

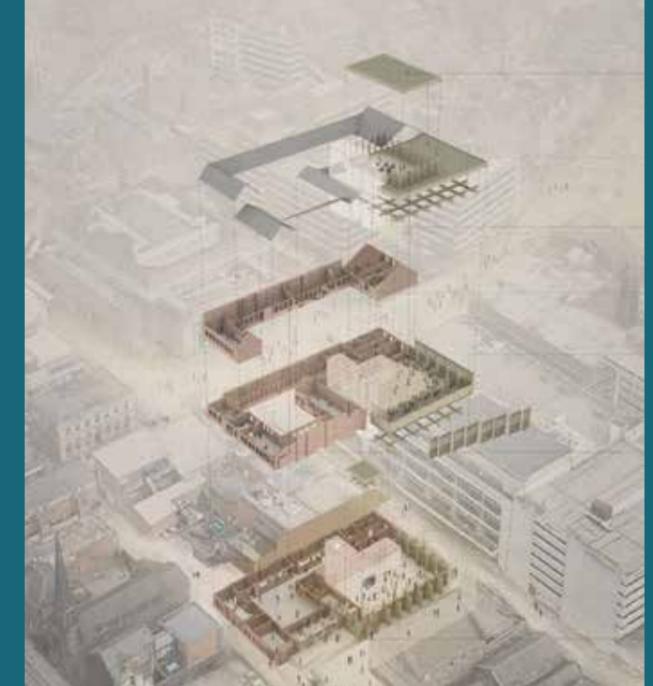
LEAH'S YARD

The Soul of Sheffield in the Heart of the City

The Leah's Yard Social Enterprise

S  **U** **L**
OF SHEFFIELD

Photo: Sheaf Street in Leeds was co-founded by Laura Wellington, LYSE's interior designer.



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Image: Leah's Yard from Backfield Public Square, Studio Gedye.

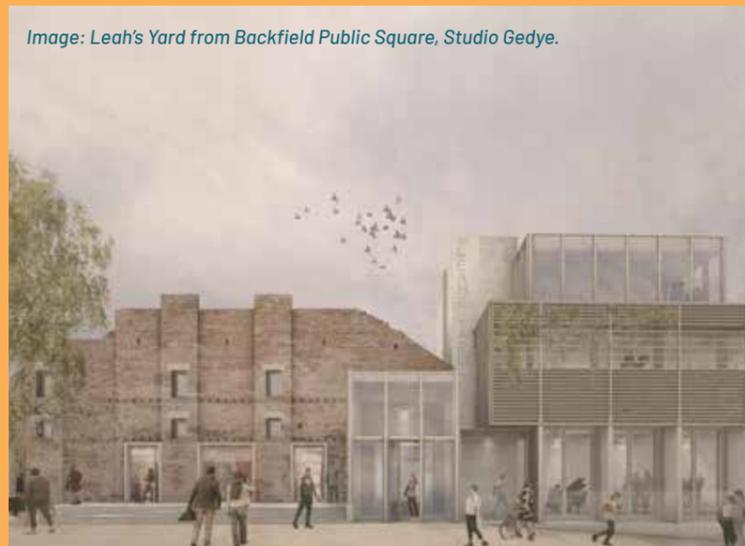


Photo: Lesley Boulton.



INTRODUCTION

Sheffield has long been synonymous with merging the city's industrial past to its creative future. In the 1970s pioneering artists like The Human League and Cabaret Voltaire utilised abandoned cutlery works to create the new electronic sounds of the future; the old Victorian nuts and bolts factory Yellow Arch was the place that Arctic Monkeys honed their world-conquering sound; the crumbling factories and warehouses of Kelham Island are now some of the UK's finest food and drink destinations; and at the heart of the monolithic Brutalist housing estate Park Hill sits S1 artspace.

Another opportunity to continue this rich and long-standing tradition is the Leah's Yard Social Enterprise, connecting Union St, Opus and DINA together at Leah's Yard. From Union St's co-working space providing a productivity-boosting home for freelancers and new businesses to DINA's award-winning arts venue and café to Opus' Festival of Debate, the largest political festival in the UK, alongside their crucial journalism via Now Then magazine, the three organisations have a proven history of attracting huge numbers of people to unique, vibrant and inclusive events and festivals.

Already providing an invaluable contribution to the independent spirit of Sheffield, they now join forces to create an innovative community enterprise and cultural hub. A place where work, play, art, music, collaboration and culture will flourish. 'Looking back on the way little mesters workshops operated, you see that Sheffield was built on a network of independence,' says DINA's Deborah Egan. 'It's a really critical part of the city's identity and we want to connect to that DNA.'

'This is a real opportunity to demonstrate an alternative vision for the city centre,' says Matt Hill of Union St. 'Union St operates in a building that nobody wanted to touch for four years because it wasn't viable so our current location proves the concept of what we do, as well as what might be possible in a location which is fit for purpose like Leah's Yard. We estimate an additional footfall of over a quarter of a million visits per year.'

Growing up in Sheffield, Egan remembers Leah's Yard when it was operational. 'I've got really strong memories of that building,' she says. 'It was this bustling den of people scurrying backwards and forwards. It would be amazing to bring it back into circulation with some really interesting and dynamic people who are future-oriented. We need the texture and visible humanity of people functioning and doing interesting things in a place to give a city its identity.'

Tim Feben of Opus feels the partnership has room to be a groundbreaking one with Sheffield residents as its core focus. 'We want the partnership to be radical,' he says. 'To be a place where organisations can come together and help make our city better for everyone, providing meaningful opportunities for both internal members and members of the public. There's evidence that shared cultural experiences are essential for developing empathy and critical thinking. We want to provide an inclusive space for those experiences to as many people as possible.'



Photo: Lesley Boulton.

Ultimately this vision for Leah's Yard is about paying tribute to the history and function of the building but also an opportunity to move slickly and stylistically into the future. The proposed eco-friendly new build that will accompany the heritage site will allow the past and the future to co-exist side-by-side. 'The texture of those two buildings next to each other creates a great identity for a future organisation in the centre of Sheffield,' says Egan. 'Recognising our heritage but also going for a very green, contemporary, forward-facing building results in a perfect marriage.'

Introduction by writer Daniel Dylan-Wray, whose work is published in The Guardian, The Independent, The Yorkshire Post, VICE and elsewhere.

OUR PROPOSAL FOR LEAH'S YARD SOCIAL ENTERPRISE (LYSE) WILL:

- Transform Leah's Yard, one of Sheffield's most important historic buildings, into a business, social and visitor destination and an independent cultural hub
- Attract **221,000 visitors** to the Heart of the City each year
- Accommodate **380 jobs** in new offices, studios and co-working spaces, the café/bar and makerspaces
- Deliver **£4.0m** of city centre spend each year
- Support the growth of **300 businesses** and launch **40 new businesses** each year
- Create **2,500 jobs** in businesses supported to start-up/grow over 25 years
- Add **over £15m of GVA** (Gross Value Added) to the city's economy each year
- Unlock economic well-being benefits worth nearly **£28m**

THE TEAM

THE LEAH'S YARD SOCIAL ENTERPRISE



MATT HILL

Co-Founder of Union St, one of the 'Top 50 Co-working Spaces in the UK' (*Creative Boom Magazine*).



DEBORAH EGAN OBE

Director of DINA (Sheffield Arts Centre) and a co-founder of SONA.



JAMES LOCK

Managing Director of Opus Independents, responsible for publishing Now Then Magazine and delivering Wordlife, the UBI Lab and the Festival of Debate.

PROPOSED TEAM



SIMON GEDYE

Proposed Architect
RIBA East Midlands Project Architect of the Year.



LAURA WELLINGTON

Proposed Interior Designer
Founder of Duke Studios, IPSE Co-working Space of the Year 2019.

ADVISORS



CASSIE HOULDEN

Economic Impact (consultant)

Associate Director at Amion Consulting, previously Head of Economic Strategy and Marketing Sheffield for Sheffield City Council.



JAMIE VEITCH

Social Impact (consultant)

Social enterprise, business, media and social investment consultant, Social Value UK member.



MORGAN KILLICK

Business Strategy (consultant)

Founder member of the Fairshares Association, current Scale Up Advisor at Creative Sheffield.



NIGEL SLACK

External Engagement (Consultant)

Active citizen, facilitator, writer and tutor.

We are grateful to Janet Barnes CBE, Toby Hyam and Mike Woodward for their contributions to this proposal.

We propose to significantly invest into Leah's Yard, before launching a major relocation and expansion of three of Sheffield's leading social enterprises into the Heart of the City.

PROPOSAL AND INTENDED USE

We propose to invest into Leah's Yard, before launching a major relocation and expansion of three of Sheffield's leading social enterprises into the Heart of the City, creating a pioneering hub that will attract a significant quantity and diversity of people into the city centre all day, every day, for years to come.

GROUND FLOOR

- Showcasing and incubating local maker-retailers
- Café/Bar serving locally roasted and brewed drinks, hot and cold
- Serving counter hosting a different street food trader each day
- Courtyard animated with curated performances, markets and exhibitions

FIRST FLOOR

- Co-working space, featuring interior design by Laura Wellington
- Private offices, expanding capacity from Union St which is currently fully occupied
- Artist studios, expanding capacity from DINA which is currently fully occupied

SECOND FLOOR

- Dedicated desk space, expanding provision from Union St which is fully occupied
- Private offices, expanding capacity from Union St which is currently fully occupied

NEW BUILD

- Ground Floor - Events and Conference Venue
- First Floor - Business Studios
- Second Floor - Larger office space
- Planted roofs creating vital habitats for inner-city biodiversity
- Built using renewable and carbon-neutral materials
- Connecting the new core, improving accessibility throughout the historic structure

Simon promotes great design in the city through his work in the Sheffield Society of Architects and the Sheffield Civic Trust. Simon was a founding member of both the Civic Trust and The Sheffield Design Awards. Simon set up the practice Architect...Studio Gedye in 2007, specialising in design within sensitive environments such as listed buildings, conservation areas and national parks. The practice has won numerous design awards for its work both in Sheffield and the Peak District.

COMMENTARY BY OUR ARCHITECT, SIMON GEDYE

Leah's Yard is an exemplar of a building designed as a machine. In its original design the configuration of the workspaces followed the function. A window wall, comprising a high level of glazing, with minimal brick piers, maximised light. The workbenches stretched along this wall of windows, with workers seated in a long row. Directly above was the drive shaft, powering the machines, and behind the workers there was just enough space for people to pass or for supervision.

Our vision for Leah's Yard sets a new building alongside the conserved grade 2* building. Leah's Yard will be carefully conserved, with repairs clearly distinguishable alongside new work based on the original. This new build will house a multi-use venue with workspace on the upper floors, where computers will replace hand and machine tools.

The windows will give good views and natural daylight (controlled by blinds and external louvres) whilst the blank wall behind will minimise reflections on computer screens.

Image: Leah's Yard from Cambridge Street, Studio Gedye.



Image: Leah's Yard from Backfield Public Square, Studio Gedye.

