



Company number: 4458492

The Ramblers' Association
Annual report and financial statements
Year to 30 September 2013



The Ramblers' Association annual report 2012-2013

CONTENTS

The trustees' report comprises two parts, the trustees' administrative report on pages 1 to 3 and the trustees' annual and strategic report on pages 4 to 19.

Trustees' administrative report	1
• Objectives and activities	1
• Reference and administrative details	1
Trustees' annual and strategic report	4
• Structure, governance and management	5
• Objectives and activities	8
• Achievements and performance	10
• Financial review	17
Independent auditor's report to the members of the Ramblers' Association	20
Statement of financial affairs	22
Balance sheet	23
Cash flow statement	24
Notes to the financial statements	25

Trustees' administrative report

Objectives and principal activities

The objectives, principal activities and future developments of the charity are described in the objectives and activities section of the trustees' annual and strategic report, starting on page 4.

Reference and administrative details

The organisation is a charitable company limited by guarantee, incorporated on 11 June 2002 and registered as a charity on 29 August 2002.

company number	4458492
charity numbers	1093577 (England & Wales) SC039799 (Scotland)
registered office and main operational address	2 nd Floor, Camelford House 87-90 Albert Embankment London SE1 7TW
president*	Kate Ashbrook *(the President is not a trustee)

The trustees

The trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

chair	Jonathan Kipling
vice chair	Naseem Akhtar (appointed Vice-Chair 11 May 2013)
honorary treasurer	Robert Peel Mike Church Moirra Fraser (co-opted 7 December 2013) Des Garrahan Max Grant James Lawson Alex Mannings (from General Council (GC) 14 April 2013) Richard May (from GC April 14 2013) Gwyn Lewis, Welsh chair Owen Plunkett (until GC 14 April 2013) Andrew Rogers Margaret Thomas (until GC 14 April 2013) David Thomson (vice-chair until GC 14 April 2013), still Convener, Scotland Richard Trueman (from GC 14 April 2013) Keith Wadd (until GC April 14 2013) Laurie Young (until GC April 14 2013)

senior management team	chief executive - Benedict Southworth director of delivery and development - Simon Barnet director of Wales - Angela Charlton director of services - Christine Grant director of Scotland - Dave Morris director of advocacy and engagement - Nicky Philpott Those termed 'director' are not directors in accordance with company law.
company secretary	Paul Butler (resigned 31 October 2012) Christine Grant (appointed 7 December 2013)
bankers	Unity Trust Bank PLC Nine Brindleyplace Birmingham B1 2HB
auditors	Crowe Clark Whitehill LLP Chartered Accountants and Statutory Auditors St. Bride's House 10 Salisbury Square London EC4Y 8EH
Scottish and Welsh operational addresses	Ramblers Scotland Kingfisher House Auld Mart Business Park Milnathort Kinross KY13 9DA Ramblers Cymru 3 Coopers Yard Curran Road Cardiff CF10 5NB
investment managers	CCLA Investment Management Ltd

Members of the charity

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 30 September 2013 increased to 55,359 (2012: 53,131) with the increase largely due to the continuance of capturing guarantors at the point of both joining and renewing their membership of the Ramblers. All the trustees are members of the charity.

Statement of responsibilities of the trustees

The trustees are responsible for preparing the trustees' report (comprising the trustees' administrative report and trustees' annual and strategic report) and the financial statements in accordance with applicable law and regulations.

Company and charity law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law.

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its net incoming resources for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the charitable company's constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website

The trustees, as company directors, have confirmed that, so far as they are each aware, there is no relevant audit information of which the charity's auditors are unaware, and that they have each taken all the steps that they ought to have taken as trustees/directors in order to make themselves aware of any relevant audit information and to ensure that the charity's auditors are aware of that information.

Statement of public benefit

Our charitable objectives are discharged through our business plan. The benefits of our activities are laid out in this annual report. Our extensive led-walks programmes are advertised in several media and are accessible to all to take part and enjoy the many benefits of this activity. Our environmental work on footpath improvement and protection and the quality of the walking environment - especially the countryside - are carried out both to open and to safeguard new and existing walking environments for the benefit of all. Our lobbying and direct campaigning, such as the freedom to roam and coastal access campaigns that have changed the law, promote the nation's right to gain access to previously inaccessible land. Our work promotes the many benefits of walking, targeting also those who do not necessarily walk as part of their daily lives. The Ramblers operates across the whole of Great Britain and benefits are not confined to any particular section of the public. Those benefiting from Ramblers activities include the Ramblers' membership as a whole and the public.

The trustees continuously review the activities of the Ramblers against its charitable objectives and are satisfied that all activities continue to be related to these objectives.

The trustees confirm that in planning the activities of the Ramblers they have given careful consideration to the Charity Commission's general guidance on public benefit and that they have complied with their duty in the Charities Act 2011 to have due regard to the public benefit in determining the activities undertaken by the Ramblers.

Auditors

A resolution proposing the reappointment of Crowe Clark Whitehill LLP as the Ramblers' Association auditors will be submitted at the Annual General Meeting.

By order of the board.

Jonathan Kipling
chair

Robert Peel
honorary treasurer

Date: 25 February 2014

Trustees' annual and strategic report

The trustees present their report and the audited financial statements for the year ended 30 September 2013.

The financial statements comply with current statutory requirements, financial reporting standards, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities 2005 (SORP 2005).

Overview

The Ramblers' Association (operating as the Ramblers) helps everyone, everywhere, enjoy walking and protects the places we all love to walk. We are the only charity dedicated to looking after paths and green spaces, leading walks and encouraging everyone to explore the outdoors to discover how walking boosts your health and your happiness.

In an age of insufficient physical activity and consequent poor health, walking is increasingly being recognised as the best and most effective way for more people to be active. We work with other organisations to deliver practical projects that encourage people to start walking for their health and wellbeing.

We play a major role in safeguarding the public rights of way network with our volunteers considering every proposal in England and Wales for diverting or extinguishing a footpath and acting when appropriate to ensure the interests of walkers are not adversely affected. Our legal team advises as necessary and assists with the public inquiries that result and supports legal action when unreasonable decisions are taken or legal uncertainties need to be clarified.

We enable and organise group walks led by volunteer walk leaders across Britain. Each year, Ramblers-organised walks attract over 300,000 participants. Our members can join a walk anywhere in the country and new walkers are always welcome.

For those people who walk informally or by themselves we offer information, support and opportunities, including high-quality routes to download from our website.

For those people not currently walking, but who are considering improving their health and well-being through physical activity, the Ramblers is an essential helper. Throughout Britain we provide and support a range of projects and activities. In England we partner with Macmillan Cancer Support as the national centre for the Walking for Health programme, and also operate our Get Walking Keep Walking short walks programme. In Scotland we run our Medal Routes and Take 30 projects, and in Wales we run Let's Walk Cymru.

The majority of the work done to meet the Ramblers' objectives is undertaken by our extensive network of volunteers. They work in partnership with our professional staff to support and coordinate our activities, recruit future volunteers, and recruit and retain members.

Our work is primarily funded by our members (people who have paid an annual or monthly membership subscription or who are life members). Members are able to access our led walk programmes and receive a wide range of other benefits. We encourage all walkers to become members, and encourage all members to become volunteers.

Structure, governance and management

Status

The organisation is a charitable company limited by guarantee, incorporated on 11 June 2002 and registered as a charity on 29 August 2002.

Governing document

The company was established under a memorandum of association, which established the objects and powers of the charitable company, and is governed by its articles of association.

Governing body and sub committees

The governing body of the Ramblers is the board of trustees, which comprises up to 15 members and meets up to eight times during the year. One or more members of the senior management team are in attendance at each board meeting alongside the company secretary. The senior management team and the company secretary are not trustees of the charity.

The key role of the board is to determine the strategy for achieving our mission (subject to general council consultation and approval) and the oversight of the implementation of that strategy across our range of activities. This includes our values, ethics, image and communications. The board of trustees has the overall responsibility for ensuring that the Ramblers pursues its charitable objects, complies with its own constitution (including standing orders) and relevant legislation, regulation, guidance and best practice, applies its resources exclusively to its objects, and safeguards and advances the interests of walkers throughout the Great Britain to the highest standards.

