



BUSINESS PLAN

2011-2012



CONTENTS

Section		Page
1.	Introduction	3
2.	Paths for All's Key Strengths	3
3.	Paths for All's Strategy 2009-12	4
4.	Delivery of 2010-11 Business Plan and Factors Influencing the Development of the 2011-12 Business Plan	5
5.	Summary of Financial and Staff Resources	6
6.	Paths for All's Plans for 2011-12	7
7.	Measuring Success	8
Appendix 1	Paths for All's Strategy 2009-12	
Appendix 2	Business Plan 2010-11 KPI Q4 Report (not included in Summary Version)	
Appendix 3	2010-11 Q4 NHS Health Scotland Report (not included in Summary Version)	
Appendix 4	2011-12 Budget Summary	
Appendix 5	PFA's business case to the Scottish Government and signed offer letter (not included in Summary Version)	
Appendix 6	SNH signed offer letter (not included in Summary Version)	
Appendix 7	Fundraising Strategy and Action Plan Briefing (not included in Summary Version)	

Appendix 8 Staff structure

Appendix 9 Detailed Business Plan table for 2011-12

Appendix 10 PFA's Performance Framework

SECTION 1 – INTRODUCTION

The Business Plan covers the third year of the 2009-12 Strategy period. Refer to Appendix 1 for a summary of the Strategy. It details Paths for All's key strengths; our Strategy for 2009-2012; outlines the resources (financial and staff) available to Paths for All for 2011-2012; and finally identifies our plans for 2011-2012.

In terms of resources and plans (i.e. Sections 5 and 6) the Business Plan is based on funding that has either been secured or is anticipated. The analysis does not include more speculative sources of funding that may materialise during the year. If and when such sources are secured, then the Business Plan will be amended accordingly.

SECTION 2 – PATHS FOR ALL'S KEY STRENGTHS

Paths for All recognises that it is not working in this area in isolation and that there are other organisations in the public and voluntary sector engaged in activities which relate to achieving our Vision. It is, therefore, important for Paths for All to assess its key organisational strengths so that it can articulate clearly where it is uniquely placed to deliver most effectively.

Below are key organisational assets and capabilities which are either unique to Paths for All, or if not unique, are considered to be key strengths.

Assets

- We operate as a partnership and have a diverse range of extensive networks
- We have an unrivalled pool of information, experience, skills and knowledge in outdoor access and walking for health 'arenas', i.e. track record
- We have access to over 3000 trained volunteers, which has a value socially and economically
- We have expertise in evaluation and monitoring of interventions and outcomes
- We are a registered Scottish Charity and are an Environmental Body registered with Entrust

Capabilities

- We are non-campaigning, non political, non judgemental, independent, expert and respected.
- We work through consensus
- We are a learning and nurturing organisation
- Our work transcends any single partner's sphere of interest or single policy area, resulting in integrated holistic delivery at all levels
- We are an intermediary between all levels of government and front line delivery
- We have an ability to anticipate need and respond quickly and in innovative ways
- We are an example of links between health, community, transport and environment agendas
- We have a proven record of developing voluntary capacity within communities
- We have practical experience in sharing advice and intelligence, and in developing bespoke support
- We have significant experience in shaping and adding value to policy development

Regarding the above organisational strengths, Paths for All's diverse range of extensive networks, including its Partners, is a unique and crucially important strength.

SECTION 3 – PATHS FOR ALL'S STRATEGY 2009-12

Refer to Appendix 1 for Paths for All's Strategy for 2009 – 2012.

Paths for All plays a critical role in getting more people outdoors and active in Scotland and is successful in pushing this agenda with local and national government and with communities. Paths for All provides evidence, incentives and support on how to get people active in our cities, towns and villages.

Paths for All manages vibrant projects throughout Scotland where positive impacts are experienced every day. Highlights include:

- The creation and development of Walking for Health – the leading name in walking for health in Scotland, led by over 3000 volunteers
- Communities throughout Scotland experiencing the wide range of benefits from an ever increasing number of well designed, managed and promoted path networks
- A solid and respected position amongst peer organisations as a valued source of expert training, advice, guidance and support
- Paths for All is a valued, independent and expert organisation comprising key public and third sector organisations, who together are influencing change in Scotland.

