

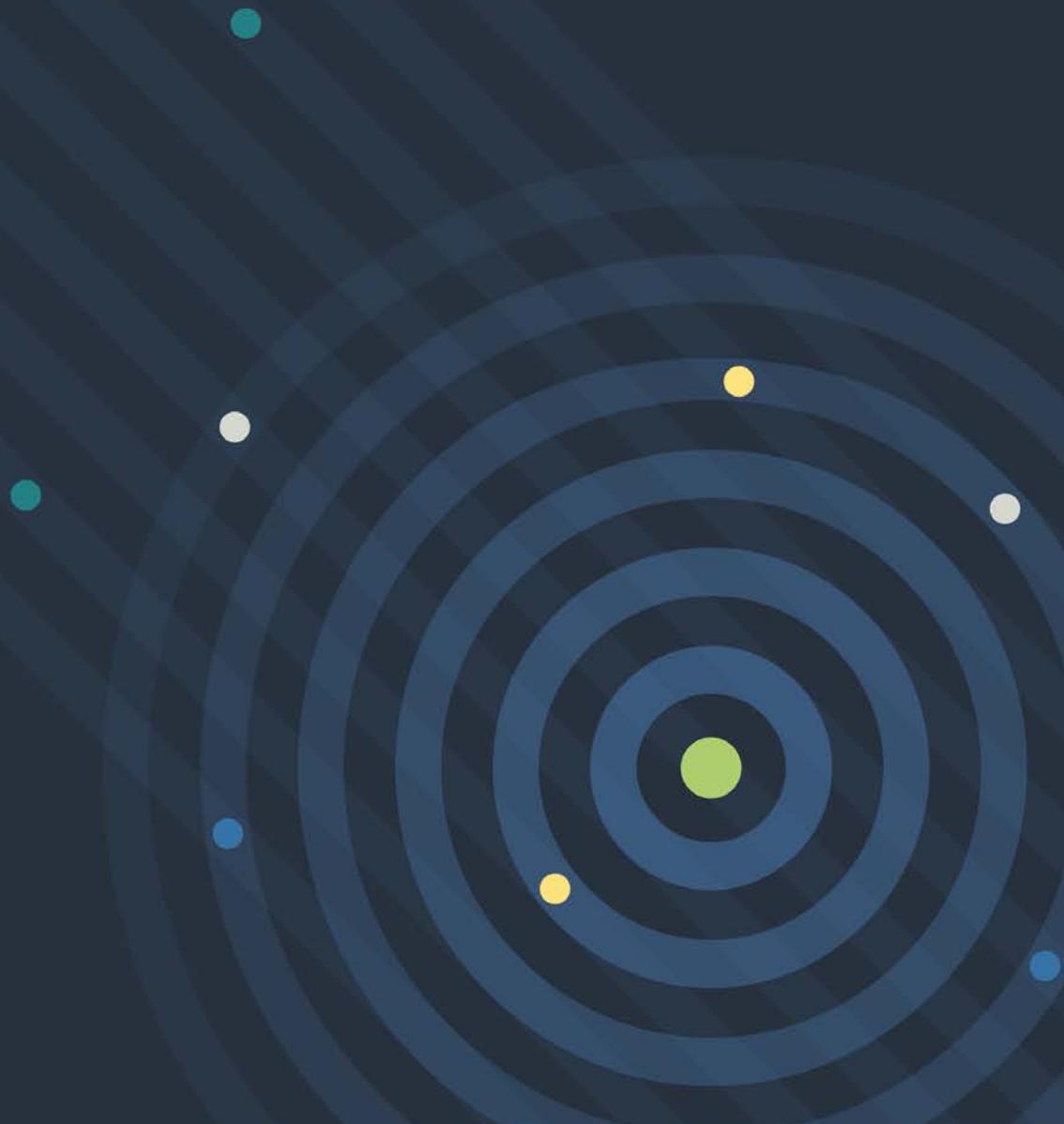
Attenti

Executive Recruitment Services

Living Streets

Chair of Trustees

Appointment Brief



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Introduction

Thank you for your interest in the role of Chair at Living Streets.