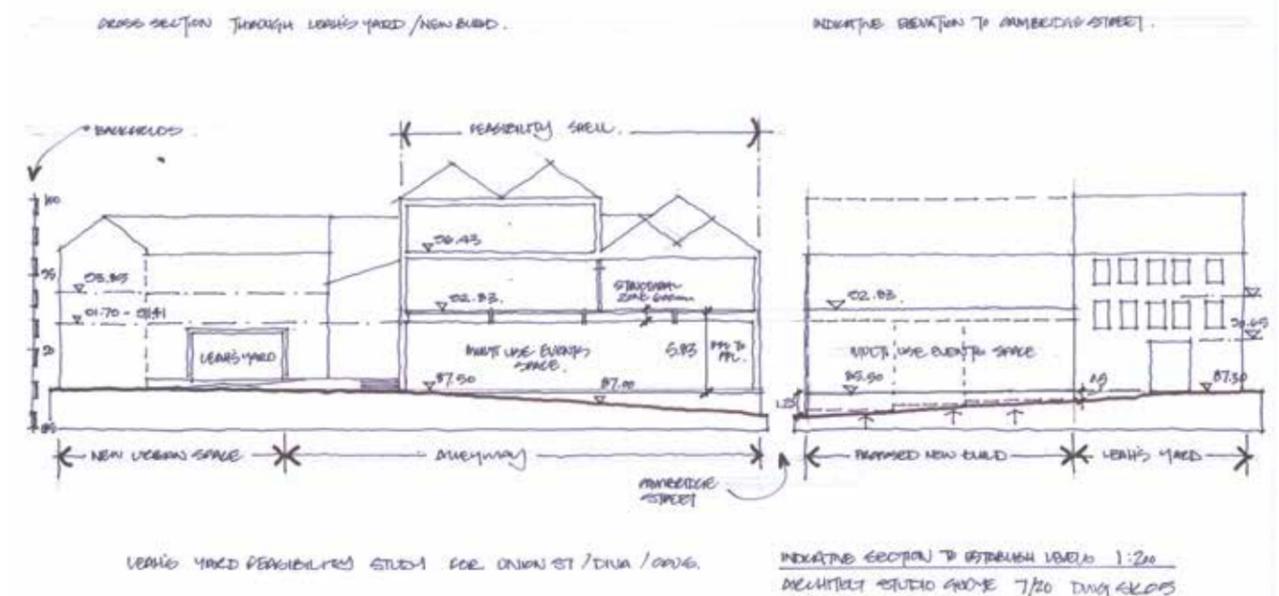


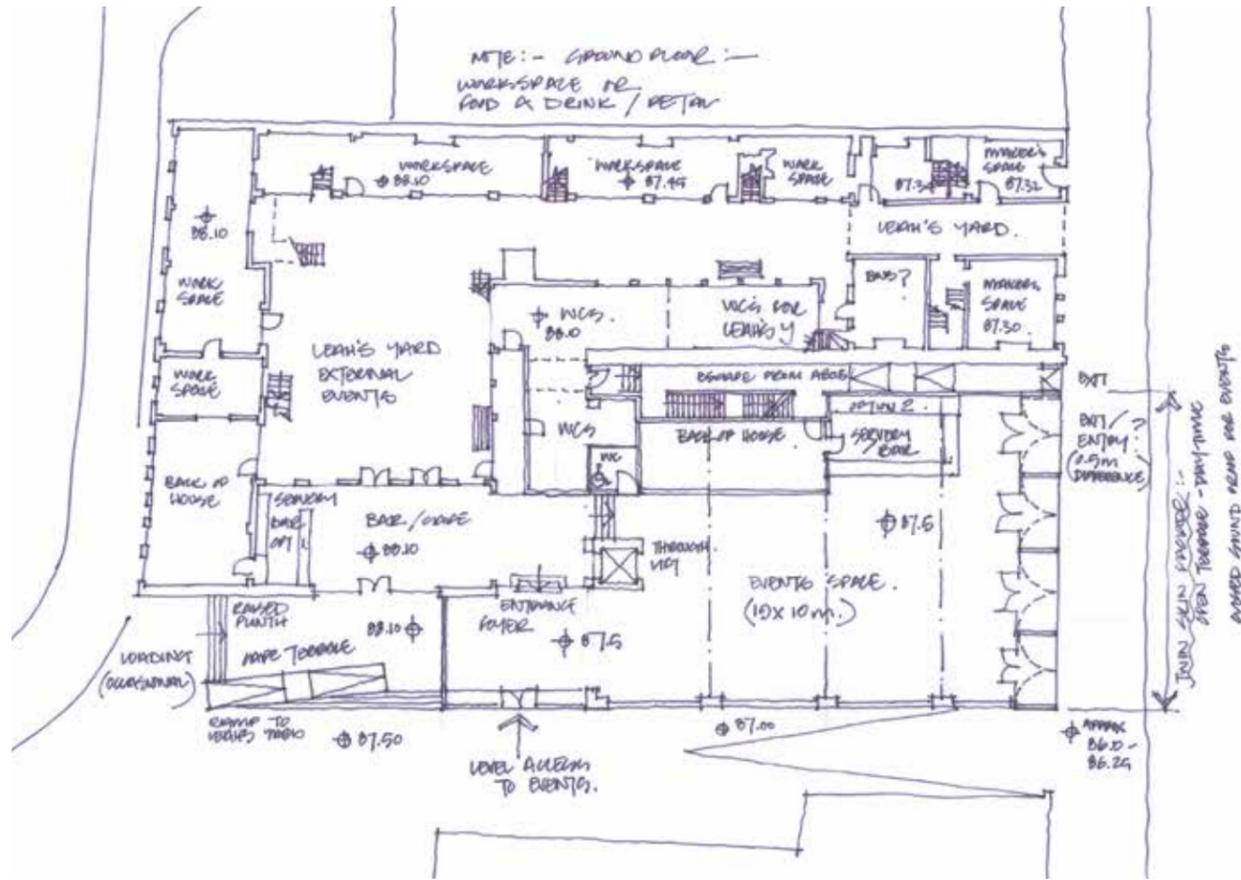
A place which gives something back to the street and animates the Heart of the City.

These proposals will bring new life to the courtyard by connecting the doors with lifts and through the creation of a multi-use space which will provide activity throughout the day and into the night. Our vision is for a building which both acts to service the grade 2* listed building and creates a contemporary space that opens up to Cambridge Street and connects the new public space at the rear, as shown in our visual.

The concept is for a building which gives something back to the street and animates the Heart of the City. The facades would be layered, in order that the space can be opened up to the street and the new alleyway so that the activity and people within are visible, or alternatively closed for louder events. The event space is set level with the pavement adjacent to Leah's Yard and the new square, making it accessible and ensuring that at the lowest point of the

pavement the door is as close as possible to street level. This also results in a generous height suitable for events, within the envelope originally conceived for the phase two scheme. The floors above are used for workspace and are set at similar levels to the phase two scheme, but the roofs are designed such that the scale of the new build complements Leah's Yard (and is less dominant than the phase two images).





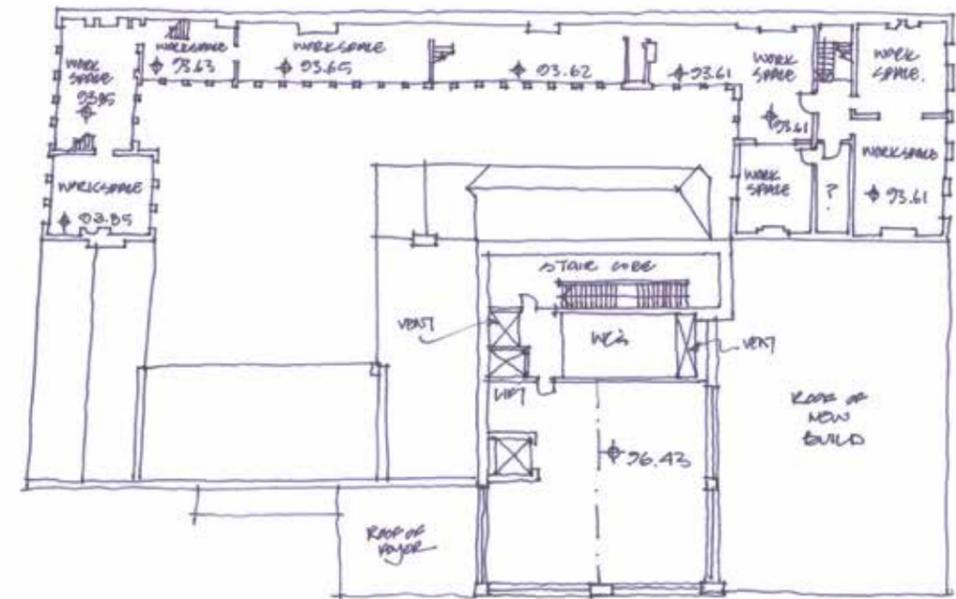
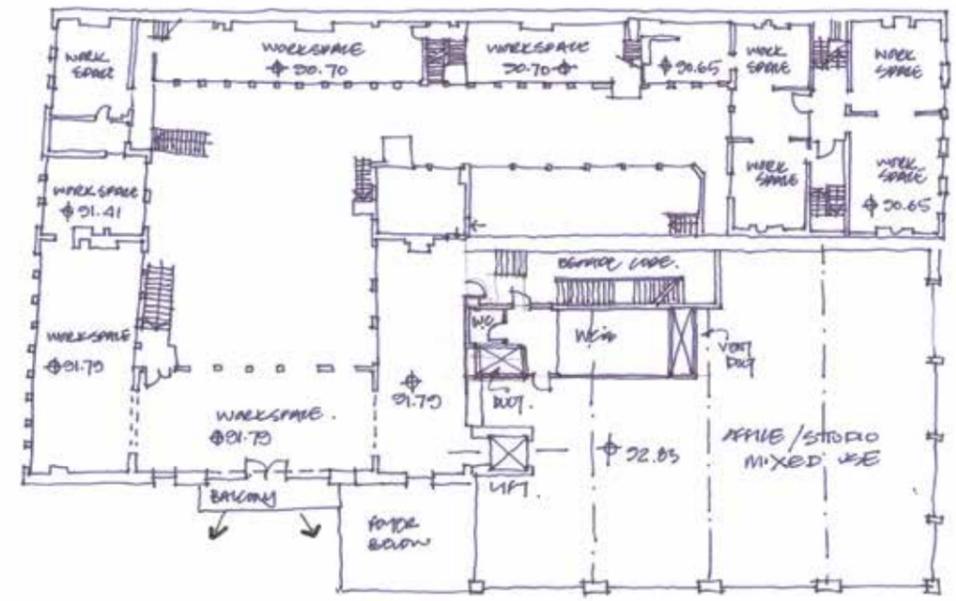
The visuals show the effect of the proposal on the street and public space. The new build takes its form from the same ideas that generated the listed building. Just as the workspaces were designed as a machine around natural light and power-driven overhead shafts, our proposal is generated by its function and the desire to create a distinctive building that relates to Leah's Yard in a subtle sense. Thus the facade is designed around the idea of interaction with public space as well as the need, on occasion, to cut out noise. The upper floors are generated by ribbon windows above desk height with external louvres to filter and deflect light, so that work on computer screens is aided.

In the design the lower storey consists of movable timber screens and glass, and the upper floors have glass and panels covered in horizontal louvres of timber, which further express the idea of filtered light. Altogether this gives a timber building which acts as a counterpoint to Leah's Yard whilst simultaneously relating to its scale due to key storey lines aligned with the eills and roof line of the brick building.

