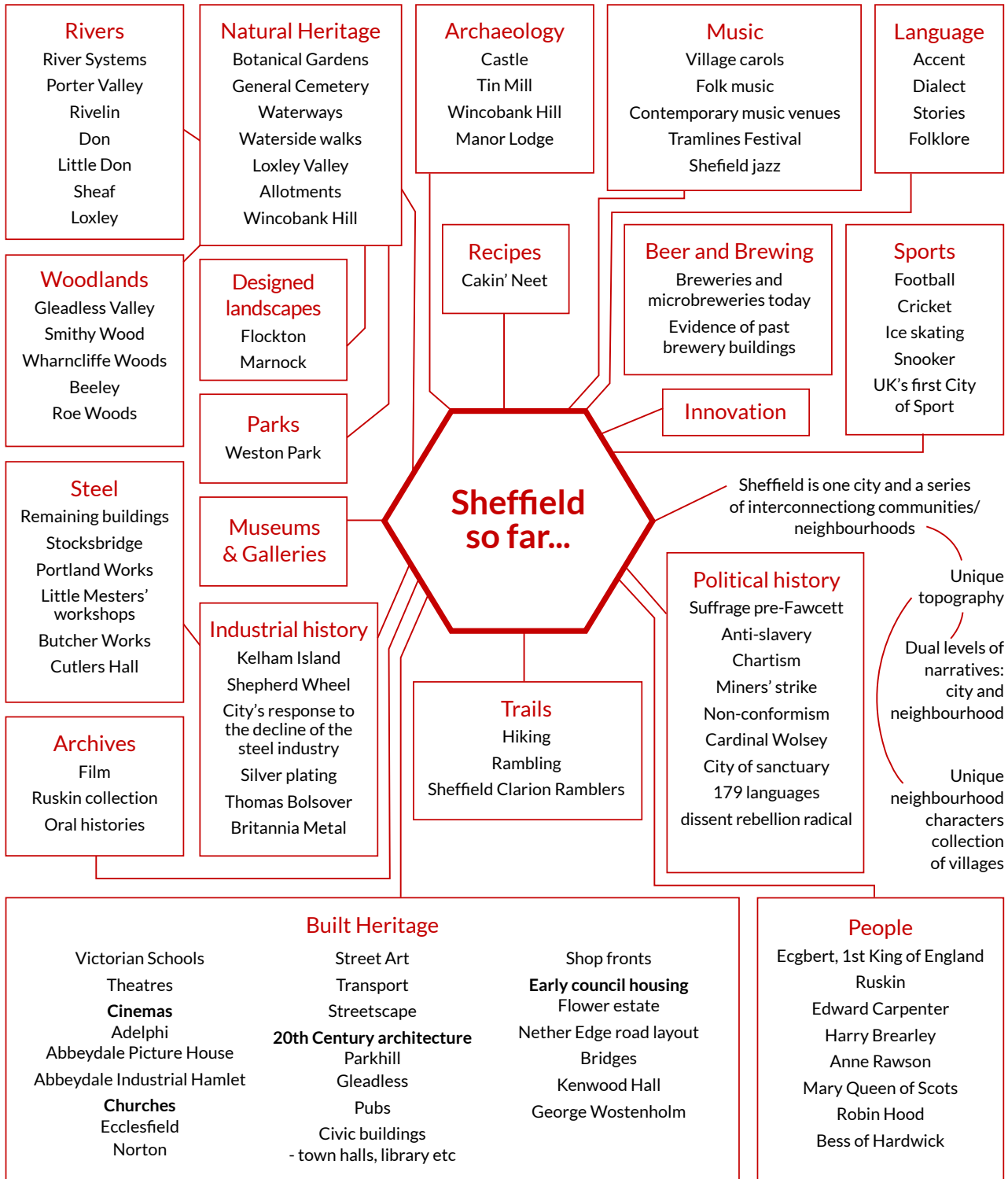
Addressing this breadth of definition reflects national guidance (such as Conservation Principles 2008) and is aligned with international standards (as found in the Burra Charter 2013, the Faro Convention 2005 and the UNESCO Convention on the Safeguarding of Intangible Cultural Heritage 2003).



Totley Moor Cairn

Sheffield so far...

It is impossible to list all of Sheffield's heritage, but here are some examples as suggested by workshop participants.



Green Sheffield

Sheffield's relationship to green space, through landscapes, parks, gardens and designed areas, is a unique feature of the city. Landscapes here are understood to be cultural too, with areas being influenced by humans over time. Around a third of the city of Sheffield is within the Peak District National Park, offering unparalleled opportunity for combined city and countryside living and inspiring marketing as 'the outdoor city'. Rambling, hiking and climbing are popular pursuits and Sheffield has been active in campaigning for public access to countryside across several decades.

Sheffield has an abundance of historic landscapes, waterways and woodlands. Its topography has shaped the development of the city: the hills create connected village neighbourhoods, each with their own characters. Open spaces preserve the memories of aristocratic estates and common lands.

Radical Sheffield

Sheffield has never been afraid to speak up for itself. Its history is peppered with stories of dissent, rebellion and radicalism. Non-conformism, the early suffrage movement, anti-slavery campaigning and Chartism all had roots in Sheffield. In more recent history, the miners' strike asserted views of Sheffielders. This spirit of independence is our heritage in the present.

Historic Sheffield

Sheffield's heritage includes historic places and spaces, people and collections. The museums, galleries, libraries and archives hold rich collections which link stories to objects. The city's architectural heritage encompasses many building types and styles.

Physical legacies tie together many stories of the city. Thus Kenwood House connects the cutler George Wostenholm with his nationally-important landscape gardener Robert Marnock, who designed the surrounding road layout and important historic landscapes including the Botanical Gardens and General Cemetery. Pinstone Street and its buildings embody the town of Sheffield's ambition to become a great city, furthered by the likes of William Henry Brittain, industrialist and alderman, and Charles Maleham, renowned gunsmith, while nearby Cambridge Street commemorates all walks of life from the poor, hardworking Primitive Methodist congregation of the nineteenth century to the city's notorious gang members of the 1920s.

Sheffield's heritage includes associations with famous and influential individuals. Mary Queen of Scots, Bess of Hardwick, Robin Hood, first 'Overlord of all England' Ecgbert, Chartist Samuel Holberry, John Ruskin, founder of Sheffield Medical Institution Sir Arnold Knight, slavery abolitionist Mary Ann Rawson, poet and activist Edward Carpenter are just a few of those connected to Sheffield and whose stories live to the present day.

Industrious Sheffield

Industry is a major part of Sheffield's heritage. The metal trades shaped the built form of the city today: from the modest, rural Little Mesters Workshops, to the architecturally expressive mid-nineteenth century works at Kelham Island, to the remaining vast steel works in the Lower Don Valley. Equally, the grand homes of the entrepreneurs of metal trades and the schools, chapels and other buildings built through their philanthropy leave a mark on Sheffield. The stories of the metal trades are various: invention, cutlery, hollowware, the women of steel, migration and workforces, and the city's response to the steel industry's decline. Yet Sheffield is much more than 'Steel City'; the city's industrial heritage also ranges from mining to confectionery, and includes the largely unwritten history of Sheffield's textile industry which whispers its existence through surviving street names.

