

A man with short brown hair, wearing a brown and beige jacket, grey jeans, and orange sneakers, is walking from left to right. He is in front of a brick wall that has been painted with various colors (green, blue, red) and has graffiti on it. The graffiti includes a large blue and white graphic of a person's head and shoulders, and other abstract shapes. The man is looking towards the right.

STEPPING

FORWARD

LIVING STREETS STRATEGY

2017-2020



WE STRIVE TO BE EXCELLENT, POSITIVE, INSPIRING AND COLLABORATIVE IN EVERYTHING WE DO. WE ALSO STRIVE FOR EQUALITY AND DIVERSITY AS AN EMPLOYER AND SERVICE PROVIDER

LIVING STREETS, WHO WE ARE

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.

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



OUR MISSION:

To achieve a better walking environment and inspire people to walk more



OUR CAMPAIGNING HAS HELPED ACHIEVE A COMMITMENT FROM GOVERNMENT TO INCREASE THE NUMBER OF PRIMARY SCHOOL CHILDREN WALKING TO 55% BY 2025

OUR STRATEGY FOR 2020

OUR STRATEGY MUST RESPOND TO A COMPLEX AND CHANGING WORLD. WALKING IS THE MOST UNIVERSAL WAY OF GETTING ABOUT BUT IT IS OFTEN TAKEN FOR GRANTED, AND NEEDS A STRONGER VOICE.

There is growing recognition of its benefits – as evidenced by the UK’s Cycling and Walking Investment Strategy, Scotland’s National Walking Strategy and the Active Travel (Wales) Act – but we need more meaningful policies, commitment and programmes to realise these ambitions. Devolution meanwhile offers increasing opportunities to improve cities for walking.

There is something special about an action as simple as walking. Walking is good for our physical and mental health. It clears our minds and gently exercises our bodies. Walking opens us up to our natural surroundings and contact with our neighbours. It is an essential part of most journeys involving other modes of travel and integral to good accessible public transport. A neighbourhood, town or city built around walking is, we believe, more likely to thrive.

We aim to improve people’s lives – specifically through better places to walk in, because we believe that a walking-friendly world is better for our health and wellbeing, our sense of community, our environment and

our economy. But we cannot do this on our own. We need to build a Community for Change - working with individuals and groups who share our cause as well as sister organisations that campaign for active travel, better health and a cleaner environment.

Our streets should be accessible to all – if they are designed with children, disabled and older pedestrians in mind they will be better for everyone. We will work with private sector partners where this advances the cause of walking. Crucially we need to win the hearts and minds of public authorities and elected representatives - nationally and locally - who above all have the power to make widespread and lasting change.

Against this backdrop, our strategy will reaffirm our core purpose, provide a common goal to unify members, staff and supporters and provide better understanding for external stakeholders. Because of the extent of our work in Scotland, we also have a specific strategy for Scotland with its own objectives and success measures.



WHERE WE ARE

WALKING IN THE UK HAS BEEN IN DECLINE FOR MANY YEARS. AMONG THE CAUSES ARE:

- People have bought more cars and find them affordable and convenient
- More people live in residential areas where local services are not close by
- Many people regularly drive a long way to get to work or school
- Many parts of towns and cities have been engineered with fast roads, narrow pavements and inadequate pedestrian crossings. Walking facilities are often poorly maintained, and obstructed by barriers. This creates a very unfriendly environment for walking.



WHAT WE AIM FOR

It is going to be a big task to make walking practical and attractive everywhere but that is our goal. Different urban, suburban and rural environments create different opportunities for walking. So we focus first on places where walking has the greatest potential to get people to where they want to go. Opportunities for walking can be increased by creating streets and places which are attractive to walk in; by removing concrete and perceived obstacles to walking; by changing policy and rules which control traffic and encourage walking; by raising awareness and winning hearts and minds, so people understand the benefits, know what is available and want to walk more.

If we can succeed, this will result in a healthier and happier nation, from children to older people, less traffic, cleaner air and more vibrant communities. These are benefits that are really worth striving for.

WE ARE ALREADY MAKING PROGRESS...

In partnership with public authorities, schools, employers and fellow campaigners we are making progress. Indeed we believe there is a wind for change in the air, with much more attention to making places fit to walk in.

Throughout this strategy we will highlight case studies of the progress that has been made.



> CASE STUDY

WALKING CITIES, BUILT AROUND PEOPLE NOT CARS

We want to ensure that cities across the UK are world class places for walking. At our Walking Summit in 2017 we launched our long-term Blueprint for Change, a guide for campaigners and decision makers to create walkable cities in seven key steps. Over the coming years we will work with city leaders to ensure these best practice principles are shared and adopted across our towns and cities.

