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AMPLIFY SHEFFIELD

A report on work commissioned by Power to Change

The Young Foundation

June, 2016



LOTTERY FUNDED

About this report

Power to Change commissioned The Young Foundation in June 2016 to undertake some exploratory place-based research in Sheffield. Although Power to Change has provided input and support throughout the process, the views expressed here entirely those of The Young Foundation team.

We are The Young Foundation and we are determined to make positive social change happen. We believe inequality undermines the economy and corrodes our wellbeing, leaving its mark on communities, relationships, aspirations and self-worth.

The Young Foundation is working to create a more equal and just society, where each individual can be fulfilled in their own terms. We work with the public and private sectors and civil society to empower people to lead happier and more meaningful lives.

We believe little about the future of society is inevitable. Bound by our shared humanity, we believe we collectively have the power to shape the societies and communities we want to live in. We work closely with individuals, communities and partners building relationships to ensure that our thinking does something, our actions matter and the changes we make together will continue to grow.

www.youngfoundation.org



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Amplify Sheffield

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Executive Summary

Over the past two years The Young Foundation has developed an approach to place based transformation which emphasises the importance of connecting tangible action and innovation to deep insights into people's lives, their challenges and aspirations, and the assets within communities. This approach connects strongly with Power to Change's ambitions to foster better places through community businesses. This report outlines the findings from an initial 6-month project commissioned by Power to Change to explore approaches to place-based investment in Sheffield

Our method

This programme involved the recruitment of a local team who carried out a rapid engagement across three very different Sheffield communities, Manor, Upperthorpe and Heeley. The communities were selected on the basis of discussion with key partners across Sheffield, principally Community Development Trusts and Power to Change.

The engagement involved semi-structured interviews with local leaders, community business people and stakeholders across the three communities and the use of a variety of light-touch tools and techniques for gathering local people's insight, and co-creating findings. The latter focussed on amplifying local views and voices about the challenges people face in their daily lives, the values which they hold and their aspirations for themselves and their communities.

This culminated in three community events held in May, designed to reflect back to the communities themselves what we found from our engagement, and to use this as the basis for discussions about practical action, innovation and community business with the potential to transform these places for the better. A full description of our approach is available at Annex A.

We supplemented this engagement with a mapping exercise to obtain an overview of the extent and nature of existing community business activity in Sheffield (Annex E to this report).

Our findings and recommendations

We found three very different communities in three very different stages of readiness to engage meaningfully with discussions about the role and potential for community business to drive better places.

We think that potential institutional responses to the diversity of conditions in which communities find themselves should take account of where these communities sit in terms of levels of local activism, and the extent of local consensus and unity around challenges, values and aspirations. Our recommendations for next steps in each of the three communities is based on our assessment of where each sits in these terms.

This leads us to the following principal recommendations for place based funding to drive better places.

Infrastructural support– Place-based funds should be used to create the local infrastructure through which communities can access the support they need to develop consensus and unity, local activism and support for new ideas including community business models. We recommend that this infrastructure be based within a local vehicle established, or adapted for the purpose such as an anchor institution with local networks and credibility. This vehicle must be capable of supporting local communities as well as individuals and organisations looking to develop community business models.

A broad definition of community – Place-based funding should build on a clear concept and theory of community and map out a clear pathway for communities of all types to become places where community business can flourish. An approach which focusses only on those places where there is existing activism and entrepreneurship runs the risk of exacerbating inequalities, and denying some places the benefits that rooted community businesses can bring

Navigating tension between growth and community roots – Place-based funders should ensure that there are clear pathways to growth for community businesses which enable them to flourish, whilst retaining their community roots and impact

Moving from concept to community business – Support for those wishing to develop community business models should be designed to support people and organisations of various types to do so. These will include completely new ideas which fit well with the concept, as well as community organisations that are not currently trading but wishing to do so, and businesses with weak community links wishing to strengthen these.

Reflections on our place-based approach

- 1. Light-touch approaches to engagement and co-creation can help build consensus across communities, but are not sufficient to develop local activism.** The true value of our method lies in its ability to reach a deep understanding of people's experiences and motivations which can then be used as the basis for action. Our method did not enable this value to be fully realised and would necessitate a longer term engagement with individuals and places in order to achieve this.
- 2. Our approach has not enabled a meaningful comparison between the conditions in communities which enable or thwart the development of local action, including community businesses.** The work to date has allowed us to develop a hypothesis about the development of community business, but not to test this through a comparison between communities.
- 3. Co-creation generates narratives which resonate with those involved in the process.** Co-creation provides an excellent platform for ensuring that findings can resonate with community members in short timescales. However, there are other parts of the communities we worked in which we were unable to reach. We cannot therefore say with confidence that these are narratives which are shared by the *whole community*.
- 4. A locally rooted team is key but only as part of a broader programme.** Our local team brings credibility, local networks and the ability to develop relationships rapidly. However, this can also lead to raised expectations which are personalised in the local team and potentially go beyond the boundaries of the programme itself. This potentially makes the structure of our method less amendable to short term, time bounded engagements, and places a challenge on all concerned to build on the connections and good will which have been generated to date.

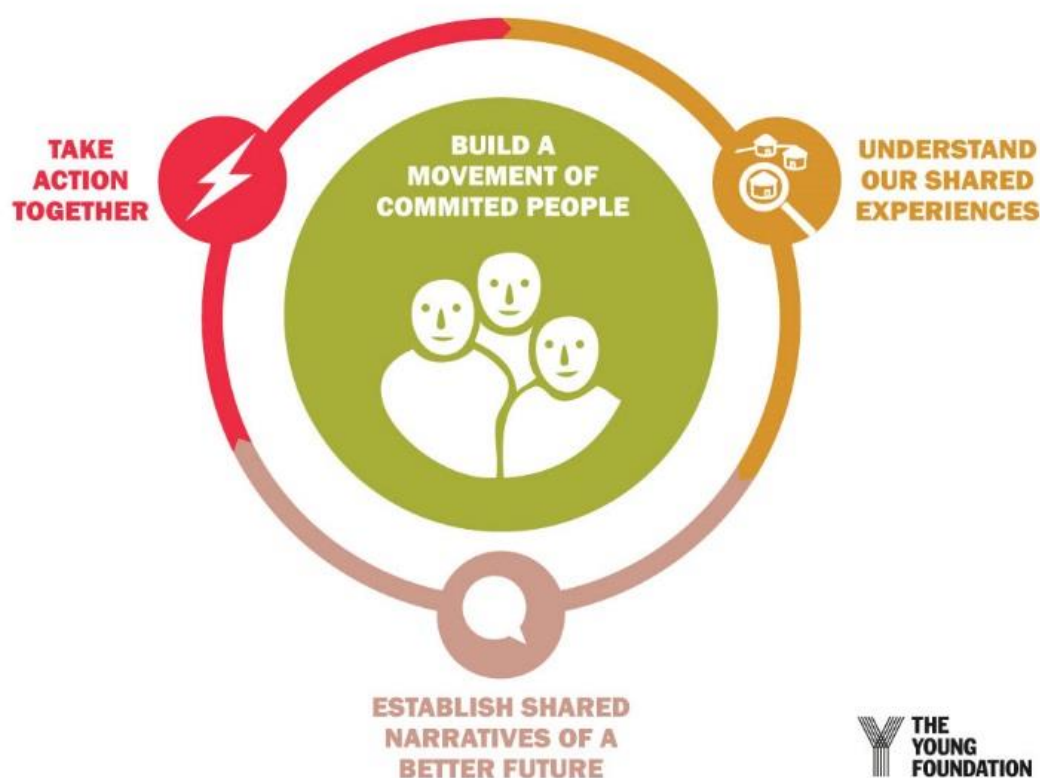
Overall our approach appears to have galvanised some members of the community behind the emergent aspirations and values. However, given the short time frame for this work not every element of each community will have been engaged, or engaged sufficiently to feel true ownership of the values statements. Nor has there been sufficient time to develop deep links between community businesses and the communities they serve, although this began to take shape at the community events. This will be the focus of phase two of the work following which we will be better able to reflect on how successful this approach is at developing a bottom-up process for place-based development.

Introduction

Over the past two years The Young Foundation has developed an approach to place-based transformation which emphasises the importance of connecting tangible action and innovation to deep insights into people’s lives, their challenges and aspirations, and the assets within communities.

For The Young Foundation, such an approach necessarily entails a radical departure from traditional models of top-down project orientated approaches to delivering outcomes, towards bottom up, movement-based change, where the agents of change are people themselves, collaborating on the basis of a shared conception of what binds them together and what their shared priorities and aspirations are. This approach is summarised in the diagram below.

Figure 1 – Movement-based social change



In this approach traditional agents of change – commissioners, businesses, public services – adopt a facilitative role, supporting, funding, and enabling innovations and actions which arise from the movement of committed citizens in a place.

This approach connects strongly with Power to Change’s ambitions to foster better places through community businesses.

Community businesses, as distinct from other commercial entities, place at least equal emphasis on the social value they deliver to their communities, as on the profit they make. They are differentiated from other social trading businesses through establishing a level of community accountability¹. For such businesses, trading and profit are the means through which they can sustain the value which they offer their beneficiaries rather than ends in their own right. In

¹ For more information on what constitutes a community business please see www.thepowertochange.org.uk

consequence, over and above the formal structures of these businesses (governance, ownership and finance) which set them apart from their purely commercial counterparts, community businesses can and will only sustain as viable enterprises with the backing of the people within the communities from which they arise. Our partnership with Power to Change offers a unique opportunity to test whether The Young Foundation's approach to social change offers the potential to build more sustainable community businesses on the basis of a strongly rooted conception of place.

