

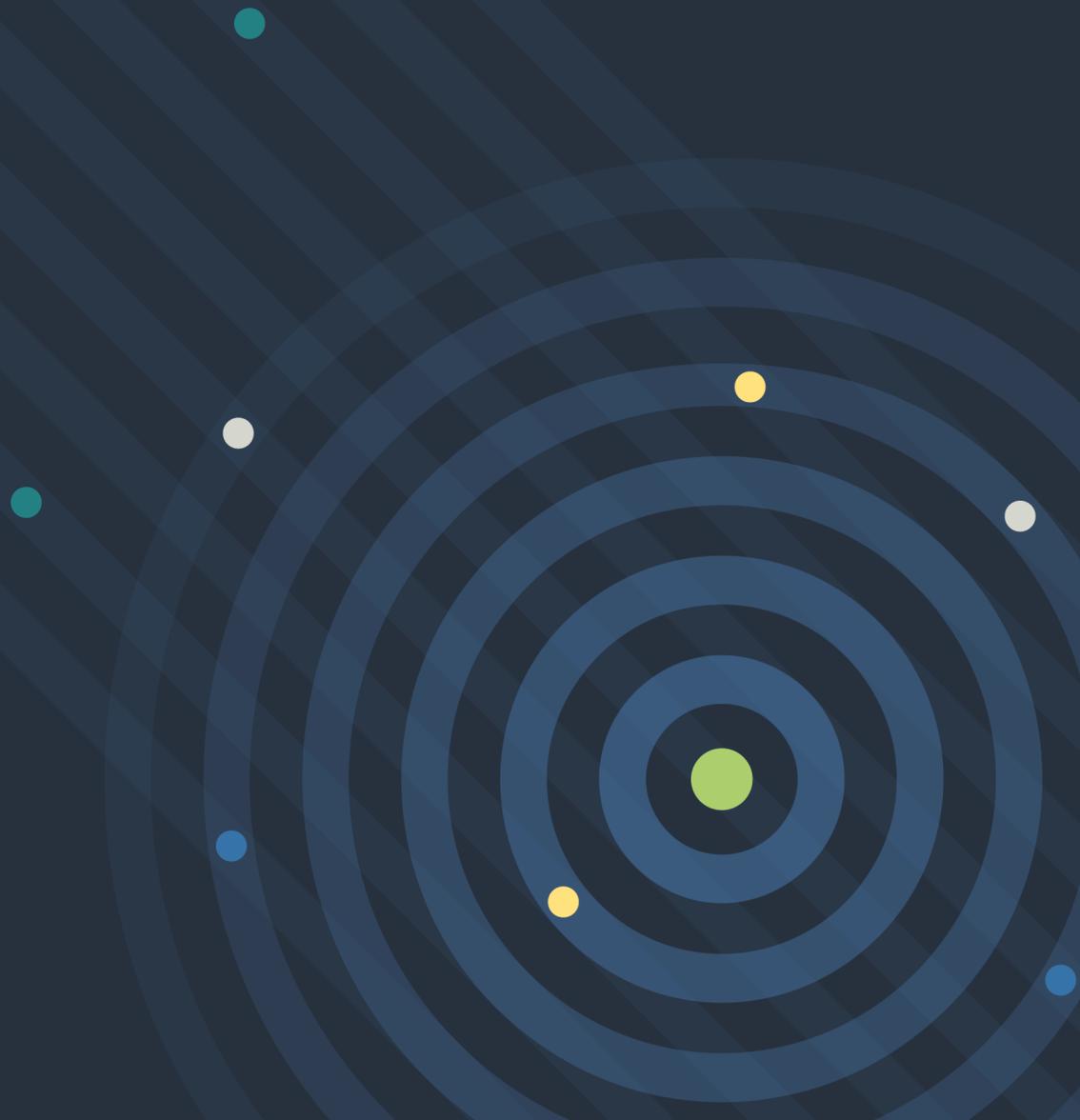
# Attenti

Executive Recruitment Services

Living Streets

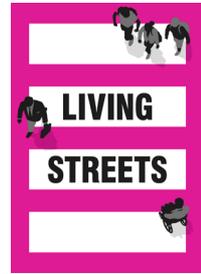
Chief Executive

Appointment Brief



# Attenti

Executive Recruitment Services



## Introduction

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

Living Streets is a robust, dynamic and growing organisation, with a proud history of campaigning for a better walking environment whilst delivering a range of highly effective, award winning, groundbreaking services that achieve real change.