And we are already making progress, with these principles being embraced in places such as Manchester, Edinburgh, Birmingham and Cardiff. We were thrilled to see the Mayors in Greater Manchester and London appoint Walking & Cycling Commissioners which we have followed with direct campaign calls, along with our supporters, to prioritise walking.





OUR WOW YEAR-ROUND WALK TO SCHOOL CHALLENGE INCREASES PRIMARY SCHOOL WALKING RATES BY AN AVERAGE OF 23%



> CASE STUDY

EDINBURGH LOCAL GROUP

Isobel Leckie has been a member of Edinburgh Living Streets Local Group since 2014, bringing her engagement skills as a former teacher and active campaigner to ambitious projects such as 'The Causey'.

She has been working at a grassroots level to transform a neglected, car dominated cityscape into a vibrant, people-friendly place that celebrates the history and spirit of the Southside of Edinburgh. She is not afraid to ask challenging questions to council members while appealing to the wider community to back plans that would see an area close to the university to become a pedestrianised space for everyone to enjoy. So far she has secured pledges of up to £650,000 of the £1 million+ needed to implement the development which is supported by other local campaign groups, city based architects and businesses located in the area.

She understands that change does not happen overnight. Her ten years invested in campaigning for The Causey reflects that it takes commitment, diplomacy and sheer determination to harness the voice of the community to make streets more accessible and centred around the needs of the people who live, work and study nearby.

You can find her on the streets of Edinburgh where she lives, speaking up in The Causey meetings and Edinburgh Living Streets Local Group with other likeminded campaigners and on social media tweeting about new developments, appeals for support and ways to get involved.

OUR VISION



A NATION WHERE WALKING IS THE NATURAL CHOICE FOR 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.

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.





> CASE STUDY

INSPIRING WALKING TO CHANGE LIVES

Rosie is in Year 3 at May Park Primary School. She started walking to school for Living Streets' WOW challenge and now says she feels "more awake and happy and less tired." She says: "I enjoy seeing the trees and the pretty things in the morning. I miss the time chatting with my dad when I don't walk in, and I miss the chance to play with Ruby my dog. I feel tired all day too. My favourite part of walking to school is spending special time with mum, dad and Ruby."

Rosie lives in the St George area of Bristol, a couple of miles from her school, so a little too far to walk the whole way. Before WOW came to her school, Rosie had never walked in and her parents took some convincing due to their need to drive to work after the school run. It was the incentive of collecting the monthly WOW badges and hearing about Living Streets' Park & Stride initiative that now means Rosie walks to school from a designated car park three days a week, meaning one less car at the school gate too.

OUR VALUES ARE THE QUALITIES, PRINCIPLES AND ATTITUDES THAT SHAPE OUR WORK:



**EXCELLENT, POSITIVE,
INSPIRING, 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.



> CASE STUDY

20MPH EDINBURGH

Our work in the City of Edinburgh has shown that with clear goals, support and political leadership, a city-wide 20mph scheme is not just possible, but is now a reality. The scheme aims to make Edinburgh safer, cleaner and more attractive. Living Streets Scotland strongly supported Edinburgh's project which covers nearly every residential, school and shopping street, building on evidence from a neighbourhood pilot and

city-wide surveys to gather evidence of support. Commencing in 2016 with the city centre, all areas are to be 20mph by 2018.

Edinburgh has also pioneered School Streets, closing the area outside schools to traffic at the beginning and end of the school day, creating a safer space for active travel.



CASE STUDY

WALKING WORKS

Manor Royal in Crawley is an employment hub that's home to around 500 businesses, 30,000 jobs, and the UK's largest Business Improvement District (BID). Our Walk To project team worked with the BID to hold two community street audits. These combined the views of employees with our own expertise to come up with a range of practical improvements to encourage and enable everyday walking to work.

Our report complemented a recent road and rail transport survey, resulting in a much more balanced and holistic vision for transport in the area. Among our suggestions were better active travel information, walking and networking activities, and support

for South East in Bloom to improve the shared space. Our longer-term recommendations included promoting the use of pocket parks, encouraging local businesses to sponsor schools with their own active travel projects, and ultimately to ensure that active travel improvements receive equal consideration to roadway improvements.

Steve Sawyer, Executive Director of the Business District said 'In just two short walks [the audits] you have picked up so many of the issues on which action is needed and which we need help to address. Very good report and one that will be tremendously useful to us.'

