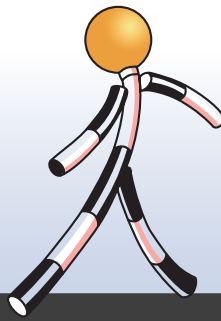


LIVING STREETS



Walking in London

**A Best Practice Guide
for organising walking events**

Produced by Living Streets for Transport for London
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**Transport
for London**

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Introduction

Welcome to the new guide to best practice for those looking to organise and promote walks in their local area in London. We hope that whatever the type of walk you are planning to organise, you will find a complete guide in the pages that follow.

This guide covers organising the following types of walks:

- Guided/led walks involving a group
- Self guided/led walks
- Health walks
- Sponsored walks.

In addition there is a section on organising a walking festival. Although festivals are generally made of up some or all of the types of walks covered above, they require their own planning, promotion and organising.

The guide is intended for use by anyone in London who is planning to organise a walk. We hope that it will have real value to:

- Local authorities
- Walking groups and walking enthusiasts
- Primary care trusts and other groups planning health walks in their local area
- Local history groups
- Individuals who want to celebrate their local area and organise led/self-guided local walks.

We would like to acknowledge the help that we have received from a number of local authorities and walking festivals outside of London (see Appendix 3 for list) as well as the following groups in putting this best practice guide together. All have provided us with invaluable information and we are very grateful to them for their help or their permission in allowing us to make use of the experience that they have gained in this area over the years.

The principal contributors are:

- Scotland Step by Step Guide
- Kent Walking Festival
- Green Chain Walking Festival
- Lewisham Walking Forum / Lewisham Walking Festival
- Individual officers in the London Boroughs
- Health Walks officers in the London Boroughs
- Members of The Walking The Way to Health Initiative
- Transport for London
- The organisers of walking festivals throughout the UK
- Jim Walker of The Access Company
- Sue Webber of SGS Associates.

We are especially grateful to Sue Webber of SGS Associates and Jenny Budd of Lewisham Healthy Walks for the photographs that they have supplied.

The Guide – Putting on a Walking Event

In this section we look at aspects of organisation that tend to be involved in whatever type of walk you may be organising. Later we will look at issues that relate specifically to each different type of walk.

In this section we will be looking at issues relating to the broad headings of:

1. Targeting and Planning – What are the objectives of the event, what is a realistic timescale for delivering it, who are you trying to attract to the event, how will it be funded and how should it be promoted.
2. The Delivery of the Event – This section looks at the nuts and bolts of the event from how long should the walk be through to making assessments of the risks that may be involved and arranging insurance.
3. Evaluation – This section looks at what needs to be evaluated after the event has happened as to how things went and how close you came to achieving the goals that you originally set!

1. Targeting and Planning

The objectives that people have in organising a walking event.

People have many different aims when they are establishing a walking event in their local area. These can range from the desire to help others enjoy a walk that an individual has grown to love (e.g. a guide to a local woodland walk), a borough wide event (e.g. the Lewisham and Bromley Walking Festivals) through to two-week walking festival that covers a wide range of walks held across a number of London boroughs (e.g. the sub-regional Green Chain Walking Festival in south-east London).

There are, however, a number of hooks that are particularly well suited to generating interest in a walk. Designing and promoting walks around them can serve to increase significantly the numbers that may take part in them, particularly where targeting non-traditional walkers is a priority.

- Guided walks that make use of the expertise of local groups to combine the passing on of local knowledge with walking. Walks organised by local ecology or heritage groups with suitable themes, for example, not only enable people to learn from a walk but also increase the profile and potential membership of those organisations who lead them. These kinds of walks are ideal for areas with:
 - Historical features
 - Woods, parks or woodlands
 - Stretches along riverbanks. The Wandle Valley Festival, for example, was established to raise awareness of and to enable people to appreciate the rich ecology and history of the River Wandle in south-west London through a range of activities. One of the most effective ways to explore the river is by walking.
- The health benefits of walking. In addition to established motives for walking as it being an efficient way of getting from A to B and the environmental benefits, there is increasing interest in the health benefits associated with walking. The health benefits underpin the extremely successful promotion of walking in campaigns such as The Walking The Way To Health Initiative (see www.whi.org.uk) or Good Going (www.goodgoing.co.uk).
- The social benefits of walking. Walking has decreased as an activity for many user groups, such as older people, due to fear of crime and an unwillingness to venture out alone. Similarly, low income households may not participate in formal leisure activities, but may be attracted to free or low cost walking events where no special equipment is needed and there are no admission charges. Led walks create an ideal opportunity for people to participate in new activities and meet new people, and all at little or no cost.

Designing the walk with the users in mind.

It is vital to design the walk with the potential users in mind and appeal to their motivations and interests if at all possible. The most important factors in this are whether this is a walk for keen walkers, or people who see themselves as non-walkers and whether you are trying to attract individuals, groups or families.

Designing walks and promoting walks for the whole family can be a really effective way of widening participation, but it is important to ensure that routes designed for families are fully accessible for buggies and pushchairs, and that there are adequate refreshment opportunities, toilet facilities and drop out points on the route.

The promise of the walk is important especially in an urban environment. Often walking is associated too closely with having the right gear such as expensive boots, and long rural marches whose purpose is to spend time in the countryside to appeal to some non traditional markets.

Urban walks are different and can require a different hook to generate interest. Themed walks are especially relevant in urban areas. Walks that are based on local history, local landmarks, famous people who have lived in the area or local parks can be far more able to attract “non-walkers” than a 10-mile hike over hills and stiles. There are many different themes for walks; these can include:



Health and History Walk in Crystal Palace

- woodland walks
- animal walks
- picnic or cream tea walks
- family walks
- history and heritage walks
- story walks
- health walks
- waterway walks
- nature walks
- allotment visits
- garden walks and talks,
- visits to usually inaccessible buildings and features

Designing the walk with the users in mind, continued.

Urban walks that make use of local parks can be a real draw. Overall levels of usage of parks and parkland have fallen dramatically in the past 20 years. This decline has been greatest amongst older age groups owing to their fears of crime associated with activities that go on in parks. Group walks can encourage park usage and help to dispel myths that may have grown up about what parks are like. They can also act as a focus to draw together park management staff, 'Friends of' groups and local residents to be more closely involved in future management and development.

Woods too are less used by people and especially older people on their own than in the past. Organising a walk that runs through local woods can allow people to make use of these areas with the added security of being in a group. Greater use of urban woodland can improve natural surveillance and help to deter anti-social behaviour such as dumping and vandalism.