Linked to industry is Sheffield's history of innovation. Some are associated with metalwork, such as Harry Brearley's invention of stainless steel, Benjamin Huntsman's crucible steel, Old Sheffield Plate, the Bessemer process and armour plate. Others are medical, for example prosthetics or skin and bone grafts. There are others too, of various kinds: shorthand writing, tuning forks and even superfast sleds!

The landscape is industrial in parts, too. Every river bears the evidence of its use for power, woods are the legacy of growing fuel and fodder, and the hills are marked with pits for clay and coal.

Sheffield Life

When Sheffielders weren't working, they knew how to spend their time well. A heritage of sport, beer, music and festivals influences multi-cultural Sheffield today.

Sheffield Football Club is the world's oldest, starting in 1857. Sheffield's cricket history goes back a long way too; mentioned in 1751 as the first in Yorkshire, and the Sheffield team developing into the Yorkshire County Cricket Club. It also plays host to world snooker; the sport's history inseparable from the Crucible Theatre. Ponds Forge is a more recent venue creating history through Olympians.

The tangible evidence of Sheffield's historic brewing industry is slight, but the cultural presence of brewing exists today with the rise of microbreweries, and surviving historic pubs tell the tale. Food is part of culture and heritage too, with a range of eateries reflecting Sheffield's hospitality hosts.

Music, of various types, has a great heritage in Sheffield. From folk music to contemporary festivals, venues and Sheffield Jazz, there is plenty of musical heritage to fill performances and festivals throughout the year.

Part of Sheffield's heritage is also in its many languages, dialects and accents reflecting generations of people making Sheffield their home. Passed down through generations are traditional recipes and customs around food like Cakin' Neet (caking night), practised in some Sheffield villages as an alternative to Hallowe'en. The city has its own heritage of language, folklore and local stories - and song, in the carols sung in pubs every year.

Joined Up Heritage Sheffield so far

We have made strides in raising the profile of heritage, too: through development of the Strategy Framework, engagement with Sheffield City Council on major strategic developments, and linking with a wide range of organisations and individuals. We will continue to develop.

The Strategy

Vision

Our vision is that within ten years, Sheffield will come to:

1. Understand and celebrate its heritage.
2. Champion a diverse heritage reflecting diverse Sheffield.
3. Exploit the economic potential of heritage.
4. Support the educational value of heritage.
5. Recognise the social, wellbeing and environmental benefits of heritage.

These are the aims of our Heritage Strategy.

They make a demanding agenda. But we believe it is possible to see progress towards this vision between 2021 and 2031. We understand that some changes in attitudes and minds will be needed and this will take time to achieve.

Sheffield has already achieved much. It is the first city in England to form a community-led heritage strategy. Just as they have throughout history, Sheffield's citizens are speaking up and are ready to be forerunners in achieving their goals. This time it is for their place, their home, and to use their heritage to make Sheffield's character strong and distinctive for the future. There is a strong base of heritage activity on which we can build, from the many Friends' groups safeguarding their heritage across the city to one of the biggest Heritage Open Days programmes in the country. The strategy aims to support all this activity and help it grow. It will not be a static instrument; we expect it to change over time. It will be monitored, and its Action Plan updated, every year and fully reviewed in 2031.



Working on Sheffield Castle

Themes

The workshops through which Joined Up Heritage Sheffield developed the Framework for a Heritage Strategy in 2016 identified 5 key, cross-cutting themes:

Quality historic environment and heritage.

Economic vitality.

Health and wellbeing.

Diversity and inclusion.

Children and young people.

These themes run right through the strategy, providing a structure for ensuring that when thinking about aims for heritage, these five important areas guide action. They ensure that heritage and the activities to support it are inclusive, reflect diversity, include the next generation, complement health and wellbeing benefits, support a buoyant economy and maintain and enhance a quality historic environment.

Aim 1: Understand and celebrate heritage

We want to share the value of heritage with more people. To do this, we need to promote a good understanding of what Sheffield's heritage is, and the benefits (in economic, social, cultural or environmental terms) it can bring to the city. **This strategy seeks to improve the understanding of Sheffield's heritage and to promote and celebrate Sheffield's heritage and its value to Sheffielders and beyond.**

Themes

Understanding heritage supports the appropriate conservation of Sheffield's *quality historic environment and heritage*; celebrating it shares the recognition of its value with more people.

Understanding and recognising the economic potential of heritage is essential to heritage contributing to Sheffield's *economic vitality*.

Heritage events and volunteering that are part of understanding and celebrating heritage have social benefits, and benefits for *health and wellbeing*.

Understanding and celebrating should be an inclusive process focusing on a *diverse* heritage.

Children and young people should be helped to understand the value of heritage, participate in its celebration, and pass that understanding down the generations.

Better understanding of the city's heritage is key to progress. This includes understanding the breadth of heritage in all its forms: Sheffield's landscapes, open spaces and built heritage, tangible and intangible heritage, archives and collections, and what is valued by its many communities. It includes understanding the condition and significance of heritage. **This strategy sets actions to compile more research on Sheffield's heritage. These are: creating and publicising a local list – the People's Heritage List – to record locally significant heritage of all kinds; updating the local Heritage at Risk registers; and research to provide a better evidence base to inform conservation and maintenance decisions, to inform and create heritage policies and to better articulate Sheffield's heritage.** Research could also include a comparative audit of the city's designated assets, such as listed buildings and conservation areas, to assess the representation of Sheffield's heritage compared to other cities in the area, and in the national picture.

Co-ordination of heritage groups to form a united voice and better promotion of heritage are key to enhancing the celebration of heritage and sharing its value with more people. **This strategy includes: creating a heritage directory to record existing heritage activity in the city; better connecting heritage groups including through a new Heritage Forum; recording heritage activity in the city; and enhancing the role of Sheffield City Council's Heritage Champion and that of the Council as a whole** in co-ordinating and promoting heritage activity and in policy development. The Heritage Champion, a nominated councillor role for the promotion of all aspects of heritage, is a key to raising the profile of the heritage message throughout the city. Historic England have made resources, such as their Heritage Champions Handbook, available to support the role.

We recognise that the boundaries between sectors such as those labelled 'heritage', 'museums' or 'culture' can be fluid, and **this strategy sets an action to develop the partnership working options with relevant heritage and other organisations, especially the Cultural Consortium, Cultural Collective and Sheffield's museums.**

Early consultation can lead to better understanding of heritage issues and avoid delay for developments. Currently, local people can influence Sheffield City Council's planning decisions by commenting on applications and through the Conservation Advisory Group, but these mechanisms could be added to and improved with the creation of a local group of heritage stakeholders. **This strategy proposes a heritage forum that will connect those responsible for driving the strategy,** including elected members and senior officers, making the relationships between the Council and Sheffield's heritage communities more efficient and productive.

