



CiViTAS
Cleaner and better transport in cities

BRIGHTON & HOVE



Walk to Work Week 2011 Focus Group Evaluation

Brighton & Hove City Council

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THE CIVITAS INITIATIVE
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Introduction

The aim of the Brighton & Hove City Council CIVITAS (Archimedes) Commuter Travel Plan Project is to increase sustainable modes of travel among employees in Brighton and Hove.

A walking project was run as part of the Commuter Travel Plan project with the aim of increasing the number of employees who walk to work.

Two organisations took part in the Walk to Work Week walking initiative which was run simultaneously at Sussex Community NHS Trust (Brighton General Site) and Brighton & Hove City Council (across all sites) in May 2011.

The Walk to Work Week walking initiative was a trial that was run in 2011 to measure:

- The impact of a walking initiative on the number of employees that walk to work
- The motivators that encouraged employees to take part
- What impact the initiative had on employees in the short term
- Whether those employees continued to walk after the initiative had ended
- Whether the difference in approach between the two organisations had an impact on the way that the initiative was received by participants

Maggie Peake an independent researcher / facilitator was employed to seek the views of the participants involved in the Walk to Work Week Project and to give the process objectivity.

The participants were self selecting – following their participation in Walk to Work Week, all participants were asked by e-mail whether they would like to take part in a focus group.

This Focus Group Evaluation Report is the first part of a wider report that will be part of the final Brighton and Hove CIVITAS (Archimedes) Commuter Travel Plan Project Evaluation which will be completed in 2012.

Evaluation of Walk to Work Week Focus Groups

Introduction and Background

Walk to Work Week (W2WW) took place in May 2011. Staff from both Brighton & Hove City Council (BHCC) and Brighton General Hospital (BGH: Sussex Community NHS Trust) took part in the event. More information about the two organisations and the event can be found at the end of the Introduction section on page 3 and 4. The two organisations approached W2WW slightly differently. The BGH approach was a “top down” approach while BHCC was from the “ground up”.

Brighton General Hospital (BGH)

- The event took place as a result of partnership work with the Sustainable Development Steering Group and was led by Eleanor Togut and supported by Stephen Kelly (CIVITAS) in partnership with Jim Thomas, Logistics Manager at BGH.
- A free lunch to anyone that was interested in finding out more about W2WW – around 35 people signed up to the mailing list.
- All staff who came to the lunch and showed an interest in taking part were given a free pedometer.
- All 35 staff were sent around 4 e-mails in the build-up to the week – reminding, encouraging, information about discounts at local eateries.
- A prize was awarded for the three top walkers – there were three cash prizes with goody bags.
- The Financial Director supported the event – he gave a quick talk at the lunch and took part in the week.
- There was an after work walk – around 9 people took part.
- 17 people are listed as having taken an active role in the week and they walked an average of 21 miles during the week (357 miles in total).

Brighton & Hove City Council (BHCC)

- The event took place as a result of communication between CIVITAS staff and Adrian Barritt (Staff Travel) along with a project team consisting of staff from Internal Communications, Health Development and Transport Planning.
- Staff heard about the event through the intranet.
- They had the chance of winning a goody bag – these would be picked at random.
- Staff were given information about local eateries/sports shops where they could get discounts during the week.
- Staff were reminded about the event through the intranet.
- A post-work walk was organised during the week and 6 people took part.
- 43 staff signed up to the living Streets website.
- 27 people took an active role in the week and 414 miles was walked in total.

Methodology

Qualitative Research was commissioned to get detailed feedback from participants of the W2WW. A focus group was conducted in each organisation to highlight any differences. Maggie Peake facilitated both focus groups on 19 and 20 July 2011. Participants were

invited to a free lunch. The turnout was high with seven BGH and eight BHCC staff attending the focus groups, showing their interest in the campaign.

A copy of the Discussion Guide used is in the Appendix.

