

# Ramblers Business Plan 2009/10

<b>Context</b> .....	<b>2</b>
• What we believe in.....	2
• <i>How we will achieve this</i> .....	3
<b>Ramblers across Britain</b> .....	<b>3</b>
<b>Ramblers four key aims</b> .....	<b>3</b>
<b>What success will look like</b> .....	<b>4</b>
<b>How we would like to work</b> .....	<b>4</b>
<b>Drawing up the business plan</b> .....	<b>5</b>
<b>The Board’s priorities for the coming year</b> .....	<b>6</b>
<b>Budget</b> .....	<b>7</b>
<b>Budget summary</b> .....	<b>7</b>
<b>What we intend to achieve in 2009/10</b> .....	<b>8</b>
<b>Aim 1: Good quality walking environments</b> .....	<b>8</b>
• <i>Ensure our readiness to influence the implementation of coastal access, and respond to Natural England's 4 national pilots</i> .....	8
• <i>Develop our strategy for the CROW mapping review which delivers greater benefits for walkers</i> .....	9
• <i>Produce a Manifesto for the Walking Environment</i> .....	9
• <i>Unblock, save, or newly-record 500 footpaths</i> .....	9
• <i>Ensure 5 highway authorities are delivering Ramblers-prioritised RoWIP projects by September 2010</i> .....	10
• <i>Ensure Ramblers is seen internally and externally as working for urban walkers, by September 2010, measured by: 3 new urban walking partnerships and a 20% increase in urban media coverage</i> .....	10
• <i>Increase the number of Area and Group volunteers taking action to improve the walking environment by 10% by September 2010</i> .....	10
• <i>Increase the number of non-Area and Group volunteers taking action to improve the walking environment by 50% by September 2010</i> .....	11
<b>Aim 2: Making walking accessible to all</b> .....	<b>11</b>
• <i>Ensure GWKW is fully fit for purpose and beneficiary targets are met for projected 2011 final reporting to BIG</i> .....	11
• <i>Deliver the Department of Health Family pilot in partnership with Action for Children</i> .....	12
• <i>Develop £150k new funding for spin off walking schemes</i> .....	12
• <i>Increase the participation by Ramblers Groups in Get Walking Day by 100%, and achieve 75% participation in the 75th Anniversary Baton Walk</i> .....	13
• <i>Support and encourage Areas &amp; Groups to establish at least 2 new specialised walking Groups affiliated to the Area</i> .....	13
• <i>Ensure that risk in our remote and challenging walks is minimised and that their reputation is enhanced and sustained, measured by 6 monthly AALA self analysis</i> .....	13
• <i>Extend the numbers of young people who benefit from a range of Ramblers walking products</i> .....	14
<b>Aim 3: Communicating our work</b> .....	<b>14</b>
• <i>Achieve widespread media coverage - equivalent to £5m of advertising - of which at least 80% is positive</i> .....	14
<b>Aim 4: A well-run organisation</b> .....	<b>15</b>

- *Ensure that at least 75% of volunteers feel engaged, respected and valued, and clear about what support they can expect in their roles.....* 15
- *Ensure that at least 90% of staff feel motivated .....* 15
- *Achieve £3m in membership subscription income, with a membership renewal rate of at least 80%.....* 16
- *Improved services for members.....* 17
- *Achieve non-subscription and non-Get Walking, Keep Walking (GWKW) revenues of at least £1,443,000 .....* 17
- *Ensure that we achieve financial stability with a balanced budget in 2009/10; with income equal to or exceeding expenditure.....* 17
- Resourcing the Business Plan.....** **18**
  - *People and processes .....* 18
  - *Income context .....* 18

## **Context**

The Ramblers is Britain's walking charity. From the countryside to the city, we work across England, Scotland and Wales to improve the places where people walk, and to inspire people from all backgrounds to walk for pleasure or purpose.

2010 is an important year for us - we celebrate our 75th anniversary year. It is also the year when we believe we will achieve our long-term goal of securing the right to walk around the entire coastline of Britain.

We have much urgent work to do. In the coming year, we will be campaigning to ensure that the best possible walking route is established around the coast. We'll be persuading local authorities to improve their networks of local public paths. We'll attempt to open, unblock or record 500 local rights of way. We'll also be developing our Manifesto for the Walking Environment, our blueprint for improving the places people walk in both country and town.

