

**ramblers**  
at the heart of walking

A dark blue silhouette of a city skyline with various building shapes, including a prominent tower and a dome, set against a white background.

# The Ramblers Strategy 2008 - 2013

A large, bright yellow field with dark brown grass stalks in the foreground, extending to the bottom of the page.

# Fresh air, firm ground

## Working for a walking Britain

**This document sets out the direction for the Ramblers for the years to 2013 focusing on the key strategic priorities.**

**We will prepare a more detailed operational plan which will set out how we're going to achieve this strategy, how much it will cost, and where we will find the resources we will need.**

### 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.**

For more than seventy years, we have worked to make it easier and more enjoyable for people to walk. We have achieved much. However, there remain barriers of all kinds which prevent many from enjoying the benefits of walking.

We commit ourselves to work for a walking Britain, where walking is a popular choice for its people, both for relaxation and in daily life. We want walking to be an enjoyable experience for all, whether in the countryside or in the city, on gentle paths or challenging hillsides.

We believe that walking contributes to health and well-being and supports a more sustainable way of life.

### How we will achieve this...

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

In our work both locally and UK-wide, we will harness the skills and energy of our members to promote the interests of walkers. We will provide the leadership needed, offer specialist expertise, and deliver high-profile campaigns and projects.

We will work in partnership with other individuals, groups, and organisations who share our desire to promote walking. We will work with them to create the walking Britain we want.



## The way we will work...

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.

**Empowering** - helping give people the confidence to help themselves.

**Inclusive** - welcoming people from diverse backgrounds, and being sensitive to the concerns of different communities.

**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.

Over the next five years, these are the values that groups, areas, volunteers, trustees and staff at the Ramblers will try to work by. If we put these values into practice we will be a stronger organisation.

## What we will need to do well...

We will aim to improve and develop the following skills. If we do these things well, we will be more successful.

**Campaigning** - strengthening our campaigning skills.

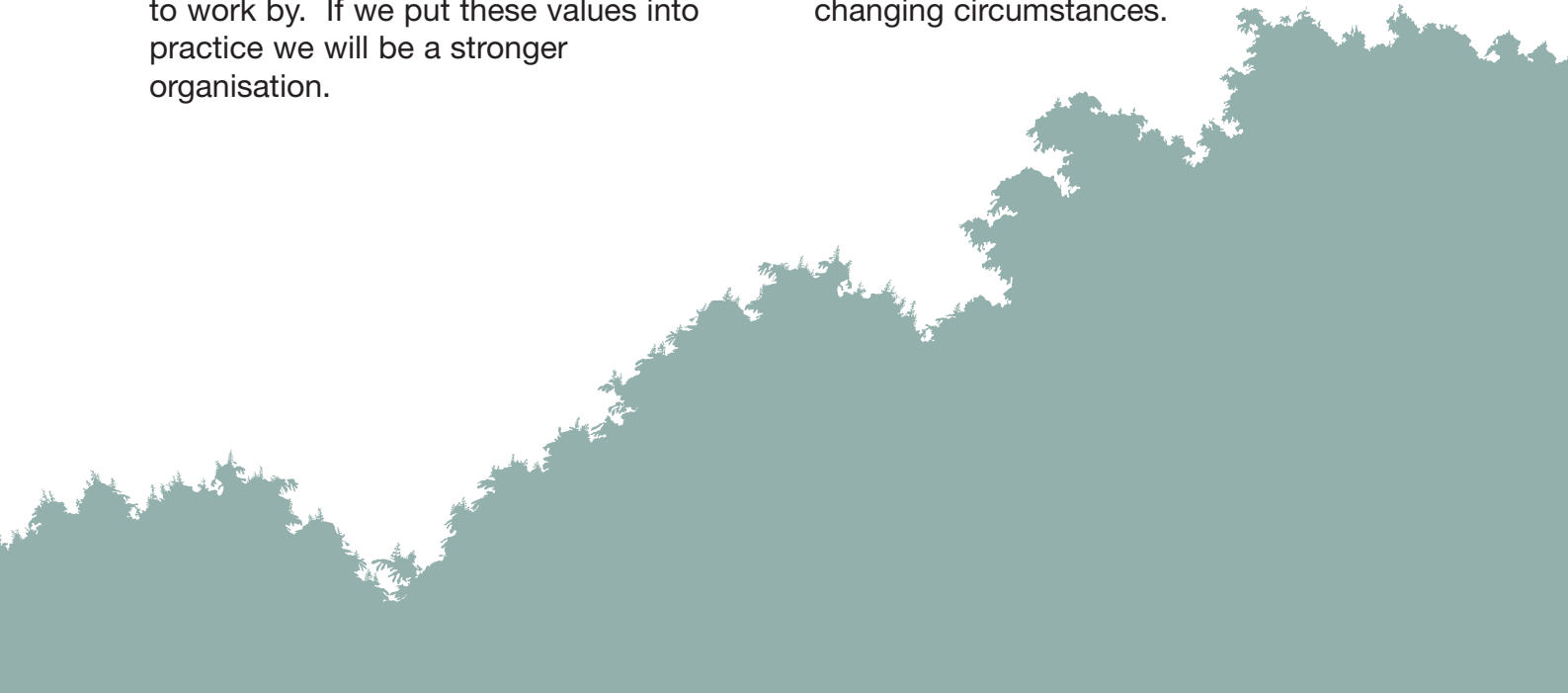
**Developing networks and partnerships** - encouraging our supporters to take effective action, and working with other groups trying to achieve common goals.