Popular Woodland Walk

The accessibility of any walk should be considered from any user's point of view what ever their ability may be. From October 2004, Disability Discrimination Act legislation requires service providers to make "reasonable adjustments" to the physical features of their premises to overcome physical barriers to access. The Act makes it unlawful for a service provider to discriminate against a disabled person:

- By refusing to provide (or deliberately not providing) any service which it provides to other members of the public; or
- By providing a lesser standard of service for disabled people.

For more information on this [see](http://www.direct.gov.uk/disability) www.direct.gov.uk/disability.

The funding plan

It will be important to think about the funding and resource implications of your walking event at an early stage, as the availability of resources may influence what you do and how you promote it. Potential costs should be established at the very outset, and should include the obvious aspects such as publicity and promotion as well as resources likely to be needed for co-ordination, delivery and evaluation.

In an ideal world, you would have a secured funding source from the outset, but in reality you may need to put in a lot of time in securing the minimum resources necessary to achieve the objectives you have defined. You may need to work hard with potential partners to secure a cash input, or set time aside for researching and making competitive funding applications. The outcomes of such applications may influence your planning and event programming, such as end of financial year deadlines for spend, or a six-month wait for a grant decision. You should start on your funding plan up to a year in advance of your event, and plan key stages of activity around the milestones of likely funding decisions.

It may be helpful to run your event planning in two parallel streams – one focussing on securing the resources needed to deliver your event, and one concentrating on the detailed aspects of delivery once you have secured the resources you need. This will enable you to amend your emerging ideas in the light of available resources, and to target your cash to those elements that have the highest priority. You may also be able to take advantage of windfall opportunities, such as using surplus end of year resources to buy promotional items in advance for example, thus making your key resources stretch further.

The promotional plan

A promotional plan that is able to reach the target users is key to any successful walk event. When thinking about the promotion of any walk, you are likely to want to include some or all of the following in the promotional mix, depending on the scale and duration of your event:

- **Printed guides.** Detailed programme with times, start points, public transport links, locations and grading etc. This can be distributed in places like community venues, libraries, stations, local health centres and borough information points.
- **Printed promotional materials** such as flyers, posters and postcards, linking to an information point where more detail can be given.
- **Direct mail/mailed out promotional literature.** Information needs to exist that can be mailed out to:
 - Individuals - people on existing databases and in response to enquiries received
 - Organisations - distribution to other likely outlets including Housing Offices, churches, day centres, leisure and cultural centres, shops, stations, and community centres.
- **Press promotion.** Articles in local free and paid for publications; joint promotional activity with local papers.
- **Online.** A walk can make use of its own web-site and links to/from other websites from community and local sites to regional and national interests
- **Outreach.** One of the main reasons for organising a walk can be the desire to involve local schools and young people more. Research undertaken as part of The Diversity Review by the Countryside Agency suggests for service providers to be inclusive they must make an effort to outreach to ethnic minorities, young people and those with disabilities in particular.

Tips for successful promotion

If you are trying to reach out beyond an extremely small group of individuals then all of the following are great for reaching likely participants and you might find that through partnerships with local community groups for example your information is easier to distribute:

- Hand out promotional literature at the places people ACTUALLY go to. It might feel like a good idea to promote your walk at the local library BUT far more people go to cafes, railway stations and shopping centres. You will need flyers that give people the basic information about the event and you will need to ensure that you are handing these out at the times that most people are using these locations. For railway or bus stations it will be the weekday morning and evening rush-hours when most people will be around. For retail locations such as cafes, shopping centres and supermarkets, the busiest times are generally during the afternoons and at the weekends.
- The internet can be a valuable promotional tool but remember that still only half the UK adult population has Internet access and that the less well off and older you are the less likely you are to have access. Print-based promotion in the form of flyers and postcards and local media remains invaluable.
- You will need to include a hotline number on the promotional literature that is in use at least between the hours of 9am to 6pm during weekdays and for substantial periods over the weekend. We suggest that you do not include information about car parking as the aim is to encourage use of public transport as far as possible but to be sensitive that for some people with restricted mobility bringing their own vehicle may be necessary.
- Make sure any information you produce includes full access details and is designed to be inclusive as possible to people whatever their ability. Good sources of further advice include "See it Right" pack - Royal National Institute of the Blind (RNIB), 2002. 0845 702 3153 and the Plain English Campaign: A-Z of alternative words: www.plainenglish.co.uk/A-Z.

2. The Delivery of the Event.

Key factors to consider when planning and delivering your event include:

- Where is the walk? Is the meeting point clearly stated? Is it safe, accessible to people with different abilities, conspicuous, with good transport links, toilets and refreshments? Where will it finish? How long is it?
- What are the links to public transport – at the start, the finish, and at any interim drop out points? Is the information up to date?
- Timing – what time of year to use? This may be influenced by your theme such as Spring Sounds, or Autumn Trees, for example.
- Links to campaigns – Walk on Wednesdays, Car Free Day, Walk to School Week.
- Grading of the walk – by description or symbols? Are all potential hazards clearly explained? Does the walk involve flights of steps, footbridges, slopes, gates, or muddy paths for example? Is it fully accessible, or are there alternative routes around obstacles? If you do decide to grade a walk be careful not to grade the users ability – generally speaking the more factual information you can provide about the accessibility of a walk the easier it will be for a potential walker to decide whether or not they are able to undertake it. Consider asking a volunteer from the Disabled Ramblers Association (www.disabledramblers.co.uk) to help plan the walk with you if need be.
- How long and whether it is circular or linear? Linear walks may need public transport information to return to the start point.
- Key messages to include – who is promoting the walk, why, what is its attraction? What to bring on the walk? Any special provision such as a signing service for deaf participants?
- Level of supporting services/facilities – including refreshment points and toilets (are these adapted for people with different abilities, do they need a RADAR Key?). Are there places of interest to visit after the walk?
- Whether to charge or not – for widest participation events should be free, or with a nominal charge to cover expenses (e.g. the Deptford Creekside Low Tide Walk charges for the hire of waders).
- What Identification, training and support are you able to provide for walk leaders?

Making a risk assessment

Current legislation requires that for any guided or led walks which are open to the public, a “risk assessment” of the walk route must be undertaken, and a written report produced and held by the event organisers. This is part of a procedure known as “due diligence”, to show, in the unlikely event of a claim, that all reasonable precautions were taken.

