

# ***Move More Strategy Development Process***

Over 100 individuals from many different organisations have had the opportunity to contribute to the development of the Move More Strategy 2016-2021. This strategy was always intended to build upon the first Move More strategy and has been pitched as a ‘refresh’ rather than a ‘big bang’ change.

This document outlines the strategy development process. Due to the COVID-19 pandemic, the process has been largely undertaken online. We have been mindful that many people were extremely busy and had limited capacity to contribute. Every effort was made to create opportunities for meaningful interactions with stakeholders in a range of ways that were not burdensome to individuals or organisations.

A small team comprising Dr Anna Lowe (National Centre for Sport & Exercise Medicine-Sheffield), Tom Hughes (Yorkshire Sport Foundation), Dr Helen Quirk (University of Sheffield) and Dr Cath Homer (Sheffield Hallam University) led the strategy consultation process; they continue to work collaboratively with a range of key stakeholders, partners and critical friends.

## **1. The strategy development process**

### **1.1 Preparatory work**

Strategy planning began in June 2020, desk-based research was undertaken in the form of auditing and reviewing.

#### **Audit of the first strategy**

The Move More Strategy 2021-2026 is intended to be a refresh of the first strategy, building upon these solid foundations and doing more of ‘what works’ in our city. The original Move More Strategy was reviewed, and actions audited against the progress made. We recognised that huge progress and achievements had been made outside of the actions outlined in the strategy, highlighting the need to be flexible in our ongoing approach.

Moving forwards, it is apparent that the refreshed strategy needs to enable things to emerge that can’t be foreseen. It will involve working to our strengths, going where the energy is and staying agile and comfortable with an approach that might need to adapt to the continually changing landscape. This can be seen in the principles of the 2021-2026 Move More strategy and is very much in-tune with the whole systems approach.

#### **Review of physical activity strategies, evidence and related work**

The first Move More Strategy was one of the first whole systems approaches to physical activity in the UK, and since then such approaches to physical activity have been widely adopted. For example, systems approaches have been the focus of Sport England’s 12 Local Delivery Pilots (LDPs). Other

place-based physical activity strategies were reviewed for inspiration and guidance. Other ‘big ticket’ items and agendas nationally and locally were included.

At the same time, the emerging academic literature on the evidence base for whole systems approaches was reviewed. There has been growing interest in the role of systems-based approaches in complex public health challenges. Recent literature on the evidence base for whole systems approaches was reviewed to enhance the theoretical underpinning of the strategy. Move More will strive to be at the forefront of this knowledgebase around whole systems approaches and will always be amenable to the advice and guidance from others.

A list of some of the key resources that have informed this process can be found at the end of the document.

## 1.2 Wave 1 Consultation

The initial consultation was carried out with those members closest to Move More and included the Move More Coordination Team.

In November 2020, seven 45-minute, in-depth interviews were carried out with each member of the team exploring:

- The previous strategy: *what worked and what didn’t?*
- Current state of play: *what is happening within your area (e.g., Sport, Education)?*
- The Future: *what does success look like in 2026?*

The list of interviewees can be seen in Table A

**Table A - Move More Leads Wave 1 – November 2020**

Name	Organisation	Job Title	Move More Role
Adam Fuller	Arches Schools Sport Partnership	Sports Development Manager and School Games Organiser	Active Schools and Pupils Lead
Jo Pearce	Sheffield City Council	Head of Sport and Physical Activity	Move More Sport Lead
Adam Batty	Voluntary Action Sheffield	Move More Empowered Communities – Project Lead	Move More Empowered Communities Project Lead
Stuart Turner	Sheffield City Council	Service Manager Parks and Countryside	Move More Active Environments Lead
Jo Maher	Wincobank Surgery	GP	Move More Health and Social Care Lead
Andy Douglas	Birley Medical Centre	GP	Move More Health and Social Care Lead
Dr Gareth Jones	Sheffield Hallam University	Research Fellow	Move More Active Schools and Pupils Member

This enabled the creation of some basic ideas and themes that would be central in the revised strategy. These foundational pillars were summarised in a narrated PowerPoint to be used in Wave 2.

### 1.3 Wave 2 Consultation

The second stage of the consultation involved one-to-one conversations with prominent members of the National Centre for Sport and Exercise Medicine (NCSEM) Board and other key stakeholders in the City.

The Board members were presented with a short PowerPoint presentation talking them through the planned timescales to bring the strategy to life and the key themes emerging as part of the initial consultation and the key themes emerging from conversations.

The interviews provided an opportunity to build relationships with board members and discuss some of the proposed themes in further detail and take advice and recommendations on board.

In total conversations took place with approximately 15 individuals as detailed in Table B.