For locally significant heritage of all kinds **this strategy includes the creation, through community activity, of the People's Heritage List** and supports community-led initiatives to recognise local values. The People's Heritage List is an opportunity to recognise a broad range of local heritage which might not fit in current regimes for designation. Other initiatives might include plaque schemes or online resources as positive ways to recognise people, events, buildings or spaces of community value or historic interest and to communicate their significance widely.

Understanding of Sheffield's heritage is held and passed on through archives, collections, the historic environment and the Historic Environment Record. We look to work in partnership with Sheffield's museums, galleries and archives to celebrate heritage. **The Historic Environment Record should be maintained, remain accessible and able to be added to by anyone with new information on the historic environment.** A quality historic environment and heritage should include provision for a representative and inclusive record of our heritage through the Historic Environment Record and the city's collections.

Celebrating heritage will articulate Sheffield's distinctive sense of place, giving it greater appeal as a visitor destination, and more economic vitality as a place to live and work.

Heritage Open Days, Environment Weeks and a range of walking tours are successful celebrations of heritage in Sheffield. Black History Month is recognised as good practice for celebrating diverse heritage and more case studies of achieving excellence in heritage representation are sought. These should be continued, expanded and widely publicised. Online or self-directed activities should be developed and grown, to attract a greater audience and build upon the imaginative new approaches started during the Covid-19 pandemic. Intangible heritage can be celebrated through festivals or events. These are a highly appreciated part of celebrating heritage, or its current enactment. It is recognised that Sheffield has many festivals or cultural events which consider themselves heritage celebrations or current cultural practice. This strategy supports the safeguarding of intangible heritage by practice or record, and the continued practice of living heritage.

It is hoped that as a result of better understanding and celebration of heritage, more people will value heritage and see it in a positive light, leading to its better conservation and its enhancement.

In the Action Plan:

- 1.1** Improve links between heritage organisations and with relevant non-heritage organisations; set up a new Heritage Forum.
- 1.2** Develop partnership working with Sheffield's Cultural Consortium, Cultural Collective and museums.
- 1.3** Compile a heritage directory including an audit of community heritage activities.
- 1.4** Strengthen the role of Sheffield City Council's Heritage Champion.
- 1.5** Create, through community activity, and publicise a local list of heritage assets (the People's Heritage List).
- 1.6** Update local Heritage at Risk registers.
- 1.7** Investigate how the Historic Environment Record can be made more accessible to those with new information.
- 1.8** Undertake research on the breadth, condition and significance of Sheffield's heritage.



Meersbrook Hall

Aim 2: Champion a diverse heritage, reflecting diverse Sheffield

As we've spelled out before, the Sheffield heritage community recognises a broad heritage including built heritage, cultural landscapes and designed spaces, tangible and intangible, and narratives from across the whole city. The diverse heritage is underpinned by Sheffield's diverse cultures. **This strategy seeks to ensure that Sheffield's heritage is understood and valued in all its diversity and that heritage is inclusive in its definition and accessibility.**

Themes

A *quality historic environment and heritage* will be broadly defined and reflect Sheffield's diversity.

Heritage with broader appeal will better, and more fairly, support *economic vitality and tourism*.

Feeling included in heritage is positive for *health and wellbeing*.

All people should feel part of a *diverse and inclusive* heritage.

Children and young people should see their own heritage reflected in the narratives of Sheffield.

Sheffield's heritage should reflect everyone's past. **This strategy sets an action point to conduct further research into the breadth of Sheffield's heritage**, ensuring that all communities are represented.

The representation of Sheffield to visitors should reflect Sheffield's diverse heritage and cultures. Sheffield City Council states that around 19% of Sheffield's population are from black or minority ethnic groups. St Marie's Cathedral found their congregation includes members identifying themselves with over 60 countries and many more mother-tongue languages. While metal industries have undoubtedly shaped the built form of Sheffield today, the steel industry is seen as an overly dominant narrative in Sheffield's heritage by our workshop participants. Given the range of cultures and activities that they experience in the city, there are many more stories to be told.

This presents a challenge alongside offering a cohesive narrative for promotion, and a themed approach, or one based upon a dual level of 'city' and 'neighbourhood', might be the answer. **This strategy sets an action point to better define Sheffield's narratives** and articulate them within the city's historic environment, visitor attractions and collections.

A diverse heritage recognises that the story of the past is not singular. Including a diversity of people and their narratives reflects the city's diverse heritage and captures its variety of stories. For example, the stories of the steel industry should include women's roles, and the many nationalities who worked in the industry. The city's historic textile industry suggests links to British Caribbean and American colonies which should be further researched.

No community or group should be disregarded or side-lined. **This strategy encourages development and sharing of heritage narratives by diverse communities in Sheffield.** It also supports heritage interpretation, archiving and museum collections which actively seek to represent a range of people in the past.

This strategy includes the creation of a local list through community activity. The People's Heritage List should represent many cultures and communities in Sheffield and cover all geographical areas of the city. It can include a variety of heritage assets such as buildings, open spaces, landscapes, structures and artefacts. In order to recognise a diverse range of heritage, it may be that intangible heritage will be encompassed too. Sheffield's designated heritage should also reflect the diversity of the city. A comparative audit could be used to assess the representation of Sheffield on the National Heritage List for England and for conservation areas.

Championing diverse heritage also means making heritage accessible to all – physically, intellectually and emotionally. **This strategy sets an action to improve access to heritage** by working with Sheffield's disability organisations, and recognising that access is about creating spaces that are welcoming, respectful and appreciative. A diverse heritage recognises that everyone's past has an equal right to be told within history, and places people on an equal footing today. Practically, this means that archives and collections should represent a broad heritage, the tourist and visitor offer should include physical and digital access and that heritage activities take place throughout the city and are accessible to all. **This strategy includes actions to improve diversity and inclusion in Sheffield's heritage.** The audit of community heritage activities will show where we have limited access, limited resource or where the

current definitions of heritage are limiting ambitions in the city and the knowledge exchange project will seek views on improving the strategy for more people and a wider range of people.

Championing a diverse heritage should also mean that children and young people see their past reflected in Sheffield's heritage and that children and young people have access to participate in heritage.

Sheffield City Council has a strong commitment to equality and diversity, clearly articulated in policy and demonstrated by their creation of a Race Equality Commission, for example. The diverse and inclusive view of heritage embodied in this strategy can bolster this commitment by being **articulated in policies and embedded across many aspects of council work**, as set out in this strategy's Action Plan.

By championing a diverse heritage, it is hoped that everyone will feel connected to Sheffield's heritage and feel part of Sheffield's present.

In the Action Plan:

2.1 Better define Sheffield's heritage narratives.

2.2 Encourage development and sharing of heritage narratives by diverse communities in Sheffield.

2.3 Run a knowledge exchange project to make the strategy work for more people and a wider range of people.

2.4 Improve access to heritage activities.

Actions 1.3, 1.5, 1.8, 5.1 and 5.2 also contribute to this aim.

