



Evaluation of Living Streets' Walking Works Pathfinder Employers Scheme

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Project funding

BHF National Centre for Physical Activity and Health were commissioned by Living Streets to undertake an independent evaluation of their Walking Works Pathfinder Employers Scheme.

Living Streets is the national charity working to create safe, attractive and enjoyable streets around the UK. Living Streets works with local authorities, funders and workplaces to get everyone walking more in their working day; whether to, from or during work.

The Walking Works project was managed and delivered by Living Streets as part of a portfolio of projects being delivered by a Consortium of the leading walking, cycling and health organisations and funded through the Big Lottery Fund's Wellbeing Programme. The Programme provides funding to support the development of healthier lifestyles and to improve well-being.

The Consortium is led by Sustrans and includes British Cycling, CTC, Cycling England, Living Streets, London Cycling Campaign, the National Heart Forum, the National Obesity Forum, the Ramblers' Association, Campaign for Better Transport and Walk 21. It has delivered a portfolio of projects that will enable two million people nationwide to become more physically active by walking or cycling as part of their daily lives by 2012 (www.travelactively.org.uk).

Front cover photograph courtesy of Dave Charnley.
Other photographs courtesy of the participating organisations.

Executive Summary

A high proportion of the adult population in the UK do not participate in the recommended levels of physical activity and strategies are urgently needed to address this issue. Promoting walking as an activity that can be built into people's daily lifestyles provides one such strategy. The workplace offers an ideal setting in which to promote walking as a mode of transport for the journey to and from work, and walking during the working day, to help increase overall physical activity levels in the adult population and improve health. Living Streets' Walking Works project aimed to increase walking during the daily commute and whilst at work. There were two components of the Walking Works project: a national campaign and a Pathfinder Employers Scheme. This report summarises the evaluation of Living Streets' Walking Works Pathfinder Employers Scheme and presents the findings in relation to project implementation and the impact of the project on employees. The Walking Works Pathfinder Employers Scheme worked with volunteer walking champions, based in five organisations from different sectors and settings, to deliver activities in the workplace to promote walking.

Programme management

The Walking Works project was managed and delivered by Living Streets as part of a portfolio of projects being delivered by a Consortium of the leading walking, cycling and health organisations and funded through the Big Lottery Fund's Wellbeing Programme. The Programme provides funding to support the development of healthier lifestyles and to improve well-being.

The Consortium is led by Sustrans and includes British Cycling, CTC, Cycling England, Living Streets, London Cycling Campaign, the National Heart Forum, the National Obesity Forum, the Ramblers' Association, Campaign for Better Transport and Walk 21. It has delivered a portfolio of projects that will enable two million people nationwide to become more physically active by walking or cycling as part of their daily lives by 2012 (www.travelactively.org.uk).

Living Streets received £449,095 from the Big Lottery Fund's well-being programme to deliver the entire Walking Works project. The project commenced in 2008 and is due to be completed by May 2012.

There were two components of the Walking Works project:

1. A national campaign delivered through a website that provided tools and resources aimed at employees and employers demonstrating the health, well-being and other benefits of regular walking. Through the website, employees were able to pledge to walk more and resources were provided for employers to develop walking to work schemes. As part of this campaign an annual Walk to Work Week is also held in spring each year to challenge employers and employees to increase the amount of walking they do during the working day. This is supported by an additional on-line tool, resources, challenges and competitions.
2. A Pathfinder Employers Scheme (PES) in which Living Streets engaged directly with five employers from different sectors and locations across five regions of England. The employers recruited had a range of

experience with travel planning and active travel promotion. Volunteer walking champions were recruited in each employer to promote walking and deliver initiatives within the organisation with support from Living Streets.

The evaluation reported here focused on assessing the delivery and impact of the project activities in the five organisations who took part in the PES.

Aims of the Pathfinder Employers Scheme

The overall aims of the Walking Works PES were to encourage people to walk for all or some of their journey to work and to encourage people to walk more during the working day.

Objectives of the Pathfinder Employers Scheme

The objectives of the PES were: to directly engage workplaces in promoting and developing walk to work schemes and provide resources to support them; to understand the benefits of the project to employers; to recruit volunteer 'walking champions'; to increase the number of employees who walk to and from the workplace; and to increase walking during the working day.

Implementation of the Pathfinder Employers Scheme

Recruitment

Living Streets recruited organisations from five different regions of England and from different sectors and settings. They included a further education institution, a private organisation, an NHS organisation, a county council and a higher education institution.

Timelines

Organisations commenced project activities between December 2009 and April 2010 and were involved in delivering project activities for 18 to 22 months prior to follow-up data collection in September to November 2011.

Walking Champions

A walking champion(s) (WC) was identified in each organisation to take the lead on delivering project activities. The WC was asked to spend 5 hours per month as part of their daily work activities developing and delivering activities to promote walking as part of the Walking Works project.

Funding

Organisations were able to claim up to £1000 per year whilst participating in the scheme (a total of £2000) for costs relating to the delivery of walking activities in the workplace.

Project activities

There was no standardised intervention for the PES. Organisations discussed which activities they would like to deliver in collaboration with Living Streets and Living Streets provided support and resources to the Walking Champions as requested. A variety of activities were delivered across the organisations with some organisations taking part in Living Streets' national campaign activities (Walk to Work Week and the mince

pie calculator promotion) as well as delivering other initiatives such as pedometer programmes and other promotional activities.

Evaluation of Walking Works Pathfinder Employers Scheme

An independent evaluation of the Walking Works PES was conducted by the BHF National Centre for Physical Activity and Health at Loughborough University. The main aims of the evaluation were to:

1. Learn about the benefit of the project to employers;
2. Learn about the process of using volunteers recruited as 'walking champions' to deliver walking programmes in the workplace;
3. Assess change in the number of employees who walk to and from the workplace;
4. Assess changes in the walking levels during the working day.

A mixed methods approach was used to evaluate the Walking Works PES which included interviews with Living Streets' project co-ordinator, the walking champions and business representatives. An employee survey was conducted in all five organisations at baseline and follow-up.

Key findings

1. The Walking Works Pathfinder Employers Scheme (PES) has the potential to benefit employers by supporting organisational agendas around employee health and well-being and sustainable travel, assisting organisations to meet carbon reduction targets and helping employees to consider alternative forms of travel when new car parking restrictions come into force, eg, preceding and following a move to new premises.
2. Volunteer walking champions (WCs) can be used to deliver activities to promote walking in the workplace, however the WC may find it challenging to balance planning and delivering project activities with completing their normal daily business activities which usually take priority.
3. The WC role should be aligned with the core role of the champion, eg, a focus on health, travel or environment, to help them integrate the project into their normal daily activities and ideally the WC should be given dedicated time and resources to support their work on the project. The role should be supported by a senior manager to ensure the WC is able to protect sufficient time for planning, communicating and delivering the project activities.
4. Whilst the WC may lead on planning and delivering walking activities in the workplace, additional support may be needed from other members of staff in key departments to raise the profile of the project and to build capacity for communicating and delivering project activities across the wider organisation. This may be particularly important in large organisations, or where organisations are located across a number of sites. External support may be needed, at least initially, to help the WC develop skills and confidence in planning and delivering walking activities in their organisations.
5. Engaging senior managers at the start of the project and maintaining their support throughout the project is important both for linking the project with wider organisational strategies, for raising the profile of the project and for securing employee involvement. Senior managers should demonstrate

their support by visibly participating in project activities to promote both walking for the daily commute and walking during the working day, to help encourage other employees to engage with the project activities.

6. In practice it was not possible to establish project-specific steering groups within the organisations to oversee delivery of project activities. In some organisations, the PES was linked into existing working groups around health or travel. This approach may be more achievable than setting up a new steering group and may be important for raising the profile of the PES and linking the project into wider organisational strategies and activities.
7. WCs should be encouraged to develop a written action plan for their project activities clearly identifying timelines, staffing and budget requirements. This will help to ensure that capacity, resources and funding are available to publicise and deliver activities at the time they are needed.
8. Project activities should meet employees' needs, be well publicised and offered at different times of day to enable all employees to participate.
9. Organisation-wide promotion of project activities using multiple communication channels is essential to ensure all employees are aware of the project activities that are taking place and have the opportunity to participate. WCs should be encouraged to develop a communication strategy before the project starts and in organisations where a communications team exists, they should be engaged early on to ensure the promotion of activities can be built into their work. Identifying members of staff from different departments or based in different locations to help with communication may be important in ensuring information about the project activities are effectively disseminated.
10. WCs were grateful for the resources and support provided by Living Streets which facilitated the implementation of a number of PES activities. In particular, the provision of ready to use resources was noted to be very helpful. Walk to Work Week, pedometer programmes and lunchtime walks were the most popular initiatives and employees seemed to particularly like team or inter-departmental competitions and challenges, and one-off events where they could participate on an ad hoc basis.
11. The low response rate to the employee surveys and the lack of statistically significant results severely limits the interpretation of the findings. There were very few significant changes in walking (for some, or all, of the journey, for the entire journey and during the working day) comparing the baseline and follow-up surveys.
12. Changes in measures relating to walking to and from work were limited to three organisations. One organisation had positive changes in intention and confidence to walk more for the daily commute and a positive change in walking for all, or some, of the journey. A second organisation had positive changes in intention to walk (but not confidence) and walking for all, or some, of the journey but had a very low response rate to the follow-up survey. The third organisation showed positive changes in intention and confidence to walk more for the daily commute but this was not reflected in changes in walking levels.
13. There were some encouraging reductions in the number of barriers to walking to and from work reported at follow-up, however survey respondents continued to report a number of barriers which included living too far away from work, lack of access to public transport near home or the place of

work, childcare arrangements, and the lack of safe environments for walking. Interventions are needed to address these barriers to support a change to more active modes of travel for the journey to and from work however these may fall beyond the scope of what can be delivered as part of the PES.

14. Promoting walking during the working day both during breaks and incidental activity, such as stair climbing and walking to a colleague, is an important strategy for increasing physical activity and reducing sedentary behaviour during work time. There were no significant changes in walking during the working day in any of the organisations other than a significant increase in the frequency of stair use in one organisation. Increasing walking during the working day may be more feasible for some employees than walking for the daily commute; however it requires visible management support and changes to organisational culture to enable more frequent movement around the office, to promote walking meetings, and to enforce breaks to allow people to take part in walking activities.
15. Whilst promotional activities delivered in the workplace may help to change attitudes towards walking in the short-term, environmental or policy changes both within and outside the workplace may be required to encourage a longer-term increase in walking during the working day and a shift in behaviour change away from using the car to walking for the all, or some, of daily commute.

Overall conclusion

Volunteer walking champions (WCs) delivered activities to promote walking to and from work and walking during the working day in the workplace as part of Living Streets' Walking Work Pathfinder Employers Scheme (PES). WCs were positive about the support and resources they received from Living Streets and the activities were well received by employees in most workplaces, though senior management support for the PES and the profile it achieved varied across organisations. WCs generally perceived employee involvement in PES activities to be good, however respondents completing the survey reported low levels of participation in project activities. Employees in some organisations reported positive changes in attitudes to walking for the daily commute, however the impact on actual levels of walking for the journey to and from work and during the working day was limited.

This evaluation highlights some important learning about project delivery and presents some key areas for improvement that could help to make the project more successful in the future. Further evaluation is needed to better understand the impact of the PES activities on walking levels, and additional interventions which promote long-term sustainable increases in walking behaviour on the journey to and from work and during the working day need to be identified.

Table of Contents

<u>CHAPTER 1. OVERVIEW OF WALKING WORKS PATHFINDER EMPLOYERS SCHEME</u>	1
1.1 BACKGROUND	1
1.2 PROGRAMME MANAGEMENT AND DELIVERY	2
1.3 PATHFINDER EMPLOYERS SCHEME AIMS AND OBJECTIVES	3
1.4 IMPLEMENTATION OF THE PATHFINDER EMPLOYERS SCHEME	3
1.5 EVALUATION OF WALKING WORKS PATHFINDER EMPLOYERS SCHEME	4
<u>CHAPTER 2. EVALUATION OF WALKING WORKS PATHFINDER EMPLOYERS SCHEME</u>	5
2.1 INTRODUCTION AND OBJECTIVES	5
2.2 DATA COLLECTION METHODS	5
2.3 DATA ANALYSIS	7
2.4 ETHICAL APPROVAL	7
<u>CHAPTER 3. PROJECT IMPLEMENTATION</u>	8
3.1 PARTICIPATING ORGANISATIONS	12
3.2 LIVING STREETS' PROJECT CO-ORDINATOR PERSPECTIVES	15
3.3 WALKING CHAMPION PERSPECTIVES	22
3.4 BUSINESS REPRESENTATIVE PERSPECTIVES	26
3.5 KEY LEARNING	28
<u>CHAPTER 4. PROJECT IMPACT</u>	30
4.1 SURVEY RESPONSE RATES	35
4.2 RESPONDENT CHARACTERISTICS	36
4.3 OVERALL WALKING	42
4.4 TRAVEL TO AND FROM WORK	43
4.5 WALKING TO AND FROM WORK	49
4.6 WALKING DURING THE WORKING DAY	54
4.7 PHYSICAL ACTIVITY	57

4.8 BMI AND HEALTH	58
4.9 WORKPLACE NEEDS ASSESSMENT	60
4.10 AWARENESS AND PARTICIPATION IN PROJECT ACTIVITIES	61
4.11 EMPLOYEE PERCEPTIONS OF THE PROJECT ACTIVITIES	63
4.12 EMPLOYEE PERCEPTIONS OF THE IMPACT OF THE PROJECT ON WALKING	64
4.13 EMPLOYEE PERCEPTIONS OF THE IMPACT OF THE PROJECT ON HEALTH AND SOCIAL FACTORS	64
4.14 ENCOURAGEMENT FOR WALKING	65
CHAPTER 5. CASE STUDIES	69
5.1 ORGANISATION A	70
5.2 ORGANISATION B	77
5.3 ORGANISATION C	83
5.4 ORGANISATION D	89
5.5 ORGANISATION E	94
CHAPTER 6. KEY FINDINGS AND CONCLUSIONS	100
6.1 KEY FINDINGS	101
6.2 EVALUATION STRENGTHS AND LIMITATIONS	108
6.3 LESSONS LEARNT	110
6.4 OVERALL CONCLUSION	112
CHAPTER 7. RECOMMENDATIONS	113
CHAPTER 8. REFERENCES	115
APPENDICES	116
APPENDIX A INTERVIEW SCHEDULES	117

CHAPTER 1. Overview of Walking Works Pathfinder Employers Scheme

1.1 Background

The overall benefits of physical activity for improving health and well-being have been well reported (Department of Health, 2004). Despite this, a high proportion of adults in England, 39% of males and 29% of females, do not meet recommended levels of physical activity (Craig *et al.*, 2009) and strategies are urgently needed to increase physical activity and reduce the incidence of non-communicable disease.

In recent years there has been a shift towards promoting more lifestyle based activities that can be built into peoples' daily lives and might appeal to a wider segment of the population. Walking provides one such opportunity to accumulate short bouts of moderate physical activity which can contribute to meeting overall physical activity recommendations. Walking has been described as the "perfect exercise" (Morris and Hardman, 1997) and is known to provide significant benefits to health when done at a moderate level including reduced risk of cardiovascular disease and type 2 diabetes, reduced blood pressure and improved mental health and well-being (Department of Health, 2004); it is free, and does not require any special equipment or infrastructure. Walking can be undertaken for recreational purposes, eg, walking for leisure, for incidental purposes, eg, taking the stairs, or can be used as a mode of transport to travel from one place to another either alone, or in combination with another mode of travel, eg, public transport.

Over the last century, there has been an increasing reliance on the use of cars as a mode of transport for the journey to and from work. Currently, 69% of adults travel to work by car and only 10% of adults travel on foot (Department for Transport, 2011). Additionally, a high proportion of employees are now employed in sedentary occupations and thus sit for long periods of time, which can have adverse effects on health irrespective of high levels of participation in physical activity (Proper *et al.*, 2011; Thorp *et al.*, 2011). One potential strategy for increasing physical activity levels is to promote walking as a mode of transport for the daily commute to and from work, and walking in and around the workplace during the working day.

The workplace offers an ideal setting to promote walking as a means of increasing physical activity and improving health. There is a unique opportunity to reach a large number of adults and encourage regular daily walking, as a high proportion of the adult population in the UK are currently in employment (70.3%) (Office for National Statistics, 2012), 91% of the population leave the home to travel to work each day (UK Census, 2001) and nearly three quarters of the working population travel to the same workplace every day (Department for Transport, 2010). Employers are likely to benefit from employees' improved health as a result of increased participation in physical activity and by reducing the proportion of the population who travel to work in their cars there are potential benefits for reducing traffic congestion and carbon emissions thus benefitting the environment, helping employers by relieving pressure on parking and contributing to targets for promoting a sustainable environment in the workplace.

To date, only one study has been published reporting the results from an intervention promoting walking for the journey to and from work in the UK (Mutrie *et al.*, 2002). This study found that the "Walk in to

Work Out” pack, a pack containing self-help written interactive materials promoting active commuting, was effective in increasing walking for the commute to work and this was sustained after 12 months. More recently, a one week mass media campaign promoting active travel (walking and cycling) in a University setting was found to increase walking trips to and from work by 5% in the short-term (Sherry *et al.*, 2012 unpublished). No studies have been published to date reporting the effect of interventions to promote walking during the working day in UK workplaces.

Living Streets’ Walking Works project aimed to increase walking during the daily commute and whilst at work. There were two components of the Walking Works project: a national campaign and a Pathfinder Employers Scheme. This report summarises the evaluation of Living Streets’ Walking Works Pathfinder Employers Scheme and presents the findings in relation to project implementation and the impact of the project on employees.

1.2 Programme management and delivery

The Walking Works (WW) project was managed and delivered by Living Streets as part of a portfolio of projects being delivered by a Consortium of the leading walking, cycling and health organisations and funded through the Big Lottery Fund’s Wellbeing Programme. The Programme provides funding to support the development of healthier lifestyles and to improve well-being.

The Consortium is led by Sustrans and includes British Cycling, CTC, Cycling England, Living Streets, London Cycling Campaign, the National Heart Forum, the National Obesity Forum, the Ramblers’ Association, Campaign for Better Transport and Walk 21. It has delivered a portfolio of projects that will enable two million people nationwide to become more physically active by walking or cycling as part of their daily lives by 2012 (www.travelactively.org.uk).

Living Streets received £449,095 from the Big Lottery Fund’s Wellbeing Programme to deliver the entire WW project. The project commenced in January 2008 and is due to be completed in May 2012.

There were two components of the WW project:

1. A national campaign delivered through a website that provided tools and resources aimed at employees and employers demonstrating the health, well-being and other benefits of regular walking. Through the website, employees were able to pledge to walk more and resources were provided for employers to develop walking to work schemes. An annual Walk to Work Week is also held in spring each year to challenge employers and employees to increase the amount of walking they do during the working day. This is supported by an additional on-line tool, resources, challenges and competitions.
2. A Pathfinder Employers Scheme (PES) in which Living Streets engaged directly with five employers from different sectors and locations across five regions of England. The employers recruited had a range of experience with travel planning and active travel promotion. Volunteer walking champions were recruited in each employer to promote walking and deliver initiatives within the organisation with support from Living Streets.

The evaluation reported here focused on assessing the impact of the Walking Works project activities in the five organisations who took part in the PES.

1.3 Pathfinder Employers Scheme aims and objectives

WW PES is a workplace-based project which has been delivered by Living Streets in conjunction with organisations in the UK to encourage employees to walk more. The overall aims of the WW PES were to:

- Encourage people to walk for all or some of their journey to work.
- Encourage people to walk more during the working day.

The main objectives of the WW PES were to:

1. Directly engage workplaces in promoting and developing walk to work schemes and provide resources to support them;
2. Understand the benefit of the project to employers;
3. Recruit workplace volunteer 'walking champions';
4. Increase the number of employees who walk to and from the workplace;
5. Increase walking during the working day.

1.4 Implementation of the Pathfinder Employers Scheme

Recruitment

Living Streets recruited five organisations from different sectors and settings across five regions of England to take part in the PES. They included a further education institution, a private organisation, an NHS organisation, a county council and a higher education institution.

Timelines

PES organisations commenced project activities between December 2009 and April 2010 and were involved in delivering project activities for 18 to 22 months prior to follow-up data collection in September to November 2011.

Walking Champions

A walking champion(s) (WC) was identified in each organisation to take the lead on delivering project activities; the WC was usually the main point of contact who had shown initial interest in taking part in the project. The WC was asked to spend 5 hours per month as part of their daily work activities developing and delivering activities to promote walking as part of the Walking Works project.

Funding

Organisations were able to claim up to £1000 per year whilst participating in the scheme (a total of £2000) for costs relating to the delivery of walking activities in the workplace.

Project activities

There was no standardised intervention for the PES. At the start of the project Living Streets discussed with each organisation which activities they would like to deliver and provided ideas where requested. A variety of activities were delivered across the organisations with some taking part in Living Streets national campaign activities (Walk to Work Week and the Mince Pie Calculator promotion). Organisations also planned and delivered other activities based on the needs and interests of their workplaces. Living Streets provided support to the organisations during the project as needed.

Sustainability

The ethos of the PES was for WCs to take an active role in delivering activities, with support from Living Streets, in order to gain experience to enable them to continue promoting walking in their workplaces beyond the funded project.

Further details relating to project implementation are provided in Chapter 3.

1.5 Evaluation of Walking Works Pathfinder Employers Scheme

The BHF National Centre for Physical Activity and Health, based in the School of Sport, Exercise and Health Sciences at Loughborough University were commissioned by Living Streets to undertake an independent evaluation of the Walking Works PES. Further details of the evaluation are provided in Chapter 2.

CHAPTER 2. Evaluation of Walking Works Pathfinder Employers Scheme

2.1 Introduction and objectives

The BHF National Centre for Physical Activity and Health (BHFNC), based in the School of Sport, Exercise and Health Sciences at Loughborough University were commissioned by Living Streets to undertake an independent evaluation of the Walking Works Pathfinder Employers Scheme (PES). The evaluators developed appropriate evaluation tools, conducted the qualitative evaluation and were responsible for all data analysis. Individual workplaces were responsible for conducting the employee survey. The objectives of the evaluation were to:

1. Learn about the benefit of the project to employers
2. Learn about the process of using volunteers recruited as ‘walking champions’ to deliver walking programmes in the workplace
3. Assess change in the number of employees who walk to and from the workplace
4. Assess changes in the walking levels during the working day

A mixed methods approach was used to assess the evaluation objectives as follows:

Objectives 1 and 2:

- Key informant interviews with Living Streets’ co-ordinator
- Key informant interviews with walking champions
- Key informant interviews with business representatives

Objectives 3 and 4:

- Pre- and post- employee survey

2.2 Data collection methods

2.2.1 Qualitative evaluation

Living Streets’ Project Co-ordinator

An interview was conducted with the project co-ordinator from Living Streets at the end of the project (October 2011). The interview was arranged at a time and location to suit the interviewee and lasted approximately 30-45 minutes. The purpose of this interview was to learn about Living Streets’ experiences of the project. A semi-structured questionnaire schedule was used to initiate and guide the discussions through theme areas including: roles and responsibilities; programme management; organisational engagement and support; project development and implementation; challenges and successes; and project impact. A copy of the interview schedule is provided in Appendix A. Notes were made during the interviews and the discussions were recorded; these were later used for analysis.

Walking Champions

A telephone interview was conducted with the walking champion (WC) in each organisation. The interview was arranged at a time and location to suit the interviewee(s) and lasted approximately 30-45 minutes. The purpose of these interviews was to learn about the walking champions' experiences of delivering the project. A semi-structured questionnaire schedule was used to initiate and guide the discussions through theme areas including: roles and responsibilities; organisational engagement and support; project development and implementation; challenges and successes; and project impact. Interviewees were also asked to provide recommendations for other WCs and workplaces in delivering these types of project. A copy of the interview schedule is provided in Appendix A. Notes were made during the interviews and the discussions were recorded; these were later used for analysis.

Business Representative

A telephone interview was conducted with a business representative in each organisation (where a suitable interviewee could be identified). The interview was arranged at a time and location to suit the interviewee and lasted approximately 30-45 minutes. The purpose of the interview was to learn about the organisation's experiences of the Walking Works project and benefits of the project for the organisation. A semi-structured questionnaire schedule was used to initiate and guide the discussions through theme areas including: roles and responsibilities; organisational engagement and support; project development and implementation; challenges and successes; and project impact. Interviewees were also asked to provide recommendations for other workplaces who wish to take part in this type of project. A copy of the interview schedule is provided in Appendix A. Notes were made during the interviews and the discussions were recorded; these were later used for analysis.

All interviews were conducted by Debra Richardson (Richardson-Hall Associates) on behalf of BHFNC.

2.2.2 Employee survey

An online survey was conducted using Survey Monkey with employees in all participating organisations at baseline (before project activities commenced) and at follow-up (after project activities were completed). The evaluation team were responsible for developing the content of the survey which assessed the following:

- Journey to work including distance, usual mode of travel, time spent walking
- Walking during work time
- Overall walking
- Attitudes to walking: overall, for walking to and from work and walking during the working day
- Colleague support for walking
- Barriers to walking to work
- Workplace travel policies (baseline only)
- Needs assessment (baseline only)
- Awareness of, and participation in, project activities (follow-up only)

- Employee experiences and perceived impact of project activities (follow-up only)
- Employee perceptions of the impact of project activities (follow-up only)
- Overall physical activity
- Health and well-being
- Employment characteristics
- Demographics

Each organisation was responsible for conducting the survey with their employees. The evaluation team supplied each organisation with a link to their survey and provided guidelines on how to get the best response rate to the survey. In most organisations, the survey link was sent to all employees based in the locations where project activities were due to be delivered. Organisations were provided with regular updates as to how many employees had completed the survey. Incentives were provided by Living Streets to encourage completion of the survey. A copy of the survey is available on request.

2.3 Data analysis

Qualitative analyses of Living Streets co-ordinator, walking champion and business representative interviews were conducted by Debra Richardson (Richardson-Hall Associates Ltd). Notes and recordings were reviewed and coded and the results are reported under key themes.

Data analyses of the employee survey were conducted by the BHFNC evaluation team. Employee survey data were downloaded from Survey Monkey into Microsoft Excel, and then imported into SPSS Version 19.0. Variables were checked for range, logic and plausibility. Questions with no response were coded as missing variables. Respondents who had not answered any questions in the survey were excluded from the analysis. Data were summarised using descriptive analysis.

Statistical analyses were conducted for employee survey data. Data collected from baseline and follow-up employee surveys were treated as independent samples. Continuous data were analysed to test for significant differences over time using an independent t-test. Where data was not normally distributed, non-parametric tests (Mann-Whitney) were utilised. For categorical data, Chi squared test were conducted assessing change in proportion between baseline and follow-up. Statistical significance is presented at the 0.05 and 0.01 levels. Due to the low response rate to the survey, results should be interpreted with caution.

2.4 Ethical approval

Ethics approval for all evaluation activities was obtained from Loughborough University Ethical Advisory Committee.

CHAPTER 3. Project implementation

SUMMARY

This chapter reports on the key findings from qualitative interviews with three key groups of people engaged in delivering the Walking Works Pathfinder Employers Scheme (PES): Living Streets' project co-ordinator; walking champions; and business representatives. Key themes discussed during the interviews included:

- Aims of the PES
- Context in which the project was being delivered
- Roles and responsibilities
- Organisational engagement and support
- Project development and implementation
- Project impact

The methods are described in full in Chapter 2. Quotes are used to illustrate points, but in order to respect people's confidentiality, interviewees have remained anonymous.

KEY FINDINGS

Living Streets' Project Co-ordinator

- Living Streets' role was to manage the PES, recruit organisations to take part and provide support to the walking champions (WC) as needed to build their skills for planning and delivering walking initiatives in the workplace.
- The main aim of the PES was to learn about organisations' experiences of delivering interventions during the working day to promote walking both as a means of getting to and from work, and to increase activity during the working day.
- Recruiting organisations was more challenging than envisaged and a variety of approaches were used to engage the five participating organisations. Whilst there was interest from organisations, many felt that they could not take up the scheme due to perceptions that they might not be able to commit resources for the duration of the PES and in some cases limitations on surveying staff meant that they would not be able to fulfil monitoring and evaluation requirements.
- To raise the profile of the project and embed it in the organisation, it was suggested that the PES should be linked to broader organisational objectives however the extent to which this occurred varied across the organisations depending on the existence and prioritisation of strategic objectives and the involvement of senior members of staff.
- It was also recommended to organisations that a steering group was set up within the organisations to support the project. Most organisations did not do this but some linked into existing, related steering groups, eg, travel planning or health and well-being.

- Initial plans by Living Streets to recruit a network of WC within each organisation proved impractical and each participating organisation had only one or two champions who led on the project and acted as the main contact for Living Streets.
- Living Streets felt it would be important in the future for WCs to develop an internal support group and for other employees from different departments to be more engaged in the delivery of the project across the organisation. This would help to provide access to relevant internal resources, to build capacity and to ensure the delivery of activities was sustainable.
- WCs were seen to be crucial in the success of the project as they were the key people in the workplaces organising and delivering activities. It was thought that the WC role should continue to be built into an existing member of staff's role with time and funding dedicated to the project.
- The PC's role was flexible in order to offer support to the participating organisations in a variety of ways, depending on the needs of the WCs, who varied in their experience and capacity to deliver activities. Some WCs only asked for support with research and resources, whereas others requested more hands on support to organise events and support promotional work.
- Ideas for the PES were developed in collaboration with WCs and proposals were developed from these discussions either by the WC or Living Streets. Only two organisations developed these proposals into formal action plans.
- Organisations' capacity to deliver activities varied. The initial plan for each organisation to deliver eight activities over two years was later revised to take into account WCs ability to deliver project activities alongside their other work commitments.
- For WCs the PES was part of their broader programme of work that they needed to deliver and sometimes it was not possible to prioritise PES activities.
- Many of the organisations underwent or initiated restructuring and/or relocation during the PES period that sometimes impacted on the delivery of activities.
- Funding was available for organisations to support walking activities however not all organisations made a claim.
- Living Streets found it difficult to gather information regarding the implementation of project activities which they hoped to collect to share learning across the organisations taking part in the project.
- The main success for Living Streets was the positive feedback from WCs in terms of how they feel the PES has been implemented in their organisations and the value of the support and resources Living Streets provided.
- The challenges included the recruitment of organisations for a two year project that required internal resource, and the reality of delivering walking activities in the workplace in competition with normal daily business.

