



CULTURE  
COLLECTIVE

A strategy for Sheffield





# Contents

- 4** Foreword
- 6** Headlines
- 8** About us
  - Collective purpose
  - Our story so far
  - Our values
- 9** Strategic context
  - The strategic context
  - Why culture matters
- 14** Strategy development
  - Why we need a strategy
  - Challenges and opportunities
  - How we developed this draft strategy
- 15** Our vision
  - 2021–31 vision
  - Connecting to our purpose and the strategic context
- 16** Outcomes
  - Key outcomes
  - Delivering the vision and responding to challenges and opportunities
- 17** Actions
  - 2021–22 actions
  - Delivering the outcomes
  - Priority capital projects
  - Our approach for developing future actions
- 26** Acknowledgements
  - Sheffield Culture Collective Board
- 28** Notes



# Foreword

## By Dame Julie Kenny CBE, DL, Chair of Sheffield Culture Collective 2019-2021 and Wentworth Woodhouse Preservation Trust



18 months ago, in September 2019, I stood in front of a large and diverse audience at Sheffield's Millennium Galleries to talk about the launch of the Sheffield Culture Collective. Our resolve was simple: to give everyone in this city – individuals and organisations – the best possible environment in which culture can grow and thrive. I talked about what culture means to me and how culture helps care for our individual and collective wellbeing.

Fast forward to Spring 2021 and the world now looks very different. What has not changed is our Collective's drive to help culture to thrive and grow in Sheffield. Indeed, our vision and mission has grown ever more important. Culture is going to play a vitally important role in helping individuals and our communities to flourish again after the worst of the pandemic has passed. Cultural industries can, and must be supported, to lead the way in helping our economy to recover.

Our cultural sector, our cultural organisations, those individuals whose livelihoods are dependent on creativity and the arts have felt the impact of Covid-19 restrictions more than most. The dark days of lockdown have resulted in so many not being able to earn a living or express their creativity. Communities have been kept apart. We have often had to celebrate our humanity through the prism of technology which, however empowering, cannot replicate that which has been taken away from us.

It is those imperatives that have kept the Sheffield Culture Collective focussed on the task at hand in 2020. Our

Board members have met monthly throughout to discuss and forge a strategy that will drive forward the cultural development of our city in the years ahead. Our focus is clear. To place CULTURE and CREATIVITY at the heart of Sheffield's economic and social future. Our resulting strategy is precise and focussed. It is practical. It provides a roadmap to transform how culture is seen and celebrated in Sheffield. It is ambitious and achievable.

I am incredibly grateful to all those who have contributed to our work. Their drive and passion for culture, our city and for our communities have been constants. Despite the challenges we have all faced personally and professionally during this historic year we have stuck doggedly to our task. The task of putting in place a strategy that, once delivered, will give everyone in this city – individuals and organisations – the best possible environment in which culture can grow and thrive.

The work of the Culture Collective does not stop now. We are simply at the end of the beginning. Our focus now is on building an ever more diverse coalition of voices and interests, inside and outside of the city, to make this strategy a reality.

Despite the pandemic and its awful impacts, we have every opportunity to come out of this situation stronger. If there is a silver lining to all that has happened it has shown us how important collaboration is to human wellbeing. Our scientists have collaborated to deliver the vaccines we need. Closer to home, our city's anchor institutions can now lead the way in showing the same collaborative qualities to put culture and creativity at the heart of our city's recovery.





# Headlines

2021–31 vision

“Every individual and every community in Sheffield thrives when culture and creativity is placed at the heart of the city’s strategic development.”

## Who we are

Sheffield Culture Collective draws together partners from city government, culture and creative industries, business, the voluntary sector and higher education.

Our aim is to make strategic decisions that deliver Sheffield’s major cultural priorities. We believe that culture should be at the centre of a strong, vibrant and inclusive city and a driver of sustainable regeneration, economic development and Covid-19 recovery strategies.

**Our purpose is to ensure culture, arts and heritage are at the centre of shaping the development of the city and wider Region.**

**We will listen, work together and champion culture with the loud and confident voice it deserves.**

**Together we will be changemakers, help to address inequalities and enable all to thrive and grow.**

Now is the time to be ambitious, brave, inclusive and decisive, and work together collaboratively to achieve more for more people and for the city’s sustainable development.

## Why culture matters

**Culture** is about how we all live.

**Culture** is the people of Sheffield’s creativity, knowledge, traditions and passions. Our imagination is without limits.