Risk assessment need not be complicated – a simple form detailing the walk route and listing all the hazards which should be pointed out to walkers, or known to the walks leader, may suffice. It is also recommended that, at the start of the walk, the leader gives a short summary of the route and indicates any hazards which might be faced (a steep drop, a particularly muddy section, or a busy road crossing, for example). See for general advice given by the Lewisham Walking Forum, for example, and <http://www.lwf.org.uk/festivalrisk.html> for a sample risk assessment form.

Also need to include specialist risk assessment factors:**Inclusivity assessment**

The Joint Committee on Mobility of Blind and Partially Sighted People’s Policy Statement on Walking Strategies identified essential concerns of blind and partially sighted people in the street environment, these included:

- **Obstacles and obstructions** - including fixed items like street furniture and changing items like parked cars or overhanging vegetation. People should be able to expect to travel safely and independently.
- **Maintenance** -Ten times as many people go to hospital due to pavement falls than as a result of road accidents. Cars parked on pavements cause long-term structural damage to the footway, leaving cracked and uneven surfaces.
- **Parked cars** - More than three-quarters of blind and partially sighted people see parked cars as a problem where they live. Pavement parking in particular is a problem, often making it impossible to pass on the pavement. However, parking by junctions also makes it more difficult for pedestrians to cross roads safely and independently.

First Aid

All walks leaders should:

- Carry a reasonable first-aid kit (large pharmacies such as Boots and Superdrug have excellent kits, as do better outdoor shops).
- Know how to use the first-aid kit. (Equally as important as having one!)
- Water in addition to their own needs
- Ideally have a basic first aid certificate or get some basic training (through the Red Cross or St. John’s Ambulance Brigade) or arrange for a volunteer First Aider to be on the walk.
- Ask at the start if any walkers have special requirements (e.g. are a diabetic), and know how these can be catered for. This information can also be sought by a relevant question if some form of booking questionnaire has been used for the walk.

Accident procedure

All guides should have a standard accident procedure which can be implemented. It is worth checking whether mobile phones can be used at all stages on the route for instance and that all leaders have each others' numbers.

Insurance

Insuring yourself against accidents and other risks is important but the costs involved can be high. Irrespective of what insurance you do take out you should state on the literature that you produce that "participation is at your own risk". It may be that even if you are not a legally constituted body and have associated public liability insurance (see below); you may be able to take advantage of others' insurance on the land that the walk crosses (e.g. allotments or parks).

If the group is incorporated as a public body, then it should be covered by public liability insurance (which it would normally have anyway). Official Ramblers Association groups and affiliated Walking the Way to Health walks offer insurance cover but it is wise to check this in advance of any event; clubs or groups will need to arrange cover through an insurance broker, or by affiliation to a suitable umbrella organisation.

As well as providing cover against damage to fences, gates and other structures, the insurance should also provide cover in the event of a walker suffering a mishap and making a claim against the event organisers – an unlikely happening, but worth guarding against. The legal situation is that somebody has to be held responsible in the event of a claim and this is usually the named organiser or organising body. Insurance is, therefore, essential, and not an optional extra.

Ensure that the local police are aware that the event is taking place, if it is likely to involve significant numbers. They can often assist if, for example, any of the walks has to cross a busy main road, and will need to know if you are organising any sort of parade or walk through a town as part of an opening and/or closing ceremony.

If roads need to be closed or traffic managed to cope with the walking event Transport for London, the local highway authority and or the Highways Agency may all need to be contacted and involved in the event planning. (Contact details for these agencies can be found in Appendix 3)

Data protection

Remember that if information is going to be gathered about walk participants the Data Protection Act needs to be adhered too which includes seeking permission from the participants that their information can be stored.

Scenic qualities/themes

It is worth emphasising the scenic qualities or themes of your walk to attract participants, such as trails involving local nature reserves, local social or historic features, or landscapes. Harness local knowledge – particularly organisations such as local history societies, conservation volunteer groups or the local ecology officer at the council. These people can often provide the detailed input for your walk, even if they cannot participate, so it is worth consulting all possible sources at an early stage.



Nature Trail Walk

Is it self-guided/is a guide needed?

If your event is self-guided, such as a trail, the quality of the literature provided will be very important. This is equally true if you are launching a walk with a guided walk, but want a legacy whereby people can walk it again by themselves, or where other people can follow it at a different time.

Leaflets should be of a manageable size, perhaps folded into convenient sections, and durable, preferably weather resistant. The quality of mapping is very important – maps should be properly orientated, as accessible as possible to as many people as possible and include numerous reference points such as prominent buildings, public transport links, refreshment and toilet facilities, clear notes on the route and places of interest. If schematic diagrams are used they should give a fair representation of scale, and include main road names to aid legibility.

3. Evaluation

Evaluation is a notoriously hard part of the organisation to get right. Levels of response to surveys tend to be low and it is always hard to get people to think about or respond when they are in the middle of having a good time or are tired out after an activity. Once people leave the location, they will then find it tough to remember to find the time to participate in any evaluation or post back forms.

If you do want to evaluate the performance of a walk or festival more formally, you need to have an idea of what it will be used for. It is also important to consider what any funders will require in terms of evaluation and to ensure that adequate time and money has been allocated to cover evaluation – it's easy to overlook this part of the process. **These are things that you may want to think about recording:**

- The event structure/type and number of the walks
- Quantitative measures of what was achieved. This could include:
 - The numbers of each walk (including reach to hard to reach groups).
 - Interest (number of leaflets issued/clicks on the web-site).
 - Levels of satisfaction and what was enjoyed most.
 - Safety (number of accidents).

Surveys that are handed out to participants might wish to cover some or all of the following elements:

- The number in the party taking part (including children).
- Ages of those involved.
- Gender, ethnicity and ability.
- Where participants come from – Borough, County or Country.
- Mode of transport used in getting to and from the event.
- Participation in similar events – whether they have taken part in organised walking events before.
- The motives for their involvement – living locally, historical interest in the area, desire to explore their local area more fully.
- Perceptions about the quality of the events – how well was it run, how much did they learn, levels of satisfaction.
- How participants found out about the event – to understand how well the different parts of the promotional mix worked.
- Have they done this before?
- Rating of parts of the promotional mix – e.g. the quality of the web-site.
- Likelihood to take part in such an event again.