Walking Champions

- Eight volunteer walking champions (WC) were recruited in total across the five organisations; two organisations had one WC and three organisations had two WCs.
- The core role of the WCs varied although seven of them had roles relating to sustainable/active travel and one to health and fitness. The total time spent on the WC role varied across organisations and ranged from between 1 hour per week to 1 day per week.
- Seven out of the eight WCs felt their role should be undertaken by an internal member of staff with dedicated time and funding allocated to the role.
- A range of skills needed for the WC role were identified including communication, motivation, enthusiasm, assertiveness, positivity, creativity, being organised, flexibility, and persistence.
- Senior level staff were thought to have supported the project in three organisations; although only senior staff from two organisations visibly participated in project activities. Other internal staff supported project activities in a variety of ways in four out of the five organisations.
- None of the organisations established a project-specific steering group, though the project was accountable to a broader organisational group in two of the organisations.
- All WCs felt Living Streets had provided sufficient support and they were pleased with the support made available to them.
- Only two of the organisations developed a formal action plan for the PES but all the activities planned and discussed with Living Streets were delivered in four of the five organisations.
- Various forms of communication were used to promote PES activities including posters, notice boards, digital display screens, weekly staff magazine, staff newsletter, road shows, intranet, all staff e-mails and 1:1 contact either face to face, by telephone or e-mail; the most successful method, identified by four of the eight WC was individual email.
- Walking Works branding was used across all organisations although six of the WCs were unsure whether the brand would be recognised.
- Funding was claimed by four of the five organisations; one organisation had an internal budget available so did not make any claims. The funding available was seen to be sufficient to at least start the PES however some WC thought additional funding would have been useful to develop some of their ideas, eg, producing walking maps. Staff costs were covered by all five organisations.
- The successes varied across organisations though Walk to Work Week was mentioned most frequently.
- The challenges also varied, some of them were at an organisational level and included a lack of senior management involvement and insufficient support on the delivery; others were at a more practical level and included insufficient funding or resources and having to have to adhere to national timescales for delivering interventions which sometimes coincided with other work commitments, eg, for Walk to Work Week which took place each year in a set week in spring.
- WC from four out of the five organisations perceived there to have been a positive impact on attitudes towards walking and walking behaviour during the interventions but they were unsure whether the project activities would have had a sustainable impact in the longer-term.

Business Representatives

- Business representatives (BRs) were identified in three of the five organisations though one of these was also a WC.
- The BR role in the project varied and ranged from promotional work through to ensuring links to broader corporate plans.
- The time spent on the role varied between 1-2 hours /week to half a day week.
- BRs in two organisations felt the WC should be an internal member of staff with dedicated time allocated to the project; though one BR felt it would be helpful to have someone external to start the project but then someone internal to run it.
- All BRs felt the funding provided by Living Streets was sufficient to initiate and run the project activities.
- Support for communicating information about the project varied; in one organisation this was led by the communications team so was managed organisationally, in another organisation the BRs would have liked higher level support for communications.
- Senior level support across the organisation was considered to be important for employee engagement. It was thought to be present in two of the organisations represented by BRs. In the third organisation there was no specific senior level support for the PES but there was support for a broader programme of work around health and well-being which including walking.
- The BRs were all involved in determining the activities that took place as part of the PES.
- The successes and challenges of the PES reflected those identified by the WC.
- All three BRs felt the PES had assisted in positively changing attitudes and behaviour although all were unsure whether the impact would be sustainable in the longer-term.
- All BRs felt the organisation would take part in a programme like the PES again though one felt it needed to be delivered over a longer period for behaviour change to occur.

3.1 Participating organisations

An overview of the organisations recruited to the PES and details of their participation is provided in Table 3.1.

Organisations were recruited to take part in the Walking Works Pathfinder Employers Scheme (PES) using a variety of methods. The PES was advertised on Living Streets' Walking Works website and through their e-Bulletin as well as through their existing contacts and relevant networks. In one case the organisation was recruited as a result of a referral from a colleague.

Organisations were situated in a variety of locations with varying pedestrian access, access to public transport, road networks and car parking availability.

The PES had good links with existing travel and health and well-being policies and strategies in most of the organisations and a key reason for getting involved with PES was the support the project gave in helping the organisation to achieve some of their policy and strategic objectives. Volunteer walking champions (WC) were recruited in all organisations to organise and deliver project activities and in most organisations the project fitted with the normal day to day role of the WCs.

The PES was due to be delivered over 3 years with organisations taking part in the PES for 2 years from April 2009. As a result of challenges in recruiting suitable organisations, the project commenced at different times, but all five organisations were engaged by April 2010. Baseline surveys were conducted between December 2009 and June 2010, therefore, organisations were involved in delivering project activities for 18 to 22 months prior to a revised follow-up data collection period between September and November 2011.

A variety of activities were delivered across the organisations (Table 3.1) with some organisations taking part in Living Streets national campaign activities (e.g. Walk to Work Week and the mince pie calculator promotion). Organisations also planned and delivered other activities and Living Streets provided resources and support to the organisations during the project as needed. Some funding was provided by Living Streets for walking activities and this funding was claimed to varying extents by the organisations.

Key organisational changes, for example moving location, restructuring of the organisation and redundancies, occurred in most organisations during the project and may have affected the delivery and impact of project activities.

Further details relating to specific organisations are provided in Chapter 5.

Table 3.1 Overview of Walking Works projects

	Organisation				
	A	B	C	D	E
Region	North East	East Midlands	Yorkshire	West Midlands	London
Organisation	Further education institution	Private organisation	NHS organisation	County Council	Higher education institution
Start date	December 2009	April 2010	December 2009	April 2010	February 2010
Context (including changes during project that may have influenced success)	Organisation used to be based on a single site, now spread across multiple sites with reduced car parking. Sites based in business and industrial parks on the outskirts of a city and town.	Multiple sites: PES focussed on two sites where 20-30% of staff are based. One site is in the city centre; it has no car park but is close to public transport links. The second site is in a business park, out of the city, with some residential areas surrounding it; it is just off the motorway and parking is available for staff. There are concerns around safety for walking in some local areas. Organisational changes during project included a large number of redundancies.	Multiple sites across a district area, however organisation changed dramatically during project with large reduction in number of staff and the loss of one site. Office move 6 months after start of PES; free parking removed which created negativity towards walking. This made it difficult to implement the project.	Multiple sites: workplace accessibility is an issue as some sites are on the outskirts of the city and others in more rural locations. Plans to relocate some city-based staff to a main site in the centre were expected in Sept 2011 but were delayed until Nov 2011. The new site has no parking so WC hoped to encourage more people to walk to work in advance of the change.	Organisation is based across multiple sites in an outer London borough. All sites are within a one mile radius of each other. Varied working schedules between support and academic staff were difficult to balance, eg, lunchtime restrictions prevented some staff taking part.
Links to existing workplace policy, strategy and programmes	Linked to organisations' health at work policy and the strategic direction of the organisation to employ and retain the best staff. Strategy in place to ensure co-ordinated approach to travel planning; each site has a travel plan including a communication strategy to inform employees of alternatives to using car Fitted with organisations' existing health and well-being programme	Project linked to sustainable travel and well-being agendas across the organisation.	Linked to workplace health policy and sustainable travel plans and aspiration of organisation to be a local leader in health and healthy transport.	Linked to the sustainable travel agenda.	Project linked to staff travel plans and health and well-being agendas.

LS=Living Streets; WW= Walking Works project; WC=walking champion; BR=business representative

Table 3.1 Overview of Walking Works projects (continued)

	Organisation				
	A	B	C	D	E
Recruitment to project	LS contacted the WC to discuss taking part through a local travel plan contact.	LS promoted the PES through a travel planning network. The WC expressed interest in taking part.	LS contacted the WC to ask for suggestions for other organisations to take part. Organisation keen to take part themselves.	Heard about WW through LS website.	WC was referred through a Living Streets member of staff not involved in the PES project.
Reasons for participation	PES supported work on health and staff retention agendas, in particular looking at how to get people to and from work following move to multiple sites with restricted parking.	PES supported work on health and travel agendas. Organisation looking for ways to help people become less dependent on cars & support mileage and carbon reduction targets.	PES supported work on health and travel agendas. Particularly looking at ways to reduce carbon footprint and promote active travel across the organisation and their partners.	PES linked to WC core role in sustainable travel.	PES supports WC in core role to improve environmental performance of organisation. Also compatible with health and travel agendas: reducing environmental impact, carbon footprint and increasing staff awareness of these issues.
Roles and responsibilities	Two WC; both with core roles around travel planning. BR identified in HR department - linked to PES through role as champion in existing health and well-being programme. Other internal staff involved at strategic and operational level.	One WC; core role in sustainable travel. No BR was identified for the organisation. Other internal staff involved at strategic and operational level.	Two WC; both with core roles around active transport. One of the WC was also the BR. Other internal staff involved at operational level.	One WC; core role in sustainable travel. No BR was identified for the organisation. No-one else, internal or external to the organisation was involved in PES.	Two WC; one environmental manager, one administrator in the sport and well-being team. BR identified from Facilities Management. A number of other internal staff were involved.
Project activities	<ul style="list-style-type: none"> • Walk to Work Week 2010 and 2011 • Mince Pie Calculator promotion (Christmas 2010) • Led lunchtime walks • Alternatives to the car - Staff conference (June 2010) • Fit Campaign - existing initiative (including walking) 	<ul style="list-style-type: none"> • Walk to Work Week 2011 • Mince Pie calculator promotion (Christmas 2010) • Unleash Your Office Animal quiz promotion (Summer 2010) • Photo competition (Spring 2011) 	<ul style="list-style-type: none"> • Mince Pie Challenge (Christmas 2009 and 2010) • Lunchtime led walks • New Year, New You staff travel days promotions (Jan-Feb 2010 and 2011) • Best Foot Forward pedometer challenge (April-May 2010 and May-June 2011) 	<ul style="list-style-type: none"> • Walk to Work Week 2011 • Lunchtime led walks • Autumn pedometer challenge (October 2010) • Winter Warmers (Winter 2010) • Walking talk and quiz (February 2011) 	<ul style="list-style-type: none"> • Walk to Work Week 2010 and 2011 • Lunchtime walks 2010 • Walking Works campaign launch lunch and walk • Walking champions meeting (Spring 2010) • Summer Social Walk 2010 • Foot pumper Day (Sept 2011)
Funding	The full amount of funding was claimed and was used for interventions, materials, prizes and resources (pedometers). Staff costs were covered by the organisation.	No funding was claimed though promotional resources were supplied for Walk to Work Week 2011. A small amount of funding was provided by the organisation to support the initiative. Staff costs were covered by the organisation.	The full amount of funding was claimed and was used for vouchers, prizes and pedometers. Staff costs and additional funding for better quality pedometers covered by organisation.	The full amount of funding was claimed in year 1 and was used for pedometers. Funding not claimed for year 2 due to time constraints in planning activities. Staff costs covered by organisation.	The full amount of funding was claimed and used for interventions, materials, prizes and resources (pedometers). Staff costs covered by organisation.

LS=Living Streets; WW= Walking Works project; WC=walking champion; BR=business representative

3.2 Living Streets' project co-ordinator perspectives

Living Streets project co-ordinator (PC) was interviewed to assess the experiences of programme management and delivery from Living Streets' point of view. The current PC was appointed mid-way through the project and the experiences and learning outlined below are based on their time working on the project.

A. Aims of Walking Works Pathfinder Employers Scheme (PES)

The PC indicated that the main aim of the PES was to learn about organisations' experiences of delivering interventions during the working day to promote walking both as a means of getting to and from work, and to increase activity during the working day, for example by promoting walking meetings and lunchtime walks. The aim of the project remained the same throughout the programme although there were some changes to the systems and processes used to achieve the aims during the project.

Defining success for the PES

It was thought the scheme would be considered a success if Living Streets had helped the walking champions (WCs) to have a better understanding of how to promote walking to their employees, were more aware of the barriers to promoting walking in the workplace and had learnt about which activities worked well and those that worked less well so they could continue to promote walking in their organisations beyond the end of the project. Living Streets hoped to collect examples of best practice, and how they related to different types of workplace, to enable the learning to be used by Living Streets and others to inform the development and implementation of workplace walking schemes in other organisations in the future. Increases in employee walking levels and other positive outcomes for employees would also be considered a measure of success.

B. Roles and responsibilities

Role of Living Streets' project co-ordinator in the PES

The role of the PC was predominantly operational and once organisations were recruited to take part in the project it mainly involved providing external support to individual WCs to help them deliver walking-related activities in the participating organisations. The PC's role was flexible in order to offer support to the participating organisations in a variety of ways, depending on the needs of the WCs, who varied in their experience and capacity to deliver activities. The support provided by the PC varied from providing ideas, researching information and supplying resources to being more hands on in helping to organisation and run activities.

C. Organisational Engagement and Support

Recruiting organisations

Five organisations from different sectors were successfully recruited to take part in the PES through promoting the scheme using Living Streets' own website and networks as well as other external networks at a regional and national level. Recruiting organisations to the PES was challenging and much harder than

initially envisaged; changes were made to the recruitment method after initial cold-calling proved unsuccessful. Some organisations that did express an interest were unable to sign up to the PES due to concerns that they would not be able to commit sufficient time to deliver it throughout the two-year period. Others thought that they would not be able to meet the monitoring and evaluation requirements, either because they felt that the monitoring was too comprehensive and would be too onerous for staff, or due to internal restrictions on surveying staff, survey fatigue, or concerns the survey may coincide with existing staff surveys or consultations. However, monitoring and evaluation was also the reason some organisations engaged with the programme as it would enable them to *'see if their work had made an impact'*.

The recruitment of five organisations representing a variety of sectors to the PES and the completion of the project in these organisations, despite organisational changes and a challenging economic climate, was seen as a success for the project.

Securing senior level commitment

To try and secure senior level commitment to the project from within each organisation, Living Streets requested that a senior level sponsor, along with the WC, signed the Memorandum of Understanding (MoU) which outlined what was expected of organisations during the project and what Living Streets would provide for the organisation. However, it took on average a month to six weeks for senior managers to sign which caused a delay in the start of the programme in some organisations. In one organisation PES activities commenced before the MoU was signed due to delays in obtaining a signature from a senior management sponsor.

It was envisaged that by engaging a senior level sponsor in signing the MoU it would help the WCs to secure senior level commitment for the PES as the senior level sponsor would be aware of the scheme, would help to legitimise time spent on the programme and would secure cooperation across the organisation. In reality this was not the case and most WC champions asked a senior manager to sign the MoU to enable them to start the programme, rather than to obtain their on-going support. There was no direct contact between the PC and the senior level sponsor who signed the MoU for each organisation; the main points of contact in the participating organisations were the WCs.

To improve senior level commitment for future programmes the PC suggested that it may be important for the external organisation (ie, Living Streets) to have some direct contact with business representatives or senior managers. This could be through initial face-to-face meetings with the senior management sponsor at the start of the scheme to engage them in the project, as well as regular update meetings with both the WC and the senior management sponsor throughout the project where possible. It was felt that there would however still be challenges in engaging senior managers unless the PES was linked to some of the organisations broader targets so activities could be seen to complement existing work rather than adding to it, or there was another way of raising the profile of the scheme across the organisation.

The establishment of a project-specific steering group was recommended to all organisations to try and secure commitment and support for the delivery of the PES within the organisation however none of the WCs did this. Some organisations linked the PES into existing related steering groups, for example around travel planning or health and well-being.

D. Walking Champions

Recruiting walking champions

Initially Living Streets planned that a network of WC would be established in each organisation and the original project proposal suggested recruiting one WC per twenty five employees. However, in practice it was felt that this was not realistic and it was important to have one main point of contact at each organisation who was seen as the WC. The WCs were encouraged to find support from others in the organisation through establishing a steering group and one organisation did pursue the establishment of a walking action group with champions from across the organisation. In this particular situation, champions did come forward but despite being keen to help it was challenging to get them involved in delivering activities due to competing work demands from their normal daily roles. The PC indicated that if the programme was repeated they would still look to recruit one main WC per organisation who is accountable for the programme, but they would emphasise the importance of getting others involved especially across core departments, eg, Human Resources, Communications, and Facilities Management, to support programme delivery and increase the sustainability of the activities.

Perception of the walking champion role

The WC role was seen as a predominantly operational role to plan and deliver walking activities in the organisations with support from Living Streets, progressing over time to taking a more active lead role in developing ideas and implementing activities as they gained experience.

The role did develop operationally in the way it was originally envisaged, although there were some challenges, specifically in relation to the time available for the role and the competing demands of WCs' core roles, *'all the WCs had interest and were enthusiastic but for many it was only a small part of their remit and was sometimes difficult to prioritise'*.

WCs were encouraged to consider whether there were organisational objectives the PES could support at a more strategic level that could help to harness internal resources and support, however the success of linking to these strategies and broader organisational aims varied across organisations.

There were no specific changes the PC would like to see to the WC role, but they would like to encourage the WC to develop an internal support group to enable the responsibilities of the programme to be shared. It was however recognised that this may not always be practical for all organisations and would depend on the working culture and organisational priorities.

Generally it was felt that the WC role should be built into an existing member of staff's core role with dedicated time for the project; it was felt that those WCs where the role was closely aligned to their core role had found it easier to engage with the scheme. However, this may not always be realistic in organisations and it was thought that flexibility in the support provided by Living Streets and project structure would need to be retained.

Experience of working with the walking champions

A pragmatic approach was taken to working with WCs; the PC discussed the range of support on offer and tailored this to individual needs and preferences. The amount of support organisations requested varied. Generally this did not exceed the 5 hours/month stated in the MoU, although there were exceptions to this, for example, when researching a specific topic for an organisation.

The type of support requested also varied across organisations. Some organisations were very confident in running activities themselves and would mainly ask for support with research and resources; other organisations requested more hands on support, helping them to organise events and support the promotional work.

It was felt that some of the organisations could have made more use of the support available and it was suggested this may have helped to gather more evidence from those organisations in relation to learning about programme implementation and collecting information to share with others, for example, photographs of project activities.

The PC encouraged WCs to link into external schemes for example the Walking for Health initiative. As a cascade trainer the PC offered training to help WCs to deliver lunchtime walks. Some WCs were already trained walk leaders but those that were not did not take up the offer. Whilst this training was not considered essential it was thought this would have been helpful to those WC who were less confident.

WCs role in relation to the programme's success and sustainability

WCs were perceived to be very important to the success of the programme as *'they are the main people leading the work within the organisation'*. Their enthusiasm and commitment to the aims of the PES was of key importance, though this may sometimes have been hindered by overriding organisational priorities.

The fact that WCs had been encouraged to take a lead in delivering activities meant that they would then have the experience to enable them to continue to promote walking in their organisation after the end of the PES. However, where the WC was the main driver and had not involved other members of staff in the delivery of activities it is likely that this experience will be lost from the organisation in the event that the WC leaves or steps down from their role as WC.

E. Project development and implementation

Action plans

Initial planning meetings were held with each organisation where ideas for the PES were developed in collaboration with the WC, using their internal knowledge of the organisation to determine what could realistically be delivered with the internal resources available. The intention was for the project activities to be delivered internally with the aim of increasing the skills and confidence of the WC to enable them to continue with the activities once the project had come to an end.

Proposals were developed from these discussions although the process and level of support required in doing this varied across organisations. Some organisations developed their own more formal action plans to fit into existing broader programmes across the organisation whilst others relied on PC to develop a plan for them based on their discussions.

Programme activities

In the initial overarching Walking Works PES project proposal it was planned that each organisation would deliver eight activities across a two year period. However, in practice this depended on the capacity of the WC to deliver PES activities given their other work commitments and other employee programmes taking place in the organisation, thus the requirement to deliver eight activities was relaxed.

Living Streets were pleased with the positive feedback they received from WCs throughout the PES in terms of the support and resources provided to help WCs deliver walking activities. WCs reported that using externally branded resources provided by Living Streets that had a bright, informal and fun tone helped give more prominence to activities amongst staff who might not react in a similar way to corporate branding. Having the backing of an external organisation and being part of a national scheme has helped give the WCs work more influence within their organisation and was thought to have attracted people to get involved in the activities. The “ready to use” resources provided through the Walking Works project, such as for Walk to Work Week and the mince pie calculator, were welcomed by the WCs as they were easy to implement within their organisations and thus facilitated delivery of walking activities.

The key challenges of the programme for Living Streets included the reality of implementing the project in live working environments as the project had a timescale and milestones to meet but was competing with the organisations’ main business and the WC’s main role so it was not always possible to prioritise PES activities above day to day activities. Delays in signing organisations up to the PES resulted in changes to planned timelines, in particular with monitoring and evaluation activities and the need to delay follow-up data collection to extend the period for delivering project activities.

Funding

Each organisation was able to claim up to £1000 in funding for each year of the project in order to support their walking activities. The amount of funding requested varied across each organisation depending on the activities they delivered. The PC found that they had to prompt some organisations into claiming

despite the availability of funding being one of the main benefits to taking part in the PES for organisations.

The initial process was simplified such that WCs were requested to make one claim each year to support the delivery of their activities and they could then administer the budget themselves. However, there were some issues with internal procedures for claiming and holding money in internal accounts that made the process challenging for some organisations, who then claimed the money retrospectively. The funding claimed was predominantly used for incentives and resources to support activities, such as pedometers and catering for events.

It was noted that those organisations that had more formal action plans were more likely to make use of the funding available, *'(those who) had more developed action plans ...were the ones who had a clearer idea about what they wanted to spend their money on. Other ones who didn't get round to finalising action plans with us properly were a little bit more ad hoc about it (claiming money)'*.

Supporting documentation

It was hoped it would be possible to gather information about the implementation of specific activities through the completion of intervention diaries provided by Living Streets. WCs were also encouraged to use these as a basis for sharing information with other WCs through a blog created for the PES. In practice, these were not always completed due to time pressures on the WCs. In addition, it was noted that use of the blog was dependent on how familiar WCs were with this sort of medium. Telephone discussions with WC to obtain anecdotal feedback proved to be more successful in gathering this information. A contact spread sheet was used by Living Streets to record and monitor activity at each workplace, as well as meeting notes and email records. For future programmes it was suggested that completing the intervention diaries on behalf of the organisations based on telephone discussions may be more successful. Surveys before and after each activity would provide more data but it was thought this is unlikely to be practical in many organisations.

Ideas were shared across organisations through meetings and individual discussions with organisations. WCs were also given the opportunity to feedback and share their experiences with other WCs through annual networking and training events though not all WCs were able to attend these events.

Evaluating the impact of the programme

Organisations did not request any additional support in relation to internal monitoring during the delivery of the PES as it was felt that the evaluation being carried out by BHF National Centre for Physical Activity and Health at Loughborough University was sufficient. One organisation evaluated one of their main activities, the results of which they used to improve the delivery of the activity when it was repeated in the second year of the PES. Where organisations took part in national Walking Works activities it was sometimes possible to provide them with summary results of employee participation.

Sustainability

The ethos of the PES was for WCs to take an active role in delivering activities, with support from Living Streets, in order to gain experience to enable them to continue promoting walking in their workplaces beyond the funded project. WCs were keen to continue project activities, and some had started making plans for this, however, the economic situation and internal restructuring meant that many had not been able to obtain any further budget to enable this to move forward at the time of this report.

F. Programme Management

Monitoring of programme

The overall programme was delivered within budget, although it was not delivered to planned timelines due to delays in recruiting organisations to take part in the project which resulted in the need to move the timelines for baseline and delay follow-up data collection to extend the time available for the delivery of activities.

The MoU signed by the participating organisations had some clear outputs for the PES including the collection of data from activities to help report uptake and participation; and one entry on the project blog. However, in practice this did not always occur due to time pressures on the WCs from their normal day to day roles.

There were some challenges in matching what was originally planned at a programme management level and what was practical in a working environment where the WC has many competing priorities and a pragmatic approach was taken so as not to put the WCs off delivering activities.

Support network for Organisations

A networking day was held in 2010 bringing together WCs from the PES and a similar scheme being run exclusively in London through funding from London Councils. The event was an opportunity to share feedback and experiences between WCs; three of the WCs representing the national partners were able to attend.

G. Future programme development

Future programme development:

The PC felt the following issues would be important for the future development of the programme:

1. Timing of project start-up

The PC thought it would be beneficial for all organisations to be able to commence the project at the same time. In particular, this would allow an event to be held at the beginning to introduce everyone to the scheme and to help promote the concept of sharing ideas and experiences between WCs by allowing them to get to know each other personally. This could also facilitate obtaining feedback from the WCs on the delivery of activities for monitoring and evaluation purposes.

2. Linking the project to broader organisational aims

Integrating the project into broader organisational aims was considered to be very important. Although establishing a specific project steering group was considered desirable, it was suggested that it may be more feasible to link the programme into an existing related group, for example around transport or health and well-being, to help increase the project's profile and long-term sustainability.

3. Project structure

It was thought that flexibility is important to accommodate for differences in the skills, abilities and capacity of WCs as well working environments and organisational priorities. However, it is important to balance this with providing a basic structure to appropriately guide delivery. Whilst there were aspects of the PES designed to do this, such as the MoU, the development of action plans and structured activity diaries for reporting the process was too flexible for some, so it may help to be more prescriptive at the beginning of the project to get things started. The PC felt that the scheme did have a structure, although the approach was focused on learning from the WC and supporting their ideas and thoughts on what would work at their workplace.

4. Sharing information

WCs reported to Living Streets that they found the networking events very useful and indicated they would have liked more, however finding a suitable venue and a date when everyone was available was difficult; work time pressures also made it difficult for WCs to attend. An introductory workshop with all the WCs could be a useful way of providing information about the process involved in the scheme and by helping WCs to get to know each other personally early on this could help to reinforce the need to provide feedback to enable shared learning.

3.3 Walking Champion perspectives

There were eight walking champions (WCs) in total across the five organisations taking part in the PES; two organisations had one WC and three organisations had two WCs. The WCs from each organisation were interviewed at the end of the project to learn about their experiences of delivering the PES in their organisations. The findings below are summarised across all organisations.

A. Roles and responsibilities

The core role of the eight WCs varied although seven of them had roles relating to sustainable/active travel, *'this seemed a seamless link with what [we are] trying to do as an organisation around travel planning and we could see lots of positive benefits for us'*. Other internal staff supported the programme in a variety of ways in four out of the five organisations; one of these organisations also had support from external partners. One organisation attempted to recruit a network of champions across the organisation however this was not successful due to competing demands from existing work commitments.

Across the five organisations, the total time spent on the WC role ranged from 1 hour per week to 1 day per week. Seven out of the eight WC felt their role should be taken on by an internal member of staff with

dedicated time allocated for managing and delivering the project and some also suggested a budget should be aligned to the role.

A range of key skills were identified for the WC, the most frequently referred to were: communication, motivation and enthusiasm. Others included assertiveness, positivity, creativity, being organised, flexibility, and persistence. Five of the WCs were trained walk leaders although all WCs felt the training may be useful, especially if WCs have not been engaged in this type of activity before.

The level of support given by organisations to WCs for their role in the PES varied. Though none of the organisations requested feedback to justify the involvement of the WC in the PES, some of the organisations felt that they may need to do so in the future.

Use of the support offered by Living Streets varied across organisations depending on experience and need, however all the WCs thought Living Streets provided sufficient support and they were pleased with the level of support and resources made available to them.

B. Organisation engagement and support

The MoU was signed by the WC and business representatives (BR) in four of the five organisations. Senior level staff were thought to have supported the programme in three organisations, although senior staff from only two organisations visibly participated in the PES activities.

The PES was linked to broader organisational plans across four of the five organisations to varying degrees. None of the organisations established a steering group specifically for the PES, although the scheme was accountable to a broader organisational group in two of the organisations.

C. Project development and implementation

Project management and planning

All the activities planned and discussed with Living Streets were delivered in three out of the five organisations; the other two organisations delivered the majority of activities but some activities were affected by organisational re-structuring and the weather.

Two organisations developed formal action plans for the PES whilst the remaining three organisations worked from a proposal of ideas developed in collaboration with Living Streets and did not formally document their plans.

Communication and engagement

Various forms of communication were used to promote PES activities including posters, notice boards, digital display screens, weekly staff magazine, staff newsletter, road shows, intranet, all staff e-mails and 1:1 contact either face to face, by telephone or e-mail. The most successful method, identified by four of the eight WC was thought to be individual emails.

Walking Works branding was used across all organisations to promote the PES activities although six of the WC were unsure whether the brand would be recognised, *‘walking initiatives have been run and people have been ‘pushed’ towards a WW product, but [I’m] unsure whether they made that connection’*. The WC from one organisation felt that the branding wasn’t always pushed as, *‘sometimes if you keep sticking labels on things people are less willing to participate’*. In another organisation the Walking Works logo was seen to be of great value in demonstrating involvement in a national campaign and not just another corporate programme, whereas in another it was thought that the PES was only a small project and corporate branding took priority.

Funding

Funding was claimed by four of the five organisations. Three organisations claimed the full amount and one claimed a proportion of the funding due to poor weather cancelling events and a lack of time to plan and deliver initiatives. One organisation did not claim any funds as they had internal budget available to support the programme. Staff costs for the WCs were covered by all five organisations.

Seven WC (across four of the organisations) felt that the funding provided by Living Streets was sufficient to at least start a programme of walking activities though some would have liked additional funding to expand and deliver their other ideas for promoting walking such as the creation of walking maps.

Project activities: successes and challenges

WCs reported a variety of successes across their organisations which included getting people away from their desks and increasing awareness of the PES. In terms of specific activities, the pedometer challenges were thought to be very popular, although ‘Walk to Work Week’ was mentioned most often as having been successful.

The challenges also varied across organisations. Four of the WCs across three organisations would have liked to have run more activities during the PES but felt they were restricted by internal challenges. Some of these were at an organisational level and included a lack of senior management involvement and insufficient support for the delivery of activities; whereas some challenges were on a more practical level and included insufficient funding to run some of the activities and the need to adhere to national time-scales for initiatives such as Walk to Work Week which coincided with other work commitments.

