BUSINESS PLAN 2022/2023

Priorities

We are continuing to make great progress in our mission to create a country where everyone has the freedom to enjoy the outdoors on foot and to benefit from the experience. We remain focussed on this mission in everything we do.

Our thousands of volunteers across Great Britain are the heart of the Ramblers. We are committed to engaging and supporting our volunteers, building strong and healthy partnerships where we collaborate, campaign and work towards the same organisational mission.

We believe that walking is a simple pleasure that should be open to everyone and is a right to be protected. Over the last year we’ve seen encouraging signs of growth in the numbers of people joining the Ramblers as members. To build a diverse and vibrant community, we shall grow our membership base further, ensuring we retain and value all our members, so they continue as lifelong supporters of the Ramblers.

We know we must appeal to new people to build the next generation of Ramblers supporters, united by the love of walking and championing the important cause we all believe in. To do this we will deliver a dynamic programme to ensure the organisation becomes more diverse, open, accessible and inclusive at all levels.

As an organisation we shall continue to be ready to adapt and flex, staying ambitious, yet realistic with our resources to ensure that we deliver on all that we commit to and start to really embed our new tools, approach and ways of working.

In the coming year we will be developing a new strategy for the Ramblers. The approach to this review will be inclusive, highly consultative and based on research and insights. The review will into account the views of a wide range of individuals from a variety of backgrounds before implementation in the 2023-2024 financial year.

With this important work in mind, the priorities for the organisation over the coming 12 months will remain:

- Growing awareness and engagement with the Ramblers and what we do.
- Growing our membership and income.
- Delivering the culture change that is required to take the charity forward to be an inclusive, engaging and diverse organisation.
While the key projects/workstreams set out below define what our prioritised activity is for the year, there is of course a significant amount of ‘business as usual’ activity being delivered. This includes activity such as supporting group walks, developing and supporting our volunteers, attracting and retaining members, campaigning and policy work, etc.

**Themes**

All our work will continue to cover four main themes (which link to our current ten-year strategy ‘The Ramblers: a path to follow’ which was approved by General Council in March 2015, with the addition of a fourth theme in recent years):

**Creating a country designed for walking**
This includes finding, recording, maintaining, improving and creating paths, and running strong campaigns to enable everyone to access nature.

**Helping everyone find their feet**
This includes delivering a diverse range of high-quality walks and playing to the strengths of our brand and new digital tools to inspire, support and educate people about walking.

**Growing members, supporters and income**
This includes diversifying our income streams and developing our service levels, membership offer and self-guided routes, to appeal to more walkers.

**Becoming a great charity**
This includes investing in staff and volunteer leadership development, reviewing policies and reporting systems, sustainable business practices, and embedding and improving our digital capabilities.

**Key projects / workstreams for the year**

In addition to the ‘business as usual’ activity the following projects/workstreams are prioritised for continuing delivery (some ending based on existing agreements with external funders).

**Don’t Lose Your Way**
This volunteer-led project supports volunteers to collect the evidence needed to build and submit applications to protect historic paths for future generations to enjoy.
Mapping Scotland’s paths
Having created the best-ever public map of Scotland’s paths, we are now working with volunteers and communities to audit those paths and engage local communities.

Paths to Wellbeing
This project, in partnership with local authorities, environmental NGOs and local communities across Wales, is working with 18 local communities to enhance local green spaces, nature and access.

Paths and access
This project will quantify the value of the path network and the barriers to people using it. It will then set out priority actions for the Ramblers and other bodies to undertake in order to create a world class path network.

Led walks development
This project will develop and diversify our led-walk offer, increasing the diversity, quality and reach of our led walks by working with volunteers and partners to improve how we design, manage and promote our walks. This includes a new Walks Manager tool for volunteers.

Self-guided walks
This project will deliver our new self-guided walking programme, which aims to get more people walking with the Ramblers through an improved self-guided walking and membership offer.

Wellbeing Walks
This project will grow our network of health walk schemes, helping everyone to have access to a friendly, short, group walk, within easy reach of where they live, to help them become and stay active.

Young adult development
This project in Scotland will break down barriers to young adults getting outdoors. The Out There Award delivers a programme of outdoor skills, social and volunteer activities to build confidence with walking and navigation.

Becoming an even better employer
A review of our approach to reward and remuneration, enabling us to recruit, retain and develop exceptional talent. Ensuring that we equip ourselves with the skills and abilities required to deliver our future strategy.

Equality, diversity and inclusion
Our equality, diversity and inclusion projects will contribute to the wider culture change that is required to take the charity forward to be an inclusive, engaging and diverse organisation.