**Technical and specialist knowledge** - maintaining and developing expert knowledge of walking issues; improving our policy-making, so that our policies are comprehensive and influential.

**Political awareness and influence** - becoming more politically astute and increasing our influence, so that we can achieve change appropriate to the different democratic structures in the different parts of Britain.

**An organisation which is well run** - ensuring we are a well-run organisation, so that we will be able to achieve more with the resources we have.

We will also keep this strategy under regular review, to take account of changing circumstances.



## Our key aims for the next five years...

### Fresh Air - Aim 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.

#### We will:

- (1.1)** Continue to work for the widest possible choice of walking options, defending existing provision and seeking to extend it further.
- (1.2)** Focus on the quality as well as the quantity of footpaths and rights of way, in both urban and rural areas.
- (1.3)** Promote the heritage aspect of our historic network of paths.
- (1.4)** Seek new walking routes that serve new needs.
- (1.5)** Enable people to take voluntary action themselves to improve the walking environment.
- (1.6)** Work in partnership with other organisations, including local authorities, to improve the walking environment.
- (1.7)** Undertake a comprehensive review (with consultation) of the extent of countryside protection work we do, and implement the findings of the review.

### Fresh Air - Aim 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.

#### We will:

- (2.1)** Deliver our current healthy walking programmes and develop further similar initiatives, taking advantage of events such as the 2012 Olympics and the 2014 Commonwealth Games.
- (2.2)** Give a higher priority in our work to those who currently have the least opportunity to walk, working with other organisations, both public and private, to make urban and rural walking accessible to all.
- (2.3)** Campaign to ensure that the leisure potential of the countryside is readily enjoyable by all sections of the community.
- (2.4)** Re-examine our own activities, to make sure they are as socially inclusive as possible.
- (2.5)** Provide in our own walks programmes a diverse range of options, including short as well as longer walks.
- (2.6)** Support our walk-leader volunteers, helping them where appropriate develop their skills, so our walks are of a consistently high standard.
- (2.7)** Promote walking in daily life as an alternative to car-use for short journeys.
- (2.8)** Promote the fun of walking to children and young people.
- (2.9)** Campaign with others to enhance public transport facilities in walking destinations, and to encourage the use by walkers of public transport where possible as an alternative to car use.



### **Firm Ground - Aim 3: Communicating our Work**

We want to ensure that the image we convey encourages rather than puts off potential supporters.

#### **We will:**

**(3.1)** Consult on, and review, our identity and brand, to identify its strengths and weaknesses, and then consider any changes that are needed to the way we work and project ourselves.

**(3.2)** Develop a consistent marketing and communications strategy which is imaginative and creative, and which makes use of modern technology (while remembering that not all have access to technology).

### **Firm Ground - Aim 4: A Well-run Organisation**

We need to maximise our scope for success by ensuring our organisation has efficient organisational and financial structures in place.

#### **We will:**

**(4.1)** Develop the key skills our trustees, volunteers and staff need to deliver our vision.

**(4.2)** Consult on and review our membership schemes to increase the ways people can support us, both financially and as volunteers.

**(4.3)** Ensure we are providing the services our members want so they stay with us.

**(4.4)** Build a more diverse supporter base, less dependent on those retired or approaching retirement.

**(4.5)** Diversify our income – for example, through greater grant funding, selling our expertise, working with private sector partners, or from merchandising.

**(4.6)** Accept income only if it is compatible with our charitable objectives, and is strategically important to us.

**(4.7)** Consult on, and review, our democratic structures to ensure that they are appropriate to delivering our vision.

**(4.8)** Recognise the particular opportunities which devolution has created in Scotland and Wales.





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