



Audience Travel Plan

Action Plan

This section will help you develop an Action Plan and devise activities for attendees and other groups. For examples of actions delivered in other Audience Travel Plans, please see the Case Study section.

What's an Action Plan?

The Action Plan is at the heart of your Audience Travel Plan. It's your blueprint for action and will be highly personal to your organisation and event or venue. However, every Action Plan should include a mix of internal actions (across multiple departments) and activities with external stakeholders.

Partnering with other organisations will give you maximum purchasing power and economies of scale when, for example, negotiating discounts or revising bus service routes with bus operators.

Key recommendations

- ★ **Categorise actions** – for example, around different modes of travel, different audiences, or based on your overall objectives.
- ★ **Roles and responsibilities** – be clear on who will lead on implementation and distinguish between responsibility and accountability.
- ★ **Timescales** – for every action include key milestone dates. Some measures, for example, implementing closed roads, cycle parking, and promotion of sustainable modes can be implemented in the short-term as quick wins. However, some measures e.g. implementing a car parking permit system and changes to infrastructure, can be seen as longer-term aspirations and worked towards over time.
- ★ **Investment** – it's important to attach at least an indication (high / medium / low) on resource requirements (both upfront and on-going) associated with each measure and potential sources of funding across partners. Always use 'investment' rather than 'costs', to embed the idea that resources allocated are a contribution towards a goal of sustainability.



A phased approach

For ease of management, and to establish some quick wins, we recommend starting with lower-cost measures that optimise the use of existing travel options. Avoid getting bogged down by more challenging tasks, such as introducing new public transport services. Prioritising actions also ensures the right measures are in place at the right time.

For example, by the time tickets for an event go on sale, it's vital attendees can easily find basic information and advice on transport options on the event website and in ticket fulfilment communications. This can be general information early on, becoming more detailed as the event nears. Meanwhile, the focus on establishing the operational measures – such as new Park and Ride, additional shuttle bus – can continue.

Please see our Action Plan Prioritisation Matrix and criteria for further guidance.

Optimising existing travel options

In the initial phase, focus on simple, low-cost measures such as:

★ Stakeholder engagement

Coordinating with stakeholders such as local authorities and transport operators to deliver a consistent and comprehensive message about travel options is a cost-effective way to enhance the spectator experience

★ Marketing and communications

Prioritise efforts to make sure event goers are fully informed about the existing sustainable travel options available. A quick review of the event's website, social media channels, and ticketing emails can ensure consistent, easy to understand travel information is communicated

★ Journey planning

Ensure you are using the best approach to spectator journey planning. For example, double check if by encouraging use of GoogleMaps spectators are missing out on temporary services you have for your venue/event such as shuttle buses.

★ Fan activations

Engage spectators directly through fan events and roadshows, which can promote active and sustainable travel modes.

The Six Key Areas

1. Marketing, communications and engagement
2. The role of journey planners
3. Enhancing active and sustainable travel facilities and services
4. Managing vehicle use
5. The use of incentives and spectator activations
6. Planning for those with specific accessibility requirements



