

The Ramblers Association

Annual Report & Financial Statements 2019/20

Company No: 04458492 Charity numbers 1093577 (England & Wales) and SC039799 (Scotland)

	Page
Contents	1
Foreword from the chair	2
Vision, mission, values and public benefit	3
Trustees' report	5
Activities, achievements and performance 2019/20	5
Our planned activities 2020/21	8
Trustees'	9
Structure, governance and management	9
Strategic report	14
Financial review	14
Statement of trustees' responsibilities	22
Independent auditor's report	23
Statement of financial activities	26
Balance sheet	28
Cash flow statement	29
Notes to the financial statements	30

The Ramblers' Association trustees' report and financial statements for the year ended 30 September 2020.

The trustees of the Ramblers' Association, who are also directors of the company for the year ended 30 September 2020 under the Charities Act 2011 and the Companies Act 2006, present the trustees' annual report for the year (including the directors report and the strategic report under the 2006 Act), together with the audited financial statements for the year.

The financial statements comply with current statutory requirements, financial reporting standards, the articles of association and the Charities SORP (FRS102).

FOREWORD FROM THE CHAIR

Faced with the deadline for writing this foreword, I went for a walk—because, in the old Latin tag, *solvitur ambulando*, a problem is solved by walking. This is what people have discovered over this last year, as they seek the solace of the outdoors and nature.

The pandemic did not deter us. Our organisation rose to the demands of the crisis: at short notice our staff worked from home; our walk leaders adjusted to the see-saws of tiers and lockdowns, our committees moved their meetings online.

But we all missed walking with our friends.

We have had a productive year. We won improvements to the Agriculture Bill to secure more and better access, and published maps of potential lost ways to be claimed before the deadline of 1 January 2026. In Scotland we promoted the mapping of paths and helped young people discover the outdoors; in Wales we wrote and distributed our manifesto for the Senedd elections, and developed family walks in the South Wales valleys—the list is long and splendid. Throughout we have been indebted to the players of the People's Postcode Lottery and other supporters for funding our work.

As I leave the chair after my three-year term, I can look back with pleasure at what we have achieved. At last we feel like one movement: members, volunteers, trustees and staff, speaking with one voice and with a clear sense of direction. We have made long strides in our technology—improving our communications and our knowledge of ourselves. We give professional support to our volunteers. And we are now tackling long-standing but vital issues—how to serve our membership and run campaigns in remote and rural areas (Scotland leading here); how to collaborate across our internal boundaries; how to become more inclusive and diverse, welcoming *all* walkers. At last we are making long overdue changes.

I give heartfelt thanks to our chief executives Van Griffiths, who left us in January 2020, and Tanya Curry, who joined us just before the first lockdown; our staff who believe in what they do and work at it so hard; my fellow trustees who generously give their time and expertise, and not least our volunteers who do so much, so often unnoticed.

Walking has never been more relevant to all our lives. The end of the pandemic will be the moment to celebrate our 85 years of achievement which make walking both possible and enjoyable, and to create a future in which Ramblers are synonymous with walking. *Solvitur ambulando* indeed.

Kate Ashbrook
Chair, board of trustees

Kate Ashbrook

The Ramblers' Association annual report 2019/20

Vision, mission, values and public benefit

VISION, MISSION, VALUES AND PUBLIC BENEFIT

Our vision

A country where everyone enjoys the outdoors on foot and benefits from the experience.

Our mission

The Ramblers' mission is to create a country where everyone has the freedom to enjoy the outdoors on foot and benefits from the experience. We will protect, improve and enhance the places that people enjoy to walk and open up new places for them to explore.

We will help people explore their local area and the beauty of the Great Britain by making sure paths and green spaces are well maintained and the rights and freedoms of walkers are upheld.

We will help to create a country where society understands the benefits of walking for both recreation and shorter journeys, and where communities have easy access to high quality places to walk, from attractive urban areas to open spaces in the countryside. We will support people of all ages and backgrounds, so they can experience the great outdoors on foot, resulting in improvements in health, wellbeing and happiness.

Our values

- Welcoming – to all, and particularly to newcomers
- Positive – looking to have fun and create enjoyment
- Empowering – helping give people the confidence to help themselves
- Inclusive – welcoming people from diverse backgrounds, and being sensitive to the needs of different communities
- Ethical being respectful of others, honest in what we say, and thinking through the consequences of what we do
- Democratic – working to deepen and improve democracy within our organisation
- Environmentally responsible – promoting activities and behaviours which are sustainable and which benefit the environment

Public benefit

The objects of the Ramblers as stated in our Articles of Association are to promote, encourage or assist in:

- 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;
- 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;
- 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, health and wellbeing;
- 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.

The Ramblers' Association annual report 2019/20

Vision, mission, values and public benefit

As a charity the Ramblers must have purposes all of which are exclusively charitable (as defined by the Charities Act 2011) and are for the public benefit. The trustees confirm that they have referred to the Charity Commission's guidance on public benefit when reviewing the Ramblers' aims and objectives and in planning future activities. More details of many of the specific activities undertaken by the Ramblers to carry out its charitable purposes for the public benefit are set out in the following section on achievements and performance during the year.

STRATEGIC REPORT

ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE 2019/20

In March 2015, our ten-year strategic framework was approved by the General Council. This framework sets out our ambitions to lead from the front, to create a country designed for walking, to help everyone to find their feet and to connect people through the Ramblers.

We seek to fulfil our charitable objectives and deliver this strategic framework through the implementation of our three-year rolling GB business plan which is renewed annually by the board of trustees. The plan states how we will move towards our vision of a country where everyone enjoys the outdoors on foot and benefits from the experience. The Ramblers Great Britain plan is supported by complementary plans from Ramblers Cymru and Ramblers Scotland in line with our devolution agreements.

Over the last four years we have embarked on a major transformation programme. We are investing in membership growth, volunteer support, major campaigns, development of our digital and data capabilities and improvements to our infrastructure. We have already made great progress together.

Whilst the Covid 19 crisis forced the charity to review its business plan and adapt our ways of working during the year covered by this report, our plan continued to include the following four priorities:

1. We will create a country designed for walking

This includes finding, recording, maintaining, improving and creating paths, removing barriers, and running great campaigns to enable everyone to access nature.

- **Paths and access** - we campaigned to influence key pieces of legislation, including the Agriculture and Environment Bills. We published a new report, 'The Grass Isn't Greener for Everyone', which included a call on government to introduce targets for access to green space together with a 'Write to Your MP' campaign action. On the ground, 150 path maintenance teams added kissing gates and opened up paths.
- **Advice and support** - We continued to give advice to the public on their rights when walking, with a 40% uplift in email enquiries to the policy team on this subject during the lockdown. We rolled out new rights of way training to volunteers and set up a new volunteer panel to review and produce our guidance on rights of way.
- **Legal Success** - We had a number of legal successes, notably in the 'Luppitt' case, which helped to ensure that paths can continue to be claimed on the basis of historic evidence.
- **Don't Lose Your Way Campaign:** Thousands of volunteers joined the search for lost paths using our new online mapping tool. Together, they helped us identify over 49,000 miles of potential lost ways.

2. We will help everyone to find their feet

This will include delivering a diverse range of high-quality walks and playing to the strengths of our brand and new digital tools to inspire and educate people about walking.

- **Led walks:** As a result of the pandemic our original plan to deliver both face to face and online resources for walk leaders switched focus and capacity to producing a series of webinars and developing new online resource. Prior to the pandemic, we delivered 84 outdoor first aid training sessions, reaching 690 volunteers.

- **Area and Group support:** We provided support and advice to Areas, Groups and Ramblers Walking for Health Schemes, with a 400% increase in queries received by email when group walking was banned by the government. We supported volunteers to restart activities, providing guidance on a range of activities and working closely with Sport England and other partners to relaunch organised walks from July. By September 2020 we had over 250 of our Groups leading walks again in adherence to government restrictions.
- **Walking for Health:** We made good progress in developing a long-term, sustainable plan for Walking for Health which included over 300 conversations with schemes about the transition to a new operating model and securing an extension with our main funder, Sport England.
- **Brand review:** We undertook research and developed a new brand framework and audience segmentation. Building on this, we developed our new brand look and feel and started planning to launch this publicly in 2021.

3. We will grow members, supporters and income

This will include diversifying our income streams and developing our service levels, membership offer and self-guided routes, to appeal to more walkers across Britain.

