



A framework for Sheffield's Heritage Strategy:

Enabling heritage action, shaping heritage policy



Contents

Introduction	2
Who are we?	3
Our Vision	4
Why a Strategy?	5
Core goals of a Strategy	6
A co-produced Strategy	7
Why is a Heritage Strategy for Sheffield a good idea?	8
How does Sheffield rate at present?	11
The Framework	12
Themes	14
Phase One	15
1. Strengthening the Foundations	15
2. My Sheffield	16
Phase Two	18
Action Plan	18
Governance	19
Moving Forward	21
End notes	22





Introduction

This document sets out the vision for a **co-produced Heritage Strategy** for Sheffield. The Strategy will enable communities and local groups to influence the development of policies designed to support managed change to the historic environment and increase opportunities for people to get involved, improve access to funding, and enable greater community-led heritage stewardship.

This proposal is subject to ongoing discussion with key partners, including Sheffield City Council, with much detail yet to be agreed. However, the proposals outlined in this document are designed to provide benefits to the city's heritage whatever the outcome of these discussions. The following document sets out the group's aspirational proposals for how the Strategy will be developed, in collaboration with local communities and these other important stakeholders. The final Strategy will be developed with key partners in the city and subject to a public consultation in due course.



Who are we?



Joined Up Heritage Sheffield (JUHS) is a representative body which has a diverse membership of local people 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:

- 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 visitor economy.
- Grow new audiences which reflect the diversity of the Sheffield area.
- Encourage volunteering.
- Bring together the city's diverse heritage partners in a more co-ordinated and strategic fashion.
- Help engage schools with Sheffield area's heritage education offer.
- Explore and develop strategic links and initiatives between history, heritage, city economy, communities, health and well-being.
- Offer opportunities for effective networking between individuals, local community heritage groups and other relevant organisations and initiatives.

JUHS has initiated and driven the development of this framework in order to deliver these outcomes and is supported by:



The
University
Of
Sheffield.

**Sheffield
Hallam
University**



Our Vision...

Our vision is that Sheffield will be a city that:

- **understands and celebrates its heritage,**
- **values and cares for the historic environment,**
- **utilises the potential of heritage to deliver economic benefits,**
- **and champions the educational value of heritage as a resource for learning about our past, and shaping the city's future.**

The vision for a Heritage Strategy for Sheffield is ultimately one which seeks to improve understanding of and access to heritage, creating a greater sense of ownership over the city's identity and empowerment in making a contribution to it. This includes the physical historic environment inherited from the past and the present cultural influences which shape people's identities now.

The Strategy will do this by forging new opportunities with the Council, and other partners, to enable community-led heritage stewardship, break down barriers to positive action, and ensure that heritage is embedded in local decision-making and strategic planning. It will also be a platform to tell the story of the city and celebrate what makes Sheffield great – the people and the places, the history, the culture, and the environment.

Through the Strategy, we aim to make a real difference for the city's heritage.



Heritage is:

- *The places*
- *The people*
- *The culture*
- *The environment*

Why a Strategy?

Around the country, other cities have developed positive strategies for heritage and embedded them into local plans. Heritage strategies help to embed a positive attitude towards heritage into local decision-making, and set guiding principles for managing heritage for maximum public benefit. We want to emulate these successes and build on the model by creating a plan which works with the local communities and groups who already do a huge amount to conserve, enhance, and showcase Sheffield's vibrant heritage.

A Heritage Strategy for Sheffield will enable communities and local groups to work effectively, stimulate the volunteer economy, and add value to Council investment by allowing community action to be designed into policies. This will help enable local action, promote and coordinate existing actors across the city and improve chances of obtaining external funding for projects, further increasing opportunities for both Sheffield residents and visitors.

The Heritage Strategy is:

- *A partnership between local people, the Council, and other local actors*
 - *A structure which enables community-led heritage activities*
 - *A means to coordinate the strategic benefits of local heritage activities*
 - *A means to attract additional external funding for heritage in the city*
 - *An evolving document which will help to structure future heritage policies in the city as well as promote the city's heritage and coordinate community action.*
-

