



Audience Travel Plan

Getting Started

Discover the key steps you need to take at the outset, to ensure your Audience Travel Plan is simple to implement and bound to succeed.

Identify your stakeholders

First, be clear about who is responsible and accountable for the development, delivery and monitoring of audience travel and transport for a venue or event.

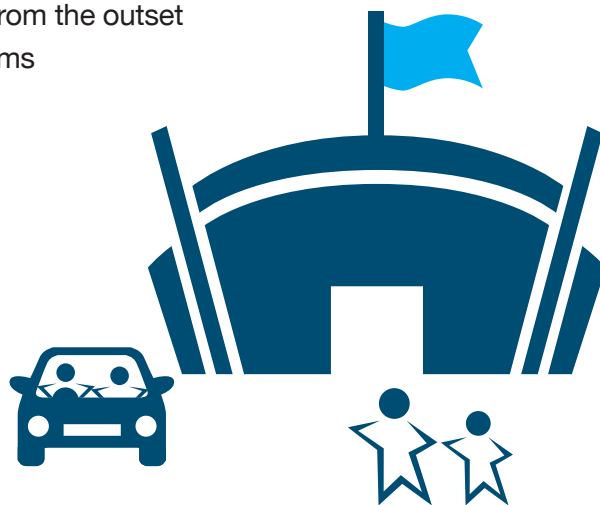
We recommend that you:

- ★ Ensure senior level endorsement and involvement from the outset
- ★ Map out your key stakeholders, individuals and teams
- ★ Identify their roles to form a working group
- ★ Create 'terms of reference' for the working group.

Internal Stakeholders

It's important to secure senior level support before proceeding further. Give one senior member of staff a defined set of responsibilities including:

- ★ Providing strategic oversight of your Travel Plan
- ★ Signing off on strategies, procedures and policies
- ★ Conducting periodic reviews
- ★ Acting as advocates for sustainable transport.



We recommend you establish an internal working group, which could include an assortment of the following roles:

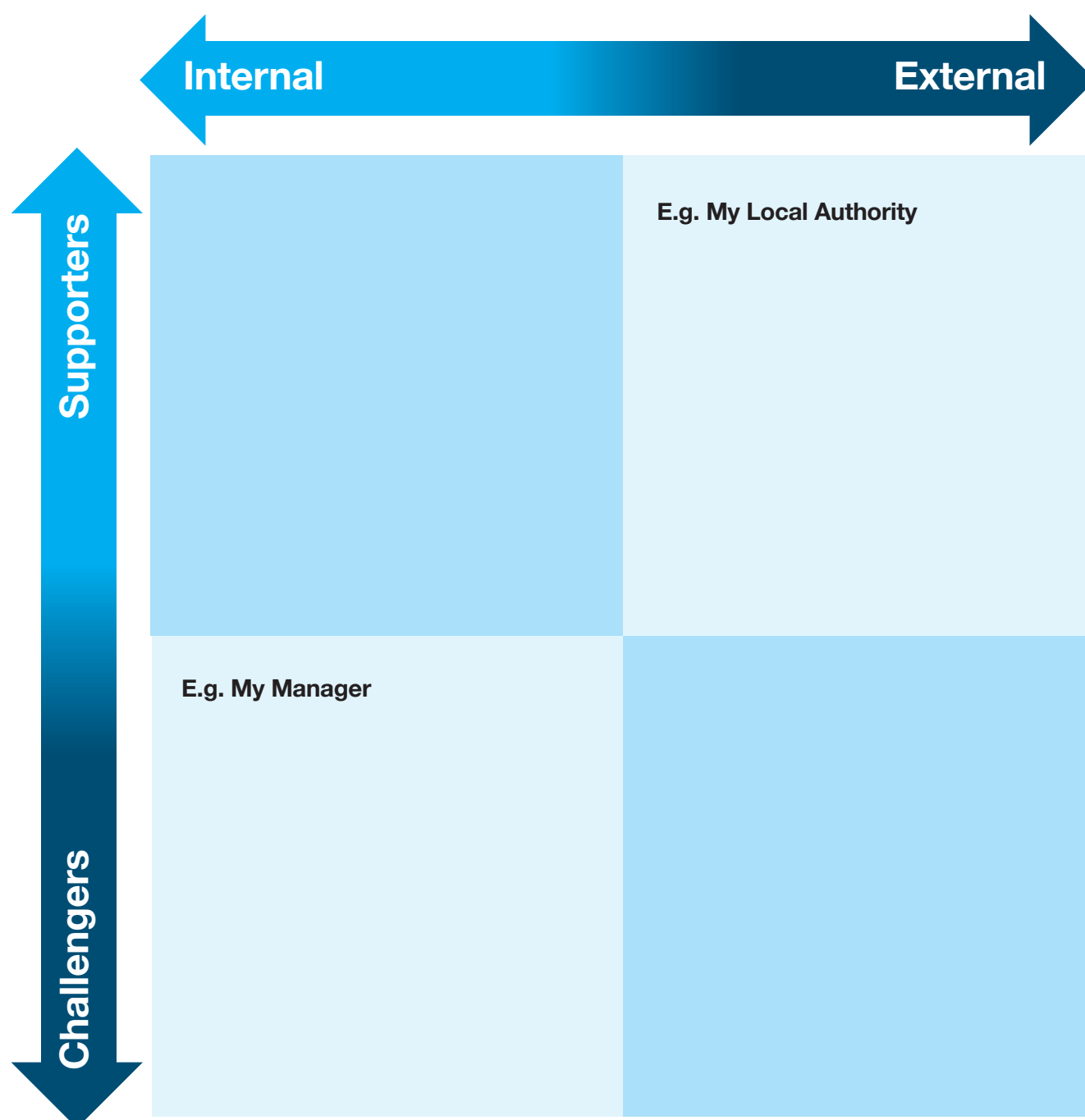
- ★ **Venue or Event Travel Lead:** Overall responsibility for the planning and coordination of audience travel policies and interventions
- ★ **Transport Working Group Champion:** The overall chair or sponsor to give high level support
- ★ **Head of Sustainability:** Ensures joined-up working across other policies and areas
- ★ **Head of Operations:** Ensures the plan is deliverable and integrated with the operations of the venue/event
- ★ **Head of Marketing and Communications:** A crucial role, as effective communication to attendees is critical to the Travel Plan's success.