Aim 3: Exploit the economic potential of heritage

Research shows that heritage has enormous and varied economic potential, yet there is a widespread view that the economic contribution of heritage is under-appreciated and not capitalised upon in Sheffield. **This strategy supports galvanising the sustainable contribution heritage makes to Sheffield's economy.**

Themes

A *quality historic environment and heritage* provides greater economic potential.

Heritage can sustainably contribute to Sheffield's *economic vitality*.

The volunteer economy also supports *health and wellbeing*.

A *diverse and inclusive* approach will recognise the economic potential of heritage in all areas of the city to benefit all citizens.

Children and young people should be taught the economic potential of heritage alongside its other values.

Heritage in the economic context is sometimes seen as largely about tourism. That is hugely important but is only one part of the picture. Heritage is intrinsically linked to economic activity in multiple ways, including property values, construction and development industries, regeneration, business location choices, attractiveness to new workforce and students, tourism (international, UK residents' overnight stays and day visits) and residents' spending.

Sheffield, as the fourth largest city in England, should have a share in each of these markets. This means recognising the sustainable, long term value of heritage in regeneration projects, for bringing new businesses into the city, for job creation, boosting property values and rentals, and for increased tourism spend. The straitened economic times in which we find ourselves make the economic value of heritage all the more important. Heritage offers an opportunity for inclusive growth, distributing wealth benefits throughout

the city. As an action, this strategy seeks to improve links with the business community to communicate better the economic potential of heritage and job creation and to provide help to businesses which would like to exploit these.

In England:

The heritage sector is an important source of economic prosperity and growth with a **total GVA of £31.0bn**.

Heritage is an important employer supporting, directly and indirectly, **over 464,000 jobs**.

Heritage attracts millions of domestic and international tourists each year with **218.0m visits** and a **£17.0bn tourist spend**.

Heritage and the Economy (2019)

The work undertaken by Sheffield City Council is vital to supporting a quality historic environment; its statutory functions, and more, make the wide benefits of heritage a reality. **Heritage needs to be clearly articulated in Sheffield City Council policies and embedded across many aspects of council work, as set out in this strategy's Action Plan.**

This strategy's Action Plan also includes a range of points to support the City Council through preparatory work and to unite the voice for heritage resource. Relationships between the Council, planners, developers, consultees and heritage stakeholders should be brokered to maximise the benefits and returns from heritage. **This strategy seeks to improve links between heritage organisations, and between sectors.**

While nationally there are many statistics to support the value of heritage to the economy, it would be helpful to collate evidence on its potential impact on Sheffield. Work is already being done by Sheffield Hallam University to develop an understanding of the senior visitor market in Sheffield. Evidence suggests historic buildings in the city command higher rental income than other buildings. Further research linked to local economic benefits such as heritage tourism-linked hotel stays, food and drink and entertainment spends would strengthen the case for conserving and enhancing heritage in Sheffield. **This strategy includes improving understanding of the visitor markets for heritage in the city through sharing data.** Greater connections between the hotel sector and heritage would be mutually beneficial.

A study of Sheffield city centre and Kelham Island shows that as more and more independent retail and food and drink businesses populate our shopping streets, historic buildings are being chosen to accommodate a new commercial style. This means that the historic environment is increasingly relevant to the future of thriving city centres. Where independents have led, national chains are following (*Colliers 2018*).

The economic benefit that heritage can have through tourism should be recognised and used to generate support for tourist information, nationally and locally. Heritage Open Days demonstrate a national appetite for heritage-based tourism. Landscape heritage integrates well with the city's established Outdoor City brand, and Sheffield has many other stories to tell including those of the origins of football, industry and politics.

The co-ordinated promotion of heritage across the city would release greater value from its tourism potential. **This strategy therefore seeks to convene a group of marketing professionals to focus on Sheffield's heritage.** It also includes exploring opportunities to contribute to a heritage information hub: either a digital or physical space for tourist information on heritage. For both the marketing co-ordination and the information hub, community-led heritage activity around the city should be represented.

Heritage has a dual relationship with funding; on the one hand, it stimulates economic activity and brings income from funders and grant sources into the city; on the other, it often requires an initial injection of funds. **This strategy sets out to improve the city's profile with national heritage and funding bodies.** The strategy in itself demonstrates to major funders that Sheffield has a cohesive plan for the future of its heritage; a requirement for some large grants. Grant funding often generates further investment in Sheffield's heritage and therefore it is useful to harness mechanisms for successful grant applications and gaining investment. **Better connectivity through the heritage directory and improved links between heritage organisations proposed by this strategy will help share best practice.** The Action Plan also proposes producing an investment strategy. Making the business case, finding exemplar success stories, recording project outcomes, and developing relationships with funders will all help secure investment.

We also judge that Sheffield would benefit from the creation of a dedicated not-for-profit organisation capable of taking on the regeneration of heritage buildings at risk and their restoration to economic use.

A city building preservation trust could do this, in partnership with current owners where appropriate.

The economic potential of heritage threads through many aspects of Sheffield life: housing, businesses, leisure time, and as the daily backdrop to life and work. This should extend to all areas of the city, creating a strong sense of place in communities and spreading the economic benefits to all.

Heritage-led regeneration brings long term economic benefits to a city. On average, £1 of public sector expenditure on heritage-led regeneration generates £1.60 additional economic activity over a ten-year period (*AMION and Locum 2010*). Returns on heritage-led regeneration projects outstrip costs (*Heritage Counts 2018*). Regeneration is not just an economic win. Re-use of buildings is the environmentally-friendly option, reducing carbon outputs over the life of the building and avoiding emissions from new construction. **This strategy supports monitoring and publicising the benefits of heritage and developing links between Sheffield City Council and community groups to foster groups' involvement in re-use of heritage assets.**

We believe that utilising the economic potential of heritage through these actions will improve the quality of life and economic vitality across Sheffield.

In the Action Plan:

- 3.1 Improve realisation by major players of the economic potential of heritage.
- 3.2 Improve the city's profile with national heritage and funding bodies.
- 3.3 Explore opportunities to contribute to a heritage information hub.
- 3.4 Produce investment strategy.
- 3.5 Develop links between Sheffield City Council and community groups to foster groups' involvement in re-use of heritage assets.
- 3.6 Research and consider the case for setting up a city-wide building preservation trust to focus on ensuring the future of heritage buildings at risk.
- 3.7 Improve engagement with business community, via e.g. the Chamber of Commerce, Business Improvement District, Sheffield Property Association, Federation of Small Businesses etc.
- 3.8 Understand the visitor markets for heritage through shared data.
- 3.9 Convene a group of marketing professionals for heritage.

Actions 1.1, 1.3, 5.1 and 5.2 also contribute to this aim.

Recognising the economic value: fact bank

Measuring economic value

In 2018, the value generated directly by England's heritage sector was larger than the security industry, defence industry, aerospace industry and the arts and culture industry. Including indirect and induced value, heritage generated GVA (*Gross Value Added*) of £31.0bn (*Heritage Counts 2019*).