The alley and public space benefit from these ideas with populated balconies at street level and the entrances to events spaces and the bar. We envisage the rear facade of the yard (the brick party wall) renovated with the remnants of fire places, chimney breasts and the pockets for joisted floors preserved, as a memory of the past building. This tells the story of past use, whilst enriching the space with texture.

NOTE

The drawings in the appendix are the plans from which the visuals were generated. They indicate uses and are the working out of levels, escape and circulations cores, rather than a resolved set of sketch plans that correlate with the visuals. These drawings are the basis for our costings, but should be seen as indicative, and as work in progress.



LEAH'S YARD FEASIBILITY STUDY

PROPOSED SECOND FLOOR PLAN 1:200
ARCHITECT STUDIO GEDME 7/20 DWG 5K OF

Image: Leah's Yard exploded perspective, Studio Gedye.



Extensive planted roofs

- Carbon sinks
- Reduce stormwater run off
- Combat urban heat-island effect
- Create vital habitats for inner-city biodiversity

Laminated timber super-structure

- Renewable and carbon-neutral material source
- Acts as a carbon sink for entire lifespan

Flexible office spaces

- Bring together the Leah's Yard Social Enterprise in a collaborative and productive working environment
- Easily adapted to future uses

New core

- Lifts and stairs improve accessibility throughout the historic structure and connect all levels

Perimeter balconies and solar shading

- Provide external meeting/workspaces
- Natural light, ventilation and shading for future temperature extremes and climate change
- Benefit occupant health and well-being

Leah's Yard - Grade 2*

- Historic fabric sensitively repaired and memories of former use celebrated
- Little mester spaces reinstated to create a diverse and vibrant community of makers in the Heart of the City

Multi-use events space and layered facade

- Creates an engaging and active relationship that animates the Heart of the City
- Multi-layered glazed and timber screens can be adapted to cut out noise or open-up to the street
- Connects Cambridge Street to the new Backfields Public Square through a seamless and accessible public realm

Café/Bar

- Connects to both the internal courtyard and new Backfields Public Square

Backfields Public Square

- A new public space for everyone to gather
- Hosts external events in the Heart of the City

BUSINESS PLAN SUMMARY

Sheffield City Council's Expression of Interest form for Leah's Yard requested an indicative financial proposal and an indicative business plan, including potential turnover projections.

Our financial proposal is summarised on pages 37-39. It is underpinned by our detailed cashflow forecast and realistic modelling. The financial proposal in full is an appendix to this document and has been submitted to Sheffield City Council and their agents as part of our proposal.

Our business plan sets out how LYSE, a Community Benefit Society formed explicitly to manage Leah's Yard for the benefit of Sheffield people, will safeguard, maintain, invest in and transform this wonderful listed building – protecting the asset in perpetuity. LYSE will also reinvest its financial surpluses into creating jobs in the Heart of the City through an Enterprise Growth Programme.

- During the first two years of our tenancy, LYSE will invest £350,000 into the building
- LYSE will directly employ five members of staff including an Operations Manager and a Financial Services Manager
- Employees of our founding members (Union St, DINA, Opus) will also support the day-to-day operations of Leah's Yard – and will take on additional staff to do so
- The current demand for our partners' services, our team's extensive experience and expertise and the exemplary quality, innovation and imagination of our refurbishment and fit-out mean we are confident we will achieve 90% occupancy of Leah's Yard within six months
- LYSE will generate income through multiple and diverse revenue streams, including co-working memberships, makerspace and retail rents, fixed desk and office rental, direct café/bar sales, our own events, event space hire and the rental income from our founding members
- We have a track record of meeting and exceeding financial and attendance targets whilst operating as good businesses
- Our year one turnover projection is £292,661, increasing to £488,850 in year five
- LYSE will generate a financial, social and economic return – meeting a true triple bottom line

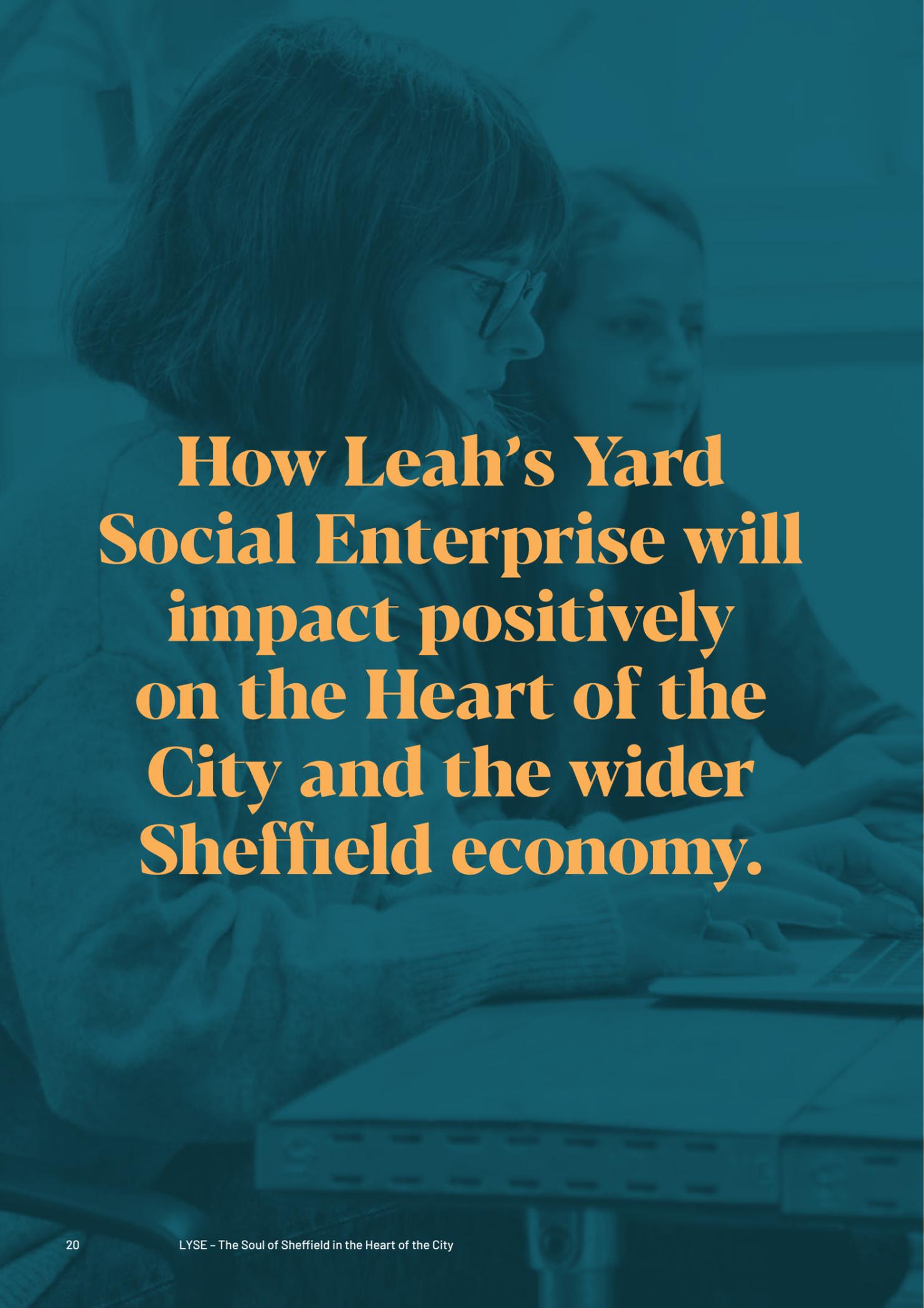
Like our financial proposal, our business plan is underpinned by our detailed cashflow forecast. We are submitting it in full to Sheffield City Council and their agents as part of this proposal as an appendix to this document.



Photo: Queer Migration, DINA.



Photo: Sheffield VeRse, the world's first ever pop-up VR poetry installation, Opus Independents.



How Leah's Yard Social Enterprise will impact positively on the Heart of the City and the wider Sheffield economy.

LOCAL ECONOMIC AND SOCIAL IMPACT

Leah's Yard Social Enterprise will transform Leah's Yard into a business, social and visitor destination and independent cultural hub. It will be a place run by Sheffield people for all Sheffield's people: the heart of the City II. The LYSE proposal will deliver:

- **Footfall** - 221,000 visitors attracted to the Heart of the City centre each year
- **Diversity** - Leah's Yard will include workspace, makerspaces, a café and bar, and host a wide range of events. Our events audience will encompass all parts of our city's population, the BAME and LGBTQ+ communities, and people of all ages, genders, classes and abilities
- **Spend** - £4.0m of new city centre spend each year, with Leah's Yard's co-workers and event audiences spending around half of this in the wider city centre economy, supporting 18 indirect jobs
- **Jobs at Leah's Yard** - 380 jobs accommodated at any one time across the offices, studios and co-working space, café/bar and makerspaces. The majority of jobs are in high value private services
- **Cumulative co-working jobs** - over 3,000 co-workers accommodated over 25-years

- **Employment for local people**
 - 95% of jobs are expected to be taken up by residents of Sheffield City Region, with co-working space providing low cost office accommodation for self-employed and freelance workers from across the city (currently 20% of co-workers at Union St are from S7, 19% from S4, 18% from S6 and 15% from S11).
- **Business starts** - 40 businesses supported to test ideas and develop their markets at Leah's Yard before establishing themselves independently each year
- **Business growth** - 300 businesses each year provided with support to help them grow
- **2,500 cumulative jobs created** in businesses supported to start-up/grow
- **Gross Value Added** - Over £15m of GVA added to the city's economy each year
- **Local supply chains** - over 70% of supply chain expenditure retained within the city region
- **Well-being benefits** - economic well-being benefits worth nearly £26m in monetary terms, arising from attendance at arts and cultural events and the number of visitors to Leah's Yard who benefit from the improved heritage environment

The vast majority of these benefits are 'additional' - that is, they are over and above what would happen without LYSE's investment at Leah's Yard, and do not come at the expense of other city centre operators.

Commentary by Cassie Houlden, Associate Director, Amion Consulting. Cassie is an economic development practitioner with nearly twenty years' experience in research, strategy and management roles across the private, public and academic sectors.

