

Matchday Travel Own Goal?

TPS Bursary Paper

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1 INTRODUCTION

- 1.1 Over the course of the 2007/8 season almost 30 million people travelled to watch all of the league football matches played in England - an average of roughly 700,000 people each week of the season.
- 1.2 Coordinating travel for supporters attending league football matches should theoretically be straightforward. Anywhere between 5,000 and 90,000 people are all trying to arrive in the same place, at roughly the same time, to attend the same event. Added to which, football supporters tend to demonstrate more determined travel behaviour patterns when compared, for example, to the commute to work. It is not uncommon for supporters to overcome significant barriers to go and watch their team play.
- 1.3 Despite these seemingly perfect conditions for the localised provision of effective public and sustainable transport options for supporters, the availability of adequate matchday travel services for football supporters has generally lagged behind the trend for newer, larger stadia. We have managed to deliver effective public transport capacity at major sites like the new Wembley Stadium, and no doubt will deliver on a similar scale for the London 2012 Olympic Games. Yet we are failing to provide sustainable journey options for a significant proportion of supporters every week of the league football season.
- 1.4 With no apparent end to the boom in interest in sport in general, and football in particular, the need to deliver effective matchday travel solutions is growing. This paper draws on the available body of research evidence to posit that, by largely ignoring the matchday travel needs of football supporters, our local authorities, transport operators, football league associations and their constituent clubs may all be missing out on significant opportunities to grow their revenues, improve local transport options on both matchdays and non-matchdays and promote sustainable travel messages to a much bigger crowd.

“Some people think football is a matter of life and death. I don't like that attitude. I can assure them it is much more serious than that.”

**Bill Shankly
Liverpool Manager 1959-74**

2 DEFINING MATCHDAY TRAVEL

- 2.1 Matchday travel refers to the trips undertaken by football supporters wishing to access venues at which live football matches are taking place. In this paper I have sought to explore the issues surrounding: the provision of sustainable matchday travel options; the travel needs of football supporters; and the importance of supporting sustainable travel, to football stadia in the context of the rise in interest in football over the last 20 years.
- 2.2 Whilst acknowledging the inevitable similarities between the behavioural patterns of supporters travelling to football matches and those attending rugby or cricket matches, I feel it is important to consider the user-needs of each set of supporters individually. Aside from travelling in significant numbers to attend a live event which is being staged at a large venue, the needs and expectations of an individual travelling to watch a tennis tournament, for example, are likely to differ from those of a football supporter. Similarly, the user needs of 'football supporters' should not be considered homogenous (nor those of supporters/spectators attending other sports/events). This concept is explored in more detail in section 4 of this paper.
- 2.3 Previously published literature uses terms which make more generic reference to the planning of transport for sporting events, such as 'Stadium Travel Planning' and 'Event-Based Travel Planning'. In the context of my interpretation of travel to football matches, matchday travel is one strand of these more general concepts.
- 2.4 As such, the term 'matchday travel' is the best definition with which to develop my ideas for planning, supporting and delivering sustainable travel options for people travelling to live football matches. Below I have defined the terms 'Matchday Travel', 'Matchday Travel Planning' and 'Matchday Travel Plan', along with clarifications of other common terms used throughout this paper:

Matchday Travel:	Trips undertaken by supporters and spectators wishing to access venues at which live football matches are taking place.
Matchday Travel Planning:	The process of catering for the needs of football supporters and spectators wishing to access venues at which live football matches are taking place. In the context of climate change and the carbon constrained future we currently face, this is optimally achieved through the provision of packages of measures which promote sustainable modes of travel. These measures include infrastructure improvements (e.g. new public transport stops/services, cycle lanes/stands) and information and marketing activities to raise people's awareness of the full range of travel options available to them.
Matchday Travel Plan:	A document which sets out a strategy for promoting sustainable modes of travel for supporters and spectators attending live football matches. Being readily implementable and evidence-based, a successful matchday travel plan will seek to achieve stated objectives through the setting of targets aimed at reducing the percentage of trips to football

	matches which are made by supporters
Sustainable Modes of Travel:	Alternatives to travelling on your own by car, which include: walking, cycling, all public transport modes and car sharing.
Smarter Choices:	Techniques for influencing people's travel behaviour towards sustainable modes of travel such as walking, cycling, public transport and car sharing (DfT, 2005).

3 THE MATCHDAY TRAVEL CHALLENGE

3.1 Appendix B to this paper sets out the context from which modern day travel to football stadia has emerged. The swift transition of the sport of football, and the size and quality of the stadia in which league matches are played in the 19 years since the Hillsborough disaster is nothing short of remarkable – a 60% rise in total league attendance figures in the 19 years since the 1988/89 season (see Table 3-1).

Table 3-1: Total aggregate attendances at league football matches 1948/9 – 2007/8

Season	Premier League / Division 1	Football League / Divisions 2-4	Total	% Change*	Average Weekly Attendance**
2007/08	13.7m	16.2m	29.9m	+1.4	687,356
2006/07	13m	16.5m	29.5m	+1.7	678,161
2005/06	12.9m	16.1m	29m	-0.7	666,667
2004/05	12.9m	16.3m	29.2m	+0.3	671,264
2003/04	13.3m	15.8m	29.1m	+2.8	668,966
2002/03	13.5m	4.9m	28.3m	+1.4	650,575
2001/02	13.1m	14.8m	27.9m	+7.3	641,379
2000/01	12.5m	13.5m	26m	+2.4	597,701
1999/00	11.7m	13.7m	25.4m	+0.4	583,908
1998/99	11.6m	13.7m	25.3m	+36.8	581,609
1988/89	7.8m	10.7m	18.5m	-24.5	425,287
1978/79	12.7m	11.9m	24.5m	-16.7	563,218
1968/69	14.6m	14.8m	29.4m	-12.5	675,862
1958/59	14.7m	18.8m	33.6m	-18.6	772,414
1948/49	-	-	41.3m	-	949,425

* Percentage Change on previous row, Source: www.footballeconomy.com

**Total attendance divided by 43.5 (average number of games played per season)

3.2 The surge in interest in watching live football, and the resulting increases in the capacities of football stadia, has mirrored broader changes in the way we travel and the consequential growth in roadspace and car parking capacity. Figure 3-1 encapsulates this transition:

Figure 3-1: Matchday Travel Then and Now



- 3.3 L.S. Lowry's depiction of Bolton Wanderers fans *'Going to the Match'* at Burnden Park, in 1953, contrasts sharply with the queue of cars trying to get into Watford at 7:00pm on a Wednesday evening for 7.45pm kick off during the 2006/7 season. These two images present the scale of the modern day challenge facing land-use and transport planners, transport operators and local authorities trying to catering for matchday travel demand.

The Challenge for Transport Planners

- 3.4 For transport planners the key challenge is how to satisfy the demands of anywhere between 5,000 and 90,000 people in order that they may converge on one venue, for a pre-determined kick-off time, before all exiting simultaneously at the end of the match. This basic challenge has been further complexified by:

- ❑ The changing demographic of football supporters resulting from the development of covered, all-seater stadia and use of less hostile, approaches to crowd control which have created a more family-friendly atmosphere in many stadia;
- ❑ Football clubs increasingly drawing their support from more affluent middle class social groups, heightening the use of private cars to travel to matches;
- ❑ The trend in the growth of private car use - up from 27% of all trips in 1952 when football attendances were at their Post-War peak, to 85% of all trips in 2008 (DfT 2007) – and aforementioned changes in the demographic of football supporters appear to have contributed to a greater number of people now driving to football matches than in the past;
- ❑ Many stadia not being designed for accessed by car and, based in urban areas, have limited parking. The net result is that most stadia are now synonymous with traffic congestion, parking chaos and local disruption on football matchdays.
- ❑ The growing catchment areas of clubs' fan-bases which has been fuelled by cheap air travel, growing European football competition over the last decade and the high profile currently enjoyed by English league football on an international scale;
- ❑ The televised broadcast of live football matches which impacts upon the scheduling of football matches and the travel plans of supporters attending matches. This is particularly apparent on weekday evenings, when fans arriving at stadia often need to travel during the PM commuting peak. Saturday lunchtime, Saturday evening and Sunday afternoon kick-off times offer limited alternatives to private car use, with off-peak rail service frequencies often exacerbated by engineering works.
- ❑ Increasing numbers of sporting, and non-sporting events taking place at football stadia at weekends and mid-week (London Assembly Transport Committee, 2007). Football stadia are also increasingly becoming destinations in their own right, with people visiting on matchdays and non-matchdays to go to museums, club shops, or simply take photos of the site.

"for residents it is like being under siege when Spurs play at home"

Stakeholder Submission
London Assembly
Transport Committee (2007)

3.5 On top of these challenges, Local Authority transport planners have no clear remit with which to influence the provision of matchday travel options. As such, catering for matchday travel demand, and the transport needs of football supporters, has rightly been given less priority than the delivery of effective transport networks which enable the movement of goods and people to employment, education, healthcare and shopping facilities through the Local Transport Plan delivery framework.

The Challenge for Transport Operators

3.6 For transport operators, the challenge of providing matchday travel is primarily one of resources. The provision of sufficient numbers of ‘mass transit’ vehicles to deliver the high capacity, low headway services needed to move thousands of supporters to and from football stadia appear to be widely considered ‘not economically viable’. Added to this are the organisational challenges of employing drivers for a relatively short period of time either side of kick off and the final whistle.

“The costs of operating these additional resources, plus the additional staff costs are not inconsiderable and the revenue accrued from these events does not always cover these additional costs”

South West Trains Submission
London Assembly
Transport Committee (2007)

3.7 Despite these barriers, recently built stadia such as Wembley, Emirates, The Ricoh Arena, and those currently being planned, including Brighton & Hove Albion’s new stadium, have placed a heavy emphasis upon the provision, and prioritisation of public transport modes, particularly those offering links to national rail and air connections. This certainly appears to suggest there is scope to meet the challenge of providing public transport to football matches.

The Challenge for Land-Use Planners

3.8 As shown in Table 3-2, stadium redevelopment and relocation has been one of the main consequences of the rapid growth in demand for watching live football matches and the need to convert terraced stands to all-seated facilities following the Hillsborough Disaster (Rt. Hon. Lord Justice Taylor, 1990).

Table 3-2: Growing stadium capacities at English football stadia

Club	Stadium	Year Built/ Extended	Old Capacity	New Capacity
<i>New Stadia</i>				
Chester City	The Deva Stadium	1992	< 6, 000	5,500
Millwall	The New Den	1993	20,000	20,146
Northampton Town	The Sixfields Stadium	1994	6,500	7,653
Huddersfield Town	Galpharm Stadium	1994	16,000	24,500
Middlesbrough	The Riverside	1995	18,500	35,100
Derby County	Pride Park	1997	18,300	33,597
Sunderland	Stadium of Light	1997	30,000	49,000
Bolton Wanderers	The Reebok Stadium	1997	22,000	28,723
Stoke City	The Britannia Stadium	1997	22,500	28,383
Reading	The Madejski Stadium	1998	15,500	24,161
Southampton	St Mary’s	2001	15,000	32,689

Club	Stadium	Year Built/ Extended	Old Capacity	New Capacity
Leicester City	Walkers Stadium	2002	21,500	32,500
Hull City	KC Stadium	2002	10,500	25,404
Doncaster Rovers	Keepmoat Stadium	2006	11,500	15,231
Wales	Millennium Stadium	2000	47,500	74,500
Coventry City	Ricoh Arena	2005	23,489	32,000
Manchester City	City of Manchester Stadium	2003	35,150	48,000
Arsenal	Emirates	2006	38,419	60,355
England	Wembley Stadium	2007	82,000	90,000
Redeveloped Stadia				
Newcastle United	St James' Park	2000	36,610	52,387
Fulham	Craven Cottage	2004	22,000	30,500
Charlton Athletic	The Valley	2001	15,000	27,111
Manchester United	Old Trafford	2006	68,000	76,212

3.9 A key challenge for Local Authority staff involved in Land-Use Planning and Development Control is the availability of planning guidance on the issue of stadium development. Aside from maximum parking standards for stadia, and some outline guidance in PPG17, there has been little practical information for land-use planners and development control officers on how best to manage the redevelopment or relocation aspirations of local football clubs. Given the rarity of stadium development in most local authority areas, this is likely to be a significant stumbling block for planners with limited experience of overseeing stadia projects.

3.10 Travel Plans, Section 106 Agreements and maximum parking standards of 1 car parking space per 15 seats at stadia with more than 1500 seats, are the main options open to land use planners, aside from rejecting unsatisfactory stadium developments (see Appendix B.5 for further detail). Having effectively given rise to development-led matchday travel planning (also commonly referred to as Stadium Travel Plans), these policy tools represent the main options for land-use planners in seeking to overcome the challenge of accommodating stadium development within local planning frameworks.

“Planning permission for stadia and major sports developments which will accommodate large numbers of spectators, or which will also function as a facility for community based sports and recreation, should only be granted when they are to be located in areas with good access to public transport.”
 PPG17 Sport and Recreation
 DCLG, 2002

4 MATCHDAY TRAVEL NEEDS OF FOOTBALL SUPPORTERS

- 4.1 Drawing together the readily available evidence on the matchday travel patterns of football supporters, which has been reviewed and documented in Appendix C to this paper; there is clearly a need for a more detailed understanding of the broad matchday travel needs of football supporters. Where their travel behaviour has been explored, the surveys conducted relate mainly to the site-specific needs of stadia developments rather than focusing upon the ‘whole journey’ transport needs of supporters.
- 4.2 The review set out in Appendix C of this paper shows that the travel needs of supporters travelling to watch live football are ultimately site-specific, and dependent upon the:
- ❑ individual’s own generalised views on sustainable modes of travel;
 - ❑ local transport network conditions;
 - ❑ kick-off time in relation to the hours of operation for local, and in the case of larger clubs, national transport services;
 - ❑ provision of viable local transport alternatives to driving on a matchday;
 - ❑ availability of parking at, or near to, the stadium;
 - ❑ availability of information from the club and local transport operators/authorities, and;
 - ❑ the site and situation of the stadium to which the individual is travelling.
- 4.3 Nonetheless, it is possible to identify a number of generalised needs which may be of use to football clubs, local authorities and transport operators.

Pre-Journey Needs

- 4.4 Much like the trips made by commuters to their place of work, the matchday travel behaviours of football supporters are rooted in habit, particularly for travel to home games. For many supporters, the way they travel to watch their football team can form part of the whole matchday experience.
- 4.5 From the people they travel with and the modes of travel used, to the pub they drink in before the game and who they sit next to in the stadium, football supporters appear to take comfort from their ‘matchday routine’. Such routines have been eulogised by supporters, with the most famous example possibly being the ‘Walk down Wembley Way’ which any supporter fortunate enough to experience a Cup Final will most likely remember fondly – irrespective of the result on the day!
- 4.6 Given the habit forming nature of travel to football matches, it is likely that the current pre-journey needs of many football supporters travelling to watch home matches are minimal. If, however, we begin to consider the potential for information and incentives to be used to

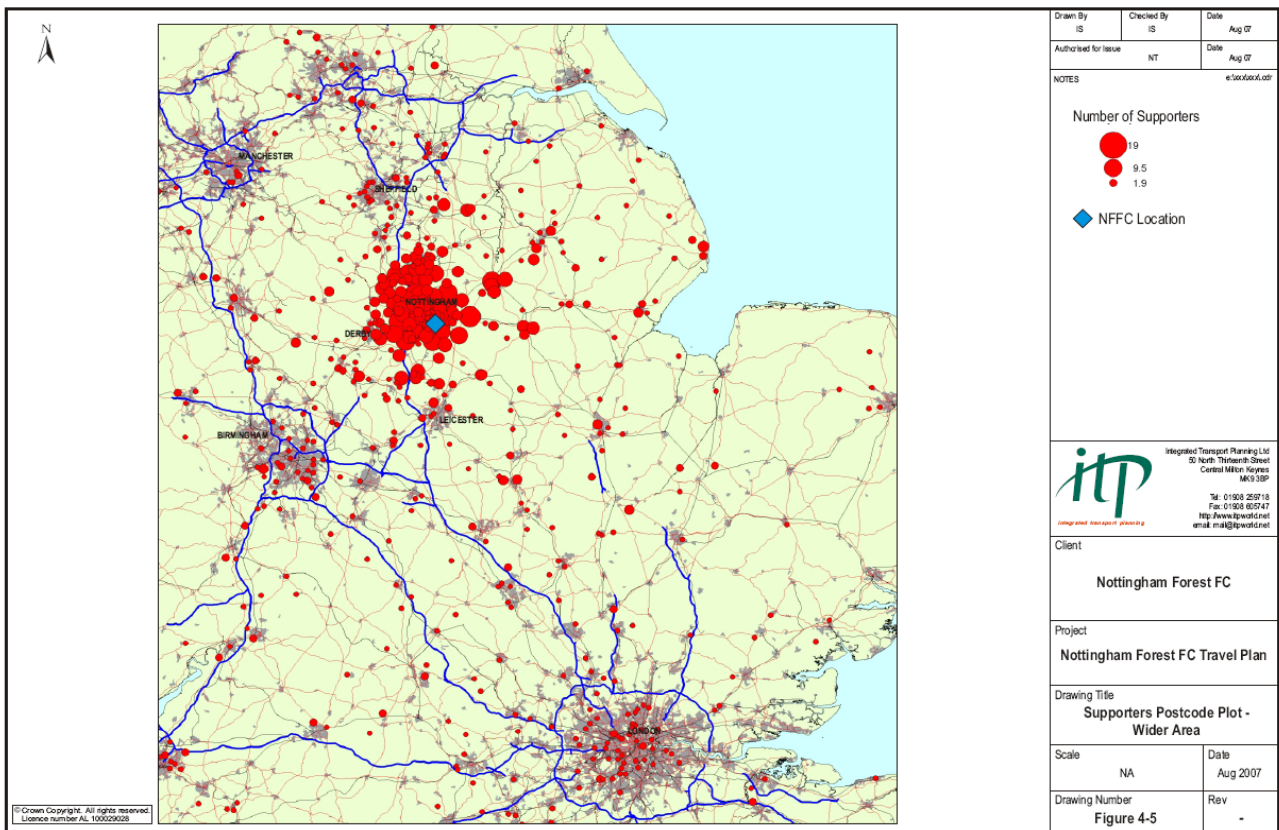
“I think the atmosphere on match-day, walking over Trent Bridge to the City Ground, is second to none. Obviously I have a long journey to get there, but my father and myself always have a great time, and no matter the result we always enjoy the experience.”

Nottingham Forest Supporter responding to a club travel survey in 2007

encourage football supporters to make Smarter Choices, then there is a considerable role for pre-journey information and assistance to support this process.

4.7 This is also increasingly important given the fact that the catchment areas of many of the UK's largest football clubs have been broadening since before the inception of the Premier League. Figure 4-1 is taken from the Nottingham Forest FC travel survey results (Nottingham Forest FC 2007) which, for presentational purposes, do not include one well known Nottingham Forest supporter who travels to every home game from Munich in Germany, and several fans who fly in from Sweden, Canada and the USA for at least one game per season.

Figure 4-1: Supporter Catchment area for Nottingham Forest FC



4.8 This clearly highlights the need to cater for both local supporters travelling to home games and those home fans travelling from further afield. As such, making high quality information available which highlights the range of transport options which operate (locally and more widely) on a matchday can be beneficial to both home and away supporters planning their journey to the stadium.

