

# For Everyone Annual Report 2021

September 2021



# Chief Executive's foreword

Sustrans has set out to be a charity for everyone. This commitment reflects both our values as a place to work and the vision we are working together to achieve.

This means that we want to be a charity where people feel properly included and able to make a difference. Central to this is drawing upon a wide range of lived experiences to inform and improve all the work that we do; through our volunteers, our employees, our supporters, and the people and organisations that we partner with and work alongside.

Our vision is a society where the way we travel creates healthier places and happier lives for everyone. That word 'everyone' also appears in our values and in our strategic priorities. The reason we say 'for everyone' is to make it really clear that the way we get around has a negative impact on lots of people. And who does and doesn't benefit isn't random – in particular, those who don't are the same people who are more likely to experience the sharp end of many other injustices.

Sustrans has a way to go to become truly inclusive and for everyone. A way to go in how and where we create impact, in the kind of working environment we create for colleagues, and in who is fully able to work with and for us. We are learning all the time about how to do better. We really want everyone who works here to know how important this is for us, and for us all to work together in this shared journey that we are on. We also want to share and recognise the progress that we are making.



**Xavier Brice**  
Chief Executive

# Introduction

Twelve months ago, we published our first “For Everyone” annual report. We recognised then that more needs to be done to realise our commitments to being a charity ‘for everyone’ – both inside the organisation and in the work that we do.

In accelerating this commitment to equity, diversity and inclusion, we are also aware that, to become more inclusive and diverse takes time as well as effort. Over the last 12 months, we have put in place a number of building blocks that, when they materialise, will move us closer to our ambition of being a charity for everyone.

We remain committed to the belief that a wider diversity of lived experiences amongst our employees and volunteers, where everyone feels included, will lead to better outcomes and impact in the work that we do.

This report sets out some of the highlights of our progress over the last 12 months. It also describes our direction of travel.

We welcome any comments and reflections and on this report. You can do this by writing to [AcceleratingforEveryone@sustrans.org.uk](mailto:AcceleratingforEveryone@sustrans.org.uk).

My thanks to the many colleagues who have helped to make this report possible – and in doing so, are supporting Sustrans in becoming a charity *for everyone*.

**Harry Hayer**  
Executive Director,  
People & Organisation Development



# Contents:

- Why For Everyone is important
- Progress in the past 12 months
- Our People
- Next steps

# Why For Everyone is important

# Our aspiration:

Our aspiration is to become a charity for everyone, and ensure that the principles agreed with our Board of Trustees in 2019 are enshrined in the work we deliver.

## Our For Everyone principles:

1. The benefits of walking, cycling, wheeling and healthy places aren't experienced equitably, so we prioritise work with people and in places that challenges that inequity.
2. So that we develop solutions that work for everyone, we involve people with different and seldom-heard voices.
3. Being for everyone isn't a box we can tick. We can't be complacent, or merely compliant; we have to keep questioning and asking if we can do more.
4. We work with others to include everyone. We can't do this on our own.

# For Everyone is in our DNA

**Our Mission** is to make it easier for people to walk and cycle; and we have two external **strategic priorities**:

A UK-wide network of traffic-free paths for everyone, connecting cities, towns and countryside, loved by the communities they serve

Places that connect us to each other and what we need, where everyone can thrive without needing a car



## One of our values is: Including everyone

We are here for everyone. We create safe and accessible places, value difference, and support everyone to participate as fully as possible in everything we do.

# We have committed to:

**Having greater impact in our work** – our “for everyone” principles are woven through our strategic priorities (Paths for everyone and Liveable cities & towns for everyone) and our policies and practices enable us to engage with, listen to and deliver for diverse communities.

**Strengthening Diversity** - increasing the diversity of colleagues & volunteers with a particular emphasis on people of colour and disabled people through inclusive recruitment processes, strengthening employer brand, and through the volunteering strategy

**Strengthening Inclusion** - improving the culture of inclusion and belonging through delivery of our employee survey action plan, empowering equality, diversity and inclusion (EDI) groups and networks, enhancing EDI learning, improving employee policies and embedding inclusive leadership.

