



## **Short Group Walks Programme Manager**



## INFORMATION FOR APPLICANTS FOR SHORT GROUP WALKS PROGRAMME MANAGER POST

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**Thank you for your interest in being our Short Group Walks Programme Manager. This pack tells you more about the Ramblers, how we work, and details of the role and the people you'll be working with. It also gives you information on how to apply for this role within our organisation.**

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### **ABOUT THE RAMBLERS**

The Ramblers help everyone in Great Britain to enjoy the outdoors on foot. We champion walking and protect the places where we all love to walk. We are the only charity dedicated to looking after paths and green spaces, leading walks, opening up new places to explore and encouraging everyone to get outside and discover how walking boosts your health and your happiness.

Since 1935, the Ramblers have played a crucial role in:

- establishing National Parks,
- establishing the first National Trail - the Pennine Way,
- protecting and enhancing paths and placing them on definitive maps in England and Wales,
- gaining access to the countryside, including the Land Reform (Scotland) Act 2003,
- securing ancient freedoms and the Countryside and Rights of Way Act (2000) - which opened up a million hectares of countryside in England and Wales.

Our programmes and activities are many and varied. We provide:

- A quality library of self-guided routes,
- friendly, led, group walks, including short "health" walks,
- outings, trips away and social events for our members,
- information and education to the public on places to walk, safety and equipment,
- advocacy and campaigning to aid the creation of a country designed for walking,
- monitoring and inspection of the path network and rights of access,
- maintenance and upgrading of this precious path network.

Volunteers are at the heart of all we do. We have staff teams in Cardiff, Edinburgh and London, who support our 26,000 volunteers who work 365 days a year, rain or shine, to deliver our mission to help everyone to enjoy the outdoors on foot. This is an exciting time to be joining the Ramblers. In 2015, the Ramblers adopted a new vision and strategic framework and in 2017 we developed a new, rolling three year business plan to help us to achieve this vision. We would love you to come and join us, and be part of this transformative period of change and growth.

### **Our vision and strategic framework**

Our vision is a country where everyone enjoys the outdoors on foot and benefits from the experience.

Over the next ten years, we will focus on three ambitions to help us make our vision a reality:

### *A country designed for walking*

We want everything to be in place in England, Scotland and Wales so we can all enjoy the outdoors on foot and benefit from the experience. This includes great places to walk; a true right to roam and path networks that connect people with communities, history, and nature; we want to ensure the right support from government, society, public and private organisations to help us achieve this. A walking country will enable and motivate more people to walk, as a means of transport, for their health and wellbeing, to help the environment or for the sheer joy of it!

### *Helping everyone find their feet*

Walking can take you anywhere. We want to provide the support and resources everyone needs, regardless of their age, background, fitness or mobility, to enjoy and benefit from walking outdoors. We want to help construct the national and local policies and programmes that give individuals and communities the opportunity to go out and walk, and we want to educate them about how walking can improve their health and wellbeing.

### *Connecting people through the Ramblers*

We want to improve the health and wellbeing of the public by providing our own communities of walkers with the best possible Ramblers experience. This includes leading high quality walks, facilitating outings and holidays that help people enjoy the best walking has to offer; producing expert resources so people can safely explore the outdoors themselves and connect with nature; and providing tailored support to individuals to help them progress from the sofa to the summits or the city street to the mountain peak.

We will do all this by leading from the front. Over the next ten years we will stand together with the outdoors community, inspire a new generation of walkers and continue to work in partnership to achieve our three ambitions.

## **Our priorities 2018 - 2021**

As outlined in our strategic framework, we will “lead from the front” and invest in the five strategic priorities outlined below - to stimulate growth, to ensure continued value and relevance to our supporters, and to deliver our charitable aims over the coming decade.

We will invest in the five development priorities outlined below - to stimulate growth, ensure continued value and relevance to our supporters, and deliver our charitable aims over the coming decade.