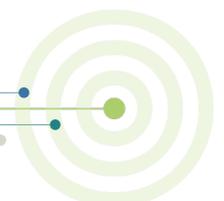
We are a nationwide charity governed by our volunteer trustees with a wide network of members, local groups and supporters. With our tens of thousands of supporters, we campaign for better public policies. Our walk to school challenge reaches children in over 3,500 schools and we also provide expert advice to local authorities and businesses to help improve streets and public spaces.

The general election in 2019 saw all major parties commit to increase investment for walking and cycling. Our ambition to scale up and have more impact, grows, as evidence continues to mount for the need to travel more sustainably; both for our health and for the planet, in a time when we are facing a climate emergency and mounting public health challenges.

Our current Chief Executive, Joe Irvin OBE - who has enabled the organisation to flourish, grow and succeed over the past few years - steps down from the role in May 2020. We are now seeking an individual who has the passion to grasp and act upon our full potential, taking an exceptional organisation to an even higher level.

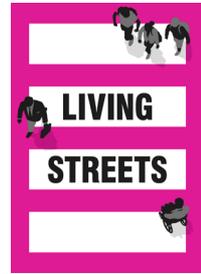
I hope you find this appointment brief informative and you are inspired to apply. I very much look forward to meeting you.

**Dame Jane Roberts**  
Chair



# Attenti

Executive Recruitment Services



## 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. 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:

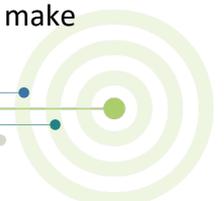
- Better health, happiness, environment and community spirit
- Better public streetscapes for residents, visitors and businesses
- Less congestion, noise, greenhouse gas emissions and air pollution
- Fewer pedestrians killed or injured on our roads

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

## Our Mission

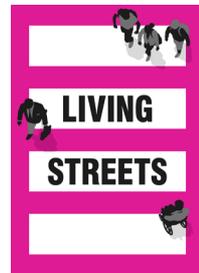
*To achieve a better walking environment and inspire people to walk more.*

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



# Attenti

Executive Recruitment Services



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.

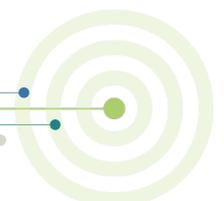
## Our Values

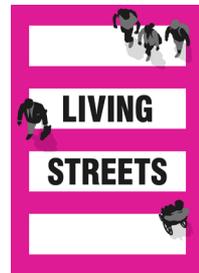
*Our Values are the qualities, principles and attitudes that shape everything we do and can be summarised as Excellent, Positive, Inspiring and Collaborative.*

- **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

Our new strategy is being created against a backdrop of increased public awareness of the benefits of walking and at a time when debate about the need for change towards sustainable transport solutions is in full flow. We have a choice, now, between a cleaner future for the environment and our health or continuing with activities which cause environmental damage and negatively impact on our well-being. Decisions made about how we move around our towns and cities will play a significant role in reducing carbon emissions, improving air quality and achieving positive health outcomes.





Our new strategy will put us firmly on the path to achieve these ambitions, setting out our goals for achieving a **‘Walking Nation’** and ensuring we succeed as a well-governed, sustainable and effective organisation. An incoming Chief Executive will have significant scope to shape the delivery of our next five years of work in England, Scotland and Wales whilst focusing on three outcomes – the areas where we most want to see substantial change in the wider world of walking:

- **Choose Walking** - Seeking to position walking at top of the travel hierarchy for shorter journeys; from the visions of our senior decision-makers through to the daily choices people make, in order to improve our health and our environment.
- **Better Streets** - Developing design standards for walking and creating an expert group to provide vision and guidance to our work.
- **All Walks of Life** - Representing the diverse voices of our local communities, our members and supporters, our project beneficiaries and our committed staff and volunteers, striving for equality and inclusion for our streets, in every UK neighbourhood, city and nation.

Our Strategic Objectives will help achieve our mission and ensure we continue to run as an effective organisation. Over the next five years we will:

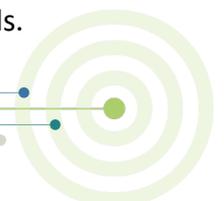
### ***SPEAK UP: Be more vocal and ambitious.***

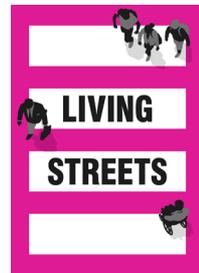
We will bring together the compelling evidence and impact of our work and speak with a bolder voice. We will promote the strong evidence that walking is good for our well-being, our economy and the planet. We must all walk more and drive less, so we will call for reduced motor vehicle journeys. We will call for increased public investment in walking, seeking to put walking at the top of the travel hierarchy. We will support calls for action to reduce the negative impact of transport on air quality and climate change.