If they were involved in a similar programme again, five of the WCs would not do anything differently; the remaining three would commit more time; ensure there was senior management buy-in before they committed to the programme and would aim to engage more employees across the organisation. Four of the WCs across three organisations would have liked to run additional activities which included a pedometer challenge and the creation of walking maps but there was insufficient time or funding, they would have liked to develop *‘something more permanent that you could hand out over a number of years, rather than just one-off walks, but there wasn’t the time or the funding’*.

Project impact and monitoring

At an organisational level WCs defined success in a variety of ways; ‘numbers taking part’ was the most frequent response made by three of the organisations.

WCs from four out of the five organisations perceived that the project had impacted on attitudes and behaviour for the duration of the interventions, with a more positive, accepted, view of walking ‘*Walking isn’t the norm, but it’s not seen as unusual*’, but some thought there would not be long-term changes in behaviour. The WC from one organisation felt that the PES contributed towards behaviour change, but as part of a broader programme of initiatives.

Sustainability

Overall WCs were unsure whether the PES activities would have a sustainable impact on walking behaviour in the longer-term though activities to promote walking are still running across two of the PES organisations.

Future funding for the project was confirmed by one organisation, however the budget is not dedicated specifically to delivering walking activities but is available to support a range of programmes. Three organisations have yet to confirm whether any future funding available and one organisation thought it was unlikely due to an on-going lack of senior management support in their organisation in relation to environmental initiatives.

D. Walking champions’ key learning and recommendations

WCs were asked about the key things they had learnt during the PES as well as recommendations for other WCs and workplaces thinking of taking part in a similar project. They suggested the following key learning:

- Organisational support at a senior level increases ‘buy in’ and it is important to find the right level of management who have a passion to help deliver change.
- It is important to allocate sufficient time to the project.
- The project activities need careful planning in advance.
- It is important to involve and consult with employees about what they want.
- It is easier with some support for communications as this is time consuming.
- It needs an individual approach to engage employees in activities.

Recommendations for other walking champions:

- Ensure you obtain senior management buy-in.
- Ensure a good, continual communications programme throughout the project not just at the start and the end.
- Enthusiasm is essential to put up with some of the knockbacks.
- Incentives are important for example, prizes and challenges.
- Research what has been done before so you don’t make same mistakes again.

- ‘Get involved’, it’s a great opportunity and a useful programme which give lots of useful information and support.
- Don’t be afraid of failure, ‘mistakes are the best thing you can do’ to learn about what works.
- Don’t underestimate what you can achieve, but don’t expect too much.
- It’s a great way to meet other staff across the organisation.
- For some activities you may need to limit the number of participants to keep them manageable.

Recommendations for other workplaces:

- Whilst the PES is not part of core activities it supports the development of a more productive and healthy workforce.
- Ensure there is adequate investment both in time and financial.
- Ensure other areas of the organisation get involved so they can help, tag the project onto other messages and communications to have a greater impact.
- Look at the communications and the best ways to get the message across and engage employees.
- WCs recommend organisations should ‘have a go’, [the PES] allows you to start to merge more than one agenda, it’s a bit of fun, it’s easy to do and there are small cost savings.

3.4 Business representative perspectives

Business representatives (BRs) were identified in three of the five organisations, though one of the BRs was also a WC. The BRs were interviewed at the end of the project to learn about their experiences of the PES in their organisations. The findings below are summarised across the three organisations with BRs.

A. Roles and responsibilities

The role of the BR in the project varied across organisations and ranged from promotional work through to ensuring links to broader corporate plans.

The time spent on the role varied from 1-2 hours per week to half a day per week. BRs across two of the organisations felt that the WC should be an internal member of staff with dedicated time allocated for the project; one BR felt it would be helpful to have someone external to ‘kick start’ the project and someone internal to run it, *‘people tend to listen to external [people] more, even if [they are] saying [the] same things’*.

B. Organisational engagement and support and impact

Two of the BRs identified additional senior support for the PES at a strategic and operational level, *‘the programme has the support of the senior team and that filters down through staff.’* The third BR felt that there was no senior level support for the PES specifically, but there was support for a broader programme of work related to health and well-being which included walking.

C. Project development and implementation

Project management and planning

The BRs for all three organisations were involved in determining the activities which took place as part of the PES; no additional senior level sign-off was required. No feedback was required to justify the BRs or WCs involvement with the PES across the three organisations.

Communication and engagement

Two of the BRs felt that there was nothing they would change about the way the PES activities were communicated. For one organisation this was led by the communications team and the process was therefore managed organisationally; one BR would, however, have liked higher level support for the communications in order to increase employee engagement.

In relation to employee engagement, one BR felt that perseverance was the key to success whilst another felt that walking was too narrow a message and engagement would increase if alternatives like cycling and swimming were offered. Senior level support was considered to be important for employee engagement.

Project activities: successes and challenges

Two of the BRs identified the pedometer challenge as being a success for the PES, *'people were interested in how much they were walking and there was a competitive element'*. One BR identified walking meetings and the development of walking groups as successes; however there was not a pedometer challenge in their organisation.

The challenges of the programme were identified as staff engagement for two BRs and one of these also identified national time-scales, for example, the timing of Walk to Work Week conflicting with other organisational initiatives and work commitments. The third BR identified the competition faced by the PES due to the parallel timings of a broader corporate challenge which covered walking, swimming and cycling and the limitations of the PES, *'focusing specifically on walking can put people off'*, as a challenge although this was not referred to in any of the comments made by the WC.

Funding

All three BRs felt that the funding available through Living Streets was sufficient to initiate and run the PES, *'more money would have been lovely, but £1k was enough to actually make a real difference... and overcome stumbling blocks'*. Additional funding was invested across one organisation for better quality pedometers to help retain participants in the activities. One out of the three BRs confirmed funding had been made available for future activities to promote walking as part of the organisation's broader lifestyle programme.

Project impact and monitoring

Two of the BRs felt that success was defined organisationally by "numbers taking part"; the third BR felt that success was identified subjectively through feedback from employees. Two of the BRs had seen data relating to the PES and one would have liked additional data from health challenges.

All three BRs felt the PES had assisted in changing attitudes and behaviour, although all were unsure whether the changes would be sustainable in the long-term.

All BRs felt their organisation would take part in a project like the PES again, *'anything that can change activity patterns and get people away from their desk is something we would want to promote'*; although one BR suggested the scheme should be of longer duration (3-5 years) in order to promote and demonstrate behaviour change.

D. Business representatives' key learning and recommendations

BRs were asked about the key things they had learnt during the PES as well as recommendations for other workplaces thinking of taking part in a similar project. They suggested the following key learning:

Key Learning:

- There are benefits to the organisation from a strategic perspective.
- The right people need to be involved from the start.
- Plan for a year in advance and ensure there funding is secured for the work.
- Budget: be clear how much is needed from the start so activities don't have to be abandoned later in the year.
- Improve communication - try and engage executive teams and senior management.
- The PES is about little changes to increase walking and not massive changes to lifestyle.

Recommendations for other workplaces:

- Organisations should ensure they get the right people on board who want to be involved at the start.
- The PES should be embedded throughout the organisation.
- When promoting walking for the daily commute the health benefits and cost savings also need to be promoted.
- Higher education institutions are good places to deliver this type of project as large numbers of staff are employed and the initiatives could also be expanded to cover students to promote the benefits of walking to them.

3.5 Key learning

The recommendations made below are based on the responses from Living Streets project co-ordinator, the walking champions and the business representatives who took part in the interviews at the end of the project.

Roles and responsibilities

- The walking champion should be an internal member of staff, with external support to help start the project.

- The walking champion must have time, and resource, dedicated to the project and ensure that this time is protected and supported by senior management.
- It is important to identify the right person to take on the role as walking champion; ideally the role should be closely aligned to the employee's core role.
- Key skills for the walking champion include enthusiasm, positivity, creativity and motivation. The walking champion should have good organisational and communication skills.
- Walking champions may benefit from additional training, for example walk leader training.
- Additional members of staff should be engaged to help support communication of information about the project and delivery of the project. This will also help to ensure the project continues should the walking champion leave the organisation or step down from the post.
- Organisations should be encouraged to identify a business representative or key contact in senior management who can promote the project at management level and support the role of the walking champion.
- The role of the business representative needs to be clearly defined to ensure the right people with strategic links take on this role.
- The needs and interests of all employees should be taken into account in deciding which activities are delivered as part of the project.

Organisational engagement and support

- Organisations should integrate the project into broader organisational aims and strategies around travel and health and well-being.
- The project should link into an existing working group with similar agendas, eg, around travel or health and well-being to help embed the activities into the organisation.
- The success of the programme is dependent on support across all levels of the organisation however visible senior management support is essential to ensure the project is promoted across the organisation and all employees are aware of and feel able to engage in project activities.

Project development and implementation

- Organisations should be encouraged to develop an action plan with clear milestones and timelines for delivering project activities. This may help Living Streets to be able to provide support when it is most needed.
- Organisations should use individual communication where possible as this appears to be the most successful method for engaging employees in the project activities, it is however time-consuming.
- The funding provided by Living Streets was thought to be sufficient for initiating the project although additional funding may be required for delivering some activities and for continuing the activities in the longer-term.
- The long-term sustainability of the project activities within the participating organisations should be considered at the outset.
- The programme may need to run for longer than 2 years to have a long-term impact on behaviour change.

Chapter 4. Project Impact

SUMMARY

This chapter reports the findings from the employee survey which was conducted in all five organisations taking part in the Walking Works Pathfinder Employers Scheme (PES) at baseline (between October 2009 and April 2010) and follow-up (between September and November 2011). The timing of the baseline survey varied across organisations, due to the organisations engaging in the project at different time points. Workplace walking champions were responsible for conducting the online employee survey in their organisations and employees were invited to participate using a variety of methods, eg, via e-mail, or a staff newsletter. Employees who completed the survey were given the option to enter a prize draw. The methods are described in full in Chapter 2. The survey assessed the following:

- Journey to work including distance, usual mode of travel, time spent walking
- Walking during work time
- Overall walking
- Attitudes to walking: overall, for walking to and from work and walking during the working day
- Colleague support for walking
- Barriers to walking to work
- Workplace travel policies (baseline only)
- Needs assessment (baseline only)
- Awareness of, and participation in, project activities (follow-up only)
- Employee experiences and perceived impact of project activities (follow-up only)
- Employee perceptions of the impact of project activities (follow-up only)
- Overall physical activity, health and well-being
- Employment characteristics
- Demographics

The tables in this chapter present the results overall (pooled across all five organisations) and broken down for each organisation. The results from overall data should be interpreted with caution given the variability in project activities delivered as part of the PES, and in the workplace setting and context across the organisations. The results by organisation are presented in tables in order of the magnitude of the response rate achieved at follow-up (the organisation with the highest response rate is first (A)). Given the low response rate to the surveys organisational results should also be interpreted with caution as the results may not be representative of the whole employee population.

Statistical significance is presented at the 0.05 and 0.01 levels. Only for changes that are statistically significant can one be reasonably confident that the observed change is true, and is not due to sampling error.

KEY FINDINGS

Survey response and sample characteristics

- Overall response rates to the employee survey were low (28% at baseline and 21% at follow-up); response rates varied across organisations from 15% to 39% at baseline and 5% to 36% at follow-up.
- There were no significant differences between the samples at baseline and follow-up overall except for mean years employed at the organisation which was significantly higher at follow-up.
- For organisations A, C and E, there were no significant differences between the samples at baseline and follow-up. For organisation B, there were significant differences between the samples at baseline and follow-up in mean years employed at the organisation, total household income and age. For organisation D, there was a significant difference between the samples at baseline and follow-up in mean years employed at the organisation.
- Seasonal differences relating to the timing of the baseline and follow-up surveys may have influenced the results relating to walking and physical activity behaviour positively in organisations A, C and E or negatively in organisations B and D.

Overall walking

- A high proportion of respondents (over 84%) agreed that walking improves health, is a good opportunity to exercise, helps weight loss, reduces stress, is good for the environment and is enjoyable; three quarters of respondents agreed that walking is a sociable activity.
- Overall, there was a non-significant increase in the mean minutes of walking for all purposes per week.
- There were increases in walking for all purposes in three organisations (A, C, and E) however this increase was only significant in organisation A.

Distance employees live from work

- Overall, there was a statistically significant difference in the distance respondents lived from work between baseline and follow-up with fewer respondents living within 2 miles of the workplace at follow-up (18%) than at baseline (21%).
- Across the organisations, a higher proportion of respondents lived within 2 miles of their workplace at follow-up in two organisations (C and D), and fewer respondents lived within 2 miles of their workplace in three organisations (A, B and E). The difference was only statistically significant in organisation B.
- Significantly more respondents lived greater than 5 miles from their place of work at follow-up than at baseline overall, and in organisation B.

Travel to and from work

- Overall, over half of respondents travelled to and from work by car. Car use for the journey to and from work decreased non-significantly overall and in four organisations (A, C, D and E) at follow-up.
- There were small non-significant decreases in the proportion of respondents walking for at least some of their journey to and from work or walking for their entire journey overall (Table 4A).
- Across organisations, significant increases in the proportion of respondents walking for at least some of their journey to and from work were observed in two organisations (C and E).

- Non-significant increases in the proportion of respondents walking for the entire journey to and from work were observed in three organisations (C, D and E).
- The proportion of respondents travelling on foot, combined with another mode of transport, to and from work increased in organisations A, C and E and decreased in organisations B and D. All changes were non-significant.

Walking to and from work

- The most frequently cited barriers to walking for all, or some, of the journey to or from work included living too far from work, it taking too long, it being more convenient to use a car, not having time and needing a car for work. There was an encouraging (non-significant) decrease in the frequency of reporting for all barriers at follow-up except for living too far away from work, needing a car to drop children off/collection children on the journey to or from work, and needing a car to do other activities on the journey.
- Overall, there were very small non-significant increases in the proportion of respondents who strongly or somewhat agreed they were more confident to walk and intended to walk for their journey to or from work. Across the organisations, there were significant increases in confidence to walk in two organisations (C and D) and in intention to walk in three organisations (C, D and E) (Table 4A).
- There were non-significant increases in the perception that colleagues provided support for walking for the journey to or from work overall and in organisations A, C, D and E.
- There was a significant increase in the proportion of respondents reporting doing any walking to and from work in organisation C (Table 4A).
- There were no significant changes in the time spent walking to or from work overall or in individual organisations.

Walking during the working day

- At baseline, more than three quarters of respondents agreed that it was difficult to walk during the working day because they needed to be at their desk and almost half of respondents thought their employer would not approve of them walking more during the working day.
- The proportion of respondents receiving support from their colleagues often or very often to take part in walking meetings was very low at baseline. Small non-significant increases were observed across all organisations.
- There were small non-significant increases in colleague support for walking at lunchtime overall, and in three organisations (C, D and E).
- Non-significant increases in the proportion of respondents walking for at least 10 minutes during the working day were observed in three organisations (B, C and E) (Table 4A).
- In those respondents reporting at least 10 minutes walking during the working day, non-significant increases in the mean minutes of walking at work were observed in organisations A and B.

Table 4A. Summary of key findings relating to walking outcomes

		Organisation					
		Overall	A	B	C	D	E
Overall walking							
Mean minutes (\pm SD) walking per week†	Pre-	333.1 \pm 335.0	257.4 \pm 279.8	348.4 \pm 335.4	296.6 \pm 321.0	356.1 \pm 354.4	303.2 \pm 313.1
	Post-	350.8 \pm 349.4	398.7 \pm 394.1	349.6 \pm 348.9	366.3 \pm 361.6	269.6 \pm 251.1	401.6 \pm 368.7
	Sig.	NS	#	NS	NS	NS	NS
Walking to / from work							
% agree confident could walk for all, or some, of their journey <u>to</u> work	Pre-	50.5	43.5	57.8	38.6	49.1	49.3
	Post-	53.7	51.5	49.6	75.0	67.0	65.0
	Sig.	NS	NS	#	#	#	NS
% agree intend to walk for all, or some, of their journey <u>to</u> work	Pre-	41.5	36.6	48.4	29.7	40.5	37.9
	Post-	42.3	38.0	36.7	52.9	70.7	65.0
	Sig.	NS	NS	#	#	#	*
% walking for all, or some, of their journey <u>to</u> work	Pre-	31.0	20.9	39.5	17.4	29.4	31.8
	Post-	29.1	23.7	29.1	38.0	28.1	50.0
	Sig.	NS	NS	#	#	NS	*
% walking for all, or some, of their journey <u>from</u> work	Pre-	31.5	20.9	41.0	17.4	29.4	29.2
	Post-	30.0	22.8	30.1	38.0	30.2	55.0
	Sig.	NS	NS	#	#	NS	*
% walking entire journey <u>to</u> work	Pre-	10.4	7.7	14.3	3.0	11.3	3.0
	Post-	9.0	6.7	9.0	4.0	14.6	10.0
	Sig.	NA	NA	NA	NA	NA	NA
% walking entire journey <u>from</u> work	Pre-	10.3	4.4	14.5	3.0	11.3	3.1
	Post-	8.5	4.4	8.7	4.0	13.5	20.0
	Sig.	NA	NA	NA	NA	NA	NA
Walking during the working day							
% walking during their working day	Pre-	70.6	85.7	30.9	80.4	79.6	75.0
	Post-	66.1	83.5	31.4	86.5	75.9	88.9
	Sig.	NS	NS	NS	NS	NS	ND

†Includes walking at home, walking to travel from place to place and walking for recreation, sport, exercise or leisure

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

* $p < 0.05$ # $p < 0.01$

- Although the findings were mixed across organisations, there were some positive changes in the proportion of employees climbing the stairs instead of using the lift, walking to talk to a colleague instead of e-mailing; walking to get to business meetings, and walking at lunchtime at follow-up, however all these changes were non-significant except for an increase in stair climbing in organisation C.

Awareness and participation in project activities

- Overall, 52% of respondents were aware of at least one activity that was delivered as part of the project ranging from 35% to 86% across organisations.
- A quarter (24%) of respondents reporting participating in at least one activity; this ranged from 15% to 61% across organisations.
- Awareness of, and participation in, individual PES activities varied across organisations.

4.1 Survey response rates

Overall, the response rates to the survey were low (28% at baseline and 21% at follow-up) and varied across organisations from 15% to 39% at baseline and 5% to 36% at follow-up (Table 4.1). The highest number of respondents to complete the survey at baseline and follow-up were from organisation B; a very low number of respondents completed the survey at follow-up in organisation E. Given the low response rates across all organisations it is unlikely that the survey data represents the views of all employees and there is a strong probability of selection bias (meaning that the survey is more likely to be completed by people with positive feelings towards walking and/or the project).

Table 4.1 Summary of response rates to employee survey

Organisation		Timelines		No. of employees survey sent to	Number of employees started survey	Number of employees completed survey*	Response Rate %
Overall	Baseline	-	-	5512	1786	1544	28
	Follow-up	-	-	4329	1014	918	21
A	Baseline	Start: 07-12-09 End: 16-12-09		400	127	98	25
	Follow-up	Start: 12-09-11 End: 04-10-11		400	156	144	36
B	Baseline	Start: 20-04-10 End: 10-05-10		1734	739	653	38
	Follow-up	Start: 02-11-11 End: 28-11-11		1729	644	587	34
C	Baseline	Start: 19-01-10 End: 10-03-10		1778	338	285	16
	Follow-up	Start: 16-09-11 End: 07-11-11		300	67	59	20
D	Baseline	Start: 14-05-10 End: 25-06-10		1100	496	434	39
	Follow-up	Start: 29-09-11 End: 20-10-11		1100#	117	103	9
E	Baseline	Start: 02-02-10 End: 02-03-10		500	86	74	15
	Follow-up	Start: 05-09-11 End: 10-10-11		500	30	25	5

*Answered at least one question in the survey

#Employees were not directly invited to participate in the Walking Works survey at follow-up due to new restrictions in "all staff" e-mails. The survey link was sent out as part of the CEO's e-mail newsletter and was posted on the intranet. It is possible that not all employees may have seen the invite to complete the survey. For the purposes of computing the response rate the number of employees invited at baseline has also been used at follow-up.

4.1.1 Timing of employee survey

Seasonal differences between the timing of the baseline and follow-up surveys can affect the interpretation of the results, specifically those relating to walking and physical activity behaviour. This may have influenced the results positively in organisations A, C and E or negatively in organisations B and D and the impact of a change in season should be taken into account when interpreting the results for all projects.

4.2 Respondent characteristics

The key characteristics of survey respondents are presented in Table 4.2. Across all organisations at baseline, over half of respondents were female (68%; range 62% to 82%); a similar proportion of females completed the survey at follow-up (66%; range 62% to 83%). A high proportion of respondents (over 89%) classed themselves as belonging to a white ethnic group at both baseline and follow-up across all organisations. Overall the mean age of respondents at both baseline and follow-up was 38 years however the mean age ranged from 33 to 45 years at baseline and 36 to 45 years at follow-up (Table 4.2).

Table 4.2 Characteristics of respondents

		Organisation					
		Overall	A	B	C	D	E
Gender							
% Female	Pre-	68.3	75.3	61.4	81.1	66.7	81.8
	Post-	65.6	70.5	62.1	80.8	65.6	83.3
	Sig.	NS	NS	NS	NS	NS	NA
Ethnic group							
% White	Pre-	93.1	97.6	89.2	96.0	96.5	90.5
	Post-	91.9	98.4	89.3	96.2	95.7	88.9
	Sig.	NA	NA	NA	NA	NA	NA
Age							
Mean age(±SD) (years)	Pre-	37.8 ±11.1	41.6 ±10.8	32.9 ±9.5	41.4 ±10.2	41.0 ±11.1	45.3 ±11.0
	Post-	38.1 ±10.9	40.5 ±11.0	36.0 ±10.2	43.6 ±9.5	41.9 ±11.7	45.6 ±11.8
	Sig.	NS	NS	#	NS	NS	NS

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

*p<0.05 #p<0.01

Educational qualifications

Overall, at baseline 47% of respondents were educated to degree level or higher; this was slightly lower at follow-up (41%) (Table 4.3). For all organisations, with the exception of organisation B, over 55% of respondents were educated to degree level or higher at both baseline and follow-up. For organisation B, 27% of respondents were educated to degree level or higher at baseline and follow-up and higher proportion of respondents were educated to A level or GCSE standard compared to the other organisations.

Table 4.3 Educational qualifications

		Educational qualifications							
Organisation		Higher degree (e.g. Masters or PhD)	Degree, NVQ4, NVQ5 or equivalent	BTEC (Higher), BEC (Higher), TEC (Higher), HNC, HND or equivalent	GCE A' Level, NVQ3, Scottish Higher or equivalent	BTEC (National), BEC (National), TEC (National), ONC, OND or equivalent	GCSE Grades A to C, GCSE O' Level, CSE Grade 1, NV2 or equivalent	Other qualifications	Sig.
		%	%	%	%	%	%	%	
Overall	Pre-	12.2	34.3	10.6	15.4	4.7	18.6	2.8	NS
	Post	10.1	30.6	11.2	17.6	6.5	18.9	3.1	
A	Pre-	9.8	46.3	8.5	24.4	3.7	4.9	2.4	NA
	Post	15.9	46.2	12.9	15.9	2.3	4.5	2.3	
B	Pre-	3.8	22.8	9.5	20.5	6.7	31.0	3.4	NS
	Post	3.8	23.3	10.0	21.1	8.6	26.9	3.6	
C	Pre-	21.1	42.1	10.1	10.1	3.6	8.9	3.2	NA
	Post	39.2	39.2	9.6	3.9	3.9	3.9	0.0	
D	Pre-	14.1	43.9	14.4	10.4	3.2	11.2	2.1	NA
	Post	15.4	40.7	18.7	8.8	4.4	7.7	4.4	
E	Pre-	45.3	37.5	3.1	7.8	1.6	4.7	0.0	NA
	Post-	33.3	44.4	0.0	16.7	0.0	0.0	0.0	

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

*p<0.05 #p<0.01

Total household income

The proportion of respondents with a total household income of greater than £20,000 was 65% at baseline and 66% at follow-up (Table 4.4). Across the projects this ranged from 54% (organisation A) to 72% (organisation C) at baseline and 62% (organisation B) to 89% (organisation E) at follow-up. In organisation B there was a significant difference in respondents' total household income between baseline and follow-up with a higher proportion of respondents at follow-up having a total household income of more than £40,000.

Table 4.4 Total household income

		Total household income			
		Up to £20,000	£20,001 - £40,000	More than £40,000	Sig.
Organisation		%	%	%	
Overall	Pre-	18.8	34.3	30.6	NS
	Post-	18.5	34.6	31.8	
A	Pre-	18.3	17.1	36.6	NA
	Post-	14.0	35.7	36.4	
B	Pre-	29.2	40.5	19.4	*
	Post-	22.2	36.7	25.5	
C	Pre-	8.7	31.4	40.1	NA
	Post-	6.0	20.0	54.0	
D	Pre-	11.4	31.1	39.2	NA
	Post-	14.1	30.4	41.3	
E	Pre-	6.7	30.0	40.0	NA
	Post-	5.6	27.8	61.1	

Note: values do not add up to 100% because there were two other response categories which are not reported here: don't know and prefer not to say.

Employment at organisation

Respondents had been employed at their organisation for an average of 7 years at baseline (range 6 to 10 years) and 8 years at follow-up (range 6 years to 13 years). There was a significant increase in the number of years respondents had been employed overall and in organisations B and D (Table 4.5).

Table 4.5 Mean years employed at Organisation

		Organisation					
		Overall	A	B	C	D	E
Mean (±SD) years	Pre-	6.7 ±6.6	5.7 ±6.0	5.7 ±5.4	6.2 ±6.3	9.5 ±8.3	7.6 ±6.7
	Post-	7.8 ±6.6	6.0 ±6.1	7.3 ±5.6	6.9 ±4.9	12.9 ±9.5	7.9 ±7.6
	Sig.	#	NS	#	NS	#	NS

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

**p<0.05 #p<0.01*

Employment type

Over 75% of respondents were employed full-time by their organisations at baseline (77%, range 69%-80%) and at follow-up (79%; range 68% to 86%) (Table 4.6).

Table 4.6 Employment type

		Employment type		
		Full-time	Part-time	Sig.
Organisation		%	%	
Overall	Pre-	76.9	23.1	NS
	Post-	78.8	21.2	
A	Pre-	75.0	25.0	NS
	Post-	75.6	24.4	
B	Pre-	76.5	23.5	NS
	Post-	78.8	21.2	
C	Pre-	75.9	24.1	NS
	Post-	78.8	21.2	
D	Pre-	80.1	19.9	NS
	Post-	86.0	14.0	
E	Pre-	69.2	30.8	NS
	Post-	68.4	31.6	

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

* $p < 0.05$ # $p < 0.01$

Job classification

Over half of respondents were employed in clerical or administrative occupations at baseline (55%) and follow-up (58%) (Table 4.7). A high proportion of the remaining respondents were employed in modern professional occupations (17% at baseline and 14% at follow-up) or as middle or junior managers (13% at baseline and 16% at follow-up). Trends across organisations varied though respondents were most often employed in the above three categories. Notably, organisation B had a very high proportion of respondents employed in clerical or administrative occupations (85% at baseline, 74% at follow-up) and organisation D had a higher proportion employed in traditional professional occupations compared to other organisations (23% at baseline and 20% at follow-up). In organisation C, a high proportion of senior managers or directors completed the survey at follow-up (21%).

Table 4.7 Job classification

		Job classification							
Organisation		Senior managers or directors	Middle or junior managers	Traditional professional occupations	Modern professional occupations	Clerical / administrative occupations	Technical and craft occupations	Semi-routine manual/service occupations	Sig.
		%	%	%	%	%	%	%	
Overall	Pre-	3.5	13.4	8.3	17.0	54.9	1.9	0.8	NA
	Post	3.0	15.5	6.4	14.2	58.3	1.0	1.2	
A	Pre-	1.2	17.9	1.2	35.7	39.3	1.2	2.4	NA
	Post	3.1	13.1	4.6	38.5	33.8	4.6	2.3	
B	Pre-	0.0	11.5	0.7	2.2	84.8	0.0	0.9	NA
	Post	1.4	14.3	3.9	5.0	73.6	0.2	1.0	
C	Pre-	9.4	15.7	6.3	39.4	28.3	0.0	0.8	NA
	Post	21.2	36.5	5.8	21.2	15.4	0.0	0.0	
D	Pre-	5.2	13.9	23.1	17.8	33.1	6.3	0.5	NA
	Post	2.1	14.9	20.2	26.6	34.0	1.1	1.1	
E	Pre-	4.6	13.8	7.7	33.8	36.9	1.5	0.0	NA
	Post	0.0	10.5	21.1	15.8	47.4	0.0	5.3	

Job-related physical activity

Over 85% of respondents at baseline, and over 90% at follow-up, were employed in sedentary occupations. The only exception to this was in Organisation A where 65% of respondents at baseline and 58% at follow-up had sedentary occupations and around one third of respondents had standing occupations (Table 4.8).

Table 4.8 Job-related physical activity

		Job-related physical activity				
		Sedentary occupation	Standing occupation	Manual work	Heavy manual work	Sig.
Organisation		%	%	%	%	
Overall	Pre-	91.6	7.0	1.1	0.3	NA
	Post-	90.8	8.0	1.1	0.0	
A	Pre-	64.5	31.2	3.2	1.1	NA
	Post-	58.2	36.9	5.0	0.0	
B	Pre-	98.9	0.6	0.3	0.2	NA
	Post-	98.4	1.4	0.2	0.0	
C	Pre-	85.8	12.4	1.8	0.0	NA
	Post-	96.4	3.6	0.0	0.0	
D	Pre-	90.7	7.1	1.4	0.7	NA
	Post-	90.1	8.9	1.0	0.0	
E	Pre-	90.3	9.7	0.0	0.0	NA
	Post-	91.7	4.2	4.2	0.0	

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

* $p < 0.05$ # $p < 0.01$

Sample characteristics at baseline and follow-up

Overall there were no significant differences between the samples at baseline and follow-up except for mean years employed at the organisation which was significantly higher at follow-up. This was also true for organisations B and D where respondents at follow-up had been employed for significantly longer at follow-up. For organisation B, there were also significant differences between the samples at baseline and follow-up in total household income (a higher proportion of respondents reported an income of more than £40,000) and age (respondents were older at follow-up). There were no significant differences between the samples at baseline and follow-up for organisations A, C and E.