Other examples of roles to consider include the Facilities Manager, and representation from HR, Finance and IT.

External Stakeholders

Usually, some form of Transport Working Group is established across a range of internal and external stakeholders. You may already work with several key stakeholders. As you proceed, you may identify new stakeholders/partners to work with, including the highway authority, the local police force, spectator groups or clubs, public transport operators and more. If you're not sure where to start why not reach out to Modeshift? We may have good contacts within the local authority who can point you in the right direction.

To help you work with stakeholders, a mapping exercise may be useful. The following infographic can help you plot your stakeholder network, and identify those individuals or stakeholder groups that can support, or hinder, your Audience Travel Plan.



Set up your working group

With your stakeholders identified, it is recommended that you set up a working group that meets regularly to oversee the implementation of your Audience Travel Plan.

The working group should identify and fulfil all tasks in your Travel Plan, share decision making, raise risks and issues, and support the day to day management of the Travel Plan. Your group should ensure your plan remains on schedule, and any issues or blockers are removed.

Organisational buy-in

It's vital that there is organisational buy-in.

Whether that's within every part of your organisation, or across partner organisations including local authorities, transport operators and beyond. For many, the benefits to the environment should be sufficient to win the case.

However, there are many ways to make the case for an Audience Travel Plan as the benefits are numerous:

The customer/fan experience case

Countering fans' anxiety about missing the start of an event or leaving early to avoid busy transport; garnering positive feedback from attendees; enhancing the overall experience of attendees.

The commercial case

Key arguments to make are: potential loss of revenue due to attendees being stuck in traffic; the green investment opportunities available; considering whether car parks could be repurposed to reap more profit.

The operational case

Shifting spectators to more sustainable travel options could: reduce congestion and improve traffic flow on event days making for smooth ingress/egress; create easier access for emergency and event services.

The reputational case

Avoiding negative stories around transport congestion, the impact on the community of congestion, lack of sustainable travel options and more.

The environmental case

Consider the reduction in carbon footprint which could be achieved by encouraging sustainable modes of travel (e.g. public transport, cycling, walking); the long-term environmental impacts of reducing car use; partnerships or certifications available if the organisation addresses sustainable travel.



Define your Travel Plan's Aims and Objectives

What is the purpose of a Travel Plan for your site? The key to success is making the higher purpose of the Travel Plan specific to your site.

The aims and objectives should be co-developed across the working group(s) and may evolve as you get to know more about the target audience, the physical site-specific arrangements and so on.