The board has established two sub-committees, each chaired by a trustee and with terms of reference and functions delegated by the board. These sub-committees consider mission, finance and operations. The finance and operations sub-committee scrutinises issues concerning audit, risk and central services. The external auditors attend a meeting of this committee twice a year.

Management team

The trustees delegate the day-to-day running of the Ramblers to the chief executive as its chief officer. The chief executive enacts the mission of Ramblers through its unpaid volunteers and paid staff.

The senior management team comprises the chief executive, the director of advocacy and engagement, the director of delivery and development, the director of Wales, the director of Scotland and the director of services. The director of services is also the company secretary. Those termed 'director' are not directors in accordance with company law.

Nations

The board has delegated authority to committees in Wales and Scotland made up of representatives elected by each national council.

Councils, areas and groups

The General Council is a body that normally meets annually. The main functions of this council are to elect a maximum of nine trustees to the board, elect the chair and honorary treasurer, debate and recommend policies to the board and to receive the annual report and accounts. The General Council comprises at least two elected members from each of the Ramblers' areas, depending on their membership size.

The Scottish and Welsh councils are bodies that normally meet annually. The main functions of these councils are to debate and recommend policies to their executive committees and/or general council that are specifically related to these countries. These councils are

represented by elected members of the areas and groups in each of these countries. The elected chair/convener of each council or their nominees are trustees.

At local level, activities for members and volunteers are organised through 493 groups and 59 areas. Each area and group operates through its own constitution, but as part of the overall Ramblers organisation.

Recruitment, election and appointment of the trustees

The board of trustees consists of:

- the chair and honorary treasurer elected by the General Council
- the vice-chair elected from within the board
- nine members elected by the General Council
- not more than two members co-opted by the board of trustees
- the chair of the Welsh council and convener of the Scottish council, or someone nominated by the councils.

A person becomes eligible to be elected to the board of trustees after being a member of the Association for at least twelve consecutive months.

All elected trustees including officers serve three year terms at which point they are eligible for re-election. A trustee may serve for a maximum period of six years. The only exception to this is the chair. Upon election, the chair shall hold office for a single term of three years.

The co-option of trustees may result from the annual review of the board's mix of skills, diversity and competencies. Co-opted trustees serve for a term of expiring at the next General Council and may be co-opted again for a maximum of two further terms. Co-opted trustees may seek election at the end of their terms.

Following their election or appointment, each trustee receives a briefing pack outlining their roles, responsibilities and obligations as both a trustee of a charity and that of a director of a limited liability company, together with information on the Ramblers, its structure and work. An annual induction day – taking a strategic look at the roles, responsibilities and obligations – is offered to all new trustees.

Ramblers' Enterprises Limited

Ramblers' Enterprises Limited is a wholly owned subsidiary of the Ramblers' Association that is incorporated in England and Wales. Its principal activities are to undertake commercial activities on behalf of the Ramblers. Ramblers' Enterprises Limited produced a net profit of £21,000 (2012: £34,000), which was donated to the Ramblers through Gift Aid.

Principal risks and uncertainties

During the year, the board of trustees and senior staff met regularly to consider the major risks to which the Ramblers is exposed and confirm that systems are in place to manage those risks. A risk register is maintained in order to identify the principal risks facing the Ramblers and the actions needed to minimise the negative impact inherent in those risks.

It is the role of the finance and operations sub-committee to monitor risks and, where possible, to take necessary steps to mitigate them through ensuring that management implement procedures and controls and obtain insurance where appropriate.

The five major risks the Ramblers faces are as follows:

- **Continued decline in membership:** membership income remains the single most important source of income for the organisation. Considerable efforts in recruitment and retention strategy and activity have been made during 2012-13 to halt this decline and further investment is being made in 2013-14. Work to improve retention and recruitment is detailed in the section on achievements and performance.
- **Continued economic uncertainties:** the economic environment continues to be challenging and this is having an impact on individuals' discretionary spending. This will continue to make both fundraising and membership income difficult to secure.
- **Weakness of public identity:** the increased interest in walking by other organisations means that the Ramblers' role and identity needs to be clearer. Resources continue to be invested in updating and modernising electronic and online methods of communicating, and working with other organisations to ensure the unique contribution of the Ramblers is recognised. Campaign successes in 2012-2013 to address this are detailed under achievements and performance below.
- **Pace of technological change:** the rapid pace of technological change has an impact on our ability to deliver our mission. The costs of technological change could drain resources and require careful management. Technology can both assist our communication with members and supporters, and undermine our relationship if expectations of what we can deliver to them do not keep pace with current technology, or they are influenced by the use of technology by other membership organisations. Ramblers are in the process of increasing its use of technology and this is detailed under achievements and performance below.
- **Pension deficit:** the Ramblers are committed to pension liabilities under its arrangements with the Pension Trust. These commitments are subject to periodic actuarial assessment. Our commitment is lower at 30 September 2013 than in the past but is still subject to variation. A pensions reserve has been set aside by the trustees to assist with these commitments.

While the national economic climate will continue to present challenges, the Ramblers relies for its support mainly upon the popularity of walking as a recreation and there are no signs that that popularity is likely to diminish in the foreseeable future.

Objectives and activities

Charitable objectives

The Ramblers is committed to improving the places where people walk, and encouraging more people to do so, in England, Scotland and Wales.

The objects of the charity are to promote, encourage or assist in:

- a) The provision and protection of footpaths and other ways over which the public have a right of way or access on foot, including the prevention of obstruction of public rights of way.
- b) The protection and enhancement for the benefit of the public of the beauty of the countryside and other areas by such lawful means as the trustees think fit, including by encouraging the provision, preservation and extension of public access to land on foot.
- c) The provision of facilities for the organising of open-air recreational activities and, in particular, rambling and mountaineering with the object of improving the conditions of life for the persons for whom the facilities are intended, namely the public at large, and in the interests of social welfare (including health).
- d) Advancing the education of the public in subjects relating to access to, and the preservation and conservation of, the countryside and of the health benefits of outdoor recreational pursuits.

What we believe in (our vision)

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

We commit ourselves to working for a walking Britain, where walking is a popular choice for all 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 hills.

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

How we will achieve this (our mission)

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

The way we work (our values)

In all the work that we do, we try to be:

- welcoming to all, and particularly to newcomers;
- positive, looking to have fun and create enjoyment;
- empowering, helping to give people the confidence to help themselves;
- inclusive, welcoming people from diverse backgrounds;
- ethical, respectful of others, honest in what we say and aware of the consequences of actions;
- democratic, working to deepen and improve democracy within our organisation;
- environmentally responsible, promoting activities and behaviours which are sustainable and which benefit the environment.

Achievements and performance

Our plan 2012-2014

We seek to fulfil our charitable objectives through the implementation of our business plan.

This part of the report sets out what we have achieved during the year 2012-2013 compared to what we planned in our business plan and what we aim to achieve in the coming year (2013-2014).

Like many charities, the Ramblers has to respond to increasing demand for our work, limited resources and a changing external context. In 2012-13 we successfully expanded the range of our work while beginning major improvements in our operations.

The 2012-2014 business plan set out five priorities for the entire Ramblers organisation – volunteers, trustees, staff, areas, groups, and countries – and is in keeping with our strategy and charitable objectives. These priorities are designed to maximise the ability of the Ramblers to deliver its mission:

- **Vision:** To work with our members, supporters and others with outdoor recreational interests to develop a GB-wide vision for the Ramblers, which will increase awareness and respect amongst present and future supporters.
- **Mission:** Create a framework that will enable us to deliver all aspects of our mission, everywhere, through supporting groups and integrating the different ways we deliver our mission, increasing our influence as a result.
- **Stability:** Maintain stability and strength by engaging in activities which help to secure membership numbers and promote growth in times of external economic stress.
- **Supporters and volunteers:** To develop a framework for our work based on a culture of participation and partnership in order to increase and diversify the people who support our work, including the numbers of volunteers engaged on all parts of our mission.
- **Communication:** Boost our ability to campaign by ensuring we have a strong IT and communications infrastructure and, by doing so, enabling ourselves to campaign proactively and reactively across Great Britain.

