



LIVING



STREETS



# WALK WITH US

LIVING STREETS STRATEGY 2020-2025





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# AT A CROSSROADS



## THIS IS AN EXCITING TIME FOR WALKING, AND THE DEBATE ABOUT THE NEED TO SWITCH TO SAFE AND SUSTAINABLE TRANSPORT SOLUTIONS IS IN FULL FLOW

We have a choice, now, between a cleaner future for people, places and our planet, or continuing with activities which damage our health and environment. Transforming the way we move around our towns and cities will play a significant role in reducing carbon emissions, improving air quality and achieving better physical and mental health.

The commitments outlined here show what is possible. Our new strategy will put us firmly on the path to achieve these ambitions, setting out our goals for walking and ensuring we thrive as a well-governed, sustainable and effective organisation.



**Dame Jane Roberts**  
Chair, Living Streets





# WALK WITH US

## THE NEXT FIVE YEARS PRESENT A HUGE OPPORTUNITY FOR WALKING



There is agreement on the need to travel more sustainably, both for our health and to tackle the climate emergency. This is reflected in the Government's announcement of £2 billion for walking and cycling over the next five years and a string of policy announcements to support the 2021 UN Climate Change Conference in Glasgow.

During the COVID-19 lockdown, millions of people rediscovered the simple act of walking – the oldest, cheapest and greenest transport there is. But the pandemic saw people struggling with narrow, uneven pavements, crossings that prioritise cars rather than people, and pavement parking. The pandemic has highlighted inequalities. People from Black, Asian and Minority Ethnic groups and low-income groups – already at greater risk from traffic collisions and air pollution – have been disproportionately affected by the disease. The loneliness of older and disabled people has got worse. It doesn't have to be like this.

The Government's renewed commitment to walking and cycling during the pandemic is encouraging, through its £250 million Emergency Active Travel Fund, the launch of Gear Change and, its support for local authorities to deliver long-term change. The upcoming Transport Decarbonisation Plan, Spending Review, Bus Strategy and the second Cycling and Walking Investment Strategy should set out a positive future for walking.



The devolved administrations of Scotland, Wales and Northern Ireland also have ambitious plans to boost walking infrastructure during the pandemic and beyond, which we hope will lead to exciting programmes for government after the 2021 Scottish and Welsh elections.

It's a privilege to join Living Streets at this exciting time, to build on the amazing work our staff do, up and down the country, every day. Here you will read about our programmes and the three areas where we seek big changes over the next five years.

**We can only do this with your help. We need to keep building a powerful movement of people who will share their passion, time and money, to help us make walking number one – please walk with us!**



*Mary Creagh*

**Mary Creagh**  
Chief Executive

The UN 2030 Agenda for Sustainable Development has set 17 Global goals aiming to end poverty and protect the planet by 2030.

### THE GOALS MOST RELEVANT TO OUR WORK ARE:

-  **GOAL 3**  
Good Health & Well-being
-  **GOAL 9**  
Industry, Innovation and Infrastructure
-  **GOAL 11**  
Sustainable Cities and Communities
-  **GOAL 13**  
Climate Action





# VISION, MISSION AND VALUES



## OUR VISION

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

## OUR MISSION

Achieve a better walking environment and inspire people to walk more.

## OUR VALUES

- **EXCELLENT** - We are knowledgeable, evidence-based and focused on our mission. We offer valuable, high quality, professional services and projects. We evaluate our work, demonstrate our impact, and learn from the results.
- **POSITIVE** - We are 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, places, and the planet.
- **INSPIRING** - We are building the movement for walking, building momentum with every step. We motivate and energise people to join our movement with exciting, fun, innovative and influential projects and campaigns.
- **COLLABORATIVE** - We work with others because we achieve more together. We are pragmatic, friendly, enabling and we listen. We are a thriving network of staff, members, supporters and partners. And at our heart we are here to tackle the inequalities that affect people and communities.





# MAKING WALKING NUMBER ONE

**FOR THE NEXT FIVE YEARS OUR WORK WILL FOCUS ON THREE OUTCOMES – WHERE WE WANT TO SEE BIG CHANGES:**



## CHOOSE WALKING

Seeking to position walking at the 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

Listening to, and championing the diverse voices of the people we work with, our members and supporters, our staff and volunteers, striving for equality and inclusion for our streets, in every UK neighbourhood, city and nation.

## ENGAGING THE COMMUNITY

The London Borough of Redbridge is making changes to the road network in Ilford town centre. They commissioned us to carry out Community Street Audits with the community and produce recommendations to inform scheme design.

We asked those who travel on foot or by bicycle how the roads served them. Traffic, noise, pollution, dangerous crossings, inconvenient routes and poor signage, a lack of greenery, poor lighting, litter and street clutter in some areas, were highlighted as problems.

Residents provided ideas and suggestions, and many expressed a willingness to play their part in changes. With the information we collected, resident concerns and priorities are clear and can help redirect council resources to where they are needed. Our work will be a key step in making Ilford a place which supports those walking, living in and visiting the town.