**Culture** improves our quality of life, wellbeing and sense of place. It drives our economy.

## Key outcomes

**Outcome 1:** Sheffield’s national cultural funding is levelled up.

**Outcome 2:** Cultural infrastructure and Covid-19 recovery investment secured.

## Key 2021 - 23 actions

To achieve our key outcomes, we need to make the case for culture, support cultural organisations, businesses and creatives, and help deliver cornerstone cultural capital projects:

**Action 1.** Develop a ‘message house’\* for the role culture has/could have in the development of the city

**Action 2.** Create a transparent and robust mechanism to identify and support organisations to achieve or sustain National Portfolio Organisation status in Sheffield

**Action 3.** Support specific short-term cultural capital projects: Tinsley Art Project, Park Hill Art Space, Harmony Works and the Graves Gallery and Central Library

**Action 4.** Develop a cultural capital project ‘pipeline’

**Action 5.** Support freelancers, independents and grassroots cultural organisations to ensure investment in Covid-19 relief and recovery measures

\*A ‘message house’ is a format used in communications and marketing to generate messages that focus on the value proposition, core benefits and supporting points.





# About Us

## Collective purpose

Sheffield Culture Collective (hereafter ‘the Collective’) is a new public/private/voluntary sector partnership.

**Our purpose is to ensure culture, arts and heritage are at the centre of shaping the development of the city and wider Region.**

**We will listen, work together and champion culture with the loud and confident voice it deserves.**

**Together we will be changemakers, help to address inequalities and enable all to thrive and grow.**

Now is the time to be ambitious, brave, inclusive and decisive, and work together collaboratively to achieve more for more people and for the city’s sustainable development.

## Our story so far

The Collective formed in August 2019 as a new partnership board set up in response to the recommendations of the Core Cities’ Cultural Cities Enquiry 2019. The Enquiry concluded that smart investment through cultural activities can bring enormous benefits to cities and citizens. It recommended that cities create ‘Cultural City Compacts’ to establish city-wide plans to bring in higher levels of investment, make best use of cultural property assets and attract a full range of diverse talent.

The development of the Collective has been supported by seed funding from Arts Council England (ACE).[1] The Collective board is formed of 19 members drawing together partners from city government, culture and creative industries, business, the voluntary sector and higher education (see Appendix 1).

Our aim is to make strategic decisions that deliver Sheffield’s major cultural priorities, placing culture at the heart of a strong, vibrant and inclusive city and as a key component in city centre development, the visitor economy, the Local Industrial Strategy and the Strategic Economic Plan for the city region. Whilst our immediate focus is on cultural priorities for Sheffield, we will collaborate to build upon Sheffield City Region’s cultural assets and strengths.

We set out to find new ways to work together and develop new models for inward cultural investment. And so we decided that the responsible authority would be a private sector partner, Sheffield Property Association – the Sheffield Compact is the only one to take this form.



We have already made representations to the Westminster government, issued press briefings, undertaken public engagement, consulted stakeholders, and focussed on Covid-19 recovery plans. Over 2020 we have also been developing our vision and immediate Collective actions that respond to the incredibly volatile times in which culture has been a lifeline for so many people, whilst creatives, cultural practitioners, educators, businesses and organisations are also trying to survive.

The strategic context is far from static and impacts difficult to predict. However, we have set our direction mindful of this evolving context whilst driving the wider strategic response for culture in Sheffield.

## Our values

These four core values drive the way we work together and seek to influence others to achieve our purpose:

ambitious  
brave  
inclusive  
decisive,

# Strategic Context

## The strategic context

This strategy has been developed against the backdrop of the Covid-19 pandemic, that is largely seen to have accelerated and deepened inequalities, and the economic uncertainty brought about by the final preparations for the UK to leave the European Union.

In response, Sheffield culture and business leaders have been making plans for recovery, promoting the city, and developing ways for fairer outcomes for Sheffield’s communities to be achieved.

## Covid-19 and recession

At the time of writing the Covid-19 pandemic continues. The UK has seen some of the highest infection and mortality rates in the world. The economic impact of repeated lockdowns and restrictions has been severe. In early 2021 new vaccines started to be rolled out across the country. The optimism buoyed by the arrival of new inoculations is tempered by the expectation the pandemic will continue for months, if not years, as humans learn to live with Covid-19. The social and economic scarring left by this historic event will be potentially felt for decades.

## Impacts on the culture sector

The cultural sector has been disproportionately affected by the pandemic. The economic impact in 2020 is likely to be twice that of the wider economy, with a predicted Gross Value Added (GVA) shortfall of £29 billion.[1] For example, it is estimated that UK theatre closures over March to May resulted in a loss of income of £630 million.

In Sheffield, a sample of 40 cultural sector organisations reported a loss of 1.26 million attendees and £11 million lost income over March to August.[2] 92% of Association of Independent Festivals members and an estimated 93% of the grassroots music venue network face permanent closure.