LYSE – ECONOMIC AND SOCIAL BENEFITS

Benefit	Annual Total	Cumulative Benefits		
		5 Years	10 Years	25 Years
Footfall	221,000	1,100,000	2,205,000	5,520,000
Spend (present value)	£4.0m	£18.8m	£34.7m	£68.7m
Jobs at Leah's Yard	380	380	380	380
Indirect/induced jobs in the city	21.5	21.5	21.5	21.5
Employment for local people	380.5	380.5	380.5	380.5
Cumulative co-worker jobs	200	680	1,280	3,080
Business starts	40	200	400	1,000
Business growth	300	1,500	3,000	7,500
Cumulative jobs in businesses supported to start-up or grow	100	500	1,000	2,500
Gross Value Added (present value)	£15.2m	£71.0m	£130.8m	£259.3m
Strengthened local supply chains		70% of supply chain spend retained locally		
Well-being benefits		£12.6m	£22.8m	£25.8m

FOOTFALL TO LEAH'S YARD
AND HEART OF THE CITY:

220,871



380 GROSS JOBS ACCOMMODATED,
GENERATING:

£15.1M GVA PER ANNUM

OVER

123,191

ATTENDEES AT
EVENTS PER ANNUM

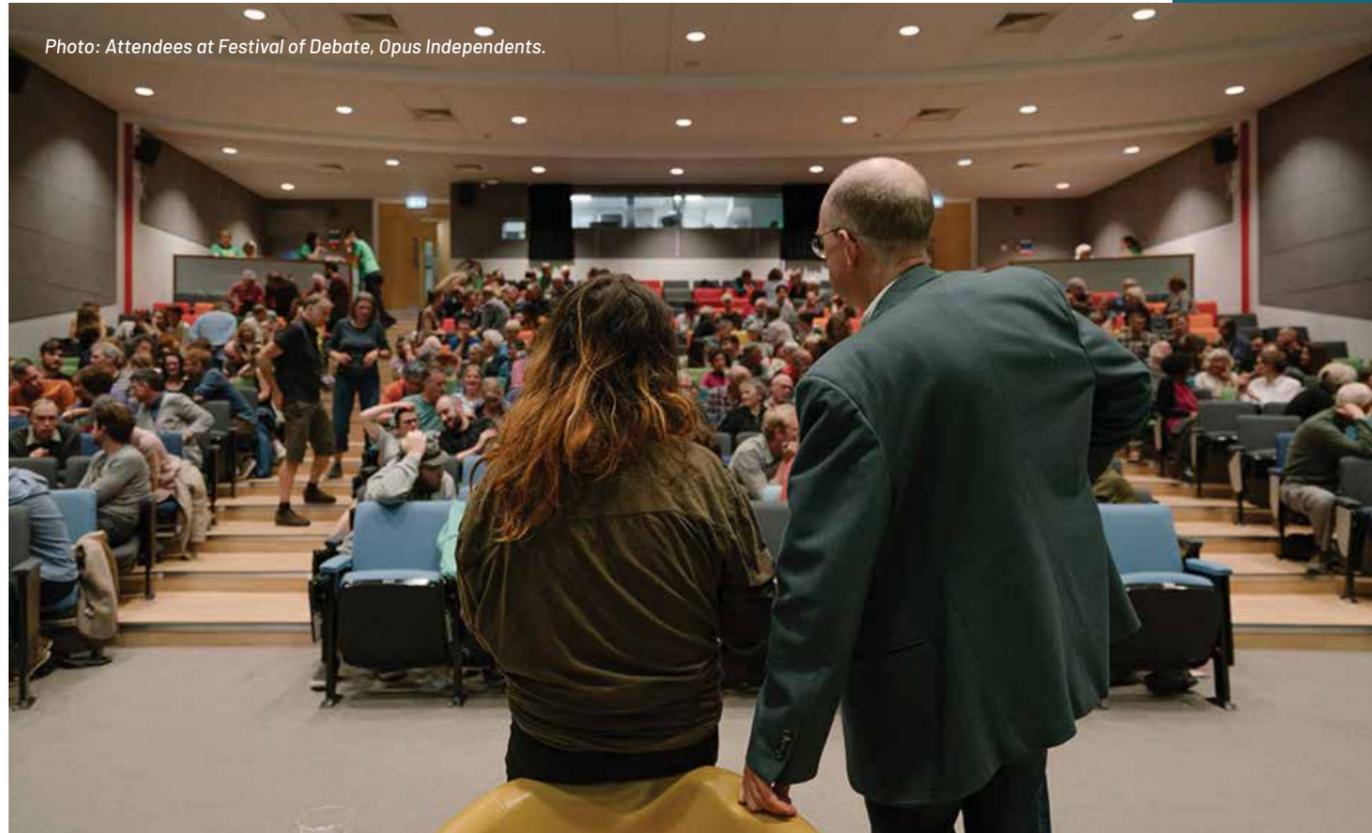




Photo: Co-working members celebrate Union St's 5th Birthday, Union St.

LOCAL ECONOMIC OUTPUTS

FLOORSPACE

LYSE's proposed redevelopment of Leah's Yard will create over 1,700m² of mixed use commercial floorspace, including commercial office/studio space, a series of co-working spaces, space for events, food and beverage provision and six makerspace/retail units:

New Commercial Floorspace	Square metres
Office/studio space	535
Co-working space	456
Event space	325
Food and Beverage	269
Makerspace/retail	139
Total	1,723

Source: Outline Financial Model.

FOOTFALL

The key benefit that the redevelopment of Leah's Yard by LYSE will deliver for the Heart of the City is footfall. The redevelopment plans incorporate a range of activities and attractions which will draw an increased number of people into the city centre, creating vibrancy and encouraging expenditure which will support both the businesses located in Leah's Yard and those in the wider city centre.

The increased space and enhanced facilities that will be available at a redeveloped Leah's Yard will enable the three partners to significantly augment their offer to visitors, meaning that footfall will nearly double in the new accommodation:

Expected Future Footfall, by activity, per annum

Union St events	26,400
Union St workers	43,200
Café*	26,880
Retail	27,600
DINA events	63,891
Opus events	21,560
Other events	11,340
Total	220,871

Source: Partner Estimates. *Year 2 onwards.

EXPENDITURE

The additional visitors drawn into the city centre will generate increased expenditure in local shops, cafés, bars and restaurants, both within Leah's Yard and across the wider city centre. Around £4.03m of additional expenditure is expected to occur in the city centre each year, with Leah's Yard's co-workers and event audiences spending around half of this in the wider city centre economy:

Expected Expenditure, by activity, per annum	Visitors	Spend per visit, £	Total expenditure, £	Estimated % of spend outside Leah's Yard
Union St events	26,400	15.50	409,200	50%
Union St workers	43,200	8.00	302,400	100%
Café	26,880	6.50	174,720	0%
Retail	27,600	42.00	1,159,200	80%
DINA events	63,891	20.20	1,292,195	30%
Opus events	21,560	20.20	436,051	30%
Other events	11,340	20.20	229,352	30%
Total	220,871	£18.12	4,003,118	49%

Source: LYSE financial model projections, Great Britain Tourism Survey (Visit Britain)

Benchmarked against GENECON HotC I evaluation (2011) which found spend per visitor of £12.20

EMPLOYMENT

LYSE will support employment in Sheffield in a number of ways: through the jobs accommodated at Leah's Yard (including the churn in co-worker numbers); through the indirect/induced jobs supported through visitor spend and LYSE supply chain spend; and through jobs growth in businesses supported to start-up or grow.

Moving to Leah's Yard would mean the three social enterprise partners would be able to expand their existing offer, increase direct employment and the number of co-workers accommodated. At any one time, 380 jobs would be accommodated at the re-developed Leah's Yard, with 225 co-workers/permanent desks, plus 30 jobs in business studios and 12 in the makerspaces.

Employment - Gross Jobs (Full-time and Part-time)

Union St	21
Co-workers/permanent desks	225
DINA	74
Opus	13
LYSE	5
Makerspaces	12
Business studios	30
Total	380

Source: Union St, DINA, Opus figures.

Cumulative Co-Worker Jobs

Co-working spaces are vibrant communities, test-beds from which some members move on to larger premises or new roles. Based on current experience at Union St, the co-working space at Leah's Yard is expected to experience churn of 5% per month. This means over 3,000 co-workers would benefit from the co-working space over 25 years.

Employment - Cumulative Co-Worker Jobs

Benefit	Annual Total	Cumulative Benefits		
		5 Years	10 Years	25 Years
Cumulative co-worker jobs	200	680	1,280	3,080

Indirect, Induced and Construction Jobs

Jobs will also be created through indirect expenditure (the spend by Leah's Yard visitors in the wider city centre), induced expenditure (spend within the local supply chain by LYSE) and in the construction (fit-out) phase.

Employment - Indirect, Induced and Construction Jobs (Full-time and Part-time)

Indirect Jobs - visitor spend	18
Induced Jobs - LYSE supply chain spend	3.5
Construction Job Years	7.5

Source: Indirect jobs - based on £2.0m visitor spend per annum outwith Leah's Yard, and c.£100,000 turnover per job (Annual Business Survey). Induced jobs - based on LYSE turnover by year 5 (LYSE financial model), 71% local supply chain spend and c.£100,000 turnover per job. Construction job years - based on fit-out expenditure.

BUSINESS START-UP AND GROWTH

The operation of Leah's Yard by LYSE will include the delivery of an integrated programme of start-up support and incubation - firstly through the increased space available for workshops, mentoring etc, and secondly through the enhanced funds available (as a result of the increased profit generated through the building) to deliver an integrated programme of start-up support and incubation.

An estimate of businesses supported to start-up and grow, and the employment and GVA that they will generate:

Business Start-Up and Support

Businesses supported to start-up, per annum	40
Business supported to grow, per annum	300
Estimated additional employment, per annum*	100
Estimated cumulative employment over 25 years	2,500
Estimated GVA per annum	£2.7m

Source: Union St, DINA, Opus figures. Experian GVA data.

*Excludes jobs accommodated at Union St/LYSE which are captured in the 'Employment' table, left.

Place of Residence

The vast majority of the jobs which will be created at Leah's Yard will be taken up by local residents. Over 95% of Union St co-workers and all of those using fixed desks for whom data is available are resident within Sheffield City Region (including Rotherham and Chesterfield), with a very small proportion from outside the area (Huddersfield, Bolton). Union St co-workers are resident across the city, with 20% from S7, 19% from S4, 18% from S6 and 15% from S11.

The existence of high quality co-working space provides an important alternative way of working which can help to retain people within Sheffield. It is a long-standing and well-recognised problem that Sheffield does not always offer the career development opportunities available within other major cities - to make the second or third step up the ladder, local people have to move away from the city. The provision of co-working space which offers permanent desks for remote employees enables city residents to progress their career whilst remaining in the city, ensuring their skills and spending power are retained.

GROSS VALUE ADDED

Gross Value Added (GVA) measures the value of the output created by each worker, less the cost of the inputs which have been used to create it. In simple terms, it equates to wages plus profit. Higher GVA means that jobs are more productive, and are likely to be better paid.

The jobs that will be accommodated at Leah's Yard will be in a variety of higher value-added sectors. Around half of all co-workers are expected to operate within the professional, scientific and technical sector, with a further third working in information and communications. The remainder are assumed to work within education, health and care, and in small-scale manufacturing. Jobs supported by DINA will be within the arts and entertainment sector, whilst Opus operates within the other services sector.

Based on Sheffield average figures for GVA per job in each sector, the table below provides estimates of the GVA that will be created at the re-developed Leah's Yard. In total, just over £15m of GVA could be generated each year.

GVA - Gross GVA, per annum

Union St and co-working	£9,083,496
DINA	£1,427,066
Opus	£731,700
LYSE	£87,541
Business studios	£1,157,626
Business start-up and growth	£2,664,449
Total	£15,151,878

Source: AMION estimates based on Union St, DINA, Opus figures and Experian data.

LOCAL SUPPLY CHAIN EXPENDITURE

Union St, DINA and Opus are all social enterprises which are committed to operating fairly and equally as businesses. They seek to grow the local social enterprise network and recycle expenditure through local supply chains wherever possible.

