



Audience Travel Plan

Enhancing spectator and audience travel

Guidance for representative bodies and government agencies active in the sport, entertainment and cultural sectors

A five-point plan

Modeshift's Spectator and Audience Travel Guidance is mostly directed at single venues or those running a moderately sized event. Recognising that there is a case for national and international governing bodies and rights holders, major events organisers, operators of multiple venues and local and national government agencies to take greater responsibility in this space, we have set out this 5-point plan to support these organisations.

Not all elements will be relevant to all, this should be considered as a framework for application; guidance you may wish to pass on to those you represent or are trying to influence.

It should be read in conjunction with other elements of Modeshift's Spectator and Audience Travel Guidance.

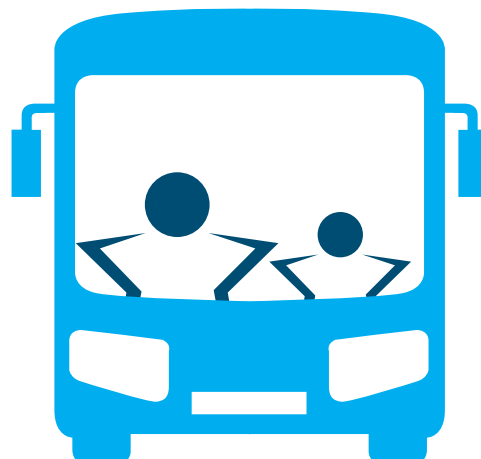
1. Getting Started

Have an Audience Travel Plan and supporting governance

The relevant agency should be encouraged to develop an Audience Travel Plan drawing on advice in Modeshift's Spectator and Audience Travel Guidance. It should be distinct from other operational aspects like logistics, VIP travel, participant travel and so on.

Leadership and clear communication are essential but avoid accusations of greenwashing. It is legitimate to have a stated aim of wanting to activate sustainable travel behaviours for audiences even if at the outset there is no strategy or plan in place.

Clarify who should lead on developing an Audience Travel Plan. Ensure the Plan is elevated beyond being a pure operational matter. Position it as central to spectator experience, commercial opportunity and beyond. Foster collaboration by being clear, where you can, that a venue or event should have a designated spectator/audience travel lead.



Depending on the organisation in question, key considerations include:

1. Can event locations or scheduling be influenced to ensure quality travel options?
2. What's the stance on including public transport in event ticket price or offering discounts on public transport to ticket holders?
3. What's the parking policy for the venue/event?
4. How will travel for those with restricted mobility be managed, ensuring sustainable options are appealing?
5. What minimum expectations will be set for ensuring operational travel information is communicated to the public?
6. Are there any sustainability policies already in place that any spectator travel policy should align with?

If you are a local authority or other government body, be very specific on the expectations you have in relation to spectator and audience travel and apply these either to established events and venues or those that may be seeking to locate in your area.

Encourage participation in relevant accreditation schemes. Set aspirational targets for reducing emissions from spectator travel and increasing the use of active and public transport.

2. Assess the situation

Act to develop strategic tools and alliances

Many venues and events often duplicate efforts, creating spectator travel tools or negotiating with transport operators from scratch.

The following may not be relevant to all situations but can be considered as a guide – for instance, you could:

- a. Form alliances with public transport operators, on behalf of those you represent or are aiming to influence, to leverage the power of collective bargaining.
- b. Explore sponsorship deals with eco-conscious partners for travel solutions on behalf of those you represent or are aiming to influence.
- c. Provide an environment where it's possible to collaborate in bidding for funding or grants, when capacity at any one event or venue to do so may be limited.
- d. Develop centralised resources applicable across multiple venues and events in your jurisdiction, such as:
 - ★ A unified spectator journey planner.
 - ★ Corporate car-sharing platforms.
 - ★ Single fan engagement carbon and travel platforms.
 - ★ Advocating one carbon emissions calculation tool for spectator travel.
 - ★ Developing standardised communications toolkits for conveying travel advice to the public
- e. Add gravitas by lobbying/advocating for enhancements in spectator travel provision locally and nationally.



3. Action Plan and Target setting

Offer practical guidance on how to create an Audience Travel Plan

There are some straight-forward steps to take to help those you represent or engage with in developing an Audience Travel Plan for the venue(s) or event(s) in question. It's recommended that you encourage the following as applicable:

- The creation of a Audience Travel Plan Statement that could flow from what already exists.
- The use of the Modeshift Spectator and Audience Travel Guidance offering practical hints on developing a plan for spectators.
- To take up membership of Modeshift and/or other related organisations to give access to knowledge sharing and training opportunities.

Importantly, also encourage them to engage and network with their local authority sustainable transport team, local transport operators, others in their area who are in a similar sector or neighbouring organisations who might also be looking to tackle the subject.



4. Actively support those you represent in their efforts

Again, depending on your circumstances, it's vital that leadership and support is shown to those you represent or engage with. There are several ways in which you could embed the right ethos:

- Encourage knowledge sharing within and between different parts of your organisation.
- Actively encourage your organisation to learn from others in your sector and beyond.
- Celebrate success across specific venues, events and so on – for example, actively encourage your people to enter the annual Team Modeshift National Travel Awards or those of the British Association for Sustainable Sport (BASIS).
- Where knowledge or capacity is lacking, consider developing a directory of specialists to offer support and advice. Many international governing bodies now have expertise in place to support those delivering specific events.

Above all, aim to create a culture where there is no such thing as failing to deliver quality audience travel outcomes. Rather one where everyone can learn from being able to share their experiences.

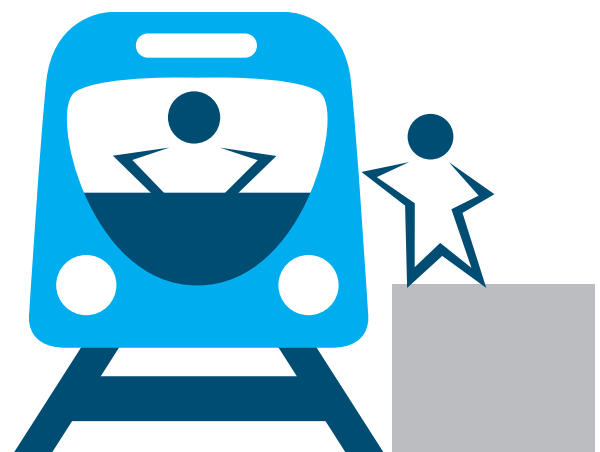
5. Monitoring and Sharing Success

Monitor, learn and evolve

No matter where you, or those you engage with, are in relation to managing spectator and audience travel, we recommend a clear approach to monitoring progress.

In this respect it will be important to:

- Regularly check in to see how delivery of any policy, framework or strategy is progressing.
- Ensure there is a system in place to capture the lessons learnt within your own jurisdiction and share those internally. Similarly, to observe lessons learnt from those around you and do the same.



- c. Highlighting successes will be key and as noted earlier, be sure to celebrate them where you can. In addition, capturing and learning from those successes is also an important part of continuous improvement which should not be overlooked.
- d. The process you have in place should incorporate identifying areas for improvement and building a culture which values sharing learnings from ‘the good, the bad and the ugly’.
- e. Avoid the trap of being seen as a ‘cosmetic exercise’. Why not consider seeking support from independent bodies (including Modeshift) to review how things have gone and to provide an honest, transparent and constructive stage to the process.



Get involved

At Modeshift we see an opportunity for an ongoing focus group of representative bodies in the sport, art and live entertainment sectors. This would support the evolution of our STARS programme and we welcome expressions of interest in this. Please contact us via the website.