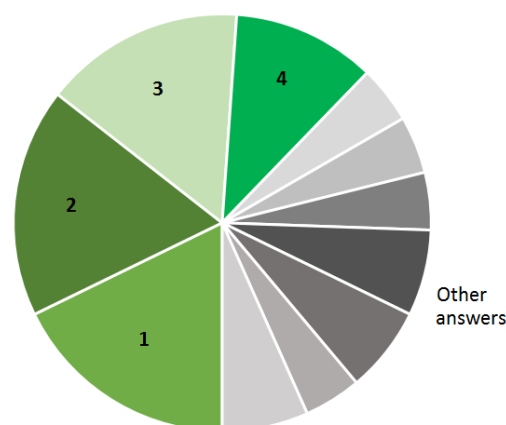
A mandate for a Heritage Strategy:

At the 'Making Heritage for a Successful City' conference in spring 2016, we asked delegates:

*Q. What do you think conference organisers should do next to take things forward?**

The most popular responses were (% of total comments):

1. Form a steering group to develop a Strategy (18%)
2. Forge stronger links with the Council (18%)
3. Hold regular meetings/discussions (15%)
4. Move forward with a strategic plan for Sheffield (11%)



An informal vote taken at the conference also showed overwhelming support for a Strategy proposal to be taken forward.

* Respondents answered freely and were not prompted with any options



Core goals of the Strategy

Enable heritage action:

1. Set out a clear statement of **what heritage is and why it matters to people** in the city
2. Describe a broad **spirit of place**, to **clarify Sheffield's distinctive heritage** offer and describe how this can contribute to the achievement of **economic benefits** for the city, as well as to **environmental, social, and cultural benefits** (such as increased heritage tourism, regeneration, health and wellbeing, and community cohesion and pride)
3. **Increase public understanding of, and access to heritage** in the city, by promoting opportunities for involvement and developing new ways to engage people
4. **Develop capacity and coordinate delivery of heritage projects** in the city, by providing a consistent framework for community action, in order to increase impact and improve access to funding

Shape heritage policy:

5. Provide a practical framework to **improve heritage protections** through local plan-making and development control
6. Put in place a structure which promotes a relationship between the Council, other local actors, and local people which **facilitates a sense of shared ownership of heritage** and **further enable community action**.



A co-produced Strategy

This framework has been developed by Joined Up Heritage Sheffield, after a detailed process of discussion and consultation with local heritage groups, business leaders, organisations, and individual members of the public. The group has had support from Sheffield City Council, University of Sheffield, and Sheffield Hallam University. The group has received advice from the National Trust and has also consulted with other major city partners including; the Chamber of Commerce and Industry, Sheffield Cultural Consortium, Sheffield BID, Sheffield Civic Trust, and Sheffield Cultural Education Partnership. JUHS also intends to meet with other groups in the coming months.

At the heart of the Strategy is the principle that there is a tremendous potential in the network of community interest groups and local people who care about heritage. The Strategy is a tool to help us work together for the furtherance of our shared aim of celebrating Sheffield's heritage.

This spirit of localism and community-led heritage stewardship requires cooperation across a wide range of stakeholders. We are pleased to be working positively with Sheffield City Council and others about how best to deliver this goal.

It is our intention that this framework for a Heritage Strategy will be taken forward as a co-produced document, developed for all the people of Sheffield, and adopted as a document to feed into strategic priorities for the city, the local plan, and supplementary planning policy.

We think that this represents a forward-looking and truly innovative approach to heritage management, suited to delivering great benefits for our heritage, even in a climate of challenging budgetary restrictions for the City Council.

By investing in and supporting this co-produced Strategy, the Council will be enabling local communities to add value to Council policies by taking a proactive role in public engagement and benefit production. A co-produced Strategy would set a framework to facilitate benefit-creation by ensuring adequate protections and enhancing opportunities for local action.



Why is a Heritage Strategy for Sheffield a good idea?

There is a wealth of evidence at a national level demonstrating the strong case for investment in heritage. This evidence shows that heritage is an issue which the vast majority of people care about; which delivers social and cultural benefits; and is key to revitalising local environments and stimulating local economies. This means that heritage is something which is an important part of a tourism offer of a major city like Sheffield, but also an intimate part of the civic pride felt by local residents and communities in the city's many neighbourhoods.

These national statistics provide a sense of why we believe there is an incentive to invest in building Sheffield's reputation as a city which values, respects, and protects its culture and heritage.

Heritage is important to society

- Around three quarters of all adults in England visit heritage attractions every year. That's more than attend football matches, and 4 times more than watch Strictly Come Dancing¹.
- 29.8% of the English public has donated money to the cultural sector (13.7% to heritage sector, 15.7% to museums). In England, there are 600,000 volunteers regularly supporting the historic environment².
- Three quarters of people are concerned about the loss of historic buildings, and 63% believe that we do not do enough in the UK to care for them³.