OUR FOUR STRATEGIC OBJECTIVES



OVER THE NEXT THREE YEARS WE WILL CONCENTRATE OUR EFFORTS IN THESE KEY AREAS:



1 STRENGTHEN 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.



2 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.



THE FOLLOWING TWO OBJECTIVES WILL SUPPORT THIS WORK:



3 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.



4 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.

USING THE STRATEGY – WHAT WE WANT, WHAT WE WILL DO AND HOW WE WILL KNOW WE HAVE SUCCEEDED

For each strategic objective we have set key success measures with more detailed indicators, which will help us track the progress we have made by 2020.

OUTCOMES, ACTIONS & SUCCESS MEASURES

STRATEGIC OBJECTIVE 1

STRENGTHEN THE VOICE FOR WALKING



WHAT WE WOULD LIKE TO SEE

Public policies (UK, local authority and devolved nations) reflect the benefits of walking and encourage it

Our key audiences are more aware of the benefits of walking and walkable places

A growing and engaged Community for Change - people, local groups and sister organisations who share our cause



WHAT WE WILL DO

Build effective relationships with the Government, devolved nations and key cities





15,000 supporters taking one action or more

More awareness of walking and Living Streets among key audiences

Oxford Street pedestrianised by 2020 and Scotland footway parking law passed



Ensure, with others, that UK government produces a plan for meeting CWIS targets

HOW WE WILL MEASURE

Campaign on critical issues to inspire action

Embed a clear supporter journey, and strengthen links with organisations for disabled and older people

Raise awareness of key walking issues and our profile in the media

STRATEGIC OBJECTIVE 2

DELIVER PROJECTS WITH LASTING IMPACT



WHAT WE WOULD LIKE TO SEE

A reputation for excellent partnership working and project delivery

Robust evidence of the impact of our projects

Effective legacy following project completion

A range of effective project offers that are innovative and scalable

Deliver all our projects on time, within budget and achieve proven impact



WHAT WE WILL DO





HOW WE WILL MEASURE



STRATEGIC OBJECTIVE 3

GAIN FINANCIAL SUPPORT FROM A WIDER RANGE OF SOURCES

WHAT WE WOULD LIKE TO SEE

A more diverse range of funding in order to strengthen our sustainability

Stakeholders understand how we can support their objectives and support us more

More individuals and organisations understand, value and financially support our cause

More schools and other audiences want our products and fund their own participation

Diversify our sources of funding

WHAT WE WILL DO





Increased LSS gross income from outside project WOW schools by 30%

Increased stakeholder satisfaction with our offer to companies, individuals and public bodies



An attractive range of high quality products and services

A more diverse range of funding

Develop our offer to meet the needs of key stakeholders and appeal to a wider range of audiences

HOW WE WILL MEASURE

Build our range of corporate partners, and inspire individual giving

Ensure our Walk to School portfolio remains the market leader for sustainable school travel



