

SHEFFIELD HEALTH AND WELLBEING BOARD DEVELOPMENT SESSION

Friday 19th July 2024

Notes and outputs



Purpose:

This private development session brought Health and Wellbeing Board members together to determine the Board's work plan for the next 9 months. Through structured, guided activities, the Board:

- Considered where they can add the most value to the building blocks and radical shifts that are at the core of our Health and Wellbeing Strategy
- Identified and decided which priorities to focus on first
- Agreed when these priorities will be considered and in which format / forum

This session was independently facilitated by strategist and leadership coach, Holly Dannhauser.
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Background

- The Sheffield 10-year Health and Wellbeing Strategy is shaping up well but it's essential that the Health and Wellbeing Board helps to make it the best it can be.
- This development session invited Board members to build on the progress made so far and the commitments members have already made to one another and for the people of Sheffield by deciding what the Board will focus on over the next 9 months.
- The session was structured around the 8 building blocks and their emerging priorities. Whilst all of these are important, the Board doesn't have enough capacity to cover all of them adequately in one year. As such, Board members worked through activities to prioritise their focus for the year ahead on some specific areas, to help maximise impact and make radical shifts. Board members were invited to consider the collective, additional value that can be leveraged by working together rather than focusing on their own professional role or on their individual organisations.
- There were a mix of activities that enabled everyone to contribute equally and fairly; where decisions were based on the valid and valued contributions of all involved.

Contents

Find your way around

This document captures all the outputs of the HWBB development session. But you can click on the buttons here to jump to specific sections.

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Building the case for HWBB focus

Where Board members identified the rationale for focusing on emerging priorities relating to the Building Blocks of the Health and Wellbeing Strategy

Longlist of prioritised themes for HWBB

A simple overview of the top voted areas of focus HWBB members selected to inform their 9-month work programme

Assessing using our radical shifts

Top voted areas of focus were further examined using the radical shifts to understand potential impact HWBB could have

Shortlist of prioritised themes for HWBB

With this deeper insight, HWBB members voted again for the most impactful areas of focus for their 9-month work plan

Plotting HWBB activity

A 9-month timeline with Board sessions matched with the areas of focus selected by HWBB members

Building the case exercise

- 1 Working alone, Board members explored each of the 8 building blocks and their emerging priorities. They then began to build a case for why (or why not) the Health and Wellbeing Board should (or should not) focus on this priority as part of its work programme. This included noting where there is existing or emerging work, an urgency associated with the priority, or an opportunity not to be missed. Board members also noted key links or themes to be considered.
- 2 Board members then revisited all the building blocks and collectively discussed and refined the intel they found there, with the aim of strengthening the rationale.
- 3 Finally, Board members were given 6 votes each to select the priorities they thought the Board should be focusing its efforts on over the next 9 months, where more impact and better outcomes can be achieved with the Board's attention.

** Pre-work before this session began to build the rationale. Some priorities shown in grey indicated that it's unlikely that Board involvement is required at this time. Board members had the chance to disagree.

BUILDING BLOCK 1: Tackling racism and discrimination

Deliver recommendations of the Race Equality Commission

- Establish clear links with the Race Equality Partnership for Sheffield (REPS)
- Consider REPS membership on the HWBB (although aren't we on it anyway?)

1 vote

Increasing the diversity of the Board

- This is a HWBB action required from the REC
- Establish a pool of critical friends
- Develop a pipeline of Board-ready candidates
- Get the Board and Strategy out on tour with specific communities
- Link this to participation of excluded groups – reps from lived experience, MH, poverty
- Ensure no tokenism
- Build skills in communities
- Foster / invest in leadership of marginalised communities

0 votes

Collection, analysis, and reporting of personal characteristics data

- This is a HWBB action required from the REC
- Key link to increasing fair access theme and much more impactful at a cross-system level
- Also to include disability in all its forms
- Collective drive and standard setting could help with traction in organisations

1 vote

Developing antiracist workforce

- Organisation accountability is already in place to the REPS
- Zero tolerance
- Learning together

