

LETTER TO ALL AREA CHAIRS

30th July 2009

Dear Area Chair

On 2nd July, we wrote to you to set out the Ramblers financial situation, the reasons for it, and the measures we were taking. We are writing to you again to update you. This letter covers:

- An update on the current financial situation
- Changes to staffing
- The priorities for the coming year
- The decision not to go ahead with Members Day – Walking 09 on 5th September

UPDATE ON THE CURRENT FINANCIAL SITUATION

The Ramblers financial situation continues to be very serious. This is similar to many other charities that are currently experiencing a significant reduction in income.

We hope that the swift and decisive measures we have taken, whilst unpopular, will be sufficient to stabilise our finances. A re-cap of the situation is as follows:

- Our budget for this financial year (October 2008 to September 2009) showed a deficit (spending being more than income) of £717,000. This was in line with budgeted deficits in previous years.
- However, it became clear by half-way through the year that our income was going to be significantly lower than budgeted. Although our spending was also going to be slightly lower, the predicted deficit (gap between spending and income) was unsustainable.
- The action we have taken has reduced our spending in this financial year by £281,000. We are now predicting a deficit for this financial year (up to the end of September) of £1.07 million (made up of income of £5 million against expenditure of £6.07 million).
- With our reduced reserves, the Board has agreed that our budget must balance for the next financial year (from October), and that it must balance from the first month (October). It has implemented a series of difficult spending reductions to ensure this happens. In total, the changes that we have made will save £1.412 million next year, which would bring our spending down to £5 million to match our predicted income of £5 million.

One of the questions which has been asked has been when it became clear that the Ramblers finances had worsened significantly. Like many charities (and businesses) the situation changed rapidly earlier this year.

Since January 2009, as a result of improvements to our financial systems, we have been producing monthly financial accounts. Previously, financial accounts had only been available quarterly. The monthly financial accounts are produced in the second half of the following month (thus, the financial accounts up to the end of December are available in the second half of January; those up to the end of January are available in the second half of February, and so on). The monthly accounts are 'snapshots', and are less accurate than the quarterly accounts. We have attached the quarterly accounts for December and March, and the monthly accounts for January, February, and April.

The quarterly financial accounts for the end of December and the monthly accounts for the end January did not indicate undue cause for concern.

December's had been worse than budgeted (a deficit of £269k against a budgeted deficit of £142k – an adverse variance of £127k), but January's had indicated an improvement (a deficit of £323k against a budgeted deficit of £273k – an adverse variance of £50k). In addition, this is very early into the financial year and thus caution in responding to the figures was appropriate, as it was too early to see trends. The monthly accounts for the end of February, which became available in mid-March, indicated that the financial situation was again worsening (a deficit of £547k against a budgeted deficit of £416k – an adverse variance of £131k). No immediate action was taken because energies were focused on preparations for General Council (three weeks away), but the Senior Management Team (SMT) resolved to meet shortly after General Council to undertake a full review.

At General Council, in his speech on Friday evening, the Chief Executive set out the budgeted deficit for the year (£717k) and made it clear that he thought it very likely that we would not be as fortunate as in previous years in avoiding a substantial deficit. As events have subsequently unfolded, a fuller discussion of the financial situation at General Council would have been helpful.

One week after General Council, SMT undertook a detailed line-by-line review of the financial accounts and concluded that the financial situation was highly likely to worsen rather than improve in the remaining six months of the financial year. This was based upon the income trends so far and predictions for the next six months. SMT concluded that immediate action needed to be taken to curb spending, and began to put these in place – including delaying marketing spend, reducing print and postage, and introducing strict purchasing controls. This approach was discussed and endorsed at meetings of Board sub-committees on 16th and 30th April.

On 27th April, the second quarter financial accounts (up to the end of March) became available. These indicated a rapid deterioration in the financial situation (a deficit of £936k against a budgeted deficit of £616k – an adverse variance of £320k). This pointed to further, more radical options being needed to bring spending into line with income, in time for the beginning of the new financial year in October 2009. The SMT drew up options for the Board to consider at its meeting on 30th May.

At the Board meeting on Saturday 30th May, the Board also had access to the latest monthly financial accounts, up to the end of April. These confirmed the trend and seriousness of the situation (a deficit of £1.122m against a budgeted deficit of £721k – an adverse variance of £401k). The Board considered that immediate action needed to be taken. On Tuesday 2nd June, the proposed changes were outlined to staff.

As a result of the changes which have been introduced, we estimate that we will complete the financial year with a deficit of £1.068m against a budgeted deficit of £717k – an adverse variance of £351k. If this is achieved, it will indicate that the financial situation has stabilised. We have budgeted for income of £5m for the new financial year, with spending no greater than this.