These are our **For Everyone objectives**



# Progress in the past 12 months:

- Paths for Everyone
- Liveable Cities & Towns For Everyone
- Volunteering Strategy
- Accelerating for Everyone

# Paths for everyone

We have a goal to increase the diversity of people using the national cycle network, particularly women cyclists, people of colour, people with health problems, and disabled people. We have established baselines for these demographics and are monitoring progress towards greater diversity.

Our other key objectives are to remove or redesign 100 barriers (in 2021/22) and increase the % of traffic-free miles going through areas of high deprivation.

Here are some examples of the impact we are having:



Example of completed barrier removal in Wales

## Barrier removal in Scotland

**The canal network in Scotland is now either barrier-free or For Everyone compliant – an impressive achievement.**

69 barriers were removed or redesigned between Edinburgh and Glasgow on the Forth-Clyde and Union Canals (National Cycle Network 756).

There are no barriers on the highland canals, so the canal network in Scotland is now either barrier-free or for everyone compliant.



## Increasing safety for walking, wheeling, and cycling

**“It is lovely to see families of all ages going up and down the road safely. Before my husband passed away he was wheelchair-bound...and found it very difficult to go around the village on his own due to traffic”.**

Ann Parnham, Resident.

A new scheme to permanently close Chilton Road to motor traffic in Upton, Oxfordshire and install a new signalised crossing will improve safety on route 544 of the Network



# Liveable cities and towns for everyone

Our goal is to create places that connect us to each other and what we need, where everyone can thrive without having to use a car. In 2021/22 we have a target to increase the percentage of liveable cities and towns projects that are focused in areas of high deprivation.

Our projects have the potential to have a significant impact on people's everyday lives. This comes with a responsibility to be inclusive and ensure our projects create healthier and happier places for everyone.

Here are some examples of the impact we are having:

**23%**  
**of LCT projects**  
**focused in areas of**  
**high deprivation**

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## Development of our Inclusive Delivery Action Plan

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**Developed over the past year, this Action Plan sets out a framework to embed more inclusive working practices into all our projects across the charity.**

Inclusive delivery is a creative process that starts with listening to a diversity of lived experiences, and uses this understanding to develop more equitable projects or places that are healthier and happier for everyone.

Outputs over the coming year will include tools for project processes and project engagement, partnerships and research to build knowledge, and collective thinking and learning to inform future work.

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For us, **inclusive delivery** is:

- *Making places and projects more equitable, by **focusing attention** on groups that have been previously excluded or marginalised.*
- *A process led by **engagement**, where solutions are shaped by those impacted by the project.*
- *Reflecting the diversity of lived experiences by developing **diverse, evolving and responsive solutions**.*
- *An ongoing process of **learning, listening and reflection**, and proactively seeking feedback to inform future work.*
- *The creative activity of developing new ways of working, to provide not just equitable access but **dignity and joy for everyone**.*

## Tackling childhood obesity

### Working with Guy's and St Thomas' Charity's programme to explore the relationship between children's physical activity, urban design, health and play.

The team developed a co-design approach that built relationships with local residents and drew out young people's ideas in a targeted and creative way, including setting up child-led ambassador groups called the Street Stars. Their input will shape proposals to be tested through temporary street infrastructure before we work with the council to make changes to the streets.



## Assisted tandem cycling through the workplace

**Danny is a visually impaired employee at North Ayrshire Council. With the support of a Sustrans workplace officer, and the loan of an assisted tandem bike, Danny has been able to get back into cycling and get much valued exercise whilst his normal gym has been closed through lockdowns.**

Danny and his pilot are now out two days a week, and in September they pilot cycled round Arran, Danny's first time round Arran on a bike in 40 years.