4.9 Key information requirements for supporters (Home and Away) include:

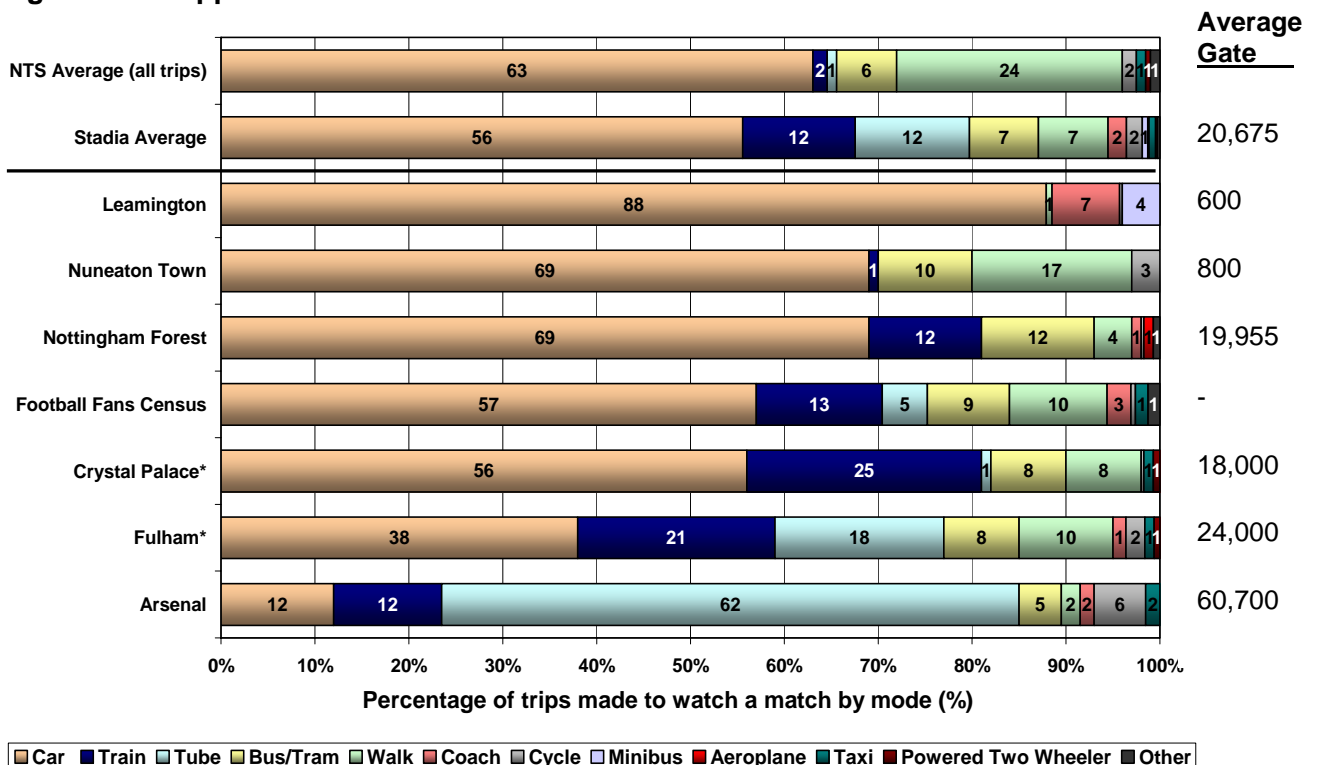
- ❑ The city/town's range of transport services/networks which operate on a matchday.
- ❑ Where local public transport services will drop you off in relation to the stadium, and where they will pick you up.
- ❑ Where supporters can interchange with national rail/air services.

- ❑ Special matchday services, such as Park and Ride, and priority parking schemes (e.g. for Car Sharers), and how they can be accessed.
- ❑ Where you can look to learn about supporters bus and coach services which may operate from your area.
- ❑ The availability of good walking and cycling links from nearby areas.
- ❑ The cost of local public transport services and special fares for matchdays.
- ❑ Where to look for information about sharing your car journey to the stadium.
- ❑ Recommended car-parking locations (for people travelling from all directions and distances).
- ❑ Places of interest around the ground, and in the nearby town/city for people travelling longer distances and wanting to combine a visit to the football with other activities.

Travelling to the Ground

4.10 As shown Appendix C, football supporters are already reasonably sustainable in terms of their travel to watch live matches. Figure 4-2 illustrates the modal share for journeys made by home supporters to watch live football matches and Figure 4-3 outlines the times they arrive at the ground prior to kick-off.

Figure 4-2: Supporter Travel Patterns to Home Matches



*Source: Fulham and Crystal Palace Travel Survey data from draft TfL Travel Plans

4.11 Figure 4-2 demonstrates that the travel behaviour patterns of supporters vary significantly from club to club. These patterns almost certainly reflect the varying sizes, and locations in relation to public transport services, of the clubs in question. Compared with the National

Travel Survey average for all trips by mode, supporter's travel to football stadia is less reliant upon the car, with significant use of national and local public transport modes (train, tram, tube and bus).

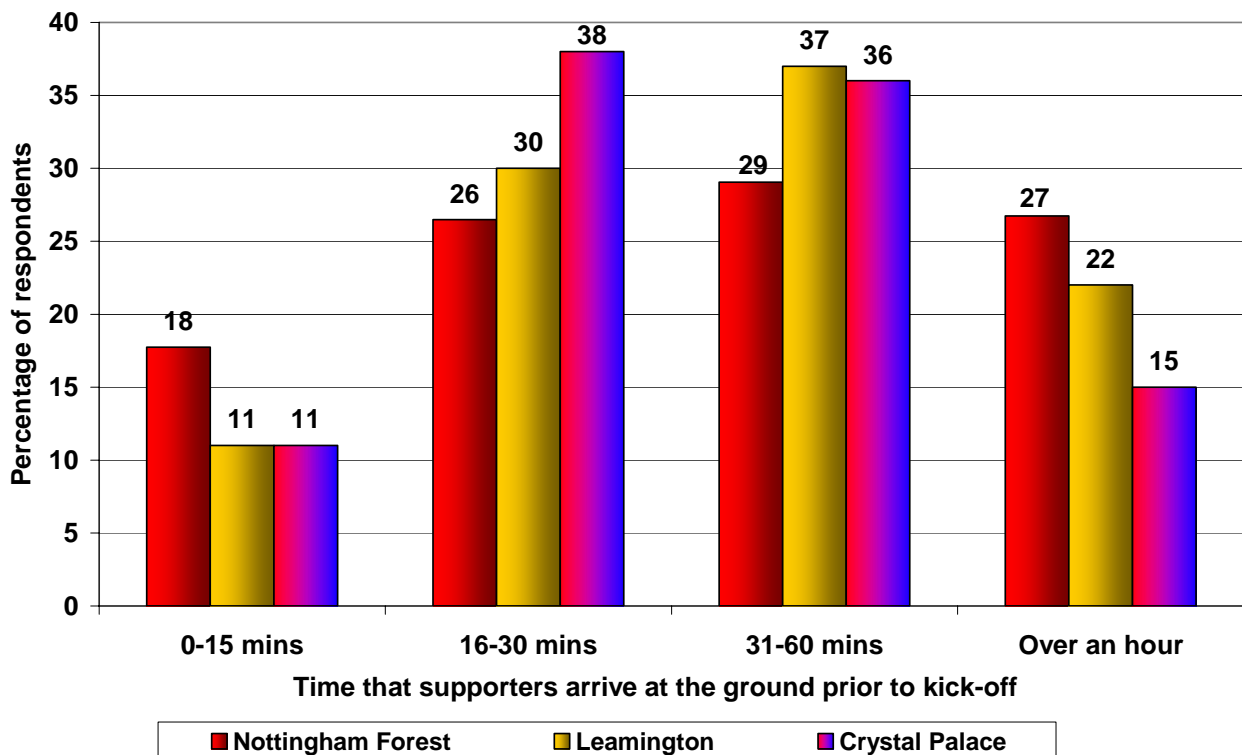
“Using public transport allows me to have a pint before the game”

Nottingham Forest
Supporter responding to a club travel survey in 2007

4.12 Figure 4-2 also emphasises the issue of scale associated with planning for supporter's matchday travel. While Leamington Football Club attracts a considerably smaller average gate than Fulham (600 compared to 24,000 for 2007/8 season), the extent of infrastructure to get supporters to the stadium, and car parking facilities at the ground, also reflect this difference. As such the modal split for supporters travelling to the stadium on a matchday reflects this. The challenge of catering for supporter's matchday travel needs is therefore equally, if not more, important for clubs playing at the lower and non-league tiers of English football, particularly given their reliance upon matchday revenue as a source of funding.

4.13 Figure 4-3 shows that the busiest period for fans arriving at the stadium, and in the immediate area around the ground, appears to be typically from 15-60 minutes prior to kick off. This is particularly the case at Crystal Palace FC and Leamington FC, although the times that Nottingham Forest supporters arrive at the City Ground are more staggered with a greater proportion (18%) arriving in the local area in the 15 minutes prior to kick-off.

Figure 4-3: Time supporters arrive at their home ground prior to Kick-Off



4.14 As identified in Appendix C, the availability of parking facilities at stadia, and in their surrounding area is also key issue for supporters who drive to matches. Street parking by supporters travelling to watch live football is a source of conflict for many clubs whose stadia are surrounded by residential or commercial properties.

4.15 Drawing on the information summarised here and reviewed in greater detail in Appendix C, it is possible to identify the following travel needs for supporters going to a game:

- ❑ A range of connected public transport services which cater for local movement to the stadium over the 2-3 hour period prior to Kick-Off, with a specific concentration of services in the period 15 – 60 minutes before a game.
- ❑ Safe, well-lit walking and cycling routes to the stadium which are clearly signed and cater for the large flows of people using them on matchdays.
- ❑ Management of the local road network in order to ensure that both matchday, and non-matchday, traffic continues to move as freely as possible and to minimise the disruption caused by the football match (e.g. through inappropriate parking/stopping).
- ❑ Meeting points where home and away supporters can congregate upon arrival at the stadium.
- ❑ Organised car parking locations for supporters travelling from all directions which are far enough away from the stadium to avoid exacerbating localised traffic congestion events, but close enough to offer convenient and rapid walking, cycling or public transport access.
- ❑ Good wayfaring and signage in the immediate vicinity around the stadium, with local public transport, walking, cycling links clearly marked so that supporters can navigate the local area with ease.
- ❑ Reception facilities at the stadium for supporter's coaches and minibuses, offering dedicated parking facilities.

[Occasionally I leave games early to] "beat the queues which go on for a good mile just to get the train home"

London Assembly Transport Committee (2007), supporter submission

Getting Home after the Game

4.16 Anyone who has witnessed supporters queuing at stairway heads within stadia will know that some people leave football matches early in an attempt to beat congestion of local transport networks and infrastructure in order to avoid having to queue up to get away from the stadium. Although the evidence base is limited (only information relating to supporter behaviour post-match is available from the Fulham and Crystal Palace draft Travel Plans reviewed in Appendix C) it is clear that supporter's act differently after a match.

Q) What would encourage you to use public transport on a matchday?

A) "Being able to leave the ground and step straight onto a bus without having to wait or queue"

Nottingham Forest Supporter responding to a club travel survey in 2007

4.17 The issue for the majority of supporters is being able to leave the stadium as quickly as possible, with much less emphasis placed on visiting local pubs, cafes or shops than prior to the game. As such, it is possible to identify the following transport needs for supporters making their way from a football match:

- ❑ Interchange facilities which provide appropriate

levels of capacity for supporters to wait safely for local transport connections (buses, trams, local rail, tube) without having to queue for prolonged periods of time.

- ❑ Reliable, high load, high frequency public transport services which can move people away from the stadium promptly.
- ❑ Effectively managed road networks which enable supporters travelling by car to return to their vehicles and begin their journey home without getting stuck in large traffic jams, or rat-running through local residential areas.
- ❑ Priority parking at the stadium, or in locations that will enable an easy exit from the match, for people sharing their car with 3 other passengers or more.
- ❑ Well signed walking and cycling routes away from the stadium which are completely traffic free, thus reducing the potential for conflict between road-users.

5 WHY SUPPORT MATCHDAY TRAVEL?

- 5.1 Catering for matchday travel demand, and the transport needs of football supporters, has rightly been given less priority than the delivery of effective transport networks which enable the movement of goods and people to employment, education, healthcare and shopping facilities. In the UK this desired outcome has been pursued by the Local Transport Planning mechanism, through which increasing weight is being placed upon the development of sustainable local transport networks and the promotion of Smarter Choices.
- 5.2 While not disagreeing with the need to prioritise the focus of transport planning upon commuter and business travel, transport practitioners appear to be missing significant opportunities to utilise the popularity of football clubs to promote and encourage the use of sustainable modes of transport – both for matchday and non-matchday travel. Similarly the football leagues, clubs, sponsors and transport operators all appear to be overlooking commercial opportunities linked to making it easier for supporters to get to games.

Meeting Football Supporters' Matchday Travel Needs

- 5.3 One of the principal reasons for supporting matchday travel is the very basic goal of meeting the transport needs of football supporters. The data summarised in Chapter 4 of this paper, along with the various quotes presented throughout, indicate that there is considerable scope to improve travel facilities which offer football supporters better alternatives to driving to matches.

[travel] “experiences this season led us to seriously consider not taking up our season tickets for the forthcoming season”

London Assembly Transport Committee (2007), supporter submission

- 5.4 As such, there is a basic duty to ensure that football supporters can access a range of viable, and sustainable, alternatives to driving to stadia on matchdays. This is important for encouraging football supporters to continue using sustainable transport modes for travelling to matches. It is also possible that by ignoring football supporter's transport needs on matchdays, and the negative user experiences resulting from this, we may subsequently be influencing how those same people choose to travel to work, make shopping trips, or access other leisure activities/facilities.

Promoting Smarter Choices and Active Travel

- 5.5 Maybe the biggest 'own-goal' in terms of not providing and promoting suitable matchday travel alternatives is the missed opportunity for making large numbers of people aware of Smarter Travel Choices and opportunities for Active Travel through walking and cycling. In this context it is worth remembering that many football supporters travelling to matches at the weekend also make commuter trips and/or trips to access education (both parents and pupils) during the week.
- 5.6 UK Local Authorities and the DfT appear to be missing a significant opportunity to engage football clubs and national league associations in what are generally lower cost, but high impact initiatives – the kind of approach mentioned explicitly in the Eddington Review (DfT,

2006). In doing so they are not tapping into the popularity of local sports teams which would enable transport practitioners to, literally, reach a bigger crowd with key messages regarding Smarter Travel Choices, sustainability, health and the environment. There are clear links between;

- ❑ Football clubs, and the sports sector as a whole;
- ❑ Community involvement and outreach projects;
- ❑ Health sector challenges such as childhood obesity, which is now considered as an epidemic affecting as many as 1 in 4 children (Bupa, 2008);
- ❑ Efforts to encourage our society to eat a healthy diet and exercise regularly. ;
- ❑ The DfT's Smarter Travel Choices agenda, and;
- ❑ Opportunities to encourage Active Travel modes such as walking and cycling.

Acting on Matchday Travel's CO₂ Emissions

5.7 It is also possible to suggest that the football leagues and clubs are missing an opportunity to gain positive Corporate and Social Responsibility by helping their supporters cut their CO₂ emissions and being a responsible neighbour to local residents. Given the amount of travel undertaken by football clubs in the UK to satisfy their domestic fixture commitments, it is probable that in the not too distant future the football leagues and their constituent clubs may be asked questions in relation to the environmental sustainability of this travel.

5.8 In preparing this paper, it was the author's intention to calculate the CO₂ emissions of stadia with different capacities and factor these according the average distance travelled by mode, prior to drawing comparisons against other trip purposes. Unfortunately this has proved to be beyond the scope of this paper, but has been included in Chapter 7 as a recommendation which could help to build a comprehensive evidence base to clarify the potential for matchday travel.

Enhancing Local Transport Networks

5.9 The scope for matchday travel initiatives to assist Local Authorities and the DfT in achieving their mutual objectives to de-congest national and local road networks and achieve improvements to public transport – in tangible terms, as well as through improved public perceptions - should be of interest to transport planners.

5.10 Delivering sustainable transport options for football supporters also offers opportunities to develop transport infrastructure for use on non-matchdays. Examples of good practice from outside of the UK (e.g. the Amsterdam Arena and Allianz stadium in Munich) and at UK stadia which have been designed to work as 'Public Transport Venues' (Ricoh Arena and Wembley) teach us that, by implementing good infrastructure for public

CASE STUDY:

Amsterdam Arena (Ajax)

- 9,000 parking spaces around the ground.
- Park for 24hrs for €7 - €14 & use Transferium to get to Amsterdam city centre
- 2 free public transport passes into the city on weekdays.
- 3,000 cycle parking spaces at the ground

transport services, it is possible to significantly reduce car-use for matchday travel. At the Amsterdam Arena and Allianz Stadium the infrastructure has been designed so it can be used on a daily basis by commuters, not just on matchdays. At these stadia, the considerable parking capacity around the grounds works as a Park and Ride into the city on non-matchdays, but operates on matchdays so that supporters use public transport, or drive, to get to the stadium.

Commercial and Economic Opportunities

- 5.11 Clubs, and indeed local public transport operators, also appear to be overlooking significant commercial opportunities arising from the provision of sustainable matchday travel options.

For the Football Clubs

- 5.12 The poor availability of transport options for supporters travelling to matches does act to prevent some people from attending matches, or from attending them as regularly as they may otherwise be prepared to (Premier League, 2007 & Football League, 2008). This indicates an obvious commercial opportunity for football clubs in that, the easier, and cheaper, it is for supporters to travel to a match, the more likely they are to attend. As such, it appears to be common sense that the promotion of improved public transport, walking and cycling options will enable clubs to grow their attendances and increase their gate receipts.

- 5.13 Visitor attraction, and retention, before and after games are also increasingly important to larger clubs seeking to increase their matchday revenues. These approaches not only have the potential to aid clubs' finances (through merchandising, betting and catering at the stadium on matchdays), but also help to lessen the size of crowds arriving at, and departing from, the stadium prior to kick-off and after the final whistle. By stemming the flow of people, particularly post-match, it is easier to manage crowds moving en-masse to local transport services and other sites in the area surrounding the stadium.

CASE STUDY:

Arsenal FC Visitor Retention At Emirates Stadium

The inclusion of a dedicated strategy to retain supporters in the Emirates Stadium once a match is over relates primarily to Arsenal FC's ambitions to grow matchday revenues through the sale of food, drink and merchandise at the ground. This also has the effect of staggering the flow of supporters leaving the ground, lessening the club's impact upon the local area immediately after a game has finished. This approach to retaining fans after the match has been successful, with between 10-15% of fans attending matches at the Emirates staying behind after the game (Islington Council, 2007).

The move to a new stadium and this approach to enhancing and extending the matchday experience has helped Arsenal grow their matchday revenues significantly. The club's financial reports published in May 2007 revealed that at the end of their first season at the Emirates Stadium, Arsenal's total revenues had grown to £200m and their matchday revenue had risen to £90.6 million, roughly £3.1m per match (Guardian, 2007b).

- 5.14 While many clubs would clearly desire being able to extend their stadium's capacity to 60,000, and sell the venue out every week, it is possible to suggest that the strategy to extend the matchday experience, through the creation of on-site bars and catering facilities

showing match highlights and rolling sports news, is transferrable to most clubs and may have a more profound impact upon the financial situations of lower league and non-league clubs.

- 5.15 As a final point, while the provision of car parking at the ground may be necessary at some stadium locations, at others it may be expensive (given city centre land values) and constrain a clubs opportunity for redeveloping their existing stadium. As such, the promotion of sustainable transport measures, and subsequent reduction in demand for car parking among supporters, can enable football clubs to maximise the value of their land, or even reduce the costs of developing a new stadium.

For Transport Operators

- 5.16 In their submission to the London Assembly research, TfL suggest that an individual's experience of travelling to and from a venue is a crucial factor in the success of an event (London Assembly Transport Committee, 2007). It is possible to extend this more widely and suggest that an individual's experience of a specific public transport service, or specific operator, is a critical factor in determining whether an individual is inclined to use that service again in the future.
- 5.17 Public transport operators appear to have been largely ignorant towards football supporters travelling to matches, with post-match travel frequently identified as a key problem for supporters (Nottingham Forest FC, 2007). Almost in spite of this, football supporters appear to demonstrate some of the least rational travel behaviour, and will often make the effort to travel to watch their team play regardless of weather, personal health, available public transport options or the cost of travel.
- 5.18 As set out in Appendix C to this paper, football supporters who travel by car to watch live football consistently state that they:
- ❑ have encountered problems with parking near the stadium;
 - ❑ are prepared to try public transport alternatives to driving to football matches;
 - ❑ view the lack of frequent, reliable, high capacity services on matchdays as barriers to using public transport;
 - ❑ are deterred from using public transport by the perceived high cost in relation to car travel, and;
 - ❑ view Park & Ride services and Car Sharing as viable modes for travelling to football matches.
- 5.19 While it is important to remember that 'football supporters' themselves do not have homogenous views or travel behaviours, it certainly appears that many would be prepared to use public transport alternatives – particularly those making local trips to stadia on a matchday. As such it is surprising that commercially focused public transport operators have not sought to cater more readily for the critical mass of supporters that travel to matches on a regular basis by improving the capacity and frequency of local public transport options on matchdays.