Walk to Work Week

Walk to Work Week is an annual, national campaign run by Living Streets. During the week 9-13 May 2011 participants logged the miles, minutes or the number of steps that it took for them to walk to work on the Living Streets website. They were able to see their totals alongside other participants. The website encouraged competition with colleagues and offered extra challenges to increase scores. Participants were also able to see how well their organisation was doing compared to other organisations both locally and nationally.

Brighton General Hospital (BGH)

Brighton General Hospital is one of the bases for Sussex Community NHS Trust in Brighton. Approximately 560 staff work there and are predominantly corporate (governance, human resources, finance) and support services (drivers, housekeepers, telephone operators) but there is also several community nursing and administrative staff that uses it as their main base. The site is also home to a number of other public sector organisations.

In total the Trust employs 4,500 staff who are spread across 80 locations within an 850 square mile area. For this study the focus was on the site at Brighton General Hospital. Brighton General Hospital is on the Eastern side of Brighton and Hove City and draws a workforce from within the City, as well as outlying towns.

Around 75% of the Trust's staff currently drive to work, many of whom use their car during the working day. Many posts require staff to travel to appointments, between sites or to visit clients and this seems to be the accepted way of getting to these meetings.

The location of the site is at the top of Elm Grove, a steep hill of about 1 mile long, perceived by many as a barrier to walking and cycling.

The site is well served by local buses and there is an extensive car park within the grounds of the site and parking is free and easily available.

Brighton General Hospital has recently installed cycle parking and showers. There is also a Bike User Group within the organisation. Currently there is no equivalent group for walking.

Brighton & Hove City Council (BHCC)

Brighton & Hove City Council is one of the largest employers in the city, employing approximately 8000 staff. It occupies many buildings across the city including housing offices, libraries and schools. The three main administrative sites are Bartholomew Square in Brighton, King's House by Hove seafront and Hove Town Hall, Hove. The services, which BHCC provide, are varied however the more corporate functions (HR, finance & councillors) are based in King's House. Operational services (Customer Services Planning

and Highways) are typically spread between Bart's Square and Hove Town Hall with support services (Social Care, Early Years & Housing) occupying many outlying buildings.

For the purpose of this study, the focus did not look to target any particular location. However, due to the location of events and offers, staff were favoured if they worked at one of the three main buildings. Staff commute from within and outside the city to get to these sites and can be expected to travel between sites and all over the city to fulfil work commitments.

In the last staff survey in 2009, 20% of staff commented that they walked to their place of work. Of those who are required to travel for work, it is understood that a large majority, particularly those located in the out-lying buildings use their own vehicle to travel. Availability and cost of parking within the city is seen to be part of the reasoning behind more staff travelling to work by foot, bike and bus than driving.

In general, the city is well served by buses, which helps staff travel to their particular location by bus. The council has recently set-up a pool-bike scheme where staff can hire bikes, free of charge to travel around the city on work-related trips. Staff with any specific walking concern can post this on the Staff Travel discussion board although in practice, walking queries or topics rarely crop up. There is no specific group for walking but no formal group exists for the other modes either.

To encourage staff to travel by foot, lockers, showers and changing rooms are available at most sites. An after-work walking group has been established before but only impromptu, informal walks are believed to occur.

Conclusions and Recommendations

The W2WW was thoroughly enjoyed by all participants. W2WW did encourage people to walk to work during the week. From those who attended the Focus Group, all BHCC participants previously walked to work and have continued to do so but walked more than usual during the Week. At BGH some of the participants that took part do not usually walk to work. Currently there is no evidence that the increase in walking has been sustained. However, participants say they are more aware of the benefits of walking and generally more likely to choose to walk. W2WW raised the profile of walking as a mode of transport, which can sometimes get forgotten. Many participants felt physically better by the end of the week and said that participating in W2WW improved their mental health and well-being. Participants agreed that walking is the most stress-free mode of transport, preparing them for work and home. BGH participants also found W2WW a great team building exercise. They got to meet other participants through the free launch lunch and the after work walk.