Key successes in 2012–2013

- **England Coastal Path:** After concerns about the pace and continued funding for the England Coastal Path, the Ramblers campaigned throughout the spring and summer to ensure the programme continues. We also ensured that the government had to review its decision not to include the Isle of Wight in the scheme. Ramblers received a Great Outdoors Award for the best campaign of 2013.
- **Walking for Health:** 2012-13 saw the first full year of our management of the national centre of Walking for Health, in partnership with Macmillan Cancer Support.
- **Ramblers' Routes:** In a significant step to inspire independent walkers, Ramblers' Routes was launched. 1,790 routes are available on the new Ramblers website, with maps, waypoints, points of interest and an elevation profile for each.
- **New procedures and tools for member retention:** Work to reverse the decline in membership saw the development of several new renewal processes.
- **Interaction with volunteers:** 2013 saw the establishment of the volunteer sounding board to develop improved interaction with volunteers and improve training and support networks, and expansion of volunteer development days.
- **New website:** A new website was introduced in December 2012. The new site has allowed us to integrate our campaigning actions, microsites and social media presence, as well as linking with our membership system, allowing members to update their details online.
- **Youth working with young people and families:** Ramblers Cymru has piloted activities to increase family walking opportunities and challenges for teenagers. A new youth image for Wales, 'SCRAMBLERS', was launched.

For further information, visit www.ramblers.org.uk/about-us

Vision

The focus of this priority is to work with our members, supporters and others with outdoor recreational interests to develop a new and shared GB-wide vision for the Ramblers, which will increase awareness and respect amongst present and future supporters.

We also hope the development of this vision will start to change people's perception of the Ramblers. We have built on research into the public's attitudes and perceptions of the Ramblers to develop a style and means of communicating with our audiences that means whatever vision we establish is given a positive reception.

Activities in 2012-2013 included:

2012-2013 saw the start of an organisational dialogue to achieve a successful new vision. Under the title Go All Out, the Ramblers started a conversation with the walking community about what might influence their enjoyment of the outdoors and what they felt the Ramblers should do in response. Discussion kits, interviews and online surveys were used to gather results.

A conversation has been held with our volunteer area chairs about the aspirations we should have for the delivery of our activities. This process will allow for better targeting of our resources for supporting and developing volunteers.

Activities in 2013-2014 will include:

- A final set of aspirations and the clarification of the role of area chairs in delivering the mission.
- Continued consultation on the development of the vision.

Mission

1. Safeguarding the places people walk

Activities in 2012-2013 included:

Saved a total of 841 paths by the following:

Action to protect public rights of way

We led almost 40 legal cases to protect paths, including 18 claims to have paths recorded as rights of way in 15 counties, serving notices on councils to bring paths into a good state of repair, serving notices to remove obstructions and opposing the extinguishment of paths.

Volunteers looked and checked over 1,300 changes to the path network and we received 650 path problem report forms through our website which were dealt with by volunteers.

Path maintenance teams

More than 90 path maintenance teams were created and supported, as they rolled up their sleeves to build new bridges, gates and boardwalks and clear back overgrown vegetation.

Rights of way strategy

Starting at the footpath, access and countryside conference at Edale in June 2013, we have been working towards a new access and rights of way strategy based on themes developed via volunteer engagement.

Through eight training sessions volunteers were trained in rights of way law.

Activities in 2013-2014 will include:

- consulting widely with our membership on the rights of way and access strategy.
- continuing to ensure key legislation on rights of way contained in the Deregulation Bill includes all the proposals made by the Natural England stakeholder working group on unrecorded rights of way and increase the public's understanding of the importance of 2026.
- continuing to be the guardian of the footpath network by demonstrating the numerous ways we protect and save paths for the benefit of the walking public.

2. Expanding opportunities to walk

Activities in 2012-2013 included:

Campaign to save the England Coast Path

We successfully campaigned to save the England Coast Path and received a Great Outdoors Award recognising our achievement for the benefit of all walkers.

This campaign deployed a wide range of tactics, including: nearly 20,000 of our supporters signing our **One Coast For All petition** and extensive national TV coverage on *Newsnight* and *Countryfile*. Over 30 MPs joined us in 'bringing the seaside' to Westminster with an ice cream promoting the coast path, in one of the most innovative stunts MPs have seen.

We successfully challenged a decision made by the Secretary of State not to include the Isle of Wight in the coastal access programme and forced DEFRA to undertake a second consultation on this matter.

Volunteers continued to ensure the best route for walkers in the stretches being developed in Cumbria, Durham, Kent, Somerset, Norfolk and Dorset. They walked their local coastline, preparing detailed reports, responding to consultations and working with Natural England, local authorities and other stakeholders. Once the new stretch is ready

to be opened, they will prepare events to celebrate the launch of the new stretches of the England Coastal Path.

Forestry

Chairing the Forest User Group, we continued to lobby government in connection with forestry policy. We continue to lobby to ensure that government commitments to increase access are met and placed at the heart of the new public forest management body. We reached 24.5 million twitter followers via participation in a Defra-organised tweet-a-thon, **#Loveourforests**.

Develop a political strategy for engaging government/political parties and continue to input into Government consultations

We enabled over 30,000 supporters to take campaign actions on our behalf, an increase from almost 25,000 supporters in 2011-2012.

During the year, we responded to ten policy consultations affecting walkers, including a **Defra** consultation on changes to the policy and legal framework for rights of way.

We took over 20 MPs out walking and talking with us to ensure local relationships are developed and held ten meetings with Ministers, Secretaries of State and with their opposition counterparts. Guidance and support were provided to volunteers to enable them to walk and talk with their MPs as a start to our general election campaign. Extensive lobbying activity was undertaken against clauses facilitating path closure within the **Anti-Social Behaviour, Crime and Policing Bill**.

We worked across all nations to influence the walking agenda: over the second half of the year we have been working to influence the Welsh Government's review of outdoor recreation and access legislation. In Scotland, we coordinated a campaign with other NGOs to highlight the need for a change in planning policy with regard to the proliferation of unregulated hill track construction.

Activities in 2013-2014 will include:

- continue to monitor the changes to coastal access implementation to ensure that the interest of walkers are protected, walk and develop proposed routes and liaise with Natural England and celebrate and champion the path as increase access land.
- ensure that the public forestry body has access at the heart of its charitable objectives.
- develop manifesto positions and lobby each party to adopt them in their election for the 2015 UK Parliament elections.
- work on a campaign to influence the Access and Recreation Bill in Wales.
- increase our influence with local enterprise partnerships by demonstrating the importance of access to the economy, public health and wellbeing in order to identify funding sources.

3. **Walking promotion**

Activities for 2012-2013 included:

Walking for Health partnership

Commencing in April 2012, this was the first full year that the Ramblers has managed the national centre of **Walking for Health**, in partnership with Macmillan Cancer Support. The focus has been on re-establishing services for the 600 Walking for Health schemes across England, transferred from Natural England. The project has now been extended to 2018.

During the year we have launched a new brand, refreshed the website, introduced a range of stakeholder newsletters, recruited cascade trainers, reintroduced walk leader training, scoped the reintroduction of accreditation and produced *Walking Works* – a publication that makes a compelling case for the health benefits of walking, with a foreword by Public Health England.

In 2012-2013, Walking for Health recorded:

- 103,293 active participants.
- 41,119 participants who walked 12 times or more.
- 2,393 participants who had been diagnosed with cancer.

Walking Festivals

Get Walking Week was delivered in partnership with Walking for Health and Britain on Foot. The Public Health Minister, Anna Soubry, launched Get Walking Week in her Brompton constituency.

We have organised the **Festival of Winter Walks**, generating £520,000 worth of media coverage including *The Independent*, *Observer*, *The Sunday Times*, *The Sun*, *Tesco magazine*, *The Mirror*, and *The Sunday Telegraph*.

Ramblers Routes

In a significant step to inspire independent walkers, **Ramblers Routes** was launched. More than 1,790 routes are now available on the new Ramblers website – with maps, waypoints, points of interest and an elevation profile for each.

Group walks

We delivered a wide ranging programme of 35,462 **group walks**, with something for everyone. Visually impaired walker **Marika Kovacs** achieved her ambition of leading a group walk, taking ten fellow Ramblers on a four-and-a-half-mile walk in Herefordshire along the banks of the River Wye.

Every Step Counts

By March 2015 we will deliver 52 twelve-week introductory programmes for inactive people. The scheme is funded by the Big Lottery. Programmes will be organised with local Walking for Health schemes in Bristol, Blackburn and Southwark. A 'How to' guide will be extended to all 600 Walking for Health schemes across England. This builds on the successful Get Walking Keep Walking project that the Ramblers has delivered to over 12,000 people since 2007.