Heritage is good for our well-being

- People who visit heritage sites or are involved with heritage activities in their community report higher happiness scores (3% higher) than those that don't⁴.
- 35% of heritage volunteers report an increase in self-esteem as a result of volunteering⁵. Further evidence suggests that community-based heritage projects enhance social cohesion⁶.
- This well-being gain resultant from access to heritage has been calculated as being worth £1,646 per person per year⁷.

Heritage makes better places to live and work

- 80% of residents say that local heritage makes their areas a better place to live. 93% say that local heritage has an impact on their personal quality of life⁸. These types of results have been demonstrated by a huge range of research^{9 10 11}
- 92% of respondents to a survey said that historic environment-led regeneration projects had raised pride in their area¹².





Our tourist economy is growing

- Having a strong tourist offer is of major significance to UK towns and cities, and is predicted to continue to grow faster than other sectors and that the overall UK economy¹³.
- An attractive historic environment provides a backdrop for tourism, supporting jobs in hospitality, retail, and other service industries, as well as directly in heritage roles. Figures show that an estimated 195,000 full-time equivalent (FTE) roles are supported by heritage tourism. In total, it is estimated that heritage tourism contributes £20.6 Billion to the UK economy and is the UK's 5th largest industry¹⁴.
- This translates to £21.7bn in Gross Value Added to the UK economy¹⁵. In Yorkshire and the Humber, this figure is £1.64bn, supporting 28,900 jobs¹⁶.
- 4 in 10 overseas visitors cite heritage as the primary reason for their visit, more than any other single factor¹⁷.
- Domestic tourism or the 'staycation' is the main component of the annual £12.4billion spent on heritage-based tourism, 60% comes from UK residents on day trips and UK holidays¹⁸.



Preserving heritage prevents the growth of 'identikit' cities

- The 2011 Portas Review of High Streets identifies the aesthetic impression of retail centres as a major criticism of British High Streets. However, research shows that the retention of historic buildings shatters any trend in this direction, and contributes to a rise in attractiveness to businesses and profitability of retail offerings.

Historic places attract desirable creative industries, design and tech start-ups

- Historic buildings are more attractive to businesses, on average. Areas with higher concentrations of historic buildings have more creative and technology industries.
- Independent businesses, start-ups and entrepreneurs are 55% more likely to be located in listed buildings, and cite the sense of distinctiveness that such buildings provide. This trend is also seen in fashion and retail. This is not just the case in commercial centres, but also in fringe commercial areas where more historic buildings can mean greater prospects for regeneration¹⁹.

Businesses located in historic buildings are more successful

- A commercial business based in a listed building generates an average of £308,000 in GVA per year – 4.4% higher than the average for all commercial businesses across the UK. Rather than being a drag on productivity, listed buildings attract businesses in the most productive sectors of the economy. This equates to a Heritage Premium of £13,000 per business per year²⁰.

Public investment in heritage enables private investment to be levered

- Heritage and museums attracted £315m in private investment during 2011/12²¹.
- For every £1 of public sector expenditure on heritage-led regeneration, an additional £1.60 is generated to the local economy over a ten-year period²²



How does Sheffield rate at present?

According to the Royal Society of Arts (RSA) 'Heritage Index', Sheffield scores in the bottom 3% of authority areas for the Historic Built Environment, the bottom 25% for industrial heritage, the bottom 38% for parks and open space, the bottom 46% for museums, archives, and artefacts. It is ranked in the top 44% for culture and memories, and the top 8% for landscape and natural heritage²³.

The positive score for landscape reflects the city's superlative access to the Peak District National Park, city green spaces and trees. Middling ranks for culture and memories and museums are actually poor when compared to similar sized city areas, and poor to very poor scores for built heritage, including the bottom 3% for historic built environment illustrate a nationally sub-standard approach to identifying and conserving heritage assets and managing change.

Changing this direction requires a rethink at a strategic level. The RSA advise that leaders of local government, public services, major institutions and major corporations – should use the Heritage Index as evidence to inform local strategies. By working together to set a positive vision for heritage, we can inspire better projects and by celebrating and raising the profile of these local achievements and we can create an atmosphere which is conducive to nurturing more volunteerism, which will uplift the heritage offer of the city and increase the city's appeal to business and tourism.

