



Executive Director of Resources

Candidate Assignment Brief

Page Executive



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Introduction

Thank you very much for your interest in Executive Director of Finance and Resources role at Sustrans.

On the following pages, you will find details of the organisation, role and the selection process to assist you in completing and tailoring your application.

As part of your application, we invite you to submit a supporting statement in the form of a 1-2 page cover letter. Your statement should address the following areas, providing specific examples that demonstrate your relevant experience and achievements:

- Why do you want to join Sustrans
- Leading teams through change, especially after a significant organisational change
- Supporting the CEO in holding the leadership team and organisation to account through simple reporting, planning and governance
- Transforming the role of finance and financial reporting in an organisation, from accounting for money, to driving impact and insight
- Managing risk and uncertainty in a complex organisation

Also, we will require an up-to-date CV which shows your full career history – we recommend that this is no longer than three/ four pages.

If you wish to have an informal discussion about the role and organisation, or if you have any other questions, you would like answered to help you decide whether to apply, please do call me for a confidential discussion.

I look forward to hearing from you.

Rochelle George

Rochelle George
Partner, Page Executive

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About Sustrans

Being able to walk, wheel or cycle more can change your life. It can help improve your health and wellbeing, giving you a chance to get away from the stress of modern life. It can help you reconnect with friends or family on a walk or cycle. It can help your child to get to school under their own steam with their friends, Or simply help you to get where you want to go without the expense or the stress of a car journey.

Sustrans is the charity that has been working since 1977 to make this possible for more people. We need a new Executive Director of Resources to help realise the ambitions we have for our new strategy to 2030 and beyond.

We created and working with hundreds of partners built the UK's National Cycle Network, 12,000 miles of signed paths and routes available to people walking, using a wheelchair, cycling or any other form of people powered travel. As the network's custodian, we continue to build and improve the network today, as well as working with councils, community organisations, transport operators and other partners to improve the places we live to make it easier to walk, wheel and cycle.

We're embarking on the next phase of our work. Our new strategy focuses us on making the National Cycle Network better, opening it up to an even more diverse range of people. We'll also be working with more schools to make it easier for children to walk, wheel and cycle to school, with public authorities and developers to make sure new developments have walking, wheeling and cycling built into their design, and we'll be helping to integrate active travel with public transport, so more people can get about without having to rely on a car.

And we have a plan to widen our supporter base and build more partnerships through a new brand and story that will inspire people to help us in changing their community for the better.

You'll join us as the charity emerges from a major reorganisation to make us ready to deliver on that strategy and respond to challenging funding conditions. So, we need a leader who can inspire support, bring teams together and get things done.

Our new Executive Director of Resources will enable us to be an effective and efficient charity, putting our resources in right place to enable our amazing staff and volunteers to change communities for the better.

You'll lead our finance, people, governance and planning and IT teams, and work with the rest of the senior leadership team to ensure that we're building a culture that enables us to achieve our strategic goals.

This is a big job in an amazing charity that has ambitions to change lives for the better across the UK. If you want to be part of it, we'd love to hear how you could use your skills and experience to help us realise those ambitions.

The changes we want to make

Our vision is a society where the way we travel creates healthier places and happier lives for everyone.

Our mission is to make it easier for everyone to walk and cycle.

In the past five years we've worked to achieve this through two goals:

- Building paths for everyone as custodian of the National Cycle Network
- Creating liveable cities and towns

We've focused on some key changes:

- Radically reduced traffic speed and volume.
- Creating sociable spaces for people
- Connecting people to green and public space.
- Transport and planning policy that puts people first.
- Enhancing the heritage of the places
- Cities/towns that are inclusive and safe for all.

Our theory of change

This has been driven by our theory of change, which:

- Helps us evidence our impact.
- Provides an accessible summary of a complex situation.
- Helps us understand how and why our interventions work and identify new ones.
- Defines short-term benefits for people and places, and long-term societal changes.