The 'top down' approach used for BGH worked particularly well. It seemed to give participants permission to enjoy the W2WW. These participants felt that the Trust was supportive and cared about their health. BHCC promotion was mainly through the Intranet, which seemed to mainly attract participants who were already committed walkers. Using the same approach as BGH may have widened the participation to include more novice walkers.

BGH participants seemed to go back to using the car after the W2WW, finding it too difficult to sustain the walking. For one participant this was because she had to get up a lot earlier to make time for the walk to work. For another, the offer of a lift to work with her partner was a greater incentive than walking.

The free parking at the site is considered convenient and safe. Some participants claim they would consider parking at other sites and walking if this could be arranged. It seems that the Trust would have to introduce a big change such as the introduction of parking fees to possibly get employees to walk to work more. There is likely to be strong resistance to this. If the Trust is really committed to walking perhaps the money generated by car parking fees could be ring-fenced for walking initiatives.

BGH and BHCC staff who participated with colleagues seemed to get the most out of the W2WW. Working in a team, with a bit of friendly competition, was the main motivator and sustained their interest. These sociable elements were the things that made W2WW most enjoyable.

BHCC participants thought that the council was giving mixed messages about walking by endorsing the W2WW to encourage more walking to work, on one hand but then not encouraging people to walk to meetings at other council sites in work time. Participants believed the council was discouraging people to walk within work time by favouring public transport and cycling. They believed that the council had dismissed walking as a waste of council time and money without any real evidence. BHCC needs to clarify this issue. Possibly by looking into the benefits of walking with some formal research looking at actual walking times, absenteeism, health and financial considerations.

Participants were disappointed in the small number of people taking part in the W2WW. Many would be willing to act as Champions for next year by letting people know what they got out of it, to encourage more participants. They came up with the following suggestions for next year:

From all participants

- Encourage competition by teams and award prizes for teams to share. Keep prizes to a low value so people are not concerned about cheating.
- Promote more group walks, possibly with historical/architectural/nature interest, either tailor-made or linked up with existing organised walks out of work time. Encourage participants to bring their family, friends, dogs etc.
- Use participants from this year to champion W2WW next year. Get participants to encourage others to join in. Use case histories of previous participants to promote benefits to others.
- Target car drivers. For BGH enable them to park at other sites and walk. For BHCC stress the financial savings of parking. Emphasise that any walking is better than none.

From BHCC participants

- Get more managers and directors involved. Involvement from the top needs to be genuine. Convince them of the benefits of walking in terms of health, stress and ability to do job better.
- Provide a lunch or breakfast before the W2WW to meet participants.
- Resolve issues at BHCC about whether walking between sites during work time is an acceptable alternative to cycling or catching buses.
- Give everyone a Pedometer.
- Promote the financial benefits of walking as well as health and environmental issues. This may encourage more people.
- Give a couple of months notice before W2WW to build up awareness.
- Provide wider promotion than just intranet in order to reach frontline services.
- Follow up W2WW with something like 'Walk on Wednesday' to sustain walking throughout the year.
- Get a Green Councillor interested in walking to help promote W2WW.

Main Findings

Usual walking habits to work:

All of the BHCC and a couple of the BGH participants usually walk to work. Most of the participants lived one to three miles (a 15-45 minutes walk) away from work. A couple of participants from BGH live in Worthing and usually drive. One BHCC participant lives in Burgess Hill and caught the train and walks from the station.

In the BGH group two people usually walk to and from work. The rest may occasionally walk all or some of the way home but usually drive, get a lift or catch a bus.

'I would walk more if I could leave my car at a different site. I don't want to leave it in the street.' (BGH)

All of the BHCC participants usually walk to work for about 30-45 minutes.