4.3 Overall walking

Perceived benefits of walking

At baseline, respondents were asked how much they agreed about a series of statements relating to the benefits of walking. A high proportion of respondents agreed that walking improves health (96%; range 93-97%), is a good opportunity to exercise (95%; range 93-97%), is good for the environment (93%; range 90-94%) and is enjoyable (89%; range 87-95%) (Table 4.9). Fewer respondents agreed that walking helps weight loss (85%; range 77-87%) or reduces stress (84%; range 82-91%). Overall, three quarters of respondents thought that walking was a sociable activity (75%; range 70-82%).

Table 4.9 Perceptions of the benefits of walking

		Organisation				
	Overall	A	B	C	D	E
	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree
Walking improves my health	95.5	96.6	96.0	95.5	94.9	92.6
Walking is a good opportunity to exercise	95.2	96.6	95.3	95.5	94.9	92.6
Walking helps me lose weight	85.2	86.2	87.1	85.5	83.1	77.3
Walking helps me reduce stress	84.4	90.8	81.8	87.0	84.5	88.1
Walking is good for the environment	92.8	94.3	93.5	93.6	91.4	89.7
Walking is enjoyable	88.9	95.4	86.9	90.5	89.3	89.7
Walking is sociable	74.6	81.4	70.3	81.4	73.7	82.4

Duration of walking

There was an overall increase in the mean minutes of walking for all purposes per week between baseline and follow-up (Table 4.10) however this was not statistically significant. There were increases in walking for all purposes in three organisations (A, C, and E) which were only significant in organisation A. There was no change in walking levels in organisation B and a non-significant decrease in minutes of walking for all purposes in organisation D.

Table 4.10 Mean minutes walking in a usual week

			Organisation				
		Overall	A	B	C	D	E
Mean minutes (±SD) walking†	Pre-	333.1 ±335.0	257.4 ±279.8	348.4 ±335.4	296.6 ±321.0	356.1 ±354.4	303.2 ±313.1
	Post-	350.8 ±349.4	398.7 ±394.1	349.6 ±348.9	366.3 ±361.6	269.6 ±251.1	401.6 ±368.7
	Sig.	NS	#	NS	NS	NS	NS

†Includes walking at home, walking to travel from place to place and walking for recreation, sport, exercise or leisure

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

*p<0.05 #p<0.01

4.4 Travel to and from work

Distance employees live from work

Respondents were asked how far they had to travel to get from where they live to their place of work. Statistically significant differences in the distance respondents lived from work between baseline and follow-up were observed overall, and in organisation B.

Overall, at baseline, 21% of respondents lived within 2 miles (walking distance) of their workplace whereas at follow-up fewer respondents lived within 2 miles (18%). Across the organisations, a higher proportion of respondents lived within 2 miles of their workplace at follow-up in two organisations (C and D), though this change was not significant, and fewer respondents lived within 2 miles of their workplace in three organisations (A, B and E), however this was only statistically significant in organisation B (Figure 4.1).

The overall proportion of respondents living between 2 and 5 miles was similar at baseline and follow-up (28%). Across organisations, fewer respondents lived within 2-5 miles at follow-up in organisations A, B and D; this was only significant in organisation B. More respondents lived more than 5 miles away at follow-up than at baseline overall, and in organisations A and B (Table 4.11).

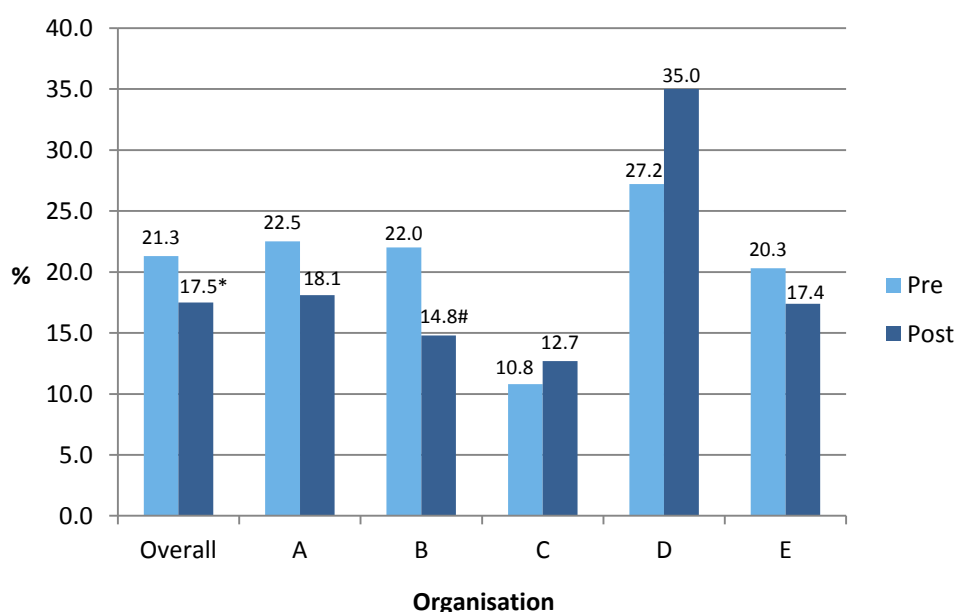


Figure 4.1. Proportion of employees living within 2 miles of workplace overall and by organisation

* $p < 0.05$ # $p < 0.01$

Table 4.11 Distance from work

		Distance from work					
		0-2 miles	2-5 miles	5-10 miles	10-20 miles	>20 miles	Sig.
Organisation		%	%	%	%	%	
Overall	Pre-	21.3	28.6	23.0	18.2	8.9	*
	Post-	17.5	28.1	28.7	16.6	9.0	
A	Pre-	22.5	31.5	32.6	11.2	2.2	NA
	Post-	18.1	25.4	34.1	18.1	4.3	
B	Pre-	22.0	36.5	23.6	13.7	4.2	#
	Post-	14.8	30.2	30.6	14.9	9.5	
C	Pre-	10.8	19.7	27.5	26.0	16.0	NS
	Post-	12.7	21.8	25.5	29.1	10.9	
D	Pre-	27.2	20.8	16.8	22.0	13.1	NS
	Post-	35.0	18.0	15.0	20.0	12.0	
E	Pre-	20.3	34.8	24.6	14.5	5.8	NA
	Post-	17.4	52.2	17.4	4.3	8.7	

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

* $p < 0.05$ # $p < 0.01$

Usual mode of travel to and from work

Respondents were asked to indicate the modes of travel they had used to get to and from work over the last seven days. The usual mode of travel was computed based on the frequency of use of the different modes of transport across the week. Respondents using more than one mode of transport are reported as using “multi-modal” transport including walking or “multi-modal” transport with no walking.

Walking for all, or some, of the journey

Overall, the proportion of respondents walking for all, or some, of their journey *to* and *from* work decreased slightly (non-significant). Increases in the proportion of respondents walking all, or some, of their journey *to* and *from* work were observed in three organisations (A, C and E); the increase was statistically significant in organisations C and E. A significant decrease in walking for all, or some, of their journey *to* and *from* work was observed in organisation B (Figure 4.2a and Figure 4.2b).

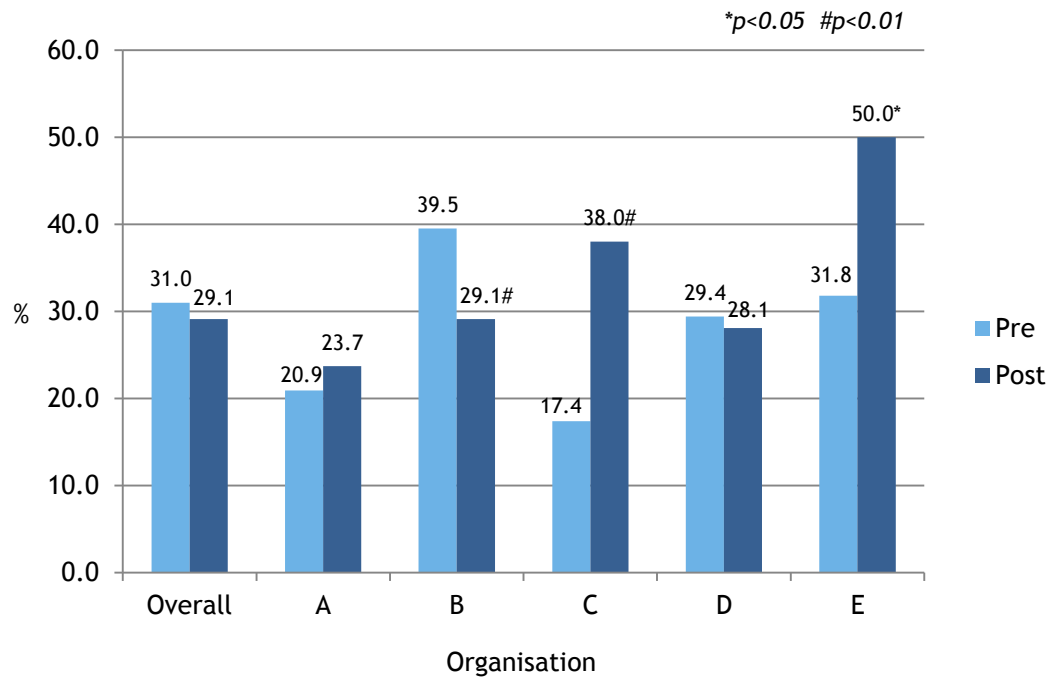


Figure 4.2a Proportion of employees walking for some, or all, of the journey to work

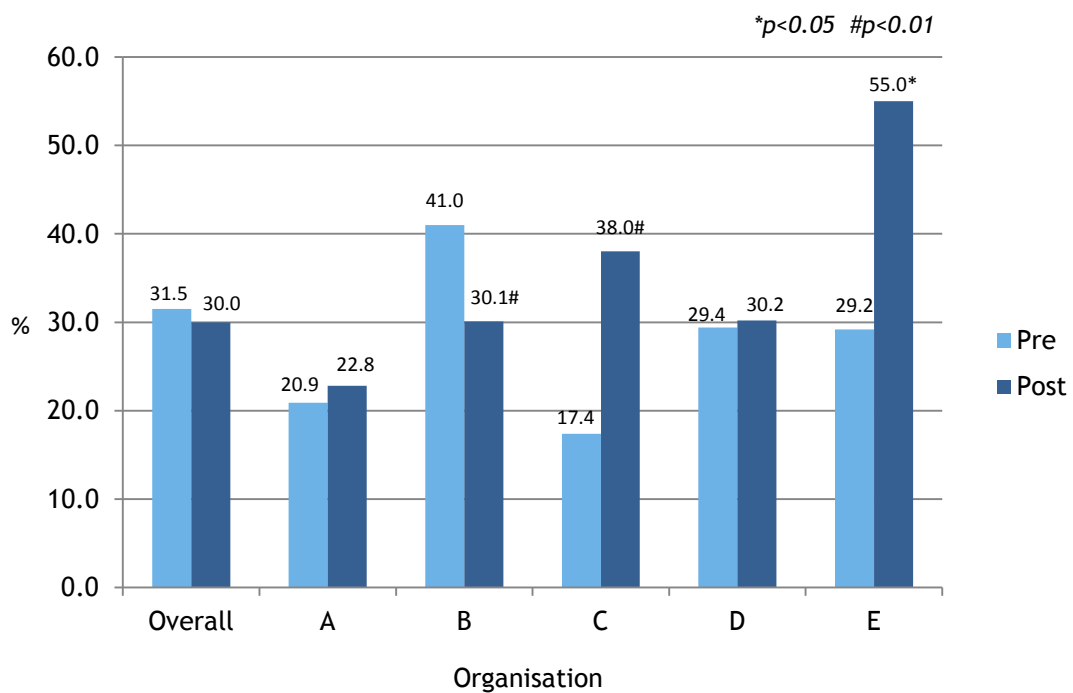


Figure 4.2b Proportion of employees walking for some, or all, of the journey from work

Walking for the entire journey

The proportion of respondents walking for their entire journey *to* work decreased from 10% to 9%. Comparable decreases were observed for the journey *from* work.

Non-significant increases in the proportion of respondents walking for the entire journey *to* work were observed in organisations C, D and E and decreases in organisations A and B (Table 4.12). A similar pattern was observed for the journey *from* work (Table 4.13).

Walking in combination with other modes of transport

The proportion of respondents travelling on foot, combined with another mode of transport, *to* and *from* work increased (non-significantly) in organisations A, C and E and decreased in organisations B and D.

Other modes used

Overall, over half of respondents travelled to work by car at baseline (54%) and this decreased at follow-up (53%). Across the organisations car use for the journey to work and the journey from work decreased in four organisations (A, C, D and E). A similar trend was observed for the journey home from work (53% at baseline and 52% at follow-up). None of these changes were statistically significant.

Few respondents reported travelling to or from work by bicycle or by public transport alone. Public transport may have been more frequently used in combination with other modes and may have been captured under multi-modal journeys including or excluding walking. Some respondents undertaking multi-modal journeys may not have reported small bouts of walking between home and a public transport stop, when changing modes of transport, or between the public transport stop and the workplace therefore there may be a small under-estimation of walking levels on the journey to and from work.

Table 4.12 Usual mode of travel to work

		Usual mode of travel to work			Usual mode of travel to work by mode									
Organisation		Walking all / some of journey	Other mode	Sig.	Walking	Multi- modal including walking	Bicycle	Car, taxi or van	Bus or coach	Rail, tram or under- ground	Motor- cycle or moped	Other	Multi- modal no walking	Sig.
		%	%		%	%	%	%	%	%	%	%	%	
Overall	Pre-	31.0	69.0	NS	10.4	20.6	1.9	53.5	4.5	1.1	0.3	0.0	7.6	NA
	Post	29.1	70.9		9.0	20.1	2.1	52.9	5.3	2.0	0.5	0.1	8.0	
A	Pre-	20.9	79.1	NS	7.7	13.2	2.2	70.3	1.1	2.2	0.0	0.0	3.3	NA
	Post	23.7	76.3		6.7	17.0	1.5	64.4	2.2	0.0	0.0	0.0	8.1	
B	Pre-	39.5	60.5	#	14.3	25.5	2.0	38.5	8.3	2.2	0.3	0.0	9.3	NA
	Post	29.1	70.9		9.0	20.0	1.4	51.3	7.0	2.7	0.5	0.0	7.9	
C	Pre-	17.4	82.6	#	3.0	14.3	0.0	76.6	1.1	0.0	0.0	0.0	4.9	NA
	Post	38.0	62.0		4.0	34.0	0.0	50.0	0.0	2.0	0.0	2.0	8.0	
D	Pre-	29.4	70.6	NS	11.3	18.2	2.8	59.3	2.3	0.0	0.5	0.0	5.6	NA
	Post	28.1	71.9		14.6	13.5	6.3	54.2	1.0	1.0	1.0	0.0	8.3	
E	Pre-	31.8	68.2	*	3.0	28.8	3.0	40.9	1.5	1.5	0.0	0.0	21.2	NA
	Post	50.0	50.0		10.0	40.0	10.0	20.0	10.0	0.0	5.0	0.0	5.0	

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

*p<0.05 #p<0.01

Table 4.13 Usual mode of travel from work

		Usual mode of travel from work			Usual mode of travel from work by mode									
Organisation		Walking all / some of journey	Other mode	Sig.	Walking	Multi-modal including walking	Bicycle	Car, taxi or van	Bus or coach	Rail, tram or underground	Motor-cycle or moped	Other	Multi-modal no walking	Sig.
		%	%		%	%	%	%	%	%	%	%	%	
Overall	Pre-	31.5	68.5	NS	10.3	21.3	1.9	52.8	4.0	1.2	0.3	0.0	8.3	NA
	Post-	30.0	70.0		8.5	21.5	2.1	51.9	5.5	2.1	0.6	0.1	7.7	
A	Pre-	20.9	79.1	NS	4.4	16.5	2.2	64.8	4.4	2.2	0.0	0.0	5.5	NA
	Post-	22.8	77.2		4.4	18.4	1.5	62.5	2.9	0.0	0.0	0.0	10.3	
B	Pre-	41.0	59.0	#	14.5	26.6	2.0	37.5	7.1	2.3	0.3	0.0	9.8	NA
	Post-	30.1	69.9		8.7	21.5	1.4	50.7	7.2	2.9	0.5	0.0	7.0	
C	Pre-	17.4	82.6	#	3.0	14.3	0.0	76.2	0.4	0.0	0.0	0.0	6.0	NA
	Post-	38.0	62.0		4.0	34.0	0.0	50.0	2.0	2.0	0.0	2.0	6.0	
D	Pre-	29.4	70.6	NS	11.3	18.2	2.8	59.6	1.5	0.0	0.5	0.0	6.1	NA
	Post-	30.2	69.8		13.5	16.7	6.3	51.0	0.0	1.0	1.0	0.0	10.4	
E	Pre-	29.2	70.8	*	3.1	26.2	3.1	41.5	3.1	1.5	0.0	0.0	21.5	NA
	Post-	55.0	45.0		20.0	35.0	10.0	20.0	10.0	0.0	5.0	0.0	0.0	

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

*p<0.05 #p<0.01

4.5 Walking to and from work

Barriers to walking to and from work

Respondents were asked about the things that prevented them from walking to and from work. At baseline, the most frequently cited reasons for not walking for all, or some, of the journey to or from work included living too far from work, it taking too long, it being more convenient to use a car, not having time and needing a car for work (Figure 4.3). The first four of these were also the most frequently cited reasons at follow-up. Except for the barriers living too far away from work, needing a car to drop children off/collection children on the journey to or from work, and needing a car to do other activities on the journey, there was an encouraging decrease in the proportion of respondents reporting all other barriers at follow-up. Other reasons given for not walking for the journey to and from work were mainly to do with the physical environment and personal safety, lack of access to public transport, and lack of facilities at the workplace for showering and changing (Table 4.14).

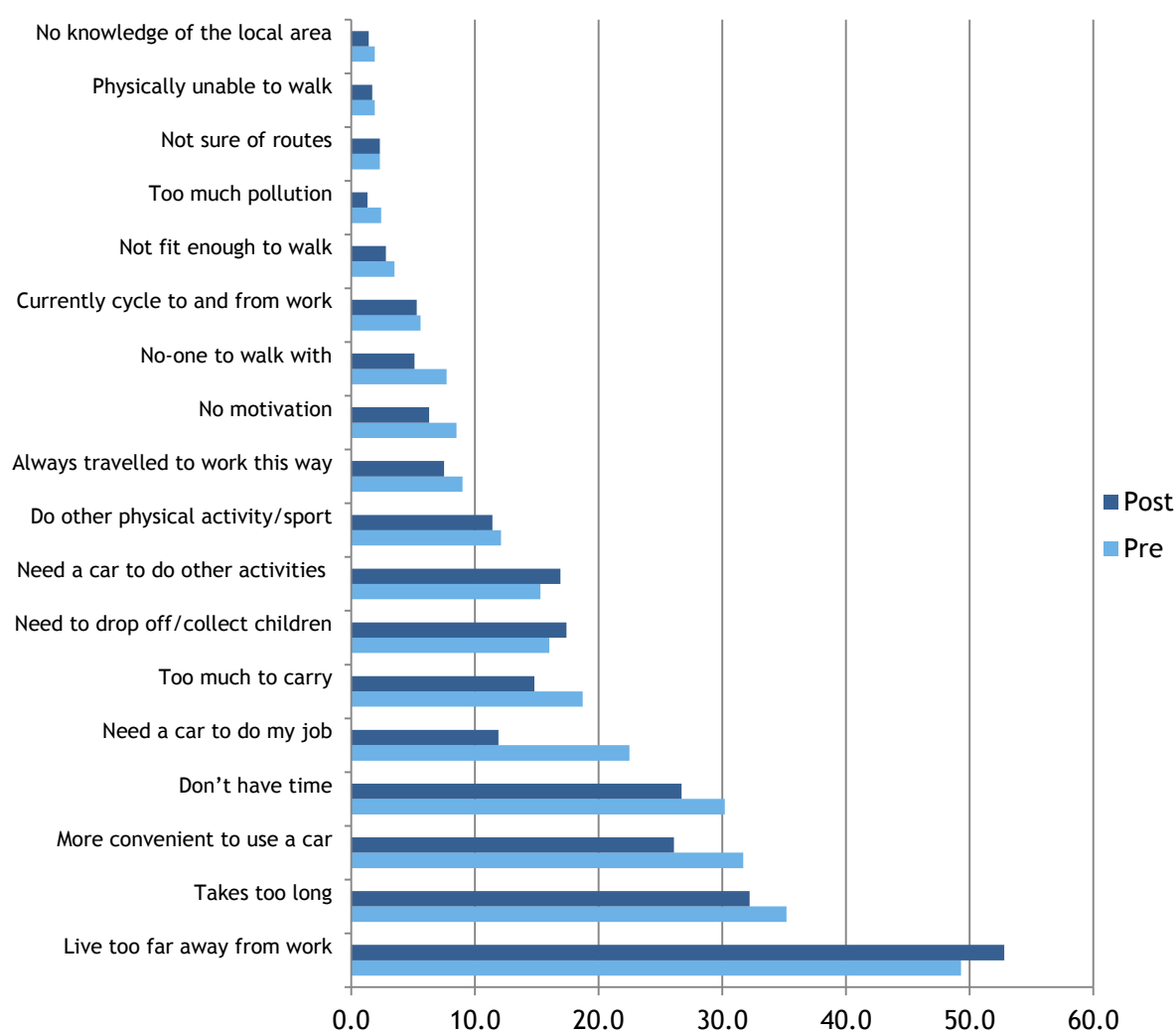


Figure 4.3 Barriers to walking to and from work (overall)

Table 4.14 Other reported barriers to walking to and from work

	Examples
Physical environment	<ul style="list-style-type: none"> ▪ Unsafe or isolated routes with poor lighting ▪ No walkway/footpaths for most of the journey ▪ Motorways/main roads on route which are too dangerous to walk on / there are no crossings under or over ▪ Fear of motorists/traffic
Safety	<ul style="list-style-type: none"> ▪ Anti-social behaviour / groups of youths ▪ Feel unsafe in the dark winter months ▪ Staff mugging on the route to work (reported in organisation B at follow-up) ▪ Would not walk after late shift ▪ Safety when carrying laptop
Lack of (access to) public transport	<ul style="list-style-type: none"> ▪ No public transport ▪ No public transport at convenient time and cost ▪ Public transport more expensive than driving ▪ Don't live near bus or train station
Lack of facilities at workplace	<ul style="list-style-type: none"> ▪ Lack of shower / changing facilities at work ▪ No storage for waterproofs/clothes at work
Current arrangements	<ul style="list-style-type: none"> ▪ Car share ▪ Have to drop partner off / visit elderly relatives on route to/from work
Personal	<ul style="list-style-type: none"> ▪ Don't like arriving at work hot and sweaty
Weather	<ul style="list-style-type: none"> ▪ Bad / unpredictable weather

Attitudes to walking to and from work

Respondents were asked about their confidence and intention to walk as part, or all, of their journey to and from work. Overall, there were small non-significant increases in the proportion of respondents who strongly or somewhat agreed they were more confident to walk (Figure 4.4) and intended to walk (Figure 4.5) for their journey to or from work. Across the organisations, there were significant increases in confidence to walk in two organisations (C and D) and in intention to walk in three organisations (C, D and E). Although there were also increases in confidence and intention in organisation A, these increases did not reach statistical significance. The proportion of respondents agreeing they were confident and intended to walk for the journey to and from work were significantly lower in organisation B at follow-up.

At baseline, 61% of respondents agreed they would like to walk for their journey more often (range 58% to 70%). Less than half agreed that they believed there is convenient public transport (45%; range 28% to 59%); and that everyone should walk for some, or all, of their journey to work (43%; range 39% to 54%). Only around a quarter (26%; range 15% to 31%) agreed that most of their colleagues walked for some, or all, of their journey to or from work. At follow-up, 41% (range 34% to 68%) agreed they were likely to walk for some, or all, of their journey in the future (Table 4.15).

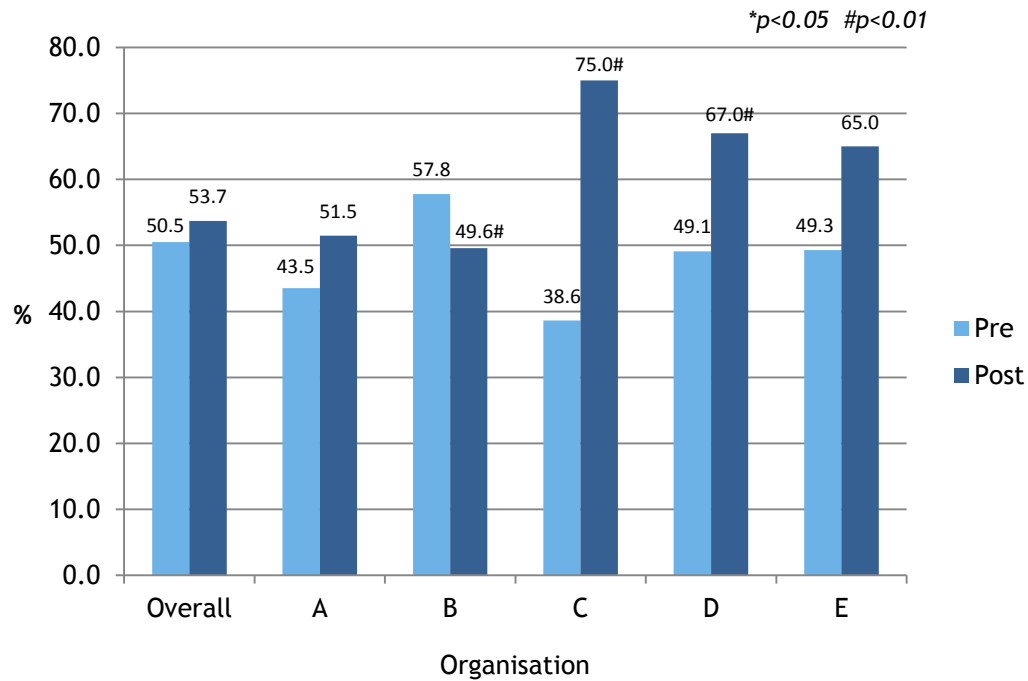


Figure 4.4 Proportion of employees agreeing they are confident they could walk for all, or some, of their journey to work

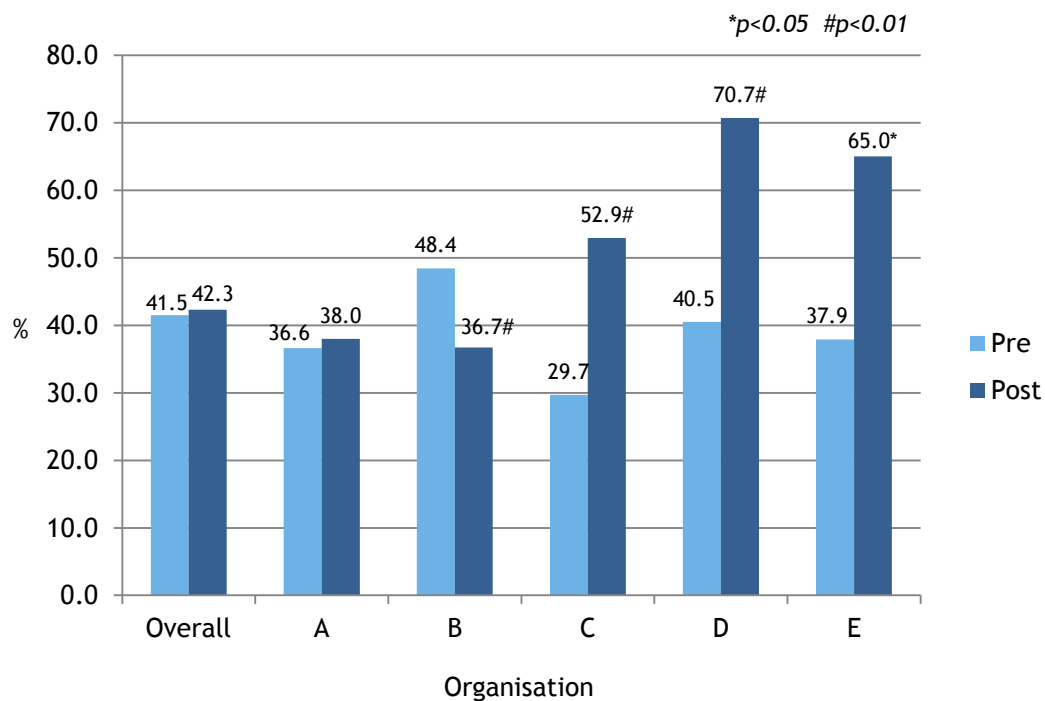


Figure 4.5 Proportion of employees agreeing they intend to walk for all, or some, of their journey to work on a regular basis in the next few months

Table 4.15 Attitudes to walking to and from work

			Organisation				
		Overall	A	B	C	D	E
		% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree
I would like to walk for part of my journey to and from work more often†	Pre-	61.0	58.1	61.1	63.3	58.3	70.3
There is convenient public transport so I can walk some of the way to and from work†	Pre-	45.1	47.7	59.2	27.5	33.8	51.5
I believe everyone should walk for part or all of their journey to and from work†	Pre-	42.7	39.1	53.6	47.0	39.5	43.3
Most of my colleagues walk for some or all of their journey to or from work†	Pre-	25.5	14.9	31.1	20.1	22.8	26.5
I am likely to walk for all or part of my journey to or from work in the future♦	Post-	40.7	33.8	36.5	47.2	68.4	55.0

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

* $p < 0.05$ # $p < 0.01$

†Asked at baseline only ♦Asked at follow-up only

Colleague support for walking to and from work

There was an increase in the perception that colleagues provided support for walking for the journey to or from work often or very often overall and in organisations A, C, D and E though this increase was not statistically significant (Table 4.16).

Table 4.16 Colleague support for walking in the past month (baseline) and 18 months (follow-up)

			Organisation				
		Overall	A	B	C	D	E
		% often / very often	% often / very often	% often / very often	% often / very often	% often / very often	% often / very often
Walking for some or all of your journey to or from work	Pre-	4.3	5.8	4.8	1.5	4.8	5.9
	Post-	5.8	11.3	3.6	9.3	6.4	20.0
	Sig.	NS	NS	NS	NA	NA	NA

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

* $p < 0.05$ # $p < 0.01$

Minutes spent walking to and from work

Respondents were asked to record the number of minutes they spent walking for the journey to and from work on each of the days in the last week. Overall, there was little change in the proportion of respondents doing any walking to or from work (Table 4.17). There was a significant increase in the proportion of respondents reporting any minutes of walking to work in organisation C and a non-significant increase for both journeys in organisation A. In organisations D and E, the proportion of respondents doing any walking increased for the journey from work but not for the journey to work, however these increases were not significant. In organisation B there were significant decreases in the proportion of respondents doing any walking on the journeys both to and from work (Table 4.17).