Paths for All has established sound connections across a range of agendas from health to transport to environment. However, the public does not segregate their 'lives' into agendas and Paths for All is highly effective in taking a holistic view, opportunistically working with key people and organisations to achieve a common good.

PFA's VISION

Paths for All's Vision is:

Paths for people ... a happier, healthier, greener, more active Scotland

PFA's VALUES

To deliver this vision we believe and work to the following values:

We are honest and transparent

We are visionary and innovative

We are committed to partnership working

We are ambitious to succeed

PFA's OUTCOMES

Paths for All works towards 2 equally important, interlinked, long-term Outcomes as follows:

Reduce the proportion of the population who are inactive, through a national walking programme

Promote the Increase in the number, quality, accessibility and multi-use of paths

In 2011-12 PFA's Outcomes will be delivered through actions relating to **Walking for Health** (funded through the Scottish Government) and **Path Network Development** (funded through Scottish Natural Heritage).

In addition to the above 2 Programmes, PFA will be developing other programmes of work through out the year. This developmental activity will involve the engagement of a fund-raising consultant to build fund-raising capacity within the organisation and will be led by the new Development Manager.

SECTION 4 – DELIVERY OF 2010-11 BUSINESS PLAN AND FACTORS INFLUENCING THE DEVELOPMENT OF THE 2011-12 BUSINESS PLAN

Progress Reports for 2010-11

In 2010-11 PFA reported progress against its Business Plans through its Performance Framework (refer to Section 7). The key reporting tools were the KPI report, which includes organisational highlights and the NHS Health Scotland report – both of which are produced on a quarterly basis. Refer to Appendices 2 and 3 for the Quarter 4 reports.

Overall, progress for 2010-11 was fully satisfactory with the vast majority of KPIs either 'Exceeded', 'Completed' or 'On schedule'.

Significant factors influencing the development of the 2011-12 Business Plan

The most significant factor influencing the 2011-12 Business Plan has been the changes in funding.

The Scottish Natural Heritage funding has changed from a 3-year, core funding grant of £348,908 to a 1-year, project based grant of £128,225. The project grant is based on 3 specific areas of activity, namely: Local People : Local Paths, Technical and National/Strategic Activities. Refer to Section 5 for more details.

The funding from the Scottish Government has changed from a 3-year, grant of £1 million per annum to 1-year grant of £1,395,000. The original intention was to offer a 3-year grant and PFA's business case is based on 3 years. However, due to the Scottish Parliament approving a 1-year Scottish budget only in view of the Scottish Parliament elections in May 2011, the Government was able to commit to 1 year only.

In addition, a significantly more elaborate business planning process was put in place for the Scottish Government funding this time round. This involved close and extensive liaison with NHS Health Scotland, which is managing all the physical activity projects funded by the Government, and the production of a detailed business case (refer to Section 5 below for more details).

As well as changes in funding significantly influencing the Business Plan, there have also been developments in the policy context that have impacted on the business planning process as follows:

- **Scottish Health Survey Statistics.** These statistics have had a fundamental influence on the Business Plan. They reveal that teenage girls and older adults are priority target groups for physical activity interventions. As a consequence, the Scottish Government has asked that PFA focus on older adults.
- **Active Nation.** The legacy programme associated with the Commonwealth Games in 2014. All of Paths for All's activities are loosely linked into this initiative and we have been invited by the Government to join a new high level Active Steering Group.
- **Scottish Physical Activity Advocacy Coalition.** The Coalition was formed following the review of the Scottish physical activity strategy and is developing a Scottish Physical Activity Charter based on the Global Charter. Paths for All is an active member of the Coalition and member of the Steering Group
- **Obesity Route Map - Action Plan.** Paths for All is specifically mentioned in relation to our workplace walking programme.

- **Cycling Action Plan for Scotland.** Paths for All has been charged with setting up and facilitating a National Cycling Interests Group as part of the delivery of CAPS
- **Central Scotland Green Network.** This is the only environmentally focussed initiative in the National Planning Framework 2. There are many ways in which PFA can engage in this initiative. The intention is to submit an application to the CSGN Development Fund for an active travel project.

SECTION 5 – SUMMARY OF FINANCIAL AND STAFF RESOURCES

Sections 5 and 6 of the Business Plan are based on funding that has either been secured or is anticipated. The analysis does not include more speculative sources of funding that may materialise during the year, e.g. through the Fundraising Strategy and Action Plan, CSGN, etc. If and when such sources are secured, then the Business Plan will be amended accordingly.