Walking habits during and after W2WW:

The BGH participants were largely made up of people who had not walked to work before; they did so during the W2WW. After W2WW there was no real change in any participants' walking to work behaviour but the week had increased interest in walking, and BHCC participants, in particular now report that they generally walk more

Since W2WW there hasn't been much change in people's walking to work behaviour: they are carrying on doing what they did before. However, W2WW has increased people's interest and enjoyment in walking.

It seems that a week isn't enough to change people's habits but it has reminded participants that walking can be enjoyable. The BHCC participants, already committed

walkers to work, seem to be walking even more. One BGH participant was inspired to do the Race for Life after W2WW.

'I'm walking more now as I would always default to the bus.' (BHCC)

'I'm walking the same to work but for other journeys I'm walking more as I realised it can be quicker and easier to walk.' (BHCC)

'I'm walking more now as I didn't continue my gym membership.' (BHCC)

Overall Opinions of W2WW:

Overall, everyone enjoyed the week and thought it was a worthwhile thing to do. The BGH staff were more enthusiastic about it as W2WW had changed their walking habits during the week and they had felt better for doing it. Also, it turned out to be a sociable and team-building experience.

Brighton and Hove is considered an accessible and interesting place to walk. Many participants had varied their walking routes and enjoyed exploring new areas. Staff at BGH had access to the Downs. BHCC staff had the seafront to enjoy.

Luckily the W2WW was sunny.

BGH participants found the W2WW better than expected.

'It was more enjoyable than I expected.' (BGH)

'I really enjoyed keeping up with everyone's points.' (BGH)

Both groups were disappointed in the small number of people who took part.

'I thought more people would have done it because it's Brighton and people do cycle and not drive.' (BGH)

'A few people signed up in my department but didn't do anything.' (BHCC)

W2WW was seen by BGH participants as a fun thing to do that got them walking more

The W2WW worked well for BGH in bringing walking to their attention and making them walk more in the week.

'I really enjoy walking but I needed something like this to give me the inspiration.' (BGH)

W2WW seen by BHCC staff as recognition for something they are already doing

BHCC participants were pleased to be part of something promoting what they have been doing already. They find it frustrating when colleagues drive short distances to work and would like to be rewarded for walking.

'It was really good but it didn't really recognise what you are already doing. It was very focused on the change. I already walk for an hour a day to work. I would have liked a pat on the back for doing that. What I have been trying to do in addition is walking into town for meetings in town,' (BHCC)

'Good to have something recognised. When it comes to transport we don't tend to think of people who walk as a mode of transport.'(BHCC)

'When you are taking 45 minutes to walk to work it's quite a big chunk of your day and a lot of people will just jump in their cars.'(BHCC)

Benefits of Walking:

Walking had a very positive effect on participants' mental well-being

All participants were aware of the benefits of walking. It was seen as the most relaxing but also energising mode of transport. All you need is a comfortable pair of shoes. It made you more aware of your surroundings. Participants discovered that walking was often faster than they'd imagined; you got quicker with practise. When walking, they described themselves as being in control of their journey, not dependent on others, waiting for a bus or stuck in traffic. It gave them time to think so they were better prepared for work and home.

'I walk through the fields and it really gives me time to unwind. Normally, when you drive it's a bit of a rush, so it's much better and it's better than the bike because you do get cross by the cars...I see pheasants, horses, kestrels all sorts, it's really nice. Sometimes the view you get to see the Isle of Wight.' (BGH)

'When I walk home I completely switch off. I don't answer my mobile. It's like meditation. When I get home I'm ready to start whatever.'(BHCC)

'You get to see your environment that you don't do with other transport, like the architecture. You notice things you've never seen before. You feel more part of your environment.'(BHCC)

'You feel more alive when you get to work.'(BHCC)

Management Involvement:

BGH staff are very clear that their employer is supportive of walking

For BGH participants, having senior management involvement was considered important in giving the message that the NHS Trust endorsed walking. BGH staff had no doubts that walking was considered to be a healthy and good thing by their employers. The BGH participants all took part in the W2WW to help improve their health.