1. Marketing, communications and engagement

The Customer Journey

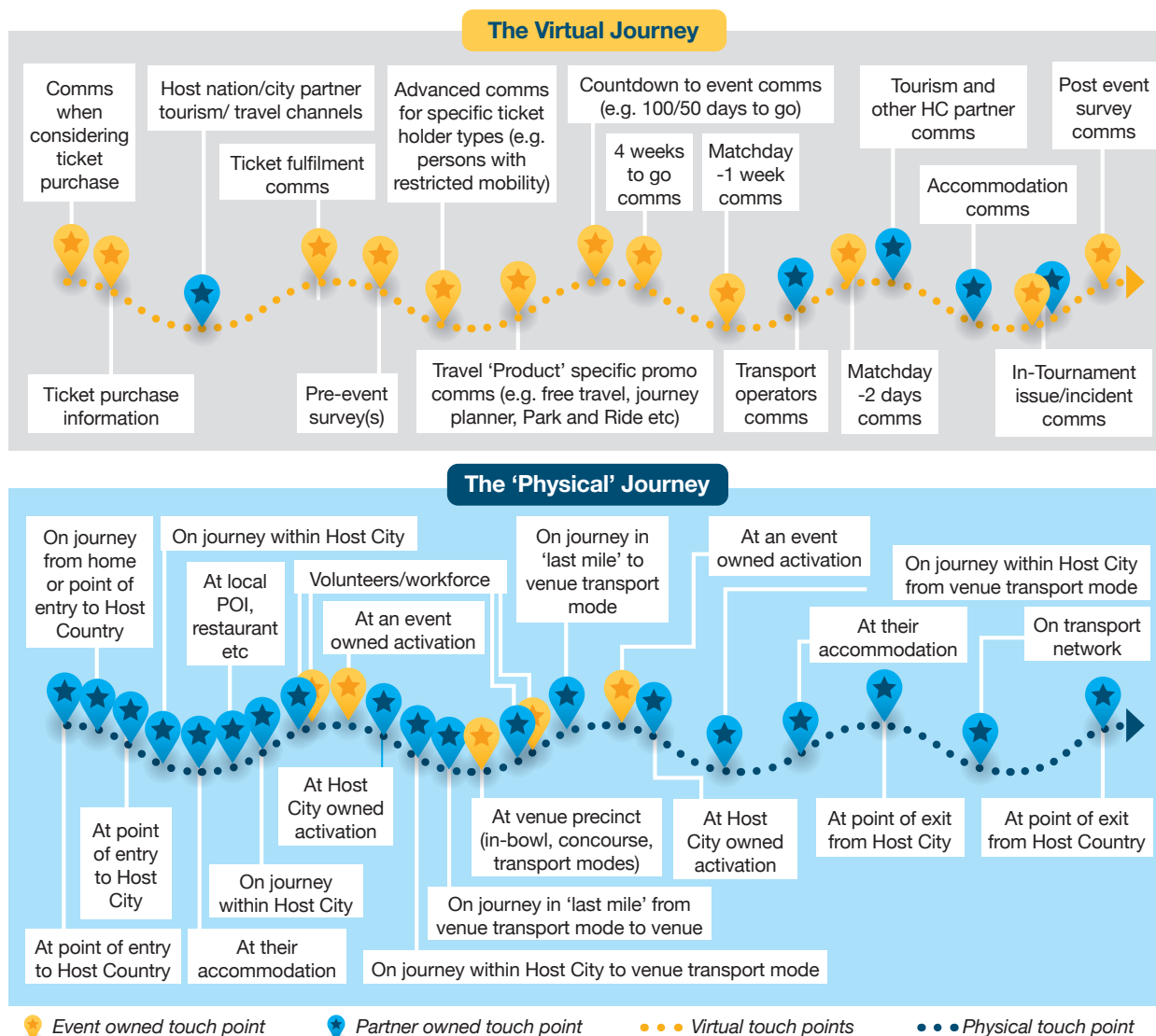
The Customer Journey is central to any marketing strategy and campaign. For our purposes, we will henceforth refer to it as the Audience Travel Journey.

This journey starts the moment someone purchases (or considers purchasing) their ticket for the venue or event in question, the contemplation period (in terms of “How do I get there?”) between then and when they start their journey, their physical trip to the venue and event (which may include an overnight stay) and their return journey home (which again could be on the day of the event or a following day).

The Audience Travel Journey has two elements to it. The first part has ‘virtual’ touch-points – this is where digitally provided travel information and advice are engaged with. The second has ‘physical’ touch-points – this is where the actual physical experience (including things such as quality of bus and rail travel, location of walking routes and physical provision of travel advice and information) come into play.

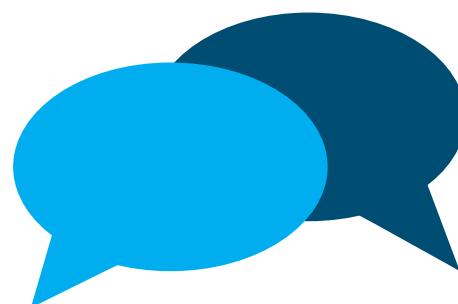
To maximise the impact of communications throughout the Audience Travel Journey, you might want to consider the following stages.