More qualitative measures – comments from participants as to what they felt:

- Perceptions of the area and how they have been affected by what they have experienced
- Issues about the area that have come to light. The comments from people can help inform and increase the knowledge that the local authority has about the area and the changes that may be needed to make it more widely used throughout the year. Participants could be encouraged to give their comments on:
 - Accessibility
 - Perceptions of personal safety
 - The quality of maintenance
 - Information – the quality of the information provided
 - Inclusivity – how well people felt that all groups were welcomed to participate
 - Interest in the different types of walks organised – which types of walks were more or less popular

It is also helpful to capture anecdotal evidence such as sound bites during and after the event to aid evaluation, together with photographic records. However, you need to be careful when photographing people as permission may be needed to use the pictures in other literature such as evaluation reports, future publicity, or press articles. Always ask before taking identifiable photographs, and explain the possible uses, or take rear view photos of participants that cannot be individually identified. Photographs of children will certainly need signed parental consent for use, so it is an idea to take a simple consent form on walks if you want to capture photos of children.

Specific Information relating to each of the five principal types of Walking Event

1. Guided/led walks involving a group. The role of the walk leader or guide

The key points for each walk leader are:

- Know your route thoroughly. Walk it several times to ensure that you are really familiar with every aspect of it. Select stopping points to give information, preferably somewhere quiet, away from traffic noise, with enough space for all to hear clearly, safely and where you can take an elevated position if possible.
- Identify a route which is as least restrictive as possible to people with different abilities.
- Note significant points in case the weather is bad. Put these points on a copy of the map and go over them again the evening before you lead. If necessary, note the points at which you can escape from the walk (e.g. links to public transport) if the walk has to be cut short or abandoned.
- Creating a route card that gives all the vital information is worth preparing in advance.
- Research the story behind the walk, its history, wildlife, anything that might be of interest. Read books of the area. Ask knowledgeable people about aspects on which you are less sure. Ask participants on the walk to contribute too.
- Prepare a simple Attendance Sheet to use on the day.
- Arrange a back-up leader or “tailender” to ensure that nobody gets left behind and that no litter is dropped. The back-up leader should be prepared to take over leadership in case of an accident.

What to take on the walk

At minimum take the following:

- Maps including your detailed map of notable points along the route.
- Your attendance sheet.
- Notes about history, wildlife, views etc.
- Anything that will add interest on the walk, such as old photos or findings.
- A first aid kit.
- A mobile phone and contact numbers of others you may need to call in an emergency.
- A camera and binoculars.



A sheltered and accessible meeting point

At the Start

- Introduce yourself to the group
- Ask participants to sign up on a pre-printed attendance form – this gives you a record of who came on the walk, may be essential for your insurance, and can be useful for evaluation or creating a future mailing database, for example. State on the form the purpose of collecting the information.
- Give clear guidance to dog owners re keeping on leads and picking up dog mess.
- Carefully count the numbers so that you know how many are setting off.
- Introduce your back-up. Be easily picked out – wear a high visibility vest, hat, reflective armband or distinctive t-shirt, for example
- Explain all of the following:
 - How far the walk is
 - What the walk will be like
 - Any notable points you will be passing
 - How long you expect the walk to take
 - Any hazards along the route and what precautions, if any, are needed
 - Where you expect to stop for lunch or drinks
 - The arrangements made for toilet stops
 - Who will be the back marker
 - Any interim drop out points and public transport links back to the start.

On the walk

Set off at a steady pace. The first 15 minutes or so are important in assessing the group, what their average pace is, if any one is lagging behind badly. Leaders need to be firm in insisting that no-one races ahead and leaves the group behind. Constantly do a head count to ensure that you have not lost anybody, particularly in woods.

Stop after crossing any obstacles e.g. a road in order that the group stays together and at least once every half hour so that everyone can catch up. If the group has become strung out, adjust your pace down a bit.

Don't set off again as soon as the tailenders have caught up – give them a couple of minutes rest at least. Do a quick head count again before setting off.

Warn of hazards as they are met and ask participants to pass this on to those following.

At a point of interest:

- Ensure that everyone is present
- Try to find an elevated position to speak from
- Say what you want to say slowly, clearly and distinctly
- Ask if anybody would like to add to what you have said, or has any questions
- Get the wind behind you so that your voice carries.

Overall be flexible and respond to reasonable requests, even for a short diversion to see something not exactly on the route if there is time. The aim is to try to keep everyone in a good mood, enjoying the walk and getting as much as possible out of it, without anyone feeling that they are being unduly hurried or are slowing down the group.

Never show annoyance or irritation, Answer questions, deal politely with complaints, and if there are children rushing around, have a word with the parent or whoever is with them to get the children to behave considerately and safely.

At the end of the walk:

- Ask people if they have enjoyed it
- Ask for suggestions as to how it could have been improved. Make a note of it – they might come in handy if you have to lead the walk again.
- Give out the evaluation form if you are using one.
- Ensure that you have checked everyone out
- If necessary contact the organisers to report that the walk has finished.



Led walk through allotments

2. Self guided/led walks

Many organisations promote or organise self-led walks, based on leaflets or brochures. These are valuable tools in promoting greater participation in walking, and can supplement organised walks, thus creating a legacy following an event, for example.

Creating a self-led walk leaflet requires careful planning and consultation to ensure directions and information are accurate. Leaflets should be of a manageable size, perhaps folded into convenient sections, and durable, preferably weather resistant. The quality of mapping is very important – maps should be properly orientated, as accessible as possible to people whatever their ability, include numerous reference points such as prominent buildings, public transport links, refreshment and toilet facilities, clear notes on the route and places of interest. If schematic diagrams are used they should give a fair representation of scale, and include main road names to aid legibility.

Walk or Trail leaflets should be widely available and free or low cost. They can also be available on the internet as pdf files for downloading, and which facilitates updating – see <http://www.greenchain.com> for a good example of web-based route guides. It is important to remember though that printed material remains most user-friendly and the lower the costs the higher the demand is likely to be for items. Examples of printed guides include the Capital Ring Route Guides. For web-based walk guides see <http://www.london-footprints.co.uk> for a good selection of self-guided walks in London.

3. Health walks

Regular Health walks programmes are running in many boroughs across London, often in partnership with the local Primary Care Trust and the local authority. Typically health walks are free, friendly and sociable events, led by volunteer walk leaders, lasting 30-45 minutes and ending with a cup of tea where possible. They are aimed at people who do not do much physical activity but are generally open to all to take part. In London they may offer good accessibility as many are held in parks and local open spaces.