In 2010, Ramblers groups will be hosting some 28,000 walks, led by our thousands of expert volunteers. This will include an increasing number aimed at families, young people, and those who are interested in shorter walks. We'll be providing our special 'Get Walking, Keep Walking' schemes for people based in cities, and we'll be assisting people to get out of the city and into the countryside - often for their first time.

The Ramblers agreed our new five-year strategy, Fresh Air, Firm Ground, at our General Council meeting in Spring 2008. This Business Plan sets out the most important steps we will take, from October 2009 to September 2010, on our way to implementing the strategy.

## **What we believe in**

We want Britain to be a place where people choose to go walking, and where it's easy and enjoyable to do so.

## **How we will achieve this**

Ramblers will work through its members and supporters and with partner organisations to achieve our aim of a walking Britain

## ***Ramblers across Britain***

The Ramblers has 125,000 paid-up members, more than 10,000 active volunteers, and many other supporters. The charity is governed by a Board of Trustees which is responsible for the strategic direction of the organisation. Most trustees are elected by delegates at the annual meeting of our General Council. There are 56 Areas covering all parts of Britain, which are responsible for co-ordinating local campaigning, and more than 500 local groups taking part both in campaigning and in running local walking programmes. This ensures that there is a strong local voice for the Ramblers. There are also executive committees working in Scotland and Wales, elected by delegates to the annual meetings of Scottish and Welsh Council respectively.

Increasingly, we are working in partnership with others at both a local and a national level. Volunteers are involved in local walking forums, access forums, and health initiatives. We are members of various national partnerships including the Active Travel Consortium, the Outdoor Health Forum, and Countryside Link. We run projects, with funding from the Big Lottery Fund and support from local authorities, to encourage people who are least active to take up walking for health and well-being. We have formed a partnership with the national charity, Action for Children, to promote family walking.

## ***Ramblers four key aims***

Our four key aims up to 2013, as set out in our strategy, are:

**1 Good quality walking environments:** people are more likely to walk, and to enjoy it more, if their walking environments are of the highest quality.

**2 Making walking accessible to all:** we want to do much more to spread the positive message about walking, ensuring that those who do not currently walk very much have access to the pleasures which walking can bring.

**3 Communicating our work:** we want to ensure that the image we convey encourages potential supporters.

**4 A well-run organisation:** we need to maximise the scope for success by ensuring our organisation has efficient organisational and financial structures in place.

This means that we will continue to undertake our traditional areas of work - for example, leading a wide and varied programme of walks for our members, and campaigning to improve and extend the footpath network. We will need to do this work in new ways, to meet the changing political and social climate.

At the same time, we will also undertake work we're less well-known for - such as increasing our campaigning for better places to walk in towns and cities, inspiring and

helping those who currently don't walk at all, and undertaking project work paid for by new sources of funding.

### ***What success will look like***

We want to make a greater impact upon improving the places where people walk, and in encouraging a greater variety of people to walk more often. Success will mean:

- more people in Britain choosing to walk - whether for pleasure or purpose, in country or town, for short or long walks;
- improved walking conditions and more walking options - whether in the heart of the countryside or the town;
- more active, engaged volunteers, with more diverse volunteering options;
- more charitable income, from a greater variety of sources; and
- more strategic partnerships with private, public and voluntary sector organisations

Key to succeeding will be the strengthening of our campaigning skills, encouraging our supporters to take effective action, and working with other groups trying to achieve the same goals. We will need to maintain and develop our expert knowledge of walking issues, improve our policy-making so that our policies are comprehensive and influential, and become more politically astute. By increasing our influence, we can achieve change appropriate to the different democratic structures in the different parts of Britain.