CHANGES TO STAFFING

The re-organisation of the staffing structure is now almost complete. A large number of staff have left the organisation. They are:

Davie Black
Helen Bushnell
Gwen Campbell
Sophie Dawson
Dan French
Des Garrahan
Sarah Jones
Ian McCall
Carol Morais
Anwen Parker
Beverley Penney
Kareen Robertson
Helen Todd
Halaina Crawford Torres (formerly known as Vanessa Crawford)
Ruth Wembridge
Tony Wyght
Celia Wyn Parri

This has been a very difficult time for staff. We have had to say goodbye to both colleagues and friends, many of whom have dedicated many years of service to the Ramblers.

Attached is an organogram showing the new staffing structure, together with the names of those in the roles. Where there is no name next to a post, this is because it is either currently vacant, or it is filled with a temporary appointment. Of course, in an organisation of our size, changes occur continually and so this is only a 'snapshot'.

In future, we will be improving the system for 'first contacts' with staff (a single point of call for membership enquiries, campaigning issues, etc). This will help to make sure that telephone calls/emails from volunteers are dealt with more effectively. These will be clearly signposted on the volunteers section of the website.

PRIORITIES FOR THE COMING YEAR

A Business Plan is currently being produced focusing on the year ahead, which will prioritise the following issues.

Strategic Aim 4 (A well-run organisation):

- Delivering good service to existing and potential new members – especially through utilising the CRM;
- Developing/refining the member package and testing alternatives;
- Developing our other revenue streams e.g. merchandising and partnerships.

Strategic Aim 3 (Communicating our Work):

- Organising high profile PR campaigns, linked to our 75th anniversary;
- Developing our website and e-campaigning, to attract new campaigners and supporters.

Strategic Aim 2 (Making Walking Accessible to All):

- Delivering Get Walking Keep Walking and other grant-funded projects;
- Continuing to develop the Ramblers walks programme – safe, varied and fun;
- Continuing to develop relationships with potential grant funders.

Strategic Aim 1 (Good Quality Walking Environments):

- Keeping at the forefront of the coastal access campaign, ensuring that the coastal access legislation is delivered by Natural England;
- Devoting resources to the review of access legislation;
- Providing targeted support to volunteers in the rights of way and access work;
- Engaging in urban walking environment policy development.

CANCELLATION OF MEMBERS DAY, 5TH SEPTEMBER

As you will know, the intention had been to hold a Members Day on 5th September in Sheffield, aimed at the wider membership of the Ramblers. However, take-up has been disappointing, which may be partly linked to the current financial climate. In the circumstances, we have decided to cancel Members Day. The financial cost of the day has been low (£350 for the booking), with most of the publicity material being electronic, and we have averted further costs by taking this action now. We will be looking for other ways to involve members in the future.

As with the previous letter, please feel free to pass this on to other volunteers within your Area. Following any feedback from Area Chairs, we will also post it onto the volunteer section of the website in about a week.