Our values guide us in everything we do

- Including everyone.
- Having the courage to question.
- Acting local, thinking big.
- Getting things done, together.
- Always learning.

Now we have developed a new strategy for 2025-2030 and are reorganising the charity ready to deliver it from April 2025.



Our impact



We've helped people like Josh make the National Cycle Network more accessible. Josh runs a free service which allows people with mobility issues to experience the joys of traffic-free routes through his trishaw rides. When he encountered a restrictive physical barrier on the National Cycle Network on his trishaw, he was determined to find a solution to make the route accessible for all.

[Read Josh's story.](#)



Our work in schools continues to help more children walk, wheel and cycle to school safely across the UK.

Our Active School Travel programme in Northern Ireland has seen a big boost in pupils actively travelling to school. Emma, a primary school teacher, shares the positive impact she sees in her pupils when they travel actively to school.

[Read Emma's story.](#)



Our volunteers help their local communities enjoy the benefits of walking, wheeling and cycling.

But volunteering with Sustrans also has a positive impact on those taking part. Michael volunteers with the Thursday Squad – a group that helps maintain the Network in Renfrewshire. After a collision with a car left him with serious injuries, the support from his fellow volunteers helped him get back on his feet.

[Read Michael's story.](#)

Our work makes a real difference to people's lives, helping them to enjoy the benefits that walking, wheeling and cycling can bring. From improving mental and physical health, connecting people to what matters most, and helping get people from A to B quickly and safely, our work empowers people every day.

[See how the National Cycle Network is transforming lives across the UK.](#)

[Watch our video which celebrates what we've achieved in 2024.](#)

Our perspective

**The way we move can reconnect us
with our environment, the places we
live, each other, and ourselves**



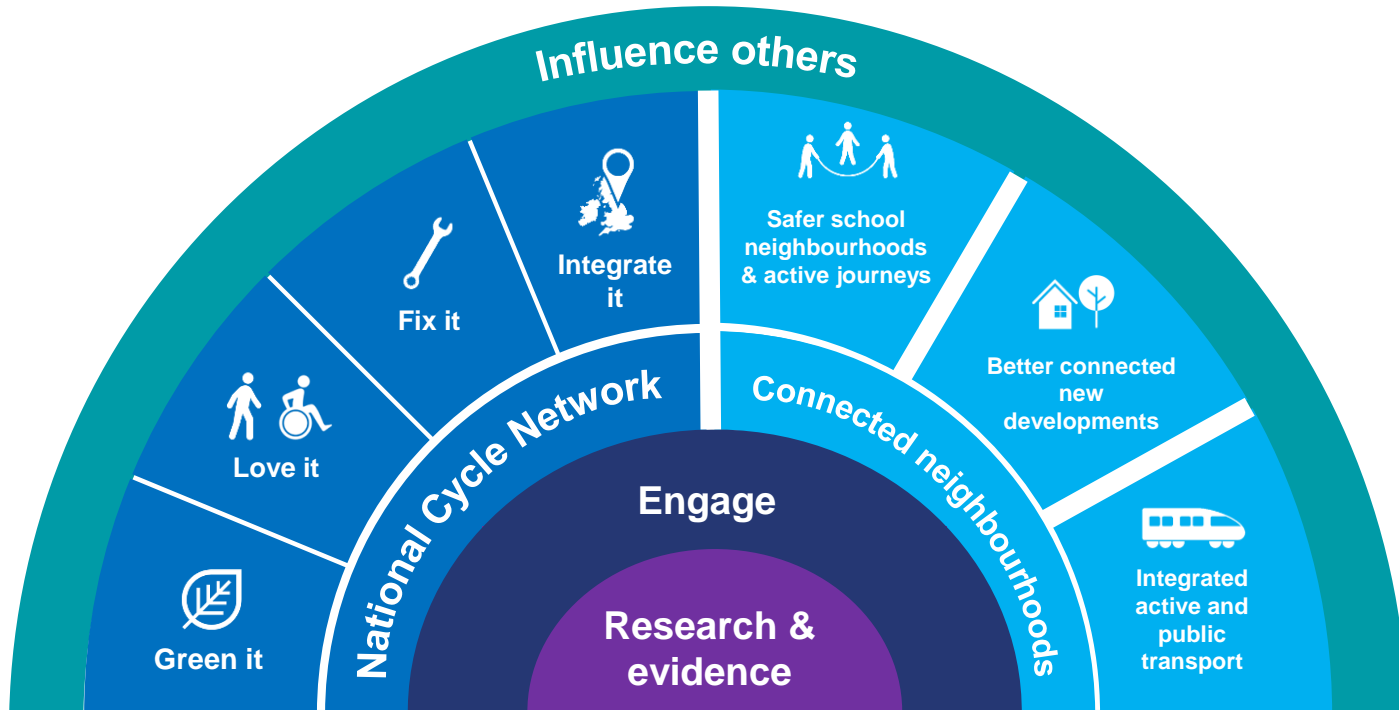
A society where the way we travel creates healthier places and happier lives for everyone