Most are part of the national Walking the Way to Health Initiative or are run according to its principles. The Walking the Way to Health Initiative (WHI) has helped to create over 350 local health walk schemes nationally, and has trained more than 18,000 volunteer walk leaders. Since 2000, it is estimated that it has encouraged over a million people to walk more. Accordingly, detailed guidance in respect of setting up and running Health Walks is beyond the scope of this guidance - for best practice and full information on current activities, training and accreditation schemes, see <http://www.whi.org.uk> or contact your local Primary Care Trust.



A lunchtime health walk in Lewisham

4. Sponsored walks

Sponsored walks are primarily fundraising events, yet can appeal to a wide cross-section of the community and thus fuel an interest in walking more frequently. A number of London-based organisations have held successful sponsored walks including:

- St. Christopher's Hospice, in Sydenham, south east London, which holds a bi-annual sponsored Fun Walk see <http://www.stchristophers.org.uk> or contact the Administrator on 020 8768 4500
- The East London Walking Festival, which holds an annual fundraising day for the British Heart Foundation in October. See <http://www.barking-dagenham.gov.uk/2-news-events/events/walking-festival.html> or contact Paul Runham on 020 8227 3982
- The Brockwell Park Management Advisory Committee held a Five Parks Fundraising Walk to support their Heritage Lottery bid in 2005 and is planning a similar walk in 2006. See <http://www.brockwellpark.com/> or e-mail friends@brockwellpark.com
- Many charities, including the Marie Curie Cancer Care Trust organise sponsored walks in London – in 2006 there will be walks in Richmond Park, Greenwich and Hampstead Heath, for example. For more information see <http://www.mariecurie.org.uk/> and the Walk the Walk Breast Cancer event – see www.walkthewalk.org
- Guidance has been prepared for people intending to organise a sponsored walk on the Thames Path National Trail – see <http://www.nationaltrail.co.uk/ThamesPath/> for guidelines and useful contact addresses.

Other sources of detailed guidance for organising sponsored walks include the Ramblers Association (although their guide relates more to the countryside than urban areas so needs to be customised for use in London) - see <http://www.ramblers.org.uk/info/> and download their 'Sponsored Walks in the Countryside' guide as a pdf file.

Finally, there is good basic guidance at www.atyrer.demon.co.uk/walktalk/guidelines.htm

5. Organising a Walking Festival

If you are planning to organise a walking festival you need to be clear that it can involve much more work than putting a series of walks together. There are a number of questions that should be asked at the start, as the answers will influence how your event proceeds:

- Who is the festival/event targeting? This will affect the style of promotion and publicity as well as the content of actual walks.
- Is it for existing walkers or is it to encourage people to give it a go? Or both?
- Who is leading the walks- volunteers, trained walk leaders, employees? This will affect insurance issues.
- Who is organising the festival? Will this affect the flavour and style of it and how willing people are to get involved? How will you fund it? What is the timescale for making funding bids, and waiting for the outcomes? How does this fit with our programme?
- Is it a community-led festival involving many different organisations and individuals, or one primarily organised by a local authority? A community-led festival will have benefits of a wider perspective and engaging different groups of people, but may have problems – who is doing what, who is responsible for what, who is the lead person? What are everybody's expectations of each other - a lot of the potential stumbles are due to misconceptions of people's roles.
- If it is a community style festival do the walk organisers understand what they are taking on by offering to do a walk/activity/ event?
- Is there a good team of committed people to make it happen or is the work going to fall to a few people? Do they know this when they offered to get involved?
- Are you adequately resourced to take on the overall planning and management, or do you need additional resources such as an organiser or co-ordinator?
- If it is a local authority-led festival, do you have good 'buy in' from other departments and services? Will they commit to running events at weekends and in the evenings? Do you have the time and resources to organise a festival alongside the day job? Do you need to set up a Steering Group or organising committee to take the project forward? Do you need outside help? How well are you engaged with your local community groups – do you have an up to date contact base, for example? Do you have the budget to see it through?
- How will the event be evaluated? Who will do this? Who will design the feedback forms and what will happen to the results?

Working through these issues at an early stage will assist in delivering a good event with maximum partner support and less stress for the organisers.

If you are organising a festival you are likely to want to start and end with an event of some sort. These events will have the advantage of attracting the interest of local media and add to the overall weight/momentum of the festival. The event might include a range of walking and health information and advice, the festival programme, maps and activities especially for the young.

Organisational Issues

The Festival Format – Make decisions about:

- The Types of walks that will the festival will consist of:
 - **Guided Walks** – Essential to this are:
 - Knowledgeable guides who can pass on information about the area's history, wildlife etc
 - A variety of walks for all ages and abilities
 - Clear indication in the event programme of the type of walk and its length
 - A fun element.
 - **Self-guided walks** – Essentials include:
 - Detailed route directions
 - Route markings at significant points to ensure that walkers do not go wrong.
- **The duration of the festival.** Options include:
 - A single day event
 - A weekend festival
 - 4 to 5 day festivals
 - One week festival
 - Two week festival.
- **Timing** – The timing of the event is very important and needs to take into consideration:
 - The seasons/the weather. The obvious time to hold an event is in the summer months
 - Holidays. If the event is held in the school holidays children are more likely to be able to attend as a holiday activity BUT if the event is held in term time, the schools themselves are more likely to be able to participate. One London walking festival took the decision to organise a two-week festival so it could span the end of the school year/beginning of the summer holidays to allow for maximum participation from all groups.
 - Major competing events either nationally or locally. It may be that certain local events may complement a festival well and so joint planning may help to maximise attendance at both events. On the other hand, major international events such as the World Cup may impact on potential attendance.

Addressing the Audience

A key question is – who are you aiming at? Will the festival be:

- A family festival with walks designed for children to manage easily?
- A first-timers festival with all the walks of the same easy grade?
- A programme that offers something for everybody?

Planning a Walking Festival

The key to the planning of any successful event is to start early. Ideally advance planning should start a year ahead of the date of the festival. This gives you plenty of time to:

- Seek funding and make bids and grant applications
- Work up a walks programme
- Research the walks, ensure the routes are all walkable with at least some suitable for people with mobility restrictions such as buggies and wheelchairs.
- Organise and train walks leaders.
- Arrange the opening and closing ceremonies.
- Produce publicity materials and ensure details are included in regional promotional materials.
- Liaise with police and relevant highway authorities if there are traffic issues at road crossings.

It is essential to have a work plan. The aim of any work plan is to have as much as possible completed by at least 5 months before the event and ideally before that. This will leave sufficient time to sort out late problems that may arise.