5.20 Should this genuinely reflect a poor business case for delivering such services, then it is also valid to question whether the clubs, or local authorities, should be supporting these public transport services in order to deliver reductions in localised traffic congestion and cater for people who suffer from 'market failure' in the provision of appropriate matchday travel alternatives to car use.

For Sponsors

5.21 Alongside the undoubted commercial opportunities for football clubs and public transport operators, the promotion of sustainable matchday travel options may also open up a new range of matchday sponsorship opportunities.

5.22 There may even be opportunities for transport practitioners to deliver improvements to matchday travel through sponsorship. A precedent has been set here by the National Express Group's agreement with the Football Association to be the official coach travel provider for the England national team and subsequent provision of a dedicated Wembley coach network serving the new Wembley stadium.

For Local Authorities

5.23 During the negotiation of planning permission for the Emirates Stadium it was suggested in the London Press that Islington Council was eager to keep the club in the Borough due to the economic impact of the club relocating elsewhere (Evening Standard, 2006). This view is backed up by research evidence which has attached significant economic value to the presence of sports teams, and their stadia.

5.24 These figures from Sport England Research (2008 – see right) present a strong case for Local Authorities in the UK to support travel initiatives to all sports facilities, including football stadia, in order to maximise the economic opportunities afforded by the national sports industry. Clearly making it easier for people to travel to live sporting events is likely to encourage greater attendances on a matchday. Looking forward, it is likely that this will be of increasing relevance to Local Authorities as the UK seeks to capitalise on the global, and local, interest in sport which will undoubtedly be generated by hosting for the London 2012 Olympic Games.

CASE STUDY:

Carbon Footprint (E.On)

- Giveaway of coach travel for supporters of one club per round
- Widespread TV coverage through sponsorship of FA Cup
- 160,000 pledges to reduce CO₂ emissions
- Linked matchday travel to CO₂ impacts

CASE STUDY:

Value of sport in England

- Sport-related economic activity in England reached a record high of £15.47 billion in 2005
- This is almost a 50% increase in the value of the sector since 2000 – outstripping the growth of the UK's economy
- consumer expenditure on sport in England increased from £11.81 billion in 2000 to £16.58 billion in 2005; an increase of 40%

Source: Sport England (2008)

For Local Communities

- 5.25 It is also worth noting that London 2012 has been presented as an opportunity to regenerate the Lower Lea Valley of East London through the legacy provision of a total of 9,000 new homes on the site of the Olympic Park after the conclusion of the Olympic and Paralympic Games. The Games will also create a new urban park claimed to be the largest created in Europe for 150 years (London 2012, 2008).
- 5.26 In Rotterdam, extensions to the tram network to the south of the city (De Kop van Zuid) in the mid 1990's were planned with the dual purpose of linking De Kuip Stadium (home of Feyenoord FC) into the overground tram network, and the regeneration of the former dock area on the South bank of the river Nieuwe Maas in mind. As such the existing stadium was redeveloped in 1994 and is served by a new tram line (1996) which crosses the river via a new bridge (The Erasmus Bridge, 1996). This area of the city has become a focus for commercial and professional services regenerating this former industrial area of the city, which now houses the city's financial services district (Urban Transport Benchmarking Initiative, 2004).
- 5.27 These two examples offer some demonstration of the potential for football/sports stadia to act as a vector for regeneration. Further examples include the Eastlands Stadium in Manchester (developed as part of the Sportcity for the 2002 Commonwealth Games) and the contribution of Manchester United's Old Trafford stadium (alongside the Lowry Centre and Imperial War Museum) to the regeneration of the Salford Quays area of the city.
- 5.28 The Federation of Stadium Communities highlights the fact that:
- "Almost two-thirds of professional football and rugby stadia are located within deprived areas and/or in areas with significant or high black and minority ethnic populations" (Federation of Stadium Communities, 2008).*
- 5.29 This suggests that, beyond regeneration, there may also be significant opportunities to use the local sports stadium as a vector for community involvement and engagement on all manner of local issues.

6 PLANNING THE POTENTIAL OF MATCHDAY TRAVEL

- 6.1 There are a number of examples of good practice in the UK of planning, and promoting, sustainable matchday travel. These have been reviewed in detail in Appendix D to this document and are summarised in this Chapter of my paper. The purpose is to demonstrate the potential of matchday travel planning and draw together successfully implemented examples which constitute current good practice, where possible evidencing the outcomes of specific interventions.
- 6.2 Recognising that Travel Planning is a dynamic process, and that simply producing a well written Travel Plan does not guarantee travel behaviour change, the focus here is upon the various transport modes and associated measures which have been influenced through the successful implementation of Matchday Travel Plans.

Public Transport

- 6.3 A key requisite for most new stadia are public transport services which will deliver an appropriate level of service in terms of frequency and load factors necessary to transport both home, and away, supporters to and from the venue on a matchday. The new Wembley National Stadium received £100m of investment in order that it may be considered a 'public transport venue' (London Assembly Transport Committee, 2007). While few clubs or local authorities in the UK have this level of funding available, it is clear that new stadium developments offer an opportunity to secure this through the planning process (e.g. Section 106 Agreements, see below) in order to deliver significant transport infrastructure projects which integrate with, and enhance the stadium environment.
- 6.4 Table 6-1 outlines a range of public transport interventions which have been successfully implemented at clubs of varying stature stadia in the UK. Although some of the measures are high in cost, and highly intensive, the scalability of all public transport measures is high. Many of the medium and low cost/intensity measures would be equally appropriate, and achievable at lower and non-league football clubs as they are at larger clubs.

CASE STUDY:

Organised Coach Travel at Charlton Athletic

- The club organises the 'Valley Express' for home supporters living in the South East
- Cost of £5 per head
- 70 pick up points in total
- Average of 1,000 fans use the service home games in 2006/7 season
- 4,868 used the service to attend the 2006/7 match against Wigan – 15% of the attendance that day

Table 6-1: Public transport measures implemented at UK stadia

Measure	Where Implemented?	Intensity & Cost
Capacity improvements to existing public transport infrastructure and vehicles in order to move greater numbers of people to and from stadia on matchdays.	<ul style="list-style-type: none"> Emirates Stadium (Arsenal) Wembley 	High
Creation of new public transport routes to serve stadia and aid local regeneration	<ul style="list-style-type: none"> Old Trafford (Manchester United) De Kuip (Feyenoord, Rotterdam) Amsterdam Arena (Ajax) Wembley (Coach network) 	High
Public transport interchange facilities at/within the stadium	<ul style="list-style-type: none"> Ricoh Arena (Coventry) Wembley Old Trafford Amsterdam Arena Emirates Stadium 	Medium - High
Dedicated matchday rail services to existing public transport stations	<ul style="list-style-type: none"> Wembley Old Trafford 	Medium
Commercial shuttle bus services to local rail stations/Park & Ride sites	<ul style="list-style-type: none"> Ricoh Arena Merseyside (Soccerbus) 	Medium
Free shuttle bus services to local rail stations/Park & Ride sites	<ul style="list-style-type: none"> Withdean Stadium New Windmill Ground (Leamington) Adams Park (Wycombe Wanderers) St Mary's (Southampton) 	Medium - Low
Organised coach travel to home matches	<ul style="list-style-type: none"> The Valley (Charlton Athletic) Walkers Stadium (Leicester City) 	Low
Public transport fares integrated into the cost of season tickets	<ul style="list-style-type: none"> Ricoh Arena St Mary's 	Low
Encouraging coach and minibus services operated by supporters groups	<ul style="list-style-type: none"> Ricoh Arena Emirates Stadium 	Low
Discounted Park & Ride passes / public transport travel for supporters buying travel for the season / half season	<ul style="list-style-type: none"> National Express East Anglia Whitdean Stadium Ricoh Arena Adams Park 	Low

6.5 Alongside Car Sharing, using public transport to travel to a football match is one of the most frequently cited alternatives for getting to a game among football supporters who usually drive (See Chapter 4). As such, it is important to ensure that supporters travelling from the local area, and from further afield, have good public transport options before and, most importantly, after the match.

6.6 Measures such as Park and Ride and high frequency 'Shuttle Bus' services to rail stations and other local transport interchanges help to quickly disperse supporters away from the immediate vicinity of stadia after a game and reduce traffic congestion in the area around the stadium. They are, however, reasonably intensive in terms of the need to have a large number of vehicles and drivers available for a relatively short period of time either side of a 2 hour down-time (while the football match is being contested). Nonetheless, the use of off-site Park and Ride/Shuttle Bus services should be within the means of most league football clubs and some non-league clubs that struggle to accommodate the cars of their supporters on a matchday.

- 6.7 The effectiveness of adequately catering for supporter's demands for matchday travel is best underlined by the following case study examples:
- ❑ Less than 12% of supporters arrive by car at the Emirates Stadium, more than 60% travel by tube, 12% use national rail services and 5% travel by bus (Islington Council, 2007).
 - ❑ On average almost 50% of supporters travelling to the Withdean Stadium to watch Brighton & Hove Albion play during the 2006/7 season used sustainable transport modes to get to the ground – up from 44% of supporters in the 1999/2000 season (Brighton & Hove City Council, 2007)
 - ❑ An estimated 75,000 of the 90,000 crowd at the 2007 FA Cup Final (more than 80%) used the three upgraded rail stations at Wembley to access the stadium (London Assembly Transport Committee, 2007).
- 6.8 What is evident from this list of case studies is that the evidence base of implemented Matchday Travel initiatives is relatively weak. As with Workplace Travel Plans, it seems that we are better at devising and implementing matchday travel initiatives than monitoring their effectiveness. Improving this evidence base will be a key factor in motivating other clubs and local authorities to get involved in Matchday Travel Planning.

CASE STUDY:

Leamington Football Club's Park & Ride Service

Leamington Football Club have been able to maximise the limited car parking capacity at their expanding stadium at the New Windmill Ground by operating a free matchday Park & Ride service for big matches. For anticipated crowds of 1,500 fans or more a nearby business park car park is used as a Park & Ride site, with coaches running to the ground.

Factors such as ground conditions, weather forecast, match importance, evening or daytime kick off and travelling fan base are all taken into account when club officials make an assessment in liaison with opposition officials and police as to whether to implement the provision of the facility. The service costs the club around £200 per coach, per match and is promoted through the local press, radio stations, club website and the visiting team's officials. On the day car park at the ground is only available to groups sharing a car and arriving before 2pm.

The Park & Ride is also supported by a Supporter's Minibus service which the club promote and runs to from Leamington, via the rail station, to the ground on the edge of the town. The club attracted a crowd of 1,634 for a match in May 2008 and the club car park, Park & Ride service and supporters minibus all operated smoothly on the day, with many fans choosing to Park & Ride. (Hucker, 2008).

Car Sharing

- 6.9 Car sharing is already a popular mode of travel for supporters at many clubs. The Premier League (Premier League, 2007), and Football League (The Football League, 2008), National

Fans Surveys indicate that between 12% and 17% of supporters get a lift when going to watch a match. As explored in Appendix C, this figure is greater among fans at Nottingham Forest, particularly at away matches, with around 20% of supporters sharing a car journey.

6.10 Examples of schemes which have been implemented include Adams Park (case study panel right) and a scheme at the Walkers Stadium (Leicester Stadium) which helps supporters to find a car share partner using a bespoke version of the Liftshare website 'Football Car Share', linked from the Leicester City website (Leicester City, 2008a). Brighton and Hove Albion FC also ask their fans to think about their travel and consider sharing their car journeys on a matchday through the travel page of their website (Brighton & Hove Albion FC, 2007).

CASE STUDY:

Car Sharing at Adams Park

- Wycombe Wanderers actively promote car sharing at their stadium
- Supporters arriving with a full car on a matchday can park in the club car parks for free, saving the £5 fee
- This scheme is popular with fans and has been endorsed by the manager and players through the matchday programmes and via the club's website

6.11 At the Millennium Stadium in Cardiff Car Sharing is proactively encouraged in all travel advice with links provided to the South East Wales Transport Alliance (SEWTA) Car Share portal (<http://www.sewtacarshare.com/welcome.asp> - A sample press release is included in case study, Appendix E-1). Liftshare receive considerable numbers of registered journeys as a result of this promotion.

Car Sharing at Music Festivals – A Comparative Case Study

6.12 While there may be other Car Share schemes operating at stadia in the UK, it appears that car sharing as a mode of matchday travel is not being promoted in a way that capitalises on its full potential. A telephone interview with Ali Clabburn, from Liftshare, (Clabburn, 2008) suggested that this is largely attributed to a lack of enthusiasm from the football leagues, and their constituent clubs. The Liftshare operated *Football Car Share* (www.footballcarshare.co.uk) portal has been operating for around 5 years. Despite being free for supporters, and Liftshare's efforts to engage with football leagues and clubs, uptake has been poor and it receives limited promotion from football clubs. As a result there are only around 500 registered users of this site.

6.13 Contrasting the apparent poor uptake in Car Sharing among football supporters with the uptake in Car Sharing (measured through Liftshare) at the summer music festivals is startling. Over the summer of 2008, Liftshare had 13,933 members signed up to share lifts to music festivals, 5,636 of whom went to Glastonbury – an event which attracts 140,000 people. The following statistics were provided by Liftshare in relation to trips to Glastonbury in the summer of 2008:

- ❑ 5,636 members registered on the Liftshare site for Glastonbury.
- ❑ 6,093 journeys were registered on the website.
- ❑ 2,655, or 44% of journeys, occurred from contact made through the Liftshare network.
- ❑ Of the 5,636 members who registered a journey on Liftshare, 1,777 joined in 2008, with 1,384 people registering in June 2008 (the month Glastonbury took place).

- Of the journeys matched, Liftshare estimated that Car Sharers saved 309,753 travel miles, reducing emissions by 84 tonnes of CO₂ and £30,970 in travel costs. Figure 6-1, illustrates the origins of some of the journeys made to Glastonbury. Red vehicles show those seeking a lift, green shows those offering a lift and blue shows those willing to share:

Figure 6-1: Journeys made to Glastonbury 2008 through Liftshare



6.14 While acknowledging that people attending a music festival are likely to demonstrate different transport needs to football supporters, there are similarities in terms of the need to manage large numbers of people arriving at one place for an event. Based on the example of Glastonbury, it seems that Car Sharing has considerable potential to reduce the number of vehicles arriving in the vicinity of a football stadium, particularly in locations where public transport, walking and cycling options are limited on a matchday.

Walking and Cycling

6.15 Walking is an important mode of travel, when considered as part of the ‘whole journey’ football supporters make when travelling to a stadium on a matchday, particularly at larger grounds. Irrespective of how they travel to the ground, most supporters walk to the stadium, or walk around the local area prior to Kick-Off.

6.16 Indeed, provision for this circulation of people both inside the stadium, and in the 3 zones which surround it, are a key consideration in the *Guide to Safety at*

CASE STUDY:
Park and Walk to Ricoh Arena

- Fans arriving at Coventry’s are offered the option of Park & Walk, alongside Park & Ride.
- Supporters choosing to walk to the stadium from the car park receive a £2 discount on their matchday parking.

Sports Grounds (Department for Culture Media and Sport, 2008). As such, the focus of planning for walking as a mode of travel at new and existing stadia has been more about how supporters can walk from the ground to where their car is parked, or to the nearby tube/bus/tram/train stop, rather than all the way home.

6.17 In terms of modes of matchday travel, both walking and cycling appear to be less well-used than driving, car sharing and public transport modes. The travel survey results reviewed in Appendix C indicate that, typically, between 5-10% of supporters walk to a football ground on a matchday while less than 1% cycle. It is possible to suggest that this may reflect the increasing separation between league football clubs and their local communities. Anecdotal evidence gathered during the course of preparing this paper indicates that the catchment areas from which league clubs draw their support have grown considerable over the last 40 years, in line with increasing levels of personal mobility.



Source: *Bike Radar.com* (2008)

6.18 Until recently, cycling to football matches has also been a minor issue for football clubs. Determined to identify the potential for supporters to cycle to the Emirates Stadium, the London Cycling Campaign (*Bike Radar.com*, 2008) produced a series of posters highlighting the location of purpose built, secure, cycle shelters at the stadium. A second poster revealed the number of goals supporters would have missed by leaving 10 minutes early to beat the traffic – a common feature at Premier League matches – see above and overleaf. The Arsenal website also publicises the ground’s location in relation to local cycle routes, which make up TfL’s London Cycle Network (Arsenal FC, 2008).


6.19 Aside from the examples given above, there are relatively few case studies where clubs or local authorities have promoted walking (as a mode of travel in its own right) or cycling. While it is easy to

CASE STUDY:
Cycle Parking Provision

- Arsenal’s Emirates Stadium includes secure cycle parking for over 100 bikes
- The Amsterdam Arena, built in 1996, has 3,000 bicycle parking spaces

see how walking and cycling have become less viable, almost 'forgotten' modes of transport for football supporters, it seems **we are missing a significant opportunity to link sport, active travel and the health of football supporters.**


- 6.20 As with successful car-sharing initiatives, the evidence base is also limited for walking and cycling initiatives at stadia in the UK. The examples set out above focus almost exclusively upon outputs (i.e. the measures implemented) rather than the outcomes (i.e. modal shift achieved).



N Shorey 87 mins (Reading), G Aybarlahor 87 mins (Aston Villa), T Cahill 89 mins (Everton), F Torres 82 mins (Liverpool), S Gerrard 85 mins (Liverpool), K Nolan 90 mins (Bolton), W Grillas 90 mins (Aston), C Ronaldo 82 mins (Man Utd), L Cowley 90 mins (Everton), J Vaughan 90 mins (Everton), O Kapo 80 mins (Birmingham), D Hoyle 90 mins (Fulham), C Santa 90 mins (Blackburn), C Fabregas 80 mins (Aston), O Kapo 82 mins (Birmingham), A Shaichenko 90 mins (Chelsea), C Todor 90 mins (Man Utd), S Long 84 mins (Reading), K Jones 86 mins (Sunderland), C Bellamy 90 mins (West Ham), D Kuyt 90 mins (Liverpool), T Rasic 80 mins (Aston), K Dajic 80 mins (Reading), B McCarthy 82 mins (Blackburn), K Dajic 90 mins (Reading), G Johnson 86 mins (Portsmouth), R Van Persie 80 mins (Aston), Torres 90 mins (Liverpool), B Hutchinson 89 mins (Middlesbrough), B Evans 86 mins (Newcastle Utd), M Owen 90 mins (Newcastle Utd), S Grison (og) 90 mins (Newcastle Utd), Rooney 82 mins (Man Utd), R Keane 82 mins (Tottenham), Y Kaboul 90 mins (Tottenham), B Elano 87 mins (Man City), S Davis 82 mins (Portsmouth), N Shorey 90 mins (Reading), S Muntari 90 mins (Portsmouth), G Leadbitter 90 mins (Sunderland), L Saha 90 mins (Man Utd), L Miller 89 mins (Sunderland), K Harper 90 mins (Reading), N Vidić 83 mins (Man Utd), D Kitson 85 mins (Reading), C Fabregas 80 mins (Aston), E Adedapri 90 mins (Aston), J Komus 80 mins (Wigan), G Aybarlahor 88 mins (Aston Villa), J Lapcott 90 mins (Everton), D Kanavá 90 mins (Fulham), M Owen 87 mins (Newcastle), M Etherington 90 mins (West Ham), J Area 80 mins (Middlesbrough), A Vossen 87 mins (Liverpool), C Fabregas 80 mins (Aston), S Maloney 90 mins (Aston Villa), D Briston 90 mins (Bolton), L Bowyer 82 mins (West Ham), M Taylor 88 mins (Portsmouth), G O'Connor 82 mins (Birmingham), S John 90 mins (Sunderland), R Van Persie 84 mins (Aston), A Hleb 90 mins (Aston), G Barry 85 mins (Aston Villa), S Gerrard 87 mins (Liverpool), A Todd 84 mins (Bolton), J Uleka 83 mins (Portsmouth), A Sibierski 80 mins (Wigan), M Chopra 90 mins (Sunderland), D Geovanni 87 mins (Man City).

