CASE STUDY: SHEFFIELD LET'S CHANGE4LIFE

Sheffield Let's Change4Life (SLC4L) was a three year £10 million programme aimed at preventing obesity in children and families, funded partly by the Department of Health. Its aim was to empower all children and families in Sheffield to maintain a healthy weight.

The Public Sector Scorecard was used both to help develop strategy and to evaluate its success. The approach taken was to integrate the Public Sector Scorecard with the Theory of Planned Behaviour (Ajzen, 1991).

****

The main intermediate output of the project was the strategy map above. This was developed following separate workshops with the programme board, operational managers and Sheffield Youth Council. shown in Figure 3. The first two rows show the main outcomes required for the project - reducing obesity, together with other key outcomes which will contribute towards this overall outcome include better diet and nutrition and increased physical activity. Satisfied stakeholders, sustainability and value for money are also key aims. The third row shows the Theory of Planned Behaviour outputs and outcomes in relation to changing people's behaviour, while rows 4 and 5 refer to the main desired outcomes and outputs of the eight strands of the programme. The penultimate row shows the main elements that need to be in

place to support the individual strands in achieving the desired outcomes, all of which need to be underpinned by effective leadership and support from the programme board.

Jayne Ludlam, Executive Director of Children, Young People and Families at Sheffield City Council, said that *'the strategy map is really useful as it simplifies a complex issue with a complex response into an orderly understandable approach'*, while Carol Weir, SLC4L programme director, commented:

The SLC4L Strategy Map was a very useful tool in terms of explaining and evaluating the programme. The map was used to great success with deliverers of the programme, as well as other stakeholders, leadership across the City, and the public. It visually told the story of SLC4L, what we were trying to achieve and how. It also helped all those involved, at any level, understand the outcome and process measures the programme was trying to achieve, and therefore being evaluated against. It provided the 'At a Glance' understanding of SLC4L.

Additional strategy maps with links to the overall strategy map were developed for individual areas of the programme - an example is given in the reference below. In the initial stages they helped develop strategy and ensure processes were on track.

The overall strategy map was used as the basis for the evaluation, which addressed all the individual elements.

For further information see:

Moullin, M. and Copeland, R. (2012*)* [Strategy Mapping for Behaviour Change with the Public Sector Scorecard](http://publicsectorscorecard.weebly.com/uploads/1/3/9/0/13903123/bam_tpb_paper.docx). *British Academy of Management Annual  Conference,*   
Cardiff. British Academy of Management. **Winner of 'best  paper' prize.**