### ***How we would like to work***

Ramblers values are also set out in our strategy, Fresh Air, Firm Ground. In all the work that we do, we will try to be:

**welcoming** to all, and particularly to newcomers positive looking to have fun and create enjoyment

**ethical** being respectful of others, honest in what we say, and thinking through the consequences of what we do

**democratic** working to deepen and improve democracy within our organisation

**environmentally responsible** promoting activities and behaviours which are sustainable and which benefit the environment

**empowering** helping people from diverse backgrounds, and being sensitive to the concerns of different communities

## ***Drawing up the business plan***

This Business Plan is based on the strategy, Fresh Air, Firm Ground, which was agreed at General Council 2008 following substantial consultation with Areas and Groups, individual volunteers, staff and partner organisations. In 2008/09, significant changes have been implemented in line with the strategy, including:

- A new campaigns staffing team, directly focused on the two strategic campaigning Aims - better walking environments, and more access to walking: and new resources for modern campaigning techniques such as e-campaigning.
- The trialling of new member benefits and walking promotional materials, such as our first-ever national book of walks.
- A new brand, designed to be more appealing to a broader cross-section of the public.
- Improved members magazine, with wider appeal, including new walking information, with the trialling of its sale to the wider public.
- The first full-year delivery of the Get Walking, Keep Walking project, funded by the Big Lottery Fund and Ramblers Holidays Charitable Trust, as well as a new grant-funded pilot project to deliver walking programmes for families.
- Improved web information, including a new website linked to Walk magazine.
- Improved internal processes - for example, more up to date financial information and improvements – albeit slow – to our CRM system.

However, this first year of the strategy has also been overshadowed by the impact of the economic recession. Our income has fallen, leading to an unsustainable level of deficit. This required immediate and widespread action to reduce spending. At the same time, the level of change within the organisation has created considerable strain, with many of the changes proving unpopular with long-standing volunteers.

In May 2009, the Board agreed large-scale spending reductions aimed at bringing spending into line with a projected income of £5m for the coming year. This led to a staffing re-organisation, including redundancies, in July. Programme budgets were also reduced across the organisation and will remain so over the coming year.

## ***The Board's priorities for the coming year***

The Board of Trustees set out its priorities for the coming year. These priorities have formed the basis of this Business Plan. They are:

### **Good quality walking environments**

- Keep at the forefront of the coastal access campaign, so that the legislation is then delivered 'on the ground' by Natural England.
- Devote resources to the review of the Countryside and Rights of Way Act (CRoW).
- Provide targeted support to volunteers in their rights of way and access work.
- Engage in urban walking environment policy development.

### **Making walking accessible to all**

- Deliver Get Walking Keep Walking and other grant-funded projects.
- Continue to develop the Ramblers walks programme – safe, varied and fun.
- Continue to develop relationships with potential grant funders (e.g. Olympics and Commonwealth Games, Dept of Health, Lottery, local authorities).

### **Communicating our work**

- Organise high profile PR campaigns, linked in with our 75th anniversary.
- Develop our website and e-campaigning, to attract new campaigners and supporters.

### **A well-run organisation**

- Deliver good service to existing members – especially through utilising the Contact Relationship Management system (CRM).
- Develop/refine the member package, and test alternatives.

- Develop our other revenue streams e.g. merchandising and partnerships.

The Board also decided that:

- there should be a balanced budget for 2009/10, with expenditure being matched by income.
- the risk in projected income levels must be kept low, to take account of our depleted reserves.

We have also taken into account the reduced resources (especially financial and staffing) which are available, and thus have focused only on those things which we believe are essential to keep the delivery of the strategy on course.

## ***Budget***

See final sheet

## ***Budget summary***

We estimate an income of just over £5m in 2009/10, broken down as:

- £1.3m grants
- £0.25m donations and legacies
- £3m membership subscriptions and raffles
- £0.45m publications and the web

We intend to spend just over £5m in 2009/10, broken down as:

- £0.9m project activities
- £0.75m campaigning
- £0.65m marketing and communications
- £0.35m membership servicing
- £0.7m publications
- £1.2m operations
- £0.2m Wales and Scotland

- £0.3m Areas, Groups and Councils

We will be investing an additional £50,000 in ICT capacity, to help us maximise the potential for fundraising.

Income and expenditure must match in the coming year. If income does not meet expectations, expenditure will need to be reduced.

### ***What we intend to achieve in 2009/10***

There are 22 specific outcomes that we want to achieve in the coming year, linked to the priorities which the Board has set, and covering the four strategic aims in our strategy. As far as possible we have made these outcomes SMART (i.e. specific, measurable, achievable, realistic, and timely). These also take into account a PESTLE (Political, Economic, Social, Technological, Legal, Environmental) analysis of the external environment which has been undertaken by the Board and the Senior Management Team.