# STEPPING FORWARD

**OUR VISION IS A NATION WHERE WALKING IS THE NATURAL CHOICE FOR LOCAL, EVERYDAY JOURNEYS**



This vision has helped form six ambitions to take us to our centenary (2029).

## THESE AMBITIONS ARE:

- SPACE** - A network of walking routes in every town and city, creating safe and attractive places for people of all ages and abilities;
- SAFETY** - The Highway Code revised to improve safety for people walking and cycling;
- SPEED** - A default speed limit of 20mph for most roads in built-up areas;
- PRIORITY** - Pavement parking prohibited across the UK;
- HEALTH** - At least 55% of primary school aged children walking to school;
- COMMUNITY FOR CHANGE** - A thriving network of Living Streets local groups.




**LIVING STREETS**  
**90 YEARS**  
1929 – 2019

In 2019, we celebrated our 90th anniversary. We used the moment to raise our profile and strengthen the voice for walking, but also to further diversify our income. The 90th anniversary campaign achieved a range of press mentions and we held three key events:

- WALKING SUMMIT IN BIRMINGHAM
- HOUSE OF LORDS EVENT
- GARDEN PARTY FOR MAJOR DONORS



We also created a PR stunt in Manchester with a green Living Streets zebra crossing painted outside Manchester Piccadilly Station. The event was attended by Cycling & Walking Commissioner Chris Boardman.

New funding streams were created through three new products; Walking Works, Next Steps to University and Next Steps to Secondary which we launched via our business arm, Living Streets Services. This contributed to the biggest ever profit margin for the trading arm. We also had our first large-scale corporate partnership successfully launch with Phoenix Group. Our new membership strategy more than quadrupled numbers across the year. We now have over 4,000 members taking steps with us towards our centenary.





# STRATEGIC OBJECTIVES FOR LIVING STREETS



## OVER THE NEXT FIVE YEARS WE WILL ACHIEVE THREE BIG OUTCOMES...

➤ **CHOOSE WALKING | BETTER STREETS | ALL WALKS OF LIFE**

### TO DO THIS, WE WILL...

#### 1 **SPEAK UP** We will be more vocal and ambitious on:

- Calling for increased public investment in walking
- Putting walking at the top of the travel hierarchy
- The evidence that walking is good for our wellbeing, our high streets and the planet
- The need to reduce car journeys
- Improving air quality and road safety
- Ensuring our places and streets are designed for all and actively tackle inequalities
- Giving voice to those least represented in decisions about our streets.

#### 2 **STEP UP** We will scale up for walking by:

- Increasing our projects and replicating our products at scale
- Growing our community of supporters, listening and responding to local concerns and supporting policy calls
- Increasing and diversifying our funding streams
- Equipping our staff with the tools for the job
- Continuing to review and improve our products, services and project offerings ensuring they are relevant to our audiences and wider environmental concerns.

#### 3 **STAY STRONG** We will be a sustainable organisation through:

- Being a well-governed charity
- Having national strategies and operational plans for Scotland and Wales
- Ensuring we have sustainable funding
- Monitoring and evaluating the way we work for continuous improvement
- Supporting and investing in our staff and volunteers
- Investing in our operations
- Increasing the diversity of our staff, volunteers and beneficiaries
- Measuring and managing our carbon, waste and water footprint.







## 1 SPEAK UP: Be more vocal and ambitious

**We will bring together the evidence and impact of our work and speak with a bolder voice to key decision makers.** We will promote the evidence base that walking is good for our wellbeing, our high streets and the planet. With our supporters and beneficiaries we will campaign for policy, practice and behaviour change that reduces motor vehicle journeys. We will campaign for increased public investment in walking, seeking to put walking at the top of the travel hierarchy. We will call for action to reduce the negative impact of motorised transport on air quality and carbon emissions.

We will seek a world where no-one who walks is killed or seriously injured on our roads and support changes that transform streets. We will push for equality and accessibility for all, regardless of age, ethnicity, ability or income. We will listen to, and give voice to, the most vulnerable, the children and adults who are most harmed by a poor street environment. And we will ensure walking is properly integrated with public transport networks, so everyone can walk healthily and safely from stations and bus stops.



### A WALKING JOURNEY THROUGH CANCER RECOVERY

Walking has always been an important part of Olwen's life, but after her second breast cancer diagnosis in 2018, it took a pivotal place in her journey towards recovery. Olwen underwent a double mastectomy, and then had chemotherapy every week for three months. As part of her recovery, and to help with her rheumatoid arthritis, she set herself small walking targets that could be done each day.

Olwen attended a Walking Works pledge event at Ashford & St Peter's NHS Foundation Trust. Olwen joined our Walking Champion training, taking her passion for walking to the next level. She is forming a WhatsApp group with her fellow Walk Champions with the aim of encouraging people to take a break and go for a walk.