Our focus on Sheffield links to a broader programme of work which The Young Foundation has initiated across Yorkshire and Humberside. We have a well-established place-based transformation programme in Leeds, and are building connections with potential partners in Bradford. These in turn form part of a developing network of Young Foundation-led place-based transformation programmes in operation across the UK (Wales, Northern Ireland and Scotland), and internationally (Montreal, Barcelona, Cordoba, Seoul).

Sheffield is already recognised as a hub for the development of community businesses, with major development trusts and social investors working across the city for a number of decades. Research undertaken for Power to Change in 2014 recognised the city as having several community anchor organisations which act as powerful catalysts for community businesses. The current city council, with its focus on community-led regeneration, is widely recognised as an enabler and supporter of the development of local solutions by local people.

We therefore considered Sheffield to be an ideal location from which to develop a strategic place-based approach to the development of community business, which seeks to integrate existing activity at a local level into a cohesive approach to demonstrate how community businesses can be a powerful way of tackling social issues within a community.

Our work aims to identify the key assets and challenges as articulated by local people in relation to their own neighbourhoods and to use these insights to develop shared narratives that connect with underlying values and resonate with the local community, addressing the issues that lie at the root of the challenges people experience.

Our theory states that these narratives - connecting to the realities of people's lives - can be a powerful vehicle for action, and specifically in the Sheffield context, to raise awareness of the potential that community business could have for addressing the issues which matter for local people.

The place-based approaches of The Young Foundation and Power to Change both align around the concept of community. Central to this conception is the notion that community is not created by administrative or political boundaries, but instead describes a connection between people, often strongly linked to a geographical space and built upon shared history, culture and values.

Our programme aimed to use engagement in three such communities across Sheffield as the basis for developing city-wide recommendations for how business rooted in these communities can drive better places. In addition to seeking communities to which people felt a genuine sense of belonging we also sought places small enough to enable meaningful engagement to be possible, contrasting enough for us to be able to generalise and extrapolate our findings across the city, and where there was already a strong community anchor from whom we could gather advice and support.

We therefore met with the chief executives of four Community Development Trusts across Sheffield, Heeley, Zest, Soar and Manor & Castle. These discussions led us to select the localities detailed below.

Purpose of this report

This report describes what we have learnt from our work in three very different Sheffield communities. The methodology we have applied in conducting this work is included at Annex A. While this work is only in an early stage, we seek to draw early conclusions from our engagement with people and businesses in these three communities to make recommendations for what should happen next, and what this means for place-based funding generally.

This report provides a description of our findings in each area and a reflection on the success of our place-based methodology. Given the time-frame of the first phase of the work we did not aim to, nor have we achieved, the generation of a galvanised community business movement for driving forward better communities. This report will instead reflect on the approaches used to generate initial community value statements and to begin to make the connection between community businesses and community members.

We have based our findings in the things people said to us during the course of the work and on the findings from our report mapping community business activity in Sheffield, our methodology is not quantitative in nature and therefore detailed statistical analysis is not included. The report provides a profile of the 3 communities and of some of the community members we spoke with.

These recommendations also draw heavily on the learning we have gained about what is required to create the local conditions for movement-building from our place-based work elsewhere.

Recommendations for place based funding

The theory of change on which this approach is based states that how a community views itself - its aspirations, values and challenges – and the level of local agency and activism present within it are critical starting points for any concerted effort to develop new ideas which resonate with local people, and can receive the local impetus to succeed.

This project has deepened our conviction in the value and importance of reaching a shared understanding of community based upon engagement and co-creation as the basis for practical action, and new ideas. We see community business as forming a specific category in the range of practical action and new ideas necessary to make places flourish, and believe that community businesses built upon this connection will be more sustainable (by providing services the community will pay to access) and have a greater impact (through addressing the needs identified by the community and supporting it to achieve its aspirations).

However, our work in Sheffield has demonstrated that communities sit in very different places in terms of their readiness to adopt community business models as part of a strategy to build better places. Where a community sits will in turn govern the nature of the support it needs to move towards community business models including the deployment of place-based funds designed to achieve this.

A simple model for envisaging this assumes 4 different types of community within this overall framework:

Community 1 has little unity, and low levels of community activism. In this community, support should focus on bringing people together to create a clear community identity *and* building local capacity and leadership to take action.

Community 2 has a clear local identity and shared agreement about values, aspirations and priorities, but little local capacity to take and lead action. In this community, support should be focussed on identifying concrete ideas, actions and innovations, and in developing local people to make their ideas happen.

Community 3 has good levels of local activism, but low levels of unity about local priorities. In this community support should focus on building consensus around the values and aspirations which local people share, seeking to find the common ground which can bring them together and using this as the springboard for a focus on ideas, action and innovation.

Community 4 has good levels of both activism and local unity with strong evidence of locally rooted, locally led organisations and businesses. In this community the focus can be on what more community business models can do to strengthen the community, and in supporting individuals and organisations to develop community business models.

We know from our work in Sheffield and elsewhere that the funding, resources and expertise necessary to support the movement of communities along this journey can be fragmented, poorly co-ordinated, and diffused across an often bewildering range of providers and organisations. We feel that much could be achieved by directing place-based funding a local anchor institution which can provide the right support to communities of all the types described above, so that they can ultimately become flourishing places with community business at their heart.

This leads us to the following recommendations:

An infrastructural support platform - Place-based funding will have the most impact when it is met and matched by contributions from local funders, philanthropists and institutions. We think that an anchor institution, or partnership of anchor institutions with a place wide remit, is likely to appeal to a diverse group of funders and supporters.

Recommendation 1 – place-based funds should be used to fund a local anchor institution with the remit to support local communities towards becoming better places through community business. This vehicle must be capable of supporting local communities to develop shared consensus about what matters, build the motivation amongst local people to take practical action, and to support individuals and organisations looking to develop community business.

A broad definition of community - It is widely accepted amongst those involved in this research that working within a locality and encouraging significant community input into activities can generate greater income and impact for the community. However, for some organisations we spoke with the definition of community remained unclear, and differed potentially from the conception which local people would recognise.

Recommendation 2 – place-based funding should build on a clear concept and theory of community and to map out a clear pathway for communities of all types to become places where community business can flourish. An approach which focusses only on those places where there is existing activism and entrepreneurship runs the risk of exacerbating inequalities, and denying some places the benefits that rooted community businesses can bring.

Navigating tension between growth and community roots - Many community businesses have clear ambitions to grow and expand their impact both within their immediate locality but also more broadly. Such businesses were developed to meet a local need and meet all the criteria of a community businesses, but may weaken this link as their beneficiary base expands beyond the community.

Recommendation 3 – Place-based funders should ensure that there are clear pathways to growth for community businesses which enable them to flourish, whilst retaining their community roots and impact.

Moving from concept to community business - Organisations which do not currently meet the criteria for community business as they do not currently trade may be developing approaches to generating trading income, in recognition of its importance in increasing sustainability and the potential opportunities for supporting individuals into the workplace. The current activities and the developing concept may meet all other criteria for a community business. Community shares may not be the appropriate approach to the initial funding of these trading activities and it is unclear how and where these organisations can access either financial and/or organisational development support. Alongside financial support many community businesses, in particular those which are small and less established, would benefit from organisational or consultancy support to increase their sustainability, their ability to engage their broader community, develop their infrastructure and impact measurement and become more competitive for tenders and grant opportunities.

Recommendation 4 – Support for those wishing to develop community business models should be designed to support people and organisations of various types to do so. These will include completely new ideas which fit well with the concept, as well as community organisations are not currently trading but wishing to do so, and businesses with weak community links wishing to strengthen these.

Lessons learnt for place-based approaches

Throughout this work we have reflected on the successes and challenges of our place-based methodology in the context of our work in Sheffield. The general lessons below have informed the recommendations above, and have also provided a challenge to aspects of the Young Foundation's [Theory of Change](#) for place-based work.

In summary, the main areas of our learning are:

- 1. Light-touch approaches to engagement and co-creation can help build consensus across communities, but are not sufficient to develop local activism.** Our work in Sheffield tested whether a light touch form of engagement was sufficient to generate the platform for people in communities to find shared ground and develop the local activism which we argue are the necessary pre-conditions for innovation, including community business models, to flourish. While we feel that our approach did produce genuine insights into the things which people share across communities and sparked local discussions about action, there is no evidence that our work motivated people to act in response to these issues. This is partly an issue of time (see the point below), but also depth. The true value of ethnography lies in its ability to reach a deep understanding of people's experiences and motivations which can then be used as the basis for action. Our method did not enable this value to be fully realised and would necessitate a longer term engagement with individuals and places in order to make impact.
- 2. Our approach has not enabled a meaningful comparison between the conditions in communities which enable or thwart the development of local action, including community businesses.** The work to date has allowed us to develop a hypothesis about the characteristics of different communities which are relevant for building the basis for action and community businesses. However, there has been insufficient time to test this framework properly and to generate a meaningful comparison between different communities and the successes and challenges of the community businesses therein. Additionally, there has been insufficient time to facilitate the development of the deep connections between community businesses and community members to fully test our theory of place-based change.
- 3. Co-creation generates narratives which resonate with those involved in the process.** The process of reflecting our findings about local aspirations and challenges back to local people appeared to be successful in ensuring that these resonated with community members and local business owners. This was demonstrated by the feedback we received on our posters, and at the community events we held in each locality. However due to the limitations of time and resources, we do not feel that this enables us to say with confidence that these are narratives which are shared by the *whole community*. Specifically, we know there are geographical and demographic sections of the communities which we were unable to reach in our programme. A comprehensive picture of community would necessitate deliberate efforts to engage with all its component parts and we hypothesise that co-creation provides a powerful tool for doing so.
- 4. A locally rooted team is key but only as part of a broader programme.** One of the main lessons from our work in Sheffield and elsewhere is the value and importance of employing local people,

with credibility and local networks to carry out the key programme activities. This enabled us to obtain rapid insights into communities and to build relationships and networks. However, because these people are engaging with their own contacts and networks, their work on our programme can require of them a personal investment which goes beyond that which may normally be expected of researchers applying more traditional methods. The connection between our local team and the communities they have worked in has generated relationships and expectations which go beyond the boundaries of the programme itself. This potentially makes the structure of our method less amendable to short term, time bounded engagements, and places a challenge on all concerned to build on the connections and good will which have been generated to date.