For each outcome, we have identified the outputs (actions) that we need to take, when they need to be taken by, and which member of staff will take the lead. This summary gives the highlights of these actions.

The Plan does not cover everything that we do: there are many essential routine activities which are not listed. Nor does it detail the specific activities which will take place in Scotland and Wales. Much in this Business Plan is relevant to Scotland and Wales because activities take place on a Britain-wide basis. For those activities unique to Scotland and Wales, staff are drawing up separate Business Plans - linked to the strategy and Board priorities, and complementary to this Business Plan, but reflecting the specific priorities and issues in the two countries.

### ***Aim 1: Good quality walking environments***

#### **Ensure our readiness to influence the implementation of coastal access, and respond to Natural England's 4 national pilots**

Delivering access to the English coast is a key campaign commitment for the Ramblers. During the past year, the legislation to secure this has been making its way through Parliament, and is expected to be in place early during 2009/10. For the coming year, the focus of our campaigning will shift towards ensuring that the legislation is implemented in the best way possible for people who want to walk along the coast. This will involve recruiting and training volunteers, responding to consultation, and being involved in Natural England's proposed four national pilots. To achieve this, we will:

- Celebrate the success of the campaign, and thank our supporters

- Lobby for the right secondary legislation
- Recruit volunteers to help with the pilots, and train them
- Ensure we are involved in the 4 Natural England pilots

### **Develop our strategy for the CROW mapping review which delivers greater benefits for walkers**

It is nearly ten years since we achieved our long-term ambition of opening up large areas of Britain for people walking. The decadal review will begin shortly, and over the coming year we will ensure that we are well-placed to influence that review by being clear about how access could be improved. We will do this through consulting with our volunteers, other organisations and the public at large on what they think about the current CROW arrangements, and how they could be improved. To achieve this, we will:

- Consult with Ramblers Areas and Groups on priorities in November, with final approval in April
- Meet with allied organisations by December
- Engage the public, to capture their views and influence and strategy, using our website

### **Produce a Manifesto for the Walking Environment**

We will aim to rally supporters, influence decision makers, and connect strongly to our fundraising and media work through the production of our Manifesto for the Walking Environment. Three new policy areas will be developed, from the steers in the Manifesto. To achieve this, we will:

- Engage with the public, using our website, to gather our top priorities for improvement, or best practice
- Develop and publish our manifesto by February, tied into our 75th anniversary and the General Election
- Develop three new policy areas, building on the work of the Manifesto

### **Unblock, save, or newly-record 500 footpaths**

We will continue our unique work of helping to keep the footpath network open for business, with staff support provided where appropriate. We will keep better records of the impact of this work, to help to demonstrate its importance. To achieve this, we will:

- Provide casework support for local cases, in line with new prioritisation guidelines (to be published in November)

- Pursue legal action where appropriate and within budget, particularly on cases of national relevance or to overturn precedence
- Gain publicity for local casework and campaigns

### **Ensure 5 highway authorities are delivering Ramblers-prioritised RoWIP projects by September 2010**

Rights of Way Improvement Plans are a significant new way of working for local authorities, with the potential to deliver real improvements to the rights of way network. We aim to engage more in the process of RoWIP delivery, to ensure that more Ramblers-prioritised projects are delivered. We will issue guidance to Areas and Groups, and will work closely with partner organisations such as IPROW. To achieve this, we will:

- Develop RoWIP guidance for Areas and Groups and place it on the website
- Lobby government departments to achieve Ramblers-prioritised projects
- Engage constructively with Natural England through the definitive map stakeholder group
- Continue to improve our working relationship with IPROW and the Local Government Association

### **Ensure Ramblers is seen internally and externally as working for urban walkers, by September 2010, measured by: 3 new urban walking partnerships and a 20% increase in urban media coverage**

Fresh Air, Firm Ground makes clear that we wish to help to improve urban as well as rural walking environments. We're already strongly known for our work on the rural walking infrastructure, but we have a long way to go to develop our work on the urban walking infrastructure as well. Over the course of the year, we aim to put six pilot urban projects into place, working closely with Areas and Groups. To achieve this, we will:

- Develop our urban policy, linked with our Manifesto for the Walking Environment
- Ensure that existing policy is considered with regard to the urban walking environment
- Establish six pilot projects: 2 desk-based, 2 testing existing projects, and 2 completely new projects