Business location

One in four businesses in a 2010 survey agreed that the historic environment is an important factor in deciding where to locate. (*AMION and Locum Consulting 2010*).

Property values

Colliers (2011) found that listed buildings generate a higher level of total return on investment compared to non-listed properties over three, five, 10 and 30 year time periods. Housing in conservation areas has been shown to have at least 9% price premium (*Ahlfeldt et al. 2012*).

Regeneration

On average, £1 of public sector expenditure on heritage-led regeneration generates £1.60 additional economic activity over a ten-year period. (*AMION and Locum Consulting, 2010*).

New design

People seek, 'a strong sense of place and neighbourhood' and a 'desire to respect historic form, style and materials' amongst the most popular considerations in the design of new housing (*Prince's Foundation 2014*).

Aim 4: Support the educational value of heritage

Heritage not only teaches us about lives in the past, it can teach us lessons about how to approach life today and how to shape the future. **This strategy supports the educational value of heritage for people of all ages.**

Themes

A quality historic environment and heritage provides a strong resource for heritage education.

Education should include learning about heritage's role in *economic vitality*.

Learning is one of the five recommended ways to support good *health and wellbeing*.

Heritage education should be *diverse and inclusive* by incorporating a broad range of heritage and being available to all.

It is important to teach *children and young people* the value of heritage so that it is not lost to future generations.

The educational value of heritage can be seen in two ways. The first is for its intrinsic educational value where learning takes place through seeing historic places or artefacts, or participating in cultural activities. The second is for practical educational value, where lessons about present-day society can be learnt through the lens of heritage. For example, we might reassess responses to historic events and decide to support alternative actions in the future or realise our present-day problem has previously been solved in the past. Everyone should have access to both elements.

Learning is one of the five ways to mental wellbeing recommended by MIND (MIND 2011). Many voluntary heritage projects offer opportunities to learn alongside their associated benefits of boosting confidence and self-esteem, having a sense a purpose and connecting with others. This strategy advocates using heritage beneficially across all areas of life, including mental health and wellbeing.

The educational value of heritage should be accessible across all ages and communities; it is truly for life-long learning. This means offering learning opportunities in schools, outside of the classroom, taking events to communities and continuing learning opportunities through exhibitions, events and activities aimed at adults. It also means ensuring that the educational value of heritage is diversely spread across many cultures, telling stories from all the people of Sheffield and offering opportunities to learn about heritage in all areas of the city. Links will be made with Sheffield's museums and galleries, Historic England's Heritage Schools team and other educational organisations such as Learn Sheffield or Sheffield's colleges and universities to help facilitate these objectives. **The knowledge exchange project will help a diverse range of heritage to be made available for education.**

Activities within this strategy, such as creating the People's Heritage List, updating the local Heritage at Risk registers and conducting research into the breadth, condition and significance of Sheffield's heritage are educational in themselves and add to our understanding of the city. They each support learning new skills and have the potential to uncover new information about the city's past or to define it more clearly.

Planning applications for historic buildings or places contain valuable information about the significance of heritage. Information from applications, such as heritage statements, might be made available through the Historic Environment Record, as the National Planning Policy Framework, paragraph 199 footnote 64, supports¹.

Successful heritage regeneration projects, both in Sheffield and comparable examples, can educate us about how best to manage change in the historic environment, what works and what we can achieve in the future. Conversely, we can avoid duplication of projects with negative impacts.

It is important that children and young people have the opportunity to learn about heritage. Today's students are tomorrow's decision makers and will, for example, make better decisions to promote economic vitality if they understand heritage. Heritage is a topic which can be linked to many school subjects and diffused throughout the curriculum. Local heritage groups should consider whether they can create learning materials for teachers, accept school tours of heritage places or take heritage to fairs, festivals and community events. **This strategy includes working with education specialists in universities, life-long learning centres, schools, museums and heritage organisations to improve access to heritage education in and out of classrooms and to create curriculum materials and projects for use in schools.**

The educational value of heritage should reach children and young people through existing groups outside schools, such as Create Sheffield, Sheffield Futures, Sheffield United Community Foundation, the Young Archaeologists' Club, Scouts, Guides and sports clubs. This is another area already facilitated by museums which networking through the strategy can support. Heritage Open Days and walking tours are recognised as successful ways to incorporate learning for all as part of leisure activities. **This strategy supports building upon those successful areas by connecting people in the Heritage Forum to share experience.**

Education opportunities for adults are also important. Organisations such as the Workers' Educational Association, Sheffield Libraries, Sheffield U3A, Portland Works, Friends of Sheffield Manor Lodge and many others already do good work in the heritage field. Opportunities for expanding adult learning about heritage should be explored. With this in mind, **this strategy includes an aim to work with adult education organisations to strengthen the heritage education offer to their learners.**

Heritage is passed on through inter-generational learning, sharing memories, stories, traditional and cultural practices. Some of this sharing will not be actively thought of as heritage or education, but might be as simple as introducing children to a tradition, such as Guy Fawkes Night, or passing on a traditional recipe, song or dance.

Heritage can be of the recent past and is created in the present. Themes such as new technology and responses to climate change will be part of our past and can be included in heritage education.

¹ At the time of writing the Government has just consulted on a White Paper proposing sweeping changes to the planning system, and signaling further review of the regime for conservation areas and listed building preservation. These developments will have implications for this strategy and will be closely monitored.

It is hoped that through these actions, access to the educational value of heritage will be improved in Sheffield.

In the Action Plan:

- 4.1** Work with education specialists to improve access to heritage education in and out of classrooms.
- 4.2** Work by education specialists and heritage groups to create curriculum materials and projects for use in schools.
- 4.3** Support and expand existing heritage education activities through networking.
- 4.4** Work with adult education organisations to strengthen the heritage education offer to their learners.

Actions 1.1, 1.5, 1.6, 1.8 and 2.3 also contribute to this aim.

Norfolk Park Fayre



Aim 5: Recognise the social, wellbeing and environmental benefits of heritage

Heritage is not just about the past, but is vital, relevant and useful to Sheffield's present and future. Heritage has social and wellbeing benefits for people's everyday lives and can help fight the climate crisis. **This strategy encourages people to recognise the benefits of heritage so that they know by experience its contribution to their lives and its relevance to the future.**

Themes

A quality historic environment and heritage contributes to people's sense of belonging, security and wellbeing.

Heritage's benefits to Sheffield's *economic vitality* should be recognised today and enhanced for future generations.

The social, *health and wellbeing* benefits of heritage should be recognised and galvanised today and passed on to future generations.

A *diverse and inclusive* approach is key to ensuring heritage's benefits are shared by all.

Children and young people should be able to access the benefits of heritage and learn how it can contribute to their future lives.

For people to see value in conserving heritage, they must feel it is relevant or beneficial for them today or worth keeping for the future. We need to show that heritage is active in our lives, that it plays a role.