Yours sincerely,

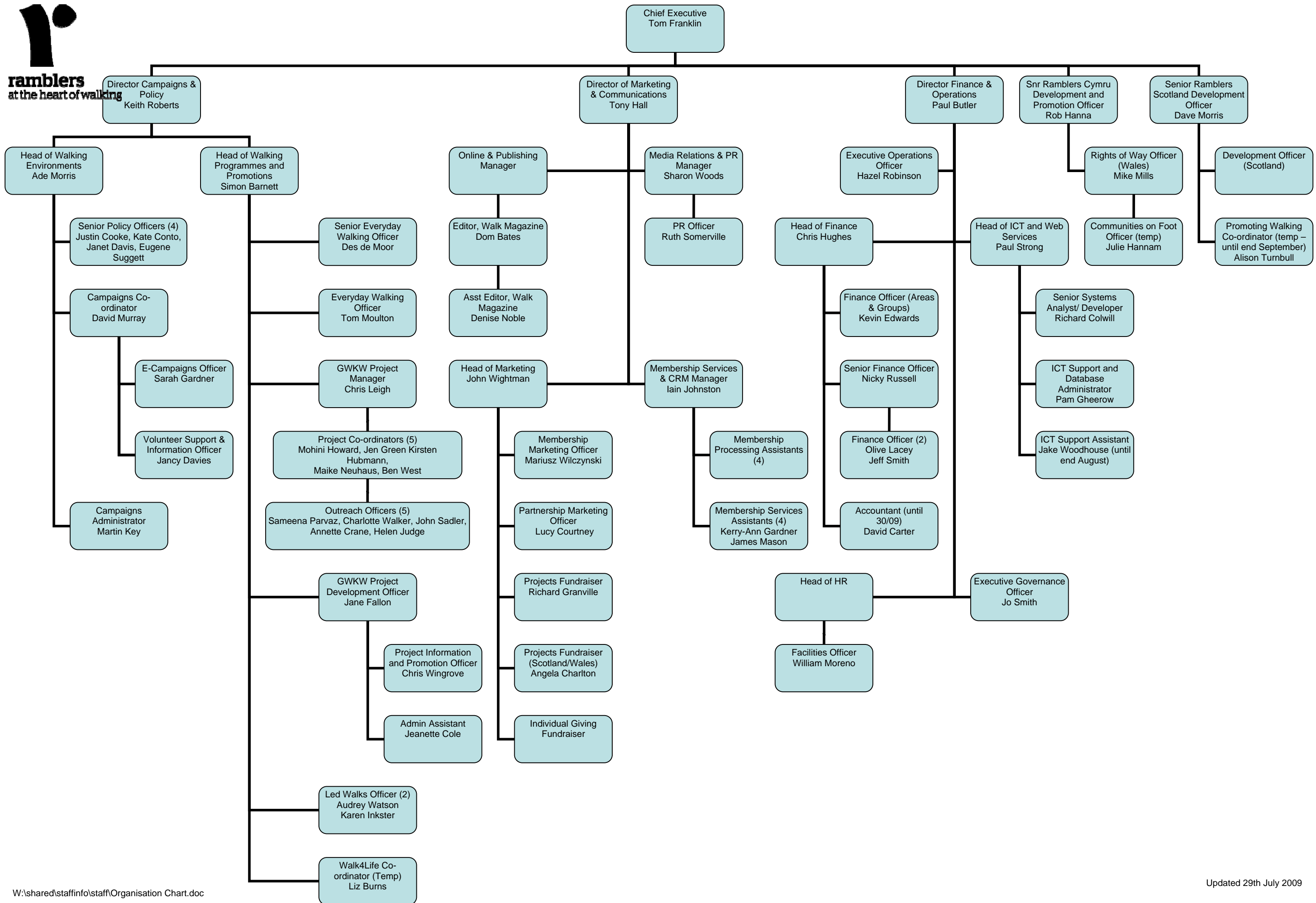


Rodney Whitaker
Chair



Tom Franklin
Chief Executive

P.S. Please feel free to cascade this letter to other volunteers within your Area.