All of the goals you would have missed by leaving 10 minutes early to beat the traffic.

Catch the full 90 minutes and beat the traffic by getting on your bike.



London Cycling Campaign

Did you know the average car in London travels at less than 10 mph. So why waste your time. Jump on a bike and skip the traffic.

Look out for LCC cycle racks around the ground.

Tel: 02072349310 www.lcc.org.uk

Source: *Bike Radar.com* (2008)

Comparative Example – Calorie Mapping at St Helen's Rugby League Football Club

- 6.21 A pilot initiative led by the Federation of Stadium Communities, Department of Health and University of Central Lancashire titled 'Healthy Stadia' has been seeking to promote the potential health benefits of working with sports clubs to utilise their stadia as a vector for promoting healthy and sustainable behaviours among supporters. One such initiative has

been implemented at St Helens RLFC in order to tackle three related issues of smoking, physical activity and healthy eating. Activities implemented at the club were documented in a Heart of Mersey report (Heart of Mersey, 2007) and included:

- ❑ A pedometer challenge which has been taken up by 12 firms that support the club.
- ❑ Making links with Healthy Schools Week during which members of the club's academy promoted a 'calorie map' and the walking route to the stadium from the rail station.
- ❑ The calorie map was also due to be included within the Green Travel Plan event targeting schools along the route.

6.22 Examples such as those cited above highlight that we are beginning to recognise the potential for walking and cycling to be considered as modes of travel to football matches in their own right. **While we may be some way off encouraging 3,000 supporters to cycle to a match, it is possible to suggest that more clubs, and local authorities, should be working in partnership to improve football supporter's awareness and understanding of healthy local travel options for getting to the match.**

Transport Network Management on Matchdays

6.23 In line with the latest Stadium Safety Guidance (Departure for Culture Media and Sport, 2008), it is common for most clubs to work closely with the local Police and highways authorities in order to implement a form of Clearzone around the stadium. As well as enabling safe access to and from the ground by avoiding conflicts between pedestrians and vehicular traffic, this approach enables clubs to manage flows of home and away fans. In many cases this is achieved through temporary road closures on matchday in order to provide safe entrance and exit from the stadium for supporters.

6.24 The use of Controlled Parking Zones around stadia allows the Police, local authorities and football clubs the opportunity to manage local on-street parking in order to minimise the disruption of supporters attending matches. It also gives clubs an opportunity to prioritise certain modes of transport over others in the context of a relatively controlled, matchday environment. In particular the club car parking facilities and local traffic can be managed to facilitate the rapid dispersal of supporters after a game, while also prioritising egress by sustainable modes of travel over private car drivers parked in the car park.

"I would like to have access to secure cycle parking and lockers very close to city ground but not inside as this will quicken my exit after the match"

Nottingham Forest Supporter responding to a club travel survey in 2007

6.25 These low intensity measures have been most successfully implemented at the Ricoh Arena (Coventry City) and Emirates Stadium (Arsenal), yet have the potential to be implemented at other stadia of all sizes in order to make best use of the surrounding transport networks.

Ricoh Arena – Prioritised Traffic Management & Residents Parking Control Scheme

6.26 At the Ricoh Arena, the management of arrival and, most notably departure, by supporters is implemented as a further form of demand management. The order that supporters can exit

the stadium and its environs after a match has been prioritised to allow those walking, cycling, using public transport and travelling by supporter's coaches to clear the stadium area before any vehicles are allowed to leave the car parks. Anecdotally, this approach has been well received by the majority of supporters attending the stadium, with people travelling by car waiting patiently before being allowed to leave their car park. The effect of this approach has been to encourage more supporters to Park & Ride, Park & Walk or use public transport, in order to disperse car traffic (and localised congestion) away from the arena.

6.27 In order to support this, and in line with the Section 106 Agreement for the stadium development, Ricoh Arena management staff work with the local Police and Council in order to establish a Clearzone around the stadium on matchday. This is further supported through an integral residents parking control scheme, which applies to the surrounding areas of Foleshill, Holbrooks and Longford. This scheme prevents supporters travelling to the match from parking in the residential area around the stadium on matchdays.

6.28 Both of these measures have contributed to the successful implementation of the Green Travel Plan at the Ricoh Arena. While no monitoring data appears to be available in the public domain regarding the modal split of supporters travelling to the stadium, and therefore it is impossible to discern whether the target to encourage 75% of supporters to arrive at the arena by car was a success, the quote above underlines the local community's view on the success of the Travel Plan at the Ricoh Arena.

Emirates Stadium – Managing Queues at Public Transport Stations & Local Traffic Ma

6.29 At Arsenal's Emirates Stadium one of the key issues for stadium management staff has been to manage the demand for accessing local public transport stations after matches. This has been implemented to accommodate the demand for using the tube network after a game, which is a particular issue due to the capacity of the stations surrounding the ground (Arsenal, Highbury & Islington and Finsbury Park) and the higher levels of use than anticipated at Arsenal and Highbury & Islington stations. To counter this, Arsenal, TfL and the Borough of Highbury and Islington have implemented and publicised, managed queuing facilities at each of the three stations.

6.30 Supporters travelling to the Emirates Stadium are actively discouraged from doing so by car – one of the first examples in the UK of this approach. To support this, Arsenal worked with TfL and Islington Borough Council to extend the Event Day Parking Scheme which used to operate at Highbury. A Controlled Parking Zone is also created on a matchday in order that supporters can get into and out of the ground safely, while maintaining the ability of local residents to access their homes by car. These schemes were widely promoted prior to the

“Residents are overwhelmingly happy that the Green Travel Plan and its integral protective residents parking scheme exists: it is considered the most important mechanism necessary to protect residents quality of life on event days. Again, this was evidenced at the public meeting on the 12th July 2006 with the comment – ‘brilliant job done about the parking.’”

Ricoh Arena Monitoring Group
(2006)

relocation to the Emirates Stadium and are widely heralded as successful and underpinned by the modal split data after the first year of operation of the stadium.

- 6.31 Drawing on the examples above from the Ricoh Arena and Emirates Stadium, it is possible to suggest that more clubs and local authorities should be using their traffic management arrangements to prioritise sustainable modes of travel to football matches.

Information, Marketing and Promotion

- 6.32 The final issue, towards which there is considerable potential for matchday travel planning to contribute, is the marketing and provision of information relating to sustainable travel options for supporters travelling to football matches.
- 6.33 Raising awareness of the range of travel options, which exist to enable supporters to get to the stadium on a matchday, is highly important in the context of promoting sustainable travel behaviour. Football clubs that have moved to new stadia, or redeveloped their grounds, have led the way in terms of informing football supporters of sustainable travel options. Although these measures have mainly been delivered as conditions of Section 106 Agreements, required through new stadium developments, the provision of good information on how to get to a stadium using public transport, walking, cycling, car sharing or supporters coaches should be considered as a basic requirement for stadia of all sizes.
- 6.34 Allying the powerful imagery and popularity of football clubs, their stadia and professional sportsmen, it is clear that Football Clubs could play a leading role in helping transport professionals to engage with the public in relation to sustainability, active travel and healthy lifestyles. Table 6-2 outlines some of the best examples of information and marketing from football clubs in order to offer a demonstration of what could be achieved by all football clubs in the UK, which are best accessed online to be comprehended:

Table 6-2: Information and Marketing Measures applied at UK Football Stadia

Measure	Where Implemented?	Link
Bespoke Online Journey Planner	<ul style="list-style-type: none"> Emirates Stadium 	<ul style="list-style-type: none"> http://www.arsenal.com/tickets/getting-to-emirates/journey-planner
Movie maps interactively illustrating matchday travel options	<ul style="list-style-type: none"> Wembley 	<ul style="list-style-type: none"> http://www.wembleystadium.com/gettingtowembley/transportinfo/
Web-based travel information pages prioritising sustainable matchday travel options	<ul style="list-style-type: none"> Wembley 	<ul style="list-style-type: none"> http://www.wembleystadium.com/gettingtowembley/
	<ul style="list-style-type: none"> Arsenal 	<ul style="list-style-type: none"> http://www.arsenal.com/emirates-stadium/get-to...-emirates-stadium
	<ul style="list-style-type: none"> Prostar Stadium 	<ul style="list-style-type: none"> http://www.shrewsburytown.premiumtv.co.uk/page/TransportPlan/0,,10443~1065705,00.html
Printed Information	<ul style="list-style-type: none"> Ricoh Arena 	<ul style="list-style-type: none"> http://www.premierclub.net/downloads/Ricoh_TRAVEL.pdf
	<ul style="list-style-type: none"> Old Trafford 	<ul style="list-style-type: none"> http://dps.twiihosting.net/manutd/doc/content/doc_10_215.pdf
	<ul style="list-style-type: none"> Emirates Stadium 	<ul style="list-style-type: none"> http://www.islington.gov.uk/Downloada

		bleDocuments/TransportandStreets/Pdf/emirates_transport_operation_doc.pdf
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6.35 While it was not possible to find any monitoring data which established the impact of matchday travel information impact of information alone, it is clear that high quality information, coupled to promotional materials with the full support and promotion of the football club can play a key role in linking otherwise disparate matchday travel modes. Clearly, a new stadium development offers additional opportunities to change home supporter's travel behaviour at a time when they may reconsider how they travel to matches. Nonetheless, there are similar opportunities for transport practitioners to promote sustainable travel to supporters at existing stadia, by making full use of identical marketing and promotion techniques to raise awareness of the transport options open to supporters.

Summary

6.36 This section of the paper has identified some of the best examples of matchday travel planning in the UK, and from across Europe, in order to emphasise the potential achievements of matchday travel plans, and the various modes of sustainable travel they seek to promote. Although the evidence base in terms of modal shift outcomes arising from Matchday Travel plans is relatively poor, it is evident that the strategies implemented at Wembley, the Ricoh Arena and the Emirates Stadium have been successful at increasing the proportions of supporters that arrive by sustainable modes on a matchday.

6.37 The emphasis in this paper upon newer stadia serves to underline the potential for Local Authorities to make use of Section 106 Agreements to improve the sustainable travel options for football supporters. It also hints at the fact that most football clubs have only really taken an interest in getting their fans to the ground when forced to do so as a result of planning conditions – there are comparatively few examples of voluntarily implemented Matchday Travel Plans, or similar initiatives.

6.38 While many clubs, and their local authorities, will struggle to resource the scale of transport infrastructure now in place to support Wembley Stadium, a number of the measures described in this paper are low cost initiatives which rely mainly upon time and effort being taken to collate information and partnership working between local football clubs, transport operators, local authorities and the police.

6.39 The best example of this is Car Sharing, which already happens informally amongst many football fans going to games. Without any additional infrastructure, and by promoting the benefits (reduced travel costs and congestion around the stadium), it should be possible for local authorities to significantly reduce the impact of football stadia on the local area. The reduced need for parking spaces would also enable clubs to make best use of their available land, as well as making it easier and cheaper for fans to get to matches. Both have the potential to increase attendance levels at matches.

6.40 Matchday Travel Planning, and the use of marketing and information techniques which are central to implementing sustainable transport strategies, therefore have the potential to draw together all of the approaches described throughout this paper.

7 AN OUTLINE FRAMEWORK FOR SUPPORTING MATCHDAY TRAVEL

7.1 Based upon the examples of matchday travel initiatives reviewed in this paper, it is possible to identify an outline framework through which Matchday Travel Planning techniques may begin to be more widely implemented at existing football stadia, and those of other sports, in the UK. The remainder of this paper briefly highlights how this could be achieved.

Developing an Evidence Base and Business Case for Matchday Travel

7.2 As demonstrated by the research in this paper, the monitoring data from existing Matchday Travel Plans currently being implemented is either not publicly available, or is not being collected at all. As a result it is not possible to present a detailed business case to local authorities, football clubs and transport operators to support matchday travel initiatives.

7.3 There is no evidence base, or example of a pilot of Matchday Travel Planning initiatives, which has measured the impact of implementing best practices in sustainable matchday travel initiatives. Any such research would need to be conducted over a period of time, but should seek to draw on the baseline data available for existing Travel Plans and implement matchday travel initiatives which demonstrate:

- ❑ The CO₂ emission impacts of football supporter's travel to home and away matches;
- ❑ The traffic congestion impacts of matchday travel compared with other trips made on local and national transport networks (e.g. what additional impact does matchday travel demand place in the context of background levels of travel demand);
- ❑ The potential for sustainable shifts in matchday travel behaviour to be achieved among football supporters as a result of Low, Medium and High intensity measures being implemented and coordinated through a Matchday Travel Plan;
- ❑ Potential increases in physical activity among supporters achievable through 'Calorie Mapping' and walking promotions;
- ❑ Genuine demand for cycling to football matches resulting from the provision of infrastructure at stadia and traffic free routes to the ground on a matchday;
- ❑ The potential for football matches to become a vector for community engagement through approaches such as the delivery of Personal Travel Planning initiatives;
- ❑ Potential net public transport operator revenues resulting from integrated matchday+travel ticketing schemes offered in combination with a marked increase in public transport service provision (frequency, capacity and route options);
- ❑ The impact of sustainable travel initiatives upon lower league football clubs and clubs whose attendances are less stable than those clubs in the top flight of English league football;
- ❑ The social and economic impact of football clubs upon their local area, particularly in the context of regenerating deprived areas of towns and cities;

- ❑ The Benefit:Cost ratio of investing in public transport infrastructure which caters explicitly for matchday travel demand, as well as that which offers improved facilities for weekday commuting, and;
- ❑ The wider potential for Matchday Travel Plans to influence supporter behaviour in relation to non-matchday trips, particularly in the context of Active Travel and Public Transport use.

7.4 Such research would need to be of suitable importance to convince stadium developers, football clubs, local authorities and transport operators of the benefits of improving the matchday travel options open to football supporters.

Land Use and Transport Planning Guidance for Stadia Development

7.5 Despite a significant rise in the number of stadia developments over the last 20 years, the guidance available to local authorities responsible for development planning, stadium developers and football clubs has remained conspicuously absent. While acknowledging that new stadia are a relatively uncommon forms of local development, this can also serve to emphasise the needs of land-use and transport planners when overseeing new stadia.

7.6 Section 106 Agreements have been well used by Highbury and Islington Borough Council and Coventry City Council in order to ensure satisfactory mitigating transport measures were in place at the Emirates Stadium and Ricoh Arena. Building on this experience and drawing together best practice in Section 106 Agreements, such as that produced by the Federation for Stadium Communities (2008a, 2008b), alongside more general guidance on stadium planning would significantly improve the quality of matchday travel initiatives at new stadia.

Creating Local Partnerships at Existing Stadia

7.7 Partnership working between local authorities, football clubs, transport operators, supporters groups and the Police has the potential to improve the quality of matchday travel initiatives at existing stadia in the UK. Without the ability to impose Section 106 Agreements upon existing stadia there is a need for local authorities to work more proactively with their local football clubs if they wish to encourage supporters to make Smarter Choices.

7.8 Given that football clubs themselves are. Quite naturally, focused upon the business of football, it is likely that local authorities will need to take a strong positive lead in developing these partnerships and be prepared to contribute staff time and funding to prime sustainable travel initiatives.

7.9 To further enhance these partnerships there would also be scope to establish a UK matchday travel planning network. Such a network would enable local authorities and proactive football clubs/transport operators, can share good practices

Using the General Safety Certificate for Stadia

7.10 In the longer term it may be appropriate for local authorities to liaise with the Government's Department for Culture Media and Sport in order to explore opportunities for amending the process of applying for a General Safety Certificate. Each season the clubs have to be able

to demonstrate their stadium is safe as a venue for hosting live football matches and other sporting events.

- 7.11 Expanding the remit of the Safety Certificate, so that the conditions regarding the safe access and egress to the stadium also encompasses travel to the ground, could offer a means of ensuring clubs are more actively interested in the process of catering for matchday travel.

8 CONCLUSIONS

- 8.1 This paper has reviewed the readily available body of evidence relating to Matchday Travel Plans and initiatives to encourage football supporters to use sustainable modes of travel when attending live matches. It has found that, while we have managed to deliver effective public transport capacity at major sites like the new Wembley Stadium, and no doubt will do the same with the eyes of the world watching at the London 2012 Olympic Games, we are largely failing to deliver appropriate levels of travel accessibility and convenience for a significant proportion of supporters every week of the league football season.
- 8.2 A key finding of this review is that considerable scope exists to do more to ensure that:
- ❑ Football supporters enjoy better alternatives to private car use when travelling to stadia to watch live football matches.
 - ❑ Football supporters are encouraged, through the promotion of Smarter Travel Choices, to think about the impact their journeys to watch live football have upon; the environment, their carbon footprint, local traffic congestion and residents that live close to the stadium.
 - ❑ Local Authorities, football clubs, the football league associations, Sport England, Regional Development Agencies, sponsors and transport operators work collaboratively in order to ensure that they all tap into the opportunities for commercial, economic and revenue growth. For Local Authorities there are the added incentives of positively supporting the long term integration of land-use and transport planning to ensure that stadia developments deliver wider benefits for regeneration.
- 8.3 There is a clear role for transport practitioners to help achieve these goals through:
- ❑ Promoting and implementing Smarter Travel Choices for matchday travel by working closely with football clubs and transport operators. Compared to infrastructure improvements (some of which *may* be necessary precursors to the promotion of Smarter Travel Choices) these measures are low in cost and can be easily implemented to raise awareness of 'quick wins' such as car sharing, walking, cycling and public transport.
 - ❑ Effectively monitoring any implemented matchday travel initiatives in order to build:
 - ❑ A much needed evidence base on the effectiveness of matchday travel initiatives, and Matchday Travel Planning. This evidence base should be used to establish a business case which can be set out to football clubs, transport operators, Local Authorities and Regional Development Agencies who may continue to question who should fund matchday travel initiatives.
 - ❑ A body of case studies outlining good practice approaches to supporting matchday travel which is focused upon the outcomes of such initiatives.
 - ❑ Engaging with, and educating the football league associations, their constituent clubs, public transport operators, Regional Development Agencies, national bodies such as Sport England and sponsors of the benefits of supporting matchday travel, exploring opportunities for joint funding.

- ❑ Learning from best practices, and feeding into emerging transport plans, associated with the delivery of sustainable transport the London 2012 'Games Time Environment'.
- ❑ Integrating transport planning within development control and land use planning process to good effect. The aim should be to ensure that future proposals for new stadia, or adding capacity at existing stadia deliver significant improvements in sustainable travel options for supporters travelling to matches, as well as appropriate wider benefits such as;
 - ❑ Regeneration;
 - ❑ Sustainable transport links and infrastructure which can be used on non-matchdays (wherever possible/appropriate);
 - ❑ Minimising local traffic congestion and matchday disruption for local residents;
 - ❑ Sending out important messages about leading a healthy lifestyle, and sustainability, by considering issues such as Active Travel and Food Miles;
 - ❑ Local community involvement and engagement, and;
 - ❑ Highway network capacity improvements (where needed).

8.4 At the moment we seem to be scoring an own goal every weekend by not providing the facilities needed by football supporters travelling to stadia to watch live football matches. Working with the key actors in the sports sector to effectively implementing the measures described above will enable us to reverse this trend and, if implemented correctly, deliver significant wider benefits for the community and local area.

8.5 Needless to say many of these initiatives are likely to be transferable across the sports and culture sectors, or indeed to other major events. While the specific needs of people attending the full spectrum of sporting and cultural events are likely to vary, the principles for supporting Smarter Travel Choices should be broadly similar. As such, there is likely to be scope to establish a network of practitioners with an interest/active role in delivering sustainable transport initiatives at sports stadia and major events.

Appendix A:

Sources and Contributors

A. SOURCES AND CONTRIBUTORS

Special thanks to David Rowe at TfL, who mentored me through the process of preparing this TPS Bursary Paper and shared draft Travel Plans arising from pilot studies being conducted in London at the time of writing.