The Organising Team

A strong local committee is vital. Although sponsor and financial backers should be represented, most of the work is best done locally. The organising committee should be set up as soon as possible after the decision to hold an event has been taken. Keep the committee small – 6 to 8 people is ideal.

Who should be the named event organiser? It could be:

- An officer from the council
- A parks ranger
- A council officer with an interest in walking
- A representative from a local community or interest group
- A retired or semi-retired person in the festival area
- A keen and capable local volunteer
- A paid co-ordinator.

For the last three, you may have to offer a fee or honorarium. Expenses will almost certainly have to be covered.

A decision needs to be taken as to the nature of the financial management and control? If significant funds are involved, is there a separation of the roles of organiser and their financial accountability?

Organising the Festival

The organisation of the festival can be broken down into a number of general areas, and one person can be given overall charge of each area. These areas include:

- Walks: selecting routes and appointing the walks leaders
- Publicity: advance leaflets, event programme, press releases
- Finance: the event budget, sponsorship, advertising income
- Enquiries: information point, telephone enquiries, event mail.

Once it has been decided to hold an event, an initial meeting of interested parties should be held. This could include:

- Sponsors & financial backers
- Representatives of the local community
- Potential walk leaders or event hosts.

The meeting should aim to appoint the event organiser and the core of the committee and perhaps suggest other names for serving on the committee. After that, the committee should meet at least once a month until the organisation is complete. Because volunteers and local community representatives are going to be involved, these committee meetings will probably be held in the evening.

For everyone involved, commitment to the success of the event is vital. If you have a problem, take it back to the organising committee as soon as possible. Don't sit on it: others may be able to suggest a way round it that has not occurred to you. Know what you are supposed to be doing and do it as well as you can. Also remember that you are part of a team. The strength of a good organising team is very much greater than the sum of the individual strength of its members.

It is essential to produce a Work Schedule. The following would be appropriate for a one-week walking festival:

Up to one year before	Prepare your outline Income and Expenditure schedule and make applications for grants, sponsorship and other partner contributions.
6 months before event	Produce and circulate the advance publicity leaflet Information sent to the press Walks programme completed in outline Walks leader appointed Detailed budget produced Contacts for possible sponsorship approached
5 months before	All walks routes walked and amended as necessary All landowners approached for agreement
4 months before	Budget checked and updated Sponsorship (if any) finalised Start compiling text for full programme Start taking or collecting photos for the full programme Hold walks leaders meeting to iron out any problems Opening and closing ceremonies finalised
3 months before	Put the finalised programme into production
2 months before	Programme produced and distributed Transport arrangements finalised
1 month before	All routes to be re-walked in case any late changes are needed Carry out your detailed media liaison Think about having publicity road shows at local supermarkets or shopping centres
AFTER the event	Letters of thanks should be sent out The accounts should be finalised A report/evaluation off the event should be prepared for sponsoring bodies and future organisers

The Start and Finish of the Festival

Walking festivals are usually quite informal, but it is still worth considering an opening and closing ceremony. For the opening, a short ceremony linked to the opening walk, preferably outside, to officially declare the festival open gets things off to a good start.

Make sure that the festival is making an impact in the local area. Have bunting, banners/posters etc. so that both locals and people passing through are aware that something is going on. An event to mark the end of the festival also helps. Finishing in style also leaves visitors and participants with a really good impression and looking forward to coming again in a future year.



Lewisham Walking Festival Launch

Information Point

It is important to have one point during the festival where people can get any information they may need. The following are possibilities:

- If it is a big event you may wish to set up a festival enquiry desk in a local tourist information centre, a shopping precinct, or central council offices
- Set up & run an information point (e.g. in a local hall/disused shop rented for a short period)
- As a minimum, set up a website and telephone Hotline.

In all cases, you can expect to deal with enquiries about the walks themselves, transport, meals and many other things, so staff will need to be well prepared and friendly.

Promotion and Advertising

Amongst the pieces of print you will need to produce will be an advance publicity leaflet and then a full event programme and feedback forms which should be tested before they are finalised. The advance publicity leaflet and online promotion should come out as early as possible, preferably 6 to 9 months ahead of the event and should contain:

- Date & location of the festival
- Location map
- Details of public transport in the area
- Introductory section about the festival and the area
- Outline of the programme (but not in great detail)
- Indication of when the full programme will be available.

For an example see www.southsomersetwalking.co.uk

The **full event programme**, produced if possible 2 to 3 months before the event, should contain:

- Introduction & welcome
- Full details of all walks (see below)
- Location map for all walks
- Further notes about the area
- Contact points for further information.

The detail for each walk must include:

- Date & time of start
- Location of start and (if different) finish
- Public transport information and car parking arrangements for people with disabilities
- Length of walk, both in distance and in estimated time including full access details
- Details of terrain and if any special equipment such as sturdy footwear is needed
- Brief summary of walk mentioning highlights
- Leaders' name their organisation, a contact phone number and e-mail address.

These publications are your attention grabbers, selling the festival to potential visitors, and should look as good as possible. They should preferably be professionally designed – your Council may have a graphics department which can help, otherwise use local design houses if you have a budget for this.

Include good photographs/illustrations and clear maps. Consider whether to include advertising or try for event sponsorship. Presenting the right image is vital if you want to attract people to the festival. Produce sufficient number – perhaps 10,000 advance leaflets and 8 to 10,000 programmes, and ensure that they are widely distributed to places that people will regularly go to.

Try to encourage shops and cafés to display “Festival Walkers Welcome” messages in their windows. They may even want to create a special window display. Promotional posters on buses, trains and council information boards can also be very effective, but advertising space may need to be booked up to a year in advance, and printing costs for large six-sheet posters can be very expensive.

Funding

It is important to remember that it is extremely hard to organise and fund a walking event on your own. Partnerships are an extremely effective way of bringing others' expertise into the mix and gaining funding for any event. Not all partners will be able to put cash in to any venture but their contribution may be invaluable in terms of providing free publicity or use of their database for free mail-outs etc. Potential partners (and therefore funding sources) can include:

- local authorities and council departments, including Transport (through Borough Spending Plan bids, and Good Going initiatives), Environment (Sustainable Development, Recycling and Urban Greening initiatives), Sport (including Sports Development, Active Lifestyles and Early Years programmes), Tourism and Economic Development (such as the Made in Deptford Festival which includes a number of walking events as part of a wider celebration of the area) and Leisure (Parks, Ecology, Nature Conservation/Biodiversity)
- Strategic authorities such as Transport for London. TfL can provide funding through Travel Awareness for Walk to School Weeks/Walk on Wednesday as well as EU Mobility Week or Good Going Week in September, for example.
- Private sector contractors such as those responsible for the management of open spaces or sports facilities for a local authority
- local or regional bodies involved in regeneration or open space promotion
- local development agencies
- health initiatives (either directly or through mechanisms such as joint bids for initiatives such as Health Action Zone funding)
- Primary Care Trusts, particularly where Healthy Walks schemes are in existence
- Arts groups
- Transport providers (free advertising on buses, distribution of event literature at tube and rail stations, display of posters) particularly if your literature promotes travel to and from walking events by public transport

- Town centre management bodies, Business Improvement District Partnerships and other economic development initiatives, who may be interested in contributing to a high profile launch event, or of having a walking event linked to an existing promotional programme.