Get Walking Keep Walking

We continued to deliver 12-week Get Walking Keep Walking programmes for employees in **Leicester** as part of the Department for Transport-funded Local Sustainable Transport Fund. In collaboration with a range of partners, including Dartford Borough Council, Lancashire NHS and Stafford Borough Council, we have developed short routes in ten English locations.

Let's Walk Cymru scheme

Ramblers Cymru took the lead on the walking for health agenda in Wales. This was achieved through securing the Welsh Government's Lets Walk Cymru scheme. Ramblers Cymru managed the grant of £300,000 and distributed grants to local authorities across Wales, funding 18 scheme co-ordinators.

Medal Routes

The Medal Routes project in Scotland has moved into its second phase, with 117 routes mapped and 39 hubs live by Oct 2013. Our project, Outdoor Life: Embedding Walking into the Curriculum, was developed and pilots instigated in two primary schools.

Activities in 2013-2014 will include:

- supporting over 25,000 volunteers to lead over 200,000 walks.
- helping volunteers to share their favourite walks and routes online by making improvements to Walks Finder and Ramblers Routes.
- encouraging more Walking for Health schemes to recruit previously inactive participants by piloting Every Step Counts in Bristol, Blackburn and Southwark.
- campaigning for more health professionals to signpost people living with long-term health conditions, including cancer, to health walks.

Stability

Activities in 2012-2013 included:

Retention

The Ramblers shifted its emphasis this year, with a greater focus on retention ensuring that we retain the members that join us each year and gathering information about why they are leaving. A new renewal process was developed and implemented towards the end of 2013. The new process includes mailing the reminders earlier and using our new e-communication system to then follow up those who have still not renewed.

During the year, we recruited a total of 10,378 new members (378 ahead of target) and lost a further 4,731, resulting in 107,015 members at September 2013. Our overall retention rate for the year was 85.6%.

Membership is located as follows:

- England = 94,703
- Scotland = 6,167
- Wales = 5,850
- Overseas = 296

Throughout the summer we tested reactivation calls to our lapsed members. Of the 4,997 calls made, 476 renewed their membership, making a response rate of 9.5%. We will now use the knowledge gained in this test to develop and benefit our renewal process.

Fundraising

During the year, a review was carried out by an external consultant of our overall fundraising strategy.

We have worked on finding out more about our donors allowing us to improve our approach to donor segmentation. This in turn should result in more appropriate information being sent to donors and supporters. We are also now able to tailor the level of donation, ask more appropriately and to link the donation ask directly to our work.

All fundraising targets were met across the year and next year we will continue to look to diversify our income.

Activities in 2013-2014 will include:

- data-cleansing activity on our CRM to assist further telemarketing activity.
- instigating new processes to follow reaction to our winter raffles.
- increasing development of Rambler Routes with suitable partners.
- fundraising to support rights of way work.
- implementing the outcome of the fundraising review.

Supporters and volunteers

The development of an infrastructure for the recruitment, support and development of Ramblers volunteers has continued in parallel to the development of a system for monitoring the vibrancy of our areas and groups, which will allow us to strategically develop our network of volunteers and target support effectively.

Activities in 2012-2013 have included:

Volunteer support

A **volunteer sounding board** has been established and has met on several occasions to develop an organisational volunteer approach. The organisation continued to provide support and guidance on a range of issues, including health and safety, insurance and data protection.

Detailed information on volunteer support is available on the Volunteer Zone at www.ramblers.org.uk/volunteer

Volunteer training

A number of **volunteer development days** have been held, bringing together volunteers from different locations and different roles for a day of training and support in their region. Workshops have been delivered in Wrexham and Gerrards Cross for area chairs and treasurers, and on rights of way, media, Ramblers Routes and walk leading. Feedback from these pilots will be used to expand development programmes further in 2013-14.

Activities in 2013-2014 will include:

- attendance at all AGMs by staff and trustees.
- expansion of programme of volunteer training.
- expansion of delivery of volunteer development days.

Communication

Activities in 2012-2013 included:

Communication team audit

The organisation undertook an audit of the Ramblers' communications, evaluating how successful they are and looking at ways to make them more engaging and supportive of volunteers.

Website

We successfully launched the new Ramblers' website and have made constant improvements to make it more extensive and effective.

The new, improved Ramblers' website was launched in December 2012, with a completely revamped information architecture and design. The site boasts many new features, including Ramblers Routes – an online library of high-quality walking routes – and the Volunteer Zone: a dedicated space containing resources and information for our volunteers. The new site has also allowed us to integrate our campaigning actions and social media presence, including fantastic new blogs, as well as linking with our CRM so that members can update their details online. We have also migrated to a new e-communications tool that will better coordinate and personalise our contact with our supporters.

We've grown our online community and now have over 8,600 Facebook likes, almost 16,000 Twitter followers and 213,000 website visitors. Across the year, our media coverage achieved an advertising value equivalent (AVE) of almost £6 million across print, broadcast and online media channels. In particular, we had a hugely successful Get Walking Week in terms of media coverage achieving a total AVE of £320,000 (against a target of £100,000) with an exclusive in *The Independent on Sunday*, coverage in *The Daily Mail*, *Daily Express* and on the homepage of BBC News online, a feature on *BBC Breakfast*, plus one tweet about joining us for a walk reached 23,900 people.

Activities in 2013-2014 will include:

- The development of Location Based Services within the Ramblers website. This project will deliver an integrated, searchable resource of walks, routes and groups on the Ramblers website.
- there will be a replacement for the Group Walks Finder, which will be integrated with Ramblers Routes.
- a hosted solution will provide a branded, consistent web presence for the Ramblers' local areas and groups with little or no online presence, as well as a facility for embedding content into existing area and group sites.

Financial review

2012-2013 was a period of financial stability. We ended the year in a sound financial position with a total surplus of £471,000, including an unrestricted surplus of £273,000 and central unrestricted reserves (general funds), of £2.5 million. This surplus was generated after the receipt of £865,000 of legacy income.

We continued with the financial strategy based on the December 2009 report *An Inquiry into the Financial Affairs of the Ramblers* ('the Kipling Report'). The key principles guiding our financial management are:

- to budget each year for core expenditure roughly equal to expected core income (a "balanced budget") although we adopted a more flexible approach in 2012-13 to fund a significant programme of change at central office.
- to use legacy income and operating surpluses to fund only future expenditure on capital items and investment in lasting improvements to our operating tools (such as the web site or infrastructure for electronic communication) or to fund unbudgeted deficits.
- all improvement projects are rigorously evaluated for value for money and continuously monitored to ensure that they are delivering what they promised.
- some of our activities consist of projects that are largely externally funded. These are budgeted and managed separately from the core activities described above.

Income

Total incoming resources increased to £8.1 million (2012: £7.7 million), largely due to an increase in grants and contracts. This related almost entirely to a full year of funding under the Walking for Health project, which commenced in April 2012, of £578,000.

Membership subscription income remained stable at £2.6 million (2012: £2.6 million), while legacies fell by £74,000 to £865,000 (2012: £939,000).

Expenditure

Charitable expenditure increased to £6.6 million from £6.1 million.

Of the four charitable activities, promoting walking was the largest area of expenditure at £4.7 million (2012: £4.1m), the increase being due to the full roll out of the Walking for Health project, whose cost, including support from Macmillan Cancer Support, rose from £145,000 in 2012 to £623,000.

Combined spending on the remaining charitable activities, rights of way, freedom to roam and countryside protection, remained stable at £1.9 million (2012: £2 million).

Fundraising costs reduced by £217,000 to £659,000 (2012: £876,000).

Local activities-walking holidays and other activity-income and costs

Included in both income and expenditure is cash collected locally from members, to pay for activities organised by areas and groups on behalf of their members, and the corresponding expenditure. These activities include mainly holidays, day walks and socials. Total income was £1.82 million, and expenditure £1.79 million.