The Audience Travel Journey



Development of core narrative and key messages

In collaboration with your partners, develop a clear transport narrative and key messages. Keep these simple and clear. List variations for each event. Partner buy-in means you can align and amplify your messages.



Content and channel planning

Identify which communication channels are at your disposal - everything from social media to outdoor advertising (Including public transport and high street advertising) commercial radio campaigns.

Digital and online communication

Utilise online platforms to provide clear travel guidance and ensure early engagement with the ticketing provider for the venue/event.

On the day of the event, real-time communications can be used to address any incidents or changes as they occur.

Digital and online communication channels can include:

- ★ Dedicated travel and transport CRM emails.
- ★ Bespoke notifications via a venue or event app.
- ★ Single source of travel and transport information on your website.
- ★ Incorporate engaging creative on travel and transport within your social media plan.
- ★ A bespoke journey planner.

Content within digital and online communications could include:

- ★ Integrated travel information in the ticketing process (when people are most engaged) promoting dedicated coach travel, shuttle buses and public transport links.
- ★ Maps showing the venue, walking and cycling routes, and nearby transport hubs (could be incorporated onto website, or emails for example).
- ★ Social media posts could promote sustainable travel options and incentives, such as car-sharing, VIP access for sustainable travellers, or prize draws.
- ★ Social media platforms could showcase sustainable travel ambassadors to help promote greener travel behaviours.
- ★ Use storytelling to highlight real audience members who are making sustainable travel choices. Emphasise collective action, showing that small, individual changes contribute to meaningful progress. Create a narrative that aligns the event's values with the community's goals.



Physical communication

The use of physical communication for spectators usually begins within the host town/city (or country, depending on the nature of the event) and to/from the event/venue and then on the return exit point from the host town/city (or country).

Physical communication ensures spectators have access to clear, timely travel information throughout their journey, supporting smooth transit and encouraging sustainable choices. Key elements could include:



- ★ Digital screens on buses, trains, and trams can offer live updates on services, routes, and journey times, helping spectators make informed decisions while traveling to and from the venue or event.
- ★ Provide travel information in hotel lobbies, local accommodation, and restaurants, including printed materials or QR codes for easy access to transit schedules and travel advice.
- ★ Install additional information boards or temporary signs at key locations like Park and Ride facilities, transport hubs, and pedestrian zones to assist with crowd flow and provide real-time information.
- ★ Deploy interactive information points at major transit hubs or event sites where spectators can check travel updates, find routes, or get assistance.
- ★ Using in-venue communication such as in-bowl screens, digital signage and public address systems to deliver real-time updates, emergency instructions and directional guidance.
- ★ Signage or staff / volunteer helpers along walking routes, cycle paths, and shuttle pick-up points should be clear and strategically placed to guide spectators, highlighting sustainable travel options and the shortest routes to the venue.
- ★ For the journey home, display where and as often as possible, exits for specific transport providers, timetable information (If possible, display on digital screens next to the main stage / score board as example).

The media

It's often a good idea to develop partnerships with local media, including radio. Radio offers a great way to reach the travelling public with news and travel bulletins.

Engaging and creative activations and use of ambassadors

Where possible use athletes/big name participants as ambassadors for your campaign.

See the **Case Studies** section for examples of successful marketing campaigns.

Research backed insights

The Centre for Climate Change and Social Transformations (CAST) has conducted valuable research on how to influence spectator travel choices, offering key insights for event organisers and venues. Their full report emphasises the importance of communication strategies that go beyond data and numbers. Instead, they advocate for storytelling and collective action to inspire behaviour change. Here are some of their top recommendations:

★ Amplify human stories

Instead of focussing solely on statistics, tell stories that resonate with your audience. Show examples of real people (such as other spectators) making positive travel choices and ground these stories in shared values.