Danny and his pilot



## Creating age-friendly neighbourhoods

### Age-friendly Tyburn was a two-year project assessing the physical environment as a factor of social isolation.

A co-design project working with residents of the area to make it more age friendly, we identified factors that made it difficult for residents over 50 and more vulnerable isolated communities to access the places and spaces around them. The recommendations will transform access in this part of Birmingham, allowing older people to safely walk, wheel, cycle and access public transport more easily.

In March 2021 we launched [a report](#) to help other local authorities to create age-friendly neighbourhoods across the UK.



# Volunteering strategy

Following an engagement and development process, the five year volunteering strategy was launched in January 2021. This sets out a focus and vision for Sustrans volunteering.

For Everyone is embedded across the strategy, in particular via the strategic pillars of For Everyone and Re-imagining Volunteering. We are aiming to have a diverse network of people giving time in support of our goals; to widen our reach throughout the UK and its communities; and to maximise the impact of our work throughout the UK.



# Accelerating For Everyone

The programme was established in October 2020 to accelerate us on our journey to becoming a charity for everyone. We've set up a programme board consisting of senior leaders, and representatives from our equality, diversity and inclusion groups.

In 2021, we focused on some of our key internal policies & processes, and on our people. We will build on this in the years to come.

## 2021/22 Priorities:

**Recruitment redesign** – will we use more skills based hiring (advert & job description, shortlisting, & interview), to attract and retain the best candidates

**Monitoring** - we will improve our data collection throughout the employee lifecycle & we'll use the data to identify any barriers & issues faced by colleagues.

**Pay Gap** reporting & action plan – we will understand our pay gaps across different diversity dimensions, and take action to reduce them.

**Race equity strategy** – we will outline our public commitment, and put in place actions to address any racism within our organisation.

**Policies** – we will ensure our HR policies are inclusive, prioritising dignity at work and leave policies this year.

**Project Monitoring** – we will improve the collection of demographic data in our delivery work, and use it to evaluate success and improve future impact.

**EDI groups/colleague networks** - we will empower colleagues so their voices are heard and they are able to help make Sustrans more inclusive.

Accelerating for Everyone

## Empowering colleagues



We have established 3 new colleague networks – Progress Pride, People of Colour, and Women’s networks, and have increased our number of Equality, Diversity, and Inclusion (EDI) Groups to 6, now covering each of our regions and nations.

All three networks are currently developing their own governance, purpose, and priorities, with a view to supporting colleagues, raising awareness, and being a voice to help Sustrans become more inclusive.



## Other Successes – Accelerating for Everyone:

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Progressed the revisions to our **recruitment processes**, starting with revising our job descriptions and adverts and only asking for essential criteria.

Launched a **new flexible working policy**, such that every job can now be done as job share or part time.

Updated our **induction materials** with up to date information on our for everyone values and newly established colleague networks.

Developed and rolled out **conscious inclusion training**, and will be following up in the next year on the next iteration of this.

**Celebrated** International Women's Day, LGBT+ history month & Pride

**Joined** the Diverse Sustainability Initiative, obtained corporate membership of Women in Transport, and became members of the Employers Network for Equality & Inclusion and a Stonewall diversity champion.

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## Challenges - Accelerating for Everyone

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### We recognise that we also had some challenges.

**Capacity.** With the challenges of Covid, our HR team at times worked with stretched capacity. We are in the process of recruiting an employment policy advisor to drive forward some of the accelerating for everyone work.

**Culture change takes time.** Becoming a truly diverse and inclusive organisation is a journey, one that requires ongoing evolution and development. There is a great will and desire across Sustrans to be a charity for everyone, and this is why we prioritised the actions that we think will help us along this journey in the right way.