Longer term impacts of a devastated sector and funding cuts could also severely erode the scale of the health, wellbeing and educational benefits cultural organisations contribute through their wide-ranging community engagement programmes.[3]

On top of this there has been a sustained and significantly lower level of national investment in arts and culture per head of the population in Sheffield (£9.50) compared to neighbouring Core Cities: Manchester (£48.62), Leeds (£34.21) and Liverpool (£22.53) (2018/19 figures).[4] And over the last ten years, local authority budget cuts in England have reduced spending on arts and culture by 38.5% (down by £18.66 per person), the largest cuts being to arts development and library budgets.[5]

Despite these reduced levels of public investment, the culture, arts and heritage sector is a key economic driver for the Region, making a direct and indirect contribution to the South Yorkshire economy of £200 million GVA and 6,400 jobs per annum.[6] And in 2020, Arts Catalyst, an ACE National Portfolio Organisation (NPO), previously based in London, relocated to Sheffield to join 10 other NPOs already based in the city.[7]





A range of Covid-19 recovery measures have been introduced by the UK Government. However, the UK Parliament DCMS Committee reported that the Government and its Cultural Renewal Taskforce have consistently failed to recognise the scale of the challenge and have been slow to respond to the sector's needs.[8]

For example, as creative businesses suffered significantly reduced means of raising income and have limited reserves, late changes to the Coronavirus Job Retention Scheme could not prevent staff redundancies.[9] The UK Government's announcement of a £1.57 billion support package for cultural, arts and heritage institutions on 5 July 2020 was welcomed but rollout has been slow.

Round 1 of the £257 million Culture Recovery Fund opened in August 2020, with the first awards made on 12 October 2020 – 7 months after the first lockdown began. This included £2.83 million awarded to 19 cultural organisations and businesses based in Sheffield including Museums Sheffield, Portland Works, Site Gallery and The Leadmill.

Round 2 awards followed on 7 November 2020, including £2.93 million to a further seven Sheffield organisations. [10] These awards will provide immediate support and aid survival, but over the longer term, more support is needed for recovery; meanwhile small organisations and micro-businesses are falling through the cracks.

Freelancers are the backbone of cultural and creative industries. 47% of the working population in creative sectors are self-employed, whereas the UK average across all sectors is 15%.[11] The Government's Self-Employment Income Support Scheme has been extended to April 2021 and levels for November 2020 to January 2021 scaled back up when the second lockdown was announced. However, there are significant gaps for creative industry workers given the seasonal and portfolio nature of their work, long development and lead-in times, and reduced ability to recover lost outlays.

Provisional data from Sheffield City Council suggests that over 47% of creative businesses in the city are ineligible for government grants or loans due to business rate models and/or modes of production.[12] In July 2020 the DCMS Committee recommended that "the performing arts need a sector-specific recovery deal that includes continued workforce support measures, including enhanced measures for freelancers and small companies";[13] there have been no enhanced measures to date. Added to which, experts have highlighted "a long term, structural, set of inequalities in cultural and creative occupations...[that] will be exacerbated by the Covid-19 crisis"[14] and that the threats presented by the pandemic "to health, livelihoods, social care and creativity are all frighteningly magnified for disabled people".[15]

### Sheffield's cultural recovery

The Sheffield Covid-19 Business Response Group (BRG) formed in April 2020 and includes many Collective representatives, such as Sheffield City Council, Sheffield Property Association, Sheffield Digital and the two Sheffield universities.

The BRG published the Business Recovery Plan in October 2020. It outlines ten outcomes for people, business and places and provides a framework for action across six priority areas informed by sector feedback.

Outcome 7 is "Visitors and residents will be able to visit, learn about and enjoy the cultural, leisure and green spaces that Sheffield is renowned for." And Priority 5 is "Stimulating investment in culture to help rebuild confidence and visitor numbers" to support the culture and hospitality sectors, those most affected by the pandemic.

It highlights specific areas for relief, recovery and renewal over the next 0–3 years, such as relevant and accessible support for creatives, especially micro-businesses and freelancers, and for cultural organisations to adapt and develop new business models.[16]

Welcoming the findings of a report commissioned by the Sheffield City Region and the four South Yorkshire local authorities into the value of culture, arts and heritage in South Yorkshire, **Dan Jarvis, Sheffield City Region Mayor, said:**

*"These sectors... are a vital part of the region's recovery and renewal, contributing to healthy and sustainable communities, strong local identities, and vibrant places, as well as to our economic recovery. There is a real opportunity now to level up the North, to invest in our communities and to build a stronger, greener and fairer South Yorkshire – and culture, arts and heritage must be central to that."*[17]

Collaborative initiatives have moved at pace to support Sheffield's creative sector. For example, a new web platform to host arts and culture online events during lockdown – Sheffield Culture Hub <https://www.sheffieldculturehub.co.uk/> - was created by Our Favourite Places in partnership with the University of Sheffield and Sheffield City Council.[18] The Make Yourself At Home <https://www.welcometosheffield.co.uk/makeyourselfathome> campaign was launched by Marketing Sheffield in July to support local businesses and communities in Sheffield and promote economic recovery.[19] And This is Sheffield's new online marketplace The Shop <https://www.thisissheffield.app/shop/> was launched in November 2020 to support Sheffield independents. [20]

Sheffield is creating tangible initiatives to deliver immediate support and is developing outcome-driven plans. Through this strategy document, the Collective seeks to drive public-private investment to unlock Sheffield's potential.