We have included more specific reflections on our methods in Annex A below.

A profile of our places²

We selected our places on the basis of discussions with community anchor organisations across Sheffield and with Power to Change.

Community	Description	Emergent narrative	Recommendations
Upperthorpe	Upperthorpe is a small and diverse area of dense population, there are 28 languages spoken in the area and a third of the population is Muslim with a further third Christian. There is a high level of social housing and deprivation in the area. Anecdotally the area has changed since the 1980s from a white working-class area to having at least 1000 Yemeni residents. We held over 80 conversations with people in the area.	“In Upperthorpe we want to work together to improve the sense of community and build unity. Our young people need support to be enterprising and to develop themselves and the local area. We agree that responsibility to care for community resources rests with everyone. We recognise the potential of learning individually and collectively and welcome the opportunity for dynamism and change through growing local businesses”.	We think there is a strong basis for working to build community consensus around hopes and aspirations in Upperthorpe. Zest’s work over the past decades provides a key to how this could be co-ordinated and delivered successfully in the area, but more is needed to build on Zest’s example and to build community activism across all parts of the Upperthorpe community. There are some exciting grass roots ideas in the area, which provide the opportunity for community partners to come together and support. In the first instance, investment should focus on supporting community development in Upperthorpe including through revitalising previous successful efforts in this regard with the aim of bringing more people together around shared values and aspirations as well as starting to generate more ideas and innovations to achieve those goals.
Manor	Manor has high levels of deprivation with many residents out of work or in low-paid jobs and zero-hours contracts. The area is predominantly white British although in some specific estates the population is becoming more diverse. The majority of the housing is social	“In Manor we are connected to each other by our strong family values, but we feel disconnected from the rest of the city. We want our young people to have more support so they will have a brighter future. We are welcoming including to new people coming to the	Manor has some community business activity, there are other community activities taking place and there appears to be a strong central identity, with shared understanding of values and aspirations. There is a belief that changes and progress can be made and that the community itself can drive this. The community in Manor needs support to

² A full description of the places we worked in and our specific findings is available at Annex D.

	housing although there is investment in some regeneration so the demographic of the population may change in coming years. We held over 70 conversations with people in the area.	area and we have much to offer the rest of Sheffield through our green spaces, our community activities and much more”.	generate, test and iterate ideas together to tackle challenges and work towards its aims and aspirations. Only once these innovations and ideas are developed will community business become widespread in Manor.
Heeley	Heeley is known and recognised across Sheffield for its strong history and culture of grass-roots innovation, activism and entrepreneurialism, resulting in a number of flourishing community businesses. It is a relatively diverse area with 22 languages spoken and many residents on low-pay and on zero-hours contracts. The demographic has changed in recent years with more young professionals moving to the area for its parks and vibrant community feel. It has been described as a microcosm of Sheffield. We held over 80 conversations with people in the area.	“Heeley is a hidden gem, but we don’t shout loudly enough about its qualities. Our identity is rooted in our proud history of activism and creativity. We have many pockets of innovative and entrepreneurial spirit. We are friendly, with a strong sense of community and this makes Heeley an open and warm place. We have to work hard together to preserve our spirit of community activism even if there are changes in the area. Our young people are struggling and need support”.	People and organisations in Heeley need support to develop their community business models, to become truly embedded in a community and led by the community. Whilst Heeley is an area of seeming unity around its values and aspirations it is essential to ensure that these are tested with the entire community. The emergent narrative will need testing and refinement with currently unheard parts of the Heeley community to galvanise the entire community around a community business movement in the area.

A focus on community business

In order to generate a picture of the nature and extent of the community business sector in Sheffield we used the Power to Change definition of community business to conduct desk-based research, interviews and a cross-city survey. The full report into this exercise is provided separately to this paper.

This exercise was not exhaustive, and will not be a presentation of all community business across the city, many organisations which trade to generate income to support other activities are consciously reticent to label themselves as a business and so may not have engaged our work, and others will undoubtedly be under the radar of this research. Nevertheless, there is an extensive picture of community businesses operating across the city, addressing a variety of issues and generating trading income from a range of sources.

This research has found 25 individual organisations which broadly meet the community business criteria in the Sheffield City region (which encompasses areas outside the city itself), and in our estimation there will be many more than this operating in the city³.

All 35 organisations contacted as part of the research operate for community benefit. Of the 10 which did not meet all four criteria for a community business, lacking community control and not being locally rooted were the two main reasons. These were small independent businesses which did not have a board, or any community decision making provision or organisations which address a specific issue as opposed to working in a specific locality, many of which operate city-wide. Three organisations did not meet two or more criteria.⁴

We believe that this only scrapes the surface of the community business activity in Sheffield, this research was unable to reach all those we believe may meet the specification and through both this research, and The Young Foundation's place-based project in Sheffield, there is a clear energy and appetite for this kind of activity, suggesting much more may be happening than we have found and still more ideas will be in formation.

³ The Young Foundation has broadly applied the PtC definition of community business to the organisations involved in the research. Whilst we can offer a broad idea of the level of community business this does not equate to a definition or signification of community business status with respect to PtC funding decisions.

⁴ Please see the Community Business report (Annex C) for a full list of organisations involved in this research.

Annex A - Community research methodology

Recruiting a local team

Our methodology has at its heart a local team with networks, knowledge and credibility within a place who carry out the engagement activities with the support of the Young Foundation's broader team.

In order to do so we advertised for 3 community researcher positions to work on a part time basis for between February and May 2016. We were specifically seeking a team with connections to the 3 chosen communities, and with experience in some or all of the community outreach, social research, innovation support and movement building components of our core methodology.

We advertised through our partners in the development trusts covering our chosen localities, and received a good response in terms of enquiries and applications. As a result of this process we were able to interview 10 people for the 3 available positions and to appoint a strong team for whom profiles are provided below.

Shahrzad Matinpore gained an MSc in Nutrition and Public Health Management in 2012. She enjoys interacting with people, and worked as a volunteer in Citizen Advice for 2 years, started volunteering in Zest since 2014, completed different community health related courses including (Being a Health Champion, Mental Health First Aid, Introduction to Community Development and Health. The latter of these in particular provided her with a deep insight into identifying the assets and challenges faced by individuals and communities and how to build resources, skills and resilience within communities. As a Health Champion she has supported the promotion of health within different communities and different age groups, focussing on raising knowledge, and improving food habits and behaviour. She is deeply committed to sharing her knowledge and experiences with others in Uppertorpe and beyond. She is an alumna at Sheffield Hallam University, and continues to volunteer at Zest and the SOAR Works Enterprise Centre.

Dr Lucy Livingstone is social researcher and fine art practitioner whose area of interest focusses on investigating space and place through a variety of experimental and traditional methodologies. Lucy completed her BA (hons) in Sociology and Communication Studies at Goldsmiths College, London in 1998. After running her own business in Thailand and in the UK, Lucy returned to Sheffield in 2001 and worked as community development worker 2002-2008. During this time Lucy completed a master's degree in Sociological Research Methodologies at Sheffield University. Between 2008-2011 Lucy completed a second BA (Hons) in Sculpture and Environmental Art at the Glasgow School of Art, which enabled her to explore art practice as a creative place-based research strategy. This was further expanded upon during her doctoral research at the flagship BXNU (a partnership between the international gallery Baltic Mill and Northumbria University) between 2011-2015. Dr Livingstone thesis was titled "Re-imagining Space in the 21st Century Using Visual Arts Strategies." The thesis explored the way in which ideological narratives can characterise a place and the capacity for fine art to offer new points of engagement with different places and spaces.

Lucy returned to her home town of Sheffield in 2015 and continues to expand her social research practice and art practice within the context of her home town

Elaine Mitchell was born and raised on The Manor. Elaine is the youngest of six siblings who lived in a three-bedroom council property. Educated in the local area at 16 she chose to leave school and

help support the family income as her father had lost his job in the Steelworks. This was typical for the area as there was high unemployment due to the demise of the Steelworks and the Coal Mines.

A varied career path has seen Elaine work in the Civil Service supporting vulnerable adults, lone parents and young adults. Retraining and Further Education saw a development into the beauty and holistic therapy niche building into a new career in direct sales. Building a sales force of approximately 200 self-employed women helping them to build their own business. Supporting them and offering coaching, mentoring and business growth development. This period saw Elaine begin training with the Coaching Academy and becoming a certified life coach.

Using coaching and mentoring skills Elaine worked as part of the New Deal for Disabled People scheme offering support and assistance to disabled people as they re-entered the working environment. This was a challenging but rewarding role and Elaine was able to assist over 70 clients during a 12-month term begin work or commence self-employment after a period of unemployment and disability.

Although Elaine left the area in 1989 she continues to have a strong affinity to its people and communities and has many family members and friends who reside in the area.