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I also acknowledge the following references and sources upon which I have drawn to prepare this research paper:

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Appendix B:

The Context for Matchday Travel in the UK

B. THE CONTEXT FOR MODERN MATCHDAY TRAVEL

Catering for matchday travel demand, and the transport needs of football supporters, has rightly been given less priority than the delivery of effective transport networks which enable the movement of goods and people to employment, education, healthcare and shopping facilities. In the UK this desired outcome has been pursued by the Local Transport Planning mechanism, through which increasing weight is being placed upon the development of sustainable local transport networks, and the promotion of Smarter Choices.

While not disagreeing with the need to prioritise the focus of transport planning upon commuter and business travel, a number of unintended consequences have occurred as a result of largely ignoring the needs of supporters travelling to watch live football matches, coupled with changes in the popularity of the sport and the socio-demography of supporters. The outcome has been a significant change in the travel behaviour patterns of football supporters which mirror the growth in private car use and decline in popularity of walking and cycling modes in wider society.

Against this context it is important to understand a little of the context from which the popularity of watching live football has grown in recent years.

B1. Historical Demand for Matchday Travel in the UK

Over the course of the 2007/8 football season the total attendance at all 2,000 league football matches in England (Premier League, Championship, League 1 and League 2) was almost 30 million spectators. This remarkable figure is representative of around half of the UK population and does not include fixtures arranged to satisfy domestic and European knockout cup competitions, or non-league football.

Attendance figures at top flight domestic football matches are indicative of the demand for matchday travel by supporters and spectators going to the games. The attendance figures published by the English Premier League and Football League reveal interesting trends in attendances at top flight football matches over the last 60 years.

Table B1: Total aggregate attendances at league football matches 1948/9 – 2007/8

Season	Premier League / Division 1	Football League / Divisions 2-4	Total	% Change*	Average Weekly Attendance**
2007/08	13.7m	16.2m	29.9m	+1.4	687,356
2006/07	13m	16.5m	29.5m	+1.7	678,161
2005/06	12.9m	16.1m	29m	-0.7	666,667
2004/05	12.9m	16.3m	29.2m	+0.3	671,264
2003/04	13.3m	15.8m	29.1m	+2.8	668,966
2002/03	13.5m	4.9m	28.3m	+1.4	650,575
2001/02	13.1m	14.8m	27.9m	+7.3	641,379
2000/01	12.5m	13.5m	26m	+2.4	597,701
1999/00	11.7m	13.7m	25.4m	+0.4	583,908
1998/99	11.6m	13.7m	25.3m	+36.8	581,609
1988/89	7.8m	10.7m	18.5m	-24.5	425,287
1978/79	12.7m	11.9m	24.5m	-16.7	563,218
1968/69	14.6m	14.8m	29.4m	-12.5	675,862
1958/59	14.7m	18.8m	33.6m	-18.6	772,414
1948/49	-	-	41.3m	-	949,425

* Percentage Change on previous row, Source: www.footballeconomy.com

***Total attendance divided by 43.5 (average number of games played per season)*

Table B-1 reveals that, from a very high level of popularity in the immediate post war period, the total aggregate attendances at league football matches fell throughout the 50's, 60's, 70's and 80's, reaching a low of 18.5 million in the 1988/89 season. With English football tainted by the rise of 'Hooliganism' in the 1970's and 80's, the use of crowd control, segregation and 'penning' of football fans had become commonplace in a bid to control troublesome groups of football supporters.

B2. The Hillsborough Disaster and Transition to All-Seater Stadia

The impact of taking such a hardline approach to matchday 'crowd management' was brought sharply into focus on 15th April 1989. The Hillsborough disaster, in which 96 Liverpool supporters died during a live FA Cup Semi Final match, marked something of a watershed moment in stadium safety and crowd management. The 96 Liverpool fans were inadvertently crushed by fellow supporters rushing to get into the ground after the game had kicked off, having been let into the ground in a bid to reduce fan congestion outside the stadium. As such, the shortcomings in ticketing procedures and outmoded approaches to matchday policing commonly experienced by football fans in the 1980's combined to create an appalling disaster which one hopes may never be repeated again.

The Hillsborough disaster prompted Lord Justice Taylor's report on safety at football stadia in the UK, which quickly became an overarching review aimed at improving the state of the game in general. The interim report published in August 1989 recommended, amongst other things, an immediate 15% reduction in the capacities of all football league grounds in time for the start of the 1989/90 season. The wide reaching recommendations of the final report, published in January 1990, have contributed significantly to the way people travel to, and watch, live football today. In the context of matchday travel, the most important of these was highlighted by the University of Leicester (2002) as:

"The gradual replacement of terraces with seated areas in all grounds by the end of the century, with all First and Second Division stadia being all-seater by the start of the 1994-5 Season and all Third and Fourth Division by 1999-2000".

Acknowledging in his report that there was no 'panacea' to cure all problems of behaviour and crowd control at football matches, Lord Taylor did advocate that the move to all-seater stadia was the most effective measure to address these issues. While the 'Safe Standing' debate remains ongoing it is clear that Lord Taylor's recommendations and their swift adoption in the UK, supported by FIFA and UEFA (the sport's World and European governing bodies) have contributed immeasurably to creating environments that are more conducive to football supporters, and their families, watching live football matches in safety.

B.3 Italia 90, the Premier League, Sky & Euro 96... Suddenly Football's in Fashion Again!

The rapid conversion of many of British football's famous terraced stands to meet Taylor's all-seater stadium recommendations resulted in a number of league football teams with lower matchday capacities and facing significant bills to convert their terraced stands. Despite this, a chain of events was already being set in motion which has ultimately heralded a rejuvenation of football in England and a resurgence of interest in going to watch live matches:

- The Government of the time lowered the tax levied on football pools in order to raise revenue for the Football Trust, the body responsible for distributing funding to football clubs needing to upgrade their stadia to comply with the Taylor report. Supplemented by funds raised by club

owners, sponsors and local authorities, more than £500m was invested in renovating football stadia between 1990 and 1997 (Leicester University, 2002).

- The England national team progressed to the semi-finals of World Cup Italia 90, a feat which occurred at a time when football in England was recovering from its lowest level of popularity since the Second World War.
- In 1990 Uefa lifted an indefinite ban on English teams playing in European football competitions, although Liverpool were excluded for a further year. The ban had been imposed in 1985 in response to the Heysel stadium riot in Brussels, in which stampeding Liverpool fans caused a wall to collapse inside the stadium, which killed 39 Juventus fans.
- Growing interest in televised football matches had initially surfaced in the late 1980's when the BBC and ITV began to compete financially to broadcast live matches in full. This emerging competition for broadcast rights ultimately resulted in the formation of the 'breakaway' English Premier League in 1992.
- From day one live Premier League football was broadcast on Sky TV, although the league created a closed period on Saturday afternoons in the UK, through its ownership of copyright to the games, in order to protect attendances at matches. The initial Sky TV deal of £304m for 5 years (Guardian, 2007a) has been dwarfed by successive deals which have grown to more than £1.7bn (over £2bn if highlights and international rights are included) for the period 2007/8 – 2010/11 (Guardian, 2006). The result has been global media coverage of football in England and more funds for English football clubs to invest in their stadia and players to compete at the highest level.
- Cementing the resurgent popularity of English football, England hosted the 1996 European Championships with the England team again reaching the semi-finals. It was symbolic that less than 7 years after the Hillsborough disaster all of the tournament's matches were played in all-seater stadia, including the redeveloped Hillsborough stadium itself.
- More recently the selling of international broadcast rights to Premier League matches, coupled with a period of sustained success for English clubs in European competitions has raised the international profile of English football. The outcome has been that the largest English football clubs are now recognised by a global audience.

The new found popularity of football throughout the 1990's and into the new millennium is best summed up by the increase in total attendance figures at all league football matches by more than 60% in the 19 years since the 1988/89 season (Table 3-1). The result of all this is that, on average, almost 700,000 people currently travel to watch live league football matches every week in England alone (Table 3-1).

Football has subsequently become big business, with the total revenues for the English Premier League clubs alone being calculated at £2.3bn for the 2006/7 season (Deloitte & Touche, 2008). These figures have attracted private equity investors to the sport and increasingly English league football and its constituent clubs, are becoming global brands.

B.4 Football Stadium Development in the UK

While it is impossible to separate the effects of the Taylor report into stadium safety, the redevelopment of a number of English football's most famous terraced stands, and the wider influences upon football's renewed popularity in society, it is clear that this combination of factors combined to spark renewed interest in the sport. The provision of better facilities (seats, covered

stands, food and drink at matches) and a safer atmosphere within football stadia also appears to have broadened the social appeal of the sport.

As a result, many football clubs were faced with a significant challenge in the early 1990's. At a time when they were reducing their stadia capacities by converting terraced stands to safer, seated facilities for spectators, a growing number of people wanted to attend live football matches. Consequentially, a significant period of stadium renovation, expansion and relocation ensued, as football clubs have sought to capitalise on potential matchday revenues and ensure all of their supporters are able to attend live matches. Table B-2 lists the newly built and redeveloped stadia at selected league football clubs in England.

Table B-2: Growing stadium capacities at English football stadia

Club	Stadium	Year Built/ Extended	Old Capacity	New Capacity
<i>New Stadia</i>				
Chester City	The Deva Stadium	1992	< 6, 000	5,500
Millwall	The New Den	1993	20,000	20,146
Northampton Town	The Sixfields Stadium	1994	6,500	7,653
Huddersfield Town	Galpharm Stadium	1994	16,000	24,500
Middlesbrough	The Riverside	1995	18,500	35,100
Derby County	Pride Park	1997	18,300	33,597
Sunderland	Stadium of Light	1997	30,000	49,000
Bolton Wanderers	The Reebok Stadium	1997	22,000	28,723
Stoke City	The Britannia Stadium	1997	22,500	28,383
Reading	The Madejski Stadium	1998	15,500	24,161
Southampton	St Mary's	2001	15,000	32,689
Leicester City	Walkers Stadium	2002	21,500	32,500
Hull City	KC Stadium	2002	10,500	25,404
Doncaster Rovers	Keepmoat Stadium	2006	11,500	15,231
Wales	Millennium Stadium	2000	47,500	74,500
Coventry City	Ricoh Arena	2005	23,489	32,000
Manchester City	City of Manchester Stadium	2003	35,150	48,000
Arsenal	Emirates	2006	38,419	60, 355
England	Wembley Stadium	2007	82,000	90,000
<i>Redeveloped Stadia</i>				
Newcastle United	St James' Park	2000	36,610	52,387
Fulham	Craven Cottage	2004	22,000	30,500
Charlton Athletic	The Valley	2001	15,000	27,111
Manchester United	Old Trafford	2006	68,000	76,212

Source: Adapted and updated from Leicester University (2002)

Although by no means exhaustive, Table B-2 demonstrates how rapidly football stadia have grown over the last 15 years. While developing and relocating their stadia has enabled many teams to deliver a step change in the quality of matchday facilities for players and supporters, the majority of stadia developments have been geared towards increasing crowd capacities. This trend appears set to continue unabated, with a number of league clubs, most notably; Liverpool, Portsmouth, Tottenham Hotspur, Everton, and Nottingham Forest, currently seeking to relocate, or redevelop, their stadia.

B.5 The Emergence of Matchday Travel Planning

Seeking planning permission for new stadia development has been a significant cause of tension between some football clubs and local authorities. Cases such as that of Brighton & Hove Albion,

who spent 8 years pursuing planning permission for a new stadium after their old ground was sold by a former chairman, have served to underline the strength of, often conflicting, feeling amongst fans and local residents in relation to new stadia development (Seagulls, 2007). In this case, planning permission was granted in 2007 after being referred to the DCLG (formerly the ODPM).

In order to support local authority planning departments in their identification of appropriate sites for stadium developments, it has become common to request Site Specific Travel Plans for these stadia prior to granting planning consent. Drawing on the changes to planning policy set out in Town and Country Planning Act 1990 and subsequent guidance in Planning Policy Guidance Note 13 – Transport, Local Planning Authorities have been able to insist upon planning obligations (legally binding ‘Section 106’ Agreements) that require developers to make specific financial contributions towards sustainable transport measures:

“Planning obligations, where appropriate in relation to transport, should be based around securing improved accessibility to sites by all modes, with the emphasis on achieving the greatest degree of access by public transport, walking and cycling.”

Source: DCLG (2001) pp paragraph 85.

Developers could also be asked to adhere to Maximum Parking Standards (1 space per 15 seats at stadia with more than 1500 seats) in order not to encourage unconstrained car use for people travelling to new stadia. This was in line with the PPG13 guidance which directed Local Planning Authorities to:

“Actively manage the pattern of urban growth to make the fullest use of public transport, and focus major generators of travel demand in city, town and district centres and near to major public transport interchanges”

Source: DCLG (2001) pp paragraph 6.

As they have in relation to influencing other forms of development, the use of Section 106 agreements have presented Local Authorities with a formal tool (other than rejecting unsatisfactory development proposals) with which to influence the sustainability of new football stadia developments and extensions to existing grounds. As such, these planning policy mechanisms effectively gave birth to development-led matchday travel planning (also commonly referred to as Stadium Travel Plans).

Appendix C:

Matchday Travel Patterns of Football Supporters

C.1 Matchday Travel Patterns of Football Supporters

The travel patterns and transport needs of UK football supporters appear to have been the subject of limited research. Where they have been explored relates mainly to the site-specific needs of stadia developments. As such the focus of supporter's matchday travel behaviour has been concerned with evaluating the travel patterns of football supporters, to manage the flow of people to and from a stadium on a matchday, rather than focusing upon their 'whole journey' transport needs.

Using available secondary sources (namely the Football Fans Census, 2006, and travel surveys form the baseline for various Stadium Travel Plans in the UK) it is possible to identify common elements of supporter travel behaviour in the UK. This appendix to my paper explores supporter's travel patterns when attending home and away matches in the UK and has been produced to underpin the identification of the transport needs of football supporters.

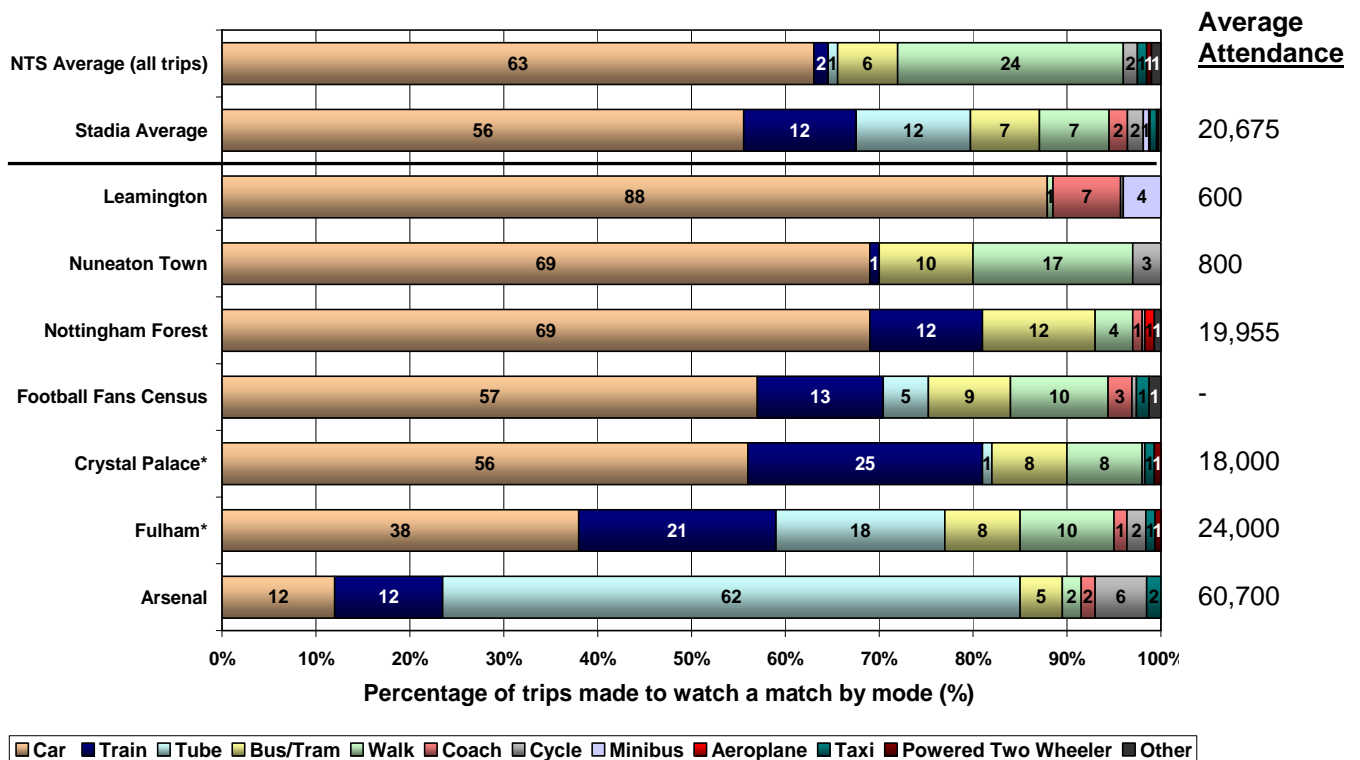
C.2 Home Fans

Modal split for matchday travel

Figure C-1 illustrates that the travel behaviour patterns of supporters vary significantly from club to club. These patterns almost certainly reflect the varying sizes, and locations in relation to public transport services, of the clubs in question. Compared with the National Travel Survey average for all trips by mode, supporter's travel to football stadia is less reliant upon the car, with significant use of national and local public transport modes (train, tram, tube and bus).

It is also interesting to compare the use of sustainable modes of transport at Crystal Palace FC against Nottingham Forest FC. Both are clubs playing in the Football League Championship with an average attendance of around 17-18,000 fans, yet markedly fewer supporters arrive at Selhurst Park (Crystal Palace's stadium) by car, compared to those travelling to the City Ground in Nottingham. This is likely to reflect the fact that Selhurst Park is close to 3 national rail stations, while Nottingham Forest is only directly served by local bus routes, with the main railway station a 15 minute walk from the ground. When compared to the modal split for fans travelling to Arsenal and Fulham, both clubs being additionally served by London's Underground network, the modal split at Crystal Palace is in turn more car-reliant than for the clubs located in central London.

Figure C-1: Supporter Travel Patterns to Home Matches



*Source: Fulham and Crystal Palace Travel Survey data from draft TfL Travel Plans

Figure C-1 also emphasises the issue of scale associated with planning for supporter’s matchday travel. While Leamington Football Club attracts a considerably smaller average gate than Fulham (600 compared to 24,000 for 2007/8 season), the extent of infrastructure to get supporters to the stadium, and car parking facilities at the ground, also reflect this difference. As such the modal split for supporters travelling to the stadium on a matchday reflects this. The challenge of catering for supporter’s matchday travel needs is therefore equally, if not more, important for clubs playing at the lower and non-league tiers of English football, particularly given their reliance upon matchday revenue as a source of funding.

“A breakdown of links between London’s stadiums and their local communities as fans are increasingly drawing their support from outside London and fans are travelling further afield.”

London Assembly Transport Committee (2007)

Both the Football League and Premier League also produce annual fan surveys which invite supporters’ views on a wide range of issues concerning football. Table C-1 summarises key findings from these surveys in relation to matchday travel issues.

The surveys reveal that most supporters across all leagues arrive approximately 30 minutes before kick-off. The modal share figures for supporters of Football League and Premier League clubs are broadly similar to those set out in Figure C-1, with around 50% of supporters driving to the stadium in their own car on a matchday.

Interestingly, fans of Premier League teams appear to be less reliant upon driving and getting a lift than supporters of Football League teams, and more dependent upon public transport when

travelling to watch live matches. It is possible that this reflects the fact that the Premier League is made up of clubs predominantly situated in larger cities.