The Ramblers' Association - Financial Year 2008/2009

Operating Statement

For the three months ending 31 December 2008

	ACTUAL RESULTS year-to-date			BUDGET			% of Budget %
	Restricted £	Unrestricted £	Total £	Y-T-D £	Variance £	Whole year £	
Incoming Resources							
Donations, Legacies & Other Incoming Resources							
Ramblers Holidays Charitable Trust - Grant	86,200	-	86,200	86,250	(50)	345,000	25.0
Legacies*	-	8,695	8,695	75,000	(66,305)	290,000	3.0
Donations*	148	6,714	6,861	13,800	(6,939)	58,000	11.8
Grants*	249,137	500	249,637	293,780	(44,143)	1,175,121	21.2
Activities in Furtherance of the Association's Objects							
Membership Subscriptions	-	734,688	734,688	773,411	(38,722)	3,093,638	23.7
Membership Appeals*	-	14,895	14,895	-	14,895	202,000	7.4
Yearbook	-	39,873	39,873	27,000	12,873	124,500	32.0
Walk magazine	-	77,522	77,522	86,000	(8,478)	351,000	22.1
Other publications: net profit / (loss)	-	1,878	1,878	11,049	(9,171)	1,878	
Other*	139	4,404	4,543	4,800	(257)	46,043	9.9
Activities for Generating Funds							
Raffles *	-	94,144	94,144	79,000	15,144	148,000	63.6
Sponsorship & Commissions *	-	5,517	5,517	12,502	(6,985)	65,000	8.5
Investment Income	488	12,805	13,293	18,000	(4,707)	71,500	18.6
Total Incoming Resources	336,111	1,001,637	1,337,748	1,480,592	(142,844)	6,021,002	22.2
Resources Expended							
Central Charitable Expenditure							
10 Campaigns Director	14	17,433	17,447	29,012	11,565	131,891	13.2
10 Get Walking Keep Walking	236,902	-	236,902	221,909	(14,993)	908,326	26.1
10 Walking Environment	212	118,236	118,447	131,076	12,629	524,334	22.6
10 Walking Programmes and Promotions	19,131	36,559	55,690	56,646	956	247,978	22.5
20 Chief Executive's Office	-	27,142	27,142	24,064	(3,078)	95,494	28.4
30 Director of Finance & Operations	-	17,463	17,463	17,869	406	71,476	24.4
30 Finance	-	65,850	65,850	66,595	745	255,450	25.8
30 Corporate Governance	-	21,425	21,425	17,202	(4,223)	112,966	19.0
30 Administration	-	116,473	116,473	91,578	(24,896)	366,312	31.8
30 Human Resources	-	15,502	15,502	35,995	20,493	149,924	10.3
30 Information Technology	-	92,996	92,996	80,871	(12,125)	313,345	29.7
30 Project Support Officer	-	4,068	4,068	7,845	3,777	31,381	13.0
30 Volunteer Development	1,421	25,955	27,376	29,017	1,641	116,067	23.6
40 Director of Communications	3,771	48,743	52,514	49,200	(3,314)	116,802	45.0
40 Fundraising*	-	70,425	70,425	81,989	11,564	288,854	24.4
40 Membership Development	6,396	97,311	103,706	104,486	780	435,596	23.8
40 Walk Magazine	-	144,669	144,669	138,485	(6,184)	578,939	25.0
40 Membership Servicing	-	67,987	67,987	79,885	11,898	318,341	21.4
40 Publications & Information	-	14,995	14,995	18,520	3,525	79,769	18.8
40 Press Office	-	27,114	27,114	23,854	(3,261)	103,564	26.2
40 Website Development	-	18,244	18,244	20,680	2,436	62,713	29.1
40 Yearbook	-	16,705	16,705	21,888	5,183	283,100	5.9
60 Welsh Office	-	78,850	78,850	74,927	(3,923)	299,710	26.3
70 Scottish Office	8,399	87,278	95,677	99,290	3,613	446,664	21.4
Total Central Charitable Expenditure	276,245	1,231,422	1,507,667	1,522,881	15,214	6,338,996	23.8
Net Incoming Resources before transactions with Areas	59,866	(229,786)	(169,920)	(42,290)	(127,630)	(317,994)	
Area budget payments	1,000	91,449	92,449	88,000	(4,449)	376,000	24.6
Grants to Councils	-	6,938	6,938	12,000	5,063	24,000	28.9
Other transactions with Areas and Groups	200	(500)	(300)	-	300	-	
Payroll re-allocations between funds	1,200	97,887	99,087	100,000	913	400,000	24.8
Overheads re-allocations between funds	67,235	(67,235)	-				
Net Movement in Funds	(8,569)	(260,437)	(269,006)	(142,290)	(126,717)	(717,994)	
Fund Balances Brought Forward at 1 October 2008	456,738	2,106,708	2,563,446	2,563,446	-	2,563,446	
Funds carried forward at 31 December 2008	448,169	1,846,271	2,294,440	2,421,156		1,845,452	