## Why culture matters

We have adopted a broad and inclusive definition of culture:

**Culture** is about how we all live.

**Culture** is the people of Sheffield's creativity, knowledge, traditions and passions. Our imagination is without limits.

**Culture** improves our quality of life, wellbeing and sense of place. It drives our economy.

## Place-shaping

Sheffield is recognised as a city that has developed successful creative clusters that drive innovation and business.[21] The city's digital companies have one of the highest growth rates in the UK, with turnover increasing at a rate of 47% in 2017. Across the city region over 21,000 people are employed in digital industries.[22] ChamberlainWalker's 2020 survey of culture, arts and heritage organisations in South Yorkshire also shows that 44% provide or support placemaking and regeneration.[23]

A recent study commissioned by ACE found that a rich arts and culture offer promotes and drives positive economic and social outcomes by shaping the identity of places, enabling businesses to promote the benefits of an area and attract and retain talent, attracting inward investment, drawing in creative entrepreneurs and enterprises, contributing to place making, and fostering community cohesion by proving opportunities to come together and create a sense of collective identity.[24]

A survey of international literature by Sheffield Hallam University found correlation between arts participation and social capital, contributing to community cohesion, reducing social exclusion and making communities feel safer and stronger.[25]

These benefits can be further enhanced when cultural organisations have a pivotal strategic role and work in partnership with communities to ensure cultural expression and local heritage are woven into the distinctiveness of a place's story and identity.[26]

Joined Up Heritage Sheffield (JUHS) have recently published their long-term strategy, which aligns closely with the Collective's future vision. Collaboration and partnership between JUHS and the Collective is already taking place and will be key to the successful implementation of both strategies.[27]

## Wellbeing

The Audience Agency's Covid-19 Monitor found that 57% of people in the UK – including segments that are outwith the core audience – think that taking part in organised cultural activities adds to their sense of wellbeing.[28]

In another wide-ranging study, London School of Economics researchers found that cultural engagement and participation, particularly with the arts, dance, crafts, music, performance, and libraries, are positively and significantly associated with life satisfaction.[29]

Recent research also shows a positive correlation between the arts and educational attainment. Key outcomes include:

**participation** in structured arts activities can increase cognitive abilities by 17%

**learning** through arts and culture help develop skills and behaviours that increase attainment

**students** from low-income families who engage in the arts at school are three times more likely to get a degree, twice as likely to volunteer, and 20% more likely to vote as young adults

**people** who take part in the arts are 38% more likely to report good health.[30]

The pandemic is widening inequalities, including the unequal impact of Covid-19 on people from Black, Asian and minority ethnic communities. The research consortium SIPHER, Sheffield City Council, Greater Manchester Combined Authority and the Scottish Government are working together to explore how to build a fairer society and inclusive economy that considers evidence-based approaches to balance health, wellbeing and environmental sustainability with prosperity in all decision-making and increase resilience to future shocks.[31]





# Strategy Development

## Why we need a strategy

The Collective came together in 2019 to enable culture to drive placemaking, positive social change and inclusive growth by supporting, facilitating and optimising public-private strategic investment.

Right now, new strategies are being created in response to the rapidly changing strategic context and to plan for an uncertain future.

In city government a new Director of Culture and Chief Executive have been appointed and Sheffield City Region has created a new role: Art, Culture and Heritage Project Director. We have immediate opportunities to achieve shared outcomes, create direction and influence.

This strategy focusses on Collective actions for the next two years and how we can extend our influence to achieve ambitious long-term goals.

## Challenges and opportunities

Opportunities are often the flip-side of challenges, and as we have developed our strategic direction and formulated our primary objectives, we are addressing key issues and believe the positive actions we have set out here make the most of known opportunities.

- We have a key role to play to change the rhetoric about what ‘culture’ is and making the case for cultural investment by demonstrating why it is important and how it benefits everyone.
- We want stakeholders to see how culture links social, economic and environmental priorities and delivers outcomes for people’s life chances, for communities to thrive, for places to flourish, and for businesses to recover and grow.
- Now is the ‘right’ time to do things differently. We want to model collective leadership and show what public/private/voluntary sector partnership can achieve for the city through culture and how we can attract more inward investment.