With 2019/20 impacted by the Covid 19 pandemic and restrictions to group walking, we adapted and evolved plans to maximise income and keep new and existing members and supporters connected with each other and the charity's mission by:

- **Staying connected and keeping active:** we launched our #RoamSweetHome campaign to inspire loyal Ramblers' members and the public to enjoy walking near or at home, and to share their experiences with others. We welcomed back hundreds of lapsed members.
- **Reaching out to new members:** our #FeelMore campaign invited more of Britain's walkers to join the Ramblers, to help grow our membership community over the summer and autumn.
- **Supporting our mission:** new and existing supporters responded generously to our individual and legacy campaigns including our Don't Lose Your Way crowd funder, to generate vital income. Our committed corporate partners, trusts, foundations and players of People's Postcode Lottery also enabled the delivery of vital projects across Britain.
- **Expanding Ramblers Routes:** staff and volunteers collaborated to collate more walking routes, making them more accessible to members through our website and mobile app. We showcased the many benefits of self-guided walking near home.

4. We will become a great charity

This will include investing in staff and volunteer leadership development, reviewing policies and reporting systems, monitoring our performance to demonstrate impact and embedding and improving our digital capabilities.

- **Change and new tools:** We launched Assemble, our volunteer website, doubling the number of recorded volunteers to over 22,000 and increasing volunteer user confidence on the new website. We also added hundreds of resources for volunteers on Assemble and developed a change management process which we began to pilot with some projects.
- **Strengthen volunteering:** Our first volunteer engagement survey in ten years highlighted that 84% of our volunteers would recommend the Ramblers as a good place to volunteer. We developed a volunteer journey, including a new volunteer induction pack, and a series of

bitesize learning to support volunteer managers. And we reviewed and improved our safeguarding policy and resources.

- **Insight Hub:** The hub is being used by c500 staff & volunteers every month, consulting, on average, 9 different dashboards each. This shows a reasonably good level and depth of engagement, although there is still much potential to be realised, particularly amongst some staff and our senior volunteers. The Insight Hub has enabled us to switch off sending groups lists of members data by email. Good progress has been made designing an 'Area Vibrancy' dashboard and The Insight Hub also now includes Organisation KPIs which are available to our staff leaders and our Trustees.

OUR PLANNED ACTIVITIES 2020/21 AND THE NEXT 5 YEARS

In 2015 The General Council reviewed and approved a clear ten-year plan setting the clear ambitions to help us fulfil our mission and make our vision a reality. We are committed to invest in these themes to stimulate growth, ensure continued value and relevance to our supporters and deliver our charitable aims.

Whilst the Covid 19 crisis has forced the charity to review its business plan, our plan continues to include the following priorities:

We will create a country designed for walking

- Develop our long-term paths and access offer
- Engage more people in our paths and access work
- Deliver high profile, impactful advocacy that protects and promotes public access

We will help everyone to find their feet

- Launch and establish the new Ramblers brand positioning
- Deliver a new website to increase awareness, engagement and grow revenue
- Develop and commence delivery of our new self-guided walking programme
- Develop and diversify our led walk offer to grow awareness and engagement

We will grow members, supporters and income

- Diversify our membership offer to attract and retain more members
- Refine our fundraising mix to increase supporter engagement and year on year income growth
- Use Salesforce to grow income through optimal supporter experiences

We will become a great charity

- Develop a clear people strategy for the next 3 years
- Establish and embed a dynamic programme to ensure the organisation becomes more diverse and inclusive
- Develop a volunteering strategy to grow engagement and deliver a great volunteer experience
- Deliver Ramblers 'reboot' project to create new ways of working for our staff

STRUCTURE, GOVERNANCE AND MANAGEMENT

Status

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

Administrative details

Company number 4458492

Charity numbers 1093577 (England & Wales) and SC039799 (Scotland)

Registered office and main operational address

1 Clink Street, 3rd Floor, London SE1 9DG (*from 13 January 2021*)

2nd Floor, Camelford House, 87-90 Albert Embankment, London SE1 7TW (*until 13 January 2021*)

Ramblers Scotland operational address

Caledonia House, 1 Redheughs Rigg, South Gyle
Edinburgh EH12 9DQ

Ramblers Cymru operational address

3 Coopers Yard, Curran Road, Cardiff CF10 5NB

Bankers

Unity Trust Bank Plc, Four Brindleyplace, Birmingham B1 2JB

HSBC Bank Plc, Bank House, High Street, Hampton Wick, Kingston upon Thames KT1 4DA

Investment manager

CCLA Investment Management Ltd, Senator House, 85 Queen Victoria Street, London EC4V 4ET
Rowan Dartington, Temple Point, Redcliffe Way, Bristol, BS1 6NL

Auditor

Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

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.

Board of trustees

The governing body of the Ramblers is the Board of Trustees, which comprises up to 15 members. The trustees are also directors under company law.

The key role of the board is to determine the strategy for achieving our mission (in consultation with General Council) 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 and relevant legislation, regulation, guidance and best practice, applies its resources exclusively to its objects and safeguards and advances the interests of walkers throughout Great Britain.

The Ramblers' Association annual report 2019/20

Trustees'

The Board of Trustees currently meets formally eight times a year. All trustees give their time voluntarily and are not remunerated for their work on behalf of the Ramblers beyond the reimbursement of reasonable expenses. One or more members of the senior leadership team, including the chief executive, attend each board meeting. The governance manager acts as secretary to the board.

The rules governing the election of trustees are set out in the articles. The Board of Trustees consists of:

- The Chair and honorary treasurer elected by the General Council.
- Nine members elected by the General Council.
- Not more than two members co-opted by the Board of Trustees.
- A member appointed by each of the constituent parts (Ramblers Scotland and Ramblers Cymru).

A person becomes eligible to be elected to the Board of Trustees after being a member of the Ramblers for at least twelve consecutive months. All elected trustees including officers can serve up to 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 holds 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 one year 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.

Trustees in 2019/2020

Chai	Kate Ashbrook	
Honorary treasurer	Michael Penny	
Ordinary trustees	Jonathan Bergwerk	
	Thelma Brown	<i>Until 15 September 2020</i>
	Sophie Clissold-Lesser	
	Rebecca Dawson	<i>(Vice chair from 30 September 2020)</i>
	Ronnie Forbes	
	Richard May	
	Malcolm McDonnell	
	Paul Rhodes	<i>Until 15 September 2020</i>
	Peter Rookes	<i>(Vice chair until 30 September 2020)</i>
	Helen Tranter	<i>From 15 September 2020</i>
Appointee, Ramblers Cymru	Christopher Hodgson	
Appointee, Ramblers Scotland	Jay Wilson	<i>Until 26 March 2020</i>
	Alison Mitchell	<i>From 26 March 2020</i>
Co-opted trustee	Aynsley Jardin	<i>Until 15 September 2020</i>

Induction and training of trustees

Formal induction is given to all new trustees who are invited to attend meetings with Ramblers staff and current trustees as part of the induction process. Trustees are also encouraged to attend recommended external training courses for charity trustees.

Trustees have a legal duty to avoid conflicts of interest so they can focus exclusively on the best interests of the Ramblers. The Ramblers maintains a register of interests, which is updated annually by trustees and as any changes are reported. Procedures are in place for managing conflicts of interest that may arise during board meetings.

The Ramblers' Association annual report 2019/20

Trustees'

President

The president is an honorary position, elected each year at General Council, and eligible for re-appointment. The president is not a trustee. Our current president, elected on 1 April 2017, is Stuart Maconie.

Sub-committees

The board has two sub-committees, each chaired by a trustee and with terms of reference and functions delegated by the board.

The finance and risk committee scrutinises issues concerning finance, investment, risk and audit; along with oversight of membership and income generation.

The remuneration committee determines the salary of the chief executive officer and maintains an overview of the salaries of the senior staff that fall within its remit.

Management and staffing

The trustees delegate the day-to-day running of the Ramblers to the chief executive officer as its chief officer, supported by a senior leadership team. The chief executive officer enacts the mission of Ramblers through its unpaid volunteers and paid staff. Overall, the chief executive leads a staff that at 30 September 2020 totalled 89 people.

The Ramblers' senior leadership team in 2019/20 was:

Chief executive officer	Vanessa Griffiths	<i>Until 13 January 2020</i>
Interim chief executive officer	Tanya Curry	<i>From 18 February 2020</i>
Director of services	Beatrice St Matthew-Daniel	<i>Until 16 October 2020</i>
Interim finance director	Wayne Orr	<i>From 9 November 2020</i>
Director of operations and volunteering	Rachael Bayley	
Director of membership and fundraising	Sarah Marfleet	
Director of advocacy and engagement	Tompion Platt	
Director of data, digital and technology	Laura Scarlett	
Director of Wales	Angela Charlton	
Director of Scotland	Brendan Paddy	

NB Those staff members termed 'director' are not directors in accordance with company law.

Nations

Under our devolution agreements, substantial authority is devolved to our entities in Scotland and Wales. The board of trustees has delegated authority to committees in Wales and Scotland made up of representatives elected by each national Council.