The Ramblers' Association - Financial Year 2008/2009

Operating Statement

For the four months ending 31 January 2009

	ACTUAL RESULTS year-to-date			BUDGET			% of Budget %
	Restricted £	Unrestricted £	Total £	Y-T-D £	Variance £	Whole year £	
Incoming Resources							
Donations, Legacies & Other Incoming Resources							
Ramblers Holidays Charitable Trust - Grant	115,067	-	115,067	115,067	(0)	345,000	33.4
Legacies*	-	7,695	7,695	95,000	(87,305)	290,000	2.7
Donations*	148	7,315	7,462	19,800	(12,338)	58,000	12.9
Grants*	377,355	1,841	379,196	377,355	1,841	1,175,121	32.3
Activities in Furtherance of the Association's Objects							
Membership Subscriptions	-	1,001,053	1,001,053	1,031,214	(30,161)	3,093,638	32.4
Membership Appeals*	-	14,895	14,895	-	14,895	202,000	7.4
Yearbook	-	39,879	39,879	36,000	3,879	124,500	32.0
Walk magazine	-	87,506	87,506	86,000	1,506	351,000	24.9
Other publications: net profit / (loss)	-	(1,909)	(1,909)	14,732	(16,641)	51,200	-3.7
Other*	139	5,682	5,820	7,800	(1,980)	46,043	12.6
Activities for Generating Funds							
Raffles *	-	94,221	94,221	79,000	15,221	148,000	63.7
Sponsorship & Commissions *	-	5,535	5,535	18,336	(12,801)	65,000	8.5
Investment Income	921	20,669	21,590	24,000	(2,410)	71,500	30.2
Total Incoming Resources	493,629	1,284,383	1,778,012	1,904,304	(142,933)	6,021,002	29.5
Resources Expended							
Central Charitable Expenditure							
10 Campaigns Director	14	23,861	23,875	37,566	13,691	131,891	18.1
10 Get Walking Keep Walking	279,746	-	279,746	327,002	47,256	908,326	30.8
10 Walking Environment	324	152,644	152,968	174,768	21,800	524,334	29.2
10 Walking Programmes and Promotions	24,218	48,102	72,320	76,528	4,208	247,978	29.2
20 Chief Executive's Office	-	38,354	38,354	31,960	(6,395)	95,494	40.2
30 Director of Finance & Operations	-	23,414	23,414	23,825	411	71,476	32.8
30 Finance	-	84,308	84,308	90,398	6,090	255,450	33.0
30 Corporate Governance	-	23,470	23,470	26,436	2,966	112,966	20.8
30 Administration	-	172,227	172,227	155,249	(16,977)	366,312	47.0
30 Human Resources	-	19,885	19,885	47,993	28,108	149,924	13.3
30 Information Technology	-	107,912	107,912	124,795	16,882	313,345	34.4
30 Project Support Officer	-	5,270	5,270	10,460	5,190	31,381	16.8
30 Volunteer Development	1,899	32,135	34,034	46,300	12,266	116,067	29.3
40 Director of Communications	3,771	56,619	60,390	76,433	16,043	116,802	51.7
40 Fundraising*	-	83,305	83,305	105,652	22,347	288,854	28.8
40 Membership Development	6,396	129,689	136,084	123,690	(12,394)	435,596	31.2
40 Walk Magazine	-	224,684	224,684	142,980	(81,704)	578,939	38.8
40 Membership Servicing	-	87,239	87,239	106,563	19,325	318,341	27.4
40 Publications & Information	-	18,193	18,193	21,750	3,557	79,769	22.8
40 Press Office	-	36,300	36,300	31,805	(4,495)	103,564	35.1
40 Website Development	-	20,870	20,870	25,351	4,481	62,713	33.3
40 Yearbook	-	25,384	25,384	29,184	3,799	283,100	9.0
60 Welsh Office	-	114,396	114,396	111,645	(2,751)	299,710	38.2
70 Scottish Office	11,089	118,094	129,183	129,040	(143)	446,664	28.9
Total Central Charitable Expenditure	327,457	1,646,356	1,973,813	2,077,372	103,560	6,338,996	31.1
Net Incoming Resources before transactions with Areas	166,172	(361,973)	(195,801)	(173,068)	(39,374)	(317,994)	
Area budget payments	1,000	112,850	113,850	88,000	(25,850)	376,000	30.3
Grants to Councils	-	13,875	13,875	12,000	(1,875)	24,000	57.8
Other transactions with Areas and Groups	200	(500)	(300)	-	300	-	
	1,200	126,225	127,425	100,000	(27,425)	400,000	31.9
Payroll re-allocations between funds	-	-	-	-	-	-	
Overheads re-allocations between funds	47,256	(47,256)	-	(273,068)	(50,157)	(717,994)	
Net Movement in Funds	117,716	(440,942)	(323,226)	(273,068)	(50,157)	(717,994)	
Fund Balances Brought Forward at 1 October 2008	456,738	2,106,708	2,563,446	2,563,446	-	2,563,446	
Funds carried forward at 31 January 2009	574,454	1,665,767	2,240,220	2,290,378		1,845,452	