All conversations were recorded, they were reviewed later and notes were taken and key themes extracted. Following these conversations our ideas on foundational pillars of the strategy were refined and further developed. More detail was added, and the key content began to take shape. This enabled us to create a more detailed, narrated presentation in preparation for Wave 3.

**Table B. NCSEM Board and Strategic Leads Wave 2 – January 2021**

Name	Organisation	Job Title
Katie Shearn	Sheffield Hallam University	Senior Research Fellow
Andrew Cash	South Yorkshire and Bassetlaw Integrated Care System	Chief Executive
Andrew Snelling	Sheffield City Trust	Chief Executive
Maddy Desforges	Voluntary Action Sheffield	Chief Executive
Liddy Goyder	University of Sheffield	Professor of Public Health
Rob Copeland	Sheffield Hallam University	Director Advanced Wellbeing Research Centre
Joel Brookfield	Sport England	Strategic Lead for Local Delivery Pilots
Stephen Betts	Learn Sheffield	Chief Executive

Nigel Harrison	Yorkshire Sport Foundation	Chief Executive
Tony Stacey	South Yorkshire Housing Association	Chief Executive Officer
Lisa Firth	Sheffield City Council	Director of Place
Prof Steve Haake	Sheffield Hallam University	Professor of Sports Engineering and Director of Engagement at AWRC
Richard Bulmer	Sheffield Health and Social Care	Associate Director
Sandi Carman	Sheffield Teaching Hospitals	Assistant Chief Executive
Steve Chu	Age UK Sheffield	Chief Executive

### 1.4 Wave 3 Consultation

The third stage of consultation was opened to a wider audience.

Consultees were identified by pooling circulation lists and personal contacts. All consultees were sent a narrated presentation via email and were invited to attend an online event. During the event, key themes were introduced and discussed, most of the time was used for Q&A.

Consultees were also provided with the opportunity to feedback digitally via google forms. The consultation opportunity was circulated to 82 people including the lead People Keeping Well organisations, members of various Move More subgroups and prominent members of community groups (see Table C). Not all of the people who were invited to comment provided feedback, however, the majority of people listed have been involved in the consultation in some capacity.

**Table C. Wider Stakeholders Wave 3 – February 2021**

Name	Organisation	Job Title
Adam Batty	Voluntary Action Sheffield	Move More Empowered Communities – Project Lead
Adam Fuller	Arches Schools Sport Partnership	Sports Development Manager and School Games Organiser
Alex Ogden	Yorkshire Sport Foundation	Education and School Sport Manager

Andrew Cash	South Yorkshire and Bassetlaw Integrated Care System	Chief Executive
Andrew Snelling	Sheffield City Trust	Chief Executive
Andy Clarke	Stocksbridge Community Leisure Centre	Business manager
Andy Cox	University of Sheffield	Head of Sport
Andy Douglas	Birley Medical Centre	GP
Andy Jackson	Heeley Development Trust	Chief Executive
Andy Noble	Arches School Sport Partnership	Assistant Sport Development Manager
Anna Myers	Sheffield Hallam University	Research Fellow
Ben Williams	Sport England	Strategic Lead
Ceri James	Clinical Commissioning Group	Commissioning Manager
Charles Heatley	Birley Health Centre	GP
Chloe Atkinson	Sheffield Teaching Hospitals NHS Foundation Trust	Operations Manager
Chris Bailey	Sheffield United Community Foundation	Head of Community
Dan Wilson	Yorkshire Sport Foundation	Director of Development

Dave Birds	Community Wellness Services	Director
David Bly	Sheffield City Trust	Sports Programme and Engagement Manager
David Knapton	Sheffield Hallam University	Sport Development Officer
Dawn Wood	Links School Sport Partnership	SEND Schools Coordinator
Debbie Mathews	Manor and Castle Development Trust	Chief Executive
Dr Gareth Jones	Sheffield Hallam University	Research Fellow
Emily Morton	Disability Sheffield	Chief Executive
Emma Banks	Sheffield City Council	PESSOL Lead
Emma Dickinson	Sheffield City Council	PKW Commissioning Manager
Faisal Eid	Yorkshire Sport Foundation	Community Engagement Officer
Gareth Hayden	Sheffield City Council	Community Project Officer
Gary Clifton	Sheffield City Council	Major Events Lead
Halima Khan	Street Games	Area Director
Helen Humphreys	Advanced Wellbeing Research Centre	Researcher