★ Promote collective efficacy

Highlight what we can achieve together, rather than what individuals need to sacrifice. By framing sustainable travel as a collective, solutions-focussed effort, spectators feel empowered to be part of a larger, positive movement. For instance, when communicating sustainable travel goals, emphasise how the combined actions of all spectators can significantly reduce the event's carbon footprint.

★ Focus on fairness and feasibility

Fairness is a critical component when encouraging behavioural change. At a time when many people face financial pressures, it's essential that any travel-related ask feels reasonable and achievable. Making the low-carbon option the most convenient, affordable, and obvious choice can go a long way in driving behaviour change. For example, offering discounted public transport tickets or prioritising parking for car-poolers are effective strategies.

★ Leverage the power of audiences

Events provide a unique platform for inspiring large-scale change. Your audience is not only a group of individuals but a collective with the potential to influence wider social norms and transport policies. By encouraging your attendees to engage with sustainable travel options, you can also build partnerships with local authorities and transport providers. Moreover, live event organisers can collaborate with other local events and use their combined cultural, social, and economic influence to push for better infrastructure and policy support. This collective advocacy can create long-lasting benefits for both the event and the local community.

2. The role of journey planners

Many people plan their journeys using mobile apps like Google Maps, Apple Maps or services like Citymapper. However, when temporary travel solutions such as event-day shuttle buses or Park and Ride services are in place, these options might not appear on standard platforms.

To address this, it's strongly recommended a bespoke journey planner is developed, tailored specifically for event spectators. The cost isn't prohibitive and can be offset through partner and sponsor deals.

A high-quality audience journey planner should offer features such as the ability to optimise routes based on criteria like speed, cost, and convenience, while also allowing for preferences like avoiding specific areas or selecting arrival times. Depending on your location, you might promote free planning tools or integrate widgets into your event or venue's website.

Alternatively, journey planning software can be procured to prioritise non-car modes and collect valuable travel data.

Please see the **Why a tailored journey planner?** guidance for a list of the benefits.



3. Enhancing active and sustainable travel facilities and services

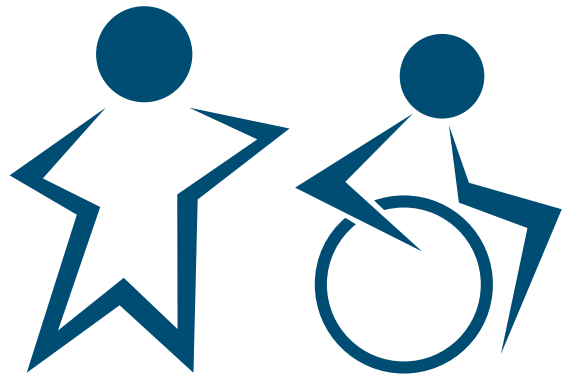
Providing accessible and appealing active and sustainable travel options is essential when encouraging attendees to consider alternate travel modes. Delivery of these will be the responsibility of several partners and organisations. Identify what's needed, where, how and when, backed up by data and modelling if available. Share and discuss at working group meetings.

Key considerations are:

Walking and wheeling

Promoting walking and wheeling (for mobility devices like wheelchairs or scooters) can help reduce vehicular congestion and improve crowd flow near the venue.

Key routes should be well-signed (including travel time) from transport nodes, such as bus stops and train stations, with clear, accessible paths. Ensure these routes are safe, well-lit and direct.



Consider deploying stewards or temporary pedestrian management solutions. Key to the success of a welcoming environment for pedestrians is bringing walking routes to life through use of fun, engaging activations, use of volunteers and imagination! A good case in point are venues that use local artists to create wall murals on the routes between train stations and their entrances. Engaging with the local tourism agency and local authority arts and culture teams is worthwhile in this respect.

The local transport authority can develop signage and a wayfinding plan for your venue/event that ensures clear (permanent or temporary) signs between key transport nodes, points of interest and entrances to the venue. And, in the case of larger venues, within the venue itself.