Would you like to improve the urban walking environment and our quality of life? Living Streets, the UK charity for everyday walking, is looking for an enthusiastic and motivated person to become Chair of our Board of Trustees.

Living Streets is a dynamic and growing organisation, with a proud history dating back to 1929. We are a campaigning nationwide charity governed by our volunteer trustees. We successfully campaigned for the introduction of Belisha Beacons & Zebra crossings. With our tens of thousands of supporters, we now campaign for better public policies. Our ground breaking projects achieve real change. Our walk to school challenge reaches children in over 3,500 schools. We also provide expert advice to local authorities and businesses to help improve streets and public spaces.

In 1997, the organisation had a turnover of £25,000 and a part-time member of staff. We now have a successful trading arm and our finances are in a strong position with a £5 million pa turnover, though we are exploring ways to diversify our income. Living Streets has offices in London, Newcastle, Cardiff and Edinburgh with other staff based in local authorities. There is growing awareness that walking and walkable places are good for our health, society and economy. The UK government has adopted new targets to increase walking over the next 8 years, the Scottish government has doubled investment in cycling and walking and Wales has passed an Active Travel Act.

We are seeking an individual with strong leadership and networking skills, experience of good governance and helping organisations through periods of growth and diversification. Our current Chair of Trustees, Archie Robertson - who has overseen growth and success over the past 5 years - steps down from the role in March 2019.

We are therefore looking to appoint the Chair-designate during 2018 to provide for an effective handover in the role. We are looking for someone with a keen passion for the Living Streets' agenda matched with significant and successful strategic leadership.

I hope you decide to apply and look forward to meeting you.

Joe Irvin
Chief Executive



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About Living Streets



We are the UK Charity for everyday walking. We have long been a beacon for walking and our heritage stretches back to 1929. We are a campaigning charity governed by our volunteer Trustees, with a network of members, local groups and supporters. In our early days our campaigning led to the first zebra crossings and speed limits. Now, our campaigns and local projects deliver real change to overcome barriers to walking.

We have a skilled and dedicated staff team who support our activities across the UK, make the case for change and deliver projects. Through our projects we are making a direct impact, encouraging thousands more to walk their everyday journeys. WOW – our year-round walk to school challenge – is operating in thousands of schools. We have a successful charitable trading arm (Living Streets Services) which markets services and products to support our mission. Our campaigns and local projects deliver real change to overcome barriers to walking.

Our Vision

A nation where walking is the natural choice for everyday local journeys.

We believe walking offers a solution to some of our nation's biggest challenges. And yet a legacy of designing our streets around motor vehicles has engineered walking out of too much of our everyday lives. The benefits of walking to individuals and to society are widely recognised:

- Better health, happiness, environment and community spirit
- Better public streetscapes for residents, visitors and businesses
- Less congestion, noise, greenhouse gas emissions and air pollution
- Fewer pedestrians killed or injured on our roads

All this means savings to the public purse, economic growth and a greater collective wellbeing.

Our Mission

To achieve a better walking environment and inspire people to walk more. Our mission encompasses everything we do; be it encouraging children (at school and elsewhere) and adults to walk more, improving our streets for pedestrians, or campaigning for policy change. It's all about making walking the natural choice at local level, for people in their everyday lives. Because we can't do it all ourselves, we will work with others to make the biggest impact we can.



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Our overarching success measure will be to see an increase in the number of walking stages in Great Britain (using government statistics). 'Stages' includes cases where walking is part of a longer journey, also using other modes such as a bus. More people walking shows we are succeeding in creating a better walking environment, with safer streets and more attractive public spaces.

Our Values

Our Values are the qualities, principles and attitudes that shape everything we do and can be summarised as Excellent, Positive, Inspiring and Collaborative.

Excellent - We are knowledgeable, evidence-based and totally focused on our mission. We offer valuable, high quality, credible services and projects. We evaluate our work, demonstrate our impact, and learn from the results.