Table 4.17 Proportion of respondents reporting any minutes of walking to and from work

			Organisation				
		Overall	A	B	C	D	E
% doing any walking to work	Pre-	35.4	27.6	44.6	22.8	30.9	39.2
	Post-	34.2	30.6	34.2	49.2	30.1	36.0
	Sig.	NS	NS	#	#	NS	NS
% doing any walking from work	Pre-	35.8	25.5	45.3	23.5	31.3	37.8
	Post-	35.6	28.5	35.9	49.2	33.0	48.0
	Sig.	NS	NS	#	#	NS	NS

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

* $p < 0.05$ # $p < 0.01$

Overall, at both baseline and follow-up, respondents who walked for at least 10 minutes for their journey to or from work reported on average doing 20 minutes of walking to work; and 21 minutes walking from work; this difference was not statistically significant (Table 4.18). There were small non-significant increases in mean minutes walked to work in organisations A and C and in mean minutes walked on the journey from work in organisations A, C and E.

Table 4.18 Minutes walking to and from work per day†

			Organisation				
		Overall	A	B	C	D	E
Mean minutes (\pm SD) walking to work	Pre-	20.2 ± 11.6	19.5 ± 9.5	21.0 ± 12.1	15.8 ± 9.0	20.0 ± 10.2	25.1 ± 16.4
	Post-	20.0 ± 10.8	21.6 ± 10.0	20.1 ± 11.3	17.0 ± 7.6	18.8 ± 10.1	23.5 ± 21.7
	Sig.	NS	NS	NS	NS	NS	NS
Mean minutes (\pm SD) walking from work	Pre-	20.9 ± 12.3	16.5 ± 11.9	20.4 ± 13.3	14.5 ± 8.0	18.5 ± 11.3	22.6 ± 16.6
	Post-	21.0 ± 13.1	18.7 ± 11.4	19.2 ± 12.5	16.8 ± 9.1	16.5 ± 11.1	30.2 ± 14.4
	Sig.	NS	NS	NS	NS	NS	NS

†includes those doing at least 10 minutes walking

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

* $p < 0.05$ # $p < 0.01$

4.6 Walking during the working day

Perceptions of walking at work

At baseline, respondents were asked how much they agreed with a series of statements about walking during the working day. More than three quarters of respondents agreed that it was difficult to walk during the working day because they needed to be at their desk (75%; range 68-82%) (Table 4.19). Almost half of respondents (47%) thought their employer would not approve of them walking more during the working day ranging from 23% (organisation E) to 64% (organisation B). The proportion of respondents intending to walk at lunchtime on a regular basis varied across the organisations from 39% in organisation A to 79% in organisation D. Only a small proportion of respondents reported that they did not walk at lunchtime because they did other sports activities at this time. Less than a quarter of respondents thought there was nowhere to walk to at lunchtimes (range 6-24% across organisations).

Table 4.19 Perceptions of walking at work†

		Organisation				
	Overall	A	B	C	D	E
	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree
Walking during the working day is difficult because I need to be at my desk	75.4	67.8	82.3	70.7	70.1	73.5
My employer would not approve of me walking more during the working day	46.8	25.3	63.6	36.8	36.6	22.7
I intend to go for a walk at lunchtime on a regular basis in the next couple of months	68.4	39.1	68.3	65.4	78.6	60.3
I don't walk at lunchtime because I do other sports and activities at this time	8.2	11.5	5.5	5.0	11.4	22.7
There is nowhere for me to walk to at lunchtime	17.6	18.6	19.9	24.0	11.4	5.9

†This question was asked at baseline only

Colleague support for walking at work

The proportion of respondents receiving support from their colleagues often or very often to take part in walking meetings was very low at both baseline (0.9%; range 0.3% to 3%) and follow-up (1.5%; range 0.7% to 5.7%) (Table 4.20). There were non-significant increases in support across all organisations between baseline and follow-up, the greatest increase taking place in organisation C. There was a small increase in colleague support often or very often for walking at lunchtime overall, and in three organisations (C, D and E). However, none of these changes reached statistical significance.

Table 4.20 Colleague support for walking in the past month (baseline) and 18 months (follow-up)

		Organisation					
		Overall	A	B	C	D	E
		% often / very often	% often / very often	% often / very often	% often / very often	% often / very often	% often / very often
Hold a walking meeting	Pre-	0.9	1.2	0.3	0.8	1.5	3.0
	Post	1.5	1.5	0.7	5.7	3.2	5.3
	Sig.	NS	NA	NA	NA	NA	NA
Go for a walk at lunchtime	Pre-	14.8	7.0	18.9	10.7	14.1	8.8
	Post	15.6	6.8	17.9	14.8	15.6	10.0
	Sig.	NS	NS	NS	NS	NS	NA

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

*p<0.05 #p<0.01

Minutes of walking during the working day

Respondents were asked about how much walking they did during the working day (excluding travel to and from work) (Table 4.21). Overall, there was a non-significant decrease in the proportion of respondents walking for at least 10 minutes during the working day. Non-significant increases in the proportion of respondents walking for at least 10 minutes during the working day were observed in three organisations (B, C and E). In contrast, decreases were observed in organisations A and D.

In those respondents reporting at least 10 minutes walking during the working day, increases in the mean minutes of walking at work per day were observed in organisations A, however these were non-significant. Overall, a non-significant decrease in the minutes of walking at work per day was observed.

Table 4.21 Walking during the working day (excluding travel to/from work)

		Organisation					
		Overall	A	B	C	D	E
% doing at least 10 minutes walking per day during the working day	Pre-	70.6	85.7	30.9	80.4	79.6	75.0
	Post-	66.1	83.5	31.4	86.5	75.9	88.9
	Sig.	NS	NS	NS	NS	NS	ND
Mean minutes (±SD) walking at work†	Pre-	68.8 ±95.7	87.9 ±113.8	59.1 ±87.9	71.2 ±90.2	73.2 ±99.6	64.4 ±106.8
	Post-	64.5 ±93.9	96.0 ±113.5	54.0 ±81.2	47.8 ±64.2	66.5 ±116.8	31.9 ±18.9
	Sig.	NS	NS	NS	NS	NS	NS

†including only those who report doing at least 10 minutes per day

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

*p<0.05 #p<0.01

Incidental walking during the working day

Respondents were asked how often they walked for incidental purposes during the working day for a variety of different reasons (Table 4.22).

There was an increase in the proportion of respondents using the stairs instead of the lift on most or every day between baseline and follow-up overall and in four organisations (A, B, C and D); however the increase was only statistically significant for organisation C. Overall, and in organisation A, the proportion of respondents walking to talk to a colleague instead of using e-mail or the telephone increased (non-significantly), whereas for all other organisations the proportions decreased.

There were non-significant increases in the proportion of respondents walking for at least 10 minutes to get to business meetings most or every day both overall and for organisations A, C and E. Very few respondents reported taking part in walking meetings in any of the organisations and there was little change between baseline and follow-up.

Overall there was a significant decrease in the proportion of respondents walking for at least 10 minutes at lunchtime most or every day. However, the proportions increased non-significantly in organisations A and D.

Table 4.22 Proportion of respondents undertaking incidental walking most or every day

		Organisation					
		Overall	A	B	C	D	E
		% most/ every day	% most/ every day	% most/ every day	% most/ every day	% most/ every day	% most/ every day
Climb the stairs instead of using the lift	Pre-	74.1	87.2	67.2	77.0	79.6	80.0
	Post-	74.9	90.1	68.7	90.9	79.8	80.0
	Sig.	NS	NS	NS	*	NS	NA
Walk to talk to a colleague instead of using e-mail or the telephone	Pre-	58.9	54.7	61.5	57.4	59.0	45.6
	Post-	59.6	62.0	61.3	50.9	55.0	43.5
	Sig.	NS	NS	NS	NS	NS	NS
Walk for at least 10 minutes to get to or from a business meeting	Pre-	12.8	10.7	8.7	15.4	16.1	21.9
	Post-	13.3	20.6	8.7	25.5	15.7	37.5
	Sig.	NS	NS	NS	NS	NS	NS
Take part in a walking meeting	Pre-	1.2	1.2	1.0	1.6	1.0	1.6
	Post-	1.3	2.4	1.0	3.8	0.0	0.0
	Sig.	NA	NS	NA	NA	NA	NA
Walk for at least 10 minutes at lunchtime	Pre-	39.2	7.6	35.2	36.3	57.8	16.2
	Post-	30.7	13.7	30.2	33.9	59.0	13.6
	Sig.	#	NS	NS	NS	NS	NA

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

* $p < 0.05$ # $p < 0.01$

4.7 Physical activity

Overall, there was a small non-significant decrease in the proportion of respondents meeting the recommended levels of physical activity (30 minutes or more or at least moderate intensity activity on five or more days of the week) (Table 4.23). There were (non-significant) increases in the proportion of respondents meeting this recommendation between baseline and follow-up in organisations A, C and E. There were significant increases in the time spent being physically active overall and in organisations A and E (Table 4.23). Some, but not all, of this increase may be due to increases in walking though it may be due to increases in participation on other activities or over-reporting at follow-up. In contrast, decreases in minutes spent being physically active were observed in organisations B and D, which were significant in organisation D.

Table 4.23 Physical activity

			Organisation				
		Overall	A	B	C	D	E
% meeting physical activity recommendations † ‡	Pre-	23.2	19.0	27.7	16.1	22.5	18.5
	Post-	22.6	19.1	23.7	19.2	20.7	35.0
	Sig.	NS	NS	NS	NS	NS	ND
Mean minutes (±SD) physical activity in a usual week ♦	Pre-	616.5 ±528.1	455.7 ±365.5	662.5 ±530.1	537.6 ±525.1	662.1 ±559.6	549.6 ±469.1
	Post-	664.8 ±593.0	818.2 ±722.2	656.6 ±585.9	619.4 ±522.0	529.1 ±405.3	714.2 ±584.8
	Sig.	*	#	NS	NS	*	*

‡ 5 or more days per week of 30 minutes moderate intensity activity

† assessed using the single-item physical activity questionnaire

♦ assessed using the short international physical activity questionnaire

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

* $p < 0.05$ # $p < 0.01$

4.8 BMI and Health

BMI

Overall, mean body mass index (BMI) was 26kg/m² at both baseline and follow-up. Across organisations BMI ranged from 25kg/m² to 27kg/m² at baseline with very little change at follow-up (Table 4.24). Just under half of respondents were considered to have a normal BMI (<25kg/m²) at baseline (48%) and follow-up (46%); almost a third were classified as overweight (BMI 25.0-29.9kg/m²) and the remainder were classified as obese (BMI >30kg/m²) (Table 4.25). There were non-significant increases in the proportion of respondents classified as overweight or obese between baseline and follow-up overall and in organisations A, C, D and E.

Table 4.24 BMI

		Organisation					
		Overall	A	B	C	D	E
Mean (±SD) BMI (kg/m ²)	Pre-	26.2 ±5.0	25.2 ±5.4	26.9 ±5.3	26.0 ±5.3	25.7 ±4.4	24.9 ±3.7
	Post	26.4 ±5.0	25.4 ±3.9	26.9 ±5.4	25.8 ±3.7	26.2 ±4.4	24.8 ±3.3
	Sig.	NS	NS	NS	NS	NS	NS

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

*p<0.05 #p<0.01

Table 4.25 BMI by category

		BMI by category			
		% Normal weight (BMI <25kg/m ²)	% Overweight (BMI 25.0-29.9kg/m ²)	% Obese (BMI >30kg/m ²)	Sig.
Organisation		%	%	%	
Overall	Pre-	48.2	31.9	19.9	NS
	Post-	45.8	32.7	21.5	
A	Pre-	58.1	28.4	13.5	
	Post-	50.8	39.5	9.7	
B	Pre-	41.7	32.5	25.7	NS
	Post-	44.6	28.9	26.5	
C	Pre-	52.5	28.0	19.5	NS
	Post-	50.0	31.8	18.2	
D	Pre-	51.4	35.0	13.6	NS
	Post-	40.2	42.7	17.1	
E	Pre-	59.0	27.9	13.1	NA
	Post-	57.9	36.8	5.3	

General health

A high proportion of respondents reported being in good, very good or excellent health at baseline (87%; range 82% to 92%) (Table 4.26). The proportion of respondents in this category increased at follow-up both overall and across all organisations. The increase was significant overall and in organisation B.

Table 4.26 General Health

			Organisation				
		Overall	A	B	C	D	E
% Excellent, very good or good health	Pre-	87.0	90.6	81.7	90.2	91.6	89.4
	Post-	93.1	93.8	89.9	94.2	92.5	94.7
	Sig.	#	NS	#	NA	NS	NA

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

* $p < 0.05$ # $p < 0.01$

Health at work

Energy levels, mood, concentration and stress levels at work varied across the organisations (Table 4.27). Overall, the proportion of respondents reporting good or very good energy levels at work increased non-significantly between baseline (57%) and follow-up (61%). The proportions varied across organisations ranging from 49% to 74% at baseline and 59% to 90% at follow-up with increases observed in organisations B, C and E (significant in B only). Similar patterns were observed for mood and concentration. Only 23% of respondents reported low or very low stress levels at work at baseline and this decreased (non-significantly) at follow-up to 21% (ie, respondents reported higher levels of stress at follow-up). A similar trend was seen across all organisations with fewer respondents reporting low or very low stress levels at follow-up. This change was significant in organisation A only.

Table 4.27 Health at work

				Organisation				
			Overall	A	B	C	D	E
Energy levels	% very good or good	Pre-	56.7	73.5	48.6	59.2	62.1	65.2
		Post-	60.8	64.9	58.5	71.2	55.9	89.5
		Sig.	NS	NA	#	NA	NS	NA
Mood	% very good or good	Pre-	60.8	81.9	50.7	64.8	67.6	68.2
		Post-	63.6	73.3	61.4	72.5	53.8	78.9
		Sig.	NS	NA	#	NA	NA	NA
Concentration	% very good or good	Pre-	61.1	77.1	51.7	64.0	69.2	65.2
		Post-	63.7	71.8	61.0	72.5	56.5	89.5
		Sig.	NS	NA	#	NA	NA	NA
Stress	% low or very low	Pre-	22.7	22.6	24.7	17.2	22.5	16.7
		Post-	21.0	20.0	23.5	13.5	20.4	10.5
		Sig.	NS	*	NS	NS	NS	NA

SD=Standard deviation NS=not significant NA=not available (sample size too small to compute statistics)

* $p < 0.05$ # $p < 0.01$

4.9 Workplace needs assessment

At baseline, respondents were asked if they would be likely to use or participate in a variety of walking activities at work (Table 4.28). Interest in different activities varied across organisations but respondents were most likely to take part in a pedometer team challenge (55%; range 33% to 66%); to claim an allowance for walking for business trips (50%; range 43% to 60%); to participate in a free walker's breakfast (49%; range 30% to 63%); to use maps showing walking routes around the vicinity of the workplace (49%; range 41% to 62%) and to take part in walking meetings (43%; range 33% to 66%).

Table 4.28 Likely use of workplace walking-related activities †

		Organisation					
		Overall	A	B	C	D	E
Pedometer team challenge	% likely to use	55.2	39.8	65.5	52.9	32.6	57.6
Claimable allowance for business walking	% likely to use	50.4	43.0	52.8	48.4	46.0	60.3
Free walkers' breakfasts	% likely to use	49.0	44.6	62.9	36.9	29.9	56.9
Maps showing walking routes around workplace	% likely to use	48.6	43.4	41.1	53.1	44.3	62.1
Walking meetings	% likely to use	42.8	34.1	46.6	39.9	32.6	65.7
Showers, changing facilities and lockers	% likely to use	37.9	25.3	25.8	36.6	30.8	60.0
Improved information on rail / bus timetables	% likely to use	34.9	24.1	27.4	22.1	20.5	40.7
Led lunchtime walks	% likely to use	30.1	31.7	27.2	39.7	17.8	51.5
Walking buddy scheme	% likely to use	26.3	19.5	29.8	30.0	13.6	40.0

† asked at baseline only

4.10 Awareness and participation in project activities

Respondents to the follow-up survey were asked about their awareness and participation in different project activities (Table 4.29). Overall, 52% of respondents were aware of at least one of the project activities taking place; this varied across the organisations (range 35% to 86%). Less than a quarter (24%) of respondents participated in at least one of the project activities indicating uptake was low but again this varied across organisations (range 15% to 61%).

Table 4.29 Awareness and participation in project activities†

Organisation	Awareness and participation	
	Aware	Participated
	%	%
Overall	52.3	24.1
A	86.1	43.1
B	35.4	15.2
C	81.4	61.0
D	80.6	21.4
E	68.0	48.0

† respondents reporting awareness or participation in at least one project activity

A number of common initiatives were delivered across the organisations including Walk to Work Week, the mince pie calculator promotion and lunchtime walks. In addition, each organisation offered a variety of other initiatives as part of the Walking Works project specific to the needs and interests of their organisation (Table 4.30).

In those organisations who took part in Walk to Work Week in 2010 or 2011, awareness of this event ranged from 30% (organisation B) to 66% (organisation D) and participation from 7% (organisations B and D) to 21% (organisation A). Awareness (85%) and participation (50%) were high in organisation E, however the response rate to the survey was extremely low (n=25) and is likely to have been completed by a biased sample. In the three organisations who took part in the mince pie calculator promotion (organisations A, B and C), awareness ranged from 5% to 48% and participation from 2% to 15%. Lunchtime walks were offered by four organisations (A, C, D and E). Awareness of these ranged from 60% to 78% and participation from 7% to 42%.

Awareness of, and participation in, activities that were unique to each organisation varied (Table 4.30).

Table 4.30 Awareness and participation in project activities

		Organisation				
		A	B	C	D	E
Walk to Work Week 2010	% aware	57.5	-	-	-	57.9
	% participated	19.4	-	-	-	36.8
Walk to Work Week 2011	% aware	58.3	29.8	-	65.6	85.0
	% participated	20.5	6.7	-	7.3	50.0
Mince pie calculator promotion (Christmas 2009)	% aware	-	-	42.0	-	-
	% participated	-	-	10.0	-	-
Mince pie calculator promotion (Christmas 2010)	% aware	28.6	5.3	48.1	-	-
	% participated	9.0	1.7	15.4	-	-
Lunchtime led walks	% aware	75.9	-	59.6	78.1	55.6
	% participated	8.3	-	42.0	7.3	16.7
Alternatives to the car conference (June 2010)	% aware	52.3	-	-	-	-
	% participated	20.0	-	-	-	-
Fit Campaign Walking Activities	% aware	59.7	-	-	-	-
	% participated	12.7	-	-	-	-
Unleash your Office Animal quiz promotion (Summer 2010)	% aware	-	17.2	-	-	-
	% participated	-	11.7	-	-	-
Photo competition (Spring 2011)	% aware	-	5.5	-	-	-
	% participated	-	0.2	-	-	-
New Year, New You staff travel day promotion (Jan-Feb 2010)	% aware	-	-	43.3	-	-
	% participated	-	-	5.7	-	-
New Year, New You staff travel day promotion (Jan-Feb 2011)	% aware	-	-	50.9	-	-
	% participated	-	-	9.4	-	-
Pedometer challenge (April -May 2010)	% aware	-	-	86.6	-	-
	% participated	-	-	46.2	-	-
Pedometer challenge (April -May 2011)	% aware	-	-	88.5	-	-
	% participated	-	-	42.3	-	-
Pedometer challenge (October 2010)	% aware	-	-	-	70.5	-
	% participated	-	-	-	14.7	-
Winter Warmers (Winter 2010)	% aware	-	-	-	32.0	-
	% participated	-	-	-	14.7	-
Walking talk and quiz (February 2011)	% aware	-	-	-	23.9	-
	% participated	-	-	-	1.0	-
Walking Works Campaign Launch lunch and walk	% aware	-	-	-	-	78.9
	% participated	-	-	-	-	36.8
Walking Champions Meeting (Spring 2010)	% aware	-	-	-	-	61.1
	% participated	-	-	-	-	11.1
Summer social walk (2010)	% aware	-	-	-	-	50.0
	% participated	-	-	-	-	11.1
Foot pamper day (September 2011)	% aware	-	-	-	-	68.4
	% participated	-	-	-	-	31.6

4.11 Employee perceptions of the project activities

Respondents were asked about their perceptions of the walking activities that were delivered in their workplaces (Table 4.31). In those respondents who were aware of at least one project activity, there were mixed views across the organisations as to whether the activities were well publicised (range 30% to 88%); convenient to join (range 30% to 88%); informative (range 26% to 69%); met the respondents needs (range 21% to 69%) and enjoyable (range 25% to 71%).

Table 4.31 Perceptions of project delivery†‡

		Organisation				
	Overall	A	B	C	D	E
Project activities.....	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree
Were well publicised	58.9	85.5	30.0	85.4	70.7	87.5
Were convenient to join	49.5	61.0	30.4	77.1	56.1	88.2
Were informative	46.0	66.1	25.7	68.8	45.0	12.5
Met my needs	28.9	37.4	20.6	46.8	18.8	68.8
Were enjoyable	32.7	36.9	25.4	58.3	21.5	70.6

†This question was asked at follow-up only

‡ Only respondents who were aware of at least one project activity were included in this analysis

At follow-up respondents were asked to comment on what they thought was good or bad about the project activities and what could be improved. Although few respondents provided comments, the most frequently mentioned positive comments were that the project had increased respondents intention to walk more or their actual level of walking; and there had been some good ideas and activities. The most frequently mentioned negative comments were lack of publicity for project activities and thus a lack of awareness; work commitments and a lack of time prevented respondents taking part in the activities; and the location of the walks were not suitable for some employees as they started at a different location to where the employee was based. Suggested improvements for the project included better publicity, changing the timing of the walks and more visible support from the workplace for walking and project activities.

4.12 Employee perceptions of the impact of the project on walking

Respondents were asked about how much they agreed with a series of statements regarding the impact of the project activities on walking (Table 4.32). Again, in those respondents who were aware of at least one project activity, views were mixed across the organisations but between 20% to 65% of respondents agreed the project activities had encouraged them to walk more on the journey to and from work; 33% to 77% agreed the activities had encouraged them to walk more during the working day; 17% to 69% agreed there were more opportunities for walking; 29% to 69% agreed they had increased their knowledge about the benefits of walking; 27% to 77% agreed the project had motivated them to walk more often and 20% to 56% agreed the project had changed the way they felt about walking.

Table 4.32 Employee perceptions of impact on walking† ✦

		Organisation				
	Overall	A	B	C	D	E
Project activities.....	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree
Encouraged me to walk more on my journey to and from work	28.2	35.3	19.7	43.8	22.8	64.7
Encourage me to walk more during my working day	41.9	53.3	32.7	56.3	32.9	76.5
Provided me with more opportunities for walking	37.9	55.0	17.4	60.4	45.6	68.8
Increased my knowledge about the benefits of walking	39.2	52.1	29.0	51.1	34.2	68.8
Motivated me to walk more often	38.2	50.0	26.8	63.8	26.6	76.5
Changed the way I feel about walking	28.1	38.3	19.9	44.7	17.9	56.3

†This question was asked at follow-up only

✦ Only respondents who were aware of at least one project activity were included in this analysis

4.13 Employee perceptions of the impact of the project on health and social factors

Respondents were asked about how much they agreed with a series of statements regarding the impact of the project on their health and social factors (Table 4.33). Overall, for those who were aware of at least one project activity, 35% (range 25% to 65%) agreed the project activities helped them to be more physically active; 34% (range 25% to 65%) agreed they felt healthier; 24% (range 20% to 38%) thought the activities had helped them to lose weight; 33% felt less stressed (range 28% to 53%); and 32% (range 23% to 56%) thought the project had helped them socialise with their colleagues.

Table 4.33 Employee perceptions of impact on health and social factors†‡

		Organisation				
	Overall	A	B	C	D	E
Project activities helped me to.....	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree	% strongly / somewhat agree
Be more physically active	34.6	45.5	24.6	58.3	23.1	64.7
Feel healthier	34.4	45.5	24.8	56.5	23.1	64.7
Lose weight	24.0	29.8	19.8	32.6	18.2	37.5
Feel less stressed	33.3	38.0	27.7	52.2	25.6	52.9
Socialise with my colleagues	31.9	41.3	23.0	47.7	26.3	56.3

†This question was asked at follow-up only

‡ Only respondents who were aware of at least one project activity were included in this analysis

4.14 Encouragement for walking

Walking to and from work

At follow-up, respondents were asked to comment on what they thought would encourage them to walk for all, or some, of the journey to and from work. The highest proportion of respondents gave the answer “nothing” and frequently then cited a barrier to walking such as living too far away from work or needing to drop children off at school. Many also indicated they already walk either to and from work or at times outside of work for leisure. Other suggestions, in order of those most frequently mention included:

1. Moving closer to work so the travel distance was shorter.

“Living closer to the place that I work. “

2. Incentives to walk, eg, monetary, improved facilities (showers, changing rooms), doing a charity event, competitions, pool cars for use at work, staff bus service, dedicated walking weeks.

“Good changing facilities to get showered etc.”

“I already walk for some of my journey but as it would take me quite a while to walk the full distance it would only make it beneficial if they paid me for the walking time!!!”

3. Improving the environment, eg, improved street lighting, better access to safe, familiar, well-lit areas, less pollution, quieter roads, a perception of safety, and improved gritting of pavements.

“Better street lighting and improved gritting of pavements etc. during icy/cold weather.”

“Nicer Paths & less traffic pollution.”

“Safer roads - I would have to walk through a dangerous area.”

4. Having more time.

5. Changing car parking, eg, restricting access to car parks closer to work, and providing car parks further away so walking is required to get to the office.

“Convenient free car parking to allow part of the journey to be completed by car and part walking as I live 14 miles away.”

“A free and convenient car park some distance from my work place which meant that i could walk the rest of the journey to work.”

“The only thing which would encourage me to walk for part of my journey would be if there was somewhere to park my car which then left me with a manageable distance to walk into work.”

“Parking facilities that are cheaper or even free, but maybe further away from the workplace, so instead of a 10 minute walk there is a 20 - 30 minute walk. This would have to take into account safety issues so well lit routes etc. would be a factor.”

6. Changing requirements for work, eg, flexible working hours, time built into working day to allow for walking, less equipment to carry, not requiring a car for work, stable location for work, less work pressures, and a more relaxed dress code at work.

“Not needing the car and the ability to transport stuff as part of my job.”

“Flexible hours and more time to have breaks.”

“Making it safer ie, same shifts as those living nearby or if you walk, doing earlier shifts to walk home in the daylight.”

“Relaxed dress code and expectations - office wear not particularly appropriate for longer walking.”

7. Improvements in public transport.

“More convenient (and cheaper) public transport links.”

“I would dearly love to be able to walk for some of my journey to & from work. However, the area I live in is not served by a very good bus service & there is

nowhere en route to work where I could possibly leave my car & walk the rest of the way."

"...public transport which would not take twice as long and cost twice as much."

8. Having a walking buddy.

"Maybe if i had someone to walk with in the winter."

"I could walk part way to work (ie, to the tram/bus stop) if there was someone else to walk with"

9. Having the ability to go straight to work, ie, no dropping off or picking up dependents.

"If I did not have to drop my daughter off on a morning or collect her after work I would be more than happy to walk every day."

10. Having better health, ie, current health is preventing walking.

"I couldn't get to work on time if I walked due to health issues however currently undergoing physio so if all is well would if possible at a later date."

Walking during the working day

Respondents were also asked to comment at follow-up on what they thought would encourage them to walk more during the working day, either at break times or as part of their work. The most frequently cited suggestions were:

1. Having more time for breaks and longer breaks during the day:

"I'm often too busy to take lunch let alone start walking during lunchtime!"

"More time in the working day without feeling guilty for taking time off to have a walk. Less pressure at work to get tasks done in tight timescales leaving no time for proper breaks."

"If lunch was an hour instead of 30mins then taking a meaningful walk at lunchtime would become a practical proposition."

2. Changing the workplace walking culture and building walking into daily work activities:

"Embed the culture into the workplace and from senior management down."

"If higher tiers of management demonstrated that increasing walking at work was a serious option then maybe staff would stop to consider the option further."

"If walking meetings were an option, I'm not sure if this would be well received. We could try to make sure everyone knows this is ok to do?"

"I love the idea of "walking meetings" suggested here! Nobody has ever suggested doing this in my workplace. We are only a few minutes' walk from [...] Park - an ideal place to have a walking meeting. This should be publicised and the management should encourage staff to organise these as often as possible! It's a brilliant alternative to sitting round a table."

3. Additional organised walking activities:

"More convenient times for group walks."

"I am not aware of any activities during work. If they ran activities at lunch times I would get involved with these especially in the summer"

"Maybe seeing more things promoting the benefits of walking."

"Having a pedometer to check the distance i have walked. Introducing a walking club."

4. Improving the physical environment both in the workplace grounds and the local area around the workplace:

"Even the smoking area, which I don't go to, is concrete, more flowers or a nicer environment would make walking more appealing"

"If there was a nice park or a short walking route near to work."

5. Additional incentives to promote walking were suggested, eg, pedometers, a points scheme for walking:

"Incentives such as pedometer, water flask, financial rewards etc."

"Scheme similar to green travel points"

CHAPTER 5. Case studies

SUMMARY

This chapter reports five short case studies, one for each of the organisations taking part in the Walking Works Pathfinder Employers Scheme.

Summary comments are provided to describe the context in which the project was taking place and how the project was delivered, including successes and challenges. These data are taken from interviews conducted at the end of the project with the walking champion(s) (WC) and a business representative (where available).

Key findings from the employee survey, which was conducted at baseline and follow-up in each of the organisations, are also summarised. Given the low response rates to the surveys, it is unlikely that the survey data represents the views of all employees and results should be interpreted with caution. In addition, where non-significant changes are reported, these may be due to sampling error and therefore may not be true changes.