Research approaches

Amplify Sheffield used a mixed-methods approach drawing on research, asset-based community development and co-design methodologies. Given the timescale and scope of the project the approach taken was not one of depth, but instead focused on using a range of 'light-touch' approaches that enabled the team to engage with a diverse cross-section of people in their communities. The focus of these activities was to gather insights into what people think about their neighbourhoods (i.e. what they like or dislike about living there and their hopes or aspirations for the future of the place), with the ultimate aim of gaining a more substantial understanding about the underlying shared values that are held by people in that community.

In the first phase the team focused on community-based qualitative research, which involved semi-structured interviews with stakeholders and approximately 200 conversations with people in Upperthorpe, Manor and Heeley.

Semi-structured interviews

These were conducted with stakeholders within the development trusts covering our 3 localities, and known local community leaders of whom we were either already aware or to whom we were directed by these initial conversations. The format of the interviews is included at Annex A below.

These brought in voices from across the 3 communities encompassing people already engaged in local business, people involved in organising community events, and local volunteers and activists.

Conversations

The conversations were facilitated through existing community groups and personal networks as well as conversations conducted in public spaces such as parks or cafes. These conversations were guided by a selection of prompt questions delivered through an open and informal format. This enabled genuine conversations (as opposed to interviews) in which people were able to talk about the things that felt most natural to them. The prompt questions were presented in a visual format (distributed on colourful flyers) and included the following:

- What makes you proud to live here?
- What are your hopes for the future of [place]
- What would make [place] a better place to live?
- Which words would you use to describe [place]? (Up to 5 words)

We have found these prompts to be an accessible way to start 1-1 conversations, and whilst they often lead to longer conversations the format also tends to generate specific (rather than generalised or abstract) responses. This is important in the context of a project where there isn't scope for rigorous methods of research analysis. These specific responses provide an indication of the kinds of subjects and opinions that feature prominently in the thoughts of local people, whilst the broader conversations that open up provide an opportunity for ethnographic observations and insights, which are recorded in weekly field notes, examples of which are provided below:

"I went to different activities which were set up for Easter holiday last week. In neighbouring Netherthorpe, I met Rev Lucy Bolster who is positively reinforcing community integration by working to build a community forum, so people could express their views. She believes this is a way that "we could celebrate our differences and we could live together." I've been invited to their gathering on 18th of April at Netherthorpe primary school. Also, I met Vicki Neath who is dreaming of setting up a non-alcoholic coffee bar type as a complementary to Zest, which could serve at a different time of the day as there is nothing for children from 12 up to 20 years to go to."

Uppertorpe, March 29th

"Had a really nice, busy week, first stop was the church luncheon club on Wednesday. Spoke to about 6 or 7 old ladies, one woman had lived in Heeley 94 years, other in their 70s and 80s were also born and bred and had never left. What blew me away from speaking to this group was how much they loved Heeley. When I asked them if they'd seen a lot of change, they said no! I said well has it not become a lot more developed. They said oh yes, some of the buildings have changed, but the Heeley spirit is still the same. Heeley people look after each other and that has not changed. One lady said she had been to a funeral the other day, the son of the elderly Jamaican man that had passed away said in the eulogy, 'I want to thank the folk of Heeley for looking after my dad'. I was so moved by their insights. That said they all agreed that life would be better if there were more things to do, better transport between areas, to go a mile in any direction is a bus into town and back, and it even more limited on a Sunday. A few suggested a community bus that could connect older people from different neighbourhoods."

Heeley, March 18th

"Manor Park had more of a feeling of pride in the area - (it was a sunny day though!) More community based pride and a feeling of sticking together and community spirit. There are more outsiders coming into the area for affordable housing and this is bringing a wider demographic to the area. Both areas [Manor Park and Manor Top] want more for the kids to do, more engagement for families and play areas along with groups such as scouts, brownies that type of thing. Spoke to local businessman and he had a vested interest in employing youngsters from the area and helping to build their confidence. There is a lack of self-worth and validation in people in the area - what they have been dealt is their hand and they don't feel deserving or worthy of progress as people like them do not progress or move on. Shop assistant said the shop had been adapted for the area - very high counter for staff safety and security although she did say she had never felt threatened although her colleague had previous."

Manor, March 4th

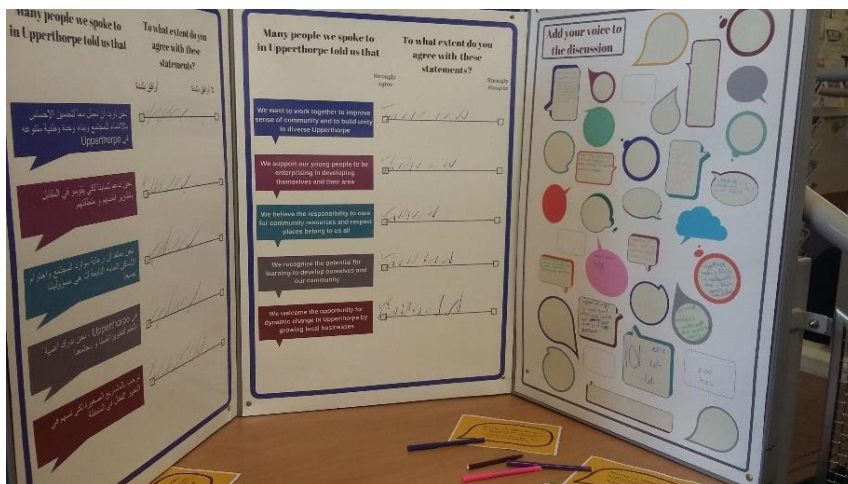
In addition to the use of prompt questions the team also used a personification activity to provide the opportunity for a different perspective on how people perceive their community. In this activity,

participants are presented with a worksheet with the opening question 'If [place] was a person, what kind of person would they be?', followed by prompts such as 'Who would they be friends with?', 'What are their hobbies?', 'What are their hopes for the future?' and 'Draw what they would look like!' This activity encourages participants to think creatively about what defines their neighbourhood and can be a useful way of moving beyond discussions about physical assets such as shops, landmarks, parks etc.

Analysis and co-creation

Over the course of the project we held two analysis days attended by all members of the team; one took place a couple of weeks after the research begun and the other was scheduled to mark the transition between the first and second phases of the project. These were important opportunities to learn about how the methods were working but also to gather further ethnographic insights from those who were conducting the research. As before, the limited scope for detailed analysis within the project as a whole means that these opportunities for dialogue become important points for reflection on all that the researchers had heard, seen and experienced locally. In these discussions, reflections about the researchers' own experiences of exploring place and attempting to undertake the research are as valuable as the content of the research findings itself.

As a result of the second analysis day a series of 'values statements' were generated for each neighbourhood. These simple statements were taken forward into the second phase of the project where the emphasis was on 'reflecting back' what we'd already heard to see how it resonated with the wider community, and to engage the community in co-creating the narratives describing our 3 places.



To do this, 'living walls' were installed in a wide range of public spaces (including cafes, a city farm, pubs and a community centre) by creating large posters that invited people to rate on a scale whether they agreed or disagreed with the values statements, and to add their own opinions or feedback.

The culmination of this process was a community event in each neighbourhood, which brought together participants of the research and people who are currently involved in or developing local community businesses. The emphasis of the event was sharing stories of each place: the story of the community research itself as well as stories of change, activism and enterprise. The events provided an opportunity for people to explore the connections between the values that were identified through the research with actions that are already being taken locally, including those by community businesses, and highlighted the opportunity for widening support for and awareness of these projects that are shaping the future story of each neighbourhood.



Whilst the research methods generally proved straightforward to facilitate and were effective at opening up conversations, there was also feedback about what had been more challenging or required adaptation. These more specific lessons are highlighted below.

Lesson 1 - Depth of engagement

Ensuring a broad range of community members are engaged in research is both essential and challenging in a short time period. The methods used, and skill of the Sheffield team, did enable a breadth of engagement however in each area there is a need to move beyond the most visible subjects. To engage those who may not normally share their stories and to ensure all elements of the communities are represented. Whilst this has certainly happened, more can be achieved in the second phase of the work and there have been a variety of barriers presented to engagement.

Language barriers - In areas of high diversity there can be difficulties communicating effectively with a range of individuals across cultures and ethnicities. In Upperthorpe we engaged a translator to enable us to test the emerging values with the Arabic community and placed the statement posters in the local mosque to broaden our engagement but the language barriers remained a challenge.

Literacy barriers - In some areas levels of literacy were low – this limited the engagement with the posters as some individuals could not fully understand what the posters were communicating nor contribute their statements and views.

Lesson 2 - The importance of framing questions

The prompt question ‘What makes you proud to live here?’ was sometimes felt to be inappropriate or ‘too strong’ for people’s natural sentiments about their neighbourhood, with some preferring to talk about ‘What do you like about living here?’ or ‘What makes you smile about living here?’

The following extract from field notes taken in Upperthorpe reflects this:

“He referred to us asking about pride as being ‘a little crude’ for Upperthorpe, reminding us that the park was landscaped by locals in the 60s & is still thought of by many as ‘the Tip’ (he said it almost became common land.) Also with the Infirmary St Tesco (by the tram) dominating compared with main square and the day-time shuttered takeaways next to Zest... ‘You can’t take pride in having the

best pizza'! Although his <http://www.peaceinthepark.org.uk> (11/6/16) t shirt & reference to having helped planting a weeping willow there suggested proud values."