Financial Resources

Refer to Appendix 4 for the Draft Budget Summary table. At this stage the budget is only a draft as it is not yet possible to confirm the staffing costs until the staff restructuring is completed (see Staffing Resources section below) and the designated funds until the draft annual accounts for 2010-11 are prepared.

Paths for All has accepted the offer of external funding in 2011-2012 from the following sources:

- Scottish Government Chief Medical Officer, Public Health and Sport Directorate - £1,395,000. Refer to Appendix 5 for PFA's business case to the Scottish Government and the signed offer letter
- Scottish Natural Heritage - £128,225. Refer to Appendix 6 for PFA's business case to SNH and the signed offer letter.

In addition to the above, PFA intends generating additional income from the following sources:

- **Fundraising Strategy and Acton Plan.** PFA has engaged the services of a fundraising consultant, Sue Newberry from Funding Ideas, to develop and assist in the implementation of a Fundraising Strategy and Action Plan. A key element of implementation is to build fundraising capacity within PFA. The PFA Board has already approved these documents and implementation is underway. Refer to Appendix 7 for a briefing on the Strategy and Action Plan, which gives a summary of PFA's intentions. In summary, the long-term plan is to diversify PFA's income base and move the organisation from a position of almost 100% public sector grant funded to one where income is 50% grant income, 50% earned income. In the short-term, it is hoped to raise at least £70,000 this financial year from Trusts and Foundations.
- **Central Scotland Green Network.** PFA intends submitting an application the CSGN Development Fund for an active travel project. The likely value of the application is £60,000 - £70,000 and will include staff costs.
- **Other development opportunities.** PFA will constantly scan for other business development opportunities, partly through the Fundraising Strategy and Action Plan process. To this end, a Development Manager post has been created as part of the staff restructuring (see below).
- **Internally generated income.** PFA will continue to generate a relatively modest income from bank interest payments, training and development seminars, professional fees and sale of publications to offset costs. It is the intention, however, to increase the amount income generated through such means as part of the Fundraising Strategy and Action Plan.

Staff Resources

In March 2011 the Board agreed to a new staff structure – refer to Appendix 8. The main drivers for the new structure were:

- to respond to the significant changes to PFA's funding sources (see Section 5 above). In effect, all staff are now funding through the Scottish Government grant with the exception of 2.5 FTE Development Officer posts
- to bring about a greater level of integration within PFA. The new structure is a major element of the integration process arising from the organisational review carried out in 2008, along with the new logo, vision and shared values, open plan office in Alloa and integration of systems such as financial management system
- to ensure that PFA remains fit for purpose into the future

At the time of writing this Business Plan, PFA was in the process of implementing the new structure. In total, Paths for All will employ 22 members of staff, equating to approximately 18.5 Full Time Equivalents (FTEs).

SECTION 6 – PLANS FOR 2011-12

PFA's activities for 2011-12 to a large extent determined by the Scottish Government and SNH business cases (refer to Appendices 5 and 6 respectively). In summary, the outcomes relating to these funding sources are as follows:

SCOTTISH GOVERNMENT

Long-term Outcome

It is intended that the programme of funding will contribute to the long term and sustained increase in physical activity participation rates among the Scottish population

Mid to short outcomes

Outcome 1 – Increase in awareness in the benefits of physical activity

Outcome 2 – Increase in awareness of the opportunities to be physically active

Outcome 3 – Increase in commitment (motivation) to become physically active

Outcome 4a - Increase in opportunities to **become** regularly physically active – through better environments, facilities, projects

Outcome 4b: Increase in opportunities to **stay** regularly physically active – through better environments, facilities, projects.

Outcome 5a: Increase in the participant numbers **becoming** regularly physically active

Outcome 5b: Increase in the participant numbers **staying** regularly physically active

SCOTTISH NATURAL HERITAGE

Outcome 1 – Local People : Local Paths – Increase the capacity of local communities to develop, manage and promote paths that people use

Outcome 2 – Technical programme – Increase technical competencies and promote best practice in path design, construction, management and maintenance

Outcome 3 – National/strategic activities – Increase the political buy-in and financial commitment for path networks.