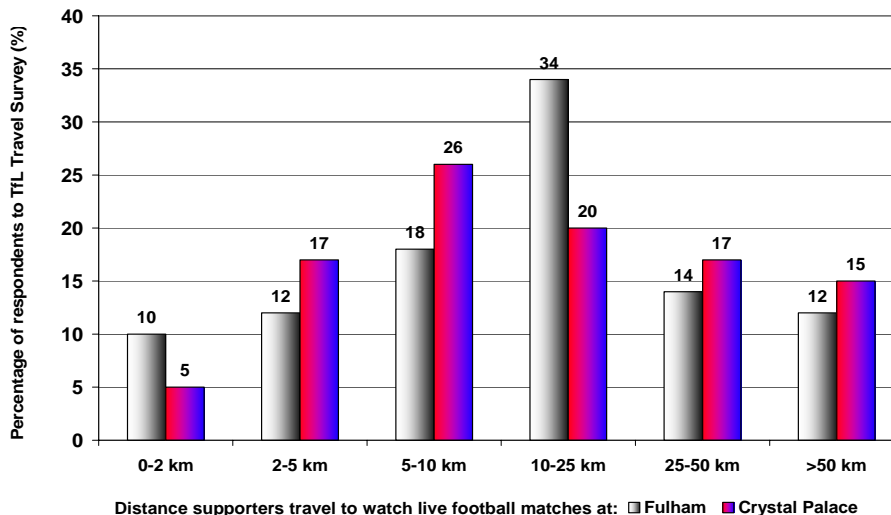
Table C-8-1: Results from Football League and Premier League Supporter Surveys

Question	Premier League National Fan Survey 06/07	Football League National Fan Survey 2008
Reasons for low attendance at home matches	Travel time = 24% Travel cost = 24% Both from 6,668 respondents	Travel time = 67% 10,104 respondents
How do you travel to matches?	Own Car = 48% Get a lift = 12% Walk = 6% Train = 15% Local Transport = 14% Park & Ride = 1% Supporters Coach = 3% Minibus / Van = 1% 26,014 respondents	Own Car = 53% Get a lift = 17% Walk = 9% Train = 9% Local transport = 8% Park & Ride = 1% Supporters Coach = 2% Other = 1% 37,461 respondents
What would encourage you to use public transport to get to matches?	-	Free travel = 38% Convenient bus pick-up locations = 19% Convenient bus pick up times = 16% Park & Ride schemes = 15% 30,811 respondents
Average time taken to travel to matches	69 minutes	-
Average time of pre-match arrival	31 minutes 26,014 respondents	33 minutes 37,461 respondents

Distance and time spent travelling to matches

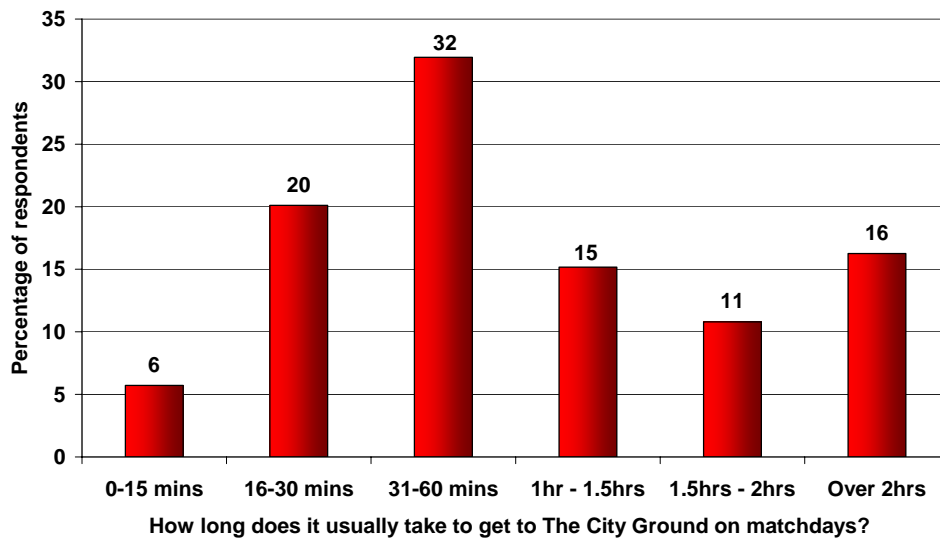
The distance and amount of time supporters’ travel in order to attend home matches highlights the different range of needs in terms of local transport services and those further afield. Figure C-2 shows a comparison between the distances travelled by Fulham and Crystal Palace supporters’ to attend home games, while Figure 4-3 shows the amount of time Nottingham Forest supporters stated they spend travelling to watch live football at The City Ground.

Figure C-2: Distance travelled to home matches by Fulham and Crystal Palace supporters



Source: Crystal Palace Football Club (2008), Fulham Football Club (2008)

Figure C-3 Time taken by Nottingham Forest supporters to travel to The City Ground on matchdays (% of 1,556 respondents)



Source: Nottingham Forest Football Club (2008)

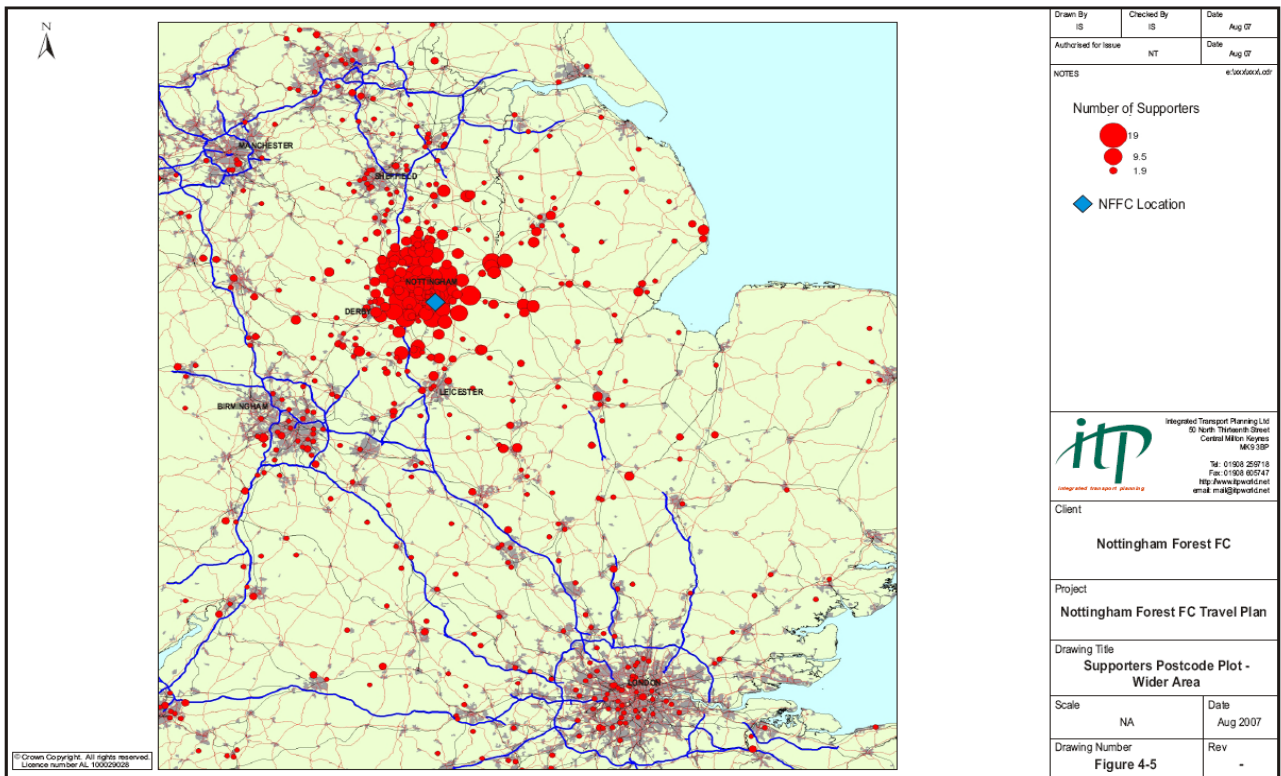
Figures C-2 and C-3 demonstrate that the majority of supporters of Crystal Palace, Fulham and Nottingham Forest do not travel from the immediate local area to watch matches. A total of 60% of Fulham fans and 52% of Crystal Palace fans travel more than 10km (6.25 miles) to watch their club play football. At Nottingham Forest, 74% of supporters surveyed in 2007 indicated that they spend more than 30 mins travelling to matches at the City Ground – considerably greater than the average trip time of 22.3 minutes for all modes and journeys from the 2006 National Travel Survey.

These statistics support anecdotal evidence that football supporters are a relatively determined group, often overcoming barriers such as; distance, affordability and limited transport options (which reduce the viability of their trip) in order to travel to watch their team play. To illustrate this point, Figure C-4 is taken from the Nottingham Forest FC travel survey results (Nottingham Forest FC 2007) which, for presentational purposes, do not include one well known Nottingham Forest supporter who travels to every home game from Munich in Germany, and several fans who fly in from Sweden, Canada and the USA for at least one game per season. This clearly highlights the need to cater for both local supporters travelling to home games and those home fans travelling from further afield.

'Sickness would not have kept me away from this one. If I'd been dead, I would have had them bring the casket to the ground, prop it up in the stands, and cut a hole in the lid.'

Bill Shankly, Commenting on the 1971 FA Cup Final

Figure C-5: Supporter Catchment area for Nottingham Forest FC

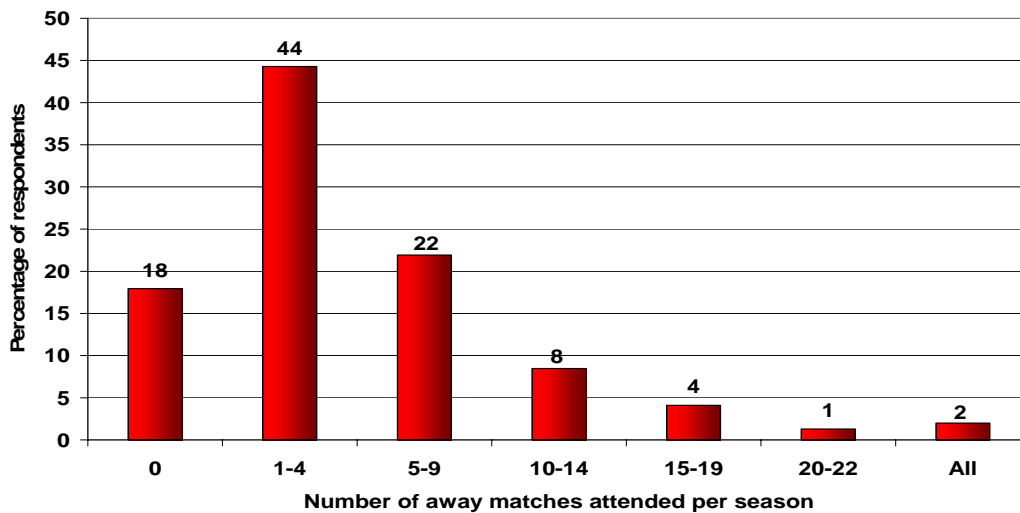


Source: Nottingham Forest FC (2008)

C.3 Away Fans

8.6 The travel patterns, and needs, of away fans are often given less consideration in the context of matchday travel planning. While this has traditionally reflected the small proportion of the total crowd at a football match that is made up of away fans (Figure C-5), it is possible to suggest that their needs increasingly mirror those of home fans travelling significant distances to watch their football teams play.

**Figure C-4: Nottingham Forest supporter’s attendance at away matches
(% of 1,556 respondents)**



8.7 Table C-2 shows the travel patterns of Liverpool supporters travelling to an away match at Fulham FC, as well as the stated usual mode of travel for Nottingham Forest supporters attending away matches. Compared with the modal split for travel to home matches, there is a greater reliance upon national and local modes of public transport, as well as dedicated supporters coaches and minibus services, for supporters travelling to away games. The responses from Nottingham Forest supporters indicate that Car Sharing is a well used mode for fans travelling to away games.

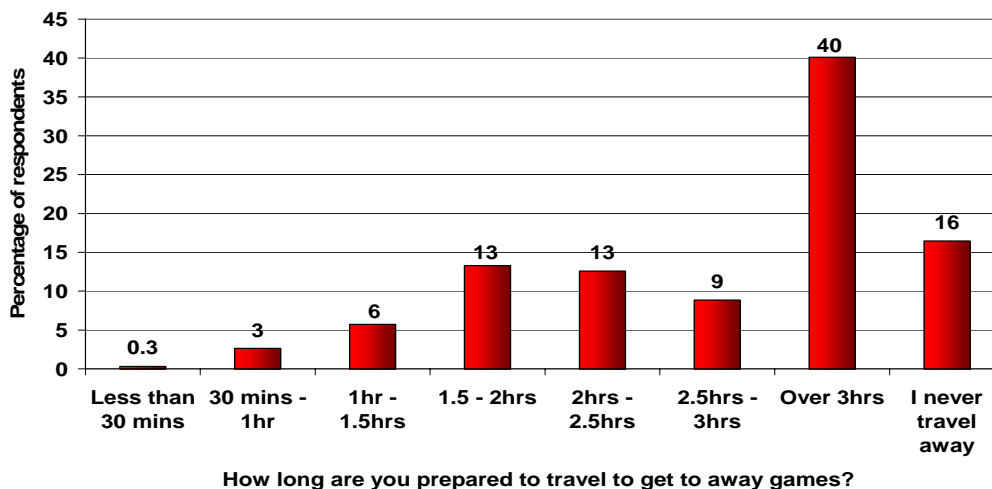
Table C-2: Supporters' Away Travel Patterns

Mode of Travel	Nottingham Forest fans' usual mode of away travel	Liverpool fans travelling to Fulham (Craven Cottage) in 2008
Give lift to fellow fan going to match	22	-
Drive on own	18	20
Don't go	17	-
Supporters Coach/Minibus	15	12
Lift with someone going to the match	12	-
Train	12	20
Local public transport	1	30
Taxi	1	4
Aeroplane	1	-
Lift from someone not going to the match	1	-
Walk	0.2	12
Cycle	0.1	1
Powered Two Wheeler	-	1
Total (percentage)	100	100
Number of respondents	1,556	167

Sources: Nottingham Forest FC (2008), Fulham FC (2008)

The preparedness of supporters to travel significant distances to support their football team (see paragraph 4.9 in paper) is further illustrated in Figure C-6.

Figure C-6: The time supporters are prepared to travel to get to away matches (% of 1,556 respondents)



While 16% of Forest supporters surveyed indicated that they never travel to away matches, more than 60% are prepared to travel for more than 2 hours, and 40% are prepared to travel for over 3 hours, in order to get to a Nottingham Forest away game. This contrasts starkly against the average trip time of 22.3 minutes for all trips and 27 minutes for commuting trips (National Statistics, 2006).

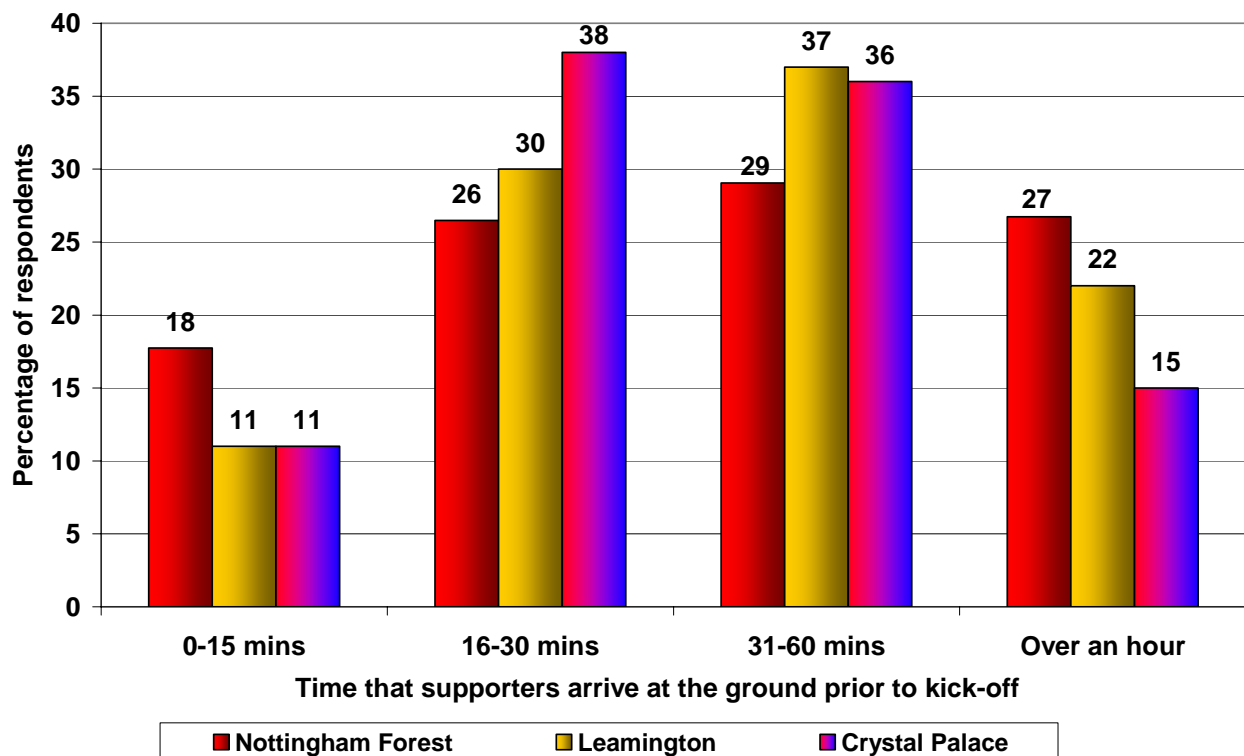
Although the number of trips being made by football supporters, both home and away, may pale in comparison with the number of commuter, or shopping trips we make, it is clear that the distances travelled to watch football matches are often considerably greater.

Arrival Before, and Departure After, the Match

Arrival at the Stadium Pre-Match

Figure C-7 demonstrates broadly similar patterns of arrival times for football supporters at the three grounds being compared. The busiest period for fans arriving at the stadium, and in the immediate area around the ground, appears to be typically from 15-60 minutes prior to kick off. This is particularly the case at Crystal Palace FC and Leamington FC, although the times that Nottingham Forest supporters arrive at the City Ground are more staggered with a greater proportion (18%) arriving in the local area in the 15 minutes prior to kick-off.

Figure C-7: Time supporters arrive at their home ground prior to Kick-Off



Source: Nottingham Forest FC (2008), Leamington FC (2007), Crystal Palace FC (2008)
 Crystal Palace figures are average arrival times of fans in the stadia from two matches in 07/08

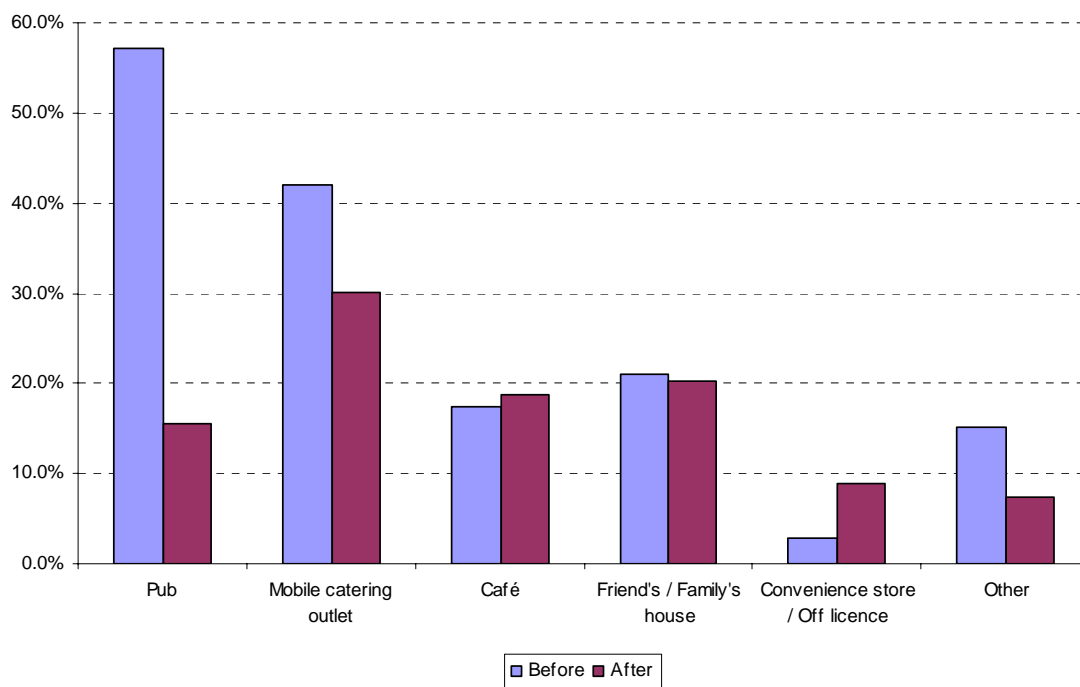
Leaving the Stadium after the Game

Anyone who has seen people queuing at stairway heads within stadia will know that, anecdotally some supporters leave football matches early in an attempt to beat congestion of local transport networks and infrastructure in order to avoid having to queue up to get away from the stadium. Although the evidence base is limited (only information relating to supporter behaviour post-match is available from the Fulham and Crystal Palace draft Travel Plans) it is clear that supporter's act differently after a match.