Surplus

The surplus (net movement in funds) for the year can be analysed as follows:

	£
Core GB activities - surplus without area and group funding	96,000
Areas and groups – net allocation	(396,000)
Holidays/social activities in areas and groups–net cash in advance	35,000
Project surplus - income in advance of delivery	95,000
Legacies received	865,000
Investment expenditure	(224,000)

Net movement in funds	471,000
	=====

Reserves

The surplus arising in 2012-2013 and the increased reserves have allowed us to:

- Maintain the designated pension fund at £350,000. This fund is intended to help meet the Ramblers’ share of the shortfall in the assets of the multi-employer staff pension scheme against its long-term liabilities. The last triennial actuarial valuation of the scheme was finalised at 30 September 2011 and a funding plan agreed. The trustees have committed to pay £71,000 per annum for 10 years commencing April 2013 to address the scheme shortfall. The trustees will continue to review the adequacy of the funding plan and designation annually and obtain a revaluation triennially in line with the whole scheme.
- Maintain the legal fund at the desired level of £250,000 to ensure that enough financial resources are set aside to finance legal cases and to participate in public enquiries throughout Great Britain. The trustees will review this fund annually and replenish it, commensurate with the needs of the Ramblers and dependent on prevailing financial circumstances.
- Plan to spend £494,000 in 2013-2014 in capacity building projects with targeted outcomes. This will allow us to address the decline in membership numbers together with updating and investing in the Ramblers online web presence and its publications and electronic communications.

The trustees confirm that, given the improved financial position and performance over the past three years, the Ramblers remains a going concern for the foreseeable future. However, we continue to face a number of challenges in what are very difficult economic circumstances. Of primary importance is the need to stem the continued decline in membership numbers. Without a critical mass of members, our ability to deliver our mission of protecting footpaths and defending our right to roam will diminish.

Investment Policy

All our investments are held as cash in bank accounts. An ethical approach to investments is adopted and avoids investments in areas that may conflict with our charitable objectives and ethical stance on the environment. To achieve a higher return would require taking on risk and also considerable management effort, better deployed delivering our charitable objectives. The board's view is that the potentially larger investment return would not justify the risks and costs.

Cash flows and projections are regularly monitored and considered healthy.

The trustees consider the investment performance this year to be satisfactory. The investment policy is kept under review.

Reserves Policy

During the year, the board of trustees reviewed the reserves policy based on the needs, opportunities and risks of the organisation. Reserves are required to ensure the charity can meet its commitments, including those towards its staff, members and beneficiaries in light of the risks it is exposed to and in the event of any fall in the general anticipated level of income. In addition, sufficient reserves are set aside to ensure adequate resources are available should the Ramblers need to restructure its operations in light of the challenging economic environment. The Ramblers has a target to achieve free (central unrestricted) reserves, excluding tangible fixed assets, of £1.7 million to meet these requirements. At the year end, the Ramblers had free reserves £2.5 million.

Although some of the year's surplus has been used to replenish reserves and adjust designated reserves, £494,000 will be invested in further capacity building with fixed investment periods and targeted outcomes.

By order of the board.

Jonathan Kipling
chair

Robert Peel
honorary treasurer

Date: 25 February 2014

Independent auditor's report to the members of the Ramblers' Association

We have audited the financial statements of the Ramblers' Association for the year ended 30 September 2013 which comprise the statement of financial activities, the balance sheet, the cash flow statement and the related notes numbered 1 to 24.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with section 44(1c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's trustees and members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 44(1c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the trustees' administrative report and the trustees' annual and strategic report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 September 2013 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 8 of the Charities Accounts (Scotland) Regulations 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the trustees' administrative report and the trustees' annual and strategic report for the financial year for which the financial statements are prepared are consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Tina Allison

Senior Statutory Auditor
For and on behalf of
Crowe Clark Whitehill LLP
Statutory Auditor
London

Date: 26 February 2014

Crowe Clark Whitehill LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

The Ramblers' Association

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 30 September 2013

	Note	Restricted £000	Unrestricted £000	2013 Total £000	2012 Total £000
Incoming resources					
Incoming resources from generated funds					
Voluntary income	2	101	4,114	4,215	4,342
Activities for generating funds	3	7	735	742	811
Investment income	4	7	41	48	57
Incoming resources from charitable activities					
Area and group walking activities	5	-	1,823	1,823	1,734
Walking for Health	5	578	-	578	124
Funded projects - mission delivery	5	662	52	714	631
Total incoming resources		1,355	6,765	8,120	7,699
Resources expended					
Costs of generating funds					
	6	-	659	659	876
Charitable expenditure					
Costs of charitable activities					
<i>Rights of way</i>	6	19	886	905	888
<i>Countryside protection</i>	6	7	449	456	415
<i>Freedom to roam</i>	6	6	536	542	685
<i>Promoting walking</i>					
- <i>Area and group walking activities</i>	6	-	1,788	1,788	1,697
- <i>Programmes and promotion</i>	6	1,168	1,707	2,875	2,402
Total charitable expenditure		1,200	5,366	6,566	6,087
Governance costs	6	-	425	425	391
Total resources expended		1,200	6,450	7,650	7,354
Net incoming/(outgoing) resources before transfers	7	155	315	470	345
Transfers between funds	18	45	(45)	-	-
Net incoming/(outgoing) resources before other recognised gains and losses		200	270	470	345
Unrealised gains/(losses) on investments	11	(2)	3	1	6
Net movement in funds		198	273	471	351
Reconciliation of funds					
Funds at the start of the year	18	477	4,457	4,934	4,583
Funds at the end of the year	18	675	4,730	5,405	4,934

All of the above are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

The Ramblers' Association

Balance sheet

As at 30 September 2013

	Note	2013 £000	2012 £000
Fixed assets			
Tangible fixed assets	10	252	224
Investments	11	<u>1,149</u>	<u>1,142</u>
		1,401	1,366
Current assets			
Stock	12	65	78
Debtors	13	1,337	1,161
Cash at bank & in hand : central		1,610	1,485
Cash at bank & in hand : areas, groups and councils		<u>1,349</u>	<u>1,313</u>
		4,361	4,037
Creditors: amounts falling due within 1 year	14	<u>277</u>	<u>389</u>
Net current assets		4,084	3,648
Provisions for liabilities and charges	15	<u>80</u>	<u>80</u>
Net assets	17	<u><u>5,405</u></u>	<u><u>4,934</u></u>
Funds			
Unrestricted funds	18		
General funds		2,542	2,319
Designated funds		2,188	2,138
Restricted funds		<u>675</u>	<u>477</u>
Total funds		<u><u>5,405</u></u>	<u><u>4,934</u></u>

Approved and authorised for issue by the trustees on 25 February 2014 and signed on their behalf by:

Jonathan Kipling
chair

Robert Peel
honorary treasurer

The Ramblers' Association

Cashflow statement

For the year ended 30 September 2013

	Note	2013 £000	2012 £000
Net cash flow from operating activities		205	600
Returns on investments			
Dividends and interest received	4	48	57
Capital expenditure and financial investment			
Purchase of tangible fixed assets	10	(86)	(229)
Sale of investments	11	5	-
Financing			
Purchase of investments	11	(6)	(8)
Increase in cash		166	420

Reconciliation of net incoming resources to net cash flow from operating activities

		2013 £000	2012 £000
Net incoming resources		470	345
Depreciation	10	58	34
Investment income	4	(48)	(57)
Decrease/(increase) in stock	12	13	7
Decrease/(increase) in debtors	13	(176)	246
Increase/(decrease) in creditors	14	(112)	25
Net cash flow from operating activities		205	600

Analysis of changes in net funds (cash at bank & on deposit)

	At 1 October 2012 £000	Cash flow £000	At 30 September 2013 £000
Cash: central	1,485	125	1,610
Cash: areas, groups and councils	1,313	36	1,349
Net funds (cash at bank & in hand)	2,798	161	2,959

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared under the historical cost convention apart from investments which are included at market value, and in accordance with applicable accounting standards, the Companies and Charities Acts, and the recommendations in Statement of Recommended Practice - Accounting and Reporting by Charities, revised in March 2005 (Charities SORP 2005).

As detailed in the trustees' reports, the trustees have reviewed the future activities and planned performance of the Charity and confirm that it remains appropriate to prepare the financial statements on the going concern basis.

The activities of the areas, groups, Scottish and Welsh councils, together with their assets, are included within these accounts. Income and expenditure are accounted for on a cash basis, as the net effect of bringing in debtors and creditors at the year end is not material. Expenditure is allocated to descriptive headings which are then aggregated into the relevant expenditure categories.