'They (the Trust) would want us to do more walking and keep fit.' (BGH)

In BGH the involvement of managers and the Finance Director acted as an incentive. It gave them permission to participate and enjoy the week. Also, it was noted that the

managers were committed to walking and it came from a genuine interest. They wholeheartedly took part and came on the organised walk. In particular, those that were participating with their immediate manager and members of their team got the most out of the experience.

'My manager telling me it would be a challenge for me (got me interested)!'(BGH)

'Our manager was really keen on it and talked about it a lot.'(BGH)

BHCC staff are not so clear whether their employer is committed to walking

In the BHCC group there was quite a bit of discussion about whether Brighton & Hove City Council is really committed to their staff walking and being healthy. It was thought that taking public transport and cycling seems to be its main concern and walking can get forgotten.

Many of the participants have to go to meetings at other council sites. There didn't seem to be clear leadership that it was OK to walk to these. This seemed quite a controversial issue at the moment with the withdrawal of the free bus service and the introduction of bikes to cycle to meetings.

'It (W2WW) was really good. It just needs to be bringing in a really strong message from above that walking is OK in work time not just to and from work. We are very much encouraging public transport over cars but not really encouraging walking over public transport. It might take 10 minutes more but that is OK for your health and environmental reasons.' (BHCC)

'People are having conversations "Should I reclaim my bus fare or take ten minutes walking and not claim? "Hang on a minute: there is nothing about your health in this equation.'(BHCC)

'There seems more focus on budgets not health.'(BHCC)

'Mental health is never taken into account. Having time out, processing things. The council is good but it could do more.'(BHCC)

'People think walking is wasting time but it's less stressful. People over estimate how long it takes.'(BHCC)

'Lot of emphasis on cycling and not enough on walking.'(BHCC)

'It would be good for the council to know the numbers who are walking – there should be a reduction in absence.'(BHCC)

One BHCC participant would like the council to provide lockers for walkers. At present they are only allocated for cyclists.

Promotion of Walking:

All participants thought that walking could be promoted more in their organisations

Participants had learnt that walking had benefits that are not always obvious and felt that these needed to be promoted. There can be a kneejerk reaction that walking is too time consuming. This barrier needs to be overcome and the holistic benefits of walking for mental health needs to be made clear.

Some BHCC participants thought that as well as promoting the health side of walking the financial advantages might persuade some to walk more.

'There is a lot said about health and that's good because it's true. However, a lot of people would see saving money as a good reason to walk.' (BHCC)

'Since April I've saved on gym and bus fares about £65 a month. I'm also saving time not going to the gym. I'm not waiting for buses or getting stuck in traffic. You are in control of your time. You can leave when you want. You can pick up the pace if you want to.' (BHCC)

Main Motivators:

Being part of a team was the main motivator

The most popular reason reported for starting and sustaining the challenge was participating in a team of colleagues. This encouraged a healthy and fun sense of competition.

'A couple of people in my team who were really into it, that spurred you on to enter your steps.' (BHCC)

'I did it when I found out my friends were doing it. I hadn't noticed it but they encouraged me to do it. You're more likely to do it if you know people doing it.' (BGH)

'Definitely good doing it as a team. We did have fun because there were 4 or 5 of us doing it.' (BHCC)

For BGH participants, meeting others at the free lunch and the organised walk were important motivators

In BGH people appreciated the free lunch and getting to meet people before the W2WW.

BHCC would have liked something similar, perhaps a free breakfast at the beginning of the week. Some of them didn't meet anyone else doing the challenge. They had to be self-motivated to continue.

The BGH participants who attended really enjoyed the after work walk. They would like to go on more of them.

'I would like them (organised walks) to carry on; there are plenty of places to walk on the Downs.' (BGH)

'Everyone was talking to each other and the walking went quickly.' (BGH)

None of the BHCC participants had gone on the organised walk. They didn't seem to be aware of it. They would have been interested to do an organised walk after work, good to meet other people with a common interest.

