

Ramblers Scotland business plan 2019/2020

Section1: Introduction:

Ramblers Scotland's vision is for "A Scotland where everyone is encouraged, supported and enthused to enjoy the outdoors on foot, and benefits from the experience".

Ramblers Scotland has a [10 year vision and strategic framework](#), signed off by Scottish Council 2016. Our mission is to promote walking for Scotland's wellbeing.

Delivery of the Ramblers Scotland 10 year vision and strategic framework 2016- 2026 has been supported by one year business plans in 2016-2017, and 2017-2018. This document sets out the medium-term priorities and ambitions for 2017-2020 and will be updated on a rolling biannual basis.

This document recognises the [Ramblers GB priorities and investment over 2018/19-2020/21](#), and is intended to complement that overarching organisational context.

Whilst some components of the Ramblers Scotland business plan are fully within scope for Ramblers Scotland to deliver successfully, many others are underpinned by successful delivery of work-streams within Ramblers GB (and vice versa). This means that in order for Ramblers GB, Ramblers Scotland and Ramblers Cymru to be successful, each one must achieve its objectives, individually and collectively, working as one team.

Progress against the Ramblers Scotland business plan will be reported to the Scottish Council Executive Committee on a quarterly basis. A summary progress report will be included twice a year as part of the Ramblers Scotland report to the Ramblers GB Board of Trustees.

Section 2: Key priorities 2018/19-2020/21:

The Ramblers Scotland 10 year vision and strategic framework was written to emphasise the top level strategic alignment with Ramblers GB priorities, while highlighting the different approaches required to achieve these goals in Scotland. Accordingly, Ramblers Scotland will be discussing with SCEC the adapting our strategic priorities to reflect the changes in emphasis in the GB framework, affecting priorities three and four.

Our proposal will be, in line with the revised GB framework, to replace “Connecting people through the Ramblers” with “Growing members, supporters and income” and “Leading from the Front” with “Becoming a great charity”. These are primarily changes in emphasis although making our goals regarding membership and income explicit clearly gives them additional weight.

Ramblers Scotland strives to be a positive, pro-active, relevant organisation within Scotland, championing policy and advocacy work on outdoor access, landscape, physical activity, health, sport and volunteering. We aim to deliver exciting, engaging, on-the-ground projects that meet the needs of participants – whether they are members, volunteers, or other stakeholders. We support all this work by ensuring our governance is strong and continuously improved, and through the ongoing delivery of powerful communications and engagement approaches. We will work in partnership where doing so means we can make more impact and we strive to be inclusive for everyone in Scotland.

Many of our projects, activities and proactive communications will be framed externally as part of the Out There umbrella campaign. The campaign is positive and outward looking, allowing us to raise the profile of the benefits of Scotland’s access legislation across a range of sectors including with politicians, tourist bodies, Scottish Government and with other existing and potential partners. Activities that form part of the Out There campaign are marked in green below.

The campaign also has three, specific, measurable goals which we will delivery through direct activities, in partnership with others and through advocacy:

- Getting more paths on the ground
- Getting more paths on maps
- Breaking down barriers, making it easier for everyone to get out there

For the sake of clarity about the alignment with GB goals, and to enable Ramblers Scotland to use the same KPI as the rest of the organisation to greatest extent possible, our business plan will in future be presented using the Ramblers GB priorities as a framework with Out There activities clearly identified – highlighted green - but cross cutting.

Ramblers Scotland will also continue to frame almost all our activities as a means of promoting physical activity and therefore health, in line with Scottish Government priorities and the Ramblers GB priority to help everyone find their feet. We will however recognise that securing funding from health bodies for such work is a longer-term aspiration, not a short term goal.

Core ongoing themes 2018/2019- 2020/2021:

- **Governance:** we will support the Scottish Council Executive Committee to function as effectively as possible, with commitment to continuous improvement, and with consideration for how best to set in place plans for sustainable succession planning, cultivating the leaders of tomorrow.
- **Membership growth:** we will work with colleagues in Ramblers GB to explore the potential for membership growth in Ramblers Scotland, and we will trial and test opportunities for different ways of promoting membership as insight in this area is developed across the organisation.
- **Partnership development:** along with colleagues from Ramblers GB, we will cultivate external funding opportunities and partnerships across a range of organisations. We will seek partnerships that maximise our impact and that enable us to accelerate delivery in key priority areas.
- **Policy and advocacy:** separately to our Out There campaign, we will maintain our respected voice on access rights and issues. We will speak out against activities that run contrary to the Land Reform Act, or threaten the walking environment.
- **Area and group support:** we will enhance our existing volunteer structures with tailored capacity-building and support activities. Ramblers Scotland staff are able to build long-term relationships with volunteers and thus support a flourishing network to exist. Further work will be undertaken to support groups and areas to grow, adapt and change where appropriate, in response to organisational and external circumstances.
- **Communicating well:** across all our work is the necessity to be communicating effectively – both in the moment of delivery, and in order to champion and showcase our work. We will build our social media audiences, increase our media profile and ensure a range of staff members are skilled and confident in broadcast media. We aspire to Ramblers Scotland becoming the go-to voice for outdoor recreation and walking issues in Scotland.
- **Working as one team:** At every level of Ramblers Scotland, whether within our groups, areas, Executive Committee or staff body, we aspire to Ramblers Scotland being a welcoming and supportive place to work and to volunteer. We recognise Ramblers Scotland's place within the wider family of Ramblers GB and commit to playing our role in the success of the whole organisation.