0 votes

BUILDING BLOCK 2: Give every child the best start in life

Parental mental health	Role of men in children's early years	Nursery and early years support	School readiness	Reduce infant mortality	New suggestion: Government child poverty taskforce
<ul style="list-style-type: none"> • Endorse and strengthen ICB CYP's plans for Maternal Mental Health and Early Years Strategy • Commit to needed resource – don't do something else if needed – where we choose to invest is where we need to • Support roll out of family hubs and voluntary support groups 	<ul style="list-style-type: none"> • Support for dads and male role models • Recruitment of men into nursery and early years posts – stamp out prejudice against this 	<ul style="list-style-type: none"> • Support uptake of places • (see parental mental health) 	<ul style="list-style-type: none"> • Bring back Sure Start, based on family hubs • Start for Life funding cliff edge • Refresh commissioning arrangements 	<ul style="list-style-type: none"> • Robust strategy already in place and being delivered and monitored by SCC PH • Board does need to see the new strategy 	<ul style="list-style-type: none"> • Be clear on when we should focus linked to Taskforce timelines and to enable us to leverage potential associated resource into the city • Remove the 2 child benefits cap
3 votes	0 votes	1 vote	0 votes	0 votes	0 votes

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Longlisted priority theme for HWB

Building Block 3: Enable everyone to fulfil their potential and have control over their lives

<p>Belonging in school, and attendance and attainment</p> <ul style="list-style-type: none"> • Role in challenging high levels of school exclusion • Link to school readiness – delay in diagnosis and parent support are strong indicators for health • Attendance taskforce recommendations 	<p>Preparing for adulthood</p> <ul style="list-style-type: none"> • Work being undertaken by Adult Care and Children’s services to improve. Work in progress – not sure there is a role for HWBB • Skill people – education is too focused on exams and not skills for life 	<p>Children and young people’s emotional health and wellbeing</p> <ul style="list-style-type: none"> • Social media • De-medicalise • (see parental mental health) 	<p>Support and provision for people with special educational needs or disabilities (SEND)</p> <ul style="list-style-type: none"> • Strategy in place with Mental Health and CYP workstreams in ICB – important for HWB to be sighted but likely little further to add • Programme approach to both the ND wait list and de-medicalising the whole space • De-medicalise and shift resource and engage with people via HWB 	<p>Adult education, skills and training</p> <ul style="list-style-type: none"> • Repurpose / revive WEA, TU education, community education • No OFSTED / progress needed – adult learning is good in itself 	<p>Everyone has a dignified death in a place of their choice</p> <ul style="list-style-type: none"> • Support the Compassionate Sheffield programme • Bereavement policy is ready to go at SCC • Burial availability for communities – safe and respected • Needs mainstream funding
0 votes	0 votes	4 votes	2 votes	0 votes	2 votes

Longlisted priority theme for HWB

BUILDING BLOCK 4: Create good work for all

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Fair access to work	Job retention	Fair pay	Good employment conditions	Volunteering opportunities
<ul style="list-style-type: none"> Existing HWBB commitment to receive update on employment and health work – volunteering should be part of this Can we pull together the citywide work 	<ul style="list-style-type: none"> Existing HWBB commitment to receive update on employment and health work – volunteering should be part of this 	<ul style="list-style-type: none"> Existing HWBB commitment to receive update on employment and health work Setting standards / aspirations across partner organisations, including in supply chain 	<ul style="list-style-type: none"> Existing HWBB commitment to receive update on employment and health work Promote good work and support regulation Workplace wellbeing and culture Overarching work / health strategy – bring together all the components 	<ul style="list-style-type: none"> See It, Be It Sheffield – next generation, opportunities to access, aspiration – HWBB to support Inclusive volunteering pathways and purposeful volunteering for social connections better supported to connect workforce / skills gaps Good work already happening (VAS, community orgs, citywide) so should we build on it?
1 vote	0 votes	0 votes	5 votes	0 votes