Helen Sims	Voluntary Action Sheffield	Business Growth Manager
Helen Steers	Voluntary Action Sheffield	Health and Wellbeing Partnership Manager
Helen Stevens	Points School Sport Partnership	School Sport Coordinator
Henry Norman	Sustrans	Regional Lead
Ian Drayton/Guy Weston	SOAR	Chief Executive
Jade Wilkes	Canal River Trust	Community Roots Engagement Coordinator
James Brown	Yorkshire Sport Foundation	Director of Local Support and Partnerships
Janet Paske	Formerly Sheffield MIND	Occupational Therapist
Jen Rickard	Outdoor City	Economic Policy Officer
Jessica Wilson	Sheffield City Council	Health Improvement Principal
Jo Maher	Wincobank Surgery	GP
Jo Pearce	Sheffield City Council	Head of Sport and Physical Activity
Joel Brookfield	Sport England	Strategic Lead for Local Delivery Pilots
Jon Dallow	Sheffield City Council	Parks and Countryside

Joy Arnott	Terminus Initiative	Health Improvement Manager
Karen Dineen	Woodthorpe Development Trust	
Karen Minors	Reach South Sheffield	Health and Volunteering Project Manager
Kate Cox	Sheffield Hallam University	Head of Sport
Kathryn Mudge	Yorkshire Sport Foundation	Development Manager
Kathryn Taylor	Woodhouse & District Community Forum	Project Manager
Katie Glossop	Sheffield United Community Foundation	Participation and Inclusion Manager
Katie Shearn	Sheffield Hallam University	Senior Research Fellow
Katy Rogers	Youth Sport Trust	Development Manager
Kendle Hardisty	Yorkshire Sport Foundation	Sport Development Officer
Kim Horton	Links School Sport Partnership	Partnership Development Manager
Lauren Havercroft	Yorkshire Sport Foundation	Sport Development Manager
Lee Toulson	Woodthorpe Development Trust	
Liddy Goyder	University of Sheffield	Professor of Public Health



Lisa Firth	Sheffield City Council	Director of Culture, Parks and Leisure
Lucy Mellany	Darnall Well Being	Chief Executive
Maddy Desforges	Voluntary Action Sheffield	Chief Executive
Marcus Brammeld	Sheffield Wednesday Community Programme	Head of Community
Mark Mobbs	Outdoor City	Marketing Manager
Mark Wilde	Fox Hill Forum	Chief Executive
Matt Dean	Zest	Chief Executive
Matt Reynolds	Sheffield City Council	Transport and Infrastructure Planning Manager
Melanie King	Sanctuary Housing	Neighbourhoods Partnership Manager
Michelle Horspool	Sheffield Health and Social Care	Senior Research Manager
Nathan Barthrop	Forge School Sport Partnership	School Sport Partnership Manager
Niall O'Reilly	South Yorkshire Housing Association	Head of Work and Wellbeing
Nicola Beaumont	Links School Sport Partnership	Finance and Coach Manager
Nigel Harrison	Yorkshire Sport Foundation	Chief Executive

Nisha Lall	Aim to Dance	Director
Nur Ali	Shipshape	Community Development Worker
Pam Daniel	Voluntary Action Sheffield	
Pamela Goff	Parkinson's UK	Chairperson
Paul Hudson	Sheffield City Trust	Head of Sport and Leisure
Paul Sullivan	Sheffield City Council	Transport Planner
Richard Bulmer	Sheffield Health and Social Care	Associate Director
Professor Rob Copeland	Sheffield Hallam University	Director Advanced Wellbeing Research Centre
Rob Womack	Sheffield City Trust	Health, Wellbeing and Partnership Manager
Safiya Saeed	Reach Up Youth	Project Coordinator
Sam Keighley	Yorkshire Sport Foundation	Strategic Director
Sandi Carman	Sheffield Teaching Hospitals	Assistant Chief Executive
Sarah Keeton	Reach South Sheffield	
Shahida Siddique	Faithstar	Chief Executive

Simon Nichols	Sheffield Hallam University	Senior Research Fellow
Stephen Betts	Learn Sheffield	Chief Executive
Steve Chu	Age UK Sheffield	Chief Executive
Steve Haake	Sheffield Hallam University	Professor of Sports Engineering and Director of Engagement at AWRC
Stuart Turner	Sheffield City Council	Service Manager Parks and Countryside
Sue Lee	Step Out Sheffield	
Sue Pearson	Heeley City Farm	Chief Executive
Tammy Barrass	Sheffield City Council	Head of Partnerships and Special Projects
Tanya Basharat	Shipshape	Chief Executive
Tom Collister	Sheffield Cycling 4 All	Development Officer
Tony Stacey	South Yorkshire Housing Association	Chief Executive Officer



## What we heard

Make it easy to read, don't make it a big academic document

Be clear who the target audience is

Health inequalities-make them front and centre

Don't let people off the hook, make it clear that everyone needs to act

Make it clear what you want people to do after reading the strategy

Don't be prescriptive about what action you want to see, need to be iterative and responsive in line with whole system approaches

Make it feel fresh and relevant. What can you say now that you couldn't say five years ago?

Link it to all the good stuff that came out of the first strategy. Build on it. Celebrate successes!