Your Travel Plan Aim should be an overall goal or purpose that defines a site-wide commitment with support from staff and the wider community, that will make the journey to your site healthier, safer, and more inviting.

When setting your Aim, think about:

- ★ What is the purpose of your Travel Plan?
- ★ What are the main benefits it will bring to your site?
- ★ What are you trying to achieve?

Your Aim must be specific to your site.



With your Aim set, move on to define your Objectives. These should be brief descriptions of how the Travel Plan Aim is going to be fulfilled. Consider:

- ★ Which travel modes will you focus on and what approach will you take?
- ★ What types of activities will you deliver?
- ★ What knowledge, skills, or understanding do you want to get across to your community?

Include business and local area objectives, and consider aspects such as your organisation's environmental plan, local council transport strategies, policies of event rights holders and partners.

Develop a clear Audience Travel Plan Statement

To build support and ensure the success of your Audience Travel Plan, it's important to spell out your organisation's policy. This can be a Word document, a page on a website, as well as something printed to be displayed in an office. You will find an example 'Audience Travel Plan Statement' in the appendices at the end of this document that you can adopt and adapt for your organisation.

Understanding funding options

While we recommend that in the early stages of Travel Plan development the focus should be on aspiration and vision, it's good to bear in mind the range of funding options available. These include: government grants; local authority initiatives; research grants (such as Innovate UK); governing bodies and associations in the sports sector; commercial sponsorship; marketing 'Contra' deals (in return for access to marketing opportunities within an event local transport operators will enhance services or offer spectator ticketing deals); and funding from the Arts, Culture and Tourism sectors.

Appendix

Audience Travel Plan Statement: Example content and structure

1. Introduction

- (NAME OF SITE) is committed to enhancing journeys made to and from our venue, in turn promoting sustainability and minimising our environmental impact.
- This Audience Travel Plan Statement outlines our dedication to enhancing customer experience, managing audience travel demand, lessening the impact on our community, and supporting local economies through sustainable transportation practices.

1.1 Policy purpose

- This policy is intended to: (examples)
 - make travelling to our venue easier for our spectators.
 - reduce background travel impacts by, for example, encouraging a reduction in the volume of business travel, supporting low-carbon approaches to travel for our community.

2. Scope

- This Policy applies to (LIST WHO THIS APPLIES TO – i.e. SPECTATORS, STAFF...)
- It is intended to cover the whole spectator/audience travel experience from the point they purchase a ticket to the moment they get back home after the event.

3. Travel and transport options

3.1 Active travel:

- STATE YOUR POLICY ON WALKING, WHEELING, CYCLING, AND SCOOTING i.e. We encourage walking for trips under 3 miles to our site and under 10 miles for cycling.
- WHAT PROVISIONS HAVE YOU MADE FOR ACTIVE TRAVEL?

3.2 Public transport:

- STATE YOUR POLICY ON PUBLIC TRANSPORT – i.e. We encourage the use of public transport, such as buses, trains and rail for travel to our site.
- WHAT PROVISIONS HAVE YOU MADE FOR PUBLIC TRANSPORT – i.e. SHUTTLE BUS.

3.3 Car sharing:

- STATE YOUR POLICY ON CAR SHARING – i.e. We promote car sharing among individuals travelling to our venue.

3.5 Electric vehicles:

- STATE YOUR POLICY ON EVs – i.e. We support the use of electric vehicles (EVs) and strive to provide adequate charging infrastructure on our site.

4. Travel reduction:

4.1 Reducing travel distances

- STATE YOUR POLICY ON, for example, the use of live screenings of away matches in your stadium to minimise need to travel or positioning fan zones in the community to encourage walking and cycling rather than spectators having to travel by car or public transport to a central location.

5. Monitoring and reporting

- STATE YOUR PLANS TO MONITOR AND REPORT. i.e. In accordance with the (INSERT NAME/ORGANISATIONS) Audience Travel Plan, we will work with our travel management

services provider to continuously improve the collection and quality of data on fan travel. We will utilise our existing journey planning platform to track and report travel-related data, including the number of trips, mode of transportation used and associated carbon emissions.

6. Implementation and review

- The Statement will be implemented by the (INSERT NAME OF DEPARTMENT)
- STATE WHO WILL BE RESPONSIBLE FOR ENSURING COMPLIANCE
- Progress towards achieving the identified commitments will be communicated to (INSERT WHO i.e. all relevant stakeholders).
- A summary of the (ORGANISATION'S) environmental sustainability performance will be included in the annual reports.
- This Statement will be reviewed annually.