Longlisted priority theme for HWB

BUILDING BLOCK 5: Ensure a healthy standard of living for all

Tackle poverty	Adequate supply of decent, affordable homes.	Access to high quality food	City-wide economic development	(Fair) Access to WiFi
<ul style="list-style-type: none"> • Opportunity to influence development of anti-poverty approach / strategy – feels urgent. Link to government policy and what’s happening in communities • National focus through Child Poverty Taskforce – opportunity to influence and advocate for resource / interventions. Useful to develop as framework for other strategies e.g. city growth • Centre for MH publication on welfare advice in MH services and SYMCA interest • Link to Food Strategy • Link to Net Zero and proper insulation of homes 	<ul style="list-style-type: none"> • Ongoing system leadership to strengthen the work • Argue for Council housing • HWBB policy lens around homes – decoupling city work from growth measures • Come back to do state of play in health / housing overlap • New government opportunities – RofB reform? 	<ul style="list-style-type: none"> • Already an established and well-functioning Sheffield Food Partnership and strategy in first year of delivery • Opportunity to realise wider benefits of community organising model 	<ul style="list-style-type: none"> • Opportunity to influence City Growth Plan and action plan – not just economic • Consider key markers that support health and wellbeing, have a stronger link / oversight 	<ul style="list-style-type: none"> • Work on data poverty – low cost and free SIMs – needs infrastructure and support for it to be WiFi. Use big companies that provide free SIM cards (e.g., Virgin) • Pilot of public access in Dryden – should inform a citywide opportunity. Fundamental to ambitions for technology based interventions / strong inclusion • Support digital inclusion / accessibility and appropriate digital literacy training
9 votes	4 votes	0 votes	2 votes	0 votes

Longlisted priority theme for HWB

Longlisted priority theme for HWB

BUILDING BLOCK 6: Develop healthy places and communities

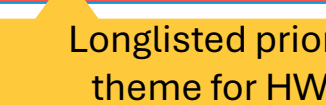
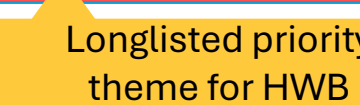
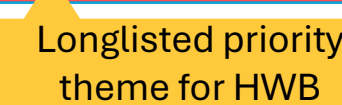
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Transport and active travel	Access to nature, wildlife and greenspace	Air quality	Commercial determinants of health (advertising, licensing etc)	Community safety	Community development, social infrastructure and cohesion
<ul style="list-style-type: none"> • Good work already underway • Affordable fares • Board to accelerate reasoning for bus franchise and active travel – amplify community voice in planning and implementation 	<ul style="list-style-type: none"> • Good work already underway • Influence policy e.g., housing / neighbourhood development 	<ul style="list-style-type: none"> • Leadership and advocacy for Clean Air Zone • Listen / engage better with opponents • CAZ isn't the totality of AQ work – how hard to push • Enlist the clinical voice • Use existing evidence of CAZ impact to build case for change – capitalise on the moment • Change public narrative around why it is important 	<ul style="list-style-type: none"> • Good work already underway • HWBB to come back to this and refresh the focus – bring out the choices • Alcohol Strategy 	<ul style="list-style-type: none"> • Opportunity to influence refresh of community safety strategy 	<ul style="list-style-type: none"> • Continue to sponsor 'Collaborating for Health' work • Continue to support the NE Model Neighbourhood work - link elected members, business, and campaign orgs into this • Build out from NE work – community anchors, 24/7 Community MH pilot in Heeley • Push back against financial pressure • Champion voice of communities / lived experience
0 votes	0 votes	0 votes	3 votes	0 votes	7 votes

Longlisted priority theme for HWB

Longlisted priority theme for HWB

BUILDING BLOCK 7: Ensure fair access to quality NHS and social care services

Personalisation	Using and sharing data and insights to take collective action	Involvement of groups facing exclusion from services	Workforce planning and development for equity	Language and communication	Digital inclusion	Planning infrastructure to meet current and future need
<ul style="list-style-type: none"> Empower and devolve power Challenge national prioritisation of access over continuity of care Work underway on this already Support roll out of Trauma Informed training (currently patchy) 	<ul style="list-style-type: none"> Leadership role and influencing action Data analysis underway at STH to contribute to a detailed system view Intelligent data and overload Breadth of HWBB level insight – set ambition and take stock on options Link to block 1 – need to focus data needs and explain why 	<ul style="list-style-type: none"> Leadership role and influencing action Tap into what’s happening in communities – VCS, LACs, NE work, voice groups – build and connect things up, diversity and voice) Work planned this year at STH 	<ul style="list-style-type: none"> Leadership for coherence and consistency Face up to system failure Compassionate working environment 	<ul style="list-style-type: none"> Leadership role and influencing action Significant opportunity to improve access – does it need HWBB sponsorship to advance? 	<ul style="list-style-type: none"> Gather people together to develop city wide action Work in SCC on this – widen to partners? Right place to allow less digitally enabled to catch up Programme of work underway in ICB – what does it mean for the city? Tie together all work 	<ul style="list-style-type: none"> Leadership role and influencing action Community focused Support transformation towards health promotion and illness prevention A session for HWBB on Local Plan
3 votes	1 vote	3 votes	1 vote	2 votes	0 votes	3 votes
 <p>Longlisted priority theme for HWB</p>		 <p>Longlisted priority theme for HWB</p>				 <p>Longlisted priority theme for HWB</p>