### **TRANSFORMING OUR DATA, DIGITAL AND INSIGHT CAPABILITIES**

We will create a suite of strategic capabilities including a data centre, insight hub, mobile apps and walk library with new creation and curation tools and a new website and communication system, to provide better insight and improved understanding of - and relevance to - to our supporters. This work will be led by our Director of Data Transformation and her team.

### **DEVELOPING A REGULAR CYCLE OF MAJOR CAMPAIGNS**

We will deliver regular campaign activities throughout the year and innovative, awareness-raising approaches, to reach out and proactively involve supporters with our cause and

deliver on our policy aims across all three nations. This work will be led by our Director of Advocacy and Engagement (A&E) and his team.

### **EXPANDING SUPPORT FOR VOLUNTEERING**

We will develop our training, resources, policies and guidance for volunteers across the whole organisation. We will provide support for our walking activities, focusing on those delivering walks, path maintenance and area/group leadership volunteers. We will clarify and integrate our short health walks offer. This work will be led by our Director of Delivery and Development and her team.

### **GROWING MEMBERSHIP AND ASSOCIATED INCOME**

We will put our members at the heart of our work. We will diversify our income through partnerships with individual supporters and with organisations such as the People's Postcode Lottery (PPL), Ramblers Walking Holidays, corporates and trusts; to continue to strengthen our financial position. This work will be led by our Director of Membership and Fundraising (M&F) and her team.

### **IMPROVING INTERNAL INFRASTRUCTURE**

We will improve our in-house support systems (Finance, HR, telephony, video conferencing and remote access systems) through our Tapestry Programme. The upgrading of our foundational infrastructure will enhance our effectiveness and efficiency and help us deliver our mission. We will also develop a long term location strategy. This work will be led by our Director of Services and her team.

### **ONGOING THEMES**

In addition to leading from the front on the five key investment and development priorities outlined above, we will also continue to steadfastly support our volunteers and work together build a strong charity which delivers exceptional services for our members, beneficiaries and the walking public. We will provide this support through continual investment into teamwork, governance and devolution, across all three years of the rolling business plan.

### **STRUCTURE**

At the heart of everything we do are our members who support our values and deliver the vast majority of our work by volunteering their time and energy. At our annual general meeting - called the General Council - these volunteers elect a Board of Trustees who strategically run the charity on their behalf. Formally we are the Ramblers Association, but we operate as the Ramblers.

Whichever nation they call home, every member who joins us is part of Ramblers Great Britain. Ramblers Cymru and Ramblers Scotland operate independently but within the Ramblers GB family. Areas in Scotland and Wales elect a national council similar to the General Council. These councils elect an executive committee who set the strategic direction and policy for our work in Scotland and Wales. Our GB strategic framework and business plan is supported by equivalent documents for Ramblers Cymru and Ramblers Scotland.

Trustees delegate responsibility for the day to day leadership and management of the charity to our Chief Executive Officer (CEO) and her Senior Leadership Team (SLT). The SLT provides overall leadership to the organisation and oversees the development and delivery of the business plan. The SLT comprises five departments, reporting into the CEO, who is supported by two additional direct line reports: Senior Executive Officer (this role) and Governance Manager:

- Advocacy and Engagement – lobbies and advocates on behalf of walkers, campaigns to bring about positive change for walkers and engages our supporters to help us to deliver our mission and raise our profile. Oversees policy, communication and *walk* magazine.

- Walking Operations and Volunteering – provides volunteer leadership and a consistent approach to the management and support of our volunteers across the Ramblers. Helps people to walk through providing group walks, self-guided routes and path maintenance activities.
- Membership and Fundraising – understands the needs of our membership and recruits, retains and motivates them, by providing a strong and attractive membership offer. Leads fundraising activities to enable the charity to remain free to deliver its charitable aims.
- Services – provides the underpinning infrastructure to support the delivery of our mission, across Great Britain, through the provision of finance, human resources, facilities and ICT services along with oversight of business risk, business planning and legal compliance.
- Data and Digital Transformation – leads the delivery of our new strategic data programme for the three years from 2018-2020, to deliver the agreed benefits and return on investment (ROI) to the Ramblers. Temporary division for the duration of this programme.