Section 3: Objectives 2019/2020

The objectives below recognise that in 2019/2020:

- There is continued investment going into GB-wide programmes of work to support membership growth, public engagement and GB/national organisational relevancy.
- However, the next business year is anticipated to take place in a context of static membership income.
- The key areas where Ramblers Scotland will lead the way for Ramblers GB are around walk leader training, young people (18-26) and the creation of video content to increase social media engagement. We will also have a special focus on health and wellbeing, in line with Scottish Government priorities, & are very open to piloting new approaches with the membership and fundraising teams.

Activities that form part of the **Out There** campaign are highlighted in green

1. A Scotland designed for walking

| Objective | Lead | Outcome |
|---|------|---|
| Deliver next phase of Mapping Scotland's Paths | LP | Improved Mapping of Scotland's paths network |
| Develop and deliver advocacy asks in line with Out There research findings and operational activity | HT | Raise profile of policy position with key stakeholders |
| Build relationships with key partners based around advocacy position | HT | Build groundswell of support for our policy position |
| Proactive and reactive policy work on key Ramblers issues | HT | Maintain our voice on outdoor recreation, access & landscape issues |
| Maintain Ramblers Scotland voice in key national forums (NAF, LINK, NWSDF, SORA, SLA, etc) | HT | Maintain our voice on outdoor recreation and access issues |
| Identify at least one legal case per year to explore with a view to potential action | HT | Hold landowners & access authorities to account publicly |

2. Helping everyone find their feet

| Objective | Lead | Outcome |
|--|---------|--|
| Deliver Young Adult Development project – break down barriers to walking for young people | SK / JC | Young Walkers groups grow 120 complete OT Challenge |
| Deliver year 4 of the Scottish Walk Leadership project including harder to reach groups, mentoring, navigation and first aid. Support GB roll-out. | JN | Sustainable model of walk leadership training delivered |
| Ensure all appropriate work in publicly framed in terms of health & wellbeing agenda | DC | Higher profile on health and well-being issues |
| Identify potential opportunities to deliver funded work around health and wellbeing | BP | Increase range & volume of statutory funding that will help everyone find their feet |
| Build relationships with key stakeholders and Scottish Government including Public Health Scotland and Active Scotland | BP | Better networks with an emphasis on health & wellbeing issues |

3. Growing members, supporters and income

| Objective | Lead | Outcome |
|--|---------|--|
| Deliver KPIs around engagement activities and supporter journey | DC | Improved reporting and fostering stronger relationship with warm audience(s) |
| Deliver c. 6 x communication “spikes” around OT activities through the year, including new work to take forward work to get more paths on maps, increasing youth participation & developing thinking on getting more paths on the ground | DC | Increased public profile of the campaign. Increased levels of engagement |
| Deliver successful Scottish Council 2020 | JC /HB | High delegate morale and shared purpose |
| Deliver capacity building training and events to support members and volunteers, inc Access | JC / HT | Strong and effective network of members and volunteers |
| Develop plans to engage volunteers & partners to maintain and improve paths on the ground | JC | More diverse range of supported volunteer opportunities |
| Deliver proactive communications work beyond OT campaign (newsletters, social media, press work etc) | DC | Raised profile across our portfolio of issues |
| Support membership growth in collaboration with GB colleagues through the Introductory Walks pilot | BP | Increased membership within Scotland |

4. Becoming a great charity

| Objective | Lead | Outcome |
|--|-------|---|
| Support the roll out of DOL, including addressing the needs of all Areas in Scotland | BP | Volunteer structures that work for all of Scotland |
| Develop plans for succession planning, co-option and governance improvement | HB | Strong and effective SCEC |
| Administer SCEC meetings and support members to develop their skills | HB | Strong and effective SCEC |
| Support area AGMs in liaison with SCEC, BoT & RS staff | JB/JC | Improved areas governance & alignment |
| Develop new partnership opportunities | BP | Well networked organisation with potential partners |
| Interim review of Out There progress | BP | Progress evaluated, and project adapted as required |