Other income may be derived from a number of possible sources, including making applications for grants or brokering local sponsorship agreements. It is important to assess your eligibility for grants before making applications, as many potential funding sources have tightly defined eligibility criteria.

If you are a **voluntary group** promoting a walking event, you will need a minimum of a constitution, a bank account, and a committee in place before making a funding application to Lottery or Charitable Trust sources, for example. Similarly, local authorities may not be eligible for some community-focussed grant programmes. Many funding bodies will be expecting you to demonstrate a partnership funding contribution in place from your own organisation.

The key issue is often one of timescale - funding programmes and deadlines for applications, hearing of outcomes and completing final spend may not match those for planning and hosting your event, and you will have to reflect this in your overall planning.

Different parts of London will have differing funding sources and priorities, but the following may be helpful:

- Direct funding may be available from public agencies such as Local Enterprise Councils, Local Authorities and local Tourist Boards, either through direct grant application or as part of a competitive bidding regime
- Contributions from partners involved in the event
- Lottery - Awards for All or similar short term themed programmes from the Big Lottery Fund such as the forthcoming 'Reaching Communities' initiatives linking the promotion of well-being, health, community involvement and voluntary sector sustainability, for example, or the Parks, Changing Spaces and Well-Being Initiatives
- Charitable Trust funds, such as Bridge House Estates or similar organisations
- European Union grants, in areas that meet the programme criteria
- Commercial sponsorship, including local business support or sponsorship of banners
- In-kind support such as help with postage and print costs, or supplying free literature and maps
- Programme and/or event site advertising.

If the festival is being funded by public agencies, it should not necessarily be expected to break even. Benefits that accrue can come from:

- Greater awareness of the area from visitors
- Income going to local shops, restaurants etc
- Capturing a database of actively interested people for future events
- Providing an interesting and worthwhile addition to the area's event programme
- Increases in awareness of the health benefits of walking
- Increases in levels of walking in the local area
- Increased public transport use
- Public health benefits
- Promoting social inclusion.

Fixing a Budget

A budget should always be fixed before you start detailed planning. This budget will depend on how much income you think will be available, and should include a sensitivity analysis and a contingency sum. The “expenditure” column of a Walking Festival’s accounts might contain some, or all, of the following items:

- Print (design costs, publicity leaflets, full programmes, other guides)
- Promotion and marketing (including distribution of print, event signage and any direct advertising taken)
- Launch, Finale and Programme Events, including any costs for equipment or marquee hire,
- Evaluation and Post Event Activity, including any follow up events with walk organisers,
- Co-ordination and Administration Costs, including staff costs, postage, web site management.

It is difficult to put precise figures on what all these might cost. There are many variables:

- The number of copies, the format and the size of event literature,
- Whether some costs, such as postage for mass mail outs, can be picked up by partners?
- Whether you are intending to put on events yourself, or to rely on the input of others,
- Can you take on the organising yourself or do you need assistance? Does the organiser need a fee – and so on?

However, it should be possible to organise a good festival lasting a week for around £25,000. You can always spend more if you have it, on marketing and promotion, for instance, but if you are looking for a round budget figure, £25,000 should be adequate. A weekend festival will cost less, not necessarily in proportion, because you still have to produce the print and publicity material, but £15,000 is a reasonable figure for a two- or three-day event.

For a festival lasting a week, your £25,000 might break down roughly as follows:

- Publicity, Printing and Promotion £12,500
- Launch, Finale and Programme Events £ 5,000
- Evaluation and Post Event Activity £ 2,500
- Co-ordination and Administration Costs £ 5,000.

Don’t forget that you will have the ability to match these costs to your available resources, if you are planning at an early stage, and to seek partner contributions to cover some aspects. It is also important to be realistic – you may not be able to have a high profile launch or finale event, for example, if funding is tight, but it is important not to cut costs on publicity and promotion as these will be pivotal to the success of your event.

Appendices

Appendix 1: Extract from Lewisham Walking Festival 2003 Evaluation Report

Thoughts for the Future: Hints for Running a Community-led Walking Festival

The undoubted success of the first Lewisham Walking Festival in 2003 demonstrates that there is considerable community and partner interest and support for future events. The key issues for any future event are discussed under the following sections.

The Sponsoring Organisation

Although a tremendous amount of networking and mutual benefit has been achieved over the past twelve months by the Steering Committee members, this by itself is probably not sufficient to take on the challenge of meeting the objectives without a stronger member/supporter base and active input. The challenge therefore is to raise the profile of the organisation and to expand upon the numbers of volunteers who can commit to taking the work of the Forum forward – easier said than done, but critical to the successful delivery of any future Festival, and essential to the development of a legacy programme to sustain the profile of the organisation between major events.

Corporate Identity

The Lewisham Walking Forum does not currently have any legal or corporate status, being an un-constituted group of like-minded interests. Some good work has been done in terms of setting objectives, which should now be built upon through to the adoption of a model constitution and nomination of key players to take a role in the development of the organisation and the planning of future events.

The suggested way forward for the Lewisham Walking Forum to achieve some form of corporate identity is to join or become affiliated to the Lewisham Environment Trust or a similar charitable body:

The Lewisham Environment Trust is a Company Limited by Guarantee, set up to promote and improve the built and natural environment in Lewisham. In exchange for an annual membership fee (currently £10), corporate members enjoy the benefits of:

- event public liability insurance cover
- access to local information
- networking with organisations involved in similar endeavours in Lewisham
- having funds administered from the LET account on their behalf

The LWF will therefore be seeking affiliation to the LET in the near future.