WCEC members in 2019/2020

President	Will Renwick	
Chair	Christopher Hodgson	
Vice chair	George Allingham	
	Anne Lucas	<i>Until 30 April 2020</i>
Honorary treasurer	John Cook	

The Ramblers' Association annual report 2019/20 Trustees'

Honorary secretary	<i>Vacant</i>	<i>since 29 April 2018</i>
Ordinary members	John Williams	
	Stan Winstanley	
	Gwenda Fitzpatrick	
	Denis McAteer	<i>Until 30 April 2020</i>
	Gwyn Lewis	<i>Until 30 April 2020</i>
Co-opted member	Richard Trueman	<i>Until 30 April 2020</i>
	Dr Ruth Hussey	
	Rob Owen	<i>From 30 April 2020</i>

SCEC members in 2019/2020

President	Ben Dolphin	<i>Until 7 March 2020</i>
	Lucy Wallace	<i>From 8 March 2020</i>
Convener	Ronnie Forbes	<i>Until 7 March 2020</i>
	Alison Mitchell	<i>From 8 March 2020</i>
Vice convener	Alison Mitchell	<i>Until 7 March 2020</i>
	Douglas Tullis	<i>From 8 March 2020</i>
Honorary treasurer	Alistair Cant	
Ordinary members	Trevor Jones	<i>Until 7 March 2020</i>
	Elly Macdonald	
	Linda Moyes	<i>Until 7 March 2020</i>
	Douglas Tullis	<i>Until 7 March 2020</i>
	Jay Wilson	
	Kate Nustedt	<i>Until 4 February 2020</i>
	Meg Wright	<i>Until 26 November 2019</i>
	Bekah Cork	<i>From 8 March 2020</i>
	Beth Dickson	<i>From 8 March 2020</i>
	Mike Morris	<i>From 8 March 2020</i>
	David Webb	<i>From 8 March 2020</i>
Co-opted member	Andrea Steel	<i>From 8 March 2020</i>

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. Each Ramblers Area is entitled to appoint at least two elected members, depending on its 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 nominee is a trustee.

At local level, activities for members and volunteers are organised through 485 Groups and 59 Areas. Each Area and Group operates through its own constitution, but as part of the overall Ramblers organisation.

Members of the Charity under the Companies Act

Council members are the formal company members of the charity and guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. All the trustees are Council members and other Council members are admitted in accordance with Article 18.2 of the Articles of Association of the Ramblers. The Ramblers also comprises other types of members, including individual members and local, national and overseas organisations that affiliate with Ramblers. These members are not company members for the purposes of the Companies Act 2006.

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 £18,860 (2019: £24,658), which will be donated to the Ramblers through Gift Aid.

Financial Review

The financial year ending 30 September 2020, was a period of financial growth, a positive position considering the impact on activity due to the presence of a global pandemic. The charity was agile, adjusting its offering to create a positive position. The charity benefited from carried forward funds of £11.3m, which included project underspend from the previous financial period.

The Ramblers generated a surplus of £1.0m in the year ending September 2020 (2019: £0.7m deficit). The surplus is driven in part by reducing our expenditure by £0.5m, coupled with an increase in income from £10.7m to £12.0m, plus a small loss on the investments held of £0.2m (2019: £0.1m gain)

Overall, the Ramblers remain in a strong financial position resulting from good management of our funds, with total net assets of £12.2m (2019: £11.3m) which includes £8m in cash (2019: £6.6m).

Income

In the year to 30 September 2020, the charity's total income was £12m (2019 £10.7m) an increase of 12% compared to the previous financial year. The £1.3m of increased income was mainly driven by the £3.9m receipt from the players of People's Postcode Lottery in 2019/20 compared to the £2.3m receipt in the 2018/19 financial year, a welcome increase of £1.6m. PPL and other charity lotteries successfully lobbied the Government to increase the amount allocated to charities, this coupled with higher volumes of players has driven the higher PPL revenue. Of this £1.6m, £0.6m is a new draw fund from PPL, which is part of a well-publicised £20m pot that PPL have allocated from the lottery draws, between a small number of charities, including Ramblers, with a specific focus on positively making a difference to our planet.

The Players of People's Postcode Lottery have supported the Ramblers since 2016 and our partnership has gone from strength to strength. The Ramblers benefit from 32% of proceeds from the draws promoted on our behalf. We are therefore fortunate and well positioned having been chosen again as a supported charity going forward, receiving additional funding towards our cause.

Donations and legacies income, made up of Membership income, gift aid, legacies as well as donations remain the charity's highest income generator with an overall increase £0.8m to £5.9m (2019 £5.1m).

During the year, The Ramblers were once again the recipient of generous donations through legacy income, increasing by £0.5m to £1.8m (2019: £1.3m).

Expenditure

Total expenditure reduced by £0.6m to £10.8m (2019: £11.4m) due in part to reduced project spends as a result of the Covid 19 national restrictions.

This is seen clearly with the Promoting walking which includes Area and Group walking activities, which although continues to be the Ramblers largest area of expenditure, reduced to £5.2m (2019: £6.4m). Areas and Groups were particularly impacted, with income levels down £1.1m and

subsequently expenditure reduced similarly by £1.3m

In 2019/20, there has been an increase of £0.3m in raising funds to £1.3m (2019: £1.0m). This increase is due to the continued development and implementation of a strategic approach to fundraising at the Ramblers, to enable the growth of sustainable and diverse income streams. Combined spending on our other charitable activities (rights of way, freedom to roam and countryside protection), was £4.3m (2019: £4.0 m).

The increase in expenditure relating to these activities include our policy and campaign activity, including our work to influence the government's Agriculture and Environment Bills, and expand the path network. It also relates to our casework and legal activity, helping supporters to know their rights and take action at a local level.

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 holidays, day walks and socials. Both income and expenditure in this area was £1m lower than 2019 due to the Covid 19 restrictions. Total income was £1.1m (2019: £2.1m), and expenditure £1.2m (2019: £2.3m).

Investment Performance

At the start of the year Rambler's investment portfolio stood at £1.8m (2019: £1.7m), during the course of the year the portfolio suffered a loss of £0.16m (2019: £0.04m surplus). This low performance is primarily driven by many stocks impacted by the unexpected consequences of a pandemic on global economies. The closing value of the portfolio stands at £1.6m.

Reserves

The charity's reserves have increased by 8.5% to £12.2m (2019: £11.3m).

The Board of Trustees has examined the charity's requirements for reserves, considering the main risks facing the organisation and taking into consideration the Charity Commission guidance CC19 – Charity Reserves – Building Resilience, and agreed that the Ramblers should seek to maintain a level of free reserves of between three to six-months establishment and core staff costs. This currently equates to a range of £1.2m-£2.4m.

The policy is reviewed annually by the Board of Trustees as part of the budget process and monitored regularly within monthly management accounts.

Free reserves are usually higher than target reserves due to the historic management of legacies where all legacies are accumulated before planned expenditure takes place. The trustees are keen to use accumulated reserves for capacity building projects with targeted outcomes.

Our total free reserves as of 30 September 2020 is unchanged at £1.9m (2019: £1.9m).

Designated funds – management of local reserves.

Unrestricted reserves held by Areas, Groups and Councils are shown as designated within the

balance sheet and totaled £1.5m at year end (2019: 1.4m). They represent 12.2% of total funds (2019: 12.1%). Main funds as well as self-funded monies have increased in the 12 months to 30 September 2020.

To assist Areas and Groups in monitoring their main fund reserves, Ramblers carries out an annual reserves review. A traffic light system is used to indicate whether an Area or Group has exceeded the recommended percentage they should hold. Areas, Groups and Councils are recommended to hold unrestricted reserves between a target range of 40% and 100% of annual expenditure.

Traffic light criteria used for monitoring:

- **Green:** reserves held are less than 100% of one year of expenditure;
- **Amber:** reserves held are between 100%-200% of annual expenditure;
- **Red:** reserves held are more than 200% of annual expenditure.

Where main funds are found to be below the target range, the following options are available:

- plans made to generate additional income. e.g., through fundraising activity
- budgeted funding request for the coming year to be increased
- loan taken out from Area/GB office (where reduced reserves position is only short-term)

Where reserves are held outside the target range, Ramblers GB will recommend that each Area or Group should plan to reduce reserves levels. Section FIN011 of the Treasurers' handbook sets out how Areas and Groups should spend reserves in support of charitable objectives.

Overall, the trustees consider that the methods of reserve management described above create target levels of reserves that straddle the following scenarios; neither too low to manage under unplanned scenarios nor too high as to tie up reserves from mission delivery.

Designated - The GB and devolved legal funds stand at £250,000 (2019: £250,000).

The legal funds for Wales and Scotland at year end remain at £25,000 each in accordance with the devolution arrangements.

The fund will continue to hold up to a maximum balance of £250,000. During 2020/21 the trustees will continue to review these funds annually and replenish it commensurately with the needs of Ramblers across GB and dependent on prevailing financial circumstances and resources.

Designated – the players of People's Postcode Lottery fund £4.7m (2019: £3.9m).