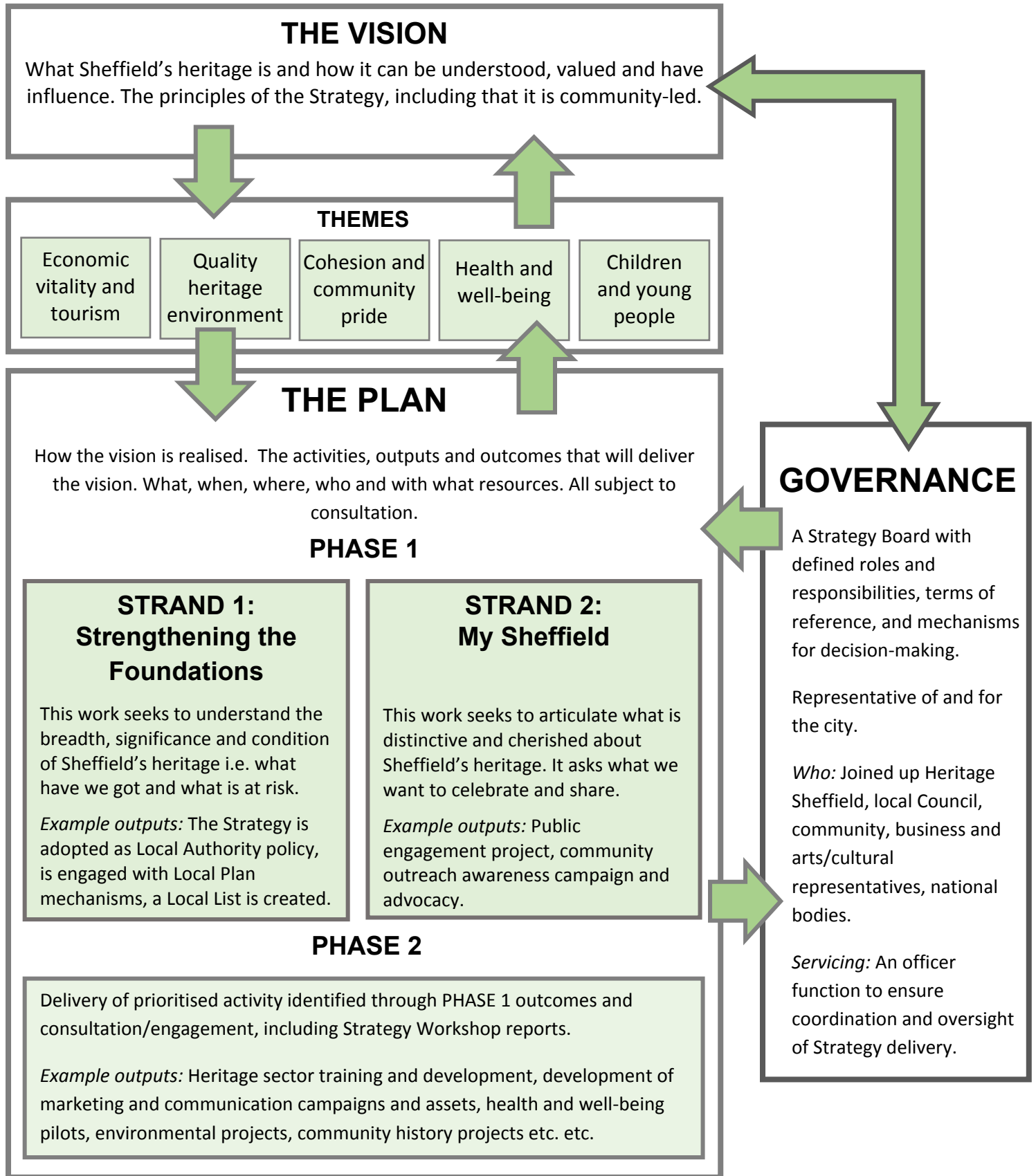


The Framework...

The proposal for the Strategy is to develop a document which can provide a stable and long-term influence on Sheffield's heritage. It will be a 10-year plan which will set a *high level strategic contribution* to city policy and describe heritage values. It will also include an *Action Plan*, which will serve as a platform for short and medium-term objectives to be targeted and will be regularly updated during the lifetime of the project. Goals within the Strategy and Action Plan will be informed by the 5 *themes* which underpin the Strategy's purpose.

The current proposal outlines two phases of activity. Phase 1 is outlined in detail here, with broader plans for Phase 2 described with reference to potential directions which will be decided at a later date. This structure is intended to enable a streamlined implementation of the Strategy, allowing it to immediately begin progression towards useful goals in its early operation, with greater scope for consultation and wider input to design Phase 2 aims in due course when awareness and operation of the Strategy have had time to become embedded.