Case studies are presented as follows:

- Organisation A: Further Education College
- Organisation B: Private Company
- Organisation C: NHS Organisation
- Organisation D: County Council
- Organisation E: Higher Education College

5.1 Organisation A

PROJECT SUMMARY

<i>Region:</i>	North East
<i>Organisation type:</i>	Further education college
<i>Start date:</i>	December 2009
<i>End date:</i>	September 2011



Summary

The Walking Works Pathfinder Employers Scheme (PES) was well received by the organisation and had important links to the organisation's strategic direction relating to travel, employee health and well-being, and staff recruitment and retention. Project activities were successfully integrated into the existing health and well-being programme and were delivered as planned. The project was received very positively and the walking champions perceived there had been a high level of participation in project activities by employees.

The response rate to the employee survey was low and therefore may not represent the views of all employees. However, the project appears to have been well received by the employees who did respond, and increases in the total amount of walking and total physical activity were reported. There were increases in intention and confidence to walk to and from work; support from colleagues for walking; and in actual walking to and from work, though these did not reach statistical significance. There were increases in respondents using the stairs, walking to talk to colleagues instead of using email, walking to get to business meetings, and walking at lunchtime however again these changes were not statistically significant.

Context

- The organisation was previously based on a single site but is now spread across multiple sites with reduced car parking. The sites are based in business and industrial parks on the outskirts of a city and town.
- The organisation has already done a lot of work on travel planning and walking and the Walking Works Pathfinder Employers Scheme (PES) was easily integrated into the organisation as part of the pre-existing organisational health and well-being programme. The PES also linked with the Health at Work policy and an organisational strategy to employ and retain the best staff.
- Through its involvement in the PES, the organisation was looking to find ways of getting people to and from work following a move from a single campus to multiple campuses (six) spread across the town with restricted parking, and to incorporate the health aspects of travel to work.

Roles and responsibilities

- Two walking champions (WCs) were recruited. One worked at a strategic and operational level while the other had purely had a purely operational role as a walk leader. The second WC was also a champion for the existing health and well-being programme.
- Both WCs were trained as walk leaders; this was thought to be important from a health and safety point of view.
- A business representative (BR) for the PES was identified from the Human Resources department to work on the project at a strategic level. The BR was also the main co-ordinator for the existing health and well-being programme.
- Other champions from the existing health and well-being programme were able to help with the PES and a member of the health and safety department was trained as a walk leader.
- Both WC and the BR saw the PES to be linked to their current responsibilities, specifically working on the existing health and well-being initiative.
- No specific PES steering group was set up as part of the project; instead the project was linked to the Health and Well-Being Steering Group and the Travel Planning Steering Group.
- These links provided the PES project and WCs with extra support within the organisation.

Project support

- The organisation felt they had the support they needed from Living Streets who provided resources and templates to help them with walking activities.
- This project secured senior level support from within the organisation from Human Resources and the Finance department.
- Senior management demonstrated their support by getting visibly involved in PES activities; this was thought to be important for engaging other employees.

Project activities

A number of activities were delivered as part of the PES project including Walk to Work Week in 2010 and 2011; mince pie calculator promotion; “Alternatives to the car” discussion at staff conference; led lunchtime walks; and the ‘Fit for Life’ campaign. Further details of these are provided below.

Walk to Work Week (2010 & 2011)

In 2010, this was the first time the organisation had undertaken an event of this type and the WCs reported *‘it was unbelievable to see the uptake from all areas of the organisation in this including the organisation’s Executive team’*. Pedometers were issued to all staff who wanted to participate though not all recorded their miles walked. The WC felt the positive ‘fit’ messages were having an effect but they were not sure *‘whether it was because everyone likes a bit of competition and there were small prizes available for the most miles walked/team prize, or people like walking’*. The organisation came fifth overall across all participating organisations for the number of miles walked (in excess of 1200) which was thought to be *‘an exceptional result’* for the organisation.

The organisation participated again in 2011 and although it was thought that ‘...2011 would not reach the levels obtained during 2010 even more staff participated in the week and recorded their results with just as much enthusiasm’. As a result the number of miles increased and the results of 2010 were exceeded.

Mince pie calculator promotion

Due to the success of the Walk to Work Weeks, the organisation promoted Living Streets’ mince pie calculator initiative to staff and students. The mince pie calculator is a free online tool which enables employees to turn minutes walked into calories (and mince pies) burnt to promote walking during the Christmas period. It is personalised to individual weight and walking speed and encourages people to fit more walking into their daily lives. There was thought to be a positive outcome in the number of staff participating from this organisation.

“Alternatives to the car” discussion at staff conference

The Staff Conference was aimed at Corporate Social Responsibility with sustainability being one of the key themes. As a result various events during the day were aimed at promoting the ‘Alternatives to car’ message with stands and interventions taking place. Living Streets attended the event, as well as other public transport companies to promote their services and provide positive messages about walking.

Led lunchtime walks

The organisation introduced lunch time walks to promote the messages of staying healthy, having a break from the office environment and to demonstrate ‘*how easy it is to undertake some form of exercise if you put your mind to do it*’. The walks were led by the WCs, who were trained walk leaders, to ensure the walks were undertaken in a structured way. Walks now take place on approximately a monthly basis as well as during the organisations’ Healthy Lifestyle weeks where events are put in place for staff and students to attend.

‘Fit for Life’ campaign

The organisation introduced a ‘Fit for Life’ health and well-being campaign for all staff that revolves around ‘fit body, fit mind and fit space’. Various interventions are implemented providing information, ideas and events to promote the aims of the campaign. Walking is one of these and any of the walking activities that are undertaken are disseminated under the ‘Fit for Life’ banner. This campaign was reported to have had very positive effects within the organisation.

Project delivery

- The main forms of communications used to promote PES activities were: notice boards, on screens via the lifestyle channel, a weekly magazine, road shows across the year, an annual conference and 1:1 contact. The most successful approach was thought to be the weekly magazine.
- Project activities were branded both with the PES and the organisation’s own travel project logo, as it was thought the existing logo would be more recognisable.

- The organisation claimed the full amount of the funds provided by Living Streets to source materials, prizes and resources, eg, pedometers, while staff cost were covered by the organisation. Additional funds were provided through the travel planning budget where needed.
- All activities originally planned were delivered.
- The organisation took part in a pedometer challenge as part of Walk to Work Week in 2010 and one of the main successes of the PES included issuing pedometers to 250 out of 400 staff.
- It was thought that employees enjoyed the competitive angle of the pedometer challenge and that challenges with prizes were popular amongst employees.
- The level of involvement of employees in project activities was also seen as an, unexpected, success.
- Lunchtime walks have continued and are now integrated into the health and well-being programme.
- It was felt that the Walk to Work Week went exceptionally well with an overwhelmingly positive response from employees.
- The main difficulty highlighted for project delivery was involving teaching staff in the lunchtime led walks; participants tended to be support staff.
- There is nothing the organisation would do differently if they ran a similar programme; the activities which formed part of PES are continuing under the on-going health and well-being programme.

Perceived project impact and sustainability

- The PES programme was thought to have helped the organisation to look at walking in a broader way to include walking during the working day, not just for travel to and from work, and had a strong influence on the organisations' health and well-being agenda and a wider impact on the organisations' strategic aims.
- Success within the organisation was defined as 'numbers of people taking part'.
- It was felt that the PES had lots of positive benefits for the organisation. It '*provided a positive message, with positive resources, and helped put out positive messages across the organisation*'.
- It was felt the PES had assisted in changing attitudes and behaviour in the organisation as one element of a broader programme.
- Future funding for the PES activities has been secured as part of the travel planning programme and activities will continue to be integrated within the existing work around travel planning and the health and well-being programme.

Key findings from the employee survey

- At baseline, 25% of employees responded to the survey; at follow-up this rose to 36%. These response rates are quite low, and it is unlikely that the survey data represents the views of all employees therefore results should be interpreted with caution. Only for statistically significant changes between baseline and follow-up can we be confident that the observed change is true, and not due to sampling error.

Respondent characteristics

- Around 70% respondents were female.
- The mean age was approximately 41 years.
- Almost all (98%) respondents classed themselves as belonging to a white ethnic group.
- Over 50% had degree level educational qualifications or higher.
- 75% of the sample worked full-time.
- The majority of respondents were employed in modern professional occupations or clerical/administrative occupations.
- Around 60% of respondents were employed in sedentary occupations.
- There were no significant differences between the samples at baseline and follow-up.

Overall walking

- Respondents' knowledge of the benefits of walking for improving health was very high: at baseline, at least 80% of respondents indicated walking improved their health; provided exercise; is good for the environment; helps to reduce stress; is enjoyable and sociable.
- The mean time spent walking in a usual week increased from 257 minutes per week at baseline to 399 minutes at follow-up (which equates to over 6 ½ hours per week or around an hour a day). This increase was statistically significant.

Travel to and from work

- Employees lived a mean distance from work of 6.5 miles at baseline; 7.8 miles at follow-up.
- 23% lived within walking distance from work (2 miles) at baseline and 18% at follow-up. This difference was not statistically significant.
- At baseline 70% of respondents travelled to work by car however this reduced (non-significantly) at follow-up to 64%. A lower proportion of respondents travelled home from work by car at baseline (65%) and there was a small non-significant reduction in use of this mode at follow-up (63%).
- 21% of employees walked for some, or all, of their journey to and from work at baseline. Small non-significant increases were observed at follow-up (24% walking to work; 23% walking from work).

Walking to and from work

- The most common barriers to walking were: living too far from work; finding it more convenient to use a car; and not having time.
- There were some encouraging changes in some of the barriers, notably a reduction in the proportion of respondents saying it's more convenient to use a car and they don't have the time to walk.
- There were small (non-significant) increases in confidence for walking for the daily commute, and intention to walk more for the daily commute (which has been found to be a determinant of behaviour change).
- There was a non-significant increase in the level of support from colleagues for walking for the daily commute.

- The proportion of people whose journey to and from work included any walking increased slightly between baseline and follow-up but the differences were not significant.
- There was also a non-significant increase in time spent walking to and from work of around 2 minutes for each journey.

Walking during the working day

- At baseline, 68% said walking during the work day is difficult because they need to be at their desk.
- Only a quarter of respondents thought their employer would not approve of them walking more during working day.
- Respondents reported little support from colleagues to hold walking meetings or to go for a walk at lunchtime at baseline and follow-up.
- There was a reduction in the proportion of employees doing at least 10 minutes walking during the working day; however in those that were walking during the working day there was a small (non-significant) increase in time spent walking (around 10 minutes).
- At follow-up, 90% employees claimed to climb the stairs instead of using the lift on most days; 62% said they walk to talk to a colleague instead of using e-mail or the telephone; 21% said they walk for at least 10 minutes to get to a business meeting; and 14% said they walked for at least 10 minutes at lunchtime.
- All these incidental walks (stair climbing; to colleagues; to meetings; at lunchtime) saw non-significant increases from baseline.

Overall physical activity

- There was a large, significant increase in mean minutes spent being active per week: from 456 to 818 minutes. This increase of over six hours on average cannot be accounted for only by the increase in overall walking; either there was an increase in other activities, or the follow-up survey the time spent being active was over-estimated.

Health and health at work

- At baseline, 91% of employees said they were in excellent, very good or good health; this increased non-significantly to 94% at follow-up.
- At baseline around half of respondents were classified as overweight or obese. Levels of overweight were higher at follow-up.
- Employees reported generally positive findings regarding energy, mood, concentration and stress at baseline; energy, mood and concentration decreased non-significantly at follow-up. Stress levels were significantly higher at follow-up.

Awareness and participation in project activities

- Employees had high levels of awareness of the organisation's policies on car parking at baseline, perhaps reflecting the high proportion of respondents who drive to work whereas only one in 5 were aware of the organisation's policies on walking.
- At baseline respondents indicated they would be most likely to: have a free walkers' breakfast; use maps showing walking routes around the workplace; use a claimable allowance for walking to business meetings; and take part in a pedometer challenge.
- At follow-up, over 80% of respondents were aware of at least one of the project's activities and, in contrast to the high levels of participation reported by the WC, only 24% of survey respondents reporting participating in at least one activity.
- The most popular activity was Walk to Work Week 2011 with 21% of respondents participating.

Employee perceptions of project activities

- The project appears to have been generally well received, with 86% agreeing activities were well publicised; 66% agreeing activities were informative and 61% agreeing activities were convenient to join.
- Around a third of employees surveyed agreed the project encouraged them to walk more on the journey to and from work and half of the employees agreed the project encouraged them to walk more at work.
- Half of respondents also thought the project gave them more knowledge about walking; provided more opportunities to walk and motivated them to walk more often.
- Around 45% of respondents thought the project helped them to be more active and feel healthier.

5.2 Organisation B

PROJECT SUMMARY

<i>Region:</i>	East Midlands
<i>Organisation type:</i>	Private company
<i>Start date:</i>	April 2010
<i>End date:</i>	September 2011



Summary

There was a perception that project activities were well received by employees and were thought to be fun; however respondents to the survey reported limited awareness of activities and participation in project activities was very low. This may reflect that some of the communications about project activities were aimed only at staff living within 2 miles of their workplace.

Levels of walking for the daily commute appear to have declined from baseline to follow-up (although this may be due to differences in sample characteristics between the two surveys and in particular more survey respondents living further away from work). There was no change in overall walking during the working day, and walking at lunchtime appeared to decrease.

Organisational changes which took place during the project which, in addition to restricting some project communications to only those living within two miles, may have affected awareness, participation and the impact of project activities. A staff mugging occurred just before the follow-up survey which may have affected survey responses.

Context

- This organisation is based at a multiple sites around the UK. Two sites were chosen to take part in the Walking Works Pathfinder Employers Scheme (PES) which housed between 20-30% of their employees and had the highest proportion of people living within walking distance.
- One site is based in the city centre; it has no car park but is close to public transport links.
- The second site is in a business park, out of the city, with some residential areas surrounding it; it is just off the motorway and parking is available for staff. There are concerns around safety for walking in some of the local area around this site and just before the follow-up survey, a member of staff was mugged, which may have influenced responses to the survey.
- Depending on the site, there was a stronger focus on walking for the daily commute, or walking whilst at work and at lunchtimes.

- During the project a large number of redundancies took place which may have impacted on the success of the project.
- Through its involvement in the PES, the organisation sought to help people become less dependent on using the car and to support mileage and carbon reduction targets.
- The project linked into the sustainable travel and well-being agendas across the organisation.

Roles and responsibilities

- Only one walking champion (WC) was recruited to cover both sites.
- The WC worked at both a strategic and operational level and felt the project fitted in well with their core job role.
- No business representative was identified for the PES.

Project support

- The WC was able to work with the communications team, business services and occupational health teams to coordinate project activities and organisational messaging.
- It was thought that the senior management in place at the start of PES showed support for the project, although there was limited input and involvement in the initiatives.
- No specific PES steering group was set up as part of the project and the WC did not report to any other groups, though the plans for activities were taken to local site forums to gain support from local line managers and environmental champions.
- Living streets provided expertise and helped support delivery with tactics, initiatives and challenges to promote walking.

Project activities

A number of activities were delivered as part of the PES project including: the mince pie calculator promotion (Christmas 2010); unleash your office animal quiz (Summer 2010); a photo competition highlighting what employees saw on the walk to work and Walk to Work Week (2011). Walking maps were also developed to promote lunchtime walks at one site. Further details, where available, are provided below:

Unleash your office animal

Unleash your office animal was part of Living Streets' Walking Works summer campaign in 2010. It consisted of an online mini-quiz that asked people questions about their physical activity in relation to their working day. Depending on what answers they chose they were then assigned an office animal that represented their level of activity along with suggestions on how they could increase this by walking. This organisation used the quiz to start engaging with staff as part of the PES.

Mince pie calculator promotion

The mince pie calculator is a free on-line tool provided by Living Streets which enables employees to turn minutes walked into calories (and mince pies) burnt to promote walking during the Christmas period. It is personalised to individual weight and walking speed and encourages people to fit more walking into their daily lives.

Photo competition

Employees were asked to take a photo on their walk to work responding to the question “what is the thing you look forward to on your walk to work” and an on-line gallery was created. Prizes were offered in the form of vouchers.

Walk to Work Week

Staff used the on-line tool provided by Living Streets to record the amount of walking they did during the day.

Project delivery

- The main forms of communications used to promote PES activities were: individual emails targeting those who lived within two miles of the site, the internal web portal and occasional all staff emails. The Walking Works website was also used for Walk to Work Week.
- One of the challenges was ensuring visibility for project activities in such a large organisation with so much already going on.
- Walking Works (WW) branding was used mainly on resources taken directly from the WW website. The organisation was hesitant to give the PES activities a corporate identity as the organisation wanted the programme to be seen as something fun and different.
- All activities that were planned and agreed with Living Streets at the start of the project were delivered. The web-based applications were a highlight and went down well with staff; specifically ‘unleash your office animal’.
- No funds were claimed for LS to support the programme. To run the programme over two years only cost about £500, which the organisation was able to cover through internal budgets.
- One of the biggest challenges was the changeover and re-involvement of senior management throughout the project. In addition, redundancies and changes in pay structure may have affected involvement in project activities, however the PES was also seen to be important for demonstrating the organisation is a ‘*great place to work*’.

Perceived project impact and sustainability

- It was thought that the PES had helped and assisted in changing attitudes and behaviour in at least one of the sites and perceived there to be anecdotal evidence that employees’ felt the activities were fun.
- At the time of this report, future funding for any walking activities had not been confirmed though it there was a possibility of linking with occupational health activities.
- The WC would like to continue project activities and roll them out across other sites in the organisation.

Key findings from the employee survey

- At baseline, 38% of employees responded to the survey; at follow-up this fell to 34%. These response rates are quite low, and it is unlikely that the survey data represents the views of all employees therefore results should be interpreted with caution. Only for statistically significant changes between baseline and follow-up can we be confident that the observed change is true, and not due to sampling error.

Respondent characteristics

- Around 62% respondents were female.
- The mean age of the respondents was higher at follow-up (36 years) compared to baseline (33 years).
- A high proportion (89%) classed themselves as belonging to a white ethnic group.
- Approximately 27% had degree level educational qualifications or higher.
- 79% of the sample worked full-time.
- A high proportion of respondents were employed in clerical/administrative occupations (85% at baseline; 74% at follow-up).
- Nearly all (99%) respondents were employed in sedentary occupations.
- There were some important significant differences between the sample at baseline and follow-up: the follow-up sample were older and had been employed for longer at the company.

Overall walking

- Respondents' knowledge of the benefits of walking for improving health was very high: at baseline, at least 80% of respondents indicating walking improved their health; provided exercise; is good for the environment; and helps to reduce stress.
- The respondents walked on average 349 minutes per week (nearly 6 hours). This did not increase from baseline to follow-up.

Travel to and from work

- Employees lived a mean distance from work of 6.9 miles at baseline; 9.1 miles at follow-up.
- 22% lived within walking distance from work (2 miles) at baseline and 14.8% at follow-up.
- These differences in distance lived from work were significant so it appears that the sample of respondents at follow-up lived further away, making walking to and from work more challenging.
- At baseline 38% of respondents travelled to and from work by car which increased (non-significantly) at follow-up to 51% (this may be accounted for by the older sample who lived further away from work on average).
- Around 29% of respondents walked for some, or all, of their journey to work at follow-up. However, this was a significant reduction from baseline (39%). There was a similar reduction in the proportion of respondents who walked for some, or all, of their journey home (from 41% to 30%).

Walking to and from work

- The most common barriers to walking were: living too far from work; finding it takes too long to walk; and not having the time.
- As discussed above, the follow-up sample comprised more people who lived further away from work; this was reflected in the increase in people who said this was a barrier (from 50% to 59%).
- There were decreases in confidence to walk for the daily commute, and intention to walk more for the daily commute (which have been found to be determinants of behaviour change) between baseline and follow-up.
- There was a non-significant decrease in the level of support from colleagues for walking for the daily commute.
- There was a non-significant decrease in time spent walking to and from work of around 1 minute for each journey however the proportion of respondents reporting doing any minutes from walk decreased significantly between baseline and follow-up.

Walking during the working day

- At baseline, 82% respondents reported walking during the work day is difficult because they need to be at their desk.
- Almost two thirds of respondents thought their employer would approve of them doing more walking during the working day.
- There was no change in colleague support for walking at lunchtime.
- Around 30% said they spent at least 10 minutes walking during the working day; there was no change between baseline and follow up. Mean minutes of walking at work declined from 59 to 54 minutes (although this was not significant).
- At follow-up, 69% of employees claimed to climb the stairs instead of using the lift on most days; 61% said they walk to talk to a colleague instead of using e-mail or the telephone; 9% said they walk for at least 10 minutes to get to a business meeting and 30% said they walked for at least 10 minutes at lunchtime.
- All these incidental walks (stair climbing; to colleagues; to meetings) did not change between baseline and follow-up. There was a non-significant decrease in walking at lunchtime.

Overall physical activity

- There was a small, non-significant decrease in mean minutes spent being active per week: from 662 to 657 minutes per week (nearly 11 hours).
- The proportion classed as active (5 or more days of 30 minutes moderate intensity activity) also appears to have declined from 28% to 24% (non-significant).

Health and health at work

- Around 90% employees said they were in excellent, very good or good health at follow-up; a significant increase of over 8% from baseline.

- Just over half of respondents were classified as overweight or obese at baseline and follow-up.
- Employees reported moderately positive findings regarding energy, mood, concentration and stress at baseline. There was a significant increase in the proportion of respondents reporting positive responses for energy, mood and concentration at follow-up.

Awareness and participation in project activities

- Employees had moderate levels of awareness of the employer's policies on car parking at baseline (61% aware of free car parking; 18% aware of car park permits); however only 4% were aware of the employer's policy on walking.
- At baseline respondents indicated they would be most likely to: take part in a pedometer challenge; have a free walkers' breakfast; use a claimable allowance for walking to business meetings; take part in walking meetings and use maps showing walking routes around the workplace;
- At follow-up, 35% of respondents were aware of at least one of the project activities but only 15% participated in at least one activity.
- The most popular activity was the 'Unleash Your Office Animal' quiz promotion (Summer 2010)' with 12% of respondents participating.

Employee perceptions of project activities

- Only 30% agreed that activities were well publicised and convenient to join.
- Only 26% found the activities to be informative.
- Around one fifth of respondents thought the project encouraged them to walk more on the journey to and from work and a third thought the project encouraged them to walk more at work.

5.3 Organisation C

PROJECT SUMMARY

<i>Region:</i>	Yorkshire
<i>Organisation type:</i>	NHS Organisation
<i>Start date:</i>	January 2010
<i>End date:</i>	September 2011



Summary

The PES appears to have been well supported, effectively communicated and successfully delivered in this organisation with a perceived positive shift in attitudes towards walking. A number of lessons have been learnt through delivering project activities and this learning is now being shared with other local organisations.

The response rate to the survey was low and therefore may not represent the views of all employees however the project appears to have been well received by the employees who completed the survey. Awareness and participation in project activities was quite high. Respondents increased their confidence and intention to walk to and from work and their actual walking levels for the daily commute during the project. There were non-significant increases in employees doing any walking during the working day.

Context

- The organisation was based at multiple sites across a district area; however the organisation was restructured during the project which led to a large reduction in the number of staff and the loss of one site.
- Six months after the start of the PES, free car parking was removed which created some negativity towards walking and presented a challenge for project implementation.
- The project linked in with the organisation's workplace health policy, sustainable travel plan and its aspiration to be a local leader in health and healthy transport.
- The organisation became involved in PES as a way of reducing their carbon footprint and promoting active travel across the organisation and their partners.

Roles and responsibilities

- Two walking champions (WCs) were recruited, both with core roles around active transport. One of the WCs also fulfilled the role of business representative (BR).
- One of the WCs was responsible for administration, coordination and publicity for the programme and occasionally led walks, alongside fulfilling the role of the BR. As BR, the role also involved linking PES

initiatives into corporate travel plans, influencing budgets, engaging senior management in supporting initiatives and encouraging better facilities for walkers, eg, the provision of showers.

- The second WC was responsible for delivery of the programme, leading walks and supporting the planning and promotion of activities.
- The PES was seen as a useful tool to achieve the objectives of the WCs' core roles.
- Having an internal WC was thought to be important for building relationships with other members of staff around the project activities and it was thought that ideally dedicated resource and budget should be allocated for the role so that sustainable travel is embedded into the organisation.
- Both WCs were trained walk leaders before they signed up to the PES programme.
- Additional champions were engaged across partner organisations to help coordinate and publicise activities. This was done as a gradual process and was kept relatively informal and fun. It was noted that *'the more positive people found it, the more people enjoyed the initiatives, the more volunteers we got'*.

Project support

- The project secured support from the Chief Executive.
- It was thought there was good buy-in from senior management with many senior staff getting involved in the PES through taking part in the pedometer challenge and encouraging their staff to get involved.
- No specific steering group for the PES was created. Originally it was accountable to the workplace health group, but with the re-structuring of the organisation this group disbanded. Instead, the WCs provided feedback to the sustainable travel group.
- Extra support was given to the WCs by volunteers, who helped lead walks, and the communications team.
- The organisation also provided matched funds for the pedometer challenge and encouraged other partners and local organisations to get involved.
- The support and resources provided by Living Streets helped to maintain momentum and facilitated delivery of project activities.
- Living Streets flexibility with programme delivery was highlighted as adding to the success of activities, for example it was possible to adapt and use the online mince pie calculator promotion after Christmas.

Project activities

A number of activities were delivered as part of the PES project including: lunchtime led walks (year 1); a pedometer challenge (best foot forward) (2010 & 2011); mince pie challenge (2009 & 2010); and "New Year, New You" staff travel promotion days (2010 & 2011). Further details of these activities are provided below:

Lunchtime walks

A number of introductory lunch time walks were run by the WC with the aim of encouraging people to train as walk leaders and then lead their own walks. These walks also helped to show staff the places they could walk to at lunchtime (eg, local parks).

Best Foot Forward Pedometer Challenge

Staff from this organisation and a local authority formed teams of 5 people and competed to walk as many steps as possible over a 5 week period. This was the most successful activity which was delivered with 385 people taking part.

Mince Pie Challenge

This activity was delivered after Christmas. Staff could take part individually or in teams of any size to try to burn off as many virtual mince pies as possible. Everyone who took part was entered into a free prize draw to win an iPod Shuffle. The challenge used the resources produced by Living Streets.

“New Year, New You”

This activity included a programme of road shows run from each of the organisations’ 3 main bases. Staff were provided with information on sustainable travel options including walking, cycling, car share and public transport.

Project delivery

- The main forms of communications used to promote PES activities were: the staff newsletter, staff intranet site and an occasional email to staff directly from senior managers, these emails were thought to be the most effective.
- Walking Works (WW) branding was used for active travel initiatives, but general branding was managed through the communications team so the project brand was not always used. The brand was also on the website, but it was thought not many people would recognise it.
- The organisation claimed funding from both Living Streets and matched the funds for the purchase of better pedometers. It was thought that £1,000 was sufficient to run the programme, but the organisation wished to purchase higher quality pedometers which they believed would encourage more employee participation.
- The majority of activities planned and discussed initially with Living Streets were delivered, except lunchtime walks which did not run in year 2 due to changes in locations and staff redundancies.
- The pedometer challenge was a particular success, with 485 people involved in 2010 and 385 people involved in 2011. The pedometer challenge involved employees from within the organisation taking part in the PES and from partner organisations in the local area.
- The duration of the project enabled the WC to try different approaches and to learn what worked best; this could then be shared with their partner organisations.
- There were some difficulties in engaging staff initially following changes to car parking arrangements and changes in location and re-structuring of the organisation during the project presented challenges.
- Other challenges included timescales for Living Streets’ national initiatives which sometimes coincided with other work commitments.

Perceived project impact and sustainability

- It was felt that the PES had assisted in changing attitudes, with a more positive, accepted view of walking. The project was seen as '*positive, successful and fun*'. In particular the pedometer challenge was thought to have improved the morale of the workplace and employees enjoyed the competitive element.
- The WC plan to continue with walking activities building on the PES and to share their learning with other local organisations. This was thought to be particularly important for when this organisation disbands in 2013 and many staff may move into other organisations, eg, the local authority.
- Future funding for the programme has yet to be confirmed, although staff costs will be absorbed by the organisation. The pedometer challenge and the road shows will be written in the organisation's annual business case due to their success.

Key findings from the employee survey

- At baseline, 16% of employees responded to the survey; at follow-up this rose to 20%. These response rates are very low, and it is unlikely that the survey data represents the views of all employees therefore results should be interpreted with caution. Only for statistically significant changes between baseline and follow-up can we be confident that the observed change is true, and not due to sampling error.

Respondent characteristics

- Around 80% respondents were female.
- The mean age of the respondents was around 42 years.
- The majority of respondents (96%) classed themselves as belonging to a white ethnic group.
- Between 63% and 78% had degree level educational qualifications or higher.
- Between 76% and 79% of the sample worked full-time.
- A high proportion of respondents were employed in sedentary occupations (86% at baseline and 96% at follow-up).
- The survey had few or no responses from manual and semi-manual/service occupations and at follow-up fewer clerical/administrative staff and more middle or junior managers completed the survey. Combined with the educational and income data, this suggests the survey response was over-represented by employees in higher level positions.

Overall walking

- Respondents' knowledge of the benefits of walking for improving health was very high: at baseline, at least 80% of respondents indicated walking improved their health; provided exercise; is good for the environment; and helps to reduce stress.
- The respondents walked on average 366 minutes per week (over 6 hours) at follow-up. There was a non-significant increase from baseline (297 minutes).

Travel to and from work

- Employees lived a mean distance from work of 11.9 miles at baseline; 10.5 miles at follow-up.
- Only 11% lived within walking distance from work (2 miles) at baseline and 13% at follow-up.
- At follow-up, 50% of respondents travelled to work by car. This was a non-significant decrease from 77% at baseline. A similar pattern was seen for the journey from work.
- There was a significant increase in the proportion of respondents who walked for some, or all, of their journey to and from work, from 17% at baseline to 38% at follow-up.