"I have found walking to be so beneficial and I wanted to encourage others to benefit from it – both physically and mentally. But also, it is a great social opportunity. I work largely on my own at my computer, so being able to meet someone to walk on my break is great."

Olwen's goal is to raise awareness within her direct team, as well as continuing to use Twitter to promote walks and communicate their benefits.

Olwen said, "It's great having an external organisation, dedicated to walking, who have all the facts and benefits of walking as it focuses your mind. And getting the Walk Champion training, and all coming together to see how it can work has been great!"



 Olwen Revill





## VOLUNTEER CAMPAIGN SUCCESS

Walking & Cycling Commissioner for London, Will Norman enlisted our London Living Streets Local Group (LLSG) to work with Transport for London (TfL) to investigate the practicalities of changing wait times at signalised crossings.

After a pilot, a programme of wait time reviews was included in TfL's Walking Action Plan to cover all the signalised crossings in London at a rate of about 1,200 per year for five years. The collaboration saw London LLSG members interview almost 4,000 pedestrians at a sample of 12 representative crossings before, and one month after, the wait times were reduced by TfL.

Analysis of the results by LLSG and TfL show that where reductions of up to 30 seconds or more were made, pedestrians' rating of the crossings improved correspondingly. This shows that reducing waiting times for pedestrians does have a tangible impact on how they perceive and rate a crossing. This collaboration shows what can be achieved with quick, low-cost interventions for making real on the ground improvements to pedestrians' experiences and improving the safety, priority and accessibility of our crossings.



## 2 STEP UP: Be able to 'scale up' for walking

Our vision of making walking number one demands we think big and turn this ambition into a reality. We will help 55% of primary school pupils – over 2.6 million children - to choose to walk to school by 2025. We will increase our projects to tackle loneliness in communities, to encourage walking through workplaces, secondary schools and nurseries, and maximise the impact of our project work.

We will grow a diverse community of supporters, listening to them and enabling them to respond to local concerns, mobilise nationally and support our public policy calls. We will continue to work effectively in partnership with local and national government, NGOs, public transport operators and businesses, and develop new ones. We will seek ways to increase and diversify our funding streams, maximising opportunities for our trading subsidiary, Living Streets Services, and expand our partners and funders. We will equip our staff with the tools they need to work at scale.

## 3 STAY STRONG: Be a sustainable organisation

We will continue 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. And we will explore ways to support walking in Northern Ireland. From our procedures, to our day to day operations, to securing sustainable funding, we will continue to invest in improvements for our future efficacy, diversity and growth. We will invest in staff wellbeing, providing opportunities for training, sharing learning, and enabling effective line management.

We will measure the changes we make to ensure we are improving. We will reduce our own carbon, waste and water footprints and set out how we will achieve net zero emissions across our organisation. We will begin with measuring our activities and report annually on our progress.

## PAVEMENT PARKING BAN FOR SCOTLAND

Living Streets Scotland's campaign cast a spotlight on an unglamorous issue that has a big impact on people's everyday lives: pavement parking. We celebrated success in 2019, when the Scottish Government agreed to ban pavement parking across the country. It achieved change through a simple message, cross charity partnerships, persistent engagement with policy makers and capitalising on opportunities for legislative change. The impact of this means disabled people, older people, parents and children have safe pedestrian spaces and aren't forced to walk on the road. Scotland will be the first place in the UK outside London to tackle an issue that is both discriminatory and a road safety danger.





# MEASURING OUR SUCCESS

## BY 2025 WE WILL...

### SPEAK UP

- Agree and achieve a new walking target and walk to school target with the government through the second Cycling and Walking Investment Strategy.
- A ban on pavement parking throughout the UK.
- The publication of walking design guidance.
- Revision of the Highway Code to ensure cars and cyclists give way to people on foot.

### STEP UP

- Increase public and politicians' awareness of our work through media and social media.
- Double the number of local groups and supporters aiming for a more diverse membership which reflects the communities we serve.



- Ensure Living Streets' Services operations support scaling up.
- Grow Government funding for our work in England, Scotland and Wales.
- Double income from non-transport sources as a measure of income diversity.
- Increase our strategic partnerships with key local and combined authorities.
- Increase the reach of our work with beneficiaries across all UK nations, measured through increases in walking rates and infrastructure changes from our projects.

### STAY STRONG

- Effective systems linked with productivity and staff satisfaction measured by the annual staff survey.
- Achieve sustainability and equality and diversity accreditations as an organisation.
- Measured improvements in diversity reach and impact reflected in our recruitment of staff and volunteers, and external activities and projects.



**TOGETHER WE CAN MAKE WALKING NUMBER ONE**

“There has never been a more opportune or urgent moment to realise our vision of Britain as a ‘Walking Nation.’ Walking can not only be a sure path to personal health and fitness but also help us to build healthy communities and a healthy environment. To achieve this requires a step change and this is what our strategy document sets out. We hope you will join us in seeking to make this vision a reality.”

Lord Michael Bates  
President, Living Streets







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**We are Living Streets, the UK charity for everyday walking.**

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