'It wouldn't have changed the level of walking but would have changed the level of enjoyment.' (BHCC)

All participants would be interested to go on organised walks in Brighton, especially if they had some educational and historical interest such as Ghost Walks or Blue Plaques.

The free pedometer given to BGH was a good incentive

The pedometer made the challenge more interesting. Most found it OK to use.

'It was interesting seeing how many steps you did all day.' (BGH)

The BHCC participants were quite happy to work out their mileage from Google maps. However, one participant who had borrowed a pedometer had more fun working out her steps.

'I got 300 steps for making a cup of tea. It does start getting competitive "yes I'll make the tea! It's a long office!"' (BHCC)

The extra Challenges were fun to do

Doing the challenges was fun if you were doing it with other people. Participants commented that they had enjoyed taking photos. A few had had problems with uploading the photos.

Some participants would have liked the challenges to be more weighted towards walking. You seemed to be able to gain quite a high number of points by taking photographs. It would have been better for the challenges encouraged you to walk more. Someone suggested having local challenges involving you walking to a certain location and finding a clue, like a treasure hunt.

Main Barriers:

Perceived lack of time and other commitments were the main barriers

Those participants in the BGH group who were not in the habit of walking found that time and other commitments prevented them from doing as much walking as they planned. Also, some found it tiring if you are not used to walking to work every day.

'Walking is good for your health but it is the slowest way of getting home. It's hassle free but it's the slowest.' (BGH)

'For the week I had to leave the house at 7am and got here at 8am. I felt tired before I started work so I switched it to just walking home.' (BGH)

In BGH it was thought that the main reason people didn't participate in W2WW was due to the distance they had to travel to work and it was easy to park. There has been a merger with West Sussex NHS Trust and some staff have a longer distance to drive. Also, some staff work long hours and didn't seem to think they had the energy to take part.

'People were anxious about leaving their cars on the street. We have so many sites if we had an agreement to park there that would be better if we did it again.'(BGH)

'It was explained in the campaign that you didn't have to walk the whole way but I think people used it as an excuse. They didn't give it much thought.'(BGH)

'They like the comfort of their car I suppose.'(BGH)

'People are so busy here they get in at 7.30am. They are not going to park a mile away.'(BGH)

BHCC staff felt that others not participating did not want to change their routine. Also, people perceive that walking takes too long but with practise you speed up and it can be quicker than taking a bus.

'People tend to think I can't walk that far but it's only when you do it you realise that you can cover quite a long distance in a short period of time.' (BHCC)

'I thought it would take me too long to walk but actually it takes longer waiting for a bus, it goes slow in rush hour. There was only about 5 minute's difference.' (BHCC)

The Campaign:

The e-campaign worked well but additional encouragement from organisers, managers and colleagues was essential to widen participation.

Promoting W2WW on the intranet *The Wave* (BHCC) and *The Pulse* (BGH) was considered a good way to start promoting W2WW. Participants considered that the e-campaign for W2WW was done very well. However, this was not thought to be enough of an incentive to get people to take part. Many frontline staff don't sit at a computer and so won't see emails. Participants, especially those at BGH, thought that it was personal encouragement from the organisers, their managers or colleagues that really persuaded them to take part.

'Largely, but not everyone sits at a desk. There were posters, but people need more encouragement from the department.' (BGH)

'You need someone involved in the department. It was mentioned at our team meeting and we put posters up. We talked about it a lot.' (BGH)

'It wouldn't work so well just on the Pulse. It relies on you reading your emails.' (BGH)

'Because it was the first time, it takes people a while to notice these things. It was by chance that I noticed it on The Pulse.' (BGH)

At BHCC where the promotion was mainly on the intranet this was not considered enough to reach all staff and get people who were not already committed to walking.