This fund represents the balance carried forward from all projects supported by the players of People's Postcode Lottery in the 2019/20 financial period, plus additional draws valued at £3.9m in this financial period. For example, we have £0.6m as part of the climate action fund that will be used to deliver key projects such as the pathway & access vision project. This project that will establish an evidence base that demonstrates the social, economic, and environmental benefits of the path network, as well as an understanding of the barriers to access and the interventions that would maximise public benefit.

Designated – fixed asset fund £1.7m (2019: £1.4m).

This designated fund was set up to reflect the illiquid nature of these assets as they are not available to cover general expenditure with the balance representing the difference between additions and depreciation during the year.

Designated – office refurbishment fund £130,000 (2019: £130,000).

To allow for greater transparency, this fund, which was part of general reserves and was set up to fund the installation of air conditioning and ventilation units in Camelford House, as well as general refurbishment of the office following lease extension. Due to the impact of the pandemic we instead decided to relocate to a smaller premise for which this fund will be used to cover all costs associated with the search, relocation, and any alterations.

Designated – Tapestry programme fund £62,000 (2019: £81,000).

The Tapestry programme is a series of linked projects designed to review and update all our information and communications technology. The programme includes both technology and process improvements. The balance of this fund will be used to complete those systems awaiting implementation of the final phases.

Permanent endowment

This relates to a legacy received for which the use of the funds has been restricted. The bequest states that the capital should remain in a trust and income generated by the trust to be paid to Ramblers in perpetuity. This income should be used for the protection, preservation and maintenance of public footpaths in the open countryside and to defend its beauty.

Restricted reserves

These reserves represent the balance of legacies or project monies received which are unspent at the balance sheet date. Their use is restricted by the terms of a legacy or external funding agreement.

Risk management

The trustees acknowledge that risk is an everyday part of charitable activity and managing it effectively is essential if the Ramblers are to achieve its charitable objectives and safeguard the charity's funds and assets.

The charity's risk management policy objectives are to:

- embed risk management into the culture of the Ramblers;
- integrate risk management into policy, planning and decision making;
- enable the Ramblers to anticipate and respond to changing social, environmental, and legislative conditions

The trustees have agreed the following process to review and assess the major risks to which the Ramblers is exposed, to satisfy themselves that systems or procedures are established to manage

those risks.

- An organisational risk register is maintained to capture and assess the ongoing risks faced by the Ramblers and to assess their impact and likelihood.
- The risk register is kept under quarterly review and updated by the senior leadership team (SLT). This involves monitoring existing risks, identifying and logging any new risks, and applying/moderating the risk score for each, based on agreed criteria (likelihood v impact). Actions that can be taken to mitigate each risk are identified and recorded.
- The risk register is reviewed quarterly by the finance and risk committee and quarterly by the board of trustees. The risk register is also considered and reviewed as part of our annual business planning cycle.
- The finance and risk committee, a sub-committee of the board, has delegated responsibility to review risk management processes. This includes monitoring the assessment of risks to which the Ramblers is exposed to ensure that management monitor and report on emerging risks and implement controls to mitigate these risks; and monitoring implementation of measures agreed necessary to effectively manage key risks.

The trustees have identified several risks which they consider to be important for the charity:

- failure to grow membership, population and income. This risk is being addressed by the development of a membership growth strategy and by using evidence to refine a rolling 5-year income growth model, develop supporter journey to maximise engagement & learnings from audience insights research; to affect lifetime value & retention strategy.
- A failure in our digital systems or loss of data would create business interruption for the organisation. This could lead to financial and reputational risk. This risk is being mitigated by agreeing and testing a disaster IT recovery plan, replacing at risk systems with stronger security functioning systems, embedding a policy of systems continuous improvements.
- Failure to Safeguard vulnerable people (children, or vulnerable adults) results in a serious incident. This risk is being addressed by setting up targeted safeguarding activities, including;
 - i. a designated safeguarding lead trustee
 - ii. a safeguarding implementation working group established with 5 key people trained
 - iii. Carrying out an annual review of our safeguarding policy to ensure compliance with national safeguarding guidelines and standards.
 - iv. Review all complaints to ensure lessons learnt are actioned.

Covid 19 - Additional risks

- Some fundraising income will decline due to outside fundraising activities and events being paused. However, there are plans in place to evolve individual giving with targeted campaigns to appeal to existing supporters. There will also be regular reviews of the charity's expenditure to mitigate any income decline.

- Volunteers are unable to deliver local Ramblers activities. While group walks and activities have been cancelled, the Ramblers has communicated to Area & Group volunteers on the local implementation of government and NHS guidance. The charity has kept volunteers and members informed through statements on the Ramblers' website as well as through the new volunteer website (Assemble). There are plans for support to Groups and schemes should restrictions/ guidance change.

The trustees are satisfied that systems have been developed and are in place to mitigate identified risks to acceptable levels.

Fundraising

The Ramblers is registered with the Fundraising Regulator and always remains committed to meeting best practice fundraising standards and adhering to the Code of Fundraising Practice and as such we follow all relevant guidelines and advice. Supporters and their needs are at the heart of our fundraising activities. To protect and maintain the high standards that we and the public expect, we ensure that professional fundraisers adhere to our policies and practices, with particular attention paid to vulnerable people.

The core of our fundraising strategy is delivered internally by our team of professional fundraisers and relationship managers and from time to time we will work with external consultants, agencies, and other professional fundraising services to complement our fundraising activity. In the last business year this was limited to our work with a third party (People's Postcode Lottery) appointed as our External Lottery Manager, a professional Telephone Fundraising Agency (Stratcom UK), our Creative Agency (Different Kettle) and a small number of other external consultants, design and print agencies. We closely monitor and review the activities of all third parties to ensure compliance and quality standards are always met.

In the last year, we have conducted a range of direct marketing activity including direct mail appeals, digital appeals and donor acquisition, email marketing and telephone fundraising.

We comply with all data protection requirements under GDPR and PECA and will action any requests for no further contact we receive directly or through the Fundraising Preference Service.

Last year we received 21 complaints (2019: 21) related to our fundraising activities directly to the Ramblers and no complaints via the Fundraising Regulator.

Equality and diversity

The Ramblers welcomes and supports the diversity of the community we serve, the volunteers and members we support and the people we employ. Our diversity is our strength; our employees and volunteers reflect the community in which we work and for whom we work; and our policies, practices and procedures reflect our constant striving for excellence. The Ramblers will do its best to integrate good equality practice into all that we say and do. We promote the principles of equality and diversity in our undertakings with all our stakeholders, ensuring as far as possible a common approach on joint undertakings. We will be undertaking activities to address EDI challenges during 2021, exploring where we can take different approaches to ensure that no

matter their background or circumstance, every feels they belong at Ramblers.

Related party

The work of the Ramblers is supported by Ramblers' Enterprises Limited (company number 03033217). Ramblers' Enterprises Limited carries out non-charitable trading activities to raise funds for supporting The Ramblers' Association. The primary activities in the reporting period related to a commercial partnership with Cotswold Outdoors. Two of the trustees are also directors of Ramblers' Enterprises Limited.

Going concern

The Board of Trustees has reviewed the Ramblers planned activities and financial position and believes that there are sufficient resources to manage any operational or financial risks. This year a separate paper has been produced setting out the considerations that Trustees have taken to make a going concern assertion. Trustees consider there is a reasonable expectation that the organisation has adequate resources to continue in operational existence for the foreseeable future.

- reviewed and approved the budget for 2020/21 including a cashflow forecast which goes up to September 2022
- had clear sight and explanations of the assumptions that underly the budget
- feel assured that The Ramblers has a stable cost base, and a very low risk of losing key staff
- In addition, Trustees have considered our three main income sources
 - I. **Donations and legacies** – our legacy income forecasts are based on a ten-year average and we remain cautious in our predictions, we therefore do not foresee a significant drop-in legacy income. We anticipate a potential reduction in membership fees and our priority is to retain our existing members.
 - II. **Other trading activities** – we have had notifications from our external funders and have been assured that they will continue to fund us through this crisis and beyond. We are therefore confident that there will be no material changes to our trading activities.
 - III. **Charitable activities** – whilst our led walks and routes have been reduced and cannot be promoted during this crisis, we anticipate that our income will reduce in line with expenditure and there will be no material changes to the reserves of our areas and groups.

The charity has built up its liquid reserves in recent years and there are currently sufficient reserves to manage the charity through the uncertainty. It is considered there is a reasonable expectation that the organisation has adequate resources to continue in operational existence for the foreseeable future.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees are responsible for preparing the trustees' report (incorporating a 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 FRS102;
- 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.