The results of Ramblers' Enterprises Limited, the trading subsidiary of The Ramblers' Association, are not consolidated on the grounds that they are not material.

b) Incoming resources

Membership income (including life membership subscriptions) is accounted for when received as it is considered to be substantially a donation. No provision is made for unexpired memberships at the year-end.

Investment income is accounted for when received.

Gift Aid on membership income and donations is recognised in line with receipt of the subscription or donation where a valid Gift Aid declaration exists.

Legacies are recognised in the financial statements only upon the granting of probate provided there is certainty of legal entitlement and certainty of value.

Grants are recognised in the statement of financial activities when the charity can demonstrate entitlement to the income.

Donated services and gifts in kind are included as income and appropriate expenditure at the value to the charity, where material.

Other income is accounted for on an accruals basis.

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

1. Accounting policies (continued)

c) Resources expended

Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered.

Central office support costs are fully absorbed to the charity's activities in accordance with the Charities SORP 2005. Support costs comprise costs incurred directly in support of expenditure on the charitable objects, and include finance and administration costs, membership servicing and the costs of the chief executive's office. These costs have been apportioned to the charity's activities based on the full time equivalent staff time carrying out these activities.

The cost of generating funds includes the costs incurred in raising funds and voluntary contributions, and costs to promote and market membership.

Governance costs include the costs associated with the governance of the charity as a whole and includes the costs of the charity's General Council (AGM), meetings and servicing of the board of trustees and its sub-committees, the costs of the charity's areas, groups and councils' governance, the costs of audit, and compliance with legal and statutory requirements.

d) Funds

Unrestricted funds are donations and other incoming resources received or generated for charitable purposes. Unrestricted income received in advance for a specified future period is deferred until the service or activity is undertaken.

Designated funds are unrestricted funds earmarked by the board of trustees for particular purposes and include unrestricted reserves held by the charity's areas, groups and councils.

Restricted funds are to be used for specific purposes as laid down by the donor. Direct expenditure which meets these criteria is charged to the fund as incurred. Where allowed by the terms of the fund, a proportion of overheads and salary costs are allocated to the fund based on the amount of staff time spent working on the project.

e) Assets

Tangible fixed assets are held at cost. Depreciation of fixed assets has been calculated on a 20% straight line basis for those which cost £5,000 or more and had been brought into use at the year-end.

Investments are stated at valuation at the balance sheet date, except for share holdings in unlisted investments which are stated at cost. Realised and unrealised gains or losses on investments are shown on the statement of financial activities.

Stocks are valued at the lower of cost and net realisable value.

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

1. Accounting policies (continued)

f) Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due.

g) Pension scheme

i) Money purchase pension scheme

The charity operates a money purchase pension scheme with some guaranteed benefits. This is a multi employer money-purchase scheme. It is not possible to identify the share of underlying assets and liabilities belonging to individual participating employers. Given that there is no intention to withdraw from the scheme, there is no probable liability at the balance sheet date. Pension contributions into this scheme are charged to the SOFA when due. Further information is provided in note 23.

ii) Defined contribution pension scheme

Pension contributions into this scheme are charged to the SOFA when due.

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

	Areas, groups and councils		central		2013 Total £000	2012 Total £000
	Restricted £000	Unrestricted £000	Restricted £000	Unrestricted £000		
2. Voluntary income						
Membership subscriptions	-	-	-	2,584	2,584	2,637
Legacies	-	-	64	801	865	939
Donations	27	26	10	212	275	227
Gift Aid	-	-	-	491	491	520
Intangible income - services in kind	-	-	-	-	-	19
	<u>27</u>	<u>26</u>	<u>74</u>	<u>4,088</u>	<u>4,215</u>	<u>4,342</u>
3. Activities for generating funds						
Publishing and book sales	-	64	-	392	456	550
Fundraising - raffles	-	-	-	174	174	129
Commissions	-	-	-	20	20	19
Rental income	-	-	-	29	29	29
Miscellaneous	7	40	-	16	63	84
	<u>7</u>	<u>104</u>	<u>-</u>	<u>631</u>	<u>742</u>	<u>811</u>
4. Investment income						
Deposit interest earned	-	2	-	10	12	11
Dividends and other investment income	7	2	-	27	36	46
	<u>7</u>	<u>4</u>	<u>-</u>	<u>37</u>	<u>48</u>	<u>57</u>
5. Incoming resources from charitable activities						
Promoting Walking						
Area and group walking activities	-	1,823	-	-	1,823	1,734
Walking for Health			578		578	124
Funded projects - mission delivery	6	9	656	43	714	631
	<u>6</u>	<u>1,832</u>	<u>1,234</u>	<u>43</u>	<u>3,115</u>	<u>2,489</u>
Total incoming resources	<u>47</u>	<u>1,966</u>	<u>1,308</u>	<u>4,799</u>	<u>8,120</u>	<u>7,699</u>

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

6. Total resources expended

Summary	Areas, groups and councils		central		Total 2013 £000	Total 2012 £000
	Restricted	Unrestricted	Restricted	Unrestricted		
	£000	£000	£000	£000		
Costs of generating funds	-	-	-	659	659	876
Costs of charitable activities:						
Rights of way	19	41	-	845	905	888
Countryside protection	7	5	-	444	456	415
Freedom to roam	6	5	-	531	542	685
Promoting walking						
- Area and group walking activities	-	1,788	-	-	1,788	1,697
- Programmes and promotion	12	370	1,156	1,337	2,875	2,402
Governance costs	-	120	-	305	425	391
Total 2013	44	2,329	1,156	4,121	7,650	7,354
Total 2012	48	2,257	887	4,162	7,354	

Promoting walking - area and group walking activities are costs relating to holidays, coach rambles and social events organised by Ramblers' areas and groups. The related income from these activities is included in incoming resources from charitable activities. Promoting walking - Programmes and promotion relates to the organising of local and national walking programmes and the promotion of walking to various audiences.

The above figures include central office support costs which have been apportioned to headings on the basis of direct staff time employed in carrying out each activity.

The following page provides a more detailed breakdown of central direct and support costs totalling £5,276,000 (2012: £5,049,000), analysed across activities and split between staff and non-staff costs. Further analysis is provided between restricted expenditure, for which the donor has specified how funds are to be used, and unrestricted expenditure which carry no specific restrictions.

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

6. Total resources expended (continued)

Analysis of central costs

a) Central direct costs

	Staff costs		Other costs		Total 2013 £000	Total 2012 £000
	Restricted £000	Unrestricted £000	Restricted £000	Unrestricted £000		
Costs of generating funds	-	182	-	333	515	690
Costs of charitable activities:						
Rights of way	-	281	-	324	605	596
Countryside protection	-	125	-	230	355	323
Freedom to roam	-	158	-	248	406	500
Promoting walking	661	294	455	287	1,697	1,246
Governance costs	-	140	-	119	259	224
Total direct costs	661	1,180	455	1,541	3,837	3,579

b) Allocated central support costs

	Staff costs		Other costs		Total 2013 £000	Total 2012 £000
	Restricted £000	Unrestricted £000	Restricted £000	Unrestricted £000		
Costs of generating funds	-	74	-	70	144	186
Costs of charitable activities:						
Rights of way	-	124	-	116	240	226
Countryside protection	-	51	-	38	89	84
Freedom to roam	-	67	-	58	125	177
Promoting walking	-	432	40	324	796	749
Governance costs	-	26	-	20	46	48
Total support costs	-	774	40	626	1,440	1,470
Grand total	661	1,954	495	2,167	5,277	5,049

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

6. Total resources expended (continued)

c) Central support costs

Central office support costs comprise the following:

	2013	2012
	£000	£000
Management, including the chief executive's office	186	177
Finance, administration and human resources	749	708
Information technology	206	232
Membership servicing and development	258	314
Welsh office administration	19	19
Scottish office administration	22	20
	<u>1,440</u>	<u>1,470</u>

The apportionment of the above support costs across activities, including the four charitable activities, is provided on the previous page.