BUILDING BLOCK 8: Address the climate and environmental crisis

Net Zero

- Isn't a clear focal point for the city – is each constituent organisation maxing out? HWBB role is to push up the agenda, thinking long term as well as short term. Individual orgs struggle to maintain momentum – collective focus would help
- Public, especially CYP, voice

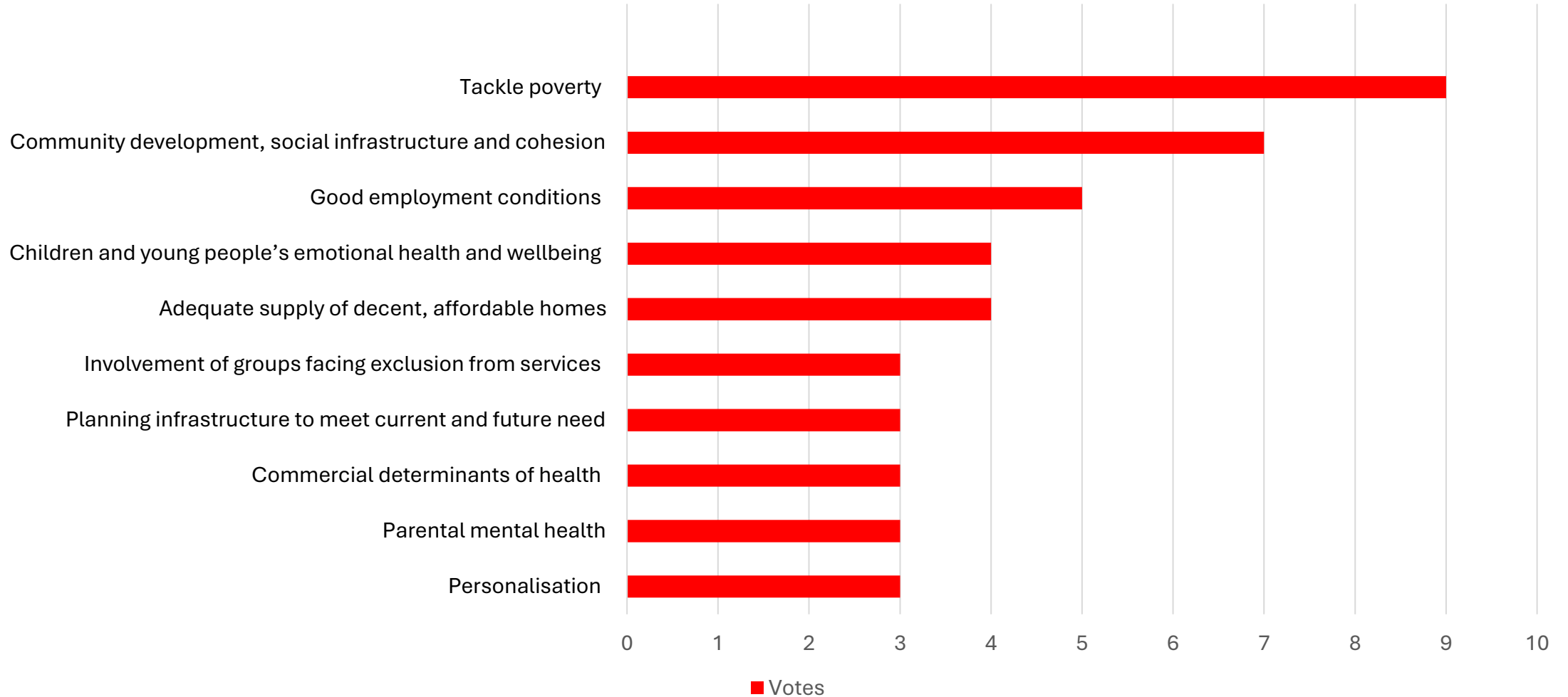
0 votes

Resilience and adaptation

- We do well on flooding
- Extreme heat – both service response and planning – heat resilient places
- Local Plan coming into action soon (hopefully)