There are also teams in Ramblers Cymru and Ramblers Scotland, reporting via their Directors, to the Chief Executive. These teams deliver the business plans for their nations as outlined above. As a small charity with big ambitions, all our work is delivered in a genuinely cross-team, collaborative way. Whichever team you join, you have the opportunity to contribute to delivering all aspects of our mission. Our staff all have a passion for walking and the outdoors, a love for our volunteer-led delivery model, and a commitment to make ambitious plans happen in a fast moving environment.

## **THE ROLE**

We are looking for a highly skilled Short Group Walks Programme Manager. This is a band 5 (tbc) management role where you will be expected to spend at least 50% of your time working with colleagues, stakeholders, implementing partners and funders to develop and deliver major changes to a successful 20 year old short group walks programme – Ramblers Walking for Health. The programme needs to become more customer focused and evidence driven, delivering its goals in a more efficient and sustainable fashion. This role will also oversee the work of the senior delivery officer and delivery officers in continuing to support the national Ramblers Walking for Health programme, working with partner schemes to provide short group walks during a period of major change, helping partners understand the need for change and the potential benefits for their work. The programme manager will ensure the team are effective advocates for the future of the programme and brand ambassadors for the Ramblers.

The Ramblers vision is for a country where everyone enjoys the outdoors on foot and benefits from the experience.

Only a third of adults in the UK are physically active enough. Walking is the easiest form of activity for people to undertake and has many associated benefits.

The programme provides the training and support that enables short walk providers to deliver group walks to help people get and stay active. The programme now has a new funder and is undergoing a significant transformation to make it more effective, integrated with other Ramblers activity, and sustainable.

The post holder will spend at least 50% of their time working with colleagues, stakeholders, implementing partners and funders to develop and deliver major changes to a successful 20 year old short group walks programme – Ramblers Walking for Health. The programme needs to become more customer focused and evidence driven, delivering its goals in a more efficient and sustainable fashion.

This role will also oversee the work of the senior delivery officer and delivery officers in continuing to support the national Ramblers Walking for Health programme, working with partner schemes to provide short group walks during a period of major change, helping partners understand the need for change and the potential benefits for their work.

The programme manager will ensure the team are effective advocates for the future of the programme and brand ambassadors for the Ramblers. This position is part of the Walking Operations and Volunteering Division reporting to the Head of Walking Operations. The post will be based in London but will require regular travel within England for meetings, training and team activities. The contract is for an initial period of 18 months but could be extended, subject to funding and the successful transition of the programme to a more sustainable basis.

## **KNOWLEDGE, SKILLS AND EXPERIENCE**

In order to lead the transformation of a successful 20 year old programme it is important that the successful candidate has substantial experience of change management. We are looking for someone with a recognised qualification in programme management (such as MSP) or equivalent demonstrable experience. You will need to have shown that you can work both with senior managers, funders and other external partners to develop and evolve a significant programme.

## **OBJECTIVES**

- Work with colleagues, partners & stakeholders to establish a sustainable new business model
- Work with specialists to develop and roll out new data and digital systems
- Integrate Walking for Health activities with other Ramblers activities
- Build strong relationships with new and existing partners and funders
- Lead the team through a major period of change.

## **STRUCTURE AND REPORTING LINES**

This position is part of the Walking Operations and Volunteering Division, reporting to the head of walking operations. The post holder will have two direct line reports – the support officer and the senior delivery officer.

## **CANDIDATE APPLICATION INFORMATION**

Please refer to the role profile (job description) included below, to check that you meet the criteria in the “knowledge, skills and experience” section that are necessary for the job. Then send us your CV and a covering letter by midnight 17 March 2019.