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

7. Net incoming resources for the year

This is stated after charging:		2013	2012
		£000	£000
Auditors' remuneration			
	♦ Audit	25	25
	♦ Under/(over) accrued in previous year	3	-
	♦ Other external scrutiny	-	1
Operating lease rentals:			
	♦ property	201	203
	♦ other	9	9
Depreciation (note 10)		58	34

8. Staff costs and numbers

Staff costs were as follows:

		2013	2012
		£000	£000
Gross salaries		2,183	2,191
Employer's national insurance		218	219
Employer's pension contributions		93	42
Other staff costs		88	90
Redundancy costs		33	11
Total staff costs		2,615	2,553

No employee earned between £60,000 and £69,999 and one employee earned between £80,000 and £89,999 during the year (2012: Two employees earned between £60,000 and £69,999 and no employee earned between £80,000 and £89,999 during the year). Pension contributions paid by the charity in respect of this employee during the year totalled £Nil (2012: £3,605).

The average number of employees, calculated on a full-time equivalent basis, analysed by function was:

		2013	2012
		No.	No.
Direct core charitable activities		40	48
Direct funded charitable activities		20	15
Governance		3	2
Fundraising		5	7
		68	72

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

9. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10. Tangible fixed assets

	Office Furnishings and Equipment £000	IT and Systems £000	Motor Cars £000	Total £000
Cost				
At the beginning of the year	51	395	16	462
Additions in year	-	86	-	86
Disposals in year	-	-	-	-
At the end of the year	51	481	16	548
Depreciation				
At the beginning of the year	27	195	16	238
Disposals in year	-	-	-	-
Charge for the year	6	52	-	58
At the end of the year	33	247	16	296
Net book value				
At the end of the year	18	234	-	252
At the beginning of the year	24	200	-	224

All tangible fixed assets are used for direct charitable purposes. Only items costing over £5,000 are capitalised and only those brought into use by the year-end are depreciated.

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

11. Investments

	2013	2012
	£000	£000
At the start of the year	1,142	1,128
Additions	6	8
Disposals	(5)	-
Gain/(loss) on revaluation at the end of the year	6	6
Valuation at the end of the year	<u>1,149</u>	<u>1,142</u>
Comprising:		
U.K. listed investments, at market value:		
♦ Held by areas and groups	65	65
U.K. non-listed investments, valued at cost:		
♦ Held centrally	3	3
♦ Held by areas and groups	65	64
Cash:		
♦ Held centrally	<u>1,016</u>	<u>1,010</u>
	<u>1,149</u>	<u>1,142</u>
Cost at the end of the year	<u>1,105</u>	<u>1,104</u>

In addition to the investments above, The Ramblers' Association owns all the share capital (£2) of Ramblers' Enterprises Limited, a company registered in England and Wales (see note 16).

Investments representing more than 5% of the portfolio are as follows:

	2013	2012
	£000	£000
COIF Charities Deposit Fund	1,016	1,010
COIF Charities Investment Fund	58	55
Greater Manchester Area - National Savings Investment Account	62	61

Funds held in the COIF Charities Deposit Fund can be accessed within 1 working day.

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

12. Stock

	2013	2012
	£000	£000
Stocks held by areas and groups	<u>65</u>	<u>78</u>

Stocks held relate to finished goods in the form of publications.

13. Debtors

	2013	2012
	£000	£000
Grants - Macmillan	224	66
Income tax recoverable	128	141
Legacies	522	385
Sundry debtors	200	387
Staff loans	16	15
Prepayments	226	133
Amounts due from trading subsidiary	<u>21</u>	<u>34</u>
	<u>1,337</u>	<u>1,161</u>

14. Creditors : amounts falling due within one year

	2013	2012
	£000	£000
Income received in advance	6	-
Taxation and social security (PAYE and National Insurance)	71	74
Trade creditors	155	255
Accruals	<u>45</u>	<u>60</u>
	<u>277</u>	<u>389</u>

15. Provisions

	2013	2012
	£000	£000
Balance brought forward	80	80
Charge for the year - dilapidations	<u>-</u>	<u>-</u>
	<u>80</u>	<u>80</u>

Dilapidations relate to the cost of converting rented offices to their original state.

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

16. Ramblers' Enterprises Limited

Ramblers' Enterprises Limited, a private limited company (no: 3033217) registered in England and Wales, is a wholly owned subsidiary of The Ramblers' Association.

During the year Ramblers' Enterprises Limited received commissions from HF Holidays Ltd in respect of holidays booked by members of The Ramblers' Association.

The results of Ramblers' Enterprises Limited are not consolidated with the results of The Ramblers' Association on the grounds that they are not material.

A summary of the financial activities of Ramblers' Enterprises Limited for 2012/13, and financial position as at 30 September 2013 are provided below.

Profit and loss	2013	2012
	£000	£000
Turnover	22	35
Administrative costs	(1)	(1)
Profit before Gift Aid payment	21	34
Payment to the Ramblers' Association under Gift Aid	(21)	(34)
Retained profit for the year	-	-
Net assets	2013	2012
	£000	£000
Net assets brought forward	-	-
Retained profit	-	-
Net assets carried forward	-	-

17. Analysis of net assets between funds

	Restricted	Designated	General	2013	2012
	£000	£000	£000	Total	Total
				£000	£000
Tangible fixed assets	-	252	-	252	224
Investments	100	29	1,020	1,149	1,142
Net current assets	575	1,907	1,602	4,084	3,648
Provisions	-	-	(80)	(80)	(80)
Net assets	675	2,188	2,542	5,405	4,934

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

18. Movements in funds

	At 1 October 2012	Incoming resources and gains	Less: Outgoing resources	Transfers	At 30 September 2013
	£000	£000	£000	£000	£000
Restricted funds					
A: Areas, groups and councils	249	46	40	-	255
B: Get Walking Keep Walking	22	129	128	-	23
C: Big Welsh Walk App	2	-	2	-	-
D: County Durham Get Walking	1	31	31	-	1
E: Medal Routes:					
Paths for All	1	15	15	-	1
Other Funders	1	27	25	-	3
F: Walking for Health	(3)	578	623	45	(3)
G: Group development investment		50	4		46
H: Increasing physical activity participation		1	1		-
I: Legacies	133	64	41	-	156
J: Other restricted funds	71	412	290	-	193
Total restricted funds	477	1,353	1,200	45	675
Unrestricted funds					
<i>Designated funds</i>					
A: Areas, groups and councils	1,270	1,968	2,329	381	1,290
K: Contracts	-	39	30	(7)	2
L: East Berks endowment	35	-	-	-	35
M: Appeal fund	10	152	152	-	10
N: Legal fund	250	14	120	106	250
O: Pension	350	-	-	-	350
P: Tangible fixed assets*	223	-	-	28	251
<i>Total designated funds</i>	2,138	2,173	2,631	508	2,188
General funds	2,319	4,595	3,819	(553)	2,542
Total unrestricted funds	4,457	6,768	6,450	(45)	4,730
Total funds	4,934	8,121	7,650	-	5,405

Incoming resources include net gains on investments.

* Relates only to assets held centrally.

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

18. Movements in funds (continued)

Purposes of restricted and designated funds

A: Areas, groups and councils

The restricted funds held by areas, groups and councils comprise mainly legacies and bequests which are considered to have geographical restrictions as to their use.

The designated areas, groups and councils fund represents the aggregate of the accumulated unrestricted funds held by the Rambler's areas, groups and councils. The fund receives area budget payments and the unrestricted funds raised by areas, groups and councils; unrestricted expenses of the areas, groups and councils are charged to it, analysed over the charitable objects of the charity.

Transfers of £381,000 relate to Ramblers funding provided to areas and groups (see also note 19).

B: Get Walking Keep Walking

Big Lottery Fund

BIG funding was provided to the Ramblers' Association as part of the Travel Actively Consortium until December 2011. This was used to promote walking to inactive audiences across England.

BIG funding enabled the Ramblers' Association to set up five local projects in east London, south London, Manchester, Sheffield and Birmingham, as well as central office staff.

The east London project worked across Hackney and Tower Hamlets, and the south London project covered Lambeth, Lewisham and Southwark.

Using this resource, we delivered a programme of walking activities, a website, and a DIY pack for people in England not using our programmes.

In April 2012 extension funding was received in order to continue delivery of similar activities in Birmingham, to support route development and to extend Get Walking Keep Walking routes to 10 new locations for another year.

In June 2013 further funding was granted to deliver 12 week programmes with Walking for Health schemes in Blackburn with Darwen, Bristol and Southwark. Activity is being rebranded as Every Step Counts. A toolkit will be produced to encourage greater outreach delivery by other Walking for Health schemes across England.