1 vote

Longlisted areas of focus



Radical Shifts exercise

- By this point of the session, Board members had voted for the priorities they believe would be most positively impacted by HWBB consideration and focus over the next 9 months.
- This next exercise asked the Board to consider and assess how each of these 9 priorities would be impacted by the Radical Shifts.

LEADERSHIP AND
WORKFORCE

PARTNERSHIPS AND
COLLABORATION

RESOURCES

MONITORING AND
ACCOUNTABILITY

- With this additional insight, another round of voting was conducted to identify which of these should be adopted into the HWBB work programme within the next 9 months.
- It was noted that further work would be required to ensure alignment and connection with City Goals.

Tackle poverty

BUILDING BLOCK: Ensure a healthy standard of living for all

RATIONALE AND CONTEXT:

- Opportunity to influence development of anti-poverty approach / strategy – feels urgent. Link to government policy and what’s happening in communities
- National focus through Child Poverty Taskforce – opportunity to influence and advocate for resource / interventions. Useful to develop as framework for other strategies e.g. city growth
- Centre for MH publication on welfare advice in MH services and SYMCA interest
- Link to Food Strategy
- Link to Net Zero and proper insulation of homes

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LEADERSHIP AND WORKFORCE <ul style="list-style-type: none">• Use our collective voice to influence national government Taskforce	PARTNERSHIPS AND COLLABORATION <ul style="list-style-type: none">• Develop a wealth strategy for the city together
RESOURCES <ul style="list-style-type: none">• Identify the roles we can play as anchor / civic organisations and the actions we can take• Be ready to respond to national moves	MONITORING AND ACCOUNTABILITY <ul style="list-style-type: none">• Jointly inform the case for change

What value can we add via our Radical Shifts?

Community development, social infrastructure, and cohesion

BUILDING BLOCK: Develop healthy places and communities

RATIONALE AND CONTEXT:

- Continue to sponsor ‘Collaborating for Health’ work
- Continue to support the NE Model Neighbourhood work - link elected members, business, and campaign orgs into this
- Build out from NE work – community anchors, 24/7 Community MH pilot in Heeley
- Push back against financial pressure
- Champion voice of communities / lived experience

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LEADERSHIP AND WORKFORCE

- Reinststate our commitment to investment and reducing transaction cost. Build the NHS / LA machine to hardwire this

PARTNERSHIPS AND COLLABORATION

- Bring a wider range of partners and collaborators – including new partnerships at place / neighbourhood

What value
can we add via
our Radical
Shifts?

RESOURCES

- Leverage 24/7 Community MH investment to pull in and align other monies that build community infrastructure e.g., asset transfers

MONITORING AND ACCOUNTABILITY

- Share NE Model Neighbourhood learning
- Amplify the impact and legacy through local insight and multiple community development contributors from: NE neighbourhood, community anchors, 24/7 Community MH



5 votes

Good employment conditions

BUILDING BLOCK: Create good work for all

RATIONALE AND CONTEXT:

- Existing HWBB commitment to receive update on employment and health work
- Promote good work and support regulation
- Workplace wellbeing and culture
- Overarching work / health strategy – bring together all the components

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LEADERSHIP AND WORKFORCE

- Live the values, challenge honestly about issues, and tackle the root causes
- Model ‘good employer’ in partnership – set standards to cherish staff

PARTNERSHIPS AND COLLABORATION

- A session for all relevant partners on shaping our strategy
- Share good practice and consider influence through our wider partnerships / individual networks / supply chain

What value
can we add via
our Radical
Shifts?