Conversation with white male in Ponderosa Park, 01/03/16

The choice to use the word 'proud' was based on the project's aim to connect with place-based values, as oppose to focusing only on the practical or physical assets that a neighbourhood has to offer. However, we also recognise that in the context of 'light-touch' engagement - where conversations can be relatively brief and there is no trust or familiarity established - encouraging people to respond to emotive prompts or share more personal insights is not always possible or appropriate. In addition to this, communities or individuals who experience or perceive a sense of stigma towards them from 'outsiders' can understandably be more reticent about sharing their own positive views and opinions.

Lesson 3 - Light touch doesn't mean easy to implement

While some participants embraced the creative elements of our engagement methodology, some, particularly the personification activity (which asked participants to ascribe human characteristics to a conception of Sheffield) received mixed responses. Our local team generally felt that techniques like this require more specific preparation and training to deliver meaningfully than some of the more straightforward techniques such as prompt questions.

Lesson 4 - Generating a Sheffield-wide narrative

A place-based approach generates a place-focussed narrative. In the work to date limited efforts have been focussed on the generation of a Sheffield-wide narrative. However, through conversations across the city there is evidence that Sheffield has an identity which may be unifying across communities. Sheffield is often referred to as a city of villages, however our emerging thoughts are that there is an overarching narrative which binds these communities together in the City which could be explore in greater depth.

Lesson 5 - Co-creation of narratives

Reflection posters - the use of reflection posters – set up in community spaces – gathered us a significant level of feedback on the emerging narratives and values. Much of this helped to both refine and validate our findings. The time available for staff limited their ability to physically facilitate the posters, encouraging engagement and leading discussions with a wide range of people. Being in the physical space with the posters will also enable us to engage more people and to understand the demographics of those contributing whilst providing opportunity to discuss the project more broadly with people, thereby building engagement with the programme. Being able to facilitate engagement with posters can help to alleviate some of the language, cultural and literacy barriers discussed previously.

In some cases value statements have been refined on the basis of the feedback gathered through the posters. For instance, in Upperthorpe one refinement resulted in a shift from a statement representing a current situation to an aspirational statement about young people as a direct result of the feedback gathered through the posters.

Community events - Each of the community events had good engagement however they could possibly have stimulated wider discussion with a broader range of individuals. The events drew people with an interest in community business and development. Areas of success for engaging the wider community included hosting events in an area of high footfall and the Sheffield team drawing heavily on personal connections. This could however had limited the breadth of engagement.

From the events held it appears that morning events are less well attended by the wider community and an increased planning and marketing time could lead to higher levels of engagement.

Providing food and an open door 'drop-in' approach was effective in Uppertorpe, whilst in the Heeley evening event local advertising drew in a large crowd although the diversity of this group was unclear.

Larger attendance from broader representations of communities led to more in-depth and action oriented discussion. In Heeley much of the discussion focussed on what was already being done and ideas in development (this may be a reflection on the level of community activism present in the area) and in Manor similarly the discussion was led by those who already lead established activities however in Uppertorpe, with broad engagement of providers and community members alike, there was much discussion and storytelling focussing on potential for change and opportunities for new ideas.

Linking community narratives with existing and developing community business owners, facilitating storytelling by community business owners in relation to narratives, proved a compelling approach for generation of discussion. However, in Manor where few community members attended wider discussion was limited to those already involved in addressing community challenges.

Annex B - Stakeholder interview guide

Finding out about you and your organisation

- What is your personal background in the sector and the community?
- What is the purpose of your organisation?
- What is the background of your organisation? (when, how, why and who was it founded by?)
- What has its growth been?
- How much does it work in partnership within the local area?
- What are its biggest successes?
- What challenges has/does it face?

Are you a community business?

- The power to change defines a community business as locally rooted and driven by a philosophy of community benefit, enterprise, inclusiveness and community control. They give people from all corners of their local community the power to change their spaces and places, improving the social and economic prospects of their community into the long-term
- To what extent is it rooted within a particular community?
- Does your organisation generate trading income? (describe)
- Is there any community control over decision making in your organisation? (describe)
- Through the services you provide, and the distribution of any generated profits, does the social impact of the organisation sit in the heart of the local community?
- (If think is a community business ask if happy to complete our brief online survey for mapping)

Your community

- What is the community in which this organisation is based?
- Which three words would you use to describe the area?
- Please describe in more detail (if needed prompt re demographics, socio-economics, cultural etc.)
- What would you say are the values of the area? (are these shared across or are they distinct amongst groups?)
- What are the top 3 issues facing the area?
- What are your hopes and aspirations for the area in the future?

Community activity

- Are there key people or organisations addressing the values and/or challenges facing the community?
- We are interested in finding out about community businesses within the area (see previous description). Do you know of any other community businesses working locally?
- List + contacts/follow up
- What is working well at the minute?
- From your perspective what more could be done?

Community research

We are going to be conducting some research with the community here. Could you give us any pointers on where we could best engage a broad group of people? Do you have any other suggestions?

We want to share the research findings with the community in an interactive way and are thinking about having some 'living walls' where people can comment as they pass. If we want to reach as broad a group as possible, do you have any suggestions of places we could do this?

Keeping in touch

Would you like to be involved/informed of our continued work here?

Agree follow up actions each.

Thank you for your time.

Annex C – Approximate engagement figures

	Community business/stakeholder interviews	Light-touch community engagement	Community event
Uppertorpe	8	50	25
Manor	6	57	12
Heeley	8	55	23

N.B The nature of the light-touch and qualitative approach to research employed in this project limits the ability to specify exact numbers engaged with, some engagement is in passing questions with community members and informal conversations or in drop-in group settings. The numbers engaged are likely to be higher than depicted here.

As the folding-back posters were not facilitated it is not possible to state the numbers who engaged with these.

In addition to the above 35 community organisations engaged with the research for the Community Business report and 10 engaged with a community business focussed workshop.

Some of these organisations and individuals counted here have engaged with more than one activity or on more than one occasion and therefore the numbers presented above cannot all be counted as unique engagements.

Annex D - Description of each community

Our programme aimed to use engagement in three communities across Sheffield as the basis for developing city wide recommendations for how business rooted in these communities can drive better places. In addition to seeking communities to which people felt a genuine sense of belonging we also sought places small enough to enable meaningful engagement to be possible, contrasting enough for us to be able to generalise and extrapolate our findings across the city, and where there was already a strong community anchor from whom we could gather advice and support.⁵

We met with the chief executives of four Community Development Trusts across Sheffield, Heeley, Zest, Soar and Manor & Castle. These discussions led us to select Upperthorpe, Manor and Heeley between which there is a range of current community activity and varying demographics and deprivation levels (as detailed below).⁶

In each area we have identified a series of values statements underpinned by the community-based research, whilst these encompass and reflect the views of many residents given the short nature of the project and the resources available we are unable to say they are truly owned by the whole community at this stage. We have however sought feedback through 'living walls' giving additional community members opportunity to reflect and comment upon the values.

For the purposes of presenting demographic data relating to each community we have drawn upon neighbourhood data provided by Sheffield City Council.⁷ However, it is important to note that the boundaries drawn on a map do not represent the boundaries within which people work, live and operate more widely so we will inevitably have incorporated the views of people from outside these drawn neighbourhood limits in each of the areas in which we have worked.

In this section of the report we present what we have learned about each of the three areas, their communities, the challenges they face and aspirations they hold – summarised in the value statements presented in each community. Previously in this report we detail reflections on the approaches used to gather this insight and lessons learned for place-based approaches.

Upperthorpe

Upperthorpe is a small and diverse area of dense population, there are 28 languages spoken in the area and a third of the population is Muslim with a further third Christian. There is a high level of social housing and deprivation in the area. Anecdotally the area has changed since the 1980s from a white working-class area to having at least 1000 Yemeni residents.

⁵ Annex D contains approximate engagement numbers

⁶ See Annex D for in-depth description of each community

⁷ See for instance the Sheffield City Council Health and Wellbeing Neighbourhood profiles (2012)

The then Chief Executive of ZEST Community Development Trust, which has formed the backbone of the social and community sector in Uppertorpe for over 20 years, identified the area as presenting some key challenges and opportunities for our programme. She pointed to the potential for any approach which could bring the various parts of the community together, and highlighted the opportunity to develop entrepreneurship amongst women in the area, particularly those from the Yemeni and other migrant communities as a vehicle for integration and community resilience.

Through a range of conversations it is emerging that Uppertorpe:

- Wants to work together to improve its sense of community and to build unity;
- Needs more support for its young people to be enterprising in developing themselves and the local area;
- Believes that responsibility to care for community resources rest with everyone;
- Recognises the potential of learning at both an individual and community level; and
- Welcomes the opportunity for dynamism and change through growing local businesses

“I’m not sure if there’s a next generation of community activists to pick it up...Education [needs] to be done to show what community business is about”

Within Uppertorpe there has been a longstanding recognition of the need to build community activism from the bottom up. This was reflected in the establishment of the Netherthorpe and Uppertorpe Community Association, NUCA, (also known by its trading name of Zest) whose activities formed the basis of efforts to facilitate the development of the community through participative approaches to building community identity, and supporting local activism amongst residents. This work, as well as the significant efforts which were made as part of it to support young people in the community, was impacted very negatively by reductions in funding over the past period, and as a consequence, the scale of community activism outside that directly delivered and facilitated by Zest has reduced, and remains small. Nevertheless, there are a range of services for young people currently available through Zest including: a free youth club for ages 11+, career development sessions for young people, free football sessions and an 11-a-side team, a play and activities coordinator who works with local schools to run free or low cost sports and activities after school and during school holiday. Zest also manages a children’s library.