Provision of cycle and e-mobility facilities

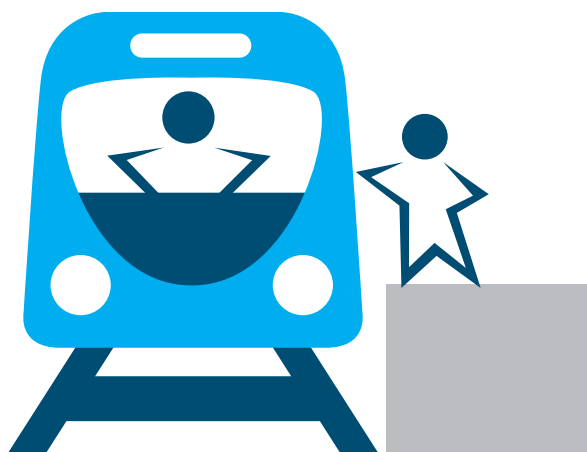
Facilities that support cyclists and e-mobility users, such as e-scooters or e-bikes, should be readily available at key locations around the venue or event. As mixing large volumes of pedestrians and cyclists can be unsafe, establish the safest location for parking bikes and scooters. You may need to create secure cycle parking, as well as e-bike or e-scooter charging stations.

The local transport authority is a good source of support and advice on the provision of infrastructure for these modes of travel. Increasingly there are also private operators of e-scooter and e-bike schemes who can be engaged with on partnerships. There are also often community cycle groups willing to lend support.

Public transport optimisation

Public transport is the backbone of sustainable travel to and from events. Work closely with local operators to ensure timetables align with event start and finish times.

Dedicated coaches, shuttles or buses, with pre-arranged pick-up points from key spectator catchment areas and to specific pick up and drop off points around the venue or event, are an effective solution to manage large crowds.



Managing public transport demand

Anticipating attendee demand on public transport is critical to prevent overcrowding and ensure a smooth travel experience. Investigate the possibility of allowing spectators to reserve seats on longer-distance train or coach services, particularly if such options are typically unavailable. This can improve confidence in using public transport and allows operators to monitor demand and adjust capacity.

Creating a safe active travel environment

The period immediately before and after an event inevitably sees high volumes of pedestrians circulating between the venue and their inbound or outbound travel. This is often called Zone X or the Last Mile.

It's recommended that traffic management measures include road closures. Choose the location of bus passenger pick up and drop off areas where it's safe and convenient. But minimise walking distances to these 'load-zones' unless crowd dispersal is an objective.

Whilst recognising the pressure to return local roads to normal after an event, ensure that attendees have sufficient time to vacate the area – this includes preventing vehicles leaving nearby parking for a minimum amount of time after an event. Spin this positively by encouraging car users to spend time in the venue or local area before heading to their vehicle.

Low emissions vehicles

Do what you can to influence the type of vehicle being used to ensure it is the least carbon producing option available.

4. Managing vehicle use

An Audience Travel Plan should be pro-choice and not anti-car. Implementing the measures listed below can drive significant behaviour change:

Car sharing

Reduce the number of vehicles and allow attendees to connect with others by offering a car sharing platform.

Find out if one already exists in the area (via the local authority) or whether something more informal can be adopted through soft promotion of sharing lifts with friends. If a bespoke platform is to be procured, it should be integrated into the wider comms plan with the use of incentives to promote uptake (e.g. have car share parking spaces in convenient locations).

Car sharing should always be promoted, particularly if park and stride/ride is one of the travel options for the venue/event, making use of the communication channels listed above, with potential incentives for participants to encourage uptake.

Park and Ride or Park and Stride

For some users, the car will remain the most viable transport option. In these cases, park and ride or park and stride helps to reduce congestion around the event venue. Promote permanent Park and Ride solutions within the area or create temporary pop-ups.

Park and Ride sites should be located strategically on major routes, with frequent shuttles or designated walking routes to the venue. Park and Stride locations should be accompanied by high quality walking routes.