* = related Fundraising Income and Expenditure

The Ramblers' Association - Financial Year 2008/2009

Operating Statement

For the five months ending 28 February 2009

	ACTUAL RESULTS year-to-date			B U D G E T			% of Budget %
	Restricted £	Unrestricted £	Total £	Y-T-D £	Variance £	Whole year £	
Incoming Resources							
Donations, Legacies & Other Incoming Resources							
Ramblers Holidays Charitable Trust - Grant	143,750	-	143,750	143,750	0	345,000	41.7
Legacies*	-	13,695	13,695	120,000	(106,305)	290,000	4.7
Donations*	581	14,520	15,101	24,400	(9,299)	58,000	26.0
Grants*	419,355	1,941	421,296	489,634	(68,338)	1,175,121	35.9
Activities in Furtherance of the Association's Objects							
Membership Subscriptions	-	1,249,590	1,249,590	1,289,018	(39,428)	3,093,635	40.4
Membership Appeals*	-	31,423	31,423	50,500	(19,077)	202,000	15.6
Yearbook	-	39,885	39,885	45,000	(5,115)	124,500	32.0
Walk magazine	-	87,506	87,506	86,000	1,506	351,000	24.9
Other publications: net profit / (loss)	-	(2,109)	(2,109)	18,415	(20,524)	-	0.0
Other*	139	8,789	8,928	10,600	(1,672)	46,046	19.4
Activities for Generating Funds							
Raffles *	-	107,522	107,522	79,000	28,522	148,000	72.7
Sponsorship & Commissions *	-	18,371	18,371	24,170	(5,799)	65,000	28.3
Investment Income	921	22,901	23,822	30,000	(6,178)	71,500	33.3
Total Incoming Resources	564,746	1,594,036	2,158,782	2,410,487	(251,705)	6,021,002	35.9
Resources Expended							
Central Charitable Expenditure							
10 Campaigns Director	14	32,955	32,969	49,670	16,701	131,891	25.0
10 Get Walking Keep Walking	322,893	-	322,893	342,171	19,278	908,326	35.5
10 Walking Environment	643	192,312	192,955	218,460	25,505	524,334	36.8
10 Walking Programmes and Promotions	32,173	54,538	86,711	97,260	10,549	247,978	35.0
20 Chief Executive's Office	-	43,659	43,659	39,856	(3,803)	95,494	45.7
30 Director of Finance & Operations	-	29,483	29,483	29,782	299	71,476	41.2
30 Finance	-	104,572	104,572	102,587	(1,985)	255,450	40.9
30 Corporate Governance	-	38,629	38,629	32,170	(6,459)	112,966	34.2
30 Administration	-	186,528	186,528	169,427	(17,101)	366,312	50.9
30 Human Resources	-	25,002	25,002	59,991	34,989	149,924	16.7
30 Information Technology	-	128,427	128,427	149,418	20,991	313,345	41.0
30 Project Support Officer	-	6,473	6,473	13,075	6,602	31,381	20.6
30 Volunteer Development	1,899	42,100	43,999	43,483	(516)	116,067	37.9
40 Director of Communications	3,771	62,679	66,450	63,667	(2,783)	116,802	56.9
40 Fundraising*	-	97,752	97,752	134,815	37,063	288,854	33.8
40 Membership Development	-	153,306	153,306	146,393	(6,913)	435,596	35.2
40 Walk Magazine	-	361,484	361,484	358,475	(3,009)	578,939	62.4
40 Membership Servicing	-	111,458	111,458	132,942	21,483	318,341	35.0
40 Publications & Information	-	21,384	21,384	24,980	3,596	79,769	26.8
40 Press Office	-	42,222	42,222	39,756	(2,467)	103,564	40.8
40 Website Development	-	25,288	25,288	30,022	4,735	62,713	40.3
40 Yearbook	-	55,843	55,843	36,479	(19,363)	283,100	19.7
60 Welsh Office	45	131,553	131,598	124,631	(6,967)	299,710	43.9
70 Scottish Office	11,073	140,851	151,924	186,826	34,902	446,664	34.0
Total Central Charitable Expenditure	372,512	2,088,497	2,461,009	2,626,336	165,327	6,338,996	38.8
Net Incoming Resources before transactions with Areas	192,234	(494,461)	(302,228)	(215,850)	(86,378)	(317,994)	
Area budget payments	1,000	230,564	231,564	188,000	(43,564)	376,000	61.6
Grants to Councils	-	13,875	13,875	12,000	(1,875)	24,000	57.8
Other transactions with Areas and Groups	200	(1,000)	(800)	-	800	-	
	1,200	243,439	244,639	200,000	(44,639)	400,000	61.2
Payroll re-allocations between funds		-	-				
Overheads re-allocations between funds	51,663	(51,663)	-				
Net Movement in Funds	139,371	(686,237)	(546,867)	(415,850)	(131,017)	(717,994)	
Fund Balances Brought Forward at 1 October 2008	456,738	2,106,708	2,563,446	2,563,446	-	2,563,446	
Funds carried forward at 28 February 2009	596,108	1,420,471	2,016,579	2,147,596		1,845,452	