### **Increase the number of Area and Group volunteers taking action to improve the walking environment by 10% by September 2010**

Volunteers are a vital resource and place us in an almost unique position as a national campaigning charity which achieves real change at a local level. A 10% increase would be an endorsement of our continued support of volunteering. Over the course of the year, we will aim to provide six new factsheets to help volunteers in their work, as well as make further improvements to the volunteer section of the website. To achieve this, we will:

- Produce six new online factsheets for volunteers and the public - for example, on how to respond to consultations, or speaking at public meetings
- Continue to improve the volunteer section of the website, including a new 'situations vacant' column for Areas and Groups to advertise volunteer vacancies
- Introduce the CAMS computer system for rights of way work
- Run 4 induction courses for walking environment volunteers, and develop a new basic training programme

### **Increase the number of non-Area and Group volunteers taking action to improve the walking environment by 50% by September 2010**

New volunteering opportunities, outside the Area and Group structure, are key to our new approach to campaigning. The creation of a mass movement for change in the walking environment requires ambitious targets and that is why we have set this target at a high level. We aim to put in place a 'first point of contact' plan, and to make six 'asks' of the new network of volunteers. To achieve this, we will:

- Ask our e-campaigners to undertake six activities during the year - on priority campaigns like coastal access and RoWIPs
- Implement our 'first point of contact' procedures to ensure that volunteers contacting us are helped as efficiently as possible
- Ensure there is a strong campaigning element to our 75th anniversary microsite

### ***Aim 2: Making walking accessible to all***

### **Ensure GWKW is fully fit for purpose and beneficiary targets are met for projected 2011 final reporting to BIG**

Our Get Walking, Keep Walking programme began in December 2007. It is our flagship publicly funded walking programme, which is helping to raise the profile of the Ramblers amongst a wider public and within government circles. It is also a key to further funding and spin-off walking programmes. Over 2009-10 – during which the project will pass its half-way mark – our goal is to ensure that it is achieving its targets. To achieve this, we will:

- Deliver the GWKW website by December, and upload 50 walking routes for each of the five GWKW locations
- Deliver a fully-functional project database by the end of December
- Ensure 8,000 people (including programme users and all volunteers) have been involved in the project
- Ensure 3,000 people have registered for our DIY walking packs

### **Deliver the Department of Health Family pilot in partnership with Action for Children**

This project, which began in 2008-09, is a major first step in our ambition to get children and families walking. We're in a good place to gain significant funding from DH and other sources, providing our pilot gets a strong assessment from Oxford University. Our priority is to ensure that the evaluation report is delivered on schedule. To achieve this, we will:

- Deliver the full evaluation report by the end of November, and the addendum by end of April 19

### **Develop £150k new funding for spin off walking schemes**

The resources which we have put into our Walking Programmes and Promotion work, as well as developing our project fundraising capacity, means that over the coming year we have set an ambitious target for new walking schemes. We will be developing the opportunities which are already in place – for example, through delivering our project with Westminster City Council to encourage those in the cities to get out walking in the countryside, or our partnership with Action for Children – as well as seeking new project opportunities. To achieve this, we will:

- Seek funding for our proposed 2012 community walking project
- Deliver the City of Westminster project - It's My Country
- With Action for Children, position Ramblers to deliver regional/national roll out of Family Walking Pilot
- Seek funding opportunities for new service delivery projects
- Develop legacy plans for GWKW, seeking opportunities to maintain a presence in GWKW locations beyond the lifetime of the project

## **Increase the participation by Ramblers Groups in Get Walking Day by 100%, and achieve 75% participation in the 75th Anniversary Baton Walk**

Get Walking Day – aimed at those who currently don't walk but who might be interested in the Ramblers - was a large success in 2009. We want to make it a huge success in 2010, our 75th year. This is also a major way of engaging positively with larger number of Areas, Groups, and individuals in delivering success. To achieve this, we will:

- Support a volunteer to encourage Groups to participate in Get Walking Day 2010, and to oversee it.
- Encourage Groups to take part in the 75th anniversary Baton Walk, with the help of volunteers

## **Support and encourage Areas & Groups to establish at least 2 new specialised walking Groups affiliated to the Area**