The area is mixed with strong white British working class and migrant populations but there is a spirit of inclusivity. There are local efforts to work towards better integration of the people and communities in Uppertorpe but it is an area in which young people need support to achieve their aspirations and members of the many migrant communities need support to bring their skills and talents to the fore to create a new and exciting future for the area. There is a lot of potential in Uppertorpe, individuals have innovative ideas to draw on their knowledge and skills to support others in the area. A multi-faith, multi-nationality forum is being formed, there is a sewing group which doubles as a support group and helps women to improve their English, and there is a small independent café, the owner of which offers informal support and advice to customers.

Underlying challenges need to be addressed to enable this future to be achieved. Informal research suggest literacy in the area is low, many of the white British population have low literacy and English language skills amongst the migrant communities could improve. It is a vibrant area, and one in which diversity is welcomed and celebrated in the main. However, there is a sense that it is one of the city's forgotten places and in need of investment and support. There are many opportunities and there is a lot of potential, including a high street area with currently boarded up shops which could be revitalised, there are young people in need of support and opportunities, and there is a large open space in the Ponderosa Park.

Recommendation Whilst we think there is some basis for community consensus around hopes and aspirations for Upperthorpe the level of community activism and activity, beyond that provided through ZEST, is limited. There are some exciting grass roots ideas in the area, which provide the opportunity for community partners to come together and support. Upperthorpe may benefit from further efforts in community development in order to bring more people together around shared values and aspirations as well as starting to generate more ideas and innovations to achieve those goals. Our initial impression is that the community is not yet ready for specific discussions about the role for community business to deliver desired social change in the area, but there is a clear energy, particularly amongst some residents, to move towards this.

Challenges

The Upperthorpe area faces considerable challenges with many people referencing the prevalence of **drug dealing, gangs of young people and anti-social behaviour**, *“in evenings you see young people loitering – don’t know what they’re up to. I’m scared of walking on my own”*.

Many conversations turned quickly to the shared perception that the area suffers from a **major lack of facilities accessible to and affordable for young people**. *“We need more sports and activities for young people, to keep them busy and off the streets. Away from drugs”*. There was a strong sense that these **young people needed greater guidance** about how to direct their lives positively and that the area had a responsibility to create opportunities for learning skills and jobs.

“Parents would like to have more provision, activities and proper youth workers for children and young adults for school breaks and summer holidays. Sometimes young people feel embarrassed to talk to their parents so they go to the youth worker.”

Language and lack of childcare was identified as one of the key barriers to accessing vocational and other courses among non-English speaking groups. *“Language is a barrier for many. There is potentials and willingness for attending English, Maths and IT courses but it has to be with crèche for looking after children.”*

Others referenced their perception that **Upperthorpe is a place which some people don't care for**, evidenced by rubbish on the streets, dog excrement within the grass play areas, and lack of security and safety in parks. *"Ponderosa [park] has more potential but not being utilised properly as it is full of litter, dog foul."*

Despite its more recent history of welcoming new people some referenced a 'stigma' attached to being a 'foreigner' or an 'immigrant'. *"Racist tension can be an issue in the area". "There should be less migration, there isn't enough space or jobs and then people get into drugs."* However, this was certainly not reflected by all those who contributed their views.

Assets

Zest was seen by many as the key asset in helping to rebuild communities through its work in **promoting health and leisure, by renovating and reviving local buildings and by supporting people to find jobs and training opportunities**

Jack is a skills adviser at Zest offering a range of support services to meet employment and training needs of local people. He says the decline of the steel industry in the 1980s caused many of the working class to lose their jobs. As a result, younger generations have lost their motivation, they don't push themselves, think on the surface and oppose migration. He believes the government solutions often feel like square pegs in round holes and that things should be approached differently. He believes investment in the community creates potential to explore ideas for work. Also, he said people need to speak up for community cohesion which is sometimes difficult when there is a language barrier.

"All of what Zest provides is useful, whether rich or poor, and of benefit to the whole community. Though as holiday clubs have had to charge more due to council cuts, has led to more middle class uptake"

It also provides a vital route for local people to volunteer their time and energy to developing the community and to develop their own skills and gain experience.

The Upperthorpe café was seen as performing an unofficial 'care in the community' role for the mostly white British pensioners who use it regularly for breakfast, lunch and socializing. *"Pat provides care for whoever is in need, from drug addicts and children who haven't had breakfast through to elderly people, hoping to hold up the sense of community"*

Open spaces such as the Ponderosa recreation area were felt to have suffered from neglect over time, although recent initiatives such as the Tramlines festival using the Ponderosa as the site of its main stage were felt to be steps in the right direction.

Aspirations

Many mentioned the need for more resources above and beyond the greatly welcomed resources which already benefit the area, particularly **youth provision** to help children and young adults to get engaged rather than hanging around. This was linked to a desire to address antisocial behaviour and crime, in particular drug dealing. There was a sense that there needed to be more opportunities for learning skills and for employment, a more integrated and cohesive community.

"We need a community centre run by local residents and supported by local businesses"

"We need more new businesses coming to the area to lift it up and make it busier and livelier"

"There has to be more for our young people to do. Local residents are best placed to advise our young people about what they can do for the area"

People expressed a need for **new and innovative thinking to address the challenges in Uppertorpe**. They felt this would involve changing the power relations in the area giving more say to local residents, and to build more local representation and advocacy in the decisions taken about and within the area. People identified the opportunities presented by engaging with new voices in the area and seeking out those who think differently, giving opportunities to young people and supporting them to find a paid job. The language barrier was identified with residents saying this needs to be addressed to deliver community cohesion and to build a positive community identity for all residents.

Araff is a corner shop owner of Yemeni origin. He says he sees a future in the area and that's why is willing to invest in the two shops he now owns in Uppertorpe. He believes Uppertorpe needs regeneration and a face lift in the shopping district. He feels the area has suffered from neglect and believes there should be a committee and councillor for the area to put shop owners under pressure to lift up the shops and enhance the area to attract more customers. He wants to see a market of mutually supportive shops in Uppertorpe, making it a hub based on a strong sense of community so that the income will stay in Uppertorpe. He is expecting for improved security of area as drug dealers are currently dealing where the CCTV cameras can easily capture them, however no action is taken. He is looking into the changing power relations and giving more say to local residents and to build more local representation in the decisions taken about and within the area.

Manor

Manor & Castle is a large area, encompassing many smaller communities, it consists of Manor (Fairleigh) Lower Manor, Manor Park, Manor Top, Wyburn and Park. When speaking to people in the area there are boundaries that define which part of the Manor you are from and each area has its own identity.

There are high levels of deprivation in the area with many residents out of work or in low-paid jobs and zero-hours contracts. The area is predominantly white British although in some specific estates the population is becoming more diverse (e.g. Park). The majority of the housing is social housing although there is investment in some regeneration so the demographic of the population may change in coming years.

At the outset of the project the CEO of Manor and Castle Development Trust identified the areas of Park and Manor as having potential for our research. She pointed to the strong sense that people within these places have of being part of a specific community bound by a shared history and culture, and having collectively faced recent social challenges.

Through a range of conversations it is emerging that Manor:

- Has strong family values;
- Feels disconnected from the rest of the city;
- Wants its young people to have more support so they will have a brighter future;
- Welcomes new people to the area; and
- Offers the rest of Sheffield a lot through green spaces, activities and much more.

People in Manor feel disconnected from Sheffield and 'looked down upon' by the city, although this is changing. There is a sense of opportunity as the Park Hill estate is renovated with new people

moving into the area, with a concurrent hope that the inevitable changes this brings benefit the long-standing community on Manor generally. Park is a place with high levels of poverty and unemployment and people there have low aspirations for themselves. However, it is also a place with a deep sense of family connection, and there is an appetite for change – particularly for the next generation to be better supported to expand their horizons, to achieve and to maintain their connections with Manor whilst they do so.

The value statements above have been tested with a broad range of community members and highlight opportunities for community business in the area to help deepen connections with Sheffield more broadly, offer opportunities for training and development to Manor’s young people and to build on the potential of what Manor can offer the rest of Sheffield.

In Manor there are a number of community businesses in existence, a significant proportion operate under the umbrella of the Manor and Castle Development Trust (MCDT), which is an anchor institution in the area. There are others operating outside MCDT and there is a sense that there are still greater opportunities for local businesses which have no community leadership but provided needed services to the community can work more closely with the community – transitioning to become community businesses.

Recommendations Manor has some community business activity, there are other community activities taking place and there appears to be a strong central identity, with shared understanding of values and aspirations. There is a belief that changes and progress can be made and that the community itself can drive this. The community in Manor needs support to generate, test and iterate ideas together to tackle challenges and work towards its aims and aspirations. Only once these innovations and ideas are developed will community business become widespread in Manor.

Challenges

Manor faces considerable challenges linked to high levels of unemployment and deprivation. Low income is a huge issue with many people living on or below the poverty line and a high dependence on food banks. *“There are many inequalities and there are lots of things coming up... It’s because of the poverty. Food poverty so we have to create food banks which are getting busier and busier”* People in the area seemed resigned to this situation, with few expectations that things would improve for them in the future, and seeing little on offer for younger people who are in some cases the third or fourth generation unemployed *“long term residents would not want to live anywhere else but they feel that they are dealt a bad hand with not much in the area for the kids to do and having to travel outside of their immediate area for clubs”*.