Our vision



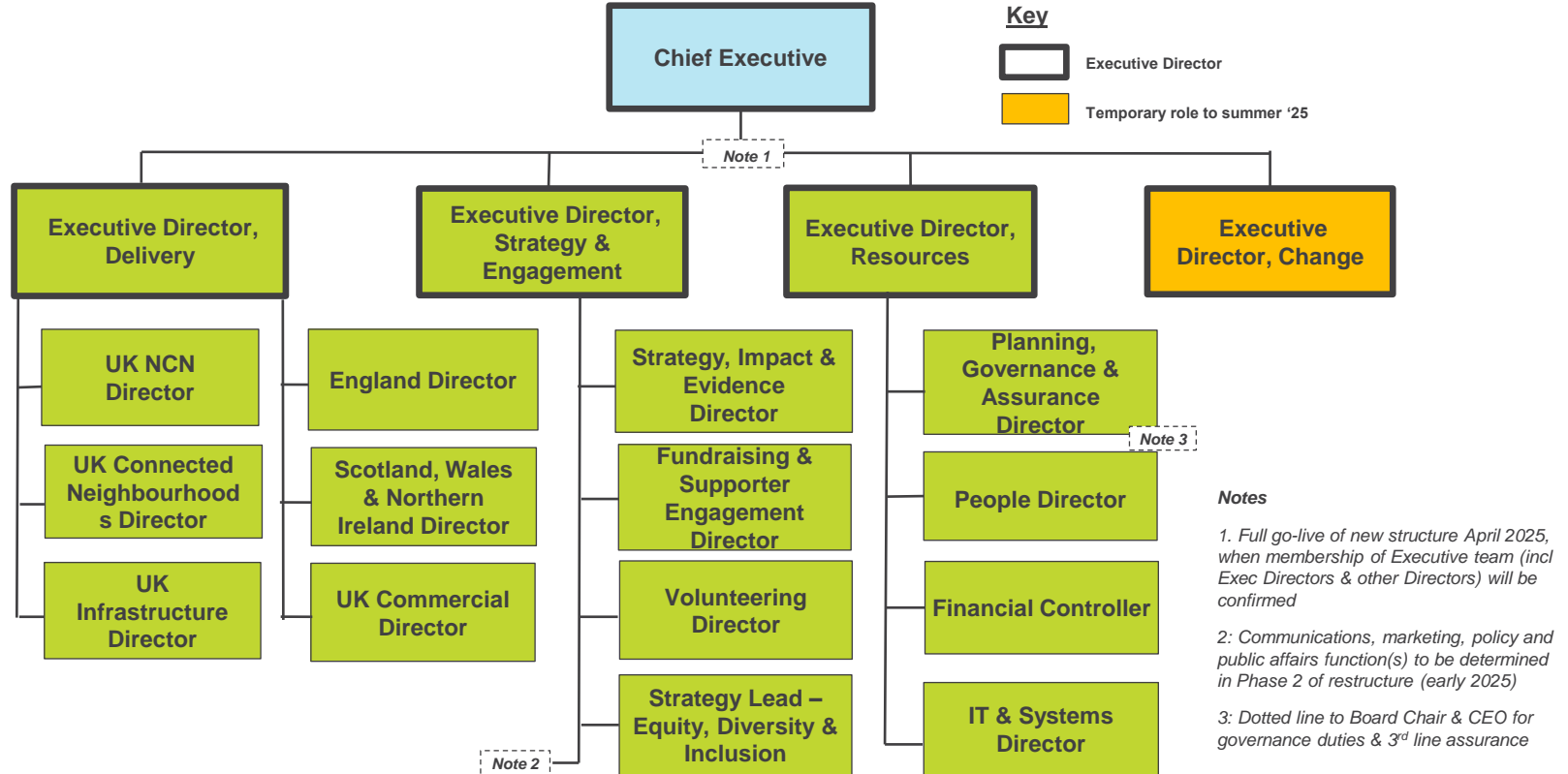
sustrans
JOIN THE MOVEMENT

Our new strategy on a page



Our mission: make it easy for everyone to walk, wheel & cycle

New senior structure



Proposed senior structure

Role overview: Delivery

Executive Director, Delivery

Deliver our strategy through infrastructure and behaviour change projects across the UK, win statutory and commercial funding for our projects, and responsible for our estate.

UK NCN	Design and delivery of an integrated UK wide NCN programme that delivers Sustrans' ambitions for this significant strategic priority as set out in our Paths for Everyone review and 2025-30 strategy.	England	Manage and grow Sustrans' impact across England through influencing key stakeholders, mainly regional and local government, and other statutory funders, and leading the delivery of our behaviour change work, and school neighbourhoods infrastructure work.
UK Connected Neighbourhoods	Design and delivery of three inter-related programmes: <ul style="list-style-type: none"> • Safer School Neighbourhoods & Active School Journeys • Better Connected New Developments • Integrated Active & Public Transport Establish a UK Schools programme, building on Sustrans' long-standing expertise in this area. Lead the infrastructure side with behaviour change delegated to National Directors.	Scotland, Wales & Northern Ireland	Manage and grow Sustrans' impact across the three nations through influencing key stakeholders, predominantly devolved governments, and leading the delivery of our behaviour change work and school neighbourhoods infrastructure work.
UK Commercial	Plan, develop and implement commercial strategies to support business development across the UK internally and externally, and therefore maximise Sustrans' ability to deliver its strategic priorities.	UK Infrastructure	Provide strategic direction, technical and professional leadership to all aspects of Sustrans infrastructure, estates management and environmental sustainability work. To include the leadership of all design and engineering colleagues across the UK.

Proposed senior structure

Role overview: Strategy & Engagement