The financial model developed for the operation of LYSE envisages turnover of £488,000 by year five. On the basis that 71% of spend is retained within a local supply chain (based on current operations), this would equate to £346,500 of local supply chain expenditure, supporting 3.5 jobs, in addition to the local spending undertaken by each individual LYSE partner which would be expected to continue at its current level, as a minimum.

Current and expected future local supply chain expenditure:

Local Supply Chain Expenditure

% spent with local suppliers	71%
Expected LYSE local spend, per annum	£346,480
Indirect / induced FTE jobs supported by LYSE	3.5

FTE = Full-time equivalent

WIDER ECONOMIC BENEFITS

WELL-BEING

Well-being from Events and Culture

The three partners are committed to running a wide variety of arts and cultural events within the redeveloped Leah's Yard. DINA uses culture as a tool for progressive societal changes and delivers a multidisciplinary programme of events, which includes debate, spoken word, festival production and curation, film screenings, theatre, music and comedy. Opus runs a variety of events throughout the year, including the Wordlife poetry readings and open mic shows; talks, panel discussions, workshops and artistic interventions as part of Festival of Debate; and multi-genre live music events. Union St offers a diverse programme of workshops and classes.

Research undertaken for the Department of Culture, Media and Sport¹ has identified the monetary value of well-being associated with attending arts and cultural events. The estimate (2014 prices) is in the range of £47-£62 per attendance. The study notes that these values are in addition to any price paid to participate, such as entrance fees. The values are based on measures of compensating surplus, which is the technical definition of monetary value used in cost benefit analyses (CBA) and the Green Book and have been adjusted to 2019/20 prices using standard ONS GDP deflators, giving a value per attendee of £57.

Based on information provided by the three organisations, 80% of attendees at DINA events are assumed to be included in DCMS' 'arts and cultural events' category, as are 41% of Opus event attendees. The £57 well-being benefit has been applied to these attendees – just under 60,000 people, of whom 75% are assumed to be additional (i.e. would not attend another event in the absence of the DINA/Opus offer).

The benefits of events are assumed to continue over a ten-year period. In summary:

Events and cultural well-being benefits

Event attendance p.a.	59,950
Additional attendance p.a.	44,960
Cultural well-being (PV, over 10 years)	£16,659,685



Photo: Union St.

Well-being from the Social Value of Heritage

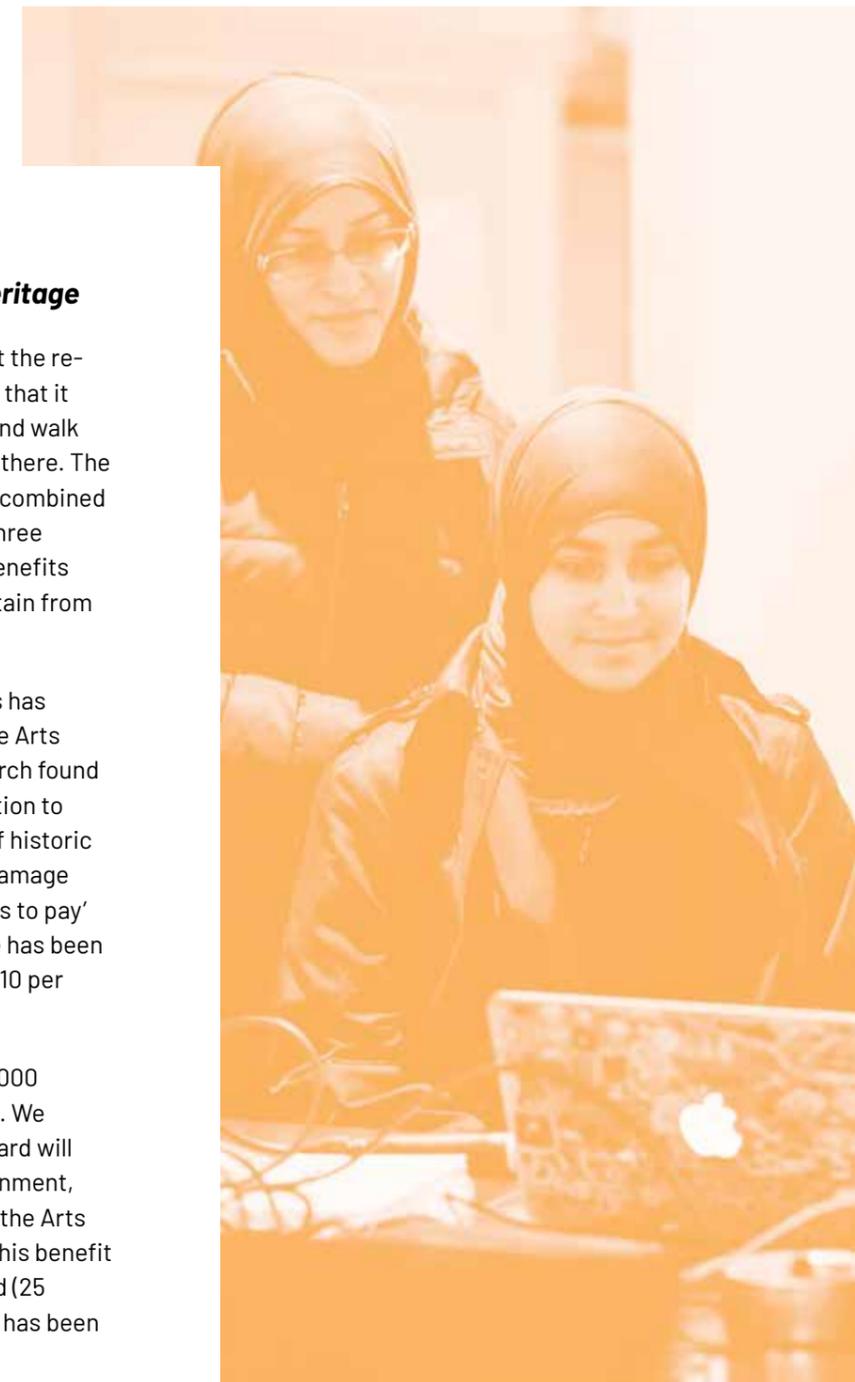
A key priority for the partners is to ensure that the re-developed Leah's Yard building is permeable – that it is a welcoming place and people can access and walk through the building and see what is going on there. The restoration of the building to its former glory, combined with the footfall that will be attracted by the three partners, means that significant well-being benefits will arise from the social value that people obtain from heritage environments.

The economic value of heritage environments has been estimated in research undertaken for the Arts and Humanities Research Council². The research found an average 'willingness to pay' a one-off donation to improve the maintenance and conservation of historic buildings, and reduce the risk of irreparable damage and closure of buildings. The mean 'willingness to pay' amount was £9.63 per visitor. This 2018 figure has been adjusted to 2019/20 prices to give a value of £10 per visitor.

The footfall modelling indicates that over 221,000 people will enter or use the building each year. We have assumed that 25% of visitors to Leah's Yard will experience a benefit from the heritage environment, equal to the 'willingness to pay' value found in the Arts and Humanities Research Council research. This benefit is assumed to last throughout the lease period (25 years) and an additionality adjustment of 75% has been applied.

Social value of heritage benefits

Cultural well-being (PV, over 25 years)	£6,156,247
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¹Quantifying and Valuing the Well-being Impacts of Culture and Sport', Fujiwara et al, DCMS, 2014, page 30

²The Economic Value of Heritage: A Benefit Transfer Study', Lawton et al, AHRC, 2018

FURTHER ECONOMIC AND SOCIAL IMPACTS

Commentary by Jamie Veitch

Commercial nous, creative flair and a mighty dollop of Sheffield grit. A history of attracting people to vibrant, exciting and inclusive events, festivals, music, comedy, debates, and culture. A workspace proven to turbocharge productivity, start and grow businesses, and support health and well-being. Long-term business and social enterprise success by operating fairly and equally.



Photo: Attendees at Festival of Debate, Opus Independents.

It's a potent combination. DINA, Opus Independents and Union St are rightfully respected for their social, cultural and economic contributions to Sheffield.

Together they will catalyse the potential of Leah's Yard: a community enterprise, cultural and heritage hub. Innovation, making, impact, art, collaboration and play: the heart and soul of Heart of the City II. A meaningful way to level up and build back better through actions not slogans.

The Leah's Yard Social Enterprise will be an asset-locked business and a society for community benefit. It will run Leah's Yard, entering into the lease agreement with Sheffield City Council. Its purpose, to preserve and develop Leah's Yard as a hub for culture, community, enterprise and independent Sheffield businesses, will be written into its founding documents.

POSITIVE IMPACTS ON HEART OF THE CITY AND THE WIDER SHEFFIELD ECONOMY

Our vision builds on the architectural and cultural heritage of Cambridge Street and offers wide-reaching benefits to the local day and night-time economy.

We bring three key local enterprises together, already attracting more than 160,000 people per year to our activities. Together we are even stronger and will transform Leah's Yard into a place where people will meet, work, play and collaborate; an exciting new home for independent businesses, co-workers, start-ups, innovators, makers, and creators for the common good.

- The Leah's Yard Social Enterprise will accommodate 378 gross jobs, generating £15m GVA per annum.
- 95% of jobs are expected to be taken up by residents of Sheffield City Region.
- Over 70% of supply chain expenditure to be retained within the city region.
- The first year footfall to Leah's Yard and Heart of the City: 280,391
- With an existing, diverse, day and night programme of large and small events, we'll bring over 123,191 event attendees to Leah's Yard and Heart of the City



SOCIAL IMPACTS

DINA, Opus and Union St are good businesses: we make surpluses but instead of distributing profits to shareholders, we invest them in support of activities which achieve our social purpose, including health, well-being and inequality.

Across the UK hundreds of mature social enterprises now operate at scale, with innovation the envy of many a corporate behemoth. No longer a sandals and hairshirt

HEALTH AND WELL-BEING AND ADDRESSING INEQUALITY

Union St's independently-researched impact reports (in 2018 and 2020) have repeatedly demonstrated it makes a measured difference to the health and well-being of co-workers, with participants emphasising its unique contribution in comparison with other co-working spaces in Sheffield.

- 8.5% of adults in Sheffield are self-employed, according to the Office for National Statistics' annual population survey
- 94% of Union St co-working members say membership has been good for their health and well-being
- On average, members experience a 40% increase in their well-being as a result of joining the co-working community
- 93% of co-workers have increased productivity since working from Union St

sector, social enterprises deliver on the public's overwhelming preference for a better way of doing business. Businesses which employ people fairly and support rather than exploit suppliers. Which generate wealth in the communities where they operate, creating opportunity rather than extracting it. Nine out of ten adults want social enterprises to operate public and community assets, according to independent YouGov research.

Art, culture, literature and music make a vital contribution to people's well-being beyond their significant economic contribution. Heart of the City II must give Sheffield a mature cultural offer and our vision brings a multitude of existing events to Leah's Yard, attracting people from across the city and beyond, plus a host of new opportunities to design and co-create brand new events (day and night).

Opus' Wordlife project was formed in 2006 as a response to the lack of live literature events in Sheffield and is one of the leading advocates of poetry, spoken word and creative storytelling in the North of England. It provides creative commissioning opportunities, platforms and networks for writers, promoters and audiences. The events series, publications and bespoke projects are designed to bring new audiences to literature.