Make it feel 'very Sheffield'

Keep it short - a plan on a page

Make it clear that you want city-wide action and that this isn't something that a 'Move More Team' are going to do

Align with other 'big ticket' items and agendas

Evaluation is key, it is part of the core work, not an add-on

We need to see diversity in these documents

Language matters- talk about movement - rather than just 'physical activity'

Be bold - clearly state the priority areas

Make it clear what Move More is and what it does. There is still a lot of confusion around Move More

Not too many words, keep it short and visual

## 2. List of supporting documents

### Sheffield Strategies and Initiatives

- [The Move More Plan - A framework for increasing physical activity in Sheffield 2015-2020](#)
- [Sheffield Joint Health & Wellbeing Strategy 2019-2024](#)
- [The Outdoor City Strategy](#)
- [Sheffield City Region Active Travel Implementation Plan](#)
- [Building Better Parks Strategy](#)
- [Connecting Sheffield](#)
- [Age Better in Sheffield](#)
- [Move More Index](#)

### National and International Physical Activity Strategies

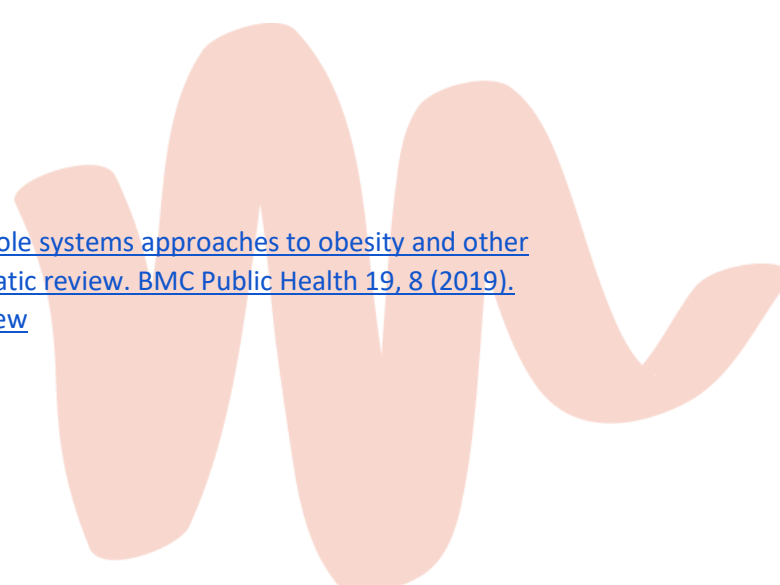
- [A Sport and Physical Activity Strategy for Bristol 2020 - 2025](#)
- [Greater Manchester Moving plan](#)
- [Leicester-Shire and Rutland Sport Physical Activity Strategy 2017-2021](#)
- [World Health Organization \(WHO\) Global Action Plan on Physical Activity 2018 - 2030](#)
- [Eight Investments That Work For Physical Activity -ISPAH](#)
- [Getting Australia Active III- A systems approach to physical activity for policy makers](#)
- [The Value Of University Sport And Physical Activity British Universities & Colleges Sport \(Bucs\) Position Statement And Evidence](#)
- [UK Chief Medical Officers' Physical Activity Guidelines](#)
- [Equality Act 2010](#)
- [Activity Alliance](#)
- [Pride Sports](#)

### Sport England Insight and Learning

- [South Tees Local Delivery Pilot](#)
- [Get Doncaster Moving Local Delivery Pilot](#)
- [Sport England People and Places: The Story of Doing it Differently](#)
- [Sport England Uniting The Movement: A 10-year vision to transform lives and communities through sport and physical activity](#)
- [We Are Undefeatable](#)
- [This Girl Can](#)
- [Sport, Physical Activity & LGBT](#)

### Selected Research Documents

- [Bagnall, AM., Radley, D., Jones, R. et al. Whole systems approaches to obesity and other complex public health challenges: a systematic review. BMC Public Health 19, 8 \(2019\).](#)
- [Health Equity in England: The Marmot Review](#)



- [Nobles J, Thomas C, Banks Gross Z, et al. “Let’s Talk about Physical Activity”: Understanding the Preferences of Under-Served Communities when Messaging Physical Activity Guidelines to the Public. International Journal of Environmental Research and Public Health; 17\(8\):2782 \(2020\).](#)
- [Ogilvie D, Bauman A, Foley L, et al. Making sense of the evidence in population health intervention research: building a dry stone wall. BMJ Global Health;5:e004017 \(2020\).](#)
- [Williams, O. and Fullagar, S. Lifestyle drift and the phenomenon of ‘citizen shift’ in contemporary UK health policy. Sociology of health & illness, 41\(1\), pp.20-35 \(2019\).](#)