## How we developed this draft strategy

We developed this strategy using a flexible and collaborative process over a ten-month period. The aim was to identify shared outcomes and build on common ground,

encourage challenge and negotiation, find innovative solutions and make strategic decisions.

The Collective commissioned how2glu Ltd. to design and facilitate this process and pull together the outputs to form a draft strategy. The how2glu approach fosters shared understanding, effective collaboration and evidence-based decision-making through comparator research, iteration and review, and using graphic facilitation methods. The project was adjusted to adapt to the immediate constraints presented by the pandemic: 1) we extended the timeline for strategy development, and 2) development workshops were redesigned for virtual settings.

### Stage 1

**March-July 2020:** The first task was to collate views on Collective ambitions and purpose, and identify challenges and opportunities through a series of interviews with eleven Collective board members.

Through two workshops and pre-workshop tasks in May, a Collective subgroup defined ‘culture’ and the scope of this strategy; identified drivers and what made Sheffield distinctive; characterised challenges and analysed opportunities; drafted the vision and values; identified outcomes, outputs, inputs; and drafted actions. The how2glu report of the Stage 1 outputs and strategic context was finalised in July.

Following Stage 1, we then undertook a small scale informal stakeholder engagement exercise in August-September.

### Stage 2

**September-November 2020:** A second series of two workshops and tasks in September followed a similar process to Stage 1. We reviewed our values, vision, purpose and culture definition; identified key outcomes, measures, actions and delivery mechanisms; identified primary audiences for the strategy and methods of engagement. The how2glu Stage 2 report was finalised in November. Throughout both stages, views from the wider Collective were sought through monthly board meetings, briefings and ad-hoc feedback.

Both reports detailed the process to ensure transparency and enable wider input from the board as outputs and recommendations were considered.

This draft strategy draws on the findings from the two stages and makes a case for culture drawing on recent research findings, while being mindful of the critical and fast-changing strategic context.

# Our vision

## 2021–31 vision

This is the future we will work together to achieve:

**Every individual and every community in Sheffield thrives when culture and creativity is placed at the heart of the city’s strategic development.**

Connecting to our purpose and the strategic context:

The Collective has a central role to play in placing culture, arts and heritage at the centre of strategic development, making the case for culture, and working collaboratively to achieve our vision. By doing so, opportunities for every individual and every community in the city will be enhanced, enabling Sheffield to thrive and grow.

Having been placed in an even more precarious position by the effect of the pandemic after a decade of falling public funding, we have a collective responsibility to ensure that culture doesn’t just survive, but recovers and blooms. Culture, arts and heritage have the potential to stimulate the visitor economy, develop business and enable talent retention, grow educational attainment and improve life chances, enhance community cohesion and build a fairer society.

It makes social, economic and cultural sense to invest in culture, forming a central pillar of the city and city region’s strategy for regeneration.





# Outcomes

## Key outcomes

To deliver the vision, the Collective will focus on two key outcomes:

### Long-term (within 5-10 years)

**Outcome 1:** Sheffield’s national cultural funding is levelled up.

Primary measure: Sheffield’s national cultural funding is levelled up to the average of the 11 UK Core Cities on a per capita basis, based on ACE and National Lottery Heritage Fund (NLHF) data.

Supporting the achievement of this outcome necessitates secondary indicators:

- a stronger case for culture has been made
- local government and private sector match funding has increased
- more artistic output of national and international standing is produced
- more talent is being supported and developed
- more cultural organisations are based in Sheffield
- cultural infrastructure projects are delivered to development timelines
- more cultural community and civic programmes are provided.

### Short to medium-term (within 2-5 years)

**Outcome 2:** Cultural infrastructure and Covid-19 recovery investment secured.

Primary measure: priority cultural capital projects delivered to development timelines and recovery strategy aligns with Sheffield Covid-19 BRG Business Recovery Plan for stimulating investment in culture.[1]

Secondary indicators deriving from the Business Recovery Plan are:

- a stronger case for culture has been made
- the city’s business support offer and Kickstarter programmes support creatives and grassroots organisations to develop new business models, income sources, and digital infrastructure and skills
- cultural sector opportunities for graduates and young people have increased
- more small cultural organisations able to access apprenticeship schemes
- cultural/business collaboration for regeneration and community development has increased
- more support (underwriting/subsidy) for cultural events
- more access to cultural education offer, co-produced by children and young people
- development funding for future priority cultural capital projects is secured.

### Delivering the vision and responding to challenges and opportunities

These outcomes and measures will place culture and creativity at the heart of Sheffield’s strategic development, regeneration priorities and Covid-19 recovery response.