Opus has long been active in launching, running and supporting bespoke projects which contribute to its core values: 'Creating for the Common Good'. Opus played the lead role in the 'Our Fair City' and 'Making Sheffield Fairer' campaigns in support of the Sheffield Fairness Commission, established by the City Council to examine the nature, causes and impact of inequality across the city and make recommendations for tackling them.

The Festival of Debate is one of the largest non-partisan political debate festivals in the UK, exploring important social, economic, environmental and political issues.

The Fairness On The 83 project – co-led by Opus – traced the journey of the 83 bus across the city, engaging members of the public and professionals in discussion about inequality, encouraging dialogue and exploring what can be done to make Sheffield a fairer, less divided city. The project was seen by more than 10,000 people in Sheffield,

helping to raise awareness of the issue more widely. Opus has instigated positive change and better outcomes for people living in some of Sheffield's most deprived communities.

DINA's priorities are to showcase and nurture new work, new ideas and to provide a welcoming space for everyone, especially those whose voices are not often heard.

Its 'Young Producers' production training programme addresses the lack of diversity in professional roles in the music and event production industries. The programme offers opportunities to LGBTQ+, BAME and fem/non-binary trainees, ultimately leading to employment in the company.

DINA's studios, venues, performance and event space use culture as a tool for progressive social change while operating fairly as a business. In 2019 DINA was awarded a national Grassroots Music Venue Award in recognition of its importance to the city's cultural eco-system.

Lucy Cheesman, founder, musician and composer for SONA, says, 'We started SONA at DINA four years ago. The folk at DINA were totally supportive and in tune with our ambition to advance the role and visibility of women/NB people in sound and technology. Thanks to this supported start SONA developed significantly. As active practitioners we programmed skills workshops for the Catalyst Festival for Sheffield Hallam University, followed by securing one of only six national Sound and Music awards, to deliver a performance season featuring international female/NB electronica artists. SONA's home remains at DINA, and the organisation's continued support enables us to realise ambitions we never imagined.'

From Leah's Yard, DINA, Opus and Union St will accelerate our work addressing inequalities and supporting health and well-being.

We make measurable and quantifiable contributions to Sheffield's culture, maker economy, residents' health, their well-being, and by addressing inequalities.

Photo: Laura Merrill, Catalyst music tech workshop, DINA



SUSTAINABILITY AND ENVIRONMENTAL POLICIES

Leah's Yard Social Enterprise will be a new entity created to manage Leah's Yard for the benefit of Sheffield. As a Community Benefit Society its environmental and social impacts will be written into its governing documents. This means our sustainability and environmental contribution is locked in.

All three founding members of Leah's Yard Social Enterprise operate extensive and practical sustainability and environmental policies.

COMMUNITY ENGAGEMENT AND THE POWER OF COMMUNITY SHARES

As a Community Benefit Society LYSE may issue community shares, enabling everyone who cares about and wants to be part of Leah's Yard to get involved.

Since 2009 over 250 businesses in the UK have issued community shares raising over £60m in investment. Community shares are unique in that shareholders have only one vote, regardless of the size of their shareholding, so the decision-making is democratic. Societies which issue them are usually asset-locked (as Leah's Yard Social Enterprise will be). This means LYSE shareholders won't hold rights over the property, the fixtures and fittings, the fit-out, equipment or over the lease. It's the best way to preserve and protect Leah's Yard for Sheffield.

LYSE doesn't have to run a community share issue to raise the capital needed to invest in Leah's Yard. But a six-month public community share campaign does more than raise finance: It sparks the imagination. It offers a democratic route to involvement. It excites and engages.

It connects Sheffielders to Leah's Yard's past, present and future. It demonstrates that Leah's Yard is part of the city's new fabric, creating community wealth and well-being.

Several organisations in Sheffield have issued community shares. Portland Works raised over £300,000 from 500 people in 2013. Sheffield Community Media ran the UK's first community share issue in the media in 2014, raising £185,000. And the Gardener's Rest Community Society raised £237,600 with 382 investors in 2016, and were able to purchase the pub.

Our community shares target is modest. We'll raise £80,000 through a community share issue. We're in discussions with the Community Shares Booster programme too, so may be able to access £1 in match funding for every £1 we raise, leveraging further capital.

OTHER ELEMENTS OF OUR COMMUNITY ENGAGEMENT STRATEGY

Opus, DINA and Union St already engage with multiple communities across Sheffield. Beyond 'engagement' we involve, empower, co-design and co-create.

These founding members of Leah's Yard Social Enterprise are uniquely able to reach extensive and diverse communities. Together we already attract over 160,000 people to physical events in Sheffield and engage with many more.

Together we bring energised audiences, people who genuinely love our work and that they can be involved and participate in our projects.

Through these existing and trusted relationships we'll excite Sheffielders about Leah's Yard and enable people across our communities to become actively engaged in its future.



Photo: SONA Music Technology workshops, DINA.

Our strategy involves:

- Co-design of events and workshops, building on our established relationships with independent event organisers, speakers, facilitators, traders, social enterprises and community groups
- Co-production via our co-working hosts, makers, baristas, writers, curators and promoters – all recruited with a person specification which seeks people who have a track record of working with their communities
- Shared ownership through our proposed Community Benefit Society, giving Sheffield residents a genuinely participatory role in shaping the priorities of Leah's Yard's public programme, and the chance to invest and receive an annual interest payment, offering public co-ownership on a 'one member one vote' basis
- Levering our current communities of co-workers, 160,000+ annual events attendees, 30,000+ magazine readers, 51,000+ social media followers, and café customers
- Daily programming of Leah's Yard to maximise the benefit received by those using our facilities, creating win-win opportunities for people within the internal network to interact, for example the aspiring baker who'd like to sell their new produce is introduced to co-workers at tea-break time
- Active development as each element of the hub grows and iterates with its stakeholders
- Capturing and building the ongoing Leah's Yard story so Sheffielders can be proud of how this place, its people and activities make and shape our lives: past, present and future

Our audiences are not static: we'll reach beyond the multiple existing communities with which we hold relationships – this is central to how we've survived and thrived.

Meaningful opportunities for shared experiences at Leah's Yard will be a core element of our strategy. It will reflect Sheffield's rich history of culture, creativity and self-reliance. We'll uncover and build on the story of Leah's Yard and the makers who've gone before us: celebrating the spirit of these hard-working stampers, piercers, buffers, turners, platers and makers.

Just as the building's use was shaped by its users through the 19th and 20th centuries, our stewardship of Leah's Yard will unlock access and benefit for our citizens. Not only through its café, gallery and performance spaces, alongside ceramics and metals workshops, studios and offices – but through training and development opportunities for young people in the resident trades.

**A pioneering hub
that will attract a
significant quantity
and diversity of people
into the city centre.**

FINANCIAL PROPOSAL

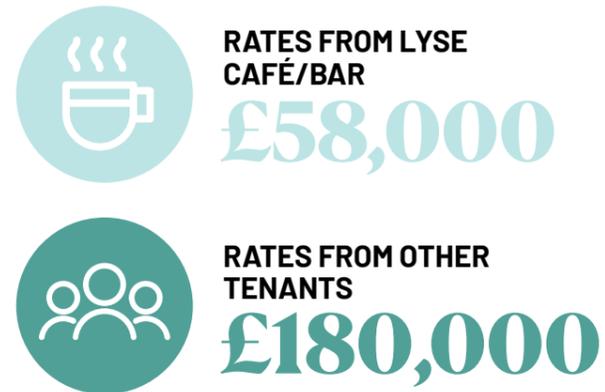
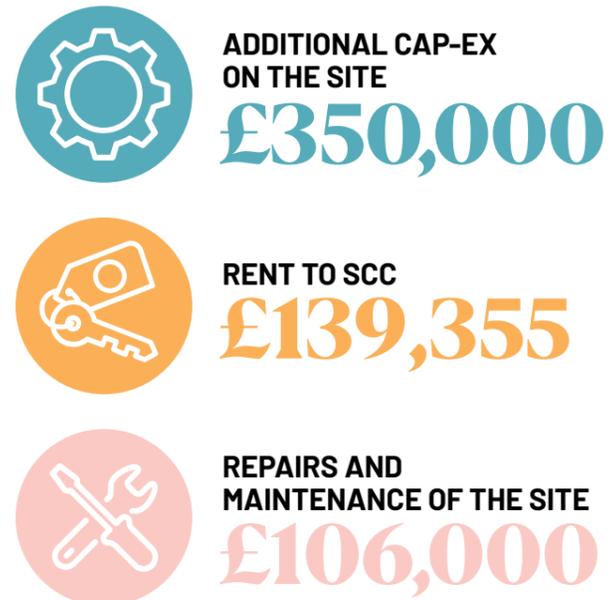
FINANCIAL OFFER

- Initial investment in fit-out: **£350,000**
 - Projected annual business rates payments: **£60,000 per annum**
 - Annual capital investment: **£24,000 per annum**
 - Rent: **10% of all revenue** (externally audited) from the bar, cafe, event space hire, workshops, co-working, desk rentals, business studios and private offices, conservatively estimated at £50,000/year as detailed within the cash flow forecast.
 - £2,000 per month building maintenance
 - £5,000 investment in marketing
 - £1,000 per month buildings insurance
 - Employment of a full-time caretaker/cleaner
 - Employment of a full-time Operations Manager
 - Employment of a Finance Manager
 - Financial surplus re-invested into provision of Enterprise Coaching and Programme Co-ordination
- Lease term**
- 25 years
- Incentive**
- Two years rent free
- Terms**
- Business plan assumes the ability to operate under normal conditions
 - If these are interrupted then we would revert to a 10% revenue share



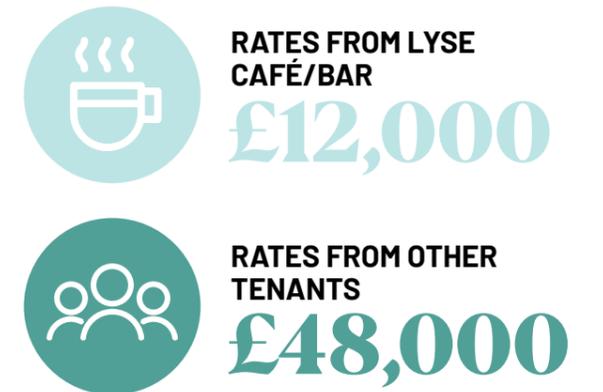
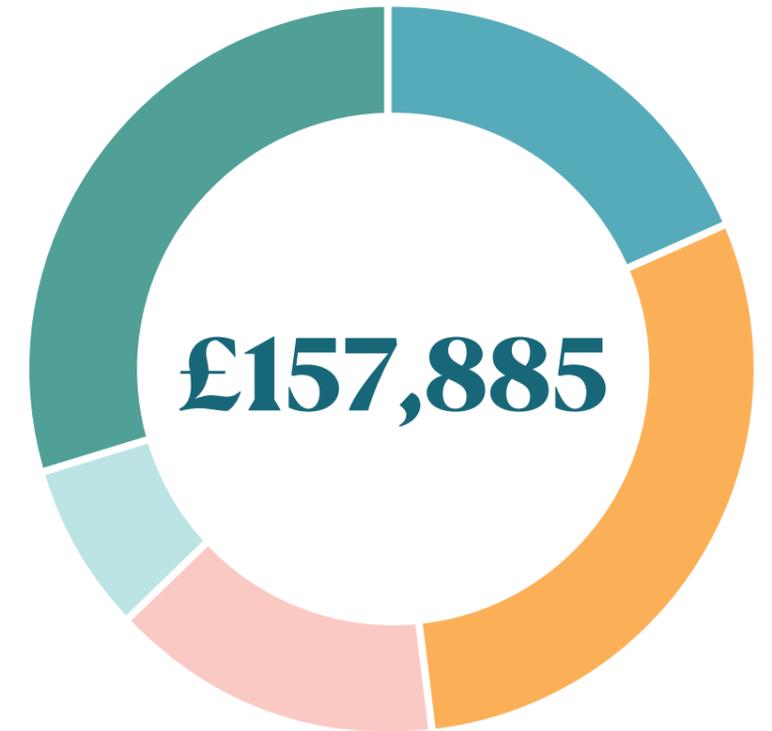
Photo: TONCO who started at Union St before securing their premises at Dyson Place, Sharrow.