**Executive Director,
Strategy &
Engagement**

Generate a step-change in our fundraising income, build a movement of people across the UK to drive positive change and ensure the quality and rigour of our impact, expanding our influence with insight and evidence and holding the ring on Sustrans' strategy

<p>Strategy, Impact & Evidence</p>	<p>Shape Sustrans' strategic direction by: ensuring decisions are grounded in robust research and evidence; translating strategic priorities into actionable, measurable operational goals; harnessing innovation and learning; and developing Sustrans' data and digital strategy, to unlock greater impact, new efficiencies and foster innovation.</p>
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<p>Fundraising & Supporter Engagement</p>	<p>Lead the development and execution of innovative fundraising and supporter engagement strategies to significantly expand and mobilise a loyal, passionate supporter base for Sustrans.</p>
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<p>Strategy Lead: Equity, Diversity & Inclusion</p>	<p>Ownership of the For Everyone Strategic Framework. Oversight and accountability for the delivery of external and internal EDI plans. Strengthening working relationships with EDI groups and colleague networks.</p>
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<p>Volunteering</p>	<p>Develop and implement our strategy to engage more people to contribute to Sustrans work, as direct volunteers in our projects and through engagement with independent community and youth organisations and other volunteering organisations that share our goals. Provide expert support and direction to delivery teams to help us build a broad movement of people volunteering their time to deliver our strategy</p>
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<p>Communications & Marketing</p> <hr style="border-top: 1px dashed black;"/> <p>Policy</p> <hr style="border-top: 1px dashed black;"/> <p>Public Affairs</p>	<p>Roles(s) to be determined in Phase 2 of the restructure (Q1 2025)</p>
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New senior structure