The trustees' annual report, as prepared under the Charities Act 2011 and the Companies Act 2006, was approved by the board of trustees on 10th March 2021, including in their capacity as company directors approving the directors' and strategic reports contained therein, and is signed as authorised on its behalf by:

Kate Ashbrook

Kate Ashbrook
Chair, board of trustees



Michael Penny
Honorary Treasurer

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE RAMBLERS' ASSOCIATION

Opinion

We have audited the financial statements of the Ramblers' Association for the year ended 30 September 2020 which comprise the Statement of financial activities, Balance sheet, Cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 2020 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 Regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE RAMBLERS' ASSOCIATION (continued)

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

- adequate and proper 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.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 24. The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE RAMBLERS' ASSOCIATION (continued)

Use of our report

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 Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees 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, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Tina Allison
Senior Statutory Auditor
For and on behalf of **Crowe U.K. LLP**
Statutory Auditor, London

16 April 2021

STATEMENT OF FINANCIAL ACTIVITIES

	Note	2020			Total Funds £000
		Restricted funds £000	Endowment funds £000	Unrestricted funds £000	
Income and Endowments from:					
Donations and Legacies Charitable Activities	2	97	-	5,793	5,890
Other trading activities	3	63	-	4,201	4,264
Investments	4	13	-	72	85
Area and group walking activities	5	-	-	1,053	1,053
Walking for Health	5	-	-	-	-
Funded projects – mission delivery	5	404	-	262	666
Total income and endowments		577	-	11,381	11,958
Expenditure on:					
Raising Funds	6	9	-	1,284	1,293
Charitable activities	6	524	-	9,019	9,543
Total expenditure		533	-	10,303	10,836
Net gains/(losses) on investments	11	(4)	(154)	2	(156)
Net incoming/(expenditure)		40	(154)	1,080	966
Transfers between funds	18	(126)	-	126	-
Net movement in funds Reconciliation of funds		(86)	(154)	1,206	966
Total funds brought forward	18	1,250	995	9,035	11,280
Total funds carried forward	18	1,164	841	10,241	12,246

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

Statement of total income (excl. endowment funds)	2020 £000
Restricted income	577
Unrestricted income	11,381
Total income	11,958
Total expenditure	10,836
Operating surplus	1,122
Restricted and unrestricted gains	(2)
Total net income	1,120

STATEMENT OF FINANCIAL ACTIVITIES (continued)

	Note	2019			Total Funds £000
		Restricted funds £000	Endowment funds £000	Unrestricted funds £000	
Income and Endowments from:					
Donations and Legacies	2	96	-	4,964	5,060
Charitable Activities					
Other trading activities	3	33	-	2,690	2,723
Investments	4	24	-	91	115
Area and group walking activities	5	-	-	2,098	2,098
Walking for Health	5	58	-	-	58
Funded projects – mission delivery	5	316	-	300	616
Total income and endowments		527	-	10,143	10,670
Expenditure on:					
Raising Funds	6	-	-	960	960
Charitable activities	6	633	-	9,776	10,409
Total expenditure		633	-	10,736	11,369
Net gains/(losses) on investments	11	(3)	36	6	39
Net incoming/(expenditure)		(109)	36	(587)	(660)
Transfers between funds	18	55	-	(55)	-
Net movement in funds		(54)	36	(642)	(660)
Reconciliation of funds					
Total funds brought forward	18	1,304	959	9,677	11,940
Total funds carried forward	18	1,250	995	9,035	11,280

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

Statement of total income (excl. endowment funds)	2019 £000
Restricted income	527
Unrestricted income	10,143
Total income	10,670
Total expenditure	11,369
Operating surplus	(699)
Restricted and unrestricted gains	3
Total net income	(696)

BALANCE SHEET

	Note	2020 £000	2019 £000
Fixed Assets			
Intangible assets	10	1,276	1,019
Tangible assets	10	349	377
Investments	11	1,632	1,786
Total fixed assets		3,257	3,182
Current assets			
Stock	12	26	32
Debtors	13	2,044	2,331
Cash at bank & in hand: central		6,514	5,295
Cash at bank & in hand: areas, groups and councils		1,488	1,351
Total current assets		10,072	9,009
Creditors: amounts falling due within one year	14	1,007	835
Net current assets		9,065	8,174
Total assets less current liabilities		12,322	11,356
Provisions for liabilities and charges	15	76	76
Total net assets		12,246	11,280
Funds			
Endowment funds	18	841	995
Restricted income funds	18	1,164	1,250
Unrestricted funds			
General funds	18	1,862	1,879
Designated funds	18	8,379	7,156
Total funds		12,246	11,280

Approved and authorised by the trustees on 10th March 2021 and signed on their behalf by:

Kate Ashbrook

Kate Ashbrook
Chair, board of trustees

Michael Penny
Honorary Treasurer

CASH FLOW STATEMENT

	Note	2020 £000	2019 £000
Cash flow from operating activities		1,873	(101)
Cash flow from investment activities			
Dividends and interest received	4	85	115
Purchase of fixed assets	10	(600)	(802)
Purchase of investments	11	(2)	(3)
Net cash inflow/(outflow) from investment activities		(517)	(690)
Cash flow from financing activities			
Additions to endowments	11	-	-
Net cash inflow/(outflow) from financing activities		-	-
Change in cash and cash equivalent in the reporting period		1,356	(791)

Reconciliation of net incoming to net cash flow from operating activities

		2020 £000	2019 £000
Net (expenditure)/income for the reporting period		966	(660)
Depreciation	10	371	321
Investment income	4	(85)	(115)
Loss on the sale of fixed assets		-	-
Decrease in stock	12	6	7
Net loss/(gain) on investment	11	156	(39)
Increase in debtors	13	287	356
Increase/(decrease) in creditors	14	172	29
Decrease in provisions	15	-	-
Net cash flow from operating activities		1,873	(101)

Analysis of cash and cash equivalent

	At 1 October 2019	Cash flow £000	At 30 September 2020
Cash: central	5,295	1,219	6,514
Cash: areas, groups and council	1,351	137	1,488
Total cash and cash equivalent	6,646	1,356	8,002

NOTES TO THE FINANCIAL STATEMENTS

1.Accounting Policies

The Ramblers Association is a charitable company limited by guarantee, incorporated in England and Wales (charity no,1093577, company no. 4458492) and registered in Scotland (charity no. SC039799). Our registered office is: 2nd Floor Camelford House, 87-90 Albert Embankment, London, SE1 7TW (see note 26).

a) Basis of Preparation

The financial statements have been prepared in accordance with the charities Statement of Recommended Practice (FRS102) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011 and the Charities and Trustees Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The Ramblers Association meets the definition of a public benefit entity as defined by FRS102.

As detailed in the trustees' report, 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, under the historical cost convention, as modified by the revaluation of listed investments. The charity has built up its liquid reserves in recent years and there are currently sufficient reserves to manage the charity through the uncertainty. It is considered there is a reasonable expectation that the organisation has adequate resources to continue in operational existence for the foreseeable future.

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.

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 probability of legal entitlement and a reliable estimate can be obtained on notifications received before the year end.

Grants (including government grants) are recognised in the statement of financial activities when the charity can demonstrate entitlement to the income.

Investment income is accounted for when received except for our permanent endowment which is accounted for on an accruals basis. Income from our permanent endowment is split equally between restricted and unrestricted funds.

NOTES TO THE FINANCIAL STATEMENTS (continued)

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.

All income within areas, groups, Scottish and Welsh council is accounted for on a cash basis as explained in section a above.

c) Resources expended

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

GB office support costs are fully absorbed to the charity's activities in accordance with the Charities SORP. Support costs comprise costs incurred directly in support of expenditure on the charitable objects, and include finance, human resource, information technology and administration costs, membership servicing, governance 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 raising funds includes the costs incurred in raising funds such as donations and legacies, 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.

Permanent Endowment-This was established as a result of us receiving a legacy where the terms of the gift specifies that the capital amount should remain in a trust and for the Ramblers to be the sole beneficiary in perpetuity. See note 18 section J.

NOTES TO THE FINANCIAL STATEMENTS (continued)

e) Assets

Intangible fixed assets costing more than £5,000 are capitalised at cost. Intangible fixed assets include software costs. Amortisation of intangible fixed assets is applied if they are brought into use by year-end and calculated over their estimated useful lives which varies between 5-6 years. Where an intangible is linked to a project, the amortization reflects the project lifespan.

Tangible fixed assets costing more than £5,000 are capitalised at cost. Depreciation of fixed assets is applied if they are brought into use by year-end and calculated based on their estimated useful lives, on a straight-line basis as follows:

Freehold land	Nil
Freehold Properties	20 years
Office furnishings and equipment	5 years
IT and systems	5 years

Investments are stated at valuation at the balance sheet date, except for shareholdings 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.

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

From 1 July 2014, all members of staff were auto enrolled into a group personal pension plan with Legal & General. Pension contributions are charged to the statement of financial activities when due.

h) Financial instruments

The Ramblers has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits and debtors excluding prepayments and income tax recoverable.

Financial liabilities held at amortised cost is comprised of creditors excluding income received in advance and taxation and social security.