RESOURCES

MONITORING AND ACCOUNTABILITY

- Assume the right to challenge and hold to account our partners and employers in the city
- Count and publish - transparency



5 votes

Children and young people's emotional health and wellbeing

BUILDING BLOCK: Enable everyone to fulfil their potential and have control over their lives

RATIONALE AND CONTEXT:

- Social media
- De-medicalise

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LEADERSHIP AND WORKFORCE

- Champion the de-medicalisation
- Lead / support a wider conversation about this
- Develop a clear statement on social media and mental health

PARTNERSHIPS AND COLLABORATION

- We have good programmes (with some gaps and resource challenges) but it doesn't come together. Re statement of strategy
- A programmed approach to de-medialise

What value
can we add via
our Radical
Shifts?

RESOURCES

- Where there are resource opportunities, a policy of not only inventing in acute demand but of pathway

MONITORING AND ACCOUNTABILITY

- Not monitored by length of wait list or CAMHS demand



3 votes

Adequate supply of decent, affordable homes

BUILDING BLOCK: Ensure a healthy standard of living for all

RATIONALE AND CONTEXT:

- Ongoing system leadership to strengthen the work
- Argue for Council housing
- HWBB policy lens around homes – decoupling city work from growth measures
- Come back to do state of play in health / housing overlap
- New government opportunities – RofB reform?

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LEADERSHIP AND WORKFORCE

- Taking clear support for this and promoting this

PARTNERSHIPS AND COLLABORATION

- Bringing a joint voice to this work – practical principles – together

What value
can we add via
our Radical
Shifts?

RESOURCES

- Sheffield pound

MONITORING AND ACCOUNTABILITY

- Share NE Model Neighbourhood learning
- Amplify the impact and legacy through local insight and multiple community development contributors from: NE neighbourhood, community anchors, 24/7 Community MH



4 votes

Involvement of groups facing exclusion from services

BUILDING BLOCK: Ensure fair access to quality NHS and social care services

RATIONALE AND CONTEXT:

- Leadership role and influencing action
- Tap into what’s happening in communities – VCS, LACs, NE work, voice groups – build and connect things up, diversity and voice)
- Work planned this year at STH

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LEADERSHIP AND WORKFORCE

- Remove blockages of representation of minoritised communities in leadership
- See It, Be It – reverse mentoring
- Better involve democratic leadership in shifting resources to communities

PARTNERSHIPS AND COLLABORATION

- Change narrative from ‘hard to reach’ to ‘hard to access’ with and through community and faith leaders
- Work within communities not from the outside – build on what’s already there
- Build on examples with drugs and alcohol and ID

RESOURCES

- Shift resources to communities and fund this long term
- Explore whether the NE neighbourhood work offers a model for city led budgeting / resource allocation

What value can we add via our Radical Shifts?

MONITORING AND ACCOUNTABILITY

- Indicators should measure success of access for most marginalised



4 votes

Planning infrastructure to meet current and future need

BUILDING BLOCK: Ensure fair access to quality NHS and social care services

RATIONALE AND CONTEXT:

- Leadership role and influencing action
- Community focused
- Support transformation towards health promotion and illness prevention
- A session for HWBB on Local Plan

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LEADERSHIP AND WORKFORCE

- Critical look at current infrastructure at different levels and places – influence this

PARTNERSHIPS AND COLLABORATION

- Facilitate and encourage new ways of working between partners to develop new models of care
- Involvement of VCS

RESOURCES

MONITORING AND ACCOUNTABILITY

What value
can we add via
our Radical
Shifts?



3 votes

Commercial determinants of health

BUILDING BLOCK: Develop healthy places and communities

RATIONALE AND CONTEXT:

- Good work already underway
- HWBB to come back to this and refresh the focus – bring out the choices
- Alcohol Strategy

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LEADERSHIP AND WORKFORCE

- Licensing and planning department training and influence
- Monitoring and considering commercial influence on NHS
- Framing a language of our approach on tobacco, gambling, alcohol, and food
- Max out on our levers we do have control over

PARTNERSHIPS AND COLLABORATION

- Football clubs and sport influence
- Universities – work with and influence sponsorships in opposition to this and

What value
can we add via
our Radical
Shifts?