Role overview: Resources

Executive Director, Resources

The purpose of this role is three-fold:

1. Ensure Sustrans has the people, money, processes, controls and systems to deliver its 2025-30 strategy, as efficiently and effectively as possible.
2. Support the CEO to hold the organisation to account, and to drive continual improvement across all functions.
3. Through effective financial planning and control, ensure that Sustrans remains financially sustainable.

<p>Planning, Governance & Assurance</p>	<p>Keep the Charity safe and compliant via governance, risk, health and safety, data governance, legal (excl. commercial and estates matters), and corporate assurance.</p> <p>Pro-actively drive planning, performance & improvement across the Charity, through business planning & reporting, assurance for projects & programmes, provision of an organisation-wide PMO hub</p>	<p>People</p>	<p>Develop and execute Sustrans' people strategy, ensuring alignment with our mission and long-term objectives. Shapes the future workforce by driving organisational development, culture, talent acquisition, and colleague engagement. Partners with the Exec Team on all people-related matters and leads the transformation of the function to support growth, innovation, and sustainability</p>
<p>Financial Controller</p>	<p>Lead the Finance team in the provision of a comprehensive finance and accounting service for the Charity. Provide effective finance and procurement systems and processes that meet standards of best practice and the needs of the business. Business partner and provide advice and guidance on finance matters</p>	<p>IT & Systems</p>	<p>Manage Sustrans' IT operational and service management functions to ensure the stable operation of our technology estate and services.</p> <p>Implement the Systems and Technology Strategy which moves us towards a consolidated suite of 'Software as a Service' solutions away from the current IT estate that is a mixture of on-premises and cloud-hosted software.</p>

Why work for us

At Sustrans, you'll be part of a movement to make it easier for people to walk and cycle.

We're all here to change things! You'll be part of an incredible community of talented, passionate, creative problem solvers all working together to change things for the better.

We act locally and think big - we have a vision of a society where the way we travel creates healthier places and happier lives for everyone.

You'll be questioning the status quo and daring to imagine a different world. You'll work on exciting, impactful projects that will stretch and empower you and you'll be rewarded by seeing the difference you make to people, communities and the planet.

We believe including everyone is central to who we are and what we want to achieve.

We welcome difference and pride ourselves on creating a culture where you can be yourself and where your wellness is supported.

You'll be guaranteed to make friends for life and work with a team that is incredibly flexible, supportive, ethical and fun.



Job description

Salary:

£107K

Location:

UK Wide – we offer flexible working

Line Manager:

CEO

Department/Team:

Resources

Key Internal Relationships:

Executive peers and trustees

Key External Relationships:

Audit partners, IT partners and other suppliers, senior finance contacts in major funders and partners.

Budget/Headcount

TBC

Role Summary:

The purpose of this role is three-fold.

First, to ensure that Sustrans has the people, money, processes, controls and systems to deliver its 2025-30 strategy, as efficiently and effectively as possible.

Second, to support the CEO in holding the organisation to account for delivery, and to drive continual improvement of this delivery across all functions (this role may also take on responsibility for change and transformation, upon termination of the Change Lead role).

Third, through effective financial planning and control, to ensure that Sustrans remains financially sustainable.