Walking to and from work

- The most common barriers to walking were: living too far from work; needing a car for work; finding it more convenient to use a car; finding it takes too long to walk.
- The follow-up sample comprised more people who lived closer to work; this was reflected in the decrease in people who said this was a barrier (from 58% to 42%).
- There were other encouraging changes in some of the barriers, notably a reduction in the proportion of respondents saying need a car to do their job; it being more convenient to use a car and it taking too long.
- There were large significant increases in confidence to walk for the daily commute, and intention to walk more for the daily commute (which has been found to be a determinant of behaviour change) between baseline and follow-up: confidence rose from 39% to 75%; intention from 30% to 53%.
- There was a non-significant increase in the level of support from colleagues for walking to and from work.
- There was a large significant increase in the proportion of respondents doing any walking to or from work from 23% at baseline to 49% at follow-up.
- For those that did walk, there were non-significant increases in time spent walking to and from work of between 1-2 minutes per day for each journey.

Walking during the working day

- At baseline, 71% said walking during the work day is difficult because they need to be at their desk.
- 37% of respondents thought their employer would not approve of them walking more during working day.
- There were small but non-significant increases in colleague support for holding walking meetings and going for a walk at lunchtime.
- 87% said they spent at least 10 minutes walking during the working day at follow-up; there was a small increase between baseline and follow-up from 81% (although this was not significant).
- In those doing at least 10 minutes of walking during the working day, mean minutes walking declined from 71 to 48 minutes (although this was not significant).
- At follow-up, 91% of employees claimed to climb the stairs instead of using the lift on most days. This was a significant increase from 77% at baseline.

- 51% of respondents said they walk to talk to a colleague instead of using e-mail or the telephone; 26% said they walk for at least 10 minutes to get to a business meeting; and 34% said they walked for at least 10 minutes at lunchtime.
- There was a non-significant increase in the proportion of respondents walking to get to business meetings at follow-up.

Overall physical activity

- There was a small, non-significant increase in mean minutes spent being active per week: from 538 to 619 minutes per week (over 10 hours).
- The proportion classed as active (5 or more days of 30 minutes moderate intensity activity) also appears to have increased slightly from 16% to 19% (non-significant).

Health and health at work

- 94% of employees said they were in excellent, very good or good health at follow-up, a non-significant increase of 4% from baseline.
- Around half of respondents were classified as overweight or obese at baseline and follow-up.
- Employees reported moderately positive findings regarding energy, mood and concentration at baseline with non-significant improvements in all three at follow-up.
- Less than one fifth of respondents reported low stress levels at baseline. Stress levels were higher at follow-up.

Awareness and participation in project activities

- Employees had moderate levels of awareness of the employer's policies on car parking at baseline (54% aware of free car parking; 28% aware of the travel plan), whereas only 7% were aware of the employer's policy on walking.
- At baseline respondents indicated they would be most likely to: use maps showing walking routes around the workplace; take part in a pedometer challenge; use a claimable allowance for walking to business meetings; and take part in walking meetings and lunchtime walks.
- At follow-up, 81% were aware of at least one of the project activities and 61% participated in at least one activity.
- The most popular activity was 'best foot forward pedometer challenge' with 46% of respondents participating.

Employee perceptions of project activities

- 85% agreed that activities were well publicised and 77% thought them convenient to join. 69% found them informative.
- 44% thought the project encouraged them to walk more on the journey to and from work and 56% thought the project encouraged them to walk more at work. Around 60% thought the project provided them with more opportunities for walking and motivated them to walk more often.

5.4 Organisation D

PROJECT SUMMARY

<i>Region:</i>	West Midlands
<i>Organisation type:</i>	County Council
<i>Start date:</i>	April 2010
<i>End date:</i>	September 2011



Project activities

Summary

A number of activities were delivered by the walking champion to promote walking in this organisation. However the PES was not linked to any broader organisational aims or strategies and the WC was solely responsible for planning and delivering activities with no additional support from senior management or other employees.

The pedometer challenge and lunchtime walks were perceived to have been popular with staff however in those completing the employee survey, participation was limited. The response rate to the survey was low and therefore may not represent the views of all employees. There were significant positive changes in confidence and intention to walk to and from work; however these did not translate into changes in actual walking levels during the daily commute. There was a slight reduction in time spent walking during the working day. The project appears to have had minimal impact on walking levels in staff.

Context

- This organisation is spread across 500 sites, some of which are on the outskirts of town or in rural locations presenting difficulties with workplace accessibility.
- The organisation migrated to a new building in the town centre in November 2011 which does not have a dedicated company car park.
- Through its involvement in Walking Works Pathfinder Employers Scheme (PES), the organisation was looking to ease congestion and pollution, and promote health and fitness, and hoped to encourage more people to walk in advance of the change in workplace location with reduced car parking.
- The PES was seen to be a fairly low key project within the organisation and was not linked to any broader organisational aims or strategies.

Roles and responsibilities

- One walking champion (WC) was recruited to this project as it fitted with their broader role across the organisation in sustainable travel and promoting health and fitness.
- No-one else was involved in delivering the project internally or externally.

Project support

- It was felt that senior management support was not specifically necessary for this project as the project activities were part of the WC's core role, rather than being linked to the broader strategic aims of the organisation. However, more involvement from senior management may have helped to improve communication and promotion.
- No specific PES steering group was set up as part of the project as the project was seen as part of the WC's core role.
- The organisation did not request any support from Living Streets.

Project activities

- A number of activities were delivered as part of the PES project including:
 - Autumn Pedometer Challenge (October 2010)
 - Winter Warmers (Winter 2010)
 - Lunchtime led walks
 - Walking talk and quiz (February 2011)
 - Walk to Work week (2011)

Project delivery

- The main forms of communications used to promote PES activities were: individual emails, posters and communications via the intranet.
- Due to internal restructuring, there was a change in the communication strategy during the project and the WC switched from sending personal communications to relying on the communications team to promote the project via the intranet. It was felt that individual emails were more effective than communications via the intranet.
- Walking Works and Living Streets' branding was used on some of the communications, but corporate branding often took priority.
- All activities planned and discussed initially with Living Streets were delivered.
- The main focus of project activities was on active commuting; these aligned with the WC's core role. The WC provided led lunchtime walks in their own time to promote leisure and fitness.
- Successes of the programme were considered to be the pedometer challenge, walking month and Walk to Work Week. The pedometer challenge was specifically cited as a success because it gave employees a tangible way to record their activity. Lunchtime walks were popular initially but staff sometimes then lost interest.

- The biggest challenge faced was having sufficient funds; in particular the WC would have like to purchase more and better quality pedometers and have more funding for incentives. Providing resources rather than funding may have been preferred for this organisation.
- The change in communication strategy presented a challenge for promoting the project. Reaching members of staff who were not on email or did not have access to the intranet relied on line managers.
- The full amount of funding was claimed from Living Streets for year 1 and was used for pedometers. No funding was claimed during year 2. Staff costs were covered by the organisation.
- It was noted that a large number of staff did not live within walking distance from work and it was challenging to change staff behaviour, eg, to use park and walk scheme.
- If the organisation were to run the programme again, the WC would engage the new Public Health team, improve links with the communications team and obtain more incentives for individuals to encourage participation.

Perceived project impact and sustainability

- It was felt that the PES changed behaviours for the duration of the project, but that staff saw it as a “project” or one-off “challenge” rather than making a long-term change to include walking in their daily lifestyles.
- There was a perception that staff enjoyed the activities, especially the pedometer/walking challenge.
- It was thought the programme was worthwhile but more funding for resources and staff incentives would need to be secured to continue the activities.

Key findings from the employee survey

- At baseline, 39% of employees responded to the survey (n=434); at follow-up only 103 employees completed the survey, giving a response rate of 9%. There were changes in the distribution method for the survey between baseline and follow-up which may have affected the response rate. At baseline the WC was able to e-mail all staff, whereas at follow-up it was only possible to include the link to the survey on the intranet and in the Chief Executive’s newsletter due to a change in the communication strategy within the organisation.
- These response rates are very low, and it is unlikely that the survey data represents the views of all employees therefore results should be interpreted with caution. Only for statistically significant changes between baseline and follow-up can we be confident that the observed change is true, and not due to sampling error.

Respondent characteristics

- Around 65% respondents were female.
- The mean age of respondents was approximately 41 years.
- A high proportion of respondents (96%) classed themselves as belonging to a white ethnic group.
- Over 50% had degree level educational qualifications or higher.
- At baseline 80% of respondents worked full-time at follow-up this was higher (86%).

- A high proportion of respondents (90%) were employed in sedentary occupations.
- There were no significant differences between the sample at baseline and follow-up.

Overall walking

- Respondents' knowledge of the benefits of walking for improving health was very high: at baseline, at least 80% of respondents indicated walking improved their health; provided exercise; is good for the environment; helps to lose weight and helps to reduce stress.
- The mean time spent walking in a usual week declined from 356 minutes per week at baseline to 269 minutes at follow-up (around 4 ½ hours per week) although this decline was not significant.

Travel to and from work

- Employees lived a mean distance of 9.8 miles from work at baseline, and 9.5 miles at follow-up.
- 27% lived within walking distance from work (2 miles) at baseline and 35% at follow-up.
- At baseline 59% travelled to work by car, this decreased to 54% at follow-up (non-significant). A similar pattern was observed for the journey from work.
- Around 29% of employees walked for some, or all, of their journey to work and 30% for the journey from work. There were no changes between baseline and follow-up.

Walking to and from work

- The most common barriers to walking were: living too far from work; finding it more convenient to use a car; needing a car to do their job and walking taking too long.
- There were some encouraging changes in some of the barriers, notably a reduction in the proportion of people reporting the most common barriers listed above (although these were not significant).
- There were significant increases in confidence to walk for the daily commute, and intention to walk more for the daily commute (which has been found to be a determinant of behaviour change).
- There was a small non-significant increase in the level of support from colleagues for walking.
- The proportion of respondents doing any walking on the journey to and from work remained static at 30%.
- Time spent walking to and from work also remained static at around 19 minutes to work and 17 minutes from work.

Walking during the working day

- At baseline, 70% said walking during the work day is difficult because they need to be at their desk.
- Just over a third (37%) of respondents thought their employer would not approve of them doing more walking during the working day.
- There were small but non-significant increases in colleagues support for walking meetings and walking at lunchtime.
- There was a small non-significant reduction in the time spent walking during the working day.

- 80% employees claimed to climb the stairs instead of using the lift on most days; there was no change at follow-up.
- 60% of respondents indicated they walk to talk to a colleague instead of using e-mail or the telephone, this decreased at follow-up.
- There was a small, non-significant, increase in the proportion of employees walking for at least 10 minutes at lunchtime.

Overall physical activity

- There was a significant decrease in mean minutes spent being active per week: from 662 to 529 minutes per week - over two hours difference. The proportion classed as inactive declined slightly (non-significant).

Health and health at work

- Around 92% employees said they were in excellent, very good or good health at both baseline and follow-up.
- Almost 50% of respondents were classified as overweight or obese at baseline. Levels of obesity and overweight were higher at follow-up.
- Employees reported moderately positive findings regarding energy, mood, concentration and stress at baseline though this decreased (non-significantly) at follow-up.

Awareness and participation in project activities

- Employees had high levels of awareness of the employer's policies on car parking (67%) at baseline, perhaps reflecting the high proportion who drive to work; whereas 17% were aware of the employer's policies on walking.
- At baseline respondents indicated they would be most likely to: use a claimable allowance for walking to business meetings; use maps showing walking routes around the workplace; take part in a pedometer challenge and take part in walking meetings.
- At follow-up, over 80% were aware of at least one of the project's activities and 21% participated in at least one activity.
- The most popular activities were the autumn pedometer challenge and the "winter warmers" activity with 15% of respondents participating.

Employee perceptions of project activities

- The project appears to have been generally well received, with 71% agreeing activities were well publicised and 56% saying they were convenient to join.
- Around one fifth of employees surveyed thought the project encouraged them to walk more for the daily commute and around one third thought the project encouraged them to walk more at work, and gave them knowledge about the benefits of walking.
- Almost a quarter (23%) thought the project helped them to be more active and feel healthier.

5.5 Organisation E

PROJECT SUMMARY

<i>Region:</i>	London
<i>Organisation type:</i>	Higher Education Institution
<i>Start date:</i>	February 2010
<i>End date:</i>	September 2011



Summary

The project supported the organisation's agendas around staff travel and health and well-being and helped to raise the profile of walking within the organisation. All activities that were planned were delivered and employees were perceived to have enjoyed the team-based challenges and one-off events.

The response rate to the survey was extremely low particularly at follow-up and therefore is unlikely to represent the views of all employees. However, the project appears to have been well received by the employees responding to the survey, who reported an increase in their total physical activity and increases in walking on the journey to from work. More respondents reported walking for at least ten minutes during the working day though this change was not significant. It is difficult to be conclusive about these findings however due to the very small response rate to the surveys.

Context

- This organisation is based across multiple sites in an outer London borough. All sites are within a one mile radius of each other.
- The project supported the organisation's broader aims and agendas around staff travel and health and well-being and linked to a pre-existing organisational health and well-being programme, and the Health at Work policy.
- Through its involvement in the Walking Works Pathfinder Employers Scheme (PES), the organisation sought to raise the profile of walking within the organisation, improve the environmental performance in all areas of their organisation and increase awareness amongst staff of environmental and carbon impacts.

Roles and responsibilities

- Two walking champions (WCs) were recruited. Both had operational roles, ie, establishing walks and publicising the programme.

- WC1 initially took up the role, but had to pass responsibility to WC2 due to other work commitments. Responsibilities changed hands again about half way through the PES when WC2's role changed and the overall responsibility was again taken up by WC1.
- A 'greener living assistant' was also employed by the organisation who provided additional support with communication for the PES and updating the website for the first year, but the role was eventually cut due to budget constraints.
- A business representative (BR) for the PES was identified from the same department as WC1 who was responsible for ensuring the appropriate budget was available. This linked in with the BR's core role as line manager for WC1 and a remit for staff well-being.
- WC1 and the BR saw the PES to be linked to their current role and responsibilities, while WC2 became interested for personal reasons.
- No specific PES steering group was set up as part of the project; instead the project was linked to a generic steering group which provided support for all environmental projects and there were some links to the well-being working group.

Project support

- Additional support for the PES from senior management would have been desirable. The organisation was however already involved in a much larger corporate health challenge which was being marketed from higher up within the organisation and this may have overshadowed the PES.
- Links with other internal staff at an operational level provided some extra support, but additional help from other departments in promoting and running the programme would have been welcomed.
- Attempts were made to establish a network of WC and although there was interest many of the volunteers were unable to support the PES due to existing work commitments. Two members of staff did however help to publicise project activities at different sites which helped with communication. This group helped to inform the types and timings of activities that might be delivered.
- Locally some smaller groups of employees have supported the PES by publicising the activities around their site.

Project activities

- A number of activities were delivered as part of the PES project including:
 - PES campaign launch and lunch
 - Walking champions meeting (spring 2010)
 - Walk to Work Week (2010 & 2011)
 - Lunchtime walks (2010)
 - Summer social walk (2010)
 - Pamper day (2011)

Project delivery

- The main forms of communication used to promote PES activities were: the staff intranet, weekly news updates, personal communications and emails. Personal communication was thought to be the most successful but was most time consuming.
- Project activities were branded both with the Living Streets and PES logos so people were aware that this was a national campaign and not just another corporate programme.
- Funds were claimed from Living Streets which were used to source materials, prizes and resources, eg, pedometers, whilst staff costs were covered by the organisation. Additional funding was required to develop a walking map.
- All activities that were planned were delivered however the WC would have liked to have done something more sustainable, eg, a walking map, rather than just one-off walks.
- It was felt that many staff lived too far away from work to walk and those that could walk did already so the initial focus was on lunchtime walks to get staff away from their desks during breaks and encouraging staff to walk between meetings to increase walking during the working day.
- Employees were noted to respond exceptionally well to team based initiatives, and suggestions were made for additional team based challenges which included more activities than just walking.
- One-off events were also noted to be popular as people were willing to commit this rather than an on-going programme of activities.
- The main successes of the PES included the Wednesday lunchtime walks and the development of local site walking groups. It was felt that Walk to Work Week went exceptionally well.
- Promoting project activities and maintaining communication was a challenge.
- The time commitment required by the project and conflicts with other programmes being run at the organisation were highlighted as challenges for the PES.
- In addition, varied working schedules between support and academic staff were difficult to balance, eg, lunchtime restrictions prevented some staff taking part.

Perceived project impact and sustainability

- Success was measured within the organisation as numbers taking part in project activities.
- It was felt that the PES had a small impact on attitudes and behaviours during the project but it was suggested that the nature of the activities (mainly one-off activities) may not impact on behaviour in the longer-term.
- The PES has enabled some smaller local walking groups to be established across the organisation which has brought people with an interest in walking together. It was thought these would continue beyond the end of the PES.
- At the time of this report, future funding was not available. However, it was felt that if funding were to be made available the PES activities would continue.

Key findings from the employee survey

- At baseline, 15% of employees responded to the survey; at follow-up this declined to 5% (n=25). These response rates are extremely low, and it is unlikely that the survey data represents the views of all employees. The results should be interpreted with caution and any changes between pre and post are indicative only.

Respondent characteristics

- Over 80% of the respondents were female.
- The mean age was approximately 45 years.
- A high proportion (approximately 90%) classed themselves as belonging to a non-white ethnic group.
- Over 70% had degree level educational qualifications or higher.
- 68% of the sample worked full-time.
- A high proportion of respondents (around 91%) were employed in sedentary occupations.
- There were no significant differences between the sample at baseline and follow-up.

Overall walking

- Respondents' knowledge of the benefits of walking for improving health was very high: at baseline, around 90% respondents indicated that walking improved their health; provided exercise; is good for the environment; and helps to reduce stress.
- The mean time spent doing any walking in a usual week increased from 303 minutes per week at baseline to 401 minutes at follow-up (a total of over 6 ½ hours per week, or around an hour a day) but this increase was not significant.

Travel to and from work

- Employees lived a mean distance from work of 7.4 miles at baseline; 6.3 miles at follow-up.
- 20% lived within walking distance from work (2 miles) at baseline and 17% at follow-up.
- At baseline 40% travelled to and from work by car; at follow-up this was much lower with only 20% travelling to and from work by car.
- Around 50% of employees walked for all or some of their journey to and from work at follow-up. This is an increase from baseline (32%), but this change is not significant.

Walking to and from work

- The most common barriers to walking for the daily commute were: walking taking too long; living too far from work; and having too much to carry.
- There were some encouraging changes in some of the barriers, notably a reduction in the proportion of people saying they it takes too long; having too much to carry; or finding it more convenient to use a car (although these were not significant).

- There was a non-significant increase in confidence for walking for the daily commute, and a significant increase in intention to walk more for the daily commute (which has been found to be a determinant of behaviour change).
- There was a non-significant increase in the level of support from colleagues for walking for the daily commute.
- The proportion of respondents doing any walking on the journey to work declined slightly between baseline and follow-up, and the proportion walking for the journey *from* work increased, but the differences were not significant.
- There was also a non-significant decline in time spent walking to work and a small non-significant increase in time spent walking from work.

Walking during the working day

- At baseline, 74% said walking during the work day is difficult because they need to be at their desk.
- Just under a quarter of respondents thought their employer would not approve of them walking more during working day.
- Colleague support for walking meetings and going for a lunchtime walk was low; however small non-significant increases in support were observed at follow-up.
- Whilst there was an increase (non-significant) in the proportion walking for at least 10 minutes during the working day (from 75% to 89%) the mean time spent walking declined from 64 minutes to 32 minutes.
- At follow-up, 80% employees claimed to climb the stairs instead of using the lift on most days, 44% said they walk to talk to a colleague instead of using e-mail or the telephone; 38% said they walk for at least 10 minutes to get to a business meeting; and 15% said they walked for at least 10 minutes at lunchtime.
- The only (non-significant) increase from baseline was in walking to get to or from a business meeting.

Overall physical activity

- There was a large, significant increase in mean minutes spent being active per week: from 550 to 714 minutes - an increase of over 2 ½ hours. This increase cannot be accounted for only by the increase in walking; either there was an increase in other activities or at follow-up the time spent being active was over-estimated.

Health and health at work

- Around 90% employees said they were in excellent, very good or good health at baseline, this increased non-significantly to 95% at follow-up.
- Around 40% of respondents were classified as overweight or obese at both baseline and follow-up.
- Employees reported generally positive findings regarding energy, mood and concentration with non-significant increases at follow-up.
- Stress levels were reported to be higher at follow-up.

Awareness and participation in project activities

- Even though a minority of respondents reported driving to work, there were high levels of awareness of the free car parking (94% aware) and the car parking permit scheme (86%) at baseline whereas only 11% were aware of the college's policies on walking.
- At baseline respondents indicated they would be most likely to use: maps showing walking routes around the workplace; showers; a claimable allowance for walking to business meetings; and walking meetings.
- At follow-up, 68% were aware of at least one of the project's activities and 48% participated in at least one activity.
- The most popular activity was Walk to Work Week 2011 with 50% of respondents participating.

Employee perceptions of project activities

- The project appears to have been generally well received, with 88% agreeing activities were well publicised and convenient to join.
- Around two thirds of employees surveyed thought the project encouraged them to walk more on the journey to and from work; provided them with more opportunities for walking, and increased their knowledge about the benefits of walking.
- Three quarters of the respondents thought the project encouraged them to walk more during the working day, and were motivated to walk more often.
- Around two thirds of respondents indicated the project helped them to be more active and feel healthier.

CHAPTER 6. Key findings and conclusions

The proportion of adults in the UK meeting recommendations for participation in physical activity is currently low. Promoting walking in the workplace, for both the journey to and from work, and during the working day, provides one potential strategy for increasing physical activity levels in the adult working population. The Walking Works Pathfinder Employers Scheme (PES) aimed to work with five organisations from different regions across England to deliver walking initiatives to employees aimed at increasing the use of walking as a mode of transport for travelling to and from work and walking during the working day. Volunteer walking champions were recruited to deliver the project activities within each organisation with support and resources provided by Living Streets. This report summarises the evaluation of the PES and presents the experiences and perceptions of the project from Living Streets' project co-ordinator, walking champions and business representatives and findings from the employee survey in the five partner organisations. In this chapter the results from previous chapters are brought together to help develop an overall understanding of the PES. Key findings are presented as well as a review of the strengths and limitations of the evaluation methods.

The specific objectives of the PES were to:

1. Directly engage workplaces in promoting and developing walking to work schemes and provide resources to support them.
2. Recruit workplace volunteer 'walking champions'.
3. Understand the benefit of the project to employers.
4. Increase the number of employees who walk to and from the workplace.
5. Increase walking during the working day.

The evaluation of the PES aimed to assess the extent to which the project objectives had been met. The specific evaluation objectives were to:

1. Learn about the benefit of the project to employers.
2. Learn about the process of using volunteers recruited as 'walking champions' to deliver walking programmes in the workplace.
3. Assess change in the number of employees who walk to and from the workplace.
4. Assess changes in the walking levels during the working day.

Objectives 1 and 2 were assessed using qualitative methods through interviews with Living Streets' project co-ordinator, the walking champions and business representatives. Objectives 3 and 4 were assessed using an employee survey which was conducted in all five organisations taking part in the PES. The methods are described in full in Chapter 2.

6.1 Key findings

6.1.1 Benefit of the project to employers

- Organisations were keen to be involved with the Walking Works Pathfinder Employers Scheme (PES) because it linked with their existing agendas around employee health and well-being and/or sustainable travel and reduction in use of the car for travel to work. In addition for one organisation the project was seen to link to the staff retention agenda and for another to increase staff awareness of environment and carbon reduction issues. For one organisation the project supported their aspiration to be a local leader in health and healthy transport.
- In some organisations the project linked with, and helped to support, existing health and well-being programmes that were already being undertaken in the organisation, though this may have meant the PES was not identified by the organisation or employees as a project in its own right.
- Most walking champions (WCs) felt the PES supported their normal daily role which included the promotion of sustainable travel and/or health and well-being and thus benefitted their organisations through the funding and resources provided by Living Streets.
- The project may have helped to support some organisations in the transition to new premises where there were car parking restrictions, or a reduction in car parking facilities, by helping to increase awareness of alternative forms of transport for travelling to and from work such as walking.
- In one organisation, one of the team walking challenges was perceived to have improved staff morale.
- All business representatives (BRs) felt their organisation would take part in a similar project again, though one felt it needed to be delivered over a longer period for behaviour change to occur.

6.1.2 Using walking champions to deliver walking programmes in the workplace

- Volunteer WCs were successfully identified in each organisation and supported by Living Streets to deliver walking activities to other employees. WCs were critical to the success of the project as they were the key people in the organisations planning and implementing activities.
- The WCs and BRs thought the WC should be an internal member of staff as they had knowledge of the organisation's policies and procedures, but it was important to identify the right person to take on the role. Ideally the role should be closely aligned to the employee's core position, ie, related to health, travel or the environment, and the WC must have time and resource dedicated to the project and ensure that the time is protected for planning and delivering walking activities.
- The total time spent on the WC role ranged from 1 hour per week to 1 day per week though this varied across organisations and at different time points during the project depending on other work commitments. In some cases the WCs found it a challenge balancing normal business tasks, which took priority, with co-ordinating project activities.
- A range of key skills were identified for the WCs, the most frequently referred to were: communication, motivation and enthusiasm. Others included assertiveness, positivity, creativity, being organised, flexibility, and persistence. Training as a walk leader was thought to be important by some WCs but not all.

- It was thought that the WC should take the lead in planning and delivering walking interventions but that additional members of staff from across the organisation should be engaged to help support the WC with communication and delivery of the project activities. This could be particularly important where the organisation is located across multiple sites to facilitate communication about project activities and would also help to ensure the project continues should the WC leave the organisation or step down from the post. Only one organisation attempted to create a network of champions for the project however this proved to be unsuccessful due to the work commitments of those that were interested.
- The majority of activities delivered as part of the PES were short-term campaigns or challenges to promote walking including Walk to Work Week, mine pie calculator promotion and pedometer challenges. Four of the five organisations also offered lunchtime walks.
- The resources provided by Living Streets to support these activities were well received and WCs found it helpful to have ready to use materials that were easy to implement in their organisations.
- WCs valued the external support provided by Living Streets during the project and were extremely positive about the support they had received. Support at the beginning of the project was thought to be particularly important to get project activities started. The level and type of support requested by the organisations varied depending on the skills, knowledge and experience of the WC in organising and delivering walking activities in the workplace.
- The main challenges faced by WCs in implementing the project included a lack of senior management involvement, insufficient support for delivery of activities within their organisation, insufficient funding and the need to adhere to national time-scales for some of the interventions, eg, Walk to Work Week, as these sometimes coincided with other organisational activities or work commitments. Challenges were also faced in communicating information about the project to employees particularly where there were changes in the organisational communication strategy during the project or where the organisation was large or split across multiple sites.

6.1.3 Project management and delivery

- Recruiting organisations to take part in the project was a challenge and much more difficult than expected. The main reasons given for not taking part were perceptions from the organisation that they would not be able to commit the time and resource to deliver the PES and concerns over the monitoring and evaluation required as part of the project, though this was also an attraction for some organisations.
- Living Streets' initial proposal was for each organisation to deliver eight activities over the two years of the project with a clear action plan, milestones and allocated budget. In practice, it was found not to be feasible to plan and deliver eight activities due to the limited capacity of the WCs and this requirement was later relaxed. In planning the PES within each organisation, ideas were discussed in collaboration with the WC and although a project proposal was written, only two organisations fully developed the proposal into a formal action plan. Despite the lack of written action plans, all the activities planned and discussed with Living Streets were delivered in four of the five organisations.

- Senior level support and visible involvement in project activities was considered to be important for employee engagement however it was only thought to be present in two organisations. In a third organisation there was no specific senior level support for the PES but there was support for a broader programme of work around health and well-being which included walking.
- Although Living Streets encouraged WCs to establish a project-specific steering group, none of the organisations were able to do this. The project was however accountable to a broader organisational group related to travel or health and well-being in two of the organisations which helped to raise the profile of the project in those organisations.
- Support for communicating information about the project varied within each organisation and some WCs found this aspect of the project challenging. In one organisation publicising the PES activities was led by the communications team so was managed organisationally; however a WC in another organisation would have liked higher level support for communications.
- Various forms of communication were used to promote PES activities including posters, notice boards, digital display screens, weekly staff magazine, staff newsletter, road shows, intranet, all staff e-mails and 1:1 contact either face to face, by telephone or e-mail. The most successful method, identified by four of the eight WCs was individual communications via email.
- Walking Works (WW) branding was used across all organisations to some extent although six of the WCs were unsure whether the brand would be recognised. This was particularly the case where the project activities linked into existing wider health and well-being programmes and corporate logos were used rather than the WW logo.
- In one organisation a much broader, higher profile global workplace health project was taking place which may have overshadowed the PES, whereas in another the PES linked into an existing health and well-being programme which helped to promote and raise the profile of PES activities.
- Most WCs thought the funding provided by Living Streets was sufficient for setting up and running most of the PES activities however some organisations found it difficult to claim the available funds due to internal accounting procedures. It was suggested that resources could be provided rather than a claimable allowance for organisations where this is the case. Some organisations obtained, or would have liked, further funding to obtain additional pedometers or to develop other materials, eg, walking maps.
- Collecting information from organisations about what had been delivered proved to be challenging and made sharing learning between organisations difficult.

6.1.4 Project satisfaction, awareness and participation

- Feedback from WCs suggested that the project had been well received by employees in most organisations and that it was perceived that generally there had been good levels of participation in project activities.
- In contrast, responses to the survey, although low, indicated that whilst over 80% of survey respondents were aware of at least one project activity in three organisations, overall only a quarter of respondents participated in at least one project activity. Across the organisations participation by survey respondents in at least one PES activity varied; in two organisations less than 22% of

respondents participated in any activity and only one organisation achieved a participation rate of over 60% suggesting that overall, uptake was low.

- Respondents were most aware of Walk to Work Week, lunchtime walks and the pedometer challenges though both awareness and participation in project activities varied widely across the organisations.
- Of those respondents that were aware of at least one project activity, more than 70% of respondents agreed the project activities were well advertised. Over half thought the project activities were convenient to join in four organisations though fewer respondents agreed that activities were informative, met their needs and were enjoyable.
- Survey respondents thought there had been some good activities and ideas but noted that work commitments and lack of time prevented them from participating. Suggested improvements included better publicity, changing the timing of walks and more visible support from senior managers for walking and project activities.
- The perceptions of project delivery, which were sometimes low, and low levels of awareness and participation in project activities may help to explain the lack of significant findings observed in relation to changes in levels of walking to and from work and during the working day.