Increasingly, Park and Ride is also taken to refer to situations where individuals can park their vehicle and swap to a bike/scooter for the final leg of the journey; in which case there should be suitable facilities and routes available.



When communicating this option ensure the following are clear:

- ★ Parking and bus stop locations (on a venue map).
- ★ The start and end time of the operation.
- ★ How to pay and what it costs.
- ★ Time it takes to get between the parking area and the stadium.
- ★ Availability of EV charging.
- ★ Any restrictions on parking (e.g. no overnight parking).

Include Sat Nav and what3words in communications to help with journey planning (if you have no bespoke journey planner). Often it makes sense to encourage car users to 'follow local signs' and not to follow automatic route guidance once they get to an area, as temporary road closures may not feature in Sat Navs.

Time-based charging booking tools

Introducing time-based, charging booking tools for parking allows for better management of the flow of vehicles - reducing congestion, optimising space and ensuring a satisfactory customer experience. This system encourages spectators to arrive during off-peak times, easing pressure on infrastructure and reducing emissions from idling vehicles.

Time slots could be linked to other travel modes, promoting the use of sustainable alternatives by adjusting available parking times.

EVs and charging infrastructure

Supporting the use of electric vehicles (EVs) can also contribute to sustainability goals. Park and Ride sites and other event/venue related parking for spectators, including blue badge parking areas, can be equipped with EV charging stations; incentivising spectators to use electric vehicles.



Clear communication about available charging points will be critical for planning trips, particularly for attendees travelling longer distances, and locations can be integrated within any bespoke journey planner.

Leveraging disincentives

Disincentives such as parking restrictions and surcharges can further encourage the shift towards sustainable modes of transport. Implementing higher parking fees or limiting access to accessible users only can deter spectators from driving directly to the venue.

Additional measures could include time restrictions (limiting parking duration to discourage long stays and promote turnover) and surcharges for low-occupancy vehicles.

Care should be taken not to inadvertently activate overspill parking onto nearby streets. Integrating your plans with that of the local authority in connection with any controlled parking zones is key.

Communicating that an event or venue has 'no parking at or nearby' is also key. Taxis, private hire and on demand services.

If other aspects of your plan are going well, it's likely that demand for taxis, private hire and on demand services will reduce. It's still worth identifying a dedicated drop-off and pick-up area for these services and working with the operators to ensure compliance.

Attendee drop-off and pick-up

Some events drive a higher instance of this practice (e.g. concerts with artists aimed at the younger demographic). There's a balance to be struck between managing this practice and inadvertently encouraging it. Failure to do so can lead to excessive congestion.

It may be appropriate to identify dedicated drop-off and pick-up areas a suitable distance from the venue.

Motorcycle use

Have a clear position on the role of motorcycles within your overall travel policy, including the identification of suitable parking locations.



5. The use of incentives and activations

To influence travel behaviour, the combination of incentives and disincentives (the 'carrot and stick' approach) is a well-proven method. By tapping into human psychology, this approach can create change when applied thoughtfully.

Ensure that the marketing and communications plan makes attendees fully aware of these incentives. Below are key strategies to engage audiences and drive sustainable travel behaviour:

Public transport (and cycle/scooter hire) ticketing

In return for free advertising at your event/venue, the public transport operator may offer free or discounted travel to event goers. A helpful tip for partnering with public transport operators is to offer ticket holder data. This allows operators to more accurately predict passenger volumes.

Cycle / scooter hire ticketing

As above, and where facilities exist, it may also be possible to enter into arrangements on ticketing with local cycle/scooter hire operators.

Carbon-busting platforms aligned with gamification

Carbon-busting platforms play a crucial role in incentivising sustainable spectator travel by encouraging individuals to make greener travel choices, helping them to understand the tangible results and rewarding their efforts. They can provide innovative, user-friendly ways to reduce event-related carbon footprints. Such as real-time feedback on emissions and personalised recommendations, and rewards for sustainable travelling.

Loyalty schemes

By rewarding spectators for choosing low-carbon travel options, loyalty programs can help reduce congestion and promote active travel and use of public transport. Key strategies include:

- ★ Partnerships with local businesses: collaborating with nearby food and drink establishments to offer discounts for spectators arriving by public transport or active travel.