We will push to improve safety for people travelling on foot, calling for equality and accessibility for all regardless of age, ability or income. We will strive to give voice to those least represented and most affected by a poor street environment.

### **STEP UP: Be able to ‘scale up’ for walking.**

Our vision of a walking nation demands that we think big and enable ourselves to help turn this ambition into a reality. This includes maximising the impact of our project work (schools, streets), our products and how we mobilise our supporters. We will grow our community of supporters, enabling response to local concerns and support for our public policy calls.





We will continue to forge effective partnerships with local and national government, NGOs and businesses. We will continue to seek ways to increase and diversify our funding streams, widening our partners and funders; enabling us to achieve more for walking. We will ensure we equip our staff with the tools they need to work at scale.

## **STAY STRONG: Be a sustainable organisation.**

We will achieve our goals by continuing to be well-governed and function effectively. We will ensure our strategies for Scotland and Wales continue to align with our vision while responding to devolved priorities. From our procedures, to our day to day operations, to securing sustainable funding, we will continue to invest in improvements for our future efficacy and growth.

We will invest in staff well-being, providing opportunities for training, sharing learning, and enabling effective line management. We will measure the changes we make to ensure we are improving. Not only do we need to look externally at the role walking will play in providing solutions, we also need be responsible for the footprint we make as an organisation. We will begin with measuring our activities, focusing on the areas where we can have the greatest impact and report on the progress that we are making each year.

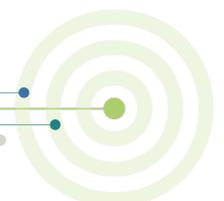
Please click [here](#) and you will find a copy of our latest annual report.

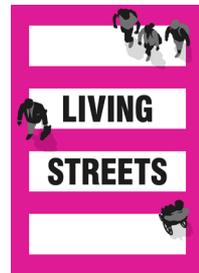
Further information about Living Streets can be found at [www.livingstreets.org.uk](http://www.livingstreets.org.uk)

## **Role Description**

The Chief Executive's primary role is to provide leadership of Living Streets with the following key priorities;

- Work with the Trustees and staff to shape and deliver the organisation's strategy and work with Trustees to ensure this is regularly reviewed in light of the external context the organisation operates within.
- Lead the staff team to ensure high performance and standards, ensuring appropriate resources and activities are in place to fulfil the organisation's strategic objectives.





- Ensure a strong brand for the organisation and represent Living Streets to a range of audiences including politicians, policy and decision makers, media, partners and other stakeholders.
- Take overall responsibility for effective organisational management and performance, and the financial health of the organisation, ensuring strong income generation plans are in place and lead work with high value partners and prospects.
- Ensure that an effective and successful influencing and campaigning strategy is in place and play a leading role in influencing and lobbying work to further Living Streets policy and campaigning goals.

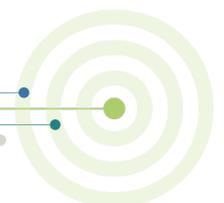
## Main Responsibilities

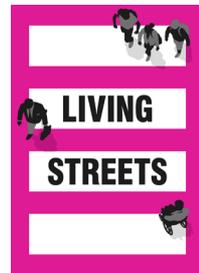
### Strategy and governance

- Working closely with Trustees, ensuring clear strategic leadership and direction of the organisation.
- Ensure that activities are planned and resources allocated to deliver against strategic objectives and regularly report progress to the Board.
- Ensure systems are in place to ensure good financial management and monitoring and be accountable for organisational budget setting and prioritisation.
- Ensure Trustees have all the necessary information and advice to support them in their roles and responsibilities, in accordance with current best practice and legislation.
- Ensure that risks are regularly managed and reviewed and reported to Trustees.

### Leadership and organisational development

- Maintain a collaborative working environment where everyone's contribution is valued, colleagues are supported, and responsible schemes of delegation are used as part of staff development.
- Provide visible leadership to the staff team and through the Senior Management Team to ensure priorities are clear, organisational values are upheld and the organisation is as effective as possible.





- Maintain a climate and organisational processes which attracts, retains, motivates and develops good quality staff and volunteers.
- Ensure overall responsibility for the well-being of the staff and other resources of the organisation.