**DIRECT
BENEFIT TO
SHEFFIELD
CITY COUNCIL
(FIRST FIVE
YEARS)**



**ANNUAL
RECURRING
BENEFIT TO
SHEFFIELD
CITY COUNCIL***

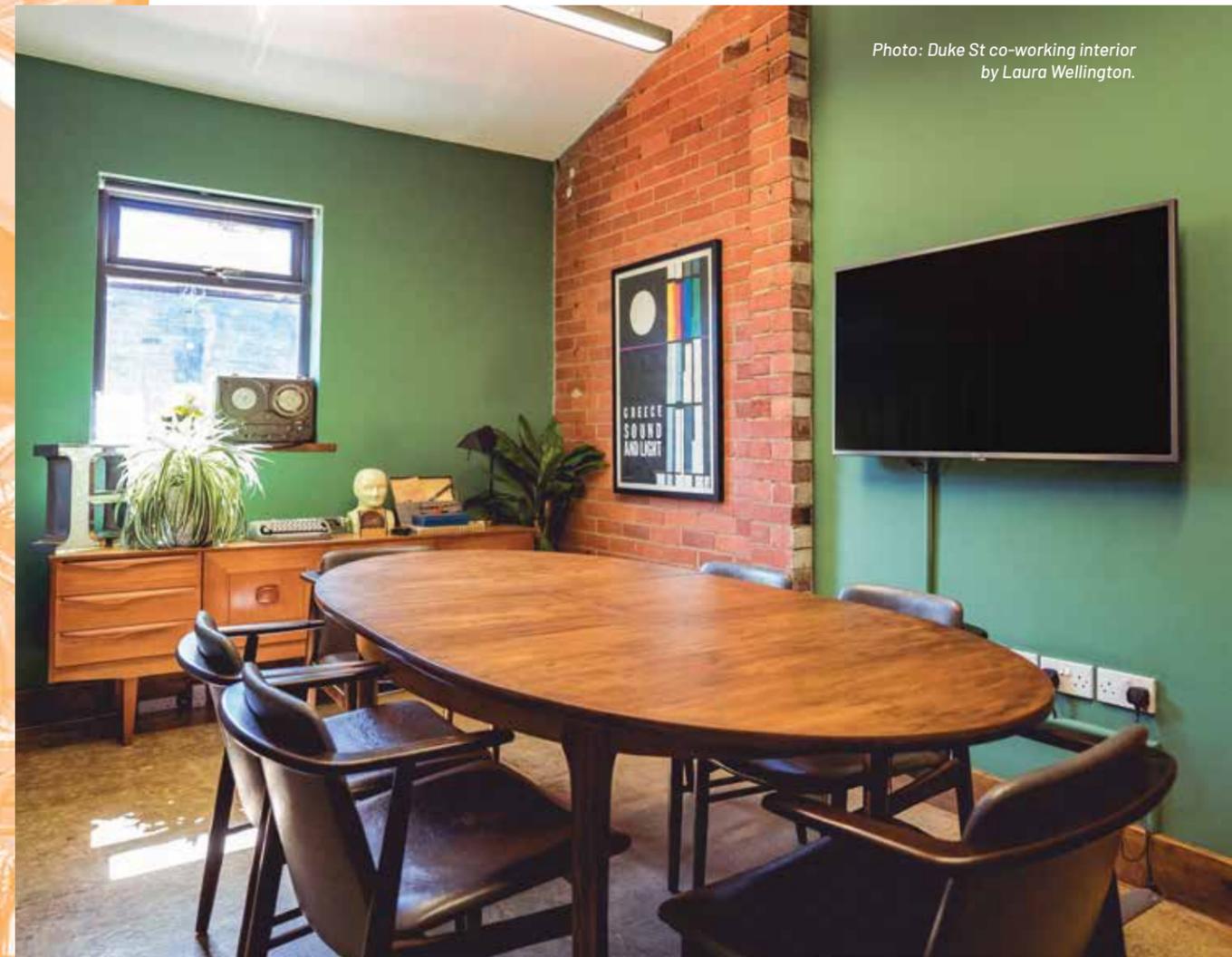
**Increases due to inflation
are not shown.*



**Our cash flow
forecast ensures
Leah's Yard is
developed to
continually exceed
expectations.**

WORKS

We propose to invest £350,000 in the final stage fit-out of Leah's Yard, to be designed in partnership with interior designer Laura Wellington of Duke Studios in Leeds, the IPSE Co-working Space of the Year 2019.



*Photo: Duke St co-working interior
by Laura Wellington.*

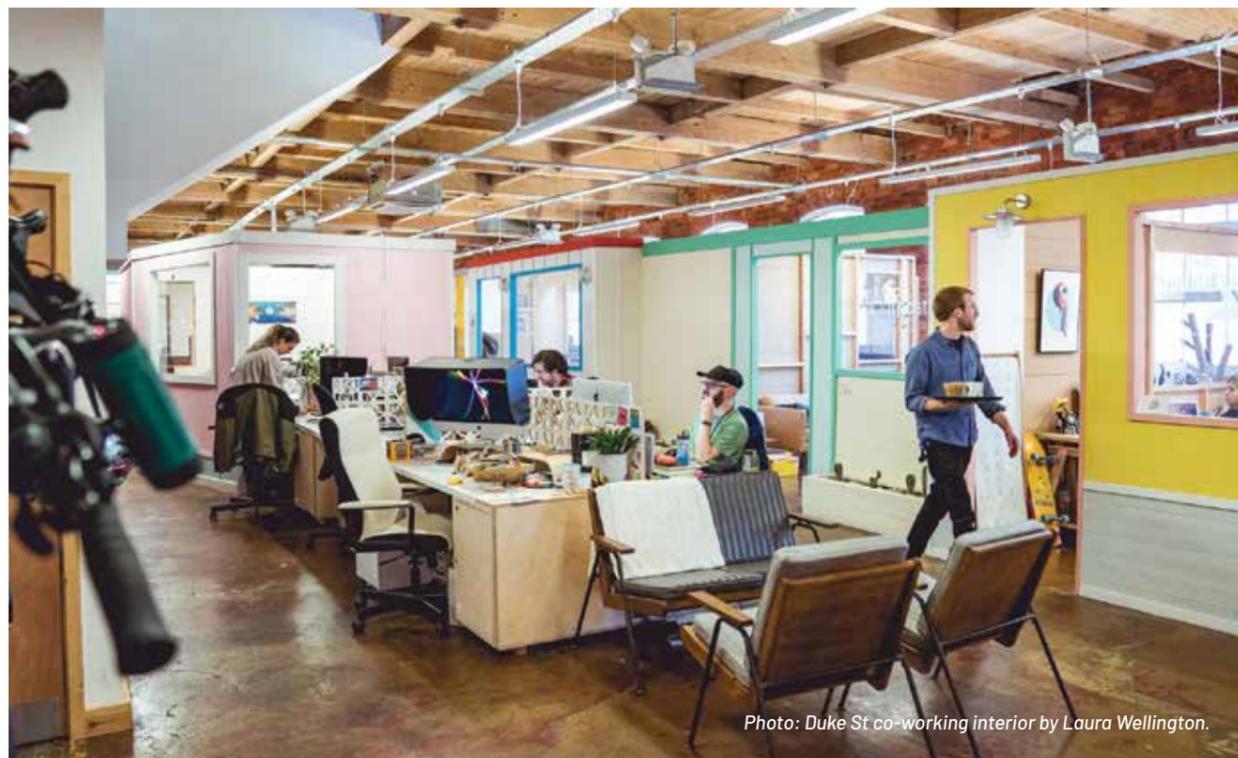


Photo: Duke St co-working interior by Laura Wellington.

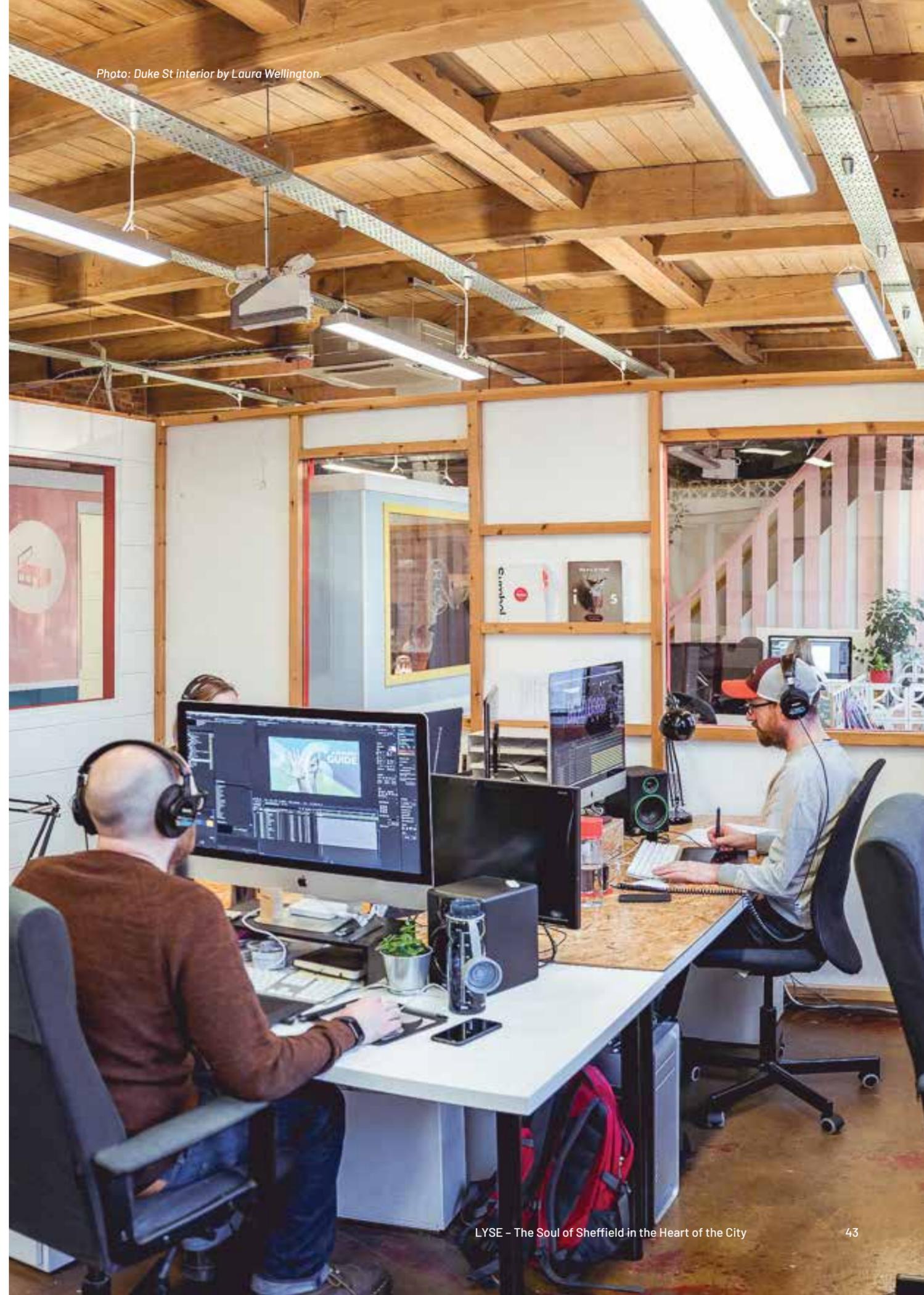


Photo: Duke St interior by Laura Wellington.