Figure C-8 reveals that 57% of supporters went to the pub prior to the game and 40% visited mobile catering facilities at the ground. After the match significantly fewer supporters visit these places, which supports the widely held assumption that the majority of supporters just want to exit the stadium and head home once the game has finished.

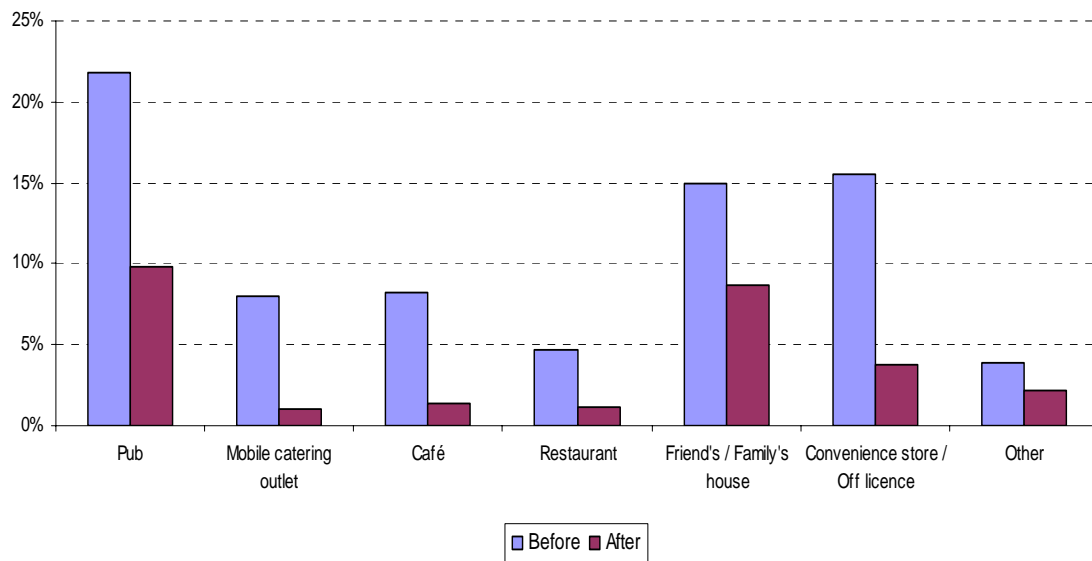
Similar trends were evident among supporters leaving Crystal Palace matches at Selhurst Park at the end of the 2007/9 season (Figure C-9).

Figure C-8: Places visited in the two hours before, and immediately after, the match between Fulham and Liverpool at Craven Cottage on Saturday 19th April 2008



Source: Excerpted from Fulham FC Draft Travel Plan (2008), pg 19

Figure C-9: Places visited in the two hours before, and immediately after Crystal Palace matches at Selhurst Park at the end of the 2007/8 season



Transport Implications

This facet of supporter behaviour is clearly a key component of the challenge of catering for the transport needs of football supporters on matchdays. Pre-match there is a general desire to be at the stadium for a period of time prior to the match, to soak up the atmosphere and socialise in local pubs, requiring a constant stream of transport services which cater for this staggered arrival of supporters.

Post-match the majority of supporters desire to exit the stadium and begin the home/onward journey as soon as possible. This demands a significant level of transport capacity and network management in order to maintain the safety of supporters and ensure that the transport system keeps moving and queues at key local nodes/routes and departure points do not build up.

Parking at the Stadium

The use, and abuse, of parking facilities at, or close to football stadia is anecdotally a common occurrence associated with football matches, particularly at larger venues and where parking capacity is limited. The Travel Plans prepared by Nottingham Forest FC (2008) and Fulham FC (2008) both explored the issue of parking at the stadium. At Nottingham Forest, more than 20% of the respondents who drive to matches indicated that they have encountered problems with parking near the stadium.

Table C-3 shows that at both locations the biggest proportion of home supporters park on-street in the local area around the stadium. In Nottingham a range of other options are commonly used, including a nearby public car park (operated using the County Council's parking spaces) and private car parking space away from the stadium. At Fulham it is more common for supporters to park at rail or tube stations before completing their journeys using these modes of travel.

The prevalence of on-street parking supports the common complaints of local residents, some of which were documented in the London Transport Committee's paper on sports travel in London (2007), in relation to the disruptive impact that football stadia have on their local surroundings.

The use of Controlled Parking Zones (CPZs) is one measure which has been used in order to reduce this impact and discourage anti-social, on-street car parking behaviour around stadia on matchdays.

Table C-3: Parking locations for supporters driving to The City Ground and Craven Cottage

Parking site	Nottingham Forest	Fulham
On-street car parking in local area	38	69
Public Car Park (Off Street)	31	2
Private Car Park (away from Stadium)	10	3
Stadium Car Park	8	5
Pub Car Park (away from Stadium)	3	0
Rail or Tube station		15
Other	10	7
Total	100	100

Source: Nottingham Forest FC (2008), Fulham FC (2008)

The preference for parking on street is linked to the search for cheaper, or free, parking facilities, which are close to the ground. Of the car drivers surveyed by Nottingham Forest FC (46%) and Fulham FC (54%), approximately half stated that they pay to park their cars.

Midweek/Weekend variations in travel

Research conducted on behalf of Transport for London and Fulham Football Club (Fulham FC, 2008) has shown that there are limited variations in midweek and weekend travel patterns for football supporters. Around 20% of supporters surveyed at the Fulham versus Liverpool match in 2008 indicated that they would switch their travel mode for a midweek game.

A greater proportion of the away fans (Liverpool, 25%) indicated that they would have travelled in a different way for a midweek game, compared to 18% of the home (Fulham) supporters. While this is clearly not an exhaustive review of variations in travel patterns between midweek and weekend fixtures, it does appear to underline the habitual nature of matchday travel among home supporters, and also a better understanding of the local transport network. It also highlights a possible lack of alternatives to driving for away fans with respect to their journey home in mid-week.

Potential for Changing Supporter's Travel Behaviour

The travel surveys reviewed in the course of preparing this paper indicate there is considerable potential to encourage football supporters to change their matchday travel behaviour. Travel Plans prepared at Arsenal, Crystal Palace, Fulham, Leamington and Nottingham Forest have used questions in their Travel Surveys in order to ask supporters whether they are prepared to switch modes. Invariably the most popular response options have been identified and incorporated into the Travel Plans as measures to be taken forward by the clubs, often in partnership with Local Authorities.

Figure C-10: Supporters arriving by car at home matches' stated preparedness to use alternative modes of transport to travel to matches

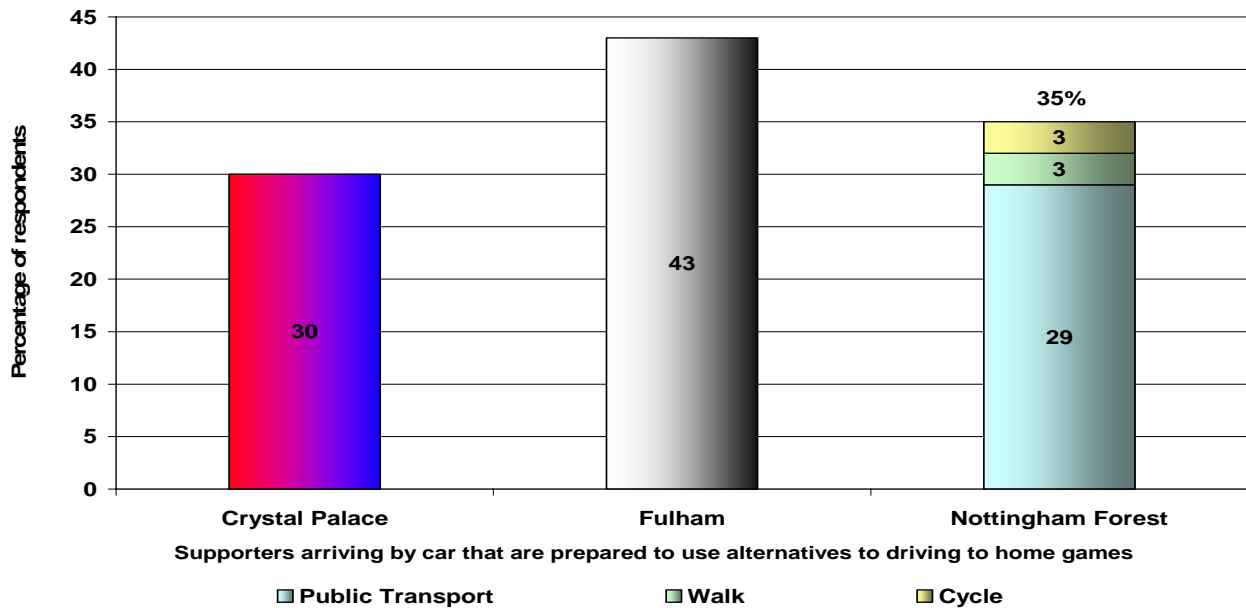


Figure C-10 shows that between 30% and 43% of the car driving supporters surveyed at Crystal Palace, Fulham and Nottingham Forest indicated a preparedness to use alternative modes to driving when travelling to home games. The responses from Nottingham Forest show that the majority of car drivers were prepared to consider using public transport, but did not believe walking or cycling were viable alternatives.

It is immediately apparent that there is scope to encourage football supporters to change their travel behaviour when travelling to matches, although it is not just travel behaviour which can be modified. A total of 35% of Crystal Palace supporters surveyed for their Travel Plan

The most commonly cited measures which supporters believe could enable them to change their travel behaviour include:

Public Transport:

- More frequent and reliable services
- Cheaper/subsidised fares (e.g. integrated with season ticket)
- Discounts for football supporters making regular trips
- Better quality waiting areas for public transport services
- Better information on service availability
- Less crowded services (more capacity)
- Park & Ride services to the stadium both before, and after, home matches
- Supporters Coaches / Minibus services to my area

Car Sharing

- Help finding a car share partner/supporters in my area

- ❑ Incentives for car sharing (e.g. free, or reserved, parking at the ground)

Walking

- ❑ Better road crossing facilities around the stadium
- ❑ Well-lit routes that link local residential areas with the stadium
- ❑ Well-signed routes with the stadium

Cycling

- ❑ Secure cycle parking facilities at the stadium
- ❑ Safe, traffic-free routes to the stadium
- ❑ Discounts on cycling equipment
- ❑ Information about good local cycle routes to the ground
- ❑ Signed cycle access into the stadium area

Supporters Views on Matchday Travel

Survey work completed by the London Assembly Transport Committee (2007) with London-based football supporters, and that which I have undertaken with supporters of Nottingham Forest Football Club (2007) offers anonymised qualitative views of football supporters in relation to matchday travel:

<i>[travel] "experiences this season led us to seriously consider not taking up our season tickets for the forthcoming season"</i>
<i>"if more effort was made to educate people to the different routes that can be taken to and from the ground then things would be easier"</i>
<i>"identifying public transport hubs within a two mile radius of the venue and constructing clear and prioritised routes to these hubs, will help to clear congestion in the stadium vicinity" [after the game]</i>
<i>What would encourage you to use public transport on a matchday? "Being able to leave the ground and step straight onto a bus without having to wait or queue"</i>
<i>"The queue's for the bus are always very long after the match"</i>
<i>[Occasionally I leave games early to] "beat the queues which go on for a good mile just to get the train home"</i>
<i>"If there was a tram direct to City Ground we would park there and get the tram (which would be better when trying to get out after the game)."</i>
<i>"Better supporter's buses. E.g., fan's get to travel if they are a Supporters club member. This currently does not happen with our branch."</i>
<i>"A more centralised drop of point for official coaches. As some games are at night when coaches return there is no public transport, a choice of drop off points would help this."</i>
<i>"I'd use a motorbike sometimes, but you don't allow helmets in the ground"</i>

“Would like to have access to secure cycle parking and lockers very close to the City ground but not inside as this quicken my exit after the match”

“I already walk from the train station. Sometimes carrying a 6 year old through the stampede to get out and holding onto an 8 year old at the same time.”

These quotes indicate that there is considerable scope to improve travel facilities which meet the needs of football supporters. Whether these views reflect those of the majority, or minority, of supporter’s detailed views on matchday travel is unclear, although the fact that travel time is cited as a barrier to many supporters travelling to matches in both the Football League and Premier League surveys suggests these are not necessarily isolated experiences.

As such, there is a basic duty to ensure that football supporters can access a range of viable, and sustainable, alternatives to driving to stadia on matchdays. This is important for encouraging football supporters to continue using sustainable transport modes for travelling to matches. It is also possible to suggest that ignoring football supporter’s transport needs on matchdays, and the negative user experiences resulting from this, may subsequently have a negative influence upon how those same people choose to travel to work or to access other leisure activities/facilities.

Appendix D:

Case Studies of Matchday Travel Planning in the UK

D. CASE STUDIES OF MATCHDAY TRAVEL PLANNING FROM THE UK

This appendix sets out the range of case study examples I have drawn upon in order to write this paper. These relate to matchday travel to specific sites across the UK and form the basis for an emerging evidence-base of matchday travel planning interventions.

D.1 Development-led Matchday Travel Plans

A number of examples of good practice exist in relation to development-led matchday travel planning. Covering a range of stadium sizes, these include:

Arsenal Football Club, The Emirates Stadium

The Emirates Stadium opened in July 2006 and was a purpose built, 60,000 seat stadium which replaced Arsenal FC's Highbury ground. Islington Council requested a Travel Plan as part of the Stadium Management Plan, which was funded through a section 106 agreement with the site's developers. In order to meet the planning requirements, Arsenal FC worked with developers and consultants to produce separate travel plans covering matchday travel (Stadium Travel Plan) and employees (Employers Travel Plan).

The key measures implemented at the Emirates include (Arsenal Football Club, 2006):

- ❑ Retaining a staff presence at the ground and keeping club facilities open for up to 2 hours before and after kick-off in order to encourage fans to delay their departure from the stadium after the match. This is commercially attractive from the club's perspective, but also staggers the departure times of fans.
- ❑ Providing sustainable transport information in conjunction with TfL at local stops and stations in order to effectively control the movement of fans via the bus and underground network and begin to address the issue of pre and, in particular, post-match public transport overcrowding.
- ❑ Establishing a coach booking and allocated parking system in order to manage coaches bringing supporters to matches at the stadium.
- ❑ The use of local Traffic Management Orders to establish a Clearzone around the ground on matchdays.
- ❑ The development of a number of local cycle parking facilities. TfL have provided 125 automated cycle parking lockers at a 24 hour, CCTV covered facility at Finsbury Park station with smartcard payment facilities. Arsenal FC has also funded 87 cycle hoops which are located at the stadium's North-East Bridge, near the club offices and shop.

A number of public transport improvement works, including capacity improvements to trains and underground stations and the switching of match-going travellers from the Piccadilly tube line to the Victoria line (primarily through improved signage and information at Kings Cross St Pancras station) were planned.

A total of £7.595m was set aside through a Section 106 agreement between Islington Council and the stadium developers (London Assembly Transport Committee, 2007), with the specific intention of using this money to fund upgrades to Holloway Road Underground Station and Drayton Park overground station in order to provide capacity enhancements for the anticipated pre and post match flows of people. Additional improvements were proposed outside of the context of the Section 106 agreement including adding capacity at Finsbury Park, Arsenal and Highbury & Islington Underground stations (London Assembly Transport Committee, 2007).

A recent report by the London Assembly Transport Committee (2007) reviewed the implementation of the Travel Plan and criticised the delivery of Section 106 funded measures. In particular, the improvements to Holloway Road and Drayton Park stations have not been taken

forward and as a result are closed to fans leaving the Emirates stadium on a matchday (London Assembly Transport Committee, 2007, p10). These findings suggest that the proposals to reduce post match public transport overcrowding have had limited success, and therefore instead the approach has been to disperse crowds over a wider area.

The review conducted by the London Assembly Transport Committee identified a flawed approach to identifying the intended targets of Section 106 funds from the development. The result is that the actual cost of upgrading the stations is significantly higher than that envisaged when the Section 106 agreement was drawn up. The scope for other parties to provide financial support is also limited by a poor benefit:cost ratio for improvements based upon matchday events, which only occur around 30-40 times each year.

The London Assembly Transport Committee also criticised the lack of engagement with supporters clubs and interest groups in developing matchday congestion reduction initiatives. In spite of these shortcomings, the interim monitoring data produced for the Arsenal FC Liaison Committee has revealed relatively positive overall modal split trends (Islington Council, 2007). Less than 12% of all supporters travel to the stadium by car, more than 62% travel by tube to the ground, 12% by train and 5% by bus.

Brighton & Hove Albion, Withdean Stadium

As part of their temporary use of the Withdean Stadium, Brighton & Hove Albion are required to apply for planning permission on a 3 yearly basis. As part of this process, B&HA offer secure cycle parking and free bus travel within vicinity of the ground on matchdays. There is a £2 discount ticket for bus travel outside of the city zone on production of a voucher from a match or season ticket and this is further supported by free train travel for zones close to the stadium.

Given the intense parking constraints at the stadium, B&HA operate a number of Park and Ride sites. All car occupants hand in their travel vouchers to stewards (so that the City Council can monitor usage) and then make use of free buses to the ground, which operate from 12.30 to 6pm on Saturdays, and for 30 minutes after the match on other days (Brighton & Hove City Council, 2007).

Coventry City FC, Ricoh Arena

Coventry City FC relocated to the Ricoh Arena in time for the start of the 2005/6 season. The purpose built football stadium to the North of Coventry City Centre has a capacity of 32,500 seats and, in keeping with most new stadium developments in the UK, a Green Travel Plan was a requirement for the receipt of planning permission. The measures implemented as a result of the Travel Plan (Ricoh Arena, 2005) include:

- ❑ Six bus routes run by the Sky Blues Trust stopping at local pubs and selected City Centre sites, operating alongside scheduled services to provide a combined service of more than 90 buses in a 2 hour period on match days.
- ❑ A shuttle bus service operating to the city centre, as well as park & ride (£7) and park & walk (£5) services with the option to buy season passes (based on 25 home matches) at a reduced rate.
- ❑ Integrated half-season bus passes for people buying season tickets. For £42, you can add a bus season ticket for the first half of the season (14 home games) which is valid on matchdays from 4 hours before the game on all buses in Coventry. This works out at a £3 return and is considerably cheaper than parking at the stadium.
- ❑ Parking permits for 12,000 local residents in order to prevent on-street parking in the vicinity of the ground.

- ❑ Traffic management on leaving the ground giving priority to pedestrians and buses ahead of cars.
- ❑ Information distributed via the matchday programme, season ticket mail-shots and club website (<http://www.ricoharena.com/match-public-transport.htm>).
- ❑ A target set through the Section 106 Agreement that at least 75% of visitors to the Ricoh Arena would travel by alternatives to the car.

Leamington FC

See Appendix E-2 for interview with David Hucker, Communications Director.

Leicester City FC

Leicester City operate several matchday travel schemes in line with the requirements of the Section 106 Agreement for the development of the Walkers Stadium, which was completed in 2002.

Fox Travel Home is a matchday coach service which operates along 8 routes from outlying towns and villages in order to provide a reliable alternative to driving to the stadium. The services are targeted at areas where there are concentrations of season ticket holders and is zoned based on the distance travelled (an inner zone and outer zone are defined). Each coach has a steward on board representing Leicester City FC.