6.1.5 Impact on walking levels

Overall walking

- Respondents were very aware of the benefits of walking with a high proportion of survey respondents agreeing that walking is beneficial for health, is a good opportunity to exercise, helps weight loss, reduces stress, is good for the environment, is enjoyable and is sociable.
- WCs from four out of the five organisations perceived there to have been a positive impact on attitudes towards walking and walking behaviour during the interventions, though they were unsure whether this would lead to long-term sustainable behaviour change. All three BRs felt the PES activities had assisted in positively changing attitudes and behaviour.
- Just under 40% of respondents agreed that the project had provided them with more opportunities for walking, increased their knowledge of the benefits of walking and motivated them to walk more.
- Walking for all purposes (including walking at home, travel from place to place and walking for recreation, sport, exercise or leisure) significantly increased in one organisation; non-significant increases were observed in three others. These increases, if they are true increases, may reflect increases in walking for the daily commute, walking during the working and additional walking done outside of the workplace for leisure or travel purposes.

Walking to and from work

- Although incorporating walking into the daily commute offers a potential strategy for increasing physical activity, there are a number of factors that may influence the potential for employees to use this mode of transport.
- Data collected in the employee survey showed that around two thirds of respondents lived more than 2 miles from work at both baseline and follow-up making it difficult for them to walk for the entire

journey. Although these respondents could walk for some of their journey this would also rely on there being access to reliable, cheap public transport or there being secure car parking facilities at a suitable location within walking distance of the workplace, as well as safe routes to walk to work from the car park and potentially showering/changing facilities in the workplace.

- The most frequently mentioned barriers to walking to and from work at baseline and follow-up were living too far away, it taking too long, it being more convenient to use a car, not having time and needing a car for work. Other reasons given for not walking for the journey to and from work were mainly to do with the physical environment and safety, lack of access to public transport and lack of facilities at the workplace for showering and changing.
- Although there were encouraging reductions in many of these reported barriers at follow-up, the changes were not significant.
- As part of the PES, a number of initiatives to promote walking for the journey to and from work were delivered across the participating organisations for example Walk to Work Week, as well as other activities promoting walking more generally.
- In two of the five organisations there were significant increases in confidence and intention to walk for at least some of the daily commute and in one organisation in intention only. More respondents agreed they had received support from colleagues for walking to and from work on a regular basis at follow-up though these changes were not significant.
- There were no significant changes in the proportion of respondents walking for the entire journey to and from work but non-significant increases were observed in three of the five organisations.
- For those walking for at least some of the journey, increases were observed in three organisations for the journey to work and in four organisations for the journey from work, though these changes were only significant in two organisations.
- There was a significant increase in the proportion of respondents reporting doing any walking to and from work in one organisation.
- Despite the lack of significant changes in walking levels for the daily commute, between 23-65% of respondents agreed the project activities had encouraged them to walk more on the journey to and from work.

Walking during the working day

- Overall over 90% of respondents to the survey were employed in sedentary occupations. Promoting walking during the working day may therefore be important not only for increasing physical activity levels but also for reducing sedentary behaviour which is now known to have adverse effects on health outcomes regardless of any participation in physical activity.
- Promoting walking during the working day may however be challenging as, at baseline, three quarters of employees perceived that they need to be at their desk and almost half agreed that their employer would not approve of them walking during the working day. Walking during breaks may provide the best opportunity for increasing activity during the working day and over 60% of respondents indicated

that they intended to go for a walk at lunchtimes, though many employees also commented that they were too busy to stop for breaks even to eat lunch let alone go for a walk.

- The walking environment in and around the workplace may also determine employees propensity to walk during breaks though overall less than 18% of respondents agreed there was nowhere to walk to at lunchtime.
- A number of initiatives to promote walking during the working day were delivered across the participating organisations for example led lunchtime walks and pedometer challenges as well as other activities promoting more walking in general.
- The proportion of respondents walking for at least 10 minutes during the working day increased non-significantly in three organisations and in those respondents reporting at least 10 minutes walking during the working day, increases in the mean minutes of walking at work per day were observed in two organisations (non-significant).
- The proportion of respondents who reported walking for at least 10 minutes at lunchtime most or every day increased in two organisations and there were small increases in colleagues providing their support often or very often for walking at lunchtime in three organisations though none of these changes were significant.
- It is not known to what extent incidental walking activities such as using the stairs instead of the lift, walking to talk to colleagues instead of e-mailing, walking to get to business meetings, or conducting walking meetings were specifically promoted during the PES though they may have been incorporated in initiatives as general ways to increase walking. There was however an increase in the proportion of respondents using the stairs instead of the lift on most or every day between baseline and follow-up in four organisations (significant in one organisation), a non-significant increase in the proportion of respondents walking to talk to a colleague instead of using e-mail or the telephone in one organisation, and increases in the proportion of respondents walking for at least 10 minutes to get to business meetings most or every day in three organisations (non-significant).
- Very few respondents reported taking part in walking meetings in any of the organisations and there was little change between baseline and follow-up. Few respondents reported receiving support from their colleagues often or very often to take part in walking meetings though there were small (non-significant) increases in support across all organisations between baseline and follow-up.
- Despite the lack of significant changes in walking levels during the working day, across organisations, between 33-77% of respondents agreed the project activities had encouraged them to walk more at work.

6.1.6 Impact on overall physical activity and health

- There were non-significant increases in the proportion of respondents meeting physical activity recommendations in three organisations and significant increases in time spent being physically in two of those organisations. It was not possible to assess whether these increases in overall physical activity were attributable to increases in walking as part of this evaluation.

- There was little change in body mass index (BMI) across the organisations during the project though over half of respondents were classified as overweight or obese at both baseline and follow-up.
- Overall, a high proportion of respondents reported being in good, very good or excellent health at baseline and a significantly higher proportion of respondents reported this at follow-up.
- Energy levels, mood, concentration at work varied across the organisations though overall, there was a non-significant increase in the proportion of respondents reporting good or very good energy levels, mood and concentration at follow-up. In one organisation there were significant improvements across all three areas at follow-up. Stress levels increased slightly at follow-up across all organisations though this was only significant in one organisation.
- Overall, around a third of respondents agreed the project activities had helped them to be more physically active, to feel healthier, to feel less stressed and to socialise with their colleagues. Just under a quarter of respondents agreed the project had helped them to lose weight.

6.1.4 Promoting walking in the workplace in future

- At baseline, respondents were asked if they would be likely to use or participate in a variety of walking activities offered at work. Interest in different activities varied across organisations but respondents indicated they would be most likely to take part in a pedometer team challenge; to claim an allowance for walking for business trips; to participate in a free walker's breakfast; to use maps showing walking routes around the vicinity of the workplace and to take part in walking meetings. Of these, only pedometer challenges were offered as part of the PES in some, but not all, organisations. The team pedometer challenges were particularly popular and this may stem from the competitive element. There is scope to deliver a variety of other initiatives in the workplace to support walking including promotional activities and environmental and policy changes, should capacity and funding allow. Team challenges and one-off events appear to be popular however these may not lead long-term sustainable changes in employees' lifestyles to incorporate more walking.

Walking to and from work

- A high proportion of respondents gave the answer "nothing" when asked what would encourage them to walk for all, or some of their journey to and from work and frequently then cited a barrier to walking such as living too far away from work or needing to drop children off at school. Many also indicated they already walk either to and from work or at times outside of work for leisure. This presents a challenge for encouraging people out of their cars and promoting walking to increase physical activity as well as to gain other benefits such as reduced traffic congestion and a reduction in carbon emissions.
- Other suggestions made to encourage walking on the daily commute included providing incentives, eg, monetary incentives; improving facilities (showers, changing rooms); doing a charity event; running competitions; providing pool cars for use at work; providing a staff bus service; running dedicated walking weeks; improving the environment, eg, improved street lighting, better access to safe, familiar, well-lit areas, less pollution, quieter roads, increasing perception of safety, and improved gritting of pavements; changing car parking arrangements, eg, restricting access to car parks closer to

work and providing car parks further away so walking is required to get to the office; changing work requirements, eg, flexible working hours, building time into the working day to allow for walking, not requiring a car for work, having a stable location for work, less work pressures, and a more relaxed dress code at work; improving public transport; and having a walking buddy.

Walking during the working day

- To increase walking during break times or as part of their work respondents suggested: having more time for breaks and longer breaks during the day; changing the workplace walking culture and building walking into daily work activities; having additional organised walking activities at more convenient times; improving the physical environment both in the workplace grounds and the local area around the workplace; and offering additional incentives to promote walking pedometers, a points scheme for walking.

6.2 Evaluation strengths and limitations

- A standard employee survey and interview schedules were developed to evaluate the project which was delivered in different types of workplace and allowed for the different interventions and project activities taking place as part of the PES.

Employee survey

- The baseline survey was originally due to be conducted in April 2009 however due to delays in recruiting workplaces to take part in the project, baseline data collection was delayed until late 2009/early 2010. Due to the delay in starting project activities, and at the request of Living Streets, the follow-up survey, which was originally due to take place in April 2011, was delayed until September 2011 to allow time for additional interventions to be delivered. Data collection was finally completed at the end of November 2011 due to internal delays in some organisations.
- The survey was long in order to assess the behaviours of interest as well as potential mediators of behaviour change, eg, knowledge, attitudes, self-efficacy, and intention.
- The survey was developed by the BHF National Centre for Physical Activity and Health (BHFNC) evaluation team however it was the responsibility of the WCs to arrange for the survey to be completed in each organisation.

Response rates

- Guidelines for obtaining a high response rate to the survey were provided by the BHFNC evaluation team but it is not known to what extent they were used. In one organisation at follow-up the WC was not permitted to send out the survey link to all employees by e-mail and was only allowed to include it in the CEO newsletters and on the intranet, potentially limiting the number of staff who may have participated in the survey.
- The response rate to the employee survey was low overall (28% at baseline and 21% at follow-up) and across organisations (15% to 39% at baseline and 3% to 36% at follow-up) and therefore may not represent the views of all employees.

Sample characteristics

- Overall the sample of respondents to baseline and follow-up survey were similar on age, gender, ethnic group, education, household income, and full-time/part-time ratio.
- For one organisation (B) there were differences between the sample of respondents to baseline and follow-up surveys in age, income, distance lived from work, and years employed at the organisation.
- Organisation B also had the highest number of respondents at both baseline and follow-up and thus the results from this organisation may influence the overall findings.
- Organisation E had a very low response rate at follow-up therefore findings should be considered only to be indicative.

Interpretation of results

- The low response rates to the employee survey limits the interpretation of the data collected, specifically the generalisability of results and there is a strong probability of selection bias (meaning that the survey is more likely to be completed by people with positive feelings towards walking and/or the project).
- There were a number of differences between organisations in the activities delivered as part of the PES, and in the workplace settings and context; this makes it difficult to compare between one workplace and another and caution is advised in interpreting the overall findings from the employee survey.
- As a result of collecting baseline and follow-up data at different times of the year, seasonal differences may have positively or negatively influenced the findings in relation to walking levels and physical activity behaviour.
- It is standard practice only to report findings that are statistically significant (meaning that one can be reasonably confident that the observed change is true, and is not due to sampling error). If this standard practice were followed, there would be very few observed changes in walking (for some, or all, of the journey, for the entire journey and during the working day) comparing the baseline and follow-up surveys across all the workplaces. Both significant and non-significant results are presented in this report however non-significant results should be interpreted with caution.

Future surveys

- Future surveys should take into account the need for management support and assistance, good communication on the aims and purpose of the survey, and engagement from employees; additional incentives may be needed to ensure higher completion rates.
- Ideally a method of identification should be used to allow of pre and post survey data to be matched however this requires additional resource and co-ordination in conducting the survey to track responses.

Qualitative evaluation

- Interviews were successfully completed with all the WCs at the end of the project.

- BRs were only identified in 3 of the organisations one of whom was a WC. The difficulty in identifying suitable BRs to participate in the evaluation suggests that the PES may not have been supported at a senior level within some organisations. The lack of BRs may have limited the findings from interviews relating to understanding the benefits of the project for employers.

Other issues related to the evaluation and interpretation of the Walking Works evaluation

- The evaluation did not include any control or comparison workplaces and therefore the changes observed may or may not be solely attributable to PES activities. Other health and well-being programmes being delivered in the workplaces may also have impacted the success of the projects, either positively or negatively.
- Changes took place in some of the organisations during the project including restructuring, financial constraints and cutbacks, staff redundancies and moving office location. It is likely that some of these wider contextual issues may have negatively impacted on the implementation, participation and outcomes of the project. These circumstances reflect the likely context in which workplace interventions of this type may be implemented and as such the evaluation represents pragmatic conditions.

6.3 Lessons learnt

1. The Walking Works Pathfinder Employers Scheme (PES) has the potential to benefit employers by supporting organisational agendas around employee health and well-being and sustainable travel, assisting organisations to meet carbon reduction targets and helping employees to consider alternative forms of travel when new car parking restrictions come into force, eg, preceding and following a move to new premises.
2. Volunteer walking champions (WCs) can be used to deliver activities to promote walking in the workplace, however the WC may find it challenging to balance planning and delivering project activities with completing their normal daily business activities which usually take priority.
3. The WC role should be aligned with the core role of the champion, eg, a focus on health, travel or environment, to help them integrate the project into their normal daily activities and ideally the WC should be given dedicated time and resources to support their work on the project. The role should be supported by a senior manager to ensure the WC is able to protect sufficient time for planning, communicating and delivering the project activities.
4. Whilst the WC may lead on planning and delivering walking activities in the workplace, additional support may be needed from other members of staff in key departments to raise the profile of the project and to build capacity for communicating and delivering project activities across the wider organisation. This may be particularly important in large organisations, or where organisations are located across a number of sites. External support may be needed, at least initially, to help the WC develop skills and confidence in planning and delivering walking activities in their organisations.
5. Engaging senior managers at the start of the project and maintaining their support throughout the project is important both for linking the project with wider organisational strategies, for raising the

profile of the project and for securing employee involvement. Senior managers should demonstrate their support by visibly participating in project activities to promote both walking for the daily commute and walking during the working day, to help encourage other employees to engage with the project activities.

6. In practice it was not possible to establish project-specific steering groups within the organisations to oversee delivery of project activities. In some organisations, the PES was linked into existing working groups around health or travel. This approach may be more achievable than setting up a new steering group and may be important for raising the profile of the PES and linking the project into wider organisational strategies and activities.
7. WCs should be encouraged to develop a written action plan for their project activities clearly identifying timelines, staffing and budget requirements. This will help to ensure that capacity, resources and funding are available to publicise and deliver activities at the time they are needed.
8. Project activities should meet employees' needs, be well publicised and offered at different times of day to enable all employees to participate.
9. Organisation-wide promotion of project activities using multiple communication channels is essential to ensure all employees are aware of the project activities that are taking place and have the opportunity to participate. WCs should be encouraged to develop a communication strategy before the project starts and in organisations where a communications team exists, they should be engaged early on to ensure the promotion of activities can be built into their work. Identifying members of staff from different departments or based in different locations to help with communication may be important in ensuring information about the project activities are effectively disseminated.
10. WCs were grateful for the resources and support provided by Living Streets which facilitated the implementation of a number of PES activities. In particular, the provision of ready to use resources was noted to be very helpful. Walk to Work Week, pedometer programmes and lunchtime walks were the most popular initiatives and employees seemed to particularly like team or inter-departmental competitions and challenges, and one-off events where they could participate on an ad hoc basis.
11. The low response rate to the employee surveys and the lack of statistically significant results severely limits the interpretation of the findings. There were very few significant changes in walking (for some, or all, of the journey, for the entire journey and during the working day) comparing the baseline and follow-up surveys.
12. Changes in measures relating to walking to and from work were limited to three organisations. One organisation had positive changes in intention and confidence to walk more for the daily commute and a positive change in walking for all, or some, of the journey. A second organisation had positive changes in intention to walk (but not confidence) and walking for all, or some, of the journey but had a very low response rate to the follow-up survey. The third organisation showed positive changes in intention and confidence to walk more for the daily commute but this was not reflected in changes in walking levels.
13. There were some encouraging reductions in the number of barriers to walking to and from work reported at follow-up, however survey respondents continued to report a number of barriers which

included living too far away from work, lack of access to public transport near home or the place of work, childcare arrangements, and the lack of safe environments for walking. Interventions are needed to address these barriers to support a change to more active modes of travel for the journey to and from work however these may fall beyond the scope of what can be delivered as part of the PES.

14. Promoting walking during the working day both during breaks and incidental activity, such as stair climbing and walking to a colleague, is an important strategy for increasing physical activity and reducing sedentary behaviour during work time. There were no significant changes in walking during the working day in any of the organisations other than a significant increase in the frequency of stair use in one organisation. Increasing walking during the working day may be more feasible for some employees than walking for the daily commute; however it requires visible management support and changes to organisational culture to enable more frequent movement around the office, to promote walking meetings, and to enforce breaks to allow people to take part in walking activities.
15. Whilst promotional activities delivered in the workplace may help to change attitudes towards walking in the short-term, environmental or policy changes both within and outside the workplace may be required to encourage a longer-term increase in walking during the working day and a shift in behaviour change away from using the car to walking for the all, or some, of daily commute.

6.4 Overall conclusion

Volunteer walking champions (WCs) delivered activities to promote walking to and from work and walking during the working day in the workplace as part of Living Streets' Walking Work Pathfinder Employers Scheme (PES). WCs were positive about the support and resources they received from Living Streets and the activities were well received by employees in most workplaces, though senior management support for the PES and the profile it achieved varied across organisations. WCs generally perceived employee involvement in PES activities to be good, however respondents completing the survey reported low levels of participation in project activities. Employees in some organisations reported positive changes in attitudes to walking for the daily commute, however the impact on actual levels of walking for the journey to and from work and during the working day was limited.

This evaluation highlights some important learning about project delivery and presents some key areas for improvement that could help to make the project more successful in the future. Further evaluation is needed to better understand the impact of the PES activities on walking levels, and additional interventions which promote long-term sustainable increases in walking behaviour on the journey to and from work and during the working day need to be identified.

CHAPTER 7. Recommendations

Overall

- When further funding becomes available the Walking Works PES should be refined based on the learning from this evaluation and re-tested in a small number of organisations as an approach to increasing walking for the daily commute and during the working day.
- Further evaluation, with high response rates to employee surveys, is needed to assess the impact of short-term promotional activities and one-off challenges delivered in the workplace on individual levels of walking and overall physical activity.

For project delivery

- Volunteer walking champions can be used to deliver activities to promote walking in the workplace however the number and type of interventions planned must be realistic given that the walking champions may have limited capacity to deliver activities in addition to undertaking their normal daily role.
- Ready to use, or easily adaptable, resources should continue to be provided when using volunteer walking champions in the workplace.
- Workplaces should be encouraged to integrate the project into broader organisational aims and related activities to help raise the profile of the project activities.
- Support should be obtained from others across the organisation, particularly senior managers, to help communicate information about the project activities, engage employees and support project delivery.
- WCs should write a proposal or action plan (which includes activities, responsibilities and budget required), to ensure they have the support available when it is most needed.
- A wide variety of communication channels should be used to promote project activities to ensure all staff are aware of, and are encouraged, to participate in project activities.
- Project activities must meet the needs of staff and be delivered at times of day when they are able to participate.
- Environmental and policy changes in the workplace are likely be needed in addition to promotional activities to support long-term sustainable changes in walking levels.

For workplaces

- Promoting walking during the working day may help to reduce the health risks of sedentary behaviour for employees as well as increasing physical activity levels.
- Promoting walking for the daily commute may assist organisations in meeting carbon reduction targets and helping employees to consider alternative forms of travel when new car parking restrictions come into force.
- Workplaces may wish to engage with this type of project to help support employee health and well-being, and sustainable travel agendas.

- The project should be linked to broader organisational aims and strategies and integrated into existing working groups around travel, health or the environment to raise the profile of the project and embed walking into the culture of the organisation.
- Senior management should engage at the start of the project and should be encouraged take part in project activities to visibly demonstrate their support and encourage participation by other employees.
- In addition to short-term promotional activities, organisations should consider changing the environment within the workplace, and organisational policy to support their employees to walk more for the daily commute and during the work day to increase activity levels and improve employees' health in the longer-term.

For employees

- Employees should be persuaded that these activities are not one-off challenges and events but that they aim to promote a long-term change in walking levels on a daily basis to increase overall physical activity levels and improve health.

For policy makers

- Increasing walking as a mode of travel to get to and from work will require long-term investment in infrastructure and public transport to remove some of the barriers to active commuting, but this investment may help to reduce traffic congestion, reduce carbon emissions and help to promote the development of an active and healthy workforce.
- Incentives to encourage employers to promote walking during the working day in their employees may be important in reducing sedentary behaviour which is now known to have adverse effects on health independently of the level of physical activity undertaken.

For researchers and evaluators

Future evaluations of this type should consider the following:

- Ensuring workplaces promote and support the completion of employee surveys to ensure a high response rate is achieved such that responses are representative of their workforce.
- Using objective measures at baseline and follow-up to determine walking levels in as many employees as possible.
- Evaluating the impact of the separate components of the Walking Works PES interventions, eg, Walk to Work Week.
- Assessing individual level changes in walking and the impact on overall physical activity levels by collecting data from the same individuals at baseline and follow-up.
- Using a control or comparison workplace.

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APPENDICES

APPENDIX A Interview schedules

Interview with Living Streets' co-ordinator

1. Introduction

- What was the aim of the Walking Works PES? Has this changed through the course of the programme?
- How would LS define success for the PES?
- What was your role in the programme? Did this change over the course of the programme?

2. Organisational Engagement

- What was your experience of recruiting organisations? Was this easier/more difficult than originally anticipated?
- How easy was it to secure senior level commitment from within the PES organisations? Was this easier/more difficult than originally anticipated? Did you feel that you secured the commitment needed? If no, what could have been done to improve commitment and engagement?

3. Walking Champions

- How many WC's did you aim to recruit per organisation? How many were recruited?
- What were your expectations of the role of the WCs?
- What was your experience of working with the WC's? Was this as you had envisaged? / Did they undertake their role as expected?
- How important do you feel that the WC role is in the success of the programme? Are there any elements of this role you would change?
- How important is this role in the sustainability of the programme?

4. Programme Development and Implementation

- What evidence was used to inform the development of the content and delivery of the programme?
- What were your experiences of supporting organisations to produce their action plans? Was this easier/more difficult than anticipated?
- How did organisations manage the implementation of their action plans? Was the support you provided more/less or as you thought it would be?
- How did you envisage that programmes monitor the impact of the action plan (milestones etc.?) In reality did that happen?
- At the start of the project it was suggested that an action plan would be produced with milestones and eight activities across two years - was this still the focus of the programme once it began? / did this change over the course of the project?
- £1k was made available to each organisation - what was the intended purpose of this funding? Did it achieve this?

- What were your experiences of managing the funding available to organisations?

5. Organisational Support

- What contact did you have across the organisation? Any senior level contact (with person who signed the MoU)?
- How important do you feel the business representative is to the success of the programme?
- Is there anything you would do differently in terms of engaging organisations and securing senior management support?

6. Programme Management

- What did you request from organisations in terms of documentation at the start and through the course of the project? Looking back do you feel this was sufficient?
- The MoU identifies some clear outputs for the PES including the establishment of a steering group (with support from LS), collection of data on number of interventions, uptake and participation; one entry PES blog etc. - was this done? How was this monitored?
- Initially you had hoped to get organisations together at the end of the first and second year - was this achieved? What was the purpose and did they meet their intended aims.

7. Impact of the programme

- How were organisations supported to monitor the success of their programmes? What support did they request?

8. Other

- How did the amount (max 5 hours) and type of support you provided compared with the kind of support you expected to provide to organisations?
- Is there any support in hindsight you feel the organisations would have benefited from?
- Overall, was the programme delivered on time and within budget? What were the key challenges? What were the key successes?
- How do you feel generally about the PES?
- What would you like to see happen now that the programme from LS perspective has ended?
- If you ran the programme again what, if anything, would you do differently?

Interview with Walking Champions (WC)

1. Introduction

Please can you confirm your name and current job title? What's involved in your current role?

Please can you also confirm your role in the Walking Works programme?

2. Organisational Engagement

How did you/your organisation hear about and become involved with the WW project?

- *Why did your organisation want to get involved in WW project?*
- *Were there specific problems you wanted to address?*

Was anyone else involved in planning or delivering the project? (eg, internally: Senior Managers, specific employees?; external partners?)

3. Roles and responsibilities of Champion

What did your role involve doing? (Was it strategic/operational?)

How many days per week have you spent on the project? (planned 'v' actual')

How do you manage your core role and the WC role?

- *What were the challenges?*
- *Does it need a dedicated role?*

What do you think are the key skills needed for this role?

- *Any training received / needed for role?*
- *Any other support received/needed for role?*

4. Project development and implementation

Project activities

What activities did you do? Are any still running?

Where all the planned activities delivered?

- *What were the reasons for any differences?*
- *What were the main successes and challenges?*

Is there anything you would do differently if you ran the programme again?

Communication & Engagement

How did you promote/communicate the project to employees?

- *Which communication method was most successful?*
- *What were the challenges in communicating project activities?*

Was the Walking Works brand name used? Was this useful? Was any other branding used?

Funding and resources

Was any funding needed for the activities?

- *Who provided this? Was any other funding provided and/or available?*

Was there enough funding/capacity to achieve aims?

Future funding - Is there any funding allocated in the future to continue this programme beyond the end of the funding and support from Living Streets?

What will need to happen for the programme and activities to continue?

- *Who will be responsible for making sure they continue?*

5. Organisational Support

Where does this project sit organisationally?

- *Does it form part of broader plans? Eg, Health at Work, Working Well, Travel plan?*

Did your line manager/senior management support the project?

- *How?*
- *Was there a steering group for the project?*

Were there any internal agendas/pressures that may have affected project delivery or participation by employees?

Are there any issues that might influence mode of travel to work (such as size of workplace; accessibility (local road network); availability of public transport; car parking)?

Overall, what support did you receive from Living Streets - was this enough/too little/too much?

6. Programme Management

What requirements were placed on you/your organisation from Living Streets? (updates, monitoring, evaluation etc.).

What documentation (strategic) have you produced in relation to this project and who was this for?

- *Has your line manager/senior team seen any documentation relating to this project?*
- *Has this influenced the positioning of the project within your organisation?*

What feedback does your line manager/the senior team within your organisation require to justify your involvement with this project?

7. Impact of the programme

Did you collect any data either formally or informally from participants in the activities?

- *Who was this for? How was this used?*
- *If not, how did you measure impact? What does success look like?*
- *If no evaluation why not? Not needed by management?*
- *How will success of the programme be judged by managers?*

How do you think employees felt about the programme and specific activities?

In your experience of the programme, do you feel it has changed attitudes in the workplace towards walking to work / walking during the working day? (at all levels of the organisation)

- *If yes how, if no why not*

Has the programme changed employees travel behaviour / walking levels during the working day?

Did anything unexpected happen? Were there any unintended consequences of the project (good or bad)?

8. Other

Were there any other barriers/challenges/successes that haven't already been mentioned? (Were there any major changes in workplace during project which may have impacted positively or negatively?)

Do you have any recommendations for other Walking Champions?

Do you have any recommendations for other workplaces?

What is needed to encourage walking either to and from work or during the working day?

What are your three key learning points from the project?

Is there anything else you would like to add regarding your role as champion or implementation of the project?

Interview with Business Representatives (BR)

1. Introduction

Please can you confirm your name and current job title? What's involved in your current role?

Please can you also confirm your role in the Walking Works programme?

2. Organisational Engagement

How did you/your organisation hear and become involved with the WW project?

- *Why did your organisation want to get involved in WW project?*
- *Were there specific problems you wanted to address?*

Was anyone else involved in planning or delivering the project? (eg, internally: Senior Managers, specific employees?; external partners?)

3. Roles and responsibilities of Business Representative

What did your role involve doing? (Was it strategic/operational?)

- *How do you work with the Walking Champion on the programme*

How much time (days per week) did you spend on the project?

4. Project development and implementation

Project activities

What input did you and/or the senior team have in the choice of activities?

How did the activities chosen link to your organisational aims?

What do you feel have been the main successes and challenges of the programme?

In terms of branding, what branding was used to communicate the programme?

- *If not WW why was other branding used?*

Is there anything you would like to see done differently in terms of the programme development, how it was communicated and how employees were engaged?

Funding and resources

Was any request for funding made to you/the senior team for the programme?

Future funding - Is there any funding allocated in the future to continue this programme beyond the end of the funding and support from Living Streets? If no, should the activities continue?

- *Who should provide the funding and capacity to deliver this type or project? (WC or dedicated role?)*

What will need to happen for the programme and activities to continue?

- *Who will be responsible for making sure they continue?*

5. Organisational Support

How does the organisation feel about promoting walking either to and from work or during the day?

- *What systems are in place to support this? (flexitime - managers aware of this?)*
- *Have they always been in place or are they a result of the WW programme?*

Where does this project sit organisationally?

- *Does it form part of broader plans? Eg, Health at Work, Working Well, Travel plan?*
- *Is there a specific steering group for this project?*

6. Programme Management

What requirements are placed on you/your organisation from Living Streets? (updates, monitoring, evaluation etc.).

What documentation (strategic) has been produced in relation to this project and who was this for?

- *Has this influenced the positioning of the project within your organisation?*

What feedback do you and/or the senior team require to justify your involvement and that of the walking champion with this project?

7. Impact of the programme

Have you seen any data relating to the project activities?

- *Is there anything that you would have found helpful/useful?*

Was any data requested by you and/or the senior team?

- *Why was this not a requirement?*
- *If none how was success determined?*
- *What impact will this have on the future of the programme?*

How do you think employees felt about the programme and specific activities?

In your experience of the programme, do you feel it has changed attitudes in the workplace towards walking to work / walking during the working day? (at all levels of the organisation)

- *If yes how, if no why not?*

In your experience of the programme, do you feel it has changed employees travel behaviour/walking levels during the working day? (at all levels of the organisation)

Did anything unexpected happen? / Were there any unintended consequences of the project (good or bad)?

8. Other

Would your organisation take part in this type of project again? (If no, why not?)

Do you have any recommendations for other workplaces who wish to promote walking or take part in this type of project?

At an organisational level what is needed to encourage walking either to and from work or during the working day?

What are the three key learning points from an organisational perspective?

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