C: Big Welsh Walk App

This project, funded by Sport Wales, involves the production of a motivational 'app' for mobile phones aimed at individuals new to walking. The app enables the remote delivery of a 12 week walking programme.

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

18. Movements in funds (continued)

D: County Durham Get Walking

This project, funded by County Durham Sport, is targeted at those residents of Derwentside, Teesdale and Wear Valley aged 40-74 with an estimated risk of cardio-vascular disease greater than 20%. The project aims to increase the level of physical activity of participants (and their households) and sustain this over 6 months.

E: Medal Routes

Paths for All

This project is part funded by Paths for All and involves setting up a series of walking hubs around Scotland with 3 circular routes from each hub (gold, silver and bronze target levels). The routes will form a walking legacy for the 2014 Glasgow Commonwealth Games and will be established with local partners.

Other Funders

Funding from Scottish Natural Heritage and Ramblers Holidays Charitable Trust (RHCT) supports the delivery of the Medal Routes project.

F: Walking for Health

The Walking for Health programme was established by Natural England in 2000 and supports the largest network of health walks across England. In 2012 the Walking for Health programme was divested by Natural England and the Department of Health to The Ramblers' Association following a competitive tendering exercise. The Ramblers delivers the programme with support and funding from Macmillan Cancer Support. The initial 3 year partnership with Macmillan has recently been extended to run until at least 2018.

Transfers of £45,000 relate to a contribution to project costs from general funds.

The negative fund balance at the year end is the result of expenditure incurred in September 2013 which was not due to be reimbursed until subsequent months.

G: Group Development Investment

This project is funded by investment income received from Sportscotland to develop the 55 groups in Scotland and help to grow their membership base.

H: Increasing physical activity participation

This investment funding was made by Paths for All to support our core promoting walking work in Scotland. The aim is to increase engagement in national campaigns to promote walking, deliver population wide initiatives to encourage independent walking, encourage greater participation within led walks, develop progression pathways to and from walking activities and support the promotion and maintenance of welcoming and safe walking environments.

I: Legacies

The Ramblers' Association received a number of restricted legacies during the financial year.

J: Other restricted funds

These funds receive income from and expenses charged against small grants made to The Ramblers' Association for specific projects.

18. Movements in funds (continued)

K: Contracts

This relates to funds received on a contractual basis, for which designated funds have been established to enable the separate monitoring of income, expenditure and fund balances.

L: East Berkshire endowment

This fund represents general funds of the East Berkshire Group paid to central office to be spent or invested as agreed with the East Berkshire Group from time to time.

M: Appeal fund

This fund receives donations raised through Ramblers' appeals. After direct appeal costs have been deducted, the fund is used to deliver charitable work as described in each appeal. The Appeal Fund is not used to pay for administration.

N: Legal fund

This fund sets aside resources to finance legal cases and public enquiries across Britain. The fund will hold a maximum balance of £250,000 and will be replenished, commensurate with needs and dependent on prevailing financial resources.

O: Pensions fund

The trustees have established a pensions designated fund to ensure resources are set aside to cover any financial commitment which may arise in the future to cover the shortfall in the assets of the multi-employer pension scheme against its long-term liabilities. The trustees review the adequacy of this fund annually and obtain a revaluation triennially in line with the triennial valuation carried out for the whole scheme. This fund is based on a technical provisions method of calculation. This valuation is not performed on a FRS17 basis, nor does it represent the Ramblers' share of any deficit in the scheme calculated on a full buy out basis.

From April 2013 we commenced the repayment plan advised by the Pensions Trust and agreed by the trustees in 2012 of £70,618 per annum for 10 years. This payment will increase by 3% per annum from April 2014. The designated pension fund therefore represents approximately five years of contributions towards the funding plan and will be utilised from April 2018 onwards.

Further details of the pension scheme are included in note 23.

P: Tangible fixed assets

This designated fund was set up to reflect the illiquid nature of these assets as they are not available to cover general expenditure. This fund does not include £1,000 worth of assets held by our areas and groups.

Transfers of £28,000 relate to a top-up of this fund from general funds at the year end.

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

19. Area and council funding

Areas and councils are funded from the central reserves to support their local charitable activities. This support is provided on the basis of a budget submitted. During the year, the following funding was received by areas and councils:

	2013	2012
	£000	£000
Unrestricted		
Funding to areas	390	399
Funding to councils	13	19
Donations from areas and councils to central reserves	(22)	(3)
Net funding to areas and councils	381	415

20. Operating lease commitments

At 30 September 2013 the charity had annual commitments under operating leases expiring as follows:

	Equipment		Property	
	2013	2012	2013	2012
	£000	£000	£000	£000
Less than 1 year	8	9	-	-
Within 1-2 years	-	-	199	20
Within 2-5 years	-	-	-	183
	8	9	199	203

21. Trustees' expenses

Expenses as detailed below were reimbursed to a total of 13 (2012: 19) trustees for costs incurred in connection with the board of trustees and preparatory meetings, General Council, Ramblers' Association area and group annual and other meetings, rallies and events.

	2013	2012
	£000	£000
Travel and subsistence	6	5
Telephone, postage and miscellaneous	-	1
	6	6

There was no trustee remuneration in either year.

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

22. Related party transactions

Open Spaces Society

During the year Kate Ashbrook held the position of President, whilst continuing in her role of general secretary of the Open Spaces Society.

The Ramblers' Association and the Open Spaces Society (OSS) have joint copyright of the book "Rights of way - a guide to law and practice". The Ramblers' Association agreed to manage the production and distribution of the third and fourth editions. Profits from the sale of the third edition were split 60% to the Ramblers' Association and 40% to OSS, and of the fourth edition 80% to the Ramblers' Association and 20% to OSS. The OSS's share of profit, based on sales of the fourth edition for the year, was £462 (2012: £477). At 30 September 2013 the balance owed to OSS was £211 (2012: £477).

23. Pension scheme

The Ramblers' Association participates in the Pensions Trust's Growth Plan. The assets are held separately from those of the Ramblers' Association in an independently administered fund. The Pensions Trust's Growth Plan is a multi-employer money purchase scheme with some guaranteed benefits. The scheme is funded and is not contracted out of the state scheme.

The Ramblers' Association paid contributions at rates of 6%, 11% and 16% during the accounting period, depending upon individual members of staff's salary sacrifice agreements. These amounted to £58,138 (2012: £42,185). Contributions totalling £7,660 were payable to the fund at the year end and are included in creditors (2012: £6,703)

The charity also paid £39,309 towards the Growth Plan deficit during the year. £5,885 was payable to the fund at the year end and included in creditors.

It is not possible to identify the share of underlying assets and liabilities of the scheme belonging to individual participating employers.

Due to the nature of the scheme, the statement of financial activities charge for the period under FRS17 represents the employer contribution payable.

Growth Plan rule 5.1.3 states that the proportion of obligatory contributions to be borne by the member and the member's employer shall be determined by agreement between them. Such agreement shall require the employer to pay part of such contributions and may provide that the employer shall pay the whole of them.

Due to a change in statutory rules on the treatment of funding deficits when employers withdraw from a multi-employer pension scheme, if The Ramblers' Association were to withdraw from the scheme after 2nd September 2005, when the rules came into force, the organisation would be liable to pay a share of any deficit in the scheme calculated on a full buy-out basis. The latest triennial valuation carried out at 30th September 2011 gave an estimated employer debt on withdrawal liability for The Ramblers' Association of £915,452. This is estimated to have increase to £1,107,697 as at 30 September 2012 but to have decreased to £908,312 as at 30 September 2013.

This liability is not provided for in the accounts as, given there is no intention to withdraw from the scheme, there is no probable liability at the balance sheet date.

During 2013 the Pensions Trust advised that contributions from employers will be required in respect of the Growth Plan deficit. The Ramblers's contributions commenced in April 2013 and amount to £70,618 per annum for 10 years. Contributions will increase by 3% per annum from April 2014.

The Ramblers' Association

Notes to the financial statements

For the year ended 30 September 2013

24. Capital commitments

At the balance sheet date the Ramblers' Association had £nil commitments to capital expenditure (2012: £19,892) in relation to the development of an online routes database, and £nil (2012: £16,919) in relation to the development of the Rambler's website.