There is a lack of aspiration amongst many residents as a result, a feeling that they are not able to achieve because of where they come from. *“There is a lack of self-worth and validation in people in the area - what they have been dealt is their hand and they don’t feel deserving or worthy of progress as people like them do not progress or move on”*

Linked to these issues, people reported high levels of antisocial behaviour and individual problems such as poor mental health which impact both the lives of individuals and the community more widely. *“We have got lots of issues around mental health at the moment – low mood and depression, lot of this is due to stress as people are struggling”*

While the overall stability of the population in Manor was seen by some to be a positive thing, others identified a negative impact of this, with an 'us-and-them' attitude emerging, particularly in relation to bringing in new people and ideas who could stimulate the local economy *"People in our community they have been born and bred round here and their mum lives at the end of the road and their nan lives round the corner.... It's a very close knit community. Which sometimes creates problems for people who come from outside- coming here and integrating"*.

Assets

Manor has some important local assets, with some people emphasising the role the Development Trust has played in purchasing and developing of The Quadrant as ensures that there is long term revenue coming into the area.

Manor Farm is a working farm and strong local attraction. There is also the Green Estate which runs from the Manor Farm working predominantly in the area to enhance the community's green areas (of which there are a good number. There are a variety of parks and green spaces in the area. Manor Fields Park hosts a weekly park run and many community events. York House is a hub of the community hosting many clubs and training opportunities. It also houses ECHO a community-based second hand clothing store. The Steel Inn is a previous pub that is used as a training venue for vulnerable young people. Park Library is community run library and hosts a café, space for rental and is used as a valuable resource for local residents for signposting and support. Enable is situated on Harborough Avenue a local based charity that supports vulnerable adults with learning difficulties from across the City. There is a community ran garden centre and café

Manor is an area in which there are strong generational and familial ties with children, parents and grandparents living in the community for their whole lives. Unsurprisingly, family values is a strong theme. Locals also identified a sense that they are in some way apart from the rest of the city, and described a sense of being looked down upon by other parts of Sheffield. People described a 'stigma' to growing up in the area and that people from there are not really expected to do well. This appears to be born out in the perception of people employed within Park that people from the area were

Dawn - Dawn is a local resident having been brought up in the area. Living and working in the area Dawn is a key member of staff at MCDT she developed and launched the concept of ECHO and has supported and encouraged many to become volunteers and subsequently find employment. She is an activist for the area and has also recently stood in the local elections within the wider city area. She is passionate about the development and progress of the area along with that of the local residents. Dawn will encourage and help in the development of locals who she understands and knows what makes them tick.

often 3rd generation unemployed and therefore self-esteem, confidence and mental and physical health was an issue. One employee at a local business said before starting work she was very aware of her social standing and that she was seen as "rough" and should therefore not have high expectations of herself. There was evidence that this perception of residents can result in a type of defiant pride in being a Park / Manor resident and to strengthen the loyalty which people feel towards the area.

Ken - Ken came to live in the City during the 1980's as an activist and member of the Trade Union. Ken was a key member in the purchase of The Quadrant and many other developments within the Manor and Castle area. He is chair of MCDT at the moment although does have plans to step down as he is approaching 85. He is passionate about the area and is a well-known and well respected member of the community.

"I think it is a strong community here – strong individuals. Really resilient after everything which has been thrown at them you can say they are very resilient."

Aspirations

When asked what they wanted for the area people said they wanted local smaller businesses such as fruit and veg and butchers and a return to traditional shopping as this gave a sense of community and caring. They also said that they would like more opportunities and well paid jobs within the area. They would like to see more provisions for children and vulnerable adults such as OAP's and those with mental health / employment issues. Dealing with litter in the area was an identified priority.

Heeley

Heeley was an area of specific interest for this programme as it is known and recognised across Sheffield for its strong history and culture of grass-roots innovation, activism and entrepreneurialism, resulting in a number of flourishing community businesses. We were particularly interested to understand the community factors at play which have given rise to this culture.

Heeley is a relatively diverse area with 22 languages spoken and as with Manor and Upperthorpe many residents on low-pay and on zero-hours contracts. The demographic has changed in recent years with more young professionals moving to the area for its parks and vibrant community feel. It has been described as a microcosm of Sheffield.

Through a range of conversations it is emerging that Heeley:

- Doesn't shout about its qualities enough, it's a hidden gem;
- Has an identity which is rooted in its history;
- Has pockets of creativity and an innovative and entrepreneurial spirit;
- Is friendly, has a strong sense of community and is an open and warm place;
- Should preserve its community activism spirit, even if other changes happen in the area; and
- Needs better provision for its young people.

As we had been led to believe, across Heeley there is significant community activity taking place. Most people feel positive about the area although there are pockets of high-level deprivation. There are some anchor institutions in Heeley as with Manor and Castle. One of these is the Heeley Development Trust, which delivers a range of community activities and functions as a community business; another is the Heeley City Farm, also a community business. These two organisations, and the assortment of activities they deliver, provide a real focal point for the community and the City Farm in particular provides a backdrop to a sense of activism amongst residents.

Heeley has many independent businesses which are rooted within the community and have an interest in working closely with and for the local area. And there are many more ideas in development, for instance a mobile forge to provide training and support to young people and people with learning disabilities and mental health problems, and a local pub, the manager of which is intent on maximising its impact for the community by working in partnership with other agencies to deliver support from within the pub.

Heeley has a lot to offer Sheffield as a whole, amongst the community and business owners, opinions differ not about whether it is a hidden gem, but about the extent to which it should try to remain that way.

There is a real energy in Heeley for community focussed and driven work and it offers a lot to the city. And there is a sense that more can be done still, for those who don't currently engage with the community activities on offer and for those with higher levels of need and to support the young people of the area to achieve their potential.

"It's a village that just happens to be attached to a city – a lot of people say this and want to keep it that way. I think it's become like this because a lot of people have lived here for a long time, and become very proud of the area."

Recommendation - There is significant activity, engagement and cohesion in Heeley with a widespread history of community activism which remains to this day. There are ideas and innovations being developed and delivered by individuals on a small scale, alongside the larger, better known organisations. What these new and developing ideas need is support to develop their community business models, to become truly embedded in a community and led by the community.

Whilst Heeley is an area of seeming unity around its values and aspirations it is essential to ensure that these are tested with the entire community. There is a possibility that the developed values may require refinement to galvanise the entire community around a community business movement in the area, this will be explored further in phase 2.

Challenges

Heeley is widely perceived to be a creative and active neighbourhood. This brings with it the great potential for change and development. However, there is a disparity of wealth, education, job security and well-being in different pockets across the community. A challenge remains to capitalise on the positive aspects of the community and find ways for this to have a positive impact across the wider community.

"It's Sheffield in miniature – it's stats reflect the city's stats, for example it has high crime rates... it is defined by green spaces, and has a total split in housing stock – some very middle class areas and some in extreme poverty"

Assets

Heeley has many assets, primarily the willingness of the local people to get involved with and support projects and businesses. Heeley City Farm and Heeley Development Trust both have a large volunteer base.

"Heeley and Meersbrook is the kind of place you get real involvement in community events such as street parties."

Heeley City Farm is a great community resource. As well as working with volunteers they work with a wide range of young people with learning difficulties and have an extensive dementia programme.

Iain is a long-time resident and youth worker in Heeley. Moving up from the south as a child in the 1960s his first house was in the back-to-back houses before the clearance. He likes to joke he lived where the pigs now live on the Heeley City Farm site. Iain has been employed by Heeley City Farm as a youth worker for many years. In recent years Iain has developed his long terms passion of forging metal into a small enterprise. Iain has a mobile forge that he can move around the community, to the farm, to schools and community groups. At the moment he balances his existing youth work commitments with his burgeoning forging enterprise; in the future he would like to work on his forging in a full time capacity, producing artisan goods and delivering workshops to young people, people with mental health problems, schools, groups and individuals across the community and beyond.

The farm keeps a multitude of animals including horses, sheep, pigs, goats, donkeys and ducks for the public to view. It also provides a garden centre, and a café.

“There’s lots of trees and parks, which are very important to people. People want that to remain.” The Millennium Park is a fantastic asset, as it the newly developed Sum Studios which is bringing economic regeneration into to the area. *“It’s becoming a popular area for young families, as it has the Park and the Farm which is very attractive”*

Aspirations

Most people mentioned the need to keep growing community spirit. It was suggested that Heeley had been a bit over looked, so it needed more of a city profile. The development of Sum Studios was widely recognised as doing a lot to raise the profile of the area as was Heeley City Farm, the Millennium Park and new local businesses. However, people wanted security that these project would continue and to see existing projects/enterprises continued and built upon.

“The problem with some social enterprises is they still rely on grants – so if the money runs out then the activity stops. They say they’re a business and if they don’t get a contract with the local authority

Jean recently became manager of the Waggon and Horses Pub, Heeley Green. For many years the pub has been a drugs zone. Jean has managed to change this aspect of pub, but faces many challenges in fulfilling her dream to create a truly community orientated business. She recently took on a business loan to take over the lease when the backer suddenly pulled out. Averting closure Jean has a programme of events for this month including Salsa lessons, French lessons, a church service and a pub quiz. There is also a reggae night every Friday night. Jean is saving up for a cooker and hopes to be able to provide food in the future. In the long term Jean would like to offer a space where people can come together, to listen to talks on a wide range of issues including drug abuse and domestic violence, she would even like to offer a home work club.

to deliver youth work, then they stop delivering youth work. But the demand for youth work doesn’t dry up!”

Despite the new innovations and recognised talent, the area was deemed as rough round the edges and a bit run down in places. People wanted to have more opportunity for local business to develop, more job security for local people.

“The shop fronts are pretty dingy, there is a rapid turnover of shops, and there are always vacancies, some local shop owners only have a turnover of £20!”