Positive - Our attitude is confident, enthusiastic, 'can-do'. We will constructively challenge, question and find solutions. We are open, fair and inclusive in dealing with others. We seek positive change for people, pedestrians and places.

Inspiring - We will lead the charge for walking, building momentum with every step. We will motivate and energise our supporters and others to join the movement with exciting, innovative and influential projects and campaigns. We are inspired by our mission; we hope you will be too.

Collaborative - We work with others towards common goals, because we can do more together. We are pragmatic, friendly and enabling. We are a growing network of staff, members, supporters and partners. And at our heart we are about the people and communities we exist to help.

Our Strategy

Over the next three years we will concentrate our efforts in these key areas;

Strengthening the voice for walking - By persuading public authorities to make change, we stand the best chance of making the biggest change with the most lasting impact. Our main aim will be to convert national objectives into local action on the streets of our towns and cities. We will take the lead in developing relevant policies and positive campaigns, making the case for walking to decision makers, raising awareness and winning allies through our growing Community for Change. We will also strengthen the voice for pedestrians in national media.





Deliver projects with lasting impact - At the same time we will seek to extend our excellent and sustainable projects that further our mission and directly improve people's lives. We will maintain our reputation for excellence and collaboration. We will broaden the range of schoolchildren we support, graduating more schools to a more self-sustaining basis.

Our projects will always set a high standard of evaluation to demonstrate their impact. We will develop the WOW Travel Tracker, our computer tool to help schools manage WOW and measure how children get to school. We will innovate in supporting initiatives with older people, early years, communities and workplaces, including projects that lead to physical changes in the streetscape.

Gain financial support from a wider range of sources - Diversifying our income to ensure we are well funded and financially independent. We will seek a more diverse and balanced range of funders to support our growth and sustainability. We will devise a compelling offer of desirable and cost-effective products and services for groups, individuals and organisations, which support our cause and further their own.

Be a strong, fair and well-equipped organisation- A well governed charity, committed to diversity; with well-motivated staff; well-equipped administration; and well supported members and supporters. In particular, we will overhaul our IT systems to ensure they meet current and future demands.

Please click [here](#) for a copy of our 2017-2020 Strategy and if you click [here](#) you will find a copy of our annual report. Further information about Living Streets can be found at www.livingstreets.org.uk

Role Description

The Chair of Trustees is a pivotal role in charity governance. The Chair leads the Board of Trustees and ensures that the organisation is working within its charitable objectives and has a clear strategic direction. The Chair and the Chief Executive work closely together to ensure the good performance of the organisation and should be clear about the different roles that they play. The Chair holds the Chief Executive to account for the performance of the charity but does not get involved in detailed management decisions which are the responsibility of the Chief Executive.

The Chair will provide visible Board leadership to staff and supporters and is accountable to members at the annual AGM for the charity's performance. The role chairs meetings of the Board of Trustees, the Executive Committee of the Board, and the Living Streets Services Company Board (trading subsidiary). In addition, the Chair will be in regular contact with the Chief Executive and attend other events as appropriate.



Principal responsibilities

Strategic leadership of the organization

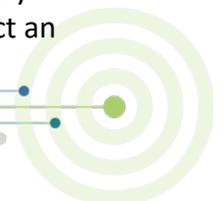
- Provide leadership of the Board of Trustees and to ensure that trustees fulfil their duties and responsibilities to provide effective governance of the charity
- Ensure that the Board operates within the charitable objects of Living Streets and sets a clear strategic direction for the organisation
- Ensure effective monitoring of the overall performance of the charity and to ensure that the charity satisfies all regulatory and legal compliance requirements
- Ensure that the Board can regularly review major risks and satisfy itself that systems are in place to manage and mitigate these risks
- Ensure that the Board fulfils its duties to ensure sound financial health of the charity, with systems in place to ensure financial accountability