In addition to delivering the Scottish Government and SNH outcomes, other key areas of activity will include:

- Implementation of the Fundraising Strategy and Action Plan
- Development activities such as CSGN and active travel
- Securing funding for 2012 – 2014
- Continuation of PFA's partnership development activities

Refer to Appendix 9 for the detailed Business Plan table.

SECTION 7 – MEASURING SUCCESS

Paths for All measures its success in a range of qualitative and quantitative ways. We have developed a Performance Framework with indicators, which have real meaning, are practical and link to how local and national government are measuring their success. Refer to Appendix 10 for the Performance Framework.

Approved by the Paths for All Board on 27 April 2011

2011 - 2012 DRAFT BUDGET

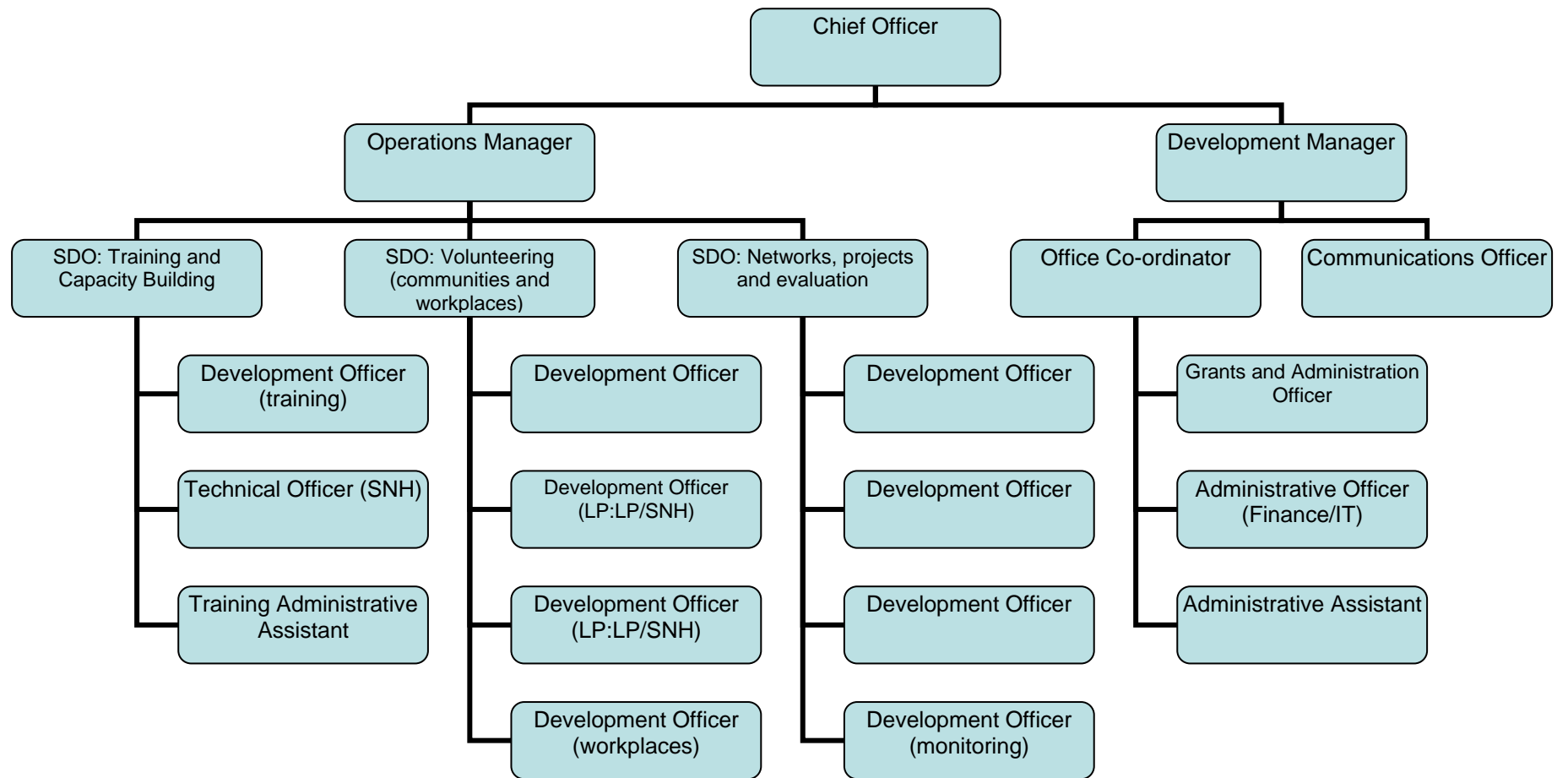
	A	B	C	
	2010-11 budget	Draft 2011-12 (Baseline)	Draft 2011-12 (including Fundraising and CSGN)	Notes
EXPENDITURE				
Scottish Government Outcomes (operational)				
Operational (core) - as per SG Proforma		353,000	353,000	As per SG Funding Proforma.
Operational (additional)		300,000	300,000	As per SG Funding Proforma (£200,000 grants, £70,000 for 2 special posts, £30,000 research).
Sub-total	395,818	653,000	653,000	
SNH (operational)	131,939	29,000	99,000	Column B - SNH grant project costs only. Column C - SNH grant project costs + fundraising income
CSGN (operational)			50,000	Column C - CSGN income
Core (fixed) costs				
Staffing (salaries + costs of £47,000 + SPF liability of £12,000 + £6,500 for 1% salary increases + £12,000 for staff restructuring)	678,306	701,405	701,405	Salaries + costs of £47,000 + SPF liability of £12,000 + £6,500 for 1% salary increases + £12,000 for staff restructuring
Running costs, inc £3,000 for Board	158,345	146,850	146,850	
Communications	16,500	5,000	5,000	
Fundraising consultancy	8,000	12,000	12,000	
Financial reserve	20,000	10,000	10,000	
Sub-total	881,151	875,255	875,255	
Expenditure Total	1,408,908	1,557,255	1,677,255	
INCOME				
Scottish Government	1,000,000	1,395,000	1,395,000	As per offer letter
SNH	348,908	128,225	128,225	As per offer letter
CHWL	35,000			
Bank interest	10,000	10,000	10,000	
Internal	15,000	15,000	15,000	
Development Fund		10,000	10,000	To cover costs of Fundraising Consultancy
Designated funds from Dept 200 (WFH)				
Designated Funds from Dept 201 (PND)				
Designated Funds from Dept 202 (Core)				
Fundraising			70,000	Column C - Sue Newberry high probability estimate
CSGN			50,000	Column C - application to CSGN Development Fund in May
Other				
Income Total	1,408,908	1,558,225	1,678,225	