- Shortlisting – 21 March 2019.
- Interviews – 26 March 2019, Vauxhall, London.
- Start Date - from April 2019

Your CV and cover letter can be e-mailed to [recruitment@ramblers.org.uk](mailto:recruitment@ramblers.org.uk)

Any applications arriving after this deadline will not be considered for shortlisting unless there are exceptional reasons.

Candidates with disabilities and special needs: please tell us if there are any reasonable adjustments we can make to assist you in your application. If you have a disability which you would like us to take into account, please tell us about this when you apply. Please let us know if we can help and remember you can request information in large print or in a different format.

Guidance for CV and cover letter submission: please send an up to date relevant CV including contact details of two referees. Note: - we will not take up references before shortlisting.

This job pack contain information about the Ramblers, the job vacancy and the person required. You should read these carefully to make sure that the job and conditions are suitable. It is our intention to appoint the best candidate for every vacancy in accordance with our Equal Opportunities Policy. To do this fairly, within the overall recruitment process at stages throughout the process we will need all candidates to provide relevant information about themselves. This information should be based on the criteria listed in the enclosed person specification and which are regarded as essential to the job.

Providing a covering letter is the most important part of your application. It should be used to tell us how you think you meet the selection criteria listed on the knowledge, skills and expertise section of the job description. Draw particular attention to experience, skills, achievements and knowledge gained in past employment or other activities which are relevant to the job. It may be easier to use headings relating to the requirements detailed in the person specification and demonstrate how you meet them. Please ensure your covering letter is no more than 2 pages long (2 sides of A4).

The Ramblers is an equal opportunities employer. Candidates should note that our recruitment procedures are carried out in accordance with equal opportunities principles and selection is based on how well candidates meet the objective criteria, which are stated as the requirements for the job. We welcome applications from individuals regardless of race, gender, disability, gender re-assignment, marriage & civil partnership, sexual orientation and pregnancy or maternity.

We ask that all candidates for this post complete the Equal Opportunities Monitoring Form available from the job page of our website - <http://www.ramblers.org.uk/jobs.aspx>, which will enable us to monitor the effectiveness of our Equal Opportunities Policy. The information is kept confidentially within the HR Department. We regret that we are unable to acknowledge receipt of applications, but please telephone the HR Department on 020 7339 8500 if you want to check yours has been received. If you do not hear from us within four weeks of the closing date please assume that you have not been shortlisted.

## Role Profile

<b>Job Title:</b> Short group walks programme manager	<b>Responsible to:</b> Head of walking operations
<b>Department/Division:</b> Walking Operations and Volunteering	<b>Responsible for:</b> <ul style="list-style-type: none"> <li>• Short group walks senior delivery officer (who manages two delivery officers)</li> <li>• Short group walks support officer</li> </ul>
<b>Contract:</b> Fixed Term, 18 months	<b>Hours:</b> 35 per week
<b>Band:</b> *5 This role is currently being reviewed. Ramblers reserves the right to amend the band as a result of any job evaluation process	<b>Location:</b> Central Office, London.
<p><b>Purpose of Role:</b> The post holder will spend at least 50% of their time working with colleagues, stakeholders, implementing partners and funders to develop and deliver major changes to a successful 20 year old short group walks programme</p> <p>This role will also oversee the work of the senior delivery officer and delivery officers in continuing to support the national Ramblers Walking for Health programme, working with partner schemes to provide short group walks during a period of major change, helping partners understand the need for change and the potential benefits for their work.</p> <p>The programme manager will ensure the team are effective advocates for the future of the programme and brand ambassadors for the Ramblers.</p>	
<p><b>Key Responsibilities:</b></p> <p><b>Change management</b></p> <ol style="list-style-type: none"> <li>1. Works with Ramblers colleagues, our funder and external partners to identify a more sustainable model for the programme and manages the implementation of the changes required</li> <li>2. Supports and enables the wider integration of short group walks into the Ramblers.</li> <li>3. Manages strategically important relationships with new and existing funders and partners</li> <li>4. Works with our data and digital transformation and IT teams to transform programme processes, and supports the short group walks team to ensure these are successfully rolled out.</li> <li>5. Develops and implements a communications plan to successfully deliver the changes.</li> </ol> <p><b>Programme Management</b></p> <ol style="list-style-type: none"> <li>6. Plans and manages the operational delivery of the short group walks programme, including funded project work, in line with the Ramblers business plan, during a period of major change.</li> <li>7. Monitors and reports progress against key performance indicators.</li> <li>8. Manages the programme budget and risk register.</li> <li>9. Represents the short group walks programme at external events as required.</li> <li>10. Manages delivery of existing and future short group walk activities in line with organisational policies, including safeguarding, equalities, data protection and health and safety</li> </ol>	