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# Our People:

- Employees
- Volunteers

# Our Employees (2021 compared to 2020)



**3 Colleague Networks** (new)  
**6 EDI Groups**  
(increase of 2)



**52.4% Female Colleagues**  
(up from 50.4%)



**40 Average Colleague Age**

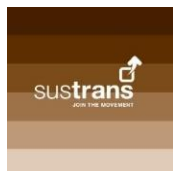


**11.9% LGBT+ Colleagues**  
(Up from 9.9%)

**5.75% Gender pay gap (mean)**  
(down from 7%)



**+45 Colleague Engagement**  
(Employee Net Promoter Score Sept 2020)  
+15 charity benchmark



**5.4% Colleagues of Colour**  
(5.6% a year ago)



**6.8% Disabled\* Colleagues**  
(Down from 7.4%)



# Our Volunteers (2020 compared to 2018)



**3478**  
**Volunteers**  
(April 2021)



**23% Female**  
**Volunteers**  
(up from 22%)



**78% of Volunteers**  
**aged 55 or older**  
(unchanged from 2018)



**2.5% LGBT+**  
**Volunteers**  
(Up from 2%)



**15% Disabled\***  
**Volunteers**  
(Up from 14%)



**+2 Volunteer**  
**Engagement**  
(Net Promoter Score  
2020)  
(was -6 in 2018)



**2% Volunteers of**  
**Colour**  
(Unchanged)

\*Volunteers who have a disability or long term health condition (mental health and/or physical health)

# Next steps:

- **Bringing greater impact to our work**
- **Widening diversity**
- **Strengthening inclusion**
- **Forward look**

# Bringing greater impact to our work

- Continue to deliver our two strategic priorities – **Paths for Everyone** and **Liveable Cities and Towns for Everyone**.
- Deliver our **Inclusive Delivery Action Plan** - including an equality impact assessment toolkit, inclusive community engagement toolkit, & inclusive project resources through our project management framework
- Improve how we gather and use **monitoring data** in the projects that we deliver to improve impact and reach.
- Ensure For Everyone principles and objectives are woven through our new **procurement framework**

# Widening diversity

- Move towards more skills based **recruitment processes**, where selection is based on skills, behaviours, and potential, and become a disability confident employer.
- Better develop **apprenticeship & internship opportunities**, with a particular focus on attracting people of colour and disabled people
- Ensure ‘For Everyone’ permeates through our new **external communications strategy** and brand improvements.
- Review systems and processes for **volunteering** and address any associated barriers to involvement in line with Sustrans’ values.
- Improve the collection of, and reporting on, **volunteer data** for monitoring purposes

# Strengthening inclusion (1)

- Undertake a review of our existing **equality, diversity, and inclusion training** for colleagues and volunteers, and develop and deliver suitable learning & development options.
- Continuously improve our **Induction** materials
- Deliver an **inclusive leadership** programme for all senior leaders
- Deliver our **race equity strategy**
- Use our monitoring data to better understand potential barriers to **internal progression**, and develop talent management programmes and progression frameworks.

## Strengthening inclusion (2)

- Broaden our **pay gap** analyses and deliver associated action plans.
- Create new **employee policies and guidance** for managers, including trans inclusion and menopause support.
- Develop an **accessibility strategy** (as part of the brand/communications strategy)
- Develop the support we provide to colleagues and volunteers on **mental health**.
- Continue to develop and support **colleague networks**.

# Forward Look

Sustrans has a long-term commitment to strengthening our approach to *'for everyone'*, recognising the need for greater impact inside Sustrans and in the work that we do. We will achieve this through the vehicles of our two external and one internal strategic priorities:

- **Paths for everyone**
- **Liveable cities and town for everyone**
- **Improving our operating model** and, in particular, our objective of being a charity for everyone. In this, our work will focus on our internal structures, systems, policies, people and processes in employment and in volunteering.

Work will begin in the second half of 2021/22 to consider ways in which we can achieve wider, deeper and more systematic impact *for everyone* across all three priorities.

We look forward to producing an annual report in September 2022 that will showcase our achievements throughout the year.

Sustrans is the charity making it easier for people to walk and cycle.

We connect people and places, create liveable neighbourhoods, transform the school run and deliver a happier, healthier commute.

Join us on our journey.

[www.sustrans.org.uk](http://www.sustrans.org.uk)

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