Variance between Income and Expenditure

970

970

PFA Organisational Chart – May 2011



Detailed Business Plan Table for 2011-12

	Key Outputs	Key Activities & Targets	Scale and Priority	Links to SG and SNH outcomes
TRAINING AND CAPACITY BUILDING	Manage PFA wide training course portfolio (including course content, marketing, managing freelance trainers, evaluation, training needs analysis, administration)	Core course delivery (Community & workplace courses) Core community path/technical courses (5 Local People:Local Paths courses and 3 technical courses)	L (1)	SG 4./SG 5 SNH LP5/ SNH T3
	Deliver networking opportunities for professionals and volunteers	Run 3 regional community networking events for community path groups and volunteers. Regional volunteer walk leader events.	S (2)	SG 4a/ SNH LP6
	Specific Action on Technical	Provide advisory and guidance support. Produce case studies and guidance documents. Facilitate Scottish Access Technical Information Network (SATIN). Manage and promote demonstration sites.	L (2)	SG 4/ SG 5 SNH T2, T2, T5, T6, T7
COMMUNITY AND VOLUNTEERING	Develop and implement action plan for PFA support to volunteers and walkers (walking for health, workplace and community path groups) to include volunteer grants, awards, communications, forums, Local People: Local Paths	Develop effective information management systems. Deliver direct communications, merchandise, insurance.	L (1)	SG 4 / SG 5 / SNH LP1, 2, 3

