

June 2011

Dear Paths for All contact

PATHS FOR ALL - UPDATE

The purpose of this letter is to inform you of significant developments that have taken place recently within Paths for All.

BACKGROUND

The developments have arisen as a consequence of significant changes to Paths for All's funding position. Paths for All's principal funders remain the Scottish Government Health Directorate and Scottish Natural Heritage. However, the ratio of income from these two funders has changed from 70:30 (Health Directorate: SNH) to 90:10, due to reduction in SNH funding to a third of previous year's grant and an increase in funding by a corresponding amount from the Health Directorate.

STRATEGIC DIRECTION

Paths for All remains committed to our existing vision - **Paths for people ... a happier, healthier, greener, more active Scotland** and the two high level, interlinked and long-term outcomes of:

- **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**

However, Paths for All's operational outcomes and the way in which the staff is structured have changed to maximise our impact and deliver positive change to all our stakeholders. Our operational outcomes relating to our two principal funding sources are:

SCOTTISH GOVERNMENT HEALTH DIRECTORATE

Long-term Outcome

To contribute to the long term and sustained increase in physical activity participation rates among the Scottish population.

Mid to short-term 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
- Outcomes 2 – Technical programme – Increase technical competencies and promote best practice in path design, construction, management and maintenance
- Outcomes 3 – National/strategic activities – Increase the political buy-in and financial commitment for path networks

Details on how Paths for All will deliver these outcomes, including targets, can be found in our 2011-12 Business Plan, which is available on PFA's website at: [Business Plan 2011-12](#)

STAFF STRUCTURE

As a consequence of the above, Paths for All has undertaken a staff re-structuring exercise – refer to the attached organisational chart.

A key feature of the new structure is that it relates to function rather than topic - there is no longer a Path Network Development team and a Walking for Health team, but instead one Paths for All team. PFA's staffing level remains unchanged.

For details of your key PFA contacts refer to the staffing section of PFA's website at: [Staffing section](#)

IMPLICATIONS FOR OUR PARTNERS AND STAKEHOLDERS

We are hoping that the majority of our partners and stakeholders will not notice significant change in their engagement with Paths for All.

Paths for All has, however, agreed challenging targets with the Scottish Government which will require a step-change in the delivery of PFA's support for health walking. We are, therefore, devoting more staff capacity to this area of activity and so increased engagement with relevant partners and stakeholders is likely within this area of work.

Furthermore, although our path network development outcome remains of equal strategic importance to PFA, the significant reduction in SNH funding does mean that we have less staff capacity to devote directly to this area of our work in 2011-12. We will continue to deliver results in path network development in the SNH grant priority areas mentioned above and indirectly through our support for health walking. Nevertheless, we will have less capacity to engage in the following areas:

- Local Access Forums. LAFs remain important stakeholders, but our input will be tailored to where we can be of most assistance and have the greatest impact. Rona Gibb, one of PFA's Managers, will be the main point of contact and Rona will continue PFA's input to the National Access Forum.
- Access authorities. We will focus our engagement around our Local People : Local Paths, Adopt a Path, Technical and Community and Workplace walking programmes. We will also continue to produce an annual outdoor access position statement and be involved with the Scottish Countryside Access Network (SCAN)

- Active Travel. Paths for All will focus on elements of the active travel agenda which optimise delivery of our strategic outcomes. We will also continue to engage with the Active Travel NGO consortium.

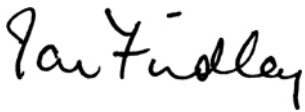
In general, PFA's new Business Plan puts even more emphasis than in previous years on the importance of working in partnership with others, especially PFA's 24 Partner organisations. We will, therefore, be reviewing our current partnership working arrangements to ensure that we maximise the added value of working together.

Finally, PFA has engaged a fundraising consultant to help us built fundraising capacity within the organisation and identify new sources of income for the future. We hope this will allow Paths for All to grow areas of work where we have identified a real need and that support the delivery of our vision.

I would welcome your thoughts and ideas relating to the content of this letter, so please do get in touch anytime.

Paths for All look forward to continuing to work with you into the future.

Kind regards



Ian Findlay
Chief Officer

PFA Organisational Chart – May 2011