A few people mentioned tensions between community leaders which had the potential to dominate the local area and stood in the way of collaboration.

People wanted the neighbourhood to continue to grow and develop, for the shopping areas to become more diverse and vibrant and for new

small businesses to thrive and prosper, within the local shopping areas and within the new community business ventures such as Sum Studios.

“When you get to the stage when someone actually wants to pay for something you’ve created, well that really gives you a sense of pride and achievement”

The lack of good facilities for young people directly in the area was mentioned, although the opening of UMIX <http://www.u-mix-centre.org/about.asp>, just on the boundary of the neighbourhood was seen as very positive.

	Uppertorpe	Manor	Heeley
Community description	<p>Densely populated (population of 2,960 according to the 2001 census). Increasingly ethnically and economically diverse place with pockets of significant deprivation. 28 languages spoken.</p> <p>Around 1000 Yemeni people live in this area, more than a third of population is Muslim and another a third is Christian.</p> <p>Uppertorpe is a young community in terms of the age of its population.</p>	<p>This is a deprived area with high unemployment and mental health problems. Those working tend to be low paid, low skill jobs.</p> <p>Predominantly white British with the exception of Park area which has a mixed ethnicity and cultural population.</p> <p>Majority social housing with right to buy opportunities, some private tenancies and a percentage of affordable housing. Within the coming 2 years there will be a major redevelopment this will bring into the area a mixture of Social and Affordable Housing.</p>	<p>The population of Heeley is highly diverse. 22 languages are spoken in the area.</p> <p>Large areas of low-paid working class residents mostly in social housing. Many are on zero hours contracts in low-paid self-employed manual jobs.</p> <p>A large number of young professionals have moved into the area who tend to work as teachers, academics and social workers.</p> <p>Attracted by affordable housing, good facilities for children, the parks, pubs and other amenities, as well as the proximity to the centre of Sheffield.</p> <p>Many people described the area as 'up and coming'.</p>

	Uppertorpe	Manor	Heeley
Environment and amenities	<p>Uppertorpe is known for its high-rise flats, maisonettes and the upmarket Birkendale area consisting of large Victorian villas.</p> <p>There is a well-established Community Development Trust, ZEST, and the Zest Healthy Living Centre incorporates restored Victorian public baths, a gym, library and cafe. There is a small shopping area located centrally on Uppertorpe Road with two grocers, a corner shop, three barbers, an electric shop, a newsagent and several fast food shops. There is also a large Tesco store located within the grounds of the former Sheffield Royal Infirmary.</p> <p>The area has a medical centre, pharmacy, post office and a local Mosque, but there is no school. Uppertorpe is close to the city centre and there is a good public transport to access other key services. However, there are some complaints of long intervals between</p>	<p>The area has primary and comprehensive schools and two libraries in the area. Manor Top is the local authority and Park Library which is volunteers and community lead a valuable resource for the community. It holds a café and gym with opportunity for signposting and development of members of the community.</p> <p>There is much green space in the area which house play parks and facilities for all age groups. The developed Manor Fields Park is an asset to the area. The Green Estate is run from the Manor Farm works with the community to develop green spaces and maintain the environment.</p> <p>There are many shopping areas and fast food outlets and also a Poundland and charity shops. The area is served by bus and tram links, but no direct bus from one side of the estate to the other; residents are forced to go via the centre of town.</p>	<p>Heeley's green spaces have been improved over the last 10-15 years with the development of the Millennium Park or The People's Park. Heeley City Farm is also an important green asset in the community. In addition to a city farm, there is also the South Yorkshire Energy Centre which helps local people with issues of energy conservation within their homes.</p> <p>Shops and amenities are mixed in Heeley. Chesterfield Road is seeing some regeneration with small independent shops and restaurants opening up alongside larger stores like Lidl and BM Bargains. Close by is Heeley Retail Park. Chesterfield Road is an arterial road out of town and whilst it is beneficial to Heeley does not necessarily serve the heart of the community.</p> <p>The central shopping area in Heeley is Heeley Green, which has a Co-op, a post-office, a doctor's surgery, a</p>

	Uppertorpe	Manor	Heeley
...cont/ Environment and amenities	<p>bus services to and from Uppertorpe and travel to school is reported by some as difficult.</p> <p>Ponderosa Park and Philadelphia open space are located in this area and are considered great assets</p>		<p>chemist, 2 pubs, a butchers, a hair dressers and several fast food shops.</p> <p>However, the parade looks run down and there is a lack of variety of shops. New shops that open often close quickly and several units are permanently shuttered.</p> <p>The development of new businesses (independent record store, Thali Shop Cafe and Tram Shed bar) on the Chesterfield Road strip was seen as positive.</p> <p>Younger people felt that there was much which could be done with the shopping area, and that it was run down and depressing.</p> <p>The community businesses of Heeley City Farm, Sum Studios, the Millennium Park and the Heeley Festival were seen as the jewels in the crown for the area.</p>

	Uppertorpe	Manor	Heeley
History of community activism	<p>The area has gone through huge changes from the slum clearance in the 1960s to the current diverse and mixed population. The decline of the steel industry in the 1970s and 1980s saw many of the then resident Yemeni community return home, but some stayed to set up their own businesses. In the 80s the area had considerable problems with hard drugs and whilst migrant communities brought more families into the area the economic challenges of the time left around 72 per cent of Yemeni men out of work.</p> <p>There is no reliable up to date information that can verify how the situation has changed for the Yemeni community in recent years. For those that have stayed, some have taken on the challenge of setting up their own businesses, although these are mostly small corner and grocery shops this entrepreneurialism represents a new dimension in the development of the</p>	<p>The major changes came about the estate when the “Boot” houses were deemed unfit for residence in the early 1990’s and the council started the process of compulsory purchase and house moves. This had an impact on local residents who had lived in the area most of their lives. No real consultation or negotiations were carried out with residents and many didn’t know the cause of the compulsory demolition. This caused friction between the residents and the council and activism raised in the area.</p> <p>As a result, the Manor Castle Development Trust (MCDT) was formed and the area saw much progress and gained investment in the form of grants and such.</p> <p>There is not a high level of activism although MCDT, Green Estate and others are raising the profile of activism in the area.</p>	<p>Community activism has a strong history in Heeley. Following the clearance of back-to-back housing in the area in the 1960s and 1970s the council had planned to build a by-pass through the neighbourhood. The community protested against this development. The council ran out of money and the plans were put on hold. The community decided collectively to use some of the land as a city farm and applied for a three-year lease to the council.</p> <p>More than 35 years later the farm has expanded and continues to offer a creative and inspiring projects to the community. Heeley Development Trust, although a separate organisation to Heeley City Farm has it genesis in the same community galvanisation against the by-pass and for green space.</p> <p>Heeley Development Trust has also transformed the community through its work on the Millennium Park (also</p>

	Upperthorpe	Manor	Heeley
...cont/ History of community activism	<p>community. The area used to house a number of Sheffield students who moved out of the area into newly constructed student accommodation approximately 10 years ago.</p> <p>The rapidly changing nature of the area has arguably meant that a history and culture of community activism has been slow in developing. Much of the activity in this respect has centred around the ZEST community development trust.</p>		<p>previous back-to-back land) and its on-going transformation of a Victorian school site into a creative business and community hub called Sum Studios.</p>
Community business	<p>Upperthorpe currently shows a low level of community business, which much of that which exists facilitated by and through ZEST. ZEST has a community café which generates income, alongside other activities such as the gym and swimming pool, income is reinvested in other activities and services for the Upperthorpe community.</p> <p>Beyond Zest community activity more broadly is limited. There are some ideas and informal groups growing</p>	<p>Manor Castle Development Trust dominates the community business landscape in the area, however there is some activity beyond this and more emerging at the margins – new ideas are generating traction and there is an energy to develop and sustain these and others amongst some elements of the community. For instance, a high-end second hand shop - providing good quality second hand clothes at affordable prices, removing the stigma of 'charity shop' purchases.</p>	<p>Heeley has significant levels of community activity, much of which broadly meets the PtC definition of community business. There are two dominating organisations, providing a range of services and generating income through a variety of trading activities. Beyond these however the community activist spirit found in Heeley is still evident. There are organisations and groups which are community businesses and many more which either do not sufficiently evidence meeting all four PtC criteria</p>

	Uppertorpe	Manor	Heeley
...cont/ Community business	<p>and gathering momentum, and there is potential to develop a stronger local identity and corresponding activism in Uppertorpe.</p> <p>As highlighted the transient and changing nature of the population of Uppertorpe over recent decades has provided a challenge to the unity and culture of activism which some feel used to be present in the area. Our research suggests that Uppertorpe would benefit from some early stage community development support, building on previous work in this area delivered by ZEST. Residents identify the challenges and opportunities clearly and there is a shared feeling that much more can be done to drive forward the aspirations that Uppertorpe's residents have for the area. This needs to be grass roots, community organising and community development support – building activism, capacity and energy to galvanise the community behind its goals to work towards a future where community business has a key role.</p>	<p>Community business activity is certainly not widespread at present but there is sufficient appetite to embed this kind of activity and support its growth within Manor, bringing greater and broader engagement from across the Manor community.</p> <p>Much of the trading and community business activity in Manor is not seen by those who deliver it as 'business' it is viewed more as a means to generating engagement – a hook for pulling people into other activities – and a source of some additional funding and therefore sustainability for much needed services.</p>	<p>at present or are community business ideas in development. From a mobile forge offering education and training to a pub aiming to become a community hub. The residents in Heeley, in the main, are involved and engaged with the community business – and other – activity which supports these businesses to thrive.</p>