We believe there is potential for new Ramblers groups to be established, linked to specialisms (age groups, interests, etc) rather than geographical boundaries. Pilots have been taking place in some parts of the country. Over the coming year, we aim to learn from these, and to develop the work further – supporting local Areas and Groups to set up new groups. To achieve this, we will:

- Establish a working group to develop, consult and disseminate guidance on establishing specialised groups
- Present best practice case studies from Areas such as Mid Lancs and Cheshire

## **Ensure that risk in our remote and challenging walks is minimised and that their reputation is enhanced and sustained, measured by 6 monthly AALA self analysis**

Over the past year, we have taken significant steps to improve our safety procedures, particularly with regard to high-end walks. We recognise that our Led Walks reputation is at significant risk if we don't get smarter with ensuring our upper end walks leaders are on board with this work. We've made a start but there's lots more to do. To achieve this, we will:

- Classify remote and challenging walks through consultation with Groups
- Work with a technical advisor to develop an accredited training package for remote and challenging walks
- Pilot remote and challenging walks training
- Agree a development process, with clear timetables, in liaison with our insurers and volunteers, for moving towards a more robust approach to Walk Leadership Assurance

in which suitably experience/ qualified people are leading walks matched to their capabilities

- Ensure that the implications of the 2006 Safeguarding Vulnerable Groups Act are considered. 21
- Provide half-yearly incident analysis reports for managers and the Board of Trustees, to inform training and insurance decisions
- Provide clearer insurance guidelines
- Establish a volunteer Led Walks Advisory Board

### **Extend the numbers of young people who benefit from a range of Ramblers walking products**

Over the past year, we have produced new materials for children and young people walking. Over the coming year, our focus will be to ensure that we maximise the use of the great materials we have for young people walking. It's also important to develop the monitoring and evaluation aspect as well as building the partnership with Action 4 Children and Oxford University Physical Activity Unit. To achieve this, we will:

- Support interested Groups/ individuals to establish more family walks or groups, piloting our Trail Tales materials

### **Aim 3: Communicating our work**

#### **Achieve widespread media coverage - equivalent to £5m of advertising - of which at least 80% is positive**

Over the coming year, our budgets for advertising and other traditional promotional work will be severely constrained. Our experience in the past is that we can generate significant positive media coverage for the Ramblers, and we believe that the forthcoming 75th Anniversary is an ideal opportunity for this. It will also be important for us to maximise the media coverage of our campaigning work, with our campaigning and marketing teams working closely together. To achieve this, we will:

- Run a PR programme incorporating the 75th anniversary, flagship campaigns and initiatives
- Promote our Manifesto for the Walking Environment, and our coastal access work
- Undertake PR work to promote our Get Walking, Keep Walking programme
- Target media interested in our work with children and young people

- Promote our 75th anniversary through a calendar of events, linked to four themes: history (Jan-March); getting people walking (April-June); places to walk (July-Sept); volunteering (Oct-Dec)
- Issue at least 4 news stories each month, aiming for a total of 10 national features, 50 regional features, 15 TV and radio features, and 50 lifestyle features
- Undertake media training for volunteers
- Publish at least 100 walks on our Walkmag.co.uk website

#### ***Aim 4: A well-run organisation***

##### **Ensure that at least 75% of volunteers feel engaged, respected and valued, and clear about what support they can expect in their roles**

Our volunteers – particularly through the work that they do at a local level – are vital to the reputation and effectiveness of the Ramblers. With all of the changes which have taken place over the past year, some volunteers are feeling concerned about the future and the level of support they can expect. Over the coming year, we will seek to provide reassurance that our traditional work will continue alongside new initiatives, and we will seek to provide better, more tailored support through training and recognition programmes. To achieve this, we will:

- Undertake a telephone survey of volunteers, to establish a baseline
- Provide training programmes for groups of volunteers - on mapping and coastal access, media contacts, led walks, membership recruiters
- Identify, and take action on, key concerns from the volunteer survey
- Promote best practice from Areas and Groups, through our Walk magazine and our website
- Update guidance on roles and responsibilities of volunteer posts
- Identify volunteer champions and put videos about their work on the website
- Launch our volunteer awards in Summer 2010
- Engage volunteers in our joint 'great outdoors' work with Bovril