Appendix 9

	Key Outputs	Key Activities & Targets	Scale and Priority	Links to SG and SNH outcomes
		Provide advisory, guidance, development and implementation support to community groups.		
	Develop and piloted an 'Adopt a path' scheme with community path groups / heath walk groups per year	10 groups per year, 5 of which must be within Central Scotland Green Network (CSGN) area	L (1)	SNH LP8 / SG 4a
	Re-design, deliver and maintain walking for health grant scheme to target audience (community, workplace, volunteer grants)	Work with existing projects capable of delivering to new target audience. Targeted marketing to potential new projects. Strategic relations with Scottish Centre for Healthy Working Lives.	L (1)	SG 2 / SG 3 / SG 4 / SG 5
	Provide strategic support to walking for health projects ¹ (project cycle management, project design and inception, exit planning, outcomes planning etc) to deliver targeted action at a local level.	Development Officer support, resource/ toolkit development, networking meetings. Regional walking forums support.	L (1)	SG4 / SG 5
NETWORKS, PROJECTS AND EVALUATION	Work with PFA partners to agree communications and actions on the benefits & opportunities of physical activity.	2 Partners per quarter Develop action plans with SMART targets amongst key partners (e.g. Central Scotland Forest Trust/ CSGN, Volunteer Development Scotland) to support them in embracing the PA agenda. Promote opportunities through Scotland's PA charter	S (1)	SG 1 / SG 2 / SG 3

¹ Meaning community and workplace.

Appendix 9

	Key Outputs	Key Activities & Targets	Scale and Priority	Links to SG and SNH outcomes
	Support PFA Partners to become physical activity champions.	Work with 2 Partners per quarter Maximise the use of the Active Nation site and other appropriate public media channels with all PFA Partners, projects, volunteers	S (1)	SG 2 / SG 3
	Facilitate appropriate national forums to support strategic delivery.	3 per year: Walking for Health Advisory Forum; National Cycling Interest Group; and Active Travel Consortium.	M (2)	SG 4b / SNH NS1
	Establish mechanisms to communicate directly with our market and be informed by their views first hand.	Form regular focus groups of potential walkers, existing walkers, volunteers, volunteer managers and community groups to help inform PFA future and design Scope options for national step challenge in 2012.	M (2)	SG 4 / SG 5
	Contribute to key strategic groups and consultations	Scottish Physical Activity Consortium. SPARColl steering group. Green Exercise Partnership. UK wide walking for health programme leads. HEPA Europe (Health Enhancing Physical Activity). Community Sports Hubs. Scottish Government Active Steering group. Physical Activity Health Alliance (PAHA). Keep Well. National Access Forum, Scottish Countryside Access Network (SCAN), SNH, COSLA and Local Authorities	M (2)	SG 4 / SG 5

Appendix 9

	Key Outputs	Key Activities & Targets	Scale and Priority	Links to SG and SNH outcomes
	Develop options for launching a 'PFA network of membership' for Scotland – investigating options to incentivise this e.g. through accreditation, M&E tools and services etc.	Scope ideas on accreditation of health walk projects from England experience. Scope memberships systems (benefits and administration)		SG 5
	Scope new models of delivery	Scope Rambler England Get Walking Keep Walking campaign. Scope Australian model of health ambassadors.	L (1)	SG 4 / SG 5
	Audit current information collection tools and develop strategic PFA wide M&E plan	Review existing databases. Identify new information requirements and design systems to suit needs.	L (1)	SG 4 / SG 5
	Develop applied research projects and maximise learning from recent research (Social Return on Investment/ Geographical Information Systems/Queen Margaret University study)	Explore social marketing for women age 45+	M (2)	SG 3 / SG 4 / SG 5
	Develop and manage special conditons posts	Long term Conditons Alliance Scotland? Black Minority Ethnic 9BME)/ Disability expert input	L (1)	SG3 / SG4
	Active Travel actions	Deliver PFA agreed actions from the Active Travel Consortium work programme (including planning for 2012 conference)	M (2)	SG 4 / SG 5 / SNH NS1
		Potential CSGN actions		SG 4 / SG 5

Appendix 9

	Key Outputs	Key Activities & Targets	Scale and Priority	Links to SG and SNH outcomes
	Develop the PFA Partnership and facilitate new Partners	Review current partners and develop new partners as appropriate.	M (1)	SG 1/ SG 2 / SG3
DEVELOPMENT AND CORPORATE SERVICES	Secure the future of PFA beyond March 2012	Business development, the implementation of Paths for All's fund-raising strategy and action plan and specific initiatives such as CSGN.	M (1)	
	Manage current funding relationships	Deliver agreed reports to Scottish Government, Health Scotland and SNH.	S (1)	SG & SNH
	Support the development of funding streams for other stakeholders to deliver on PFA related work.	Work with national bodies, including funders, to secure and develop additional funding for stakeholders as appropriate.	S (2)	SNH NS4
	Effective and efficient internal management	<p>Corporate governance, including servicing the Board and Partners and organisational compliance.</p> <p>Financial management and efficiency savings.</p> <p>PFA policy review and development.</p> <p>Staff management, including training and personal development in line with policy.</p> <p>IT development and management.</p> <p>Maintain HWL Gold award.</p>	L (1)	

Appendix 9

	Key Outputs	Key Activities & Targets	Scale and Priority	Links to SG and SNH outcomes
		Maintain and further develop communications framework.		