STRATEGIC OBJECTIVE 4

BE A STRONG, FAIR AND WELL-EQUIPPED ORGANISATION

WHAT WE WOULD LIKE TO SEE

Be a well-governed charity

An updated, effective and secure IT system

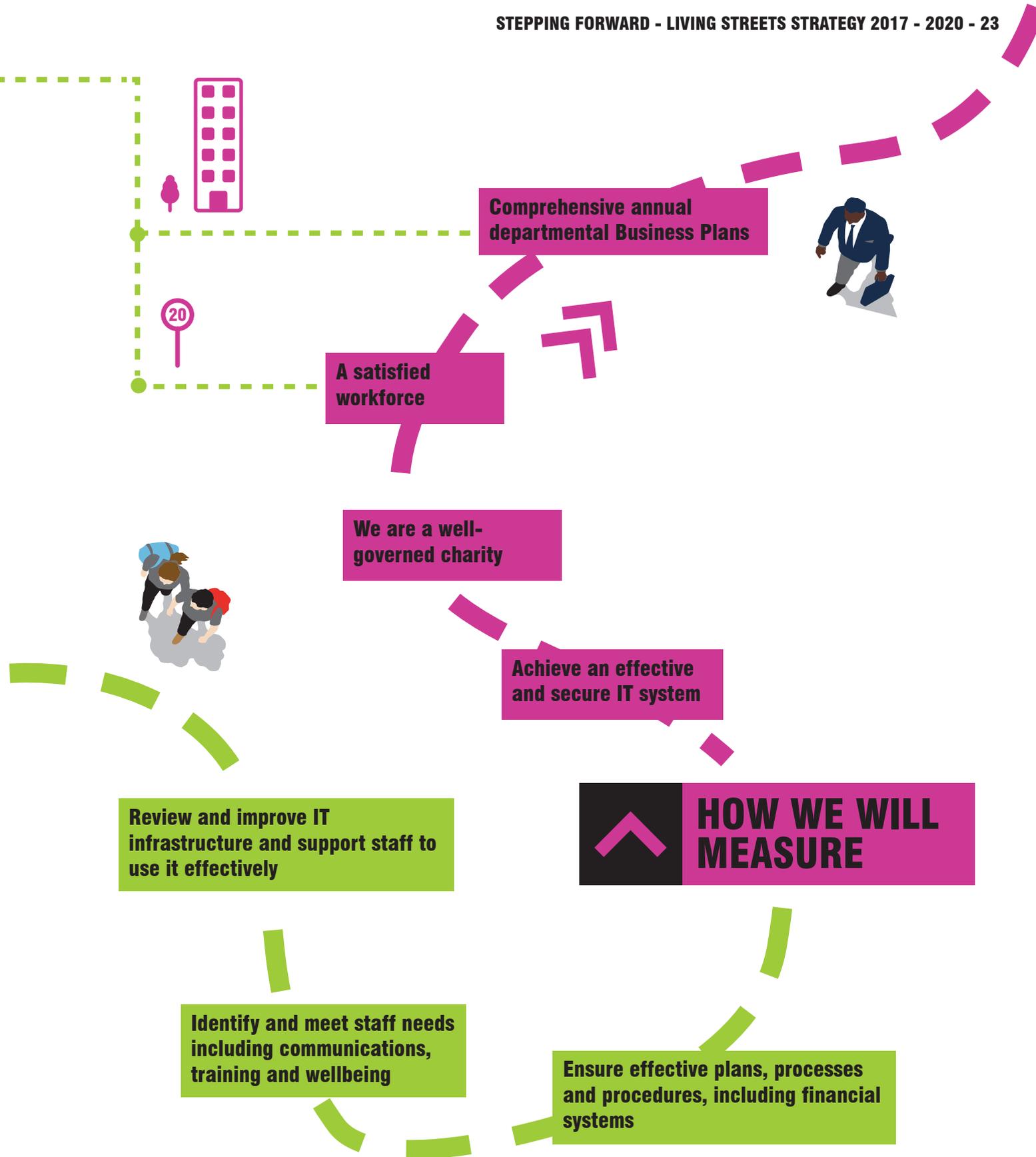
A productive, diverse and valued workforce

An effective, resilient organisation with effective plans, processes and systems

Ensure our Board is well equipped, diverse and informed to make decisions on strategy, risk, diversity and sustainability

WHAT WE WILL DO





> CASE STUDY

WALKING TO BEAT LONELINESS

Arun Karsan is 69 and lives in Leicester. He was diagnosed with Alzheimer's in 2008 and although he was initially independent, over the years, as his Alzheimer's disease progressed, he lost confidence and became reluctant to go out. Attending group walks in his local area with Living Streets is really helping to boost his confidence and get him out and about.

As part of the Leicester Ageing Together programme, which specifically aims to reduce isolation in the 50+ age group, Arun was put in touch with Living Streets. He began attending fortnightly led walks with his

wife, Viju. Community Street Audits were conducted in the local area with the walking group and a range of improvements have been proposed to the local council.

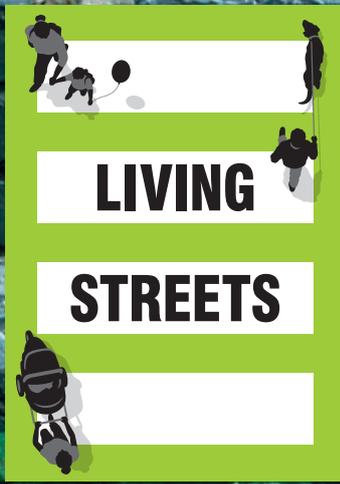
Arun said "I enjoy the walks. If I walk slowly, slowly, (I have a problem with my knee), it's good for me. With a guide I don't worry about where I am; I can just enjoy the walking in the park. I enjoy the fresh air, seeing the flowers and trees, hearing the birds, and it makes me feel refreshed. I feel supported."





OUR PROJECTS WALKING WITH OLDER PEOPLE HELP BUILD CONNECTIONS IN COMMUNITIES AND HAVE BEEN FOUND TO RESULT IN 80% FEELING LESS STRESSED OR ANXIOUS AND 79% FEELING FITTER AND/OR HEALTHIER





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