## Communications and brand

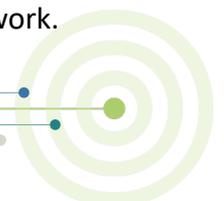
- Take ultimate responsibility for the Living Streets brand, organisational messaging and communications, ensuring strategies and plans are in place to meet strategic objectives.
- Be a public figurehead, representing Living Streets and working with external organisations and individuals, building an environment for the development of networks, partnerships and strategic alliances.
- Act as key spokesperson for the organisation, with regular public speaking events opportunities, media interviews and giving evidence to relevant committees.

## Income generation

- Ensure a strong income generation focus for the organisation, maintaining and growing key income streams and developing and diversifying new leads for future income as well as taking a lead on relationships with high value partners and donors.
- Take overall responsibility for the commercial and consultancy activities undertaken by Living Streets with a view to maintaining and growing income from this work, including sitting as a Company Director of Living Streets Services Ltd.

## Influencing and campaigning

- Lead on relationships with key strategic partners in terms of lobbying and influencing, working closely with civil servants, advisers, Ministers and politicians.
- Ensure strong plans are in place for influencing, lobbying and campaigning and that resources are in place to deliver these mission critical activities.
- Where appropriate to front any campaigning activity and mobilise supporters, stakeholders and campaigners to deliver campaign objectives.
- Champion the role of local campaigners within the organisation and ensure that views of supporters are considered when prioritising influencing and campaigning work.





## 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:*

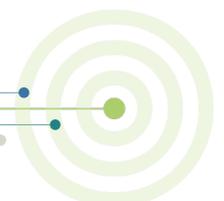
**To be successful in this role you should have:**

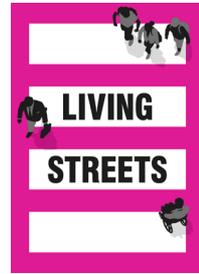
### Part One

- A proven track record of successful strategic leadership, strategy development and implementation
- Significant experience of income generation and diversification
- Experience of influencing and lobbying, policy development and initiatives and campaigning for social change
- Exceptional communication skills with the ability to listen, inform, engage, and influence a wide range of decision makers, policy and opinion formers
- Significant experience of building, shaping, and motivating a high performing executive leadership team
- Significant financial and commercial acumen, with a strong appreciation of risk management
- Experience of developing, maintaining, and sustaining partnerships with key stakeholders
- Successful experience of engaging and motivating volunteers
- A deep understanding of governance and significant experience of working effectively with a Board
- And understanding and appreciation of how to engage and motivate a dispersed workforce and volunteers

### 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 political astuteness
- Evidence of cross sector relationships and strong networking skills
- Resilient with the ability to handle tension, conflicts and reach consensus



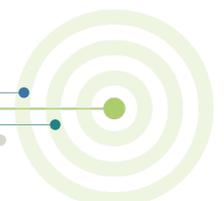


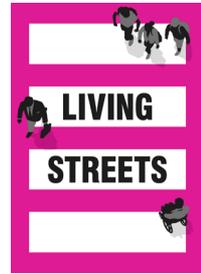
## Terms and Conditions

- Salary circa £100K
- Flexible working
- A stakeholders pension (6% Employers contribution and a minimum of 2% Employee contribution)
- The holidays entitlement is 25 days plus 8 bank holidays and usually 3 office closure days between Christmas and New Year. This will rise by 1 day annually to a maximum of 5 extra days. Maximum Annual leave days is 30 on the fifth anniversary.
- All applicants must have an existing Right to Work in the UK
- Living Street's Head Office is in London, Tower Gate, EC3N 2LU, the role will require extensive travel throughout the UK

## Timetable

<b>Sunday 26<sup>th</sup> April</b>	Closing date for all applicants
w/k 11 <sup>th</sup> and 18 <sup>th</sup> May	Preliminary Conversations at Attenti
w/k 8 <sup>th</sup> June	Informal meetings and conversations at Living Streets
16 <sup>th</sup> June	Final Panel Interviews





## How to Apply

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

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

Please ensure you provide the following:

- A comprehensive CV including details of your achievements in each role.
- A supporting statement. This should clearly set out how you meet each of the criteria set out in part one of the person specification. You should provide evidence in your statement; and not simply a broad claim to have done it - give us examples and dimensions; tell us what was achieved and how it helped meet your organisations' goals.
- 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 26<sup>th</sup> April 2020**

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](mailto:Jim.Banks@attenti.co.uk) or

**Kate Marchant** on 07966 182 750 [Kate.Marchant@attenti.co.uk](mailto:Kate.Marchant@attenti.co.uk) or

**David Fielding** on 07810 507 235 [David.Fielding@attenti.co.uk](mailto:David.Fielding@attenti.co.uk) at Attenti.