These works are outlined within the Proposed Fitting Out Works contained within the Appendix, conducted by Quantity Surveyors BWA on behalf of our proposed architects Studio Gedye, to include;

- Furniture and Fittings (£165,000)
- Bars and Back Bars (£34,000)
- Contingencies (£32,000)
- Professional Fees (£30,000)
- Super-fast WiFi (£23,500)
- Café Feature Lighting (£20,000)
- Floor finishes (£19,000)
- Kitchen extraction (£10,000)
- Wall finishes (£5,000)

These are to be funded via the following;

- The first two years of operation will be rent free, to enable increased reinvestment
- Key Fund Yorkshire have supplied a letter of support in the Appendix, through which we aim to secure a loan of £100,000
- The Architectural Heritage Fund have supplied a letter of support in the Appendix, through which we aim to secure a combined grant and loan of £100,000
- The Co-operatives UK Booster Programme have supplied a letter of support in the Appendix, through which we aim to launch a community share issue to raise £40,000, with the potential for match funding up to £80,000

In addition our cash flow forecast allows for an annual maintenance budget of £24,000 plus an annual capital expenditure budget of £24,000 to ensure Leah's Yard is continually developed to exceed expectations.



**The organisation is
very much the product
of the people and
communities it serves.**

TRACK RECORD

UNION ST

Union St's home today is a building which had stood empty for four years before we took it on in 2014.

Formerly Sheffield City Council's Housing Office, the building's narrow rooms and high running costs (due to its lack of central heating or double glazing and city centre business rates) had long dissuaded potential occupiers. With its interior a 'mix of comprehensive school-type features, 70's stairwells and skilfully upcycled materials' it needed vision – which we've brought to life.

We have continually reinvested members' monthly fees to build a ground floor café, first floor event space, second floor co-working space and third floor dedicated desk space.

Hosting a different independent street food trader each day (before the requirement for social distancing) the ground floor secured charitable status and Lottery funding as The School For Pop-Ups. Six of our traders whose first physical space was Union St have gone on to secure their own permanent premises, building successful businesses in the city centre.

Our 'One Space' supports event organisers to organise their first city centre events, including the Common Thread Clothing Exchange, Neighbourhood Voices, Girls With Drills, and life drawing by Endless Love Creative.

Union St's second floor co-working space, run by The Co-working Co-operative CIC, has been listed in *Creative Boom Magazine's* 'Top 50 Creative Co-working Spaces in the UK'.

Our independent Social Impact Snapshot identified 68% of members had generated new opportunities, 93% had increased their productivity, and members had seen a 40% increase in their well-being.

Co-founder Matt Hill has been nominated Enterprise Nation's Regional Enterprise Champion and invited to give suggestions at No.10 Downing Street.

Union St's dedicated desks and private office space are now fully booked, and co-working is close to capacity with new members joining weekly with little marketing effort: we'll expand significantly in Leah's Yard.

DINA

DINA Sheffield Arts Centre is a critically recognised and established independent arts venue providing a cornerstone of cultural activity on Cambridge Street. DINA has strong working connections to local, regional, national and international producers and is driven by its active and vibrant community of creatives and makers with significant connections to the LGBTQ+ community.

During lockdown its online festival, Small Pleasures, showcased over 200 submissions from people in 30 countries. These ranged from children here in Pitsmoor celebrating the NHS to Black Lives Matter community projects in New Jersey, USA.

The organisation is very much the product of the people and communities it serves, supporting them through the provision of affordable and centrally located studios, progressive programming and a range of exhibition and performance spaces including a 30-seater micro-venue dedicated to new and challenging work.

DINA produces over 700 events every year and co-produces over 12 national and local festivals. In the 12 months to March 2020, DINA has hosted exhibitions, workshops and performances with attendances of over 58,000.

Its ambition is to build upon this with an enhanced, purpose-built, flexible performance space which can take national mid-scale touring for visual interactive/arts exhibitions and festivals as well as to provide outdoor programming.

DINA is committed to offering a solid basis for developing and promoting a key 'festival city' venue creating a multifaceted cultural destination accessible to all in the Heart of the City with a national and international reach.

'DINA remains a springboard for new talent and new work. It is essential in a city the size of Sheffield to offer a place for people to hone skills, test new work and build confidence and DINA provides all that.'

Dr. Adam Stanović,
University of Sheffield Music Department



Photo: Queer Migration, DINA.



Photo: Festival of Debate, Opus Independents.



Photo: Now Then mural by Rob Lee.

OPUS INDEPENDENTS

Since 2008 Opus has run projects including Now Then magazine, Opus Distribution, Wordlife and Festival of Debate.

Each issue of Now Then magazine is read by more than 30,000 people; the Now Then app has over 30,000 installs and an average Google rating of 4.3 out of 5; and the magazine in print, digital and app formats works with local traders, community groups, local government and charities, creating and sustaining strong networks and a community-focused independent local economy.

Opus runs or supports over 200 events each year, from ten-person workshops to public lectures, 800 capacity live music events and festival stages.

The Festival of Debate is the largest annual politics festival in the UK, as a non-partisan, city-wide programme of events through which audiences explore pressing and important issues. In 2019 Festival of Debate events attracted over 10,000 attendees. 2020's online Festival of Debate content has been watched for more than 278,468 minutes – 193.3 days of continuous 'watch time'.

Alongside music, journalism, and Festival of Debate, Opus' Wordlife has become one of the leading advocates of poetry, spoken word and creative storytelling in the North of England.

Its support and development for artists and performers (across musical, creative and artistic disciplines) has provided a platform for new talent and both launched and boosted multiple creative industry careers – while exporting Sheffield culture to a wider audience.

Opus' distribution business reaches over 4,000 public locations, and has regular clients including Sheffield Theatres, The University of Sheffield, Sheffield Doc/Fest, Off The Shelf Festival of Words, Sensoria Festival, Showroom Cinema, and many more.

Opus has long been active supporting bespoke projects which fit with its values of 'Creating for the Common Good' and other notable impacts include UBI Lab network, Fairness on the 83, Our Fair City/Making Sheffield Fairer for The Sheffield Fairness Commission, and instigating positive change and better outcomes for people living in some of Sheffield's most deprived communities.

We exist specifically to make positive social, environmental and economic impacts.

GOOD EMPLOYMENT

Leah's Yard Social Enterprise's founders are social enterprises championing, enabling and catalysing opportunities for all. We exist specifically to make positive social, environmental and economic impacts. We make measurable and quantifiable contributions to Sheffield's culture, maker economy, residents' health, their well-being, and by addressing inequalities.

DINA, Opus and Union St have always insisted on fairness and justice throughout our economic and social activities - including paying employees and freelancers above the Real Living Wage; involving stakeholders in decisions; operating flat hierarchies; having a minimal or no difference in remuneration to people employed at different levels; and investing time,

energy and resources into training, mentoring, staff development and health and well-being support.

The Leah's Yard Social Enterprise will demonstrate its own and founder members' commitment to embedding our purpose throughout all our activities through membership of Social Enterprise UK and by achieving accreditation from The Social Enterprise Mark and The Real Living Wage Foundation.



Photo: Union St café, Union St.

TIMESCALES

Our proposal is to relocate Union St, DINA and Opus Independents to be operating from Leah's Yard.

This would be done immediately, with a realistic target for the building to be 90% occupied within six months, based on collaborative pre-launch marketing.

CONDITIONALITY

Planning and Licensing

- Our proposals presume we'll secure appropriate operating licenses to serve alcohol and host a range of live events as currently handled by DINA, plus weddings and civil ceremonies

Opening Hours

- Our proposals presume the ability to open from 8am each morning, and until 3am on Thursday, Friday and Saturday

Our proposal to invest £350,000 in the fit-out of Leah's Yard is based upon;

- The first two years of the 25 year lease to be rent free, enabling reinvestment with our proposed interior designer Laura Wellington of Duke Studios, the IPSE Co-working Space of the Year 2019
- Securing a £100,000 loan from the Key Fund Yorkshire, with a letter of support from Key Fund Investment Manager Rachel Veitch-Straw in the Appendix
- Raising £40,000 through a Community Share Issue, to be match funded by Co-operatives UK, with a letter of support from Co-ops UK Programme Manager Isla McCulloch included in the Appendix
- Raising a grant through the Architectural Heritage Fund, with a letter of support from Emily Knight in the Appendix
- Anchor tenants to raise further grant and loan funding to invest in their facilities, as per their track record of working with the Arts Council and The National Lottery Community Fund



Photo: Union St co-working members, Union St.



Photo: Yoki, Union St.

THE SOUL OF SHEFFIELD IN THE HEART OF THE CITY



Photo: Small Pleasures, DINA.

UNLOCKING TRANSFORMATION

EVELYN ALBROW

'I am an independent artist and curator engaged to create DINA's rolling visual arts and exhibition programme. With spoken word artist Jemima Foxtrot I devised the 'Small Pleasures' project, my biggest project to date. It has exceeded all our expectations, with contributions from over 30 counties and loads from Sheffield itself.'

RICHARD MOTLEY, INTEGREAT PLUS

'Opus through its work and business approach exhibits strong social values and ethos. I have always valued their cultural and social advocacy around stimulating and engaging with many communities through the Festival of Debate and its long standing and well regarded Now Then magazine.'

YOKI

International Business Management graduate Denny KH Song and his business partners launched Yoki at Union St in 2018. Visitors loved their authentic Korean soul food. This valuable experience of market testing was a springboard for Yoki to take a permanent space at Kommune in Sheffield's city centre.

This proposal will catalyse the potential of Leah's Yard as a hub for culture, community, enterprise and independent Sheffield businesses. Innovation, making, impact, art, collaboration and play: the heart and soul of Heart of the City.



dinavenue.com



weareopus.org



union-st.org

Graphic design by dp-creative.co.uk