KEY

Scale of task: Large (L), Medium (M) and Small (S)

Priority levels: 1, 2 and 3 (1 being high)

PATHS FOR ALL STRATEGY 2009-12 - PERFORMANCE FRAMEWORK

1. INTRODUCTION

The Performance Framework describes how Paths for All (PFA) will monitor progress and trends in the national policy agendas in which we are engaged, as well as how we will measure our own organisational performance.

PFA recognises that its activities help achieve national outcomes and therefore monitoring national performance measures should form part of PFA's own performance framework. Furthermore, it is essential for PFA to be aware of national progress and trends in order to help inform our priorities. However, we also appreciate that PFA is a relatively small organisation and it is therefore not possible to accurately quantify our contribution towards the delivery of, or significantly influence, such outcomes, i.e. cause and effect are difficult to establish.

In addition to monitoring national progress and trends, we recognise that it is essential for PFA to establish quantifiable targets or indicators to measure our organisational performance.

For the above reasons, PFA's performance management system comprises to the following elements:

Monitoring against national progress and trends. PFA will monitor national performance measures to which PFA's activities contribute, in particular the National Performance Framework and other national measures and data sets. PFA has no direct control over such measures.

In addition, PFA has now completed a monitoring form for NHS Health Scotland on quarterly basis as part of NHS Health Scotland's monitoring programme of physical activity projects funded by the Scottish Government.

Organisational performance. PFA will develop quantitative and qualitative measures of performance in delivering our Outcomes. This will include developing and reporting on targets or KPIs which are within our direct control.

2. MONITORING AGAINST NATIONAL PROGRESS AND TRENDS

2.1 National Performance Framework

Highlighted below are the elements of the NPF to which PFA's activities contribute and which PFA will monitor on a regular basis. For each section the bullets are in priority order for PFA.

Strategic Objectives

- Healthier

- Greener
- Safer and Stronger

National Outcomes

- We live longer, **healthier lives**
- We have tackled the significant **inequalities** in Scottish society (especially health inequalities)
- We live in well-designed, **sustainable places** where we are able to access the amenities and services we need
- We reduce the local and global **environmental impact** of our consumption and production
- We have strong, resilient and supportive **communities** where people take responsibility for their own actions and how they affect others
- We value and enjoy our built and natural **environment** and protect and enhance it for future generations

National Indicators

- National Indicator 21 – Reduce mortality from coronary heart disease among the under 75s in deprived areas.
- National Indicator 37 – Increase the proportion of adults making one or more visits to the outdoors per week.
- National Indicator 15 – Increase the average score of adults on the Warwick-Edinburgh Mental Wellbeing Scale by 2011.
- National indicator 28 – Increase the percentage of adults who rate their neighbourhood as a good place to live.
- National Indicator 36 – Increase the proportion of journeys to work made by public and active travel.
- National Indicator 13 – Increase the social economy turnover.
- National Indicator 32 – Reduce overall ecological footprint.

2.2 National Measures and Data Sets

Highlighted below are other national measures and data sets to which PFA's activities contribute and which PFA will input to and monitor on a regular basis.

- Scottish Health Survey
- Physical Activity Strategy performance, monitoring and evaluation framework
- Scottish Household Survey
- Scottish Recreation Survey
- Scottish Government's 6-monthly monitoring of Land Reform Act implementation
- SNH Enjoying the Outdoors and Paths Policy implementation monitoring
- HEAT targets
- NICE monitoring
- Single Outcome Agreements

- Social Return on Investment developments

3. ORGANISATIONAL PERFORMANCE

The table below highlights targets or KPIs which PFA will use to measure its performance.

A report on progress against the KPIs will be produced on a quarterly basis. This report, along with organisational highlights for the quarter will be presented at each PFA Board meeting.