Through on-the-ground change and improved prospects for the city’s cultural sector, we will be able show that we have made a powerful case for culture. These outcomes strongly link cultural investment to improved individual, community and business outcomes. Now is the time to be ambitious, brave, inclusive and decisive, and work together collaboratively to achieve more for more people and for the city’s sustainable development.

# Actions

## 2021–23 actions

In order to deliver the outcomes, we have developed a series of five deliberately focused actions the Collective will undertake over the next two years.

### We will:

**Action 1.** Develop a ‘message house’\* for the role culture has/could have in the development of the city

**Action 2.** Create a transparent and robust mechanism to identify and support organisations to achieve or sustain NPO status in Sheffield

**Action 3.** Support specific short-term cultural capital projects

**Action 4.** Develop a cultural capital project ‘pipeline’

**Action 5.** Support freelancers, independents and grassroots cultural organisations to ensure investment in Covid relief and recovery measures

\*A ‘message house’ is a format used in communications and marketing to generate messages that focus on the value proposition, core benefits and supporting points.

## Delivering the outcomes

To achieve our key outcomes, we need to make the case for culture, support cultural organisations, businesses and creatives, and help deliver cornerstone cultural capital projects.

We have developed these actions mindful of our core purpose, our collective expertise, resources and networks, and where we can make the biggest difference.

We will support the sector by promoting the case for culture (Action 1), through lobbying and advocacy with politicians and investors, assisting the sector by making connections, enabling leverage, and opening the door to alternative funding sources. Our support will align with Priority 5 of the Sheffield Covid-19 BRG Business Recovery Plan (Action 5). And an early action (Action 2) is to ensure that our support and assistance is appropriately targeted.

We will help to move forward pivotal cultural capital projects that will deliver significant benefits for creatives, communities and businesses delivering far-reaching outcomes for the city and for the city region in priority regeneration areas (Actions 3 and 4).





## Priority capital projects

The four immediate capital project priorities the Collective will work to support are: Tinsley Art Project, Park Hill Art Space, Harmony Works and the Graves Gallery and Central Library.

These projects will underpin the cultural regeneration of Tinsley, Park Hill, Castlegate and the city centre, providing opportunities for creatives, communities and businesses, repurpose historic buildings, lift pride and sense-of-place, create cultural destinations, develop home-grown talent and bring artists and performers of international standing to Sheffield.

The Collective will act as a strategic advocate for each of the priority capital projects in the city, regionally and nationally.

## Tinsley Art Project

Following an open competition in 2016, internationally-renowned artist Alex Chinneck <https://www.alexchinneck.com> was commissioned to design a major public artwork to replace two landmark cooling towers in Tinsley that once dominated the skyline.

Following a creative process that included a series of collaborations with local manufacturers and universities and a programme of community outreach and complementary creative commissions, 'Onwards & Upwards' was formed.

Onwards & Upwards is a public art trail of monumental scale, a series of four 30m-high brick chimneys alongside the Sheffield and Tinsley Canal inspired by the area's rich industrial heritage.

The first sculpture will be an illuminated 'cracked' chimney rising from a redundant canalside pumphouse.[1] Located next to and visible from the M1, it will create a cultural beacon at the heart of the city region and the 'Gateway to the North'. The project will open up the underused greenspace of the canal and riverside towpath, help promote active travel and engage local communities in their heritage and natural environment.

As part of Tinsley's ongoing relationship with the artist, temporary pieces 'Pick Yourself Up and Pull Yourself Together', featuring a peeling section of road complete with an upside-down car and 'Alphabeti Spaghetti', a knotted traditional red pillar-box, were installed in 2017 and 2019. [2] Alex creates theatrical, playful artwork that transforms the ordinary into the extraordinary, becoming 'must-see' cultural attractions.



Illuminated 'cracked' chimney sculpture  
Credit: Alex Chinneck



Credit: Alex Chinneck





## Park Hill Art Space

Led by Sheffield's S1 Artspace, <https://www.slartspace.org> the heart of the Park Hill Estate will be transformed to create Park Hill Art Space, a new national flagship for arts, culture and heritage at the largest listed structure in Europe.

Park Hill Art Space will be an anchor institution of Park Hill's £100 million Urban Splash and Partners for People regeneration.[3] It will feature one of the largest contemporary art galleries in the North of England, alongside workspace for artists and creative businesses, a dedicated learning and community space, heritage flats, and accommodation for visiting artists, surrounded by a six-acre sculpture park.

Its vision is to enable new ways for Sheffield's communities, artists and visitors to engage with art, society and culture through a programme that supports creative opportunities and collaborations in the context of one of the city's best-known landmarks.