The Ramblers' Association - Financial Year 2008/2009

Operating Statement

For the six months ending 31 March 2009

	ACTUAL RESULTS year-to-date			BUDGET			% of Budget %
	Restricted £	Unrestricted £	Total £	Y-T-D £	Variance £	Whole year £	
Incoming Resources							
Donations, Legacies & Other Incoming Resources							
Ramblers Holidays Charitable Trust - Grant	172,399	-	172,399	172,500	(101)	345,000	50.0
Legacies	-	76,622	76,622	145,000	(68,378)	290,000	26.4
Donations	681	18,160	18,841	29,000	(10,159)	58,000	32.5
Grants	207,175	1,941	209,116	405,478	(196,362)	1,175,121	17.8
Activities in Furtherance of the Association's Objects							
Membership Subscriptions	-	1,494,725	1,494,725	1,546,821	(52,096)	3,093,635	48.3
Membership Appeals*	15	57,823	57,838	83,000	(25,162)	202,000	28.6
Web accommodation guide and sales	-	45,431	45,431	54,000	(8,569)	124,500	36.5
Walk magazine	-	153,214	153,214	174,334	(21,120)	351,000	43.7
Publications: net profit / (loss)	-	4,811	4,811	23,098	(18,287)	51,200	9.4
Other	139	12,750	12,889	19,623	(6,734)	46,046	28.0
Activities for Generating Funds							
Raffles	-	107,572	107,572	79,000	28,572	148,000	72.7
Sponsorship & Commissions	-	29,885	29,885	30,004	(119)	65,000	46.0
Investment Income	921	26,028	26,950	36,000	(9,050)	71,500	37.7
Total Incoming Resources	381,330	2,028,961	2,410,291	2,797,858	(387,567)	6,021,002	40.0
Resources Expended							
Central Charitable Expenditure							
10 Campaigns Director	-	40,045	40,045	59,999	19,954	131,891	30.4
10 Get Walking Keep Walking	396,176	-	396,176	417,897	21,721	908,326	43.6
10 Walking Environment	104	224,432	224,536	262,152	37,616	524,334	42.8
10 Walking Programmes and Promotions	50,864	62,862	113,726	118,592	4,866	247,978	45.9
20 Chief Executive's Office	-	54,266	54,266	47,752	(6,514)	95,494	56.8
30 Director of Finance & Operations	-	51,194	51,194	35,738	(15,456)	71,476	71.6
30 Finance	-	127,379	127,379	128,213	834	255,450	49.9
30 Corporate Governance	-	52,096	52,096	44,404	(7,692)	112,966	46.1
30 Administration	-	206,108	206,108	183,605	(22,503)	366,312	56.3
30 Human Resources	-	29,899	29,899	71,989	42,090	149,924	19.9
30 Information Technology	-	168,528	168,528	172,042	3,514	313,345	53.8
30 Project Support Officer	-	7,675	7,675	15,690	8,015	31,381	24.5
30 Volunteer Development	-	51,407	51,407	53,666	2,259	116,067	44.3
40 Director of Communications	3,144	84,380	87,524	70,900	(16,624)	116,802	74.9
40 Fundraising*	-	116,835	116,835	151,428	34,593	288,854	40.4
40 Membership Development	-	197,391	197,391	186,811	(10,580)	435,596	45.3
40 Walk Magazine	-	423,181	423,181	412,970	(10,211)	578,939	73.1
40 Membership Servicing	-	170,237	170,237	159,320	(10,917)	318,341	53.5
40 Publications & Information	-	33,927	33,927	37,040	3,113	79,769	42.5
40 Press Office	-	47,832	47,832	47,707	(125)	103,564	46.2
40 Website Development	-	31,621	31,621	34,693	3,072	62,713	50.4
40 Yearbook	-	128,613	128,613	141,550	12,937	283,100	45.4
60 Welsh Office	222	157,813	158,034	141,503	(16,531)	299,710	52.7
70 Scottish Office	11,073	172,135	183,208	199,268	16,060	446,664	41.0
Overheads re-allocations between funds	82,144	(82,144)	-				
Total Central Charitable Expenditure	543,727	2,557,713	3,101,440	3,194,930	93,491	6,338,996	48.9
Net Incoming Resources before transactions with Areas, Groups and Councils	(162,397)	(528,752)	(691,149)	(397,072)	(294,076)	(317,994)	
Area & Council budget payments	-	244,439	244,439	200,000	(44,439)	400,000	61.1
Other transactions with Areas and Groups	1,200	(1,000)	200	-	(200)	-	
	1,200	243,439	244,639	200,000	(44,639)	400,000	61.2
Net Movement in Funds	(163,597)	(772,191)	(935,788)	(616,055)	(319,732)	(717,994)	
Fund Balances Brought Forward at 1 October 2008	456,738	2,106,708	2,563,446	2,563,446	-	2,563,446	
Funds carried forward at 31 March 2009	293,140	1,334,518	1,627,658	1,947,391		1,845,452	