One way that heritage benefits our lives is through its connections to wellbeing. The NHS recommends five steps to mental wellbeing. Participating in heritage can contribute to all five steps: connecting to people, being active, living in the moment, learning and participating, as detailed in the box below. These can be achieved through visiting heritage sites, walking in historic environments, through volunteering or empowered participation.

This strategy includes action to develop understanding of the value of heritage in social prescribing. More broadly, heritage contributes to a familiar and meaningful environment that provides a sense of belonging and security. This will be essential as we struggle to find our feet amongst the economic and social fallout of a global pandemic. **This strategy sets an action to collect Sheffield-specific evidence on heritage and wellbeing, working in partnership with relevant health interests and organisations.**

5 Ways to Wellbeing:

Connect

There is strong evidence that indicates that feeling close to, and valued by, other people is a fundamental human need and one that contributes to functioning well in the world.

Be active

Regular physical activity is associated with lower rates of depression and anxiety across all age groups.

But it doesn't need to be particularly intense for you to feel good - slower-paced activities, such as walking, can have the benefit of encouraging social interactions as well providing some level of exercise.

Take notice

Reminding yourself to 'take notice' can strengthen and broaden awareness. Studies have shown that being aware of what is taking place in the present directly enhances your well-being and savouring 'the moment' can help to reaffirm your life priorities.

Learn

Continued learning through life enhances self-esteem and encourages social interaction and a more active life.

Give

Participation in social and community life has attracted a lot of attention in the field of wellbeing research.

Individuals who report a greater interest in helping others are more likely to rate themselves as happy.

MIND, 2011

Research shows that connecting to green spaces, like landscapes, parks or gardens, or blue – water-based – spaces is good for our wellbeing. These can be man-made environments such as agricultural landscapes, city parks, canals and even fountains. The historic environment contains many of these features, and the wellbeing benefits to our lives should be considered in developments. For this to happen, **heritage needs to be clearly articulated in Sheffield City Council policies and embedded across many aspects of council work, as set out in this strategy's Action Plan.**

“The greenest building is... the one that is already built.”

Carl Elefante

Heritage is relevant today for its role in fighting in the climate crisis. Research increasingly demonstrates that historic building reuse, retrofitting and energy efficiency can help us fight climate change. Over the life of this strategy, we expect a transformation in our understanding of how historic buildings will positively contribute to climate ambitions; therefore our approach is to keep drawing on high quality research to inform our actions and advocacy.

For example, recent research shows that while new buildings may be more energy efficient once built, manufacture and construction contribute around 30% of a building’s carbon emissions. This means that over the whole life of a building reuse is more environmentally friendly than new build (*Heritage Counts 2019*). The voice for building reuse is growing: architects are campaigning for retrofitting (*Architects’ Journal 2020*), the body of research on energy saving measures and sustainable or recycled materials is increasing, and experts at the University of Sheffield have developed their “Regenerate” tool, which supports renovation over rebuild, in a call for a low-carbon future for the city.

Conserving the historic environment also means conserving historic green spaces such as ancient woodlands, cultural landscapes, parks, gardens and other designed urban green spaces. Heritage conservation contributes to the green agenda and should be knitted into these priorities.

Heritage teaches us about the relationship between humans and the environment across millennia. It offers learning opportunities for how we succeeded in living in environmentally friendly ways in the past, how we might do so again and how to avoid repeating old errors. With the climate crisis a top priority, we can learn from heritage how to reshape our world.

This strategy includes action to develop understanding of the environmental benefits of building and material re-use, including combating climate change and conserving natural resources.

“Cultural engagement can help shape reflective individuals, facilitating greater understanding of themselves and their lives, increasing empathy with respect to others, and an appreciation of the diversity of human experience and cultures”

Crossick and Kaszynska

Engagement with heritage is positive for our development as people: for increasing empathy and respect, situating ourselves in the world, and appreciating diversity. For these reasons, heritage is important to society and daily life. Heritage which represents diverse cultures in the past helps people to recognise that diversity and immigration are not newly introduced to life and encourages a positive view of diversity today. Recording our diverse lives today ensures that everyone's heritage is equally valued. It also creates an accurate record for the future through places, archives and collections, allowing future generations to recognise themselves in Sheffield's heritage.

Heritage should not be thought of as remote, untouchable or impossible to influence; everyone should feel that heritage is dynamic and accessible. **The knowledge exchange project set out in this strategy** will aim to empower people who currently feel that heritage is not relevant to them, or that they cannot influence it. It will value contributions across all aspects of the strategy from governance to participation, definitions of heritage to activities. Intangible heritage will be treated equally to tangible, recognising that not all cultural practice leaves a physical legacy.

Heritage, particularly the historic environment, is a backdrop to everyday life. The sense of place and character that heritage helps to build is valuable to many – and often only articulated at the point of loss. Heritage events such as festivals or Heritage Open Days, characterful quarters with independent retail, and cultural use of regenerated buildings, help make heritage part of people's lives today. Heritage resonates as a good place

to be, for work or leisure. Using the historic environment as an asset and giving it new life through regeneration has been cited as one of the cornerstones of the economic and social revival of England's towns and cities (*Deloitte 2017*) and could be used to benefit areas of Sheffield. **This value should be proactively considered in Sheffield City Council policies, as supported by the Action Plan.**

Heritage is a cross-cutting theme which interacts with many other functions in everyday life. One such area is eco-friendly access to heritage where strategies for footpaths, cycle paths and public transport interests will support inclusive access. **This strategy aims to embed heritage in all aspects of Sheffield City Council's work and better articulate heritage in its policies.**

Heritage is being created and curated in the present through our activities, place-making, archives and collections. We are living and deciding what the heritage of the future will be. Children and young people might conceive of heritage differently, and their views on heritage should be included in projects within the strategy.

The narratives of heritage should be continued into the future, considering the curation of areas such as innovation, technology, responses to climate change, cultural shifts and contemporary practices.

It is hoped that the recognition of the value of heritage to people's lives today can be increased through this strategy, and that in turn the relevance of heritage to future society will be more widely known.

In the Action Plan:

- 5.1 Improve articulation of heritage issues in Sheffield City Council policies.
- 5.2 Embed heritage in all aspects of Sheffield City Council work and secure their support for the strategy.
- 5.3 Collect Sheffield-specific evidence on heritage and wellbeing, working in partnership with relevant health interests and organisations.
- 5.4 Develop understanding of the value of heritage in social prescribing.
- 5.5 Develop understanding of the environmental benefits of building and material re-use.

Action 2.3 also contributes to this aim.

Titanic Works, Malinda Street

Implementation

Governance

A Heritage Strategy must not just be a piece of paper. It will need active involvement and effort if it is to fulfil its potential for making Sheffield a better place. Governance is therefore crucial, and during consultation we sought views on how best to handle this. **The partnership proposal attracted almost universal support in the consultations, indicating serious interest in the concept of a heritage strategy that will make a difference. We believe this option offers the best chance of overseeing the delivery of real change and making a difference to the city.**

The Heritage Strategy should be delivered by a Heritage Partnership of local stakeholders.