Investments held as part of an investment portfolio are held at fair value at the balance sheet date, with gains and losses being recognised within income and expenditure.

NOTES TO THE FINANCIAL STATEMENTS (continued)

i) Key judgements

The preparation of the financial statements requires judgement, estimates and assumptions to be made that affect the reported values of assets, liabilities, revenues and expenses. The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described in the accounting policies and includes provisions for dilapidations and accrual for legacy income.

j) Provisions

Provisions are recognised when the Ramblers' has a present legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Provisions are, measured at the present value of the expenditures expected to be required to settle the obligation using a rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expenditure.

	Areas, groups and councils		Central			2020	2019
	Restricted £000	Unrestricted £000	Restricted £000	Permanent Endowment £000	Unrestricted £000	Total £000	Total £000
2 Donations and Legacies							
Membership subscriptions	-	-	-	-	2,953	2,953	2,946
Legacies	-	7	80	-	1,740	1,827	1,291
Donations	16	35	1	-	275	327	297
Gift Aid	-	-	-	-	601	601	526
Government grants	-	-	-	-	182	182	-
	<u>16</u>	<u>42</u>	<u>81</u>	<u>-</u>	<u>5,751</u>	<u>5,890</u>	<u>5,060</u>
3 Other trading activities							
Publishing and book sales	-	29	-	-	234	263	352
Fundraising raffles	-	5	-	-	3,871	3,876	2,279
Commissions	-	-	-	-	4	4	2
Rental income	-	-	-	-	-	-	-
Miscellaneous	63	57	-	-	1	121	90
	<u>63</u>	<u>91</u>	<u>-</u>	<u>-</u>	<u>4,110</u>	<u>4,264</u>	<u>2,723</u>
4 Investment income							
Deposit interest earned	1	1	-	-	16	18	15
Dividends & other investment income	1	1	11	-	54	67	100
	<u>2</u>	<u>2</u>	<u>11</u>	<u>-</u>	<u>70</u>	<u>85</u>	<u>115</u>
5 Charitable activities							
Promoting Walking Areas and Groups walking activities	-	1,053	-	-	-	1,053	2,098
Walking for Health	-	-	-	-	-	-	58
Funded projects – government (note 18)	-	-	-	-	-	-	-
Funded projects-mission delivery	13	262	391	-	-	666	616
	<u>13</u>	<u>1,315</u>	<u>391</u>	<u>-</u>	<u>-</u>	<u>1,719</u>	<u>2,772</u>
Total income and endowments	<u>94</u>	<u>1,450</u>	<u>483</u>	<u>-</u>	<u>9,931</u>	<u>11,958</u>	<u>10,670</u>

The Ramblers' Association annual report 2019/20

Notes to the financial statements for the year ended 30 September 2020

NOTES TO THE FINANCIAL STATEMENTS (continued)

Government grant income relates to amounts received under the Covid 19 Job Retention Scheme where some staff were furloughed for the months April to June, there were no conditions attached to this income.

The estimated value of legacies where entitlement exists but there is uncertainty as to the amount and probability of receipt is £342,000 (2019: £851,000). This has not been included in legacy income for the year.

The People's Postcode Lottery was appointed as the Charity's external lottery manager to run lotteries on our behalf. Only the net proceeds of these lotteries are included in the statutory accounts as income as this best reflects the impact of this income on our operations.

	Restricted	Permanent Endowment	Unrestricted	Total	Total
	2020	2020	2020	2020	2019
	£000	£000	£000	£000	£000
Gross Proceeds	-	-	12,095	12,095	7,098
Expenses	-	-	(3,391)	(3,391)	(1,990)
Prize Funds	-	-	(4,834)	(4,834)	(2,837)
Net proceeds received by the charity	-	-	3,870	3,870	2,271

6. Total Expenditure

Summary	Areas, groups and councils		Central		Total	Total
	Restricted	Unrestricted	Restricted	Unrestricted	2020	2019
	£000	£000	£000	£000	£000	£000
Raising Funds	-	-	9	1,284	1,293	960
Costs of charitable activities:						
Rights of Way	24	47	69	1,738	1,878	1,813
Countryside protection	24	4	6	1,134	1,168	1,096
Freedom to roam	24	4	6	1,239	1,273	1,109
Promoting walking	-	-	-	-	-	-
- Area and group walking activities	-	1,238	-	-	1,238	2,329
-Programmes and promotion	24	402	347	3,213	3,986	4,062
Total costs of charitable activities	96	1,695	428	7,324	9,543	10,409
Total 2020	96	1,695	437	8,608	10,836	11,369
Total 2019	104	2,954	529	7,782	11,369	

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 include din incoming resources from charitable activities.

Promoting walking – Programmes and promotions relates to the organising of local and national walking programmes and the promotion of walking to various audiences.

The above figures include GB 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 GB central direct and support costs totalling £9,045,000 (2019: £8,311,000), 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.

NOTES TO THE FINANCIAL STATEMENTS (continued)

Analysis of central costs

a) Central direct costs

	Staff costs		Other costs		Total 2020	Total 2019
	Restricted £000	Unrestricted £000	Restricted £000	Unrestricted £000	£000	£000
Raising funds	5	449	4	498	956	597
Costs of charitable activities:						
Rights of Way	34	684	35	513	1,266	1,075
Countryside	2	413	4	442	861	677
Protection						
Freedom to roam	2	464	4	457	927	686
Promoting walking	285	1,242	62	702	2,291	2,046
Total direct costs	328	3,252	109	2,612	6,301	5,081

b) Allocated central support costs

	Staff costs		Other costs		Total 2020	Total 2019
	Restricted £000	Unrestricted £000	Restricted £000	Unrestricted £000	£000	£000
Raising funds	-	176	-	161	337	363
Costs of charitable activities:						
Rights of Way	-	301	-	240	541	641
Countryside	-	154	-	125	279	390
Protection						
Freedom to roam	-	178	-	140	318	394
Promoting walking	-	706	-	563	1,269	1,443
Total support costs	-	1,515	-	1,229	2,744	3,230
Grand total	328	4,767	109	3,841	9,045	8,311

NOTES TO THE FINANCIAL STATEMENTS (continued)

6. Total expenditure (continued)

c) Central support costs

Central office support costs comprise the following:

	2020	2019
	£000	£000
Management, including the chief executive's office	323	235
Finance, administration and human resources	1,200	1,305
Information technology	701	874
Membership servicing and development	214	304
Governance	278	454
Welsh office administration	84	86
Scottish office administration	32	95
	2,832	3,353

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

7. Net incoming resources for the year

This is stated after charging:

	2020	2019
	£000	£000
Auditors remuneration		
-Audit	27	25
-Taxation services and advice	12	-
-Other external scrutiny	-	-
Operating lease rentals:		
-Property	327	239
-Other	4	6
Depreciation (note 10)	371	321

NOTES TO THE FINANCIAL STATEMENTS (continued)

8. Staff costs and numbers

Staff costs were as follows:

	2020 £000	2019 £000
Gross salaries	3,988	3,414
Employers national insurance	413	355
Employers pension contributions	355	235
Other staff costs	276	238
Accrued holiday	19	4
Redundancy costs	46	33
	<u>5,097</u>	<u>4,279</u>

The following number of staff have emoluments above £60,000

	2020 No	2019 No
60,000 – 69,999	5	4
90,000 – 99,999	1	1
100,000 -109,999	1	1

The total pension contribution in respect of higher paid staff was £60,597 (2019: £40,338)

The key management of the charity is made up of the chief executive officer and seven directors (directors of advocacy and engagement, services, operations and volunteering, membership and fundraising, digital data transformation, Wales and Scotland). The total employee benefits of the senior leadership team in the year was £762,000 (2019: £674,000).

No trustee received any remuneration or payment of any kind except for reimbursement for attending meetings. See note 21 for further details.

Staff costs include a total of £46,031 of redundancy and termination payments during the year (2019: £32,677). At 30th September 2020 £Nil was owed (2019: £13,474)

	2020 No	2019 No
Average staff headcount in the year was:	101	88

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

	2020 No	2019 No
Direct core charitable activities	49	57
Direct funded charitable activities	43	20
Governance	2	3
Fundraising	5	5
	<u>99</u>	<u>85</u>

NOTES TO THE FINANCIAL STATEMENTS (continued)

9. Taxation

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

10. Fixed assets

a) Intangible fixed asset

	Assets under construction £000	IT and systems £000	Total £000
Cost			
At the beginning of the year	3	2,053	2,056
Additions in year	253	347	600
Transfers in year	(3)	3	-
At the end of the year	<u>253</u>	<u>2,403</u>	<u>2,656</u>
Depreciation			
At the beginning of the year	-	1,037	1,037
Disposals in year	-	-	-
Charge for the year	-	343	343
At the end of the year	<u>-</u>	<u>1,380</u>	<u>1,380</u>
Net book value			
At the end of the year	<u>253</u>	<u>1,023</u>	<u>1,276</u>
At the beginning of the year	<u>3</u>	<u>1,016</u>	<u>1,019</u>

b) Tangible fixed assets

	Land and Buildings £000	Office furnishings and equipment £000	IT and systems £000	Total £000
Cost				
At the beginning of the year	343	79	86	508
Additions in year	-	-	-	-
Disposals in year	-	-	-	-
At the end of the year	<u>343</u>	<u>79</u>	<u>86</u>	<u>508</u>
Depreciation				
At the beginning of the year	31	66	34	131
Disposals in year	-	-	-	-
Charge for the year	5	6	17	28
At the end of the year	<u>36</u>	<u>72</u>	<u>51</u>	<u>159</u>
Net book value				
At the end of the year	<u>307</u>	<u>7</u>	<u>35</u>	<u>349</u>
At the beginning of the year	<u>312</u>	<u>13</u>	<u>52</u>	<u>377</u>

All fixed assets are used for direct charitable purposes.