A report detailing progress against each action in the Business Plan table will also be produced on a quarterly basis. This report will be generated by collating staff individual quarterly reports.

In addition to the above, PFA uses a wide range of monitoring and evaluation tools to judge performance and inform development. Refer to Sections 3.4, 4 and 5 of the Scottish Government business case at Appendix 5 of the Business Plan.

Furthermore, a separate SNH project report will be produced on quarterly basis and PFA is exploring other means of measuring our performance in conjunction with NHS Health Scotland, e.g. Performance Stories.

PFA KPIs

OUTCOMES	KPIs	RELATED MEASURES/ NOTES
Outcome 1: Increase awareness in the benefits of physical activity	PFA has worked with two PFA Partners per quarter to agree communications and actions on the benefits of physical activity (increasing the reach of key messages across PFA partnership).	<ul style="list-style-type: none"> • Communication agreements between PFA and Partners.
Outcome 2: Increase awareness in the opportunities to be physically active	PFA has supported two PFA Partners per quarter to communicate their physical activity opportunities.	<ul style="list-style-type: none"> • Two partners per quarter to be targeted to assess options for improved marketing. • Options to better market PFA website • Scope options to better utilise Active Scotland/Nation website for PFA activities and PFA Partner activities
Outcome 3: Increase in commitment (motivation) to become physically active	PFA has supported two PFA Partners per quarter to become physical activity champions.	<ul style="list-style-type: none"> • Large events (e.g. Stroke Association walks) and joint promotions • Promotions/ campaigns community/ workplace • Potential for promotion of Active Nation pledges • Scottish physical activity charter sign up
Outcome 4 a: Increase in opportunities to <u>become</u> regularly physically active – through better environments, facilities, projects.	<p>PFA has increased the number of physical activity opportunities for the target group to become active.</p> <p>PFA has developed and piloted an ‘Adopt a path’ scheme with 10 community path groups / heath walk groups per year</p> <p>PFA has increased the capacity of 30 community initiatives to develop, manage and promote paths.</p>	<ul style="list-style-type: none"> • Number of new and continued grants awarded per quarter • Number of volunteer walk leaders trained per quarter (5% increase on previous year) • Number of regular walks being delivered • 5% increase in workplaces engaged with per year, • 5% increase in posts supported to deliver walks per year • 5% increase in organisations supported to deliver (grant aided and not) • Number of community path groups engaged with.

Appendix 10

<p>Outcome 4b: Increase in opportunities to <u>stay</u> regularly physically active – through better environments, facilities, projects.</p>	<p>PFA has increased the number of physical activity opportunities for the target group to stay active.</p> <p>PFA has facilitated 3 national forums per year – Walking for Health Advisory Forum; National Cycling Interest Group; and Active Travel Consortium.</p>	<ul style="list-style-type: none"> • Number of schemes delivering moving on walks (4 in year 1 community and workplace) • Number of schemes having mapped moving on opportunities (4 in year 1 community and workplace) • Number of organisations PFA engaged with to deliver moving on opportunities (5 in year 1) • Annual review of 'Outdoor Access Development in Scotland' • Evidence of bespoke technical advice to stakeholders (5% increase on previous year)
<p>Outcome 5a: Increase in the participant numbers <u>becoming</u> regularly physically active.</p>	<p>PFA has increased the numbers of the target group becoming more active through walking to 7,200.</p>	<ul style="list-style-type: none"> • Number of new walkers on the databases per quarter (community and workplace) • Develop ways of gathering information for the older walkers not likely to reach the physical activity recommendations – capturing functionality and the relationship between health walking and maintaining independence in later life.
<p>Outcome 5b: Increase in the participant numbers <u>staying</u> regularly physically active.</p>	<p>PFA has increased the numbers of walkers sustaining an increased level of physical activity after 6 months of signing up with a health walk by 5,500 in Year 1.</p>	<ul style="list-style-type: none"> • Number of walkers staying active after 6 months and at what level taking into account age of individuals Community and workplace).¹ • Survey existing walkers and report on levels of sustained physical activity and functionality/independence.

¹ PFA will take the lead on contacting all new walkers within Year 1 and carry out a 6 month follow up to highlight % adherence/ improved levels of physical activity. This will provide data on adherence and physical activity levels which will be used as evidence to calculate formulas for adherence and PA levels for year 2 and 3 which will be used instead of time and resource intensive sampling.