##### **Ensure that at least 90% of staff feel motivated**

Our staff have undergone two major re-structures over the past year, and many valued colleagues have left the organisation. They have also been at the forefront of dealing

with concerns from volunteers. This has naturally had an impact upon staff motivation. We have introduced a new performance appraisal process so that each member of staff can be clear about how they can help to achieve the priorities of the organisation over the coming year. To achieve this, we will:

- Undertake a staff survey, to gain a benchmark
- Ensure that our new performance management system is used effectively - with monthly staff 1:1s, annual appraisals, and annual targets for each member of staff, linked to the Business Plan.
- Develop and implement a new communications grid, involving staff

### **Achieve £3m in membership subscription income, with a membership renewal rate of at least 80%**

Membership subscription income accounts for more than half of our annual income. Membership has been falling for a number of years, and thus this income has been squeezed. This has not been helped by problems associated with the new CRM system. The Board of Trustees has agreed an increase in the membership fees for 2009/10, and our budget is based upon a similar level of income – £2.85m – as we expect to achieve this year. Our target is higher. We are also investing in our membership services team, to improve the service which members receive. To achieve this, we will:

- Undertake lapsed member mailings in October, February and June
- Undertake four ‘member get member’ promotions through Walk magazine
- Notify renewing members six weeks ahead of their renewal date
- Produce a new recruitment leaflet for local Groups
- Undertake our Festival of Winter Walks in December and January
- Work with our partners, such as Tesco and Cotswolds, to promote membership
- Introduce paperless direct debits, monthly payment plans, and direct debit donation plans by Autumn 2010
- Produce a new member retention newsletter
- Review our membership offer, testing alternatives
- Review the role of affiliated groups
- Develop a new ‘segmented’ marketing approach

## **Improved services for members**

With improvements in place to our CRM system, we aim to set and achieve higher standards of service for members over the coming year. In particular, we aim to turn around all membership applications and renewals, and respond to all enquiries, within two weeks. To achieve this, we will:

- Undertake a quarterly online membership survey
- Provide membership secretaries with improved monthly membership reports
- Process membership applications, and answer member communications within a maximum of two weeks

## **Achieve non-subscription and non-Get Walking, Keep Walking (GWKW) revenues of at least £1,443,000**

Non-subscription and non-GWKW revenues are important aspects of our revenue base, and we believe there is potential to expand them. We have invested in our fundraising team, with new posts for corporate partnerships, individual giving, and trust/grant fundraising. To achieve this, we will:

- Send Walk magazine to our members four times in the year, and sell it through selected retailers
- Launch the Walk magazine Reader Awards in Spring 2010
- Produce a special edition of Walk to celebrate our 75th anniversary
- Undertake fundraising raffles in winter and summer, and donor appeals in January and July
- Develop the concept for Ramblers merchandising, seeking appropriate commercial partners
- Seek external grant funding for campaigns projects
- Launch the new Ramblers on-line bookshop
- Service the on-line accommodation guide

## **Ensure that we achieve financial stability with a balanced budget in 2009/10; with income equal to or exceeding expenditure**

During 2008/09, we introduced monthly financial accounts, helping to increase the level of financial control for managers and to provide a better overview for trustees. This helped in identifying the reduction in our income, and in taking quick action to reduce

spending. The priority over the coming year is to ensure that our expenditure is no greater than our income – because of our reduced reserves. We will continue to provide timely monthly financial accounts and cashflow forecasts, and will provide training to managers to help them improve financial control. To achieve this, we will:

- Produce monthly management accounts two weeks after the end of each month, and monitor cashflow on a daily basis
- Simplify financial coding, and provide training for managers
- Reforecast the likely financial outturn six months into the financial year
- Draw up KPIs to help monitor the Business Plan

## ***Resourcing the Business Plan***

### **People and processes**

We have an established Senior Management Team composed of the Chief Executive and three directors (Director of Finance and Operations, Director of Campaigns and Policy, Director of Marketing and Communications) and, following the staffing reorganisation in July, a new Middle Management Team. Together, we have been responsible for drawing up this Business Plan. The Plan will be monitored on a monthly basis to check on progress. A key aspect for the coming year will be to communicate with staff and volunteers about Ramblers priorities, and the difference they can make in achieving them.