NOTES TO THE FINANCIAL STATEMENTS (continued)

11. Investments

	2020	2019
	£000	£000
At the start of the year	1,786	1,744
Additions	2	3
Transfer from cash	-	-
Withdrawal		
Gain/(loss) on revaluation at the end of the year	(156)	39
Valuation at the end of the year	<u>1,632</u>	<u>1,786</u>
Comprising:		
U.K listed investments, at market value		
• Held centrally	841	995
• Held by areas and groups	87	96
UK non-listed investments, valued at cost		
• Held centrally	3	3
• Held by areas and groups	184	177
Cash		
• Held centrally	517	515
	<u>1,632</u>	<u>1,786</u>
Cost at the end of the year	<u>1,550</u>	<u>1,548</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).

12. Stock

	2020	2019
	£000	£000
Stocks held by areas and groups	<u>26</u>	<u>32</u>

Stocks held relate to finished goods in the form of publications

NOTES TO THE FINANCIAL STATEMENTS (continued)

13. Debtors

	2020	2019
	£000	£000
Grants – Ramblers Holidays Charitable Trust	66	70
Income tax recoverable	137	195
Legacies	1,118	1,231
Sundry debtors	376	554
Staff loans	8	16
Prepayments	311	231
Amounts due from trading subsidiary	28	34
	<u>2,044</u>	<u>2,331</u>

14. Creditors: amounts falling due within one year

	2020	2019
	£000	£000
Income received in advance	4	2
Taxation and social security (PAYE and National Insurance)	174	140
Trade creditors	566	453
Holiday accrual	118	100
Accruals	145	140
	<u>1,007</u>	<u>835</u>

15. Provisions

Dilapidations

	2020	2019
	£000	£000
Balance brought forward	76	76
Addition	-	-
Charge for the year	-	-
Total provisions for liabilities and charges	<u>76</u>	<u>76</u>

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. The registered address during the year was 2nd floor Camelford House, 87-90 Albert Embankment, London, SE1 7TW. Following a relocation post year-end, the new registered office is 1 Clink Street, 3rd Floor, London, SE1 9DG

During the year Ramblers' Enterprises Limited received commission from Cotswold Outdoors for commission on sales to members of the Ramblers Association.

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

A summary of the financial activities of Ramblers; enterprises Limited for 2019-20, and financial position as at 30th September 2020 are provided below.

NOTES TO THE FINANCIAL STATEMENTS (continued)

	2020 £000	2019 £000
Profit and Loss		
Turnover	21	27
Administrative costs	(2)	(2)
Profit on ordinary activities before tax	19	25
Tax on profit on ordinary activities	-	-
Profit on ordinary activities after tax	19	25
Retained profit brought forward	25	30
Gift Aid donation	(44)	(30)
Retained profit carried forward	-	25

17. Analysis of net assets between funds

	Permanent Endowments £000	Restricted funds £000	Designated funds £000	General funds £000	2020 Total funds £000	2019 Total funds £000
Fixed assets	-	-	1,625	-	1,625	1,396
Investments	841	-	-	791	1,632	1,786
Net current assets	-	1,164	6,754	1,147	9,065	8,174
Provisions	-	-	-	(76)	(76)	(76)
Net assets	<u>841</u>	<u>1,164</u>	<u>8,379</u>	<u>1,862</u>	<u>12,246</u>	<u>11,280</u>

Prior year analysis of net assets between funds

	Permanent Endowments £000	Restricted funds £000	Designated funds £000	General funds £000	2019 Total funds £000	2018 Total funds £000
Fixed assets	-	-	1,396	-	1,396	915
Investments	995	-	-	791	1,786	1,744
Net current assets	-	1,250	5,760	1,164	8,174	9,357
Provisions	-	-	-	(76)	(76)	(76)
Net assets	<u>995</u>	<u>1,304</u>	<u>7,156</u>	<u>1,879</u>	<u>11,280</u>	<u>11,940</u>

NOTES TO THE FINANCIAL STATEMENTS (continued)

18. Movements in funds

	At 1 October 2019 £000	Incoming resources and gains £000	Less: Outgoing resources £000	Transfers £000	At September 2020 £000
Restricted Funds					
A Areas, groups and councils	297	90	95	-	292
B Lets Walk Cymru	9	-	(2)	-	11
C Path Watch	40	-	-	-	40
D Medal Routes	17	-	-	(17)	-
E Walking for Health	-	-	-	-	-
F Scottish Walk Leadership Project	43	50	47	-	46
G Increasing physical activity participation	2	-	-	-	2
H Legacies	712	91	5	-	798
I Other restricted funds	130	342	388	(109)	(25)
Total restricted funds	<u>1,250</u>	<u>573</u>	<u>533</u>	<u>(126)</u>	<u>1,164</u>
Permanent Endowment Fund					
J Permanent Endowment	995	(154)	-	-	841
Total endowment funds	<u>995</u>	<u>(154)</u>	<u>-</u>	<u>-</u>	<u>841</u>
Unrestricted Funds					
Designated funds					
A Areas, groups and councils	1,360	1,451	1,694	377	1,494
K People's postcode lottery					
i Core programme	3,864	3,212	2,565	(462)	4,049
ii Climate challenge programme	-	660	-	-	660
L East Berks Endowment	34	-	-	(1)	33
M Appeal fund	20	-	-	-	20
N Legal fund	250	-	6	6	250
O Fixed assets *	1,396	-	-	264	1,660
P Office refurbishment	130	-	-	-	130
Q Brand development	21	-	-	-	21
R Tapestry programme	81	-	19	-	62
Total designated funds	<u>7,156</u>	<u>5,323</u>	<u>4,284</u>	<u>184</u>	<u>8,379</u>
General funds	1,879	6,060	6,019	(58)	1,862
Total unrestricted funds	<u>9,035</u>	<u>11,383</u>	<u>10,303</u>	<u>126</u>	<u>10,241</u>
Total funds	<u>11,280</u>	<u>11,802</u>	<u>10,836</u>	<u>-</u>	<u>12,246</u>

Incoming resources include net gains on investments

*Relates only to assets held centrally

NOTES TO THE FINANCIAL STATEMENTS (continued)

18. Movements in funds (continued)

Prior year movements in funds

	At 1 October 2018 £000	Incoming resources and gains £000	Less: Outgoing resources £000	Transfers £000	At September 2019 £000
Restricted Funds					
A Areas, groups and councils	333	53	89	-	297
B Lets Walk Cymru	28	-	64	45	9
C Path Watch	59	-	19	-	40
D Medal Routes	-	15	(2)	-	17
E Walking for Health	-	58	58	-	-
F Scottish Walk Leadership Project	56	50	63	-	43
G Increasing physical activity participation	2	-	-	-	2
H Legacies	729	14	31	-	712
I Other restricted funds	97	333	310	10	130
Total restricted funds	<u>1,304</u>	<u>523</u>	<u>632</u>	<u>55</u>	<u>1,250</u>
Permanent Endowment Fund					
J Permanent Endowment	959	36	-	-	995
Total endowment funds	<u>959</u>	<u>36</u>	<u>-</u>	<u>-</u>	<u>995</u>
Unrestricted Funds					
Designated funds					
A Areas, groups and councils	1,362	2,565	2,952	385	1,360
K. People's postcode lottery	3,806	2,281	1,487	(736)	3,864
L East Berks Endowment	44	-	-	(10)	34
M Appeal fund	14	-	-	6	20
N Legal fund	215	22	104	117	250
O Fixed assets *	1,030	-	-	366	1,396
P Office refurbishment	-	-	-	130	130
Q Brand development	50	-	-	(29)	21
R Tapestry programme	247	-	166	-	81
Total designated funds	<u>6,768</u>	<u>4,868</u>	<u>4,709</u>	<u>229</u>	<u>7,156</u>
General funds	2,909	5,282	6,028	(284)	1,879
Total unrestricted funds	<u>9,677</u>	<u>10,150</u>	<u>10,737</u>	<u>(55)</u>	<u>9,035</u>
Total funds	<u><u>11,940</u></u>	<u><u>10,709</u></u>	<u><u>11,369</u></u>	<u><u>-</u></u>	<u><u>11,280</u></u>

NOTES TO THE FINANCIAL STATEMENTS (continued)

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

Included in transfers is £390,000 which relates to Ramblers funding provided to areas, groups and councils (see also note 19).