To do this effectively, this role is responsible for the following functions: Finance; IT; People; Planning, Governance & Assurance (which includes Planning, Reporting, Continuous Improvement Risk, Health & Safety, Safeguarding, Data Governance, Second line Project & Programme Assurance, Health & Safety, IT & Systems – NOTE Governance & Third Line Assurance sit under this area but report to the CEO & Chair).

Job description

Key responsibilities

Finance

- Responsible for the overall financial strategy and financial planning for the charity, including the development of effective financial policies, and for the annual budget and business plan.
- Leading all financial operations of the organisation including business partnering, financial analysis, accounting and treasury, contract and grants management, and procurement. Provide regular financial updates, recommendations and strategic insights to the Executive, Board of Trustees and associated sub-committees.
- Lead the promotion and delivery by the whole organisation of good financial management so that the funds and assets for which the Charity is responsible are safeguarded and used appropriately, economically, efficiently and effectively.
- Accountable for producing annual statutory accounts for each financial year.
- Responsible for measures which allow the Charity to identify, report, and manage financial risks, including ensuring Sustrans has appropriate insurance and has appropriate systems in place to minimise claims and to oversee the claims handling process.
- Comply with the IFAC Code of Ethics for Professional Accountants, as implemented by local regulations and accountancy bodies, as well as other ethical standards that are applicable to them by reason of their professional status.



Job description

People

- Responsible for developing Sustrans' culture and people capability by ensuring the right structures and processes are in place to nurture and develop the Charity's people. This includes determining relevant strategies and HR and policies, and then ensuring their implementation through an approach of continual improvement.
- Responsible for the Charity's relationship with the recognised Trade Union.
- Responsible for the Charity's approach to learning and development, and its implementation.
- Responsible for the annual employee survey and ensuring action plans are delivered to improve the employee experience.
- Responsible for the charity's salary and job grade arrangements, to recommend, develop and implement changes where appropriate and to lead on a process of rewarding, developing and retaining high performing members of staff.
- Executive lead for safeguarding, ensuring appropriate policies, processes, systems and development are in place to minimise all safeguarding risks.



Job description

Governance* Planning & Assurance – including Risk, Health and Safety, Legal, Data Management, Procurement, Planning, Reporting, 3rd line programme and project assurance, Continuous Improvement

- As the designated Executive lead for Health and Safety - review, update and ensure the effective delivery of Sustrans Health and Safety Policy.
- Responsible for the Charity's risk framework, enabling the Board to set the organisation's risk appetite and then for the processes and tools that enable risk to be rigorously identified and managed.
- Data governance, ensuring compliance and risk minimisation on all matters of data protection and governance.
- Sourcing expert advice on all legal matters which pose significant risk.
- Cost-effective procurement in line with the Charity's values and policies.
- Responsible for the cyclical business planning, budgeting and reporting processes, ensuring that this is aligned to the overall strategy and that resources are allocated efficiently and effectively.
- Developing and implementing the processes required to ensure consistent and timely reporting of all performance across the Charity and up to the Board of Trustees, to ensure line of sight into delivery of the strategy and provide the foundations for improvement.
- Second line assurance of project and programme delivery across Sustrans.
- Developing and implementing a programme of continuous improvement grounded in external best practice to ensure that the strategy is delivered as effectively and efficiently as possible.
- NOTE: Governance* and third line Corporate level assurance sits within this Portfolio but reports to the CEO.



Job description

IT & Systems

- Strategic oversight of IT operations and successful evolution and implementation of our Systems & Technology strategy and roadmap.
- Maintain effective, secure and value for money IT operations within budget.
- Ensure Sustrans follows appropriate best practice in cyber-security, to minimise the risk to the Charity.

Overall

- Lead the teams within the Resource Portfolio, improving the employee net promoter score and ensuring high levels of inclusivity, performance, engagement and productivity.
- Drive greater levels of workforce diversity, moving towards mirroring the general population demographic profile of the nation/region.
- As part of the Charity's Executive team, collectively responsible for the strategic leadership and operational management of Sustrans, and will be expected to deputise for the CEO when required.
- Act as a spokesperson and ambassador for Sustrans.