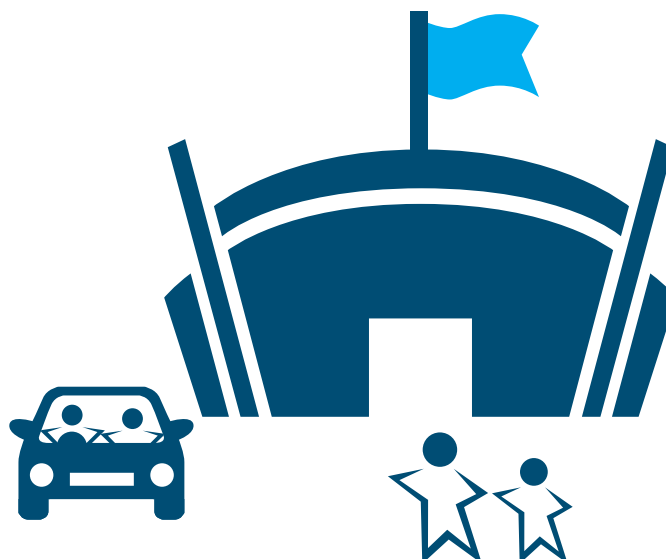


- ★ Exclusive perks: those who choose low-carbon travel options can be rewarded with special privileges such as early entry, VIP passes, or priority parking.
- ★ Higher occupancy vehicles: vehicles carrying more passengers can be rewarded with reduced parking fees or preferential parking.

Arrival and departure times

Staggering crowd movement and reducing congestion prevents delays and long queues. Some approaches include:

- ★ Organising event or venue-based fan activations, such as games or challenges. These could also incorporate active or sustainable travel options, like ‘try an e-scooter’ experiences.
- ★ Partnering with local businesses (or collective groups such as a local Business Improvement District) to offer time-based discounts, like happy hours, to encourage early arrivals or later departures. This not only helps manage congestion but also benefits the local economy. Your local authority will be able to connect you with local business groupings.
- ★ Implementing booking tools for parking or public transport that offer free or discounted rates before or after peak times, to encourage more balanced travel patterns.



6. Planning for those with specific accessibility requirements

Ensuring accessibility is crucial for creating an inclusive and sustainable experience for all attendees. This can be achieved through the following key measures:

- ★ **Accessible travel options:** Clear information on accessible transport modes, such as nearby train and bus services, should be provided. Collaborating with transport operators is essential to ensure appropriate assistance, including help with mobility aids and any additional communication / support requirements.
- ★ **Tailored travel advice:** Attendees with additional needs require tailored advice packages. These should offer details on blue badge parking, step-free access routes, and accessible park-and-ride or park-and-stride options, ensuring smooth travel throughout their journey.
- ★ **Dedicated facilities:** Prioritising accessible features such as blue badge parking, priority EV charging stations, and assistance from staff at key transport nodes, ensures those with specific mobility and travel requirements have equitable access to sustainable travel options.

Other audiences

While the primary focus is on attendees, their sustainable travel experience can be improved by influencing local communities going about their usual, daily routines. This is often referred to as ‘managed background travel demand’ and could involve something as simple as ensuring the local community is aware of an event’s time, and where travel congestion is expected. The community can be encouraged to avoid using those modes at those times - making them more attractive for attendees.

Appendices

Action Plan Prioritisation Matrix and criteria

To ensure an effective phased approach, each action should be evaluated against specific criteria, with weighting applied according to the objectives of the event or venue as shown below.