Themes

Underpinning the Strategy are five themes which guide action. These themes have been developed through consultation with local stakeholders who have attended our previous conference and Strategy workshops.

The themes are;

- **Quality historic environment:** An effective process of managing change is vital to the sustainable development of a city. The city must have strong policies for protecting and enhancing its irreplaceable heritage assets. This involves programmes for conservation, regeneration, and planning for future development in a way which preserves and builds upon the distinctive inherited character of historic places.
- **Economic vitality and tourism:** Heritage is an important commodity in a successful city. The Strategy will seek opportunities that will deliver tangible benefits and enhance narratives which motivate people to visit the city, attract businesses, and provide a backdrop for vibrant cultural and retail offers.
- **Health and wellbeing:** We believe that participation in heritage activities promotes social relationships, empowerment, and improved happiness. The Strategy will maximise opportunities for heritage to be used as a tool for creating social benefit.
- **Cohesion and community pride:** Everyone deserves to see themselves reflected in their city and feel that their personal heritage contributes to what it means to be a Sheffielder. The Strategy will reflect diversity, champion cohesion, and promote a sense of pride of place in the city by seeking to explore all kinds of stories and heritage identities, from local neighbourhoods to religious and immigrant communities.
- **Children and young people:** Heritage is what we pass to our children. Engaging the next generation in heritage can help them grow up with an understanding of the place they live and its past, a sense of belonging and civic pride in where they live, and an understanding of diversity among their friends and neighbours.



Phase One

Phase One is an initial set of realistically achievable proposals which will help to embed the Strategy into practice in the city and provide a basis for future actions. It will do this by establishing a baseline of information of physical assets, raising the profile of heritage with citizens, and establishing the networks which will enable future work in Phase two.

These proposals are split into two strands: 'Strengthening the Foundations' and 'My Sheffield' (see below). **Strengthening the Foundations** will focus on increasing the understanding and visibility of the city's physical heritage assets and providing information to facilitate better planning decisions and stimulate regeneration. **My Sheffield** will be about celebrating the diverse cultural heritage identities of the city and championing greater action to engage people in this rich tapestry of heritage in the city.

These proposals have been extensively planned so as to enable progress towards delivery within the first 18 months of the Strategy's operation.

1. Strengthening the Foundations

This strand is about understanding the extent, significance, and condition of Sheffield's physical heritage. It will help advance understanding of this tangible resource, adding value to the city's Historic Environment Record and improving the availability of data on heritage values to help inform planning decisions. This strand will have two main elements in phase one:

Heritage at Risk project

- A Heritage at Risk project would enable local groups to engage in coordinated activity to find solutions for buildings on Historic England's Heritage at Risk Register. This work would include undertaking a survey of historic assets in the city and assessment against Historic England's criteria for risk. Volunteers will be supported with training and materials necessary for surveying. The project may also include the development of a strategy for improving management of heritage at risk, guidance or assistance with finding sources of revenue, as well as assistance in seeking management agreements for maintenance, supporting processes to issue repair notices or other enforcement works, and generating publicity for buildings. The Council could help to support and facilitate this work by providing support in contacting owners and hosting a web portal in collaboration with the local Historic Environment Record. Additional external funding will be sought to support this project with involvement from partners such as the South Yorkshire Buildings Preservation Trust.



Case study: Lincolnshire Heritage at Risk project

The Lincolnshire Heritage at Risk project enabled volunteers to undertake a widespread survey of historic buildings in the county, resulting in over 8000 assets being assessed to enrich understanding about the local heritage resource. By recruiting and training a network of volunteers the project was able to raise awareness of Lincolnshire's heritage. The Project also worked in partnership with local



authorities to encourage the development of a Heritage at Risk Strategy. As part of the wider project free events and lectures were hosted as well as outreach undertaken, contributing to a broader aim of awareness raising for the importance of protecting heritage assets.

A local list of heritage assets

- By taking responsibility for delivering a ***local list of heritage assets***, the Strategy will enable a community-led process to evidence and implement a new layer of protection for Sheffield's unlisted historic buildings of merit. It would lead to the creation of benefits in terms of raising the profile of locally valued assets. It would also facilitate greater understanding of what assets the city has and would provide a way for local values to inform change in the planning system. The local list could also be a platform on which to build additional projects in Phase Two.