B: Lets Walk Cymru

Let's Walk Cymru is a national programme to support and help develop health walking opportunities across Wales through the promotion of group-led walks and independent walking. The programme is funded by the Welsh Government.

C: Path Watch

The Big Path watch was funded by Ramblers Holidays Charitable Trust, with additional funding from the Garfield Weston Foundation. The project allowed us to carry out a nationwide survey of right of way in England and Wales and publish a report of our findings. The report celebrated what's great about our path network, whilst highlighting the problems that walkers encounter. We acted on these findings to help make improvements to paths, by notifying local councils and our own footpath maintenance volunteers where problems needed addressing. Through the Big Path Watch we engaged with a broader audience, including young people and families.

As a result of the project many more people have taken an interest in protecting their paths and helping to improve them. Since the report, we have continued to campaign for a better policy framework around path maintenance, which has included influencing the passage of the Agriculture Bill through parliament to ensure better provisions for path maintenance are included. We are also now updating our reporting tool to make it more effective, particularly for local authorities and path maintenance volunteers.

D: Medal Routes

This project involved the setting up of a series of walking hubs around Scotland with 3 circular routes from each hub (gold, silver and bronze target levels). The routes form a walking legacy for the 2014 Glasgow Commonwealth Games and are established with local partners.

E: 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 delivered the programme with support and funding from Macmillan Cancer Support.

F: Scottish walk leadership project

This is funded by investment income received from sport Scotland to support our 55 groups in Scotland to grow and develop.

NOTES TO THE FINANCIAL STATEMENTS (continued)

18. Movements in funds (continued)

G: Increasing physical activity participation

This investment funding was made by Paths for All to support our core promoting walking work in Scotland. The aim was 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.

H: Legacies

The Ramblers' Association received a number of restricted legacies during the financial year. This fund also includes the interest on a permanent endowment bequeathed to the Ramblers.

I: Other restricted funds

These funds receive income from, and expenses charged against small grants made to The Ramblers' Association for specific projects. A transfer of £109,000 was made during the year to the designated fixed asset fund which represented the capitalisation of fixed assets purchased from the fund and government grants in relation to the Covid job retention scheme.

J: Permanent endowment fund

This relates to a legacy notification received for which the use of the funds has been restricted. The bequest states that the capital should remain in a trust to be called the Derek Oakes Trust.

The will states that all income generated by the trust to be paid to Ramblers in perpetuity and should be used for the protection, preservation and maintenance of public footpaths in the open countryside and to defend its beauty.

K: People's Postcode Lottery

Since 2017 the Ramblers has held a society lottery license from the Gambling Commission, which is administered on our behalf by the People's Postcode Lottery (PPL) who act as our External Lottery Manager (ELM). The total annual draw value of this license is capped at £50m with 40% of the value going to players in prizes; 32% to the charity; and the balance to PPL.

i. Core programme

During the 2019/20 financial year we received £3.2m from five draws, which has funded key programmes including the development of walking operations and training of volunteers across GB, advocacy campaigns, digital and data transformation programmes, membership development and core services. The balance of this fund will be used in 2020/21 to continue these programmes. During the year £462,000 was transferred to the designated fixed asset fund which represented the cost of capitalised assets during the year.

ii. Climate Challenge programme

This fund was in receipt of £0.7m during the financial year. This will be used over the next couple of years on projects to connection people more deeply with nature through walking, developing new self-guided walking programmes, raising more awareness of the importance of protecting our environment, paths and greenspaces and public campaigns encouraging more people to spend time in nature safely and responsibly.

NOTES TO THE FINANCIAL STATEMENTS (continued)

18. Movements in funds (continued)

L: East Berkshire expendable 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 unrestricted donations raised through Ramblers' appeals and designated for use on the purpose described in the appeal letter. 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.

During the year the fund was replenished to £250,000.

O: 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 £264,000 to this fund from general funds and other designated funds represents the difference between additions and depreciation during the year.

P: Office refurbishment

This fund was set aside to refurbish the office space in London to install an improved ventilation system not provided under our current lease which expired in March 2020. Due to the impact of the pandemic we instead decided to relocate to a smaller premises for which this fund will be used to cover all costs associated with the search, relocation and any alterations. (see note 26)

Q: Brand development

This fund has previously known as the Data research fund. The fund was established to find out about potential membership and their walking aspirations in order to engage with them. Phase one of the project is complete and phase two will commence in the coming year. Phase two is to establish a positioning and brand framework for the Ramblers in order to improve the quality and consistency of brand decision making thus improving relevance and supporter commitment.

R: Tapestry programme

The tapestry programme is a series of linked projects designed to review and update all of our information and communications technology. This fund will be used for technology and process improvements and improve the management of our data. During the year £19,000 was spent.

NOTES TO THE FINANCIAL STATEMENTS (continued)

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.

	2020	2019
	£000	£000
Unrestricted		
Funding to areas	366	388
Funding to councils	24	6
Other payments to areas and groups	1	18
Donations from areas and councils to central reserves	(14)	(12)
Net funding to areas and councils	<u>377</u>	<u>400</u>

20. Operating lease commitments

At 30 September 2020 the charity had total commitments under operating leases expiring as follows:

	Equipment		Property	
	2020	2019	2020	2019
	£000	£000	£000	£000
Less than 1 yr	-	1	30	129
Within 1-5 years	-	-	82	8
	<u>-</u>	<u>1</u>	<u>112</u>	<u>137</u>

21. Trustees expenses

Expenses as detailed below were re-imbursed to a total of 11 (2019:16) trustees for costs incurred in connection with the board of trustees and preparatory meetings, general council, Ramblers' Association area and groups annual and other meetings, rallies and events

	2020	2019
	£000	£000
Travel and subsistence	7	13
Telephone, postage and miscellaneous	-	2
	<u>7</u>	<u>15</u>

22. Related party transactions

Open Spaces Society

During the year Kate Ashbrook held the position of vice chair until April when she was elected chair, 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 £428 (2019: £284). At 30 September 2020 the balance owed to OSS was £1,230 (2019: £802).

NOTES TO THE FINANCIAL STATEMENTS (continued)

23. Volunteers

Volunteers founded the Ramblers and they are vital to the work of the charity. The amazing network of over 22,000 volunteers deliver the charities mission in Scotland, England and Wales. Together they have achieved opening up the countryside, protecting paths and access for everyone to enjoy. Behind the scenes there are volunteers managing publicity, giving evidence to enquiries and managing local resources to promote and grow the Ramblers.

- The walk leader volunteers lead over 60,000 group walks this year which improves the wellbeing of thousands of people during a challenging year with covid
- With our partners and volunteers, we have run over 90,000 Ramblers Walking for Health walks, providing mini exercise for thousands of people
- The chairs and committee volunteers manage and run the network of 59 local areas and 460 groups, co-ordinating and organising the work so people to enjoy the joy of walking and protecting the paths
- The path order volunteers monitor and challenge changes to approximately 2,000 footpaths in England and Wales
- Path maintenance team leader volunteers manage over 160 path maintenance teams working in partnership with local councils to keep paths open and clear
- Together the volunteers protect 1 million hectares of open land in England and Wales, and Scotland

24. Financial instruments

At the balance sheet date, the charity held financial assets at amortised cost of £10,115,000 (2019: £8,998,000) financial assets at fair value is £1,115,000 (2019: £1,235,000). Financial liabilities at amortised cost is £834,000 (2019: £769,000).

25. Capital commitment

At the balance sheet date, the Ramblers' Association had £270,000 commitments to capital expenditure (2019: £34,000) in relation to intangible assets.

26. Post balance sheet event

i. Covid 19

The Ramblers is very thankful that all our funders continue to be supportive of any action we take, and feel is necessary and appropriate to safeguard the health and wellbeing of our staff, volunteers and members.

The charity has considered the impact on our activities, income and expenditure during these unprecedented times and has used the government's Covid 19 Job Retention Scheme by placing some staff members on furlough. Based on this and other short-term mitigating actions taken by the charity, combined with the continued support of our members and donors, we believe at this stage that there will be no material impact to our medium to long term cashflow.

ii. Post balance sheet event

During the financial year the lease on the London office expired and due to the pandemic, we entered into a tenancy at will. Since the end of the financial year the decision was made to relocate and a new lease was signed from 16 December 2020 to 14 April 2023. The new registered office is 1 Clink Street, 3rd Floor, London, SE1 9DG.