Park Hill Art Space will be home to national partner organisations, alongside a strong and active community of artists, architects, creative businesses and start-ups. More than half the building will be income generating, creating a financially sustainable business model to support a world-class arts programme.

The project has been developed over the past six years through extensive consultation with the local community and a successful pilot exhibitions programme. Following a £1 million investment from HM Treasury, Carmody Groarke was appointed lead architect and in 2019 planning permission and listed building consent was granted.

This is a national flagship project that responds to a longstanding need in the city for a transformative step change to the scale and impact of Sheffield's cultural

infrastructure.



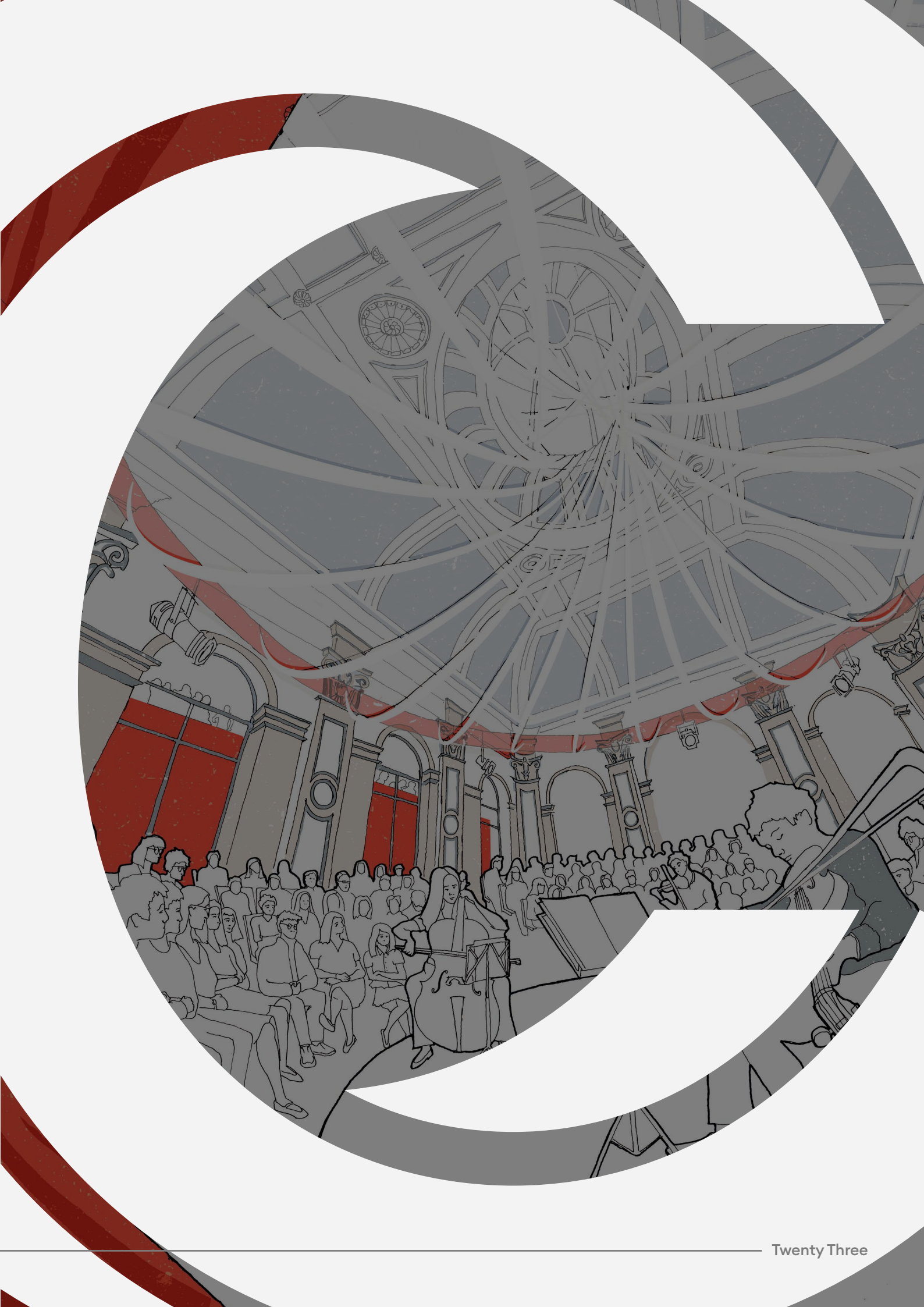


Harmony Works

The leading music education providers in the city region, Sheffield Music Academy and Sheffield Music Hub, have created a joint vision for [Harmony Works](#), a permanent home for music education in the city that will provide a physical focus and enable music education to touch the lives of thousands more children and young people in the city region, whatever their background.[5]

The vision found a home in Canada House, an historic Grade II\* building in the heart of Sheffield’s historic Castlegate. The new use will reconnect the building to the life of the city and provide inspirational spaces for music-making. Its reach will be broad and deep, attracting musicians and educationalists of the highest calibre.