- The Heritage Strategy is adopted by a partnership of major local stakeholders taking joint responsibility for delivery.
- The local stakeholders should include major city organisations with an interest in heritage and representatives of key voluntary groups, together with Sheffield City Council.
- People and organisations in Sheffield would be vital in delivering the strategy and action plan, connected through a Heritage Forum – see Implementing the Strategy on the next page.

To get the strategy up and running, governance actions are a priority and are therefore at the start of the Action Plan.

In the Action Plan:

- 0.1 Set up the mechanisms needed to deliver the strategy.
- 0.2 Identify potential partners in the proposed Heritage Partnership.
- 0.3 Agree terms of reference and responsibilities.
- 0.4 Develop and agree work programme and assign responsibilities.
- 0.5 Establish and agree with those concerned the working arrangements for the Heritage Forum.
- 0.6 Seek funding for a heritage officer.

Implementing the strategy

There needs to be a way for individuals and small voluntary groups to continue to input to, and lead, the direction of the strategy. A collaborative approach with cultural organisations in Sheffield will be needed where agendas intersect. We propose therefore that the strategy is implemented by two core functions: a group responsible for delivery of the strategy (the Partnership) and a Heritage Forum to continue the community-based approach.

As a grass-roots-driven strategy, it is vital that the people responsible for delivering the strategy communicate effectively with the Heritage Forum. Consultation on ideas for driving the strategy forward and making progress with Sheffield's heritage must operate both ways.

The Heritage Forum will be an active network, with members able to contact each other through the heritage directory. It will allow people to share best practice, share funding advice, find partners or collaborators, and combine their resources and expertise to work towards improving heritage activity in Sheffield. As a charity already operating as umbrella body for heritage interest in Sheffield, it may be that Joined Up Heritage Sheffield fulfils this role.

A dedicated post would help facilitate the strategy, connecting those responsible for its delivery with the Heritage Forum and acting as a point of contact for all. This post should be based at a Sheffield organisation and should be partnership and grant-funded, aiming for long term sustainability. The annual updates to the Action Plan, and the ten-year review of the strategy proposed for 2021-31, would be major tasks.

Through this framework, there is huge scope for the delivery of the strategy by Sheffields working together. The current and expanded network for Sheffield's heritage groups can achieve much. By recording everyone's input collectively, we can show the impact and benefits of our work for Sheffield and encourage others to include heritage in their work across the city.



Guide stoop, near Moscar Lodge

A strategy for all, enacted by all

This strategy is intended to support all interests in heritage – from individuals, voluntary local groups, non-heritage organisations, the City Council, businesses, developers, Sheffield’s heritage organisations, national heritage bodies and other professionals. The strategy does not intend to draw boundaries around decision-making for heritage, instead looking to embrace connections with culture, tourism, businesses and other interested parties. To succeed, it needs to be formed by, and taken up by, these partners across the city.

Many people have a share in this strategy, because so many people benefit from heritage. As this is a grass-roots strategy in its creation, it is intended that the community do not lose their voice and power to act in its implementation. The Heritage Forum enables everyone to have a voice; the Action Plan activities can be carried out by all.

Everyone has their part to play:

Individuals can get involved through the Forum, joining a local group through the directory or participating in an action plan activity.

Local heritage groups can implement the strategy aims in their projects, can develop activities to be included in the action plan and work with others towards the strategy vision.

Third sector bodies can use their expertise to work towards the strategy aims, develop action plan activities, integrate heritage in their work and contribute to the Forum.

The education sector can work with heritage groups to improve access and learning for heritage, and to work towards action plan points for research and evidence gathering.

The business community can work with heritage practitioners and local stakeholders to work towards action plan points for funding and economic benefits, and to boost recognition of heritage in redevelopment.

Sheffield City Council can support the work of local stakeholders using statutory powers and in policy creation and decision-making.

Heritage organisations in Sheffield can implement the strategy aims, develop activities for the action plan and work with others towards the strategy vision.

All can join in the Partnership and Forum to give the city the strong institutions it needs to make a reality of the strategy.

Integrating the strategy

Heritage is a cross-cutting theme that should be embedded throughout the city.

This strategy sets out the priorities for heritage, but we also look to it to open conversations with others about integrating heritage throughout Sheffield life, and about how heritage can bring benefits to them.

We recognise that there are many other organisations working in Sheffield, who may also have strategies, and that this strategy needs to integrate with those. Heritage relates to cultural landscapes, parks and gardens, planning, urban design, public realm, transport, economics, environmental agenda, health and wellbeing, culture, libraries and archives, museums and galleries and much more. It needs to be part of those agendas and in the conversation with all areas in creating Sheffield's future. Our aim is not to set boundaries, but to integrate heritage with other priorities, and ensure it is considered within other areas of life.

Boot's Folly, Strines

Action Plan

This brings together the action points proposed in the strategy. It does not, at this stage, suggest who takes responsibility for each action; this falls for consideration in conjunction with other partners in the strategy.

Governance		Timescale (Short, medium or long term)
0.1	Set up the mechanisms needed to deliver the strategy.	S
0.2	Identify potential partners in the proposed Heritage Partnership.	S
0.3	Agree terms of reference and responsibilities.	S
0.4	Develop and agree work programme and assign responsibilities.	S
0.5	Establish and agree with those concerned the working arrangements for the Heritage Forum.	S
0.6	Seek funding for a heritage officer.	M

Aim 1: Understand and celebrate heritage		
1.1	Improve links between heritage organisations and with relevant non-heritage organisations; set up a new Heritage Forum.	S
1.2	Develop partnership working options with Sheffield's Cultural Consortium, Cultural Collective and Sheffield's museums.	M
1.3	Compile a heritage directory including an audit of community heritage activities.	M
1.4	Strengthen the role of Sheffield City Council's Heritage Champion.	S
1.5	Create, through community activity, and publicise a local list of heritage assets (the People's Heritage List).	S/M
1.6	Update local Heritage at Risk registers.	M
1.7	Investigate how the Historic Environment Record can be made more accessible to those with new information.	M
1.8	Undertake research on the breadth, condition and significance of Sheffield's heritage.	M/L

Aim 2: Champion a diverse heritage, reflecting diverse Sheffield

2.1	Better define Sheffield's heritage narratives.	M/L
2.2	Encourage development and sharing of heritage narratives by diverse communities in Sheffield.	M/L
2.3	Run a knowledge exchange project to make the strategy work for more people and a wider range of people.	S/M
2.4	Improve access to heritage activities.	S
Actions 1.3, 1.5, 1.8 and 5.1 also contribute to this aim.		

Aim 3: Exploit the economic potential of heritage

3.1	Improve realisation by major players of the economic potential of heritage.	S/M
3.2	Improve the city's profile with national heritage and funding bodies.	S/M
3.3	Explore opportunities to contribute to a heritage information hub.	M
3.4	Produce investment strategy.	M
3.5	Develop links between Sheffield City Council and community groups to foster groups' involvement in re-use of heritage assets.	M
3.6	Research and consider the case for setting up a city-wide building preservation trust to focus on ensuring the future of heritage buildings at risk.	S/M
3.7	Improve engagement with business community, via e.g. the Chamber of Commerce, Business Improvement District, Sheffield Property Association, Federation of Small Businesses etc.	M
3.8	Understand the visitor markets for heritage through shared data.	M/L
3.9	Convene a group of marketing professionals for heritage.	M
Actions 1.1, 1.3, 5.1 and 5.2 also contribute to this aim.		