The success of this strand in Phase one will be measured by the level of public engagement with both projects and by the establishment of a local heritage list to be adopted as a formal instrument and material planning consideration via the creation of supplementary planning policy by the Council. The Heritage at Risk project will measure success with reference to information gained to improve the Historic England Heritage at Risk resource.

2. My Sheffield

This strand focuses on highlighting and celebrating Sheffield's heritage, in all its diverse aspects. It seeks to articulate what is distinctive and cherished, and to develop how we promote and share the stories, experiences, and memories which people attach to the places they care about.

In Phase one of the Strategy's operation, this strand will be developed in concert with the promotion of the Strategy, with outreach and engagement undertaken to raise awareness of the Strategy's aims as well as to collect information about local heritage stories.

A range of My Sheffield activities will also promote opportunities to get involved with community-led activities and help the Strategy Board to understand where there are gaps in existing provision in order to inform strategic priorities for future activities.

Specifically, in Phase one, this strand of work will seek to:

Develop existing City-wide heritage commitments

- Part of the My Sheffield strand will be to explore what additional opportunities for civic engagement with heritage would be possible to stimulate through existing programmes, for example, Heritage Open Days, as well as stand-alone events like a biennial JUHS conference. Consistent branding will be developed to provide a recognisable signifier that ties events to the Strategy to aid in awareness-raising.

Deliver an outreach and engagement programme

- As part of this strand an outreach programme will be created and promoted through partner institutions. These events will be designed to attract new audiences and raise awareness of the Heritage Strategy. Events may include oral history collection, and cultural showcases, but will depend on engagement from JUHS network partners who will propose specific contributions to the My Sheffield programme.

Promote the Strategy and encourage involvement

- Promotion of local history and heritage research will be encouraged by producing a package of resources for local residents to gather information about the history of their own homes or, working with their neighbours, their streets and neighbourhoods. This will draw on information on how to access local archives and records, as well as advice on recording and sharing personal archives.

The success of this strand in phase one will be measured by the level of public engagement with the various outputs of the outreach programme and the volume of information collected. Analysis of the reaction in the local press will be conducted. This activity will also demonstrate success by driving the growth of the JUHS network during this period.



Phase Two

The Phase One projects will create a platform on which Phase Two will build. There is already a large suite of potential ideas for projects which have been developed through the Strategy workshops, held in early 2017. As Phase One projects are completed, a new set of prioritised activities, agreed through consultation and deliberation by the Strategy Board, in consultation with the network and with the Council and other city partners will populate the Action Plan (see below).



Action Plan

The Action Plan is the mechanism by which the Strategy presents the short term goals and prioritised projects which are to be undertaken by actors within the city. The Action Plan will be updated annually, as opposed to the Strategy itself, which will have a 10-year life cycle.

In addition to the strategic goals outlined here under Phase One plans, the Action Plan will also collate and coordinate community heritage projects from around the city, in pursuit of the strategy's objectives.

In addition to actions deriving from the core strands, outlined above, independent groups will be able to record their own projects and demonstrate contributions to the Strategy's goals. This will be of use to groups in seeking external funding for projects.

The Action Plan will also act like a directory of heritage in the city and will be a resource to attract volunteers, build collaborative partnerships, and record outputs and benefits from local heritage projects at a city-wide level.



Governance

The Strategy exists for the benefit of the people of Sheffield and will be the product of detailed public consultation. Leadership will be important to developing a structured approach to this process, and as such, a system of governance is proposed which assigns clear responsibilities and accountability. It needs elected members, senior Council officers, representatives from different communities, and business and enterprise sector all to be part of this - people who can make things happen.

This responsibility for managing the Strategy will lie with a **Strategy Board** which will comprise a range of representative partners and additional advisory bodies.

The Strategy Board will be formed to oversee the Heritage Strategy. The Board will meet quarterly to ensure that the Action Plan remains up to date, valid, and sets deliverable programmes of work which are relevant and achievable within appropriate timescales.