Manage the efficiency and effectiveness of the Board of Trustees

- Chair meetings of the Board of Trustees, Executive Committee and Trading Subsidiary Company Board effectively and efficiently, working with the Trustees to ensure they are fully engaged and that decisions are taken in the best, long-term interests of the charity and that the board takes collective ownership of these decisions
- Work closely with the Chief Executive to ensure meetings are well planned, meaningful and reflect the key responsibilities of trustees
- Ensure that the governance arrangements of the charity (and trading subsidiary) are working in the most effective way for the performance of the organisation.
- Ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills and experience, and reflects the wider population
- Work within any policies adopted by Living Streets such as the Equality and Diversity policy and safeguarding policy.
- Ensure that Trustees act reasonably, always act in the interests of the charity and comply with the charity's code of governance.
- To challenge and develop any Trustees failing in their duties

Ensure an effective and supportive relationship with the Chief Executive and wider staff team

- Support the Chief Executive, respect the boundaries between the two roles, and ensure that the Board focuses on its responsibilities and allows the Chief Executive and staff team to focus on the operational management of the organization
- Hold the Chief Executive to account, ensuring that he/she is clear about the key performance indicators to which he/she will be held accountable, and conduct an





annual appraisal and remuneration review for the Chief Executive in consultation with other Trustees

- Ensure regular contact with the Chief Executive and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges
- Provide visible Board leadership to staff, supporters and members, working closely with the Chief Executive, including attending formal and informal meetings, events and visits as appropriate

Person Specification

You should be able to demonstrate and provide evidence of the following criteria listed under Part One within your documentation. These will be tested further at the discussion stage, along with the criteria listed under Part Two:

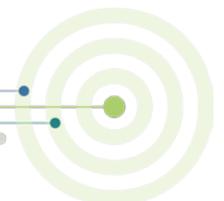
To be successful in this role you should have:

Part One

- A proven track record of successful strategic leadership
- Sophisticated understanding of governance with experience of board development
- Significant experience and understanding of how to engage effectively with a wide range of decision makers, policy and opinion formers
- Significant experience of providing guidance and appropriate support and challenge to a Chief Executive
- Significant financial and commercial acumen, with a strong appreciation of risk management
- Experience of income diversification
- Significant experience of shaping strategy, driving change and organisational development
- Superb communication skills with the ability to inform and engage a wide range of audiences, and to speak publicly about the work of the Living Streets
- Experience of developing, maintaining, and sustaining partnerships with key stakeholders

Part Two

- Passion for creating a walking nation, free from congested roads and pollution
- An alignment with and commitment to the Vision, Mission and Values of Living Streets
- Superb engagement skills with a high level of emotional intelligence and gravitas
- Evidence of cross sector relationships and strong networking skills
- Enthusiasm, energy and time to commit to the role
- Resilient with the ability to handle tension, conflicts and reach consensus





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Terms and Conditions



The role is unremunerated and reasonable expenses are paid in line with Living Street's expenses policy. The anticipated total time commitment for the role of Chair is one to two day per month. Board meetings are held four times a year as are our Executive Committee meetings. In addition, there is an AGM held in March and an annual strategy away day held in June. Our London office is located within Universal House, 88-94 Wentworth Street, London, E1 7SA.

How to Apply

If you are interested in applying for this role, please do so via the Attenti website:

<http://www.attenti.co.uk/LSC>

Please ensure you provide the following:

- A comprehensive CV including details of your achievements in each role.
- If you would like to provide a short supporting statement, please feel free to do so, this is not mandatory at this stage but would be helpful.
- Details of two referees, one of whom should be with regards to your current or most recent board level role and let us know whether you would be happy for us to contact them as part of the process. Referees will not, of course, be contacted without your prior consent.

Closing date for applications is Sunday 30th September 2018

Following informal meetings/discussions with Attenti, the CEO and outgoing Chair, a final panel interview will be held on 25th October in London

Please ensure that you indicate in your application any dates when you will not be available, or where we might have difficulty in contacting you. All applications will be acknowledged. Attenti will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.

Please let us know of any accessibility accommodations you may require.

For an informal and confidential discussion, after having read the appointment brief, please contact our advising consultants

Jim Banks on 07787 004 768 Jim.Banks@attenti.co.uk or

David Fielding on 07810 507 235 David.Fielding@attenti.co.uk at Attenti.