The Ramblers' Association - Financial Year 2008/2009

Operating Statement

For the seven months ending 30 April 2009

	ACTUAL RESULTS year-to-date			BUDGET			% of Budget %
	Restricted £	Unrestricted £	Total £	Y-T-D £	Variance £	Whole year £	
Incoming Resources							
Donations, Legacies & Other Incoming Resources							
Ramblers Holidays Charitable Trust - Grant	201,132	-	201,132	201,132	0	345,000	58.3
Legacies*	-	76,621	76,621	170,000	(93,379)	290,000	26.4
Donations*	990	20,293	21,283	33,600	(12,317)	58,000	36.7
Grants*	236,151	3,941	240,092	529,358	(289,266)	1,175,121	20.4
Activities in Furtherance of the Association's Objects							
Membership Subscriptions	-	1,710,496	1,710,496	1,804,625	(94,128)	3,093,635	55.3
Membership Appeals*	15	65,315	65,330	100,000	(34,670)	202,000	32.3
Yearbook	-	45,431	45,431	63,000	(17,569)	124,500	36.5
Walk magazine	-	153,214	153,214	174,334	(21,120)	351,000	43.7
Other publications: net profit / (loss)	-	4,872	4,872	27,781	(22,909)	51,200	9.5
Other*	139	13,086	13,224	21,223	(7,999)	46,046	28.7
Activities for Generating Funds							
Raffles *	-	107,577	107,577	111,000	(3,423)	148,000	72.7
Sponsorship & Commissions *	-	37,385	37,385	35,838	1,547	65,000	57.5
Investment Income	1,114	26,028	27,143	42,000	(14,857)	71,500	38.0
Total Incoming Resources	439,541	2,264,259	2,703,800	3,313,891	(610,090)	6,021,002	44.9
Resources Expended							
Central Charitable Expenditure							
10 Campaigns Director	-	46,931	46,931	71,603	24,672	131,891	35.6
10 Get Walking Keep Walking	438,658	-	438,658	501,151	62,493	908,326	48.3
10 Walking Environment	-	261,818	261,818	305,844	44,026	524,334	49.9
10 Walking Programmes and Promotions	58,901	89,462	148,363	139,924	(8,439)	247,978	59.8
20 Chief Executive's Office	-	62,807	62,807	55,648	(7,158)	95,494	65.8
30 Director of Finance & Operations	-	57,081	57,081	41,694	(15,386)	71,476	79.9
30 Finance	-	147,034	147,034	147,039	5	255,450	57.6
30 Corporate Governance	-	72,566	72,566	86,055	13,489	112,966	64.2
30 Administration	-	265,146	265,146	245,177	(19,970)	366,312	72.4
30 Human Resources	-	33,931	33,931	85,837	51,907	149,924	22.6
30 Information Technology	-	181,436	181,436	198,141	16,705	313,345	57.9
30 Project Support Officer	-	8,874	8,874	18,305	9,431	31,381	28.3
30 Volunteer Development	-	61,330	61,330	63,649	2,319	116,067	52.8
40 Director of Communications	3,144	90,794	93,938	78,550	(15,387)	116,802	80.4
40 Fundraising*	-	132,245	132,245	176,641	44,396	288,854	45.8
40 Membership Development	-	213,442	213,442	223,117	9,674	435,596	49.0
40 Walk Magazine	-	429,982	429,982	417,465	(12,517)	578,939	74.3
40 Membership Servicing	-	191,200	191,200	185,698	(5,501)	318,341	60.1
40 Publications & Information	-	39,356	39,356	48,770	9,414	79,769	49.3
40 Press Office	-	55,771	55,771	55,658	(113)	103,564	53.9
40 Website Development	-	38,269	38,269	39,365	1,095	62,713	61.0
40 Yearbook	-	197,412	197,412	148,846	(48,566)	283,100	69.7
60 Welsh Office	222	184,126	184,348	166,498	(17,850)	299,710	61.5
70 Scottish Office	10,460	201,792	212,252	233,761	21,509	446,664	47.5
Overheads re-allocations between funds	95,835	(95,835)	-				
Total Central Charitable Expenditure	607,219	2,966,971	3,574,190	3,734,437	160,247	6,338,996	56.4
Net Incoming Resources before transactions with Areas, Groups and Councils	(167,678)	(702,711)	(870,389)	(420,546)	(449,843)	(317,994)	
Area & Council budget payments	-	251,314	251,314	300,000	48,686	400,000	62.8
Other transactions with Areas and Groups	1,200	(940)	260	-	(260)	-	
	1,200	250,374	251,574	300,000	48,426	400,000	62.9
Net Movement in Funds	(168,878)	(953,085)	(1,121,964)	(720,546)	(401,418)	(717,994)	
Fund Balances Brought Forward at 1 October 2008	456,738	2,106,708	2,563,446	2,563,446	-	2,563,446	
Funds carried forward at 30 April 2009	287,859	1,153,623	1,441,482	1,842,900		1,845,452	