The Board of Trustees has decided that a draft Business Plan and Budget for 2010/11 will be discussed at its Board meeting in February 2010, with the final version being approved at its meeting in May. This will ensure that our plans are in place well before the start of the financial year in October. Therefore, work will start during November on drawing up next year's plan, with a review of the key drivers affecting the organisation.

### **Income context**

This Plan is based on a cautious approach to our income. Income prospects for the year ahead are uncertain, because of the combined effects of the economic downturn and the impact of the changes we have needed to make over the recent past.

Although we have ambition to grow our income over the 5-year time period of the strategy, for the next year we have aimed for a low risk (but not 'no-risk') budget.

In particular, the budget assumes that membership income will be at broadly the same levels as 2008/09, despite a fee increase (however, with membership being the largest source of income, this remains the greatest risk area). It assumes no additional grant income above that which has been already been achieved, and for legacy income to be

only at that level which we are reasonably certain of achieving (having received prior notification of legacies). It assumes the same level of income in 2009-10 for donations, and for relatively modest increases in other forms of income.

The challenge in the coming year will be to ensure that our income targets are monitored closely, on a monthly basis, and that we do not spend more than we are getting in through income.

We will also need to monitor spending closely – finding new and more cost effective ways to achieve our ambitions.

# The Ramblers' Association - Financial Year 2009/2010

## BUDGET (Approved by Board 20-09-09)

<b>INCOME</b>	<b>£</b>	<b>EXPENDITURE</b>	<b>£</b>
<b>Project Funding</b>		<b>Project Funded Activities</b>	
RHCT* funding for GWKW	220,000	Get Walking Keep Walking	791,381
RHCT - Led Walks	42,677	Dept of Health	24,500
RHCT - Everyday Walking / Urban Po	55,798	Harrow Road (Westminster)	5,289
Big Lottery funding for GWKW	788,142	Communities on Foot	10,000
Project Funding - Development	100,000	Heritage Guardians	4,000
Project Funding - Wales	15,000	Led Walks	29,350
Communities on Foot	10,000	Everyday Walking / Urban policy	17,548
Heritage Guardians	6,000		<u>882,068</u>
Harrow Road (Westminster)	16,539	<b>Campaigns</b>	
Dept of Health	35,000	Walking Environment campaigns & mgt	540,516
	<u>1,289,156</u>	Walking Programmes and Promotions	216,095
<b>Voluntary income</b>			<u>756,611</u>
Donations - Charitable Trusts		<b>- Marketing &amp; Communications</b>	
Donations - Membership	20,000	Marketing	572,046
Legacies	120,000	Media & PR	95,361
Membership Appeals	120,000		<u>667,407</u>
	<u>260,000</u>	<b>Membership</b>	
<b>Membership income</b>		Membership Servicing	331,026
Membership Subscriptions	2,851,995		<u>331,026</u>
Membership Raffles	170,000	<b>Publications</b>	
	<u>3,021,995</u>	Walk Magazine production	597,197
<b>Publications &amp; Web</b>		Walk magazine retail costs	32,383
Web Accommodation Guide	30,000	Walk Mag website	36,511
Walk magazine advertising revenue	360,000	Online services	15,000
Walk magazine retail sales	25,000		<u>681,091</u>
Walk Mag website	26,220	<b>Operations</b>	
Publications	3,000	Central Office costs, admin & finance	746,433
Web based sales	-	Corporate Governance	100,799
	<u>444,220</u>	Human Resources	77,233
<b>Other income</b>		Information Technology	260,411
Rental income	2,800	Project Support	31,381
Sponsorship & Commissions	29,000		<u>1,216,257</u>
Investment income	10,000	<b>Wales &amp; Scotland</b>	
Miscellaneous income	10,000	Welsh Office	117,818
	<u>51,800</u>	Scottish Office	105,828
			<u>223,646</u>
		<b>Area, Groups &amp; Councils</b>	
		Area & Council budget payments	300,000
			<u>300,000</u>
<b>TOTAL INCOME</b>	<u>5,067,171</u>	<b>TOTAL EXPENDITURE</b>	<u>5,058,106</u>
		<b>SURPLUS (DEFICIT)</b>	9,065
<i>*RHCT = Ramblers Holidays Charitable Trust</i>		Additional Development ICT resource	(50,000)
		<b>FINAL SURPLUS (DEFICIT)</b>	<u>(40,935)</u>