The nature of the service requires supporters to pre-book, by buying all of their travel for the season in advance, although the club make it possible for supporters to spread payment over several months. The cost of the travel is £110 from the inner zone, £125 from the outer zone and £65 for under 16's. This works out at less than £5 per game from the inner zone and £6 per game from the outer zone – considerably cheaper than matchday parking and fuel.

Leicester City FC also runs a Car Share scheme using the Liftshare *Football Car Share* portal.

Nuneaton Town FC

Nuneaton Town FC submitted their travel plan in October 2005 to accompany a Section 106 Agreement in order to obtain planning consent to develop and relocate to the Liberty Stadium through a ground-sharing agreement with Nuneaton Rugby Football Club. This move has enabled the club to meet the minimum requirements of the football league in the event that Nuneaton are promoted. The club relocated to Liberty Way in 2007. The measures contained in the Travel Plan can be summarised as follows;

- ❑ Develop a local area network plan in order to indicate the availability of routes to match-going fans.
- ❑ Provide local bus/rail connections to staff, visitors and match-going fans and disseminate the information as widely as possible using matchday programmes, the club website and ticket inserts.
- ❑ Improve local pedestrian and cyclist signing to/from the town centre and local public transport stops.

- ❑ Provide showers, changing facilities, lockers and dry storage for club staff to encourage uptake in walking and cycling.
- ❑ Hold regular walk/cycle to work promotions.
- ❑ Negotiate discounts for staff at local cycle shops.
- ❑ Offer an annual cycle training and maintenance day for staff.
- ❑ Provide secure, covered, cycle parking facilities for 80 bicycles.
- ❑ Offer shuttle bus services to local bus/rail stations and participating pubs with large car parks.
- ❑ Incentivise public transport travel by offering discounted public transport tickets combined with a season ticket.
- ❑ Develop a car sharing scheme and provide 40 dedicated car sharing spaces in the club car park in order to incentivise car sharing.

Wembley Stadium

Wembley stadium is the most high profile stadium development in the UK in recent times, with the stadium being officially opened in March 2007. The Green Travel Plan has been developed over the course of the first 6 months of full operation of the stadium and is not readily available in the public domain. The Matchday Travel provision at Wembley was also the focus of the London Assembly Transport Commission’s review of Sports Travel.

In a similar manner to the Arsenal FC’s Emirates stadium, Wembley has been designed as a ‘public transport stadium’ in order to take advantage of the high concentration of local public transport links. Approximately £100 million was invested in Wembley stadium’s transport infrastructure, the breakdown of which was included in the London Assembly Transport Committees review of sports travel in London:

Table D-1: Breakdown of funding for Wembley Stadium transport improvements

Contributor	£ Million
Transport for London	43
London Development Agency	40
Department for Transport	7
Wembley National Stadium Limited	9

Source: London Assembly Transport Committee, 2007, p8

It is interesting to note from Table D-1 that the bulk of the funding support came from the London transport and development authorities and reflects the ‘national interest’ nature of the Wembley Stadium project. The following improvements have subsequently been implemented at Wembley Stadium in a bid to minimise the impact of the stadium’s development and ensure fans are able to conveniently and safely use public transport to access the stadium:

- ❑ The redevelopment of Wembley Park station to provide the capacity needed to allow 15,500 people to use the station every hour. Similar capacity enhancements were provided at Wembley Central (12,000 pass/hr) and Wembley Stadium (an additional 1,000 pass/hr) stations.
- ❑ The coordination of approximately 100 trains per hour on event days, allowing visitors to Wembley Stadium to benefit from quicker and safer public transport journeys.
- ❑ Lifts were installed at all stations to provide access for mobility impaired passengers.

- National Express were signed up to run a Wembley Coach Network of 13 routes serving 43 cities direct to Wembley, with priority parking outside the stadium.

An estimated 75,000 of the 90,000 capacity crowd at the 2007 FA Cup final used the three upgraded stations to travel to the match (London Assembly Transport Committee, 2007). As such, the matchday travel arrangements for the new Wembley Stadium have been heralded as a success by TfL, the FA and the stadium's operator Wembley National Stadium Limited.

D.2 Voluntary Matchday Travel Planning

Outside of the planning process, a smaller number of clubs have worked in partnership with local transport operators and authorities in order to proactively promote, and in some cases deliver, alternatives to driving to the match.

Liverpool/ Everton/ Tranmere FC, Merseyside Soccerbus

Merseytravel run a Soccerbus to Goodison Park or Anfield from Sandhills station. The Soccerbus runs for 2 hours before each match (the last bus is approximately 15 minutes before kick-off) and for 50 minutes after the final whistle. There is also a Soccerbus service to Tranmere Rovers with shuttle buses operating from Hamilton Square and Birkenhead Central stations to Prenton Park. Buses run for 1½ hours before and 20 minutes after matches.

The cost of the Soccerbus is a £1.50 single or return fare and the services are free to travel pass holders. There is also a rail add-on when buying your rail ticket to the nearby station you can travel on Soccerbus for a £1 return.

Charlton Athletic

In 2005 Charlton Athletic set up the Valley Express in order to make it easier for fans in Kent, Sussex and Surrey to travel to matches. Around 70 pick up points have been established and each week on average, around 1,000 fans pay £5 for the service. For the 2006/7 season's Premier League match against Wigan Athletic, this figure rose to 4,868, which reflected more than 15% of the total attendance that day. To achieve this more than 83 coaches ferried the fans to the stadium.

The success of the scheme has led Charlton Athletic to extend the £5 coach travel offer to supporters travelling to away matches. This has been a way of boosting crowds at vital away games and in 2007 was used as means of ensuring supporters were able to get back from an evening fixture at the City of Manchester Stadium on Good Friday, when public transport alternatives were unavailable for the return leg of the journey:

“A fleet of 20 coaches has been lined up to carry Charlton fans up the M6 and 17 have already been filled, with the club extending its match ticket allocation on Wednesday... The cheap fare initiative came in response to the awkward 5.15pm kick-off to accommodate live pay-per-view television coverage, which made it virtually impossible to get back from the match by rail the same day.”

Source: Charlton Athletic Website (2007)

Laying on a subsidised travel service is an illustration of the Addicks' enthusiasm for positive interaction with their supporters and its success has been copied by other clubs.

Walsall FC, Bescot Stadium

At the Bescot Stadium there is capacity for approximately 30 bikes and a local cycle route has been implemented as part of a Safer Route to School, which links to the National Cycle Network a few hundred yards away.

Public transport information is relayed over the PA and scoreboard at home matches, and the club works with CENTRO to include a one page TravelWise advert in every home programme and fliers that are distributed at the ground, the social club and at the club shop in the town centre. A postcode plot of the home fan database showed good potential for public transport use via park/bike and ride on local rail services (the stadium is next to a rail station), but there are problems with vehicle/bike security at other local stations. It is hoped that some of these will be overcome with the introduction of CCTV and cycle lockers in the next few years.

Wycombe Wanderers, Adams Park

Supported by Buckinghamshire County Council, Wycombe Wanderers have produced a matchday travel guide aimed at encouraging supporters to 'Go Green' to Adams Park (Wycombe Wanderers FC, 2007). The guide includes a map of High Wycombe with all of the key transport information and publicises four ways to get to the stadium on a matchday:

- ❑ Two local Park and Ride facilities at Cressex Business Park and in Stokenchurch which are served by a shuttle bus service on matchdays costing £1 per adult.
- ❑ Matchday bus services which serve 16 local stops, including high Wycombe station, with return fares of between £2.50 and £4.
- ❑ A 20% reduction on local rail travel for fans with season tickets or match day ticket holders, valid from 22 stations
- ❑ Car Sharers arriving with a full vehicle can park in one of the stadium's controlled car parks without having to pay the usual £5 charge.

Quotes in the travel guide from the club manager and club captain, both emphasising the importance of 'going green', clearly seek to demonstrate social proof to supporters in relation to sustainable travel.

National Express East Anglia, Ipswich Town, Tottenham Hotspur and Norwich City

Ipswich Town, Norwich City and Tottenham Hotspur have teamed up with National Express East Anglia, the local rail operator, to offer their supporters a reduced rate matchday rail fare. The train season ticket offers a saving of 25% on 23 cheap day return fares from their nearest home station to; Ipswich, Norwich and Tottenham Hale, Northumberland Park and White Hart Lane stations on matchdays (National Express East Anglia, 2008).

The tickets are promoted to help supporters save money and beat queues at ticket offices, but supporters are informed that if a match should fall on a day when no train service is being run (e.g. Boxing Day) their ticket will not be valid for travel.

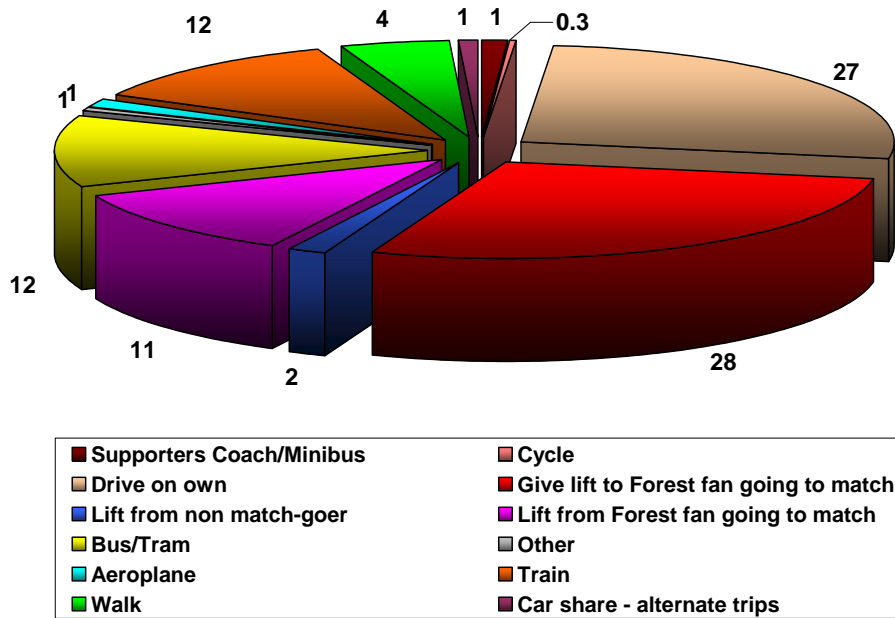
Nottingham Forest, The City Ground

Nottingham Forest were awarded seed-corn funding from Nottinghamshire County Council, through their TransACT scheme which supports the development of travel plans, in order to develop and implement a matchday travel plan for The City Ground.

A travel survey of 1,500 supporters conducted by Nottingham Forest found that a relatively small proportion of fans (27%) drive on their own when travelling to watch matches at The City Ground (Nottingham Forest FC, 2008). Figure D-1 shows that 38% of fans already car share to the

stadium, while local public transport options of bus and tram (12%) and train (12%) were also popular.

Figure D-1: Nottingham Forest supporter’s usual travel modes for home matches



From the Nottingham Forest FC travel survey it is also interesting to note the different arrival and departure times of supporters before and after a game at The City Ground. While the majority of supporters (56%) arrive over 30 minutes before kick off, with 27% arriving over an hour before the game, there is a clear preference after the game to leave the stadium immediately once the match has finished, with some leaving prior to the end of the game to avoid traffic congestion.

At the time of writing the data gathered by the survey is being used to target a range of incentives at Nottingham Forest supporters travelling to the City Ground on matchdays. These include:

- ❑ The installation of cycle shelters at 3 corners of the stadium to provide capacity for around 25 bicycles in total.
- ❑ Working with the local transport marketing and branding agency, The Big Wheel, to deliver transport marketing information on matchdays in order to promote sustainable modes of travel.
- ❑ Opening dialogue with the local Councils, public transport operators and supporter groups in order to deliver enhanced public transport services on matchday, including an exploration into the feasibility of matchday Park & Ride services.
- ❑ Making public local transport tickets (Kangaroo passes) available to supporters when purchasing tickets through the club ticket office.
- ❑ Establishing a formal car sharing group through the www.nottinghamshare.com facility.
- ❑ Promoting and signing new facilities from local traffic free walking and cycling routes.
- ❑ Improving the information available on the Nottingham Forest FC website in relation to matchday travel options for away fans.

D.3 Other Matchday Travel Initiatives

Carbon Footyprint

One prominent matchday travel initiative which was operated in relation to the 2007/8 FA Cup was E.On's Carbon FootyPrint campaign (E.On, 2008). As official sponsors to the FA Cup, E.On encouraged more than 160,000 fans to pledge to make energy saving pledges on www.carbonfootyprint.com to reduce both their own, and The FA Cup's carbon footprint, whilst putting themselves in with a chance to win tickets to The FA Cup Final.

Through the same initiative, E.ON also teamed up with National Express and Carlsberg to provide free coach travel to FA Cup matches and pub events to help fans travel to and watch games together thereby reducing carbon emissions. These initiatives were widely publicised through television advertising and articles in the sports press (sport magazine, 2008).

www.footballcarshare.com

A longer running initiative is www.footballcarshare.com. Part of the Liftshare network, this website aims to put football supporters in touch with each other in order that they can share their car journey to the match. Users simply register for free and then are free to offer, or request a lift, from fellow supporters travelling to the same game as them. The site also enables people to find Walk or Taxi Budi's who they can share their journey with.

See also Telephone Interview with Ali Clabburn in Appendix E

Appendix E:

Telephone Interviews

E1 – Interview with Ali Clabburn, Managing Director, Liftshare

The Liftshare operated *Football Car Share* (www.footballcarshare.co.uk) portal has been operating for around 5 years. Despite being free for supporters, and Liftshare's efforts to engage with football leagues and clubs, uptake has been poor and it receives limited promotion from football clubs. As a result there are only around 500 registered users of this site, although Liftshare have been successful in encouraging some clubs to promote car sharing (e.g. Leicester City) by contacting them during the development phases of a new stadium.

Ali Clabburn, Managing Director of Liftshare, suggested that *Football Car Share* is ideal for non-local football supporters trying to get to games. Capturing the community of football supporters through effectively promoting and marketing car sharing is relatively straightforward. One of the barriers to making the Car Sharing portal work has been the football club's interest in selling space on matchday coaches, and parking at grounds, which means some clubs see Liftshare as something of a threat to these streams of revenue. As such, the relatively poor promotion of Smarter Choices for football supporters travelling to matches largely reflects a lack of enthusiasm from the football leagues, and their constituent clubs.

The Millennium Stadium has been particularly proactive in promoting Liftshare through their press releases on travelling to the stadium. A sample press release has been included below, and as a result of these press releases Liftshare have lots of journeys registered with liftshare.com for each event. It is a very easy thing for the stadium/event organisers to do and it helps reduce congestion in the local area when an event is taking place.

18/08/2008

For Immediate Release

PR 3627 Madonna concert travel advice

Madonna opens her latest world tour at the Millennium Stadium on Saturday 23 August.

People travelling to Cardiff for the concert are advised to plan their journey in advance.

The best way to travel to Cardiff is by car share or by using the various park and ride services.

The park and ride sites can be accessed from J33 of the M4. The service costs £10 per car. Please follow the road signs from the M4.

The car park will have a staff presence from 9am and will open at 9am, with the first bus leaving at 9.30am. The last bus will leave the pick-up point at 11.30pm, with the car park closing at midnight.

Westgate Street will be closed from 5pm until 11.30pm.

Museum Avenue will be closed from 6am until 9pm for coach parking.

More information is available from www.traffic-wales.com; Traveline Cymru on 0870 608 2 608 or www.traveline-cymru.org.uk; Cardiff Bus at www.cardiffbus.com; www.liftshare.com or www.sewtacarshare.com.

ENDS

Examples from Summer Music Festivals

Contrasting the apparent uptake in Car Sharing among football supporters with the uptake in Car Sharing (measured through Liftshare) at the summer music festivals is startling. Over the summer of 2008, Liftshare had 13,933 members signed up to share lifts to music festivals, 5,636 of whom went to Glastonbury – an event which attracts 140,000 people. The following statistics were provided by Liftshare in relation to trips to Glastonbury in the summer of 2008:

- ❑ 5,636 members registered on the Liftshare site for Glastonbury.
- ❑ 6,093 journeys were registered on the website.
- ❑ 2,655, or 44% of journeys, occurred as a result of contact made through the Liftshare network.
- ❑ Of the 5,636 members who registered for a journey to Liftshare, 1,777 joined in 2008, with 1,384 people registering in June 2008 (the month in which Glastonbury took place).
- ❑ Of the journeys matched, Liftshare estimated that Car Sharers saved 309,753 travel miles, reducing emissions by 84 tonnes of CO₂ and £30,970 in travel costs. Figure 6-1, below, illustrates the origins of some of the journeys made to Glastonbury. Red vehicles show those seeking a lift, green shows those offering a lift and blue shows those willing to share:

Figure 8-1: Journeys made to Glastonbury 2008 through Liftshare



E2 – Interview with David Hucker, Leamington Football Club

Leamington football club was revived in the year 2000 after 12 years without a ground, the old one having been sold to housing developers. The club managed to buy new land on the outskirts of the town and re-entered non-league football in season 2000-01 in the Midland Combination Second Division. Since then success on the pitch, in the form of 4 league promotions and good progress in the FA Cup (As far as the first round proper) and FA Vase tournaments (Quarter Finalists in 2006/7), have contributed to a growth in interest in watching the club play.

In response to this, Leamington FC have begun to develop the New Windmill Ground on the edge of Leamington Spa. The ground currently holds 2,300 people in terracing and the club are looking to develop this to 3,000 (which is a requirement for the Blue Square Southern league), although the current league's requirement is 2,000 standing capacity with 250 seats under cover. Leamington have also been able to develop a Stewards handbook and put all of their stewards through an NVQ in stadium management, taking advantage of funding which is available to support London 2012.

Leamington are now one of the biggest clubs in their league, coming second last season and unfortunately losing in the playoff final for promotion. The average crowd at the ground is 600, which masks some significantly higher crowds of up to 1,600 for bigger games. Promoting sustainable travel options has gone hand in hand with accommodating these larger crowds and the short driveway which links the club with the road network (which can lead to queuing on the highway as people try to get into the ground).

In 2007 the club commissioned a Travel Plan to reduce matchday traffic congestion on the roads around the ground and contribute towards local air quality. Leamington's approach has been to be pragmatic, because while they want people to travel to the ground sustainably, they don't want to scare away the supporters who will only attend if they can drive to the ground. As such, the Travel Plan has been implemented through positive encouragement, rather than through negative measures such as car park charging. The view taken is that money spent by supporters on car parking will simply not be spent inside the ground, so it is simpler not to charge for car parking.

The main measures which have been implemented include:

- ❑ Promotion of Car Sharing to supporters and officials, particularly ahead of big games when the car park at the stadium is anticipated to be full. This is run through the club's unofficial fans forum.
- ❑ A Park & Ride service from a nearby businesses car park, which operates as an overspill for busy matches. Coaches are hired from local firms in order to operate the service to the ground, which costs the club £200 per coach, per game. As a result the Park and Ride only operates on busy match days when the club's own car park will be full. When it runs, this service is publicised through the club's website as well as local radio on the day of the game. When the Park and Ride service is in operation, only people sharing their car are allowed to park at the ground and are advised to arrive early (to be parked for 2pm). Thereafter the stadium's car park is closed and people arriving by car at the ground are advised to park in the overspill and use the Park & Ride bus. The Park and Ride service is operated free of charge by the club on a matchday.

- The supporters club operate a minibus service from the railway station to the ground at a charge of £1 per person (free for cup matches). The club work with the supporters to promote the availability of this service, particularly ahead of big games.

Due to the location of the ground relatively few people choose to walk or cycle to games and public transport services do not run past the stadium.

The implementation of the Travel Plan has proved to be successful from the club's perspective, by reducing the traffic congestion experiences at the ground for larger games, but without putting people off coming to watch the team play. As Leamington FC continue to push up the football pyramid it is likely that crowds will continue to grow and David Hucker envisages that Park and Ride may become a more permanent feature of matchdays at the new Windmill Ground.