Job description

Person specification

Specific qualifications or experience required

- Qualified member of an accountancy body or holder of an equivalent qualification.
- Experience (ideally in multiple sectors) at executive level across multiple portfolios
- Leadership of IT & systems strategies.
- Experience of implementing organisation-wide business planning, budgeting and reporting framework.
- Extensive experience of strategic planning and effective implementation (ideally a charity).
- Proven track record of leading and developing high performing teams to deliver organisational excellence, impact and efficiency.
- Experience of successfully leading and managing complex organisational change and improvement with quantifiable results.
- Experience of leading teams successfully through change.
- Proven track record of managing complex projects and programme delivery.
- Experience of working collaboratively across organisational functions, and geographies.
- Proven track record of strengthening diversity and inclusion.
- Experience of effectively working with trustees Boards and their sub-committees.



Job description

Specific / technical knowledge required

- Deep knowledge of financial planning and strategy.
- Up to date knowledge of relevant financial legislation, accounting conventions and best practice.
- Knowledge of IT systems and strategy at an organisation-wide level.
- Knowledge of best practice organisational risk management.
- Knowledge of approaches to continuous improvement.
- Understanding of Health & Safety at Work legislation.
- Some knowledge of HR policies and legislation.
- Some knowledge of Charity Governance.
- Knowledge of operational and strategic risk and issues management.
- Understanding of charity governance and funding.



Job description

Skills and abilities

- Financial Acumen: Ability to think strategically about financials and put this into practice through budgeting and business planning.
- Highly numerate, strong analytical skills, ability to communicate insights and handle critical decision making.
- Leadership skills: can inspire teams and individuals.
- Able to build and sustain effective working relationships.
- Effective change management skills.
- Able to think and act strategically.
- Project and programme management skills.
- Excellent communication skills: visual, verbal and written
- Challenge others' views constructively and effectively.
- Able to negotiate with and influence a wide range of individuals at senior level.
- Able to foster an inclusive environment that values different perspectives and experiences.
- Able to remain calm under pressure, always acting with tact, diplomacy, discretion, and confidentiality.



Timescales

27th January	Advert Closes
4th February	Shortlisting and Interview Confirmation
6th February	1 st Stage Interview (online)
13th February	2 nd Stage Interview (in Page office Reading)

- Subject to change



Your executive search team

**Rochelle George**

Partner

Not-for-Profit Practice

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Rochelle has been with PageGroup for 19 years and had various leadership roles within the group including heading up our not-for-profit practice. Her experience spans both commercial and not-for profit, both interim and permanent. She recruits Executives and Non-Executives into the not-for-profit space.

This assignment will be led by Rochelle George and supported Carla Jones.

Carla Jones

Senior Research Associate

M: +44 786 737 5352**E:** carlajones@pageexecutive.com**About Page Executive:**

Page Executive is the executive recruitment brand of PageGroup, one of the world's best-known and most respected recruitment consultancies. Rebranded to 'PageGroup' from Michael Page International in late 2012, it has more than 140 offices in 35 countries worldwide, comprising four core brands: Michael Page, Page Personnel, Page Outsourcing and Page Executive.

Page Executive's dedicated consultants provide search, selection and talent management for organisations needing to recruit senior roles, typically functional heads and board level executives, on a permanent or interim basis. We are recognised for our powerful in-house research function, the speed and flexibility of our response, and our high success rates in sourcing suitably qualified candidates at senior management, executive and leadership levels.

280+Consultants
worldwide**50+**

Researchers

140

Global offices

2,000+executive lives
changed in 2022

We work for and with communities,
helping them come to life by walking,
wheeling and cycling.

We campaign to create healthier places
and happier lives for everyone.

Join us on our journey.

www.sustrans.org.uk

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VAT Registration No. 416740656.