Aim 4: Support the educational value of heritage

4.1	Work with education specialists to improve access to heritage education in and out of classrooms.	M/L
4.2	Work by education specialists and heritage groups to create curriculum materials and projects for use in schools.	M/L
4.3	Support and expand existing heritage education activities through networking.	M
4.4	Work with adult education organisations to strengthen the heritage education offer to their learners.	M

Actions 1.1, 1.5, 1.6, 1.8 and 2.3 also contribute to this aim.

Aim 5: Recognise the social, wellbeing and environmental benefits of heritage

5.1	Improve articulation of heritage issues in Sheffield City Council policies.	S
5.2	Embed heritage in all aspects of Sheffield City Council work and secure their support for the strategy.	M
5.3	Collect Sheffield-specific evidence on heritage and wellbeing, working in partnership with relevant health interests and organisations.	M
5.4	Develop understanding of the value of heritage in social prescribing.	M
5.5	Develop understanding of the environmental benefits of building and material re-use.	M

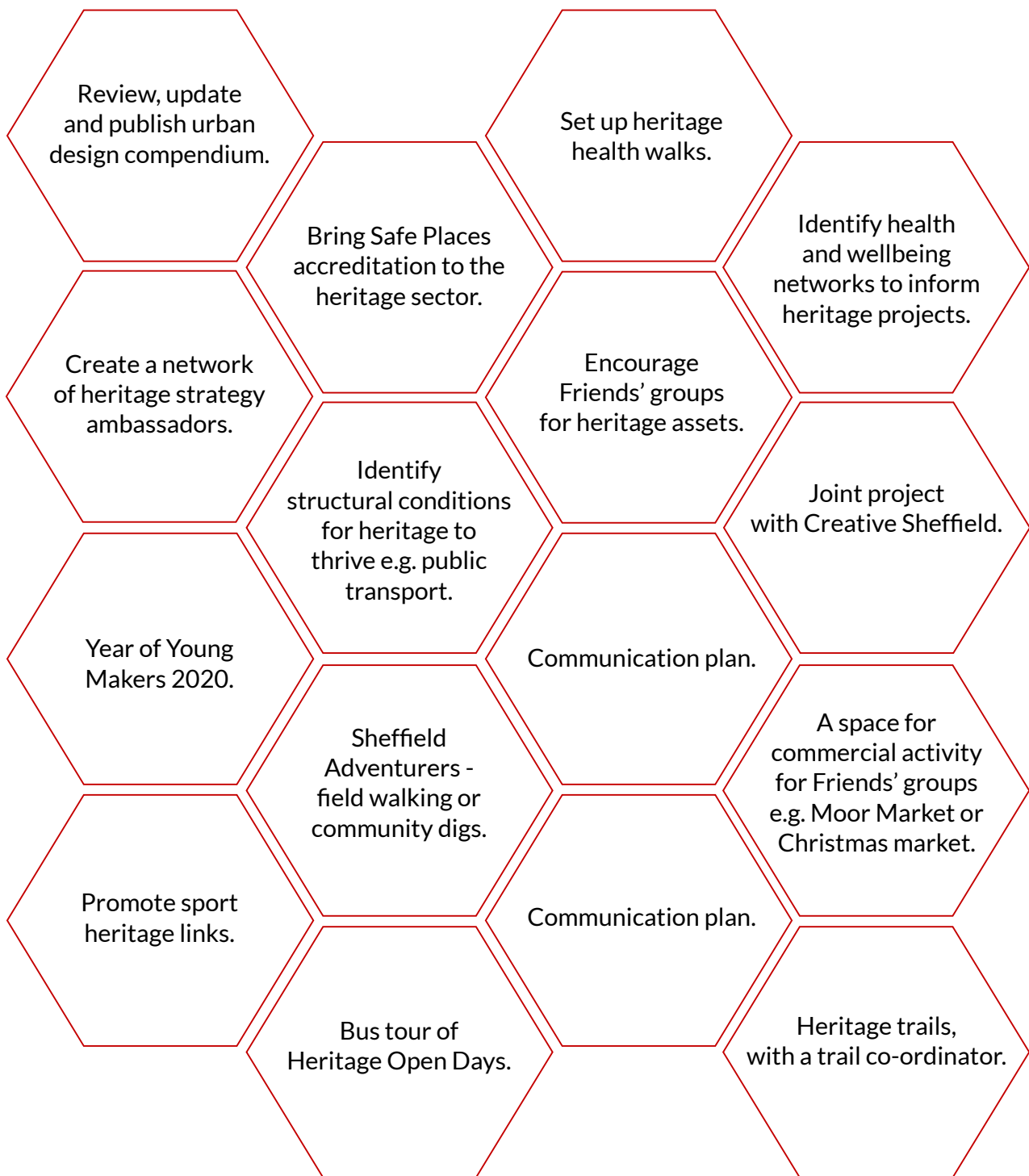
Action 2.3 also contributes to this aim.

Appendix A

Ideas honeycomb

The workshops to develop the heritage strategy captured loads of great ideas. So many that not all of them fitted into the strategy! It would be a shame to lose them, so here they are...





Appendix B

The collaborative process: how this document has been written

This heritage strategy is a collaborative, community-based and community-driven initiative. It has been written by drawing together many people in the city, gathering their views and forming a strategy from their words. It is a grass-roots approach to creating a heritage strategy in which over 150 people have participated through workshops and a greater number consulted during its editing process.

The heritage strategy has been written from the following participative events:

Shaping histories: communities making a heritage strategy for Sheffield	19th October 2016
Heritage strategy workshops (x2)	11th January 2017
'Have your say' workshop – Economic vitality and tourism	25th January 2017
'Have your say' workshop – Health and wellbeing	8th February 2017
'Have your say' workshop – Cohesion and community pride	1st March 2017
'Have your say' workshop – A quality historic environment	15th March 2017
What do you know about Sheffield? Young people's session	29th March 2017
Moving forward – launch of the Sheffield heritage strategy framework	13th & 14th Oct 2017
Heritage strategy workshops (x3)	October 2019

Notes from each workshop were recorded and a report written for each. From these notes the input of participants can be traced through to the strategy. For the final three workshops, where the detailed content was produced, the discussion notes were transcribed, coded and sorted leaving a clear line from participant contribution to the structure and wording of the heritage strategy.

All of these documents are available from Joined Up Heritage Sheffield. The draft strategy underwent two rounds of consultation, in January and September 2020. This was an open, public consultation and included meetings with stakeholders. Changes to the draft were made to reflect the consultation responses on both occasions. We are grateful to the individuals and organisations who responded.

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