<p>11. Preparation of reports for the Ramblers governance framework. Attend meetings as required.</p> <p><b>Line management</b></p> <p>12. Line manages the senior delivery officer, and the support officer.</p> <p>13. Develops a motivated team in order to maximise their contribution to the team, division and organisation</p> <p>14. Improves integration and collaboration across the team, the division and the wider organisation ensuring opportunities are maximised.</p> <p><b>General responsibilities</b></p> <p>15. Supports the implementation of wider Ramblers strategic objectives.</p> <p>16. Act in line with Ramblers policies and procedures and ethos</p> <p>17. Contribute to team, divisional and staff working groups as required</p> <p>18. Undertake such other duties as may be reasonably required of the post holder by the Ramblers.</p>
<p><b>Decision-making</b></p> <p>Makes decisions that translate Ramblers strategy into operational plans and outcomes. Makes decisions about own use of time and priorities, and their team.</p> <p>Guidance is available from head of walking operations on performance management issues, and serious complaints or concerns, and reconciling cross functional issues.</p>
<p><b>Analysis and initiative</b></p> <p>Delivers theory of change outcomes in accordance with the Ramblers operational policies during a time of significant transition.</p> <p>Consults on and considers the impact of decisions on other teams and entities within the organisation.</p> <p>Works with management team colleagues to identify, unblock and resolve issues.</p>
<p><b>Communicating</b></p> <p>Responsible for maintaining relationships with funders and external stakeholders who deliver Short group walks programme locally, including local authorities and other charities.</p> <p>Maintains and nurtures internal relationships to ensure that the whole of the Ramblers mission is advanced by the programme.</p>
<p><b>People</b></p> <p>Formal responsibility for managing Short group walks delivery officers including recruitment, setting and monitoring of individual work plans, quality assurance of work and addressing performance issues.</p>
<p><b>Resources</b></p> <p>Formal budget accountability for Short group walks programme.</p>
<p><b>Knowledge, skills and expertise</b></p> <p>Essential</p> <ol style="list-style-type: none"> <li>1. Substantial experience of change management</li> <li>2. Recognised qualification in programme management (such as MSP) or equivalent demonstrable experience</li> <li>3. Experience of working with senior managers and funders to evolve an established programme</li> <li>4. Experience of building and managing partnerships with funders to deliver project or</li> </ol>

- programme objectives, including reporting processes
5. Ability to work flexibly, to manage several activities at one time, and to resolve conflicting priorities efficiently.
  6. Experience of working with volunteers in a volunteer-led structure
  7. Ability to diagnose problems, provide innovative solutions and make logical, timely decisions.
  8. Experience in managing staff including motivating, developing and coaching individuals.
  9. Budget management experience, ideally in the charity sector.
  10. Experience of monitoring and evaluation systems and processes.
  11. Excellent written and verbal communication skills.
  12. Knowledge of and ability to ensure compliance with relevant legislation, policies and procedures.
  13. Willing to work flexible hours – including occasional weekend and some evening work. Ability to travel across England.

Desirable:

- a) Experience of delivering a practical public health, walking or physical activity programme.