Over the last three years the Academy and Hub, supported by the University of Sheffield School of Architecture, have produced a scheme for the £10 million remodelling of Canada House, and raised development funds and industry sponsorship to progress the project. Its central location will allow access for all, creating a focal point for young artistic talent within the city region. A flagship redevelopment for Castlegate, Harmony Works will help rejuvenate the historic centre of the city as a thriving cultural quarter.[6]





Graves Gallery and Central Library

The Graves Gallery and Central Library, a substantial and landmark building, opened in 1934 as a city centre hub for knowledge and culture, with the library at its core, a gallery on the top floor and a theatre in the basement.

Situated at the heart of Sheffield city centre, the building is home to Sheffield’s visual art, local studies and special library collections. Today, the collections are accessible through activity delivered by Museums Sheffield and Sheffield Libraries and Archives Service who share a remit to inspire knowledge and creativity and make the best of art, culture and heritage accessible in Sheffield for the benefit of its people.

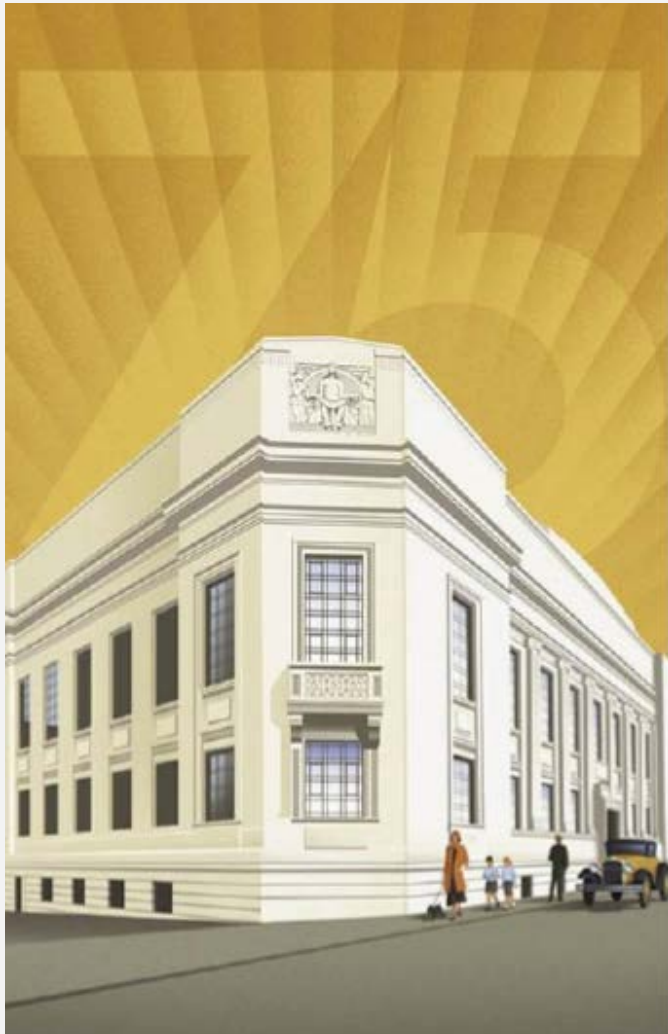
A commitment has been made that in 2021, plans and next steps for the redevelopment of Graves Gallery and Central Library will be agreed in recognition of the huge amount of work that has been undertaken to date and the identification of this project as a priority for Sheffield City Council.

Museums Sheffield and Sheffield Libraries and Archives Service have developed outline visions for the gallery and the library.

Graves Gallery will be nationally recognised as one of the UK’s leading art museums, renowned for exhibitions, displays, events and an approach that makes visitors feel connected and valued in a space where they have the opportunity to think, create and connect.

The Central Library will be a destination not only for the people of Sheffield but also for visitors, providing world class reading resources, digitally enabled flexible spaces and a place where learning, exploration and creation is available to all.

The opportunity will be taken to refine and progress the vision for this building and the services currently based within it and to position its redevelopment as a catalyst for the transformation of Sheffield city centre.



Our approach for developing future actions

We will regularly review our actions, and progress against our outcomes and measures. As part of this process we will bring forward follow-on actions and update capital priorities. As the strategic context changes, we will review our key outcomes to ensure that they remain fit-for-purpose.

We will continue to work closely with researchers, cultural institutions, cultural grassroots organisations, and public, voluntary sector and business leaders to ensure that our priorities will lead to the greatest impact for individuals and communities through culture and creativity, realising change that will enable everyone to thrive and grow.



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# Notes

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