Measure title	Resource requirement- staffing budget	Resource requirement - capital/ operating budget	Ease of delivery - Extent to which measure is in control of lead agency	Ease of delivery - Acceptability of the stakeholder/s	Ease of delivery - Acceptability of the public	Objective 1	Objective 2	Objective 3	Final evaluation score - from 1 (lowest priority to 5 (highest priority)
Weighting	1	1	1.5	1	0.5	1.5	1.5	1	
	Resource requirement: scored from 1 (high) to 3 (low). 0 represents n/a		Ease of delivery: scored from 1 (low) to 3 (high). 0 represents n/a			Likely impact on overall TDM objectives: scored from 1 (very ineffective) to 5 (very effective). 0 represents n/a			
Fan focused TDM Measure: Delayed fan arrivals and peak egress management									
Park and Ride booking tools (timed slots)	2	2	1	3	2	5	5	5	3.4
Transit booking tools	3	2	1	3	3	5	5	5	3.7
Venue timed entry slots	2	3	1	2	1	5	5	1	3.0
Near venue entertainment	2	2	2	3	3	3	3	1	3.0
Journey planner default arrival times	3	2	1	2	3	5	5	4	3.5
Discounts/loyalty	3	2	2	3	3	4	4	3	3.6
Campaign messaging	2	2	3	3	0	2	3	5	3.7

Common criteria include:

1. Resource requirements: Actions that require fewer financial or human resources can be given higher priority. Low-cost initiatives such as enhancing communications around sustainable travel options can often lead to significant improvements without heavy investment.
2. Ease of delivery: Simple, deliverable steps, such as reviewing existing communication platforms or engaging with stakeholders, should be prioritised. These are often quicker to implement and less likely to face operational challenges compared to more complex changes like new bus routes.
3. Alignment with event-specific goals: Weighting should also reflect objectives specific to each event or venue. For example, if a key goal is reducing traffic and parking congestion, actions that drive the uptake of existing active and sustainable modes will be prioritised higher than those addressing convenience improvements.
4. Impact on sustainable travel goals: Consider the potential for each action to advance sustainable travel behaviours. For example, leveraging marketing strategies to promote active travel modes or implementing spectator engagement platforms can produce early, tangible benefits.

Why a tailored journey planner?

1. Enhanced spectator experience

A bespoke journey planner can significantly improve the spectator experience by:

- Alleviating the stress of navigating an unfamiliar area with tailored, real-time travel routes from 'front door to front row' and back again.
- Diverting spectators away from known travel bottlenecks, reducing inconvenience.
- Offering personalised information, ensuring spectators feel supported and well-informed.
- Enabling seamless purchasing, booking, and activation of travel tickets where applicable.
- Catering to spectators with specific accessibility needs, such as step-free routes or blue badge parking.

It also helps regular visitors adjust their travel habits if special arrangements are in place, guiding them towards preferred options that may differ from the usual.

2. Supports environmental sustainability

The key advantage of a bespoke journey planner is its ability to prioritise sustainable travel modes. It can offer low-carbon travel plans and calculate the carbon footprint of each journey. Given the increasing focus on Scope 3 emissions (which includes spectator travel), organisations are expected to monitor and manage these impacts. A journey planner can also serve as a carbon monitoring tool.

3. Operational benefits

A custom journey planner can help ensure smooth event operations by:

- Assisting with managing spectator arrival and departure times to avoid congestion.
- Directing users to transport modes and routes with lower demand.
- Communicating real-time updates on travel disruptions or event-specific information.
- Providing event organisers and venues with advance data on spectator travel patterns, helping to shape transport planning and messaging.

Relying on general journey planners can risk exacerbating operational challenges, as they might not reflect event-specific transport measures, leaving organisers with limited control.

4. Commercial opportunities

A bespoke journey planner can also support commercial objectives:

- Spectators can be routed past key points of interest (POIs), such as merchandise stores or sponsor activations.
- It can guide spectators to partner locations, like fan zones, restaurants, or bars.
- The planner itself can include sponsorship opportunities, such as pop-up ads or geo-targeted messaging from event partners.

These features could make the development of the journey planner an attractive sponsorship opportunity, particularly for partners with environmental goals.

5. Reputational gains

Combining these elements helps demonstrate a commitment to sustainability, spectator experience, and community impact. With 76% of sports audiences now motivated by environmental concerns, brands that align with these values are likely to see enhanced reputational benefits.