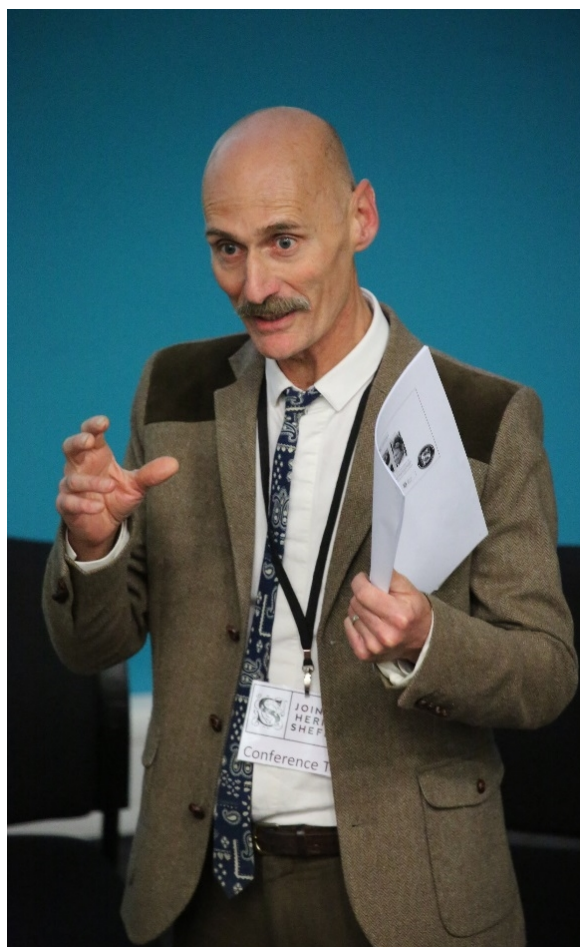
The Board will be responsible for directing any actions which are required to ensure that partners undertake necessary roles in fulfilment of Strategy aims. The Board will provide a dispute resolution forum, where necessary, on issues related to the Strategy or arising between groups on issues related to it.

JUHS will be a lead partner on the Board. As a representative community heritage umbrella group (and constituted CIO), JUHS will provide a direct role in facilitating the Strategy.

The Board will be the key forum for liaison between the community network and the Council. Council Representatives, the city's Heritage Champion, and planning officials will have a role on the Board.

The Board will be attended by advisory partners to help guide and facilitate actions for the Strategy. These partners include, subject to agreement;

- **The National Trust** will be represented on the Board by their Urban Curator. The Trust have donated considerable time to assisting in the development of the Strategy, and will advise in a range of capacities.



- Both **Universities** will be represented on the Board for the purpose of effectively developing and facilitating opportunities for community engagement and impact.
- **The Chamber of Commerce and Industry** will advise the board on its economic objectives and influence policies related to tourism and business.
- **Historic England** will be represented on the Board in order to advise on Heritage at Risk projects.
- **South Yorkshire Archaeology Service** will be represented on the Board for the purpose of advising on Heritage at Risk and Local Listing projects, and to ensure these projects feed into the local historic environment record.

JUHS: A Charitable Incorporated Organisation (CIO)

JUHS was constituted in order to advocate for improvements to the heritage of the City. It is a body which seeks to represent the people of Sheffield and is made up of broad coalition of interest groups, local heritage projects, campaigners, local groups, and heritage experts, as well as members of the public.

As part of the transition to the operation of a Strategy, JUHS will be becoming a Charitable Incorporated Organisation. This will enable JUHS to benefit from charitable status and provide various benefits of corporation, such as limited liability



Strategy manager

It is envisioned that a full-time Strategy Manager will be funded as part of the grant being sought in order to ensure the successful operation of the Strategy. They will coordinate and cultivate the network of local stakeholders and act as a key liaison with Sheffield City Council officers and elected representatives.

Moving Forward...

Sheffield is one of the UK's most vibrant cities. It has a distinctive and well-recognised culture and an established reputation as a historic industrial powerhouse – but it is much more than just the 'Steel City'. Sheffield is a contemporary hotbed for culture, it is celebrated for its contribution to sport and music. It is also a melting pot for people with myriad cultures, backgrounds and identities, having been shaped by people over time in a wide variety of ways by different communities. Sheffield is an outdoor city; the only major city in the country that sits partially within a national park, bespeckled by parks and enlivened by trees (the highest ratio of trees to people of any city in Europe).

Heritage surrounds all of these things: It is a backdrop for art, culture, and everyday life. It is a destination for our leisure, attracts businesses, and drives tourism. It is an integrated facet of the wider natural and built environment. It is experienced by people in different ways, in every corner of the city.

However, for a long time, Sheffield has sold itself short in terms of its heritage. There has perhaps been a mistaken belief that because its built environment lacks some of the historic grandeur of other cities it somehow lacks the richness of heritage places and stories on which strong reputations for heritage are based. This could not be further from the truth. There has also been narrow appreciation of what contributes to this heritage, and a tendency to view heritage conservation as a binary opposite to economic growth.