'I am in an open plan office with 140 people and I am the only one who did it. To be honest I'm not sure if many people knew about it.' (BHCC)

'Frontline services don't always get email. You need a Flyer to pass on or find someone who is prepared to print it off and advertise it.' (BHCC)

Living Streets website site and poster:

The Living Streets website and poster worked well

All participants liked the Living Streets Website. It was considered fun and easy to use. The Poster was thought to work well being eye-catching and easy to understand.

'I like the way it encouraged gentle competitiveness.' (BGH)

'It looked nice and it was well set out and easy to do.' (BHCC)

Letting participants know how many miles they've walked round Wembley Stadium was considered interesting but not relevant to everyone. If it is possible, participants would like the examples to be more local.

Some people thought telling you the number of Muffins you had burnt off was a disappointing small number. Something more encouraging would have been better.

Length of W2WW:

BGH staff wanted it to be two weeks.

The BGH felt they needed something like the W2WW to motivate them to walk more. They would have liked it to last two weeks or have more weeks in the year.

'It could have been two weeks. We were just starting to get into it.' (BGH)

For BHCC staff, who hadn't really changed their behaviour, one week seemed to be enough. One person suggested having 'Walk on Wednesday' to try to get people to walk once a week.

Prizes:

Small prizes to be shared with teams are preferred

All participants thought that prizes were a good idea to encourage people. However, they didn't need to be very much as the input of miles/steps was based on trust so it should be just a token and not worth that much.

'£35 is quite a lot when you think people work here 25 years and get £50!' (BHCC)

Participants thought that a prize for a team that could be shared would be better as this encouraged people to do it together, which was the thing that kept people going.

Improvements for next year

Participants came up with the following suggestions for next year:

From all participants

- Encourage competition by teams and award prizes for teams to share. Keep prizes to a low value so people are not concerned about cheating.
- Promote more group walks, possibly with historical/architectural/nature interest, either tailor-made or linked up with existing organised walks out of work time. Encourage participants to bring their family, friends, dogs etc.
- Use participants from this year to champion W2WW next year. Get participants to encourage others to join in. Use case histories of previous participants to promote benefits to others.
- Target car drivers. For BGH enable them to park at other sites and walk. For BHCC stress the financial savings of parking. Emphasise that any walking is better than none.

From BHCC participants

- Get more managers and directors involved. Involvement from the top needs to be genuine. Convince them of the benefits of walking in terms of health, stress and ability to do job better.
- Provide a lunch or breakfast before the W2WW to meet participants.
- Resolve issues at BHCC about whether walking between sites during work time is an acceptable alternative to cycling or catching buses.
- Give everyone a Pedometer.
- Promote the financial benefits of walking as well as health and environmental issues. This may encourage more people.
- Give a couple of months notice before W2WW to build up awareness.
- Provide wider promotion than just intranet in order to reach frontline services.
- Follow up W2WW with something like 'Walk on Wednesday' to sustain walking throughout the year.
- Get a Green Councillor interested in walking to help promote W2WW.

Appendix: Discussion Guide

Introductions and background information

- How do you usually get to work?
- How far do you live from work?
- Are you still walking? (How much? Same/less/more than before?)

W2WW

- Main motivators and barriers?
- Did you take part for health reasons?
- Take part with anyone else in your team?
- Did your walking encourage others to walk?
- Did your motivation stay constant or did it go up and down?
- What were the most significant factors for you participating in W2WW?
- Was W2WW mentioned/discussed at all during the week by other colleagues?
- Have you set yourself any walking goals since you took part?
- What were your expectations and did it meet them?

The campaign

- Did Walk to Work Week work as an e-campaign?
- Would your approach to W2WW differ if you saw your Manager or CEO participating?
- How the employers approach to walking is perceived by staff
- How accessible is the city for walking?
- What did you think of the Living Streets site?
- Do you think walking should receive more/less promotion?
- Was W2WW the right length?
- Any ideas to sustain levels of walking and increase participation in your organisation?
- (Each) What would you do next year if you were in charge?