Event Management – Key Issues to Address for a Future Walking Festival

- ❑ **Co-ordinator or Organiser? There is a difference in roles and expectations!**

The current resources of the Lewisham Walking Forum are not sufficiently robust to take on the organisation and delivery of a Walking Festival without further support, whether voluntary, paid, or a mixture of both. Thought needs to be given to the role expected to be performed by any external person, and to the availability of resources, both financial and administrative, needed from the Walking Forum to support the Co-ordinator / Organiser. Resourcing of external support in either role should also be a significant consideration – the previous Co-ordinator committed in excess of 200 hours to the project in the two months leading up to the Festival, plus a further 80 during and immediately after the Festival.
- ❑ **Need a Treasurer from LWF or LET to take financial control**

As the Forum and the Festival grows in complexity, there is a clear need for a dedicated resource to undertake financial management of the Forum's resources and any expenditure relating to the Festival, both for practical reasons and to be able to provide accurate feedback to funding partners. This should not be the sole responsibility of any external support i.e. a Co-ordinator, in order to preserve a separation of responsibility and accountability. In reality this aspect should be approached as a joint initiative to ensure that the managing body of the Forum has a clear overview of its finances, and that Festival spending decisions are taken in the knowledge of available resources, whilst still enabling decisions to be taken swiftly.
- ❑ **Need more LWF/other involvement in core tasks such as publicity distribution and a more effective mechanism – to avoid patchy cover across the large borough**

The Forum needs to build on and utilise those who have shown interest in its work to assist in core tasks especially publicity distribution, which is time-consuming yet essential to achieving the wider aims of the Forum and Festival. Use of existing groups and initiatives such as the Lewisham Street Leaders scheme should be developed as part of event pre-planning, plus existing networks such as Voluntary Action Lewisham/Volunteering Lewisham.
- ❑ **Need to get participating organisations on board early – pre-Christmas??**

Many local organisations plan their annual programme of events before the year-end, therefore it makes sense to consult with them for ideas before their programmes are finalised, if the time is available. It is also desirable to nominate a link person to develop and maintain contacts with local and like-minded organisations – there are still groups within the borough that the Forum has not made contact with, but again, this needs time and energy to seek out and build these essential relationships.
- ❑ **Need to budget for a professional designer and get on board early and resource adequately**

Good publicity material is essential to raise participation, through the use of a professional designer, if resources are available – estimate £3000 - £4000 for a quasi-commercial rate. As a minimum, professional input would be desirable for the production of the main Festival Programme, and ideally to produce a 'corporate suite' of publicity materials badged for the Forum and building a clear identity, including a distinctive logo.

- ❑ **Need to keep the contact database updated/added to – need an admin input from LWF**

Communication will be simpler if the Forum maintains and expands the embryonic database drawn up during the Festival, but this needs a resource to take responsibility for its management. This should also include operating within the terms of the Data Protection Act – this can be most easily achieved through the use of an ‘opt in/opt out’ question to all those currently on the mailing list, and on future ‘sign up’ sheets.

- ❑ **Someone needs to be identified to lead and chase on all areas of PR and Media Liaison**

Good media coverage, as with good publicity design and distribution, can lead to greater participation in events and knowledge of the objectives of the Forum. Ideally a volunteer is needed to manage all aspects of media liaison, to build working relationships with all facets of local media i.e. radio, press, web sites and other organisations and their publicity opportunities.

- ❑ **Need more multicultural representation and themed events to engage more with different cultures, and with young people**

Lewisham is a very diverse area comprising an eclectic mix of cultures, many of whom may not be attracted by traditional walking activities. There are opportunities to develop a wider range of activities to embrace this cultural diversity and promote the message of the Forum, but again this would best be considered through the nomination of a representative with cultural responsibility to build links with traditionally ‘hard to reach’ groups and individuals.

Some events in the Festival programme were themed around encouraging young people to walk more, but this area remains a great challenge, particularly if the ‘walking ethos’ is to be promoted from an early age. The Forum needs to think what else it can promote to engage with young people, particularly young teenagers, and perhaps nominate a link person to take on this activity.

- ❑ **Need a high profile/keynote event such as a Walking Street Carnival!**

Any Festival benefits from having a high profile or keynote event – such as an Opening Ceremony, Celebrity Visit, or one thing that forms the pinnacle of its activity. One option could be to develop a modest Walking Street Carnival, with noise, colour, and mass participation to attract strong media coverage and public awareness. From practical and safety considerations any such event should initially take place in a predominantly traffic-free area or public open space. Any event such as this may well require a dedicated co-ordinator.

- ❑ **Need to use the resource of the website more proactively**

The Forum has a valuable tool in the website, but its value will only be as good as its input. Somebody is needed to take responsibility for the regular submission of content, to broaden its range through hyperlinks to and from other websites, and to promote its existence.

Summary of Key Tasks and Suggested Responsibilities

From the Forum – 10 people needed

Treasurer/Financial Controller
Publicity Distribution
Partnership Links
Administrator/Database
PR and Media Liaison
Cultural Outreach
Young People
Keynote Event
IT Liaison including website updating
Floating Responsibility – to plug the gaps

Short Term Retainer

Graphic Designer
Co-ordinator

Conclusion – a daunting list, but achievable if the tasks can be allocated to individual LWF members, with an overall Co-ordinator to pull the event together. This will be a key aim of the Lewisham Walking Forum, one that we can work towards in the future.

Courtesy of the Lewisham Walking Forum/ Lewisham Walking Festival Steering Group

Appendix 2: Green Chain Walking Festival Event Evaluation Form
Courtesy of The SE London Green Chain Project Office

Green Chain Walking Festival 2005 Event Assessment and Feedback Form		
Name of event		
Time	Date	
Venue		
Organiser		
Contact Point (address / tel. no. / e-mail):		
Estimated Number of Participants - Total	Male/Female	under 12
Age range		
Publicity you produced for event (please attach examples)		
Your assessment of your event (who took part, how successful was event, was publicity effective, suitability of venue, problems, did participants enjoy it, would you do it again, any lessons to be learned etc. Many thanks for your help.)		
Participant Feedback (any positive or negative comments made by those who took part, quotes are particularly useful)		
Please return to The Festival Co-ordinator by 31st July		

Appendix 3: Sources & Contacts

In addition to other references that appear in the guide itself, the following sources may be of help to when planning a walking event:

- Transport for London - www.tfl.gov.uk – tel: 020 7222 5600
- Highways Agency - www.highways.gov.uk - 08457 50 40 30
- 2005 Green Chain Walking Festival Guide – <http://www.greenchain.com>
- 2005 Lewisham Walking Festival Programme - <http://www.lwf.org.uk/2005.pdf>