In this sense, Sheffield has failed to establish a post-industrial identity which capitalises on the retention and reuse of existing heritage buildings and other heritage assets. Its approaches to urban redevelopment and planning control has sometimes underplayed – or even undermined – heritage values. Similarly, many people in Sheffield do not see themselves reflected in the authorised story of the city.

Sheffield is not alone in these concerns, of course. However, this proposal for a Heritage Strategy provides an opportunity to push ourselves into the vanguard of British cities by establishing a dialogue with people and developing a broad and strategic approach to revitalising this image. We are excited to continue working alongside communities who are passionate about the places they live and we look forward to capitalising on opportunities to embed this passion into strategic thinking and policy in the city. We hope that you will join us in supporting this vision.



Enabling heritage action...

...shaping heritage policy.



End notes:

1. DCMS (2016) [Taking Part 2015/16, Quarter 4 - Statistical release](#). Accessed September 2017
2. Heritage Lottery Fund (2016), [Values and Benefits of Heritage – A research review](#). Accessed September 2017.
3. Ipsos-RSL for the BBC, Restoration QUEST Results (2003) in [Heritage Lottery Fund, Values and Benefits of Heritage](#) – A research review. Accessed September 2017.
4. DCMS (2015) Taking Part Survey 2014/15.
5. Heritage Open Days (2014) [Heritage Open Days Report 2014](#). Accessed September 2017.
6. Heritage Lottery Fund, [Values and Benefits of Heritage – A research review](#). April 2016, 18. Accessed September 2017.
7. D. Fujiwara, An Assessment of the Impact of Heritage on Subjective Wellbeing: Interim econometric results (2014) in [Heritage Lottery Fund, Values and Benefits of Heritage – A research review](#). Accessed September 2017.
8. Historic England (2015) [New Evidence Shows Surge in Enthusiasm for Heritage](#). Accessed September 2017.
9. Centre for Economics and Business Research for the Ecclesiastical Insurance Group (2013) [The community census: a Report of Ecclesiastical Insurance Group](#). Accessed February 2017.
10. Ibid.
11. CABE (2002) [Streets of Shame. Executive Summary: Summary of Findings from the Public Attitudes to Architecture and the Built Environment](#). Accessed September 2017.
12. Historic Environment Forum (2014) Heritage Counts 2014 [The Value and Impact of Heritage](#). Accessed September 2017.
13. Deloitte, Tourism: Jobs and Growth (2013) Accessed September 2017, https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/Tourism_Jobs_and_Growth_2013.pdf.
14. Heritage Lottery Fund, Investing in Success. March 5 2010. Accessed September 2017. <https://www.hlf.org.uk/about-us/media-centre/press-releases/investing-success>
15. Trends Business Research (2016) [Heritage Economic Indicator Workbook](#). Accessed September 2017.
16. Ibid.
17. Heritage Lottery Fund (2010) [Investing in Success](#). Accessed September 2017.
18. Ibid.
19. Heritage Lottery Fund (2013) [New Ideas Need Old Buildings](#). Accessed September 2017.
20. Ibid.
21. Arts and Business (2013) [Private Investment Culture Survey 2011/12](#). Accessed September 2017
22. English Heritage, [Heritage Counts, 2010](#). Accessed September 2017 <https://content.historicengland.org.uk/content/heritage-counts/pub/HC-Eng-2010>
23. Royal Society for the Arts (2016) [The Heritage Index: Heritage Identity and place](#). Accessed September 2017.

Photos:

Cover image: “Clock Tower on the old former town hall in Sheffield City Centre, England” by [Shahid Khan](#) is licensed by Shutterstock.com.

Page 4: “Women of steel” by [Graham Hogg](#) is licensed under [CC BY-SA 2.0](#).

Page 9: “Fountain, Botanical gardens, Sheffield, United Kingdom” by [Lukas Kretek](#) is licensed by Shutterstock.com.

Page 11: “Sheffield Town Hall” by [Toon Srisukwat](#) is licensed by Shutterstock.com.

Page 16: “Heritage at Risk window” by [Heritage At Risk Lincolnshire](#) reproduced with permission.

Page 16: “Heritage At Risk Lincolnshire Logo” by Heritage Lincolnshire reproduced with permission.

Page 18: “Sheffield Town Hall clock tower” by [slsch1](#) is licensed under [CC BY 2.0](#).

All other photos © JUHS.