### **Key internal contacts**

- Head of Walking Operations
- Director of Operations and Volunteering
- Senior leadership team
- Volunteering manager and team
- Walking Operations team
- Short Group walks team
- Policy and advocacy manager
- Engagement manager and communications team
- Finance team

### **External contacts**

- Programme Funders
- Programme Partners
- Network of local support organisations

### **Other essential requirements for the role-holder**

Every member of staff is expected to show respect to their colleagues, our volunteers and members and to understand and adhere to the following:

- Ramblers Code of Conduct and Values
- Equality and Diversity Framework
- Health and Safety Policy
- ICT Security Policy

Staff should also ensure that they act in accordance with The Data Protection Act 2018 and the Privacy and Electronic Communications Regulations 2003, Fundraising Code of Practice, Ramblers financial instructions and UK employment law if applicable.

The details contained in the Role Profile, particularly the key responsibilities, reflect the content of the job at the date the document was prepared. It should be remembered, however, that it is inevitable that over time the nature of individual jobs will change; existing duties may be lost and other duties may be gained without changing the general character of the duties or the level of responsibility entailed. Consequently, Ramblers will expect to revise this job description from time to time and will consult with the post holder at the appropriate time.

## CONDITIONS OF EMPLOYMENT

**(a) PAY**

The commencing salary of this role is between £40,000-45,000 pa depending on experience. Cost of living increases are normally applied, subject to approval, in October each year. Salaries are paid on the 28th of each month via bank credit transfer. We do not pay a separate allowance to homeworkers.

**(a) WORKING HOURS**

The working week is currently 35 hours per week, Monday to Friday, 9.30am – 5.30pm and these may be varied by agreement with your line manager. For some roles, there will be occasions when these hours are exceeded for example some weekend working or a requirement to attend evening meetings. In such circumstances and in agreement with your line manager you may take reasonable time off in lieu. Overtime is not paid.

**(b) TRAVEL**

For some roles, there is a requirement to travel across the nations and to regional offices (Cardiff and Edinburgh). There may also be, on occasion, the need for overnight stay. Reasonable travel and hotel expenses may be reclaimed using via Ramblers expenses procedures.

**(c) LEAVE**

Annual leave is 25 days per year plus paid holiday on statutory and other public holidays, this is pro rated for part time staff and staff on fixed term contracts. The Ramblers' office is closed on statutory holidays and from 24 December to 01 January inclusive. The office is also closed on 23 December when that day falls on a Monday; and on 02 January when that day falls on a Friday.

**(d) PENSION SCHEME**

All staff will automatically be enrolled into a Group Personal Pension Scheme as part of our requirement to meet automatic enrolment legislation. According to the statutory requirements, employees will see 2.4% of their earnings going to their workplace pension. In turn Ramblers will be obliged to add a contribution that is the equivalent of 2% of your earnings. Tax relief adds another 0.6%.

In addition, Ramblers currently offer a higher level of contributions at 6% of your basic salary, provided employees contribute at least 5%.

**(f) PROBATIONARY PERIOD**

New employees will be required to undertake a period of probation for six months, in which time you will be expected to establish your suitability for the post. At the end of this period and subject to a satisfactory performance you will be transferred to the established staff.

**(g) RAMBLERS MEMBERSHIP**

All staff on successfully completing their probation get free Ramblers Membership. This gives you access to hundreds of group led walks every week, Ramblers Routes online library as well as four issues of Walk magazine a year. In addition you will be entitled to a host of membership discounts and offers.

**(h) TRADE UNION MEMBERSHIP**

The Ramblers recognise the Union Unite. The Union has sole consultation rights within Ramblers for terms and conditions of employment and other matters concerning staff. The Ramblers encourages all employees to join the union.

**(i) FLEXIBLE WORKING**

After 26 weeks continuous service, Ramblers will consider applications for flexible working arrangements. The Ramblers will enable as many jobs to open to job sharing as is operationally practicable.

**(j) SEASON TICKET LOANS, CYCLE TO WORK AND CHILDCARE VOUCHER SCHEMES**

The Ramblers operate a childcare voucher scheme (available upon joining), a season ticket loan and cycle to work schemes (available after 3 months service).