RESOURCES

- Assess our local supply chain and influence actions through procurement

MONITORING AND ACCOUNTABILITY



2 votes

Parental mental health

BUILDING BLOCK: Give every child the best start in life

RATIONALE AND CONTEXT:

- Endorse and strengthen ICB CYP’s plans for Maternal Mental Health and Early Years Strategy
- Commit to needed resource – don’t do something else if needed – where we choose to invest is where we need to
- Support roll out of family hubs and voluntary support groups

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LEADERSHIP AND WORKFORCE <ul style="list-style-type: none">• Protect the funding	PARTNERSHIPS AND COLLABORATION <ul style="list-style-type: none">• Integrate approaches
RESOURCES <ul style="list-style-type: none">• Resource shift needed	MONITORING AND ACCOUNTABILITY

What value can we add via our Radical Shifts?



Personalisation

BUILDING BLOCK: Ensure fair access to quality NHS and social care services

RATIONALE AND CONTEXT:

- Empower and devolve power
- Challenge national prioritisation of access over continuity of care
- Work underway on this already
- Support roll out of Trauma Informed training (currently patchy)

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LEADERSHIP AND WORKFORCE <ul style="list-style-type: none">• Encourage voice of lived experience in the development of services and peer support in the delivery of services	PARTNERSHIPS AND COLLABORATION <ul style="list-style-type: none">• Encourage involvement of community voice and expertise in service development
RESOURCES	MONITORING AND ACCOUNTABILITY

What value can we add via our Radical Shifts?

▶ 1 vote

Shortlisted areas of focus

Find out more

Click the buttons here to return to see what the HWBB said about each priority

1

Community development, social infrastructure, and cohesion
Building Block 6: Develop healthy places and communities

2

Good employment conditions
Building Block 4: Create good work for all

3

Involvement of groups facing exclusion from services
Building Block 7: Ensure fair access to quality NHS and social care services

4

Adequate supply of decent, affordable homes
Building Block 5: Ensure a healthy standard of living for all

Backlog of priorities in order of voting

1. Planning infrastructure to meet current and future need
2. Children and young people's emotional health and wellbeing
3. Tackle poverty
4. Commercial determinants of health
5. Parental mental health
6. Personalisation

HWBB 9-month work programme

SEPTEMBER 2024 Public Board Meeting

Focus: Joint Health and Wellbeing Strategy and Annual Action Plan, Compassionate Sheffield, ICB Update, 2023 DPH Report

DECEMBER 2024 Public Board Meeting

Focus: Adequate supply of decent, affordable homes (BB5) and Planning NHS and social care infrastructure to meet need (BB7)
Action: a wash up of the September HACT workshops, November ICP meeting, and local state of play. Creating alignment of Local Plan and HCP estates (sectional approach).
Who: MCA re infrastructure (regional view and mayoral influence). Influence ICS, NHSE capital plans. Reflect output of SY Housing and Health Conversation which finishes in September 2024

FEBRUARY 2025 Development Session

Focus: Good employment conditions (BB4)
Action: to assess the totality of this area across all sectors to understand the state of play. To determine what good looks like. To consider developing a charter or commitment
Who: Business sector or representative bodies – environmental health, HSE

APRIL 2025 Development Session

Focus: to review the HWBB's work programme, relationships, and effectiveness. To develop and agree the next work programme phase

NOVEMBER 2024 Development Session

Focus: Community development, social infrastructure, and cohesion (BB6)
Action: to raise awareness and visibility of various community development approaches and to hold candid discussions about piecing it all together and rolling out across the city. To agree our commitment to including diversity of voice and perspectives
Who: NE Model Neighbourhood, 24/7 Community MH work, Collaborating for Health, and other complimentary initiatives that challenge current models of service delivery

New session

JANUARY 2025 Development Session

Focus: Involvement of groups facing exclusion from services (BB7)
Action: to develop a shared understanding of good outcomes, current obstacles, and possible solutions. Review the Inclusion Health Plan, its progress and future work
Who: SCC, Primary and Secondary Care, VCS, lived experience, people seeking sanctuary, Future Sheffield, Care Providers

MARCH 2025 Public Board Meeting

Focus: Community development, social infrastructure, and cohesion (BB6)
Action: to review and publicly agree what is gold standard for community development in Sheffield
Who: Community anchors from place and community of interest