



New stadium for Liverpool Football Club
Stanley Park, Liverpool

Interim Staff Travel Plan

Issue and revision record

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1 Introduction

1.1 Background

- 1.1.1 This Interim Staff Travel Plan has been prepared on behalf of Liverpool Football Club & Athletics Grounds Ltd (LFC), to support the planning application for the expansion of Anfield Stadium which proposes to increase the capacity of the stadium to c.60,000 seats.
- 1.1.2 The Travel Plan has been developed in parallel with the Transport Assessment (C2/3), and the Transport Strategy (C1/3), which set out measures and mode split targets predominantly related to supporter travel.
- 1.1.3 This Travel Plan is intended to address how **staff** travel to the stadium including permanent staff and match day staff; with the measures presented applicable to commuter trips on both match and non-match days.

1.2 What is a Travel Plan?

- 1.2.1 A Travel Plan is a package of measures designed to reduce the number and length of car trips generated by an organisation. A Travel Plan can address a range of travel types such as staff commuting, business trips, journeys made by visitors to the site, how an organisation's fleet is managed and travel made by suppliers. Travel Plans have a number of benefits; the bullet points below give a brief summary.
- Address transport problems, including:
 - Parking issues;
 - Road safety;
 - Public transport accessibility;
 - Congestion;
 - Recruitment & retention;
 - Corporate & social responsibility;
 - Secure planning permission;
 - Environmental credibility;
 - Reduce the need to travel;
 - Address social exclusion;
 - Healthier work force;
 - Financial savings;
 - Community relations; and
 - Employee Benefit Packages.

1.2.2 It is important to note that the main objective of a Travel Plan is to change human behaviour and in order to do so a combination of key skills is required. These include:

- Marketing & Communications;
- Human Resources;
- Market Research;
- Facility Management; and
- Transport Planning.

1.2.3 Research has found that the most successful way of managing an organisation's transport impacts is through improving the quality of non-car modes and providing disincentives for the use of the car. This has been taken into account when developing the Travel Plan for LFC.

1.3 Travel Plan Objectives

1.3.1 LFC has identified five overarching objectives for the Travel Plan which will be addressed over the short, medium and long term.

1.3.2 These objectives are set out below:

- Reduce the number of staff accessing the site in single occupancy vehicles by encouraging greater use of sustainable modes;
- Offer an improved choice of travel options to all staff (as well as supporters and visitors);
- Improve the health, fitness and well-being of our staff, by encouraging greater use of active travel modes;
- Reduce our environmental impact through encouraging greater use of sustainable modes; and
- Be a good neighbour to the local community by reducing our overall transport impacts.

1.4 Structure of the Report

1.4.1 This report is structured as follows:

- An appreciation of the issues including the development proposals and a summary of the strategic issues is set out in Chapter 2;
- The relevant policy guidance is reviewed in Chapter 3;
- An overview of the site characteristics, including the 2013 monitoring exercise, is set out in Chapter 4;
- Chapter 5 outlines the objectives of the Anfield Stadium Travel Plan, presents our targets for future modal splits for staff travel and sets out how the Travel Plan will be monitored and managed; and
- Chapter 6 presents the Action Plan which will be implemented to deliver the Travel Plan targets.

2 Appreciation of the Issues

2.1 Anfield Stadium

- 2.1.1 Anfield Stadium is the home of LFC and is positioned within a residential area in Anfield, approximately 2 miles north of Liverpool City Centre.
- 2.1.2 The primary function of the stadium is to serve as a venue for first team football matches, which are held frequently throughout the football season (August-May). The stadium has a museum, cafe and shop on site and also hosts tours for groups on non-match days.
- 2.1.3 The stadium's current match-day capacity is c.45,000 across hospitality and non-hospitality (general admission and season tickets) which includes up to 3,000 away supporters.
- 2.1.4 LFC employs approximately 600 permanent members of staff. Of this total number of staff, 90-100 are based at Anfield Stadium. In addition to permanent members of staff, an additional 1100 - 1150 members of part time staff work specifically on match-days and during other events held at the venue. These members of staff work in a range of roles around the stadium, including stewarding, catering and security.

Stadium Location

- 2.1.5 The stadium is bounded by Anfield Road to the north east, Skerries Road to the south east, Walton Breck Road to the south west and Lothair Road to the north west. The strategic location of the site is shown in Figure 2.1, with the local context shown in Figure 2.2.
- 2.1.6 The stadium is predominantly surrounded by residential dwellings, with a number of small local retail units and food outlets along Walton Breck Road. The majority of the residential dwellings surrounding the site, with exception to those along Skerries Road, are currently unoccupied and marked to be demolished as part of wider regeneration taking place in the Anfield area, with some properties on streets adjacent to the stadium having already been demolished, as shown in the following photograph.



Cleared streets in the vicinity of the stadium

- 2.1.7 To the north of the stadium lies Stanley Park which is a grade II listed park and garden and which includes a large surface car park which is leased from Liverpool City Council (LCC) by the club for use on match days by permit holders only, which generally includes supporters with a hospitality ticket and some season ticket holders. The car park can accommodate approximately 1,000 vehicles and is accessed from Priory Road, with a pedestrian connection to Anfield Road to provide access to the Stadium. This car park is also available on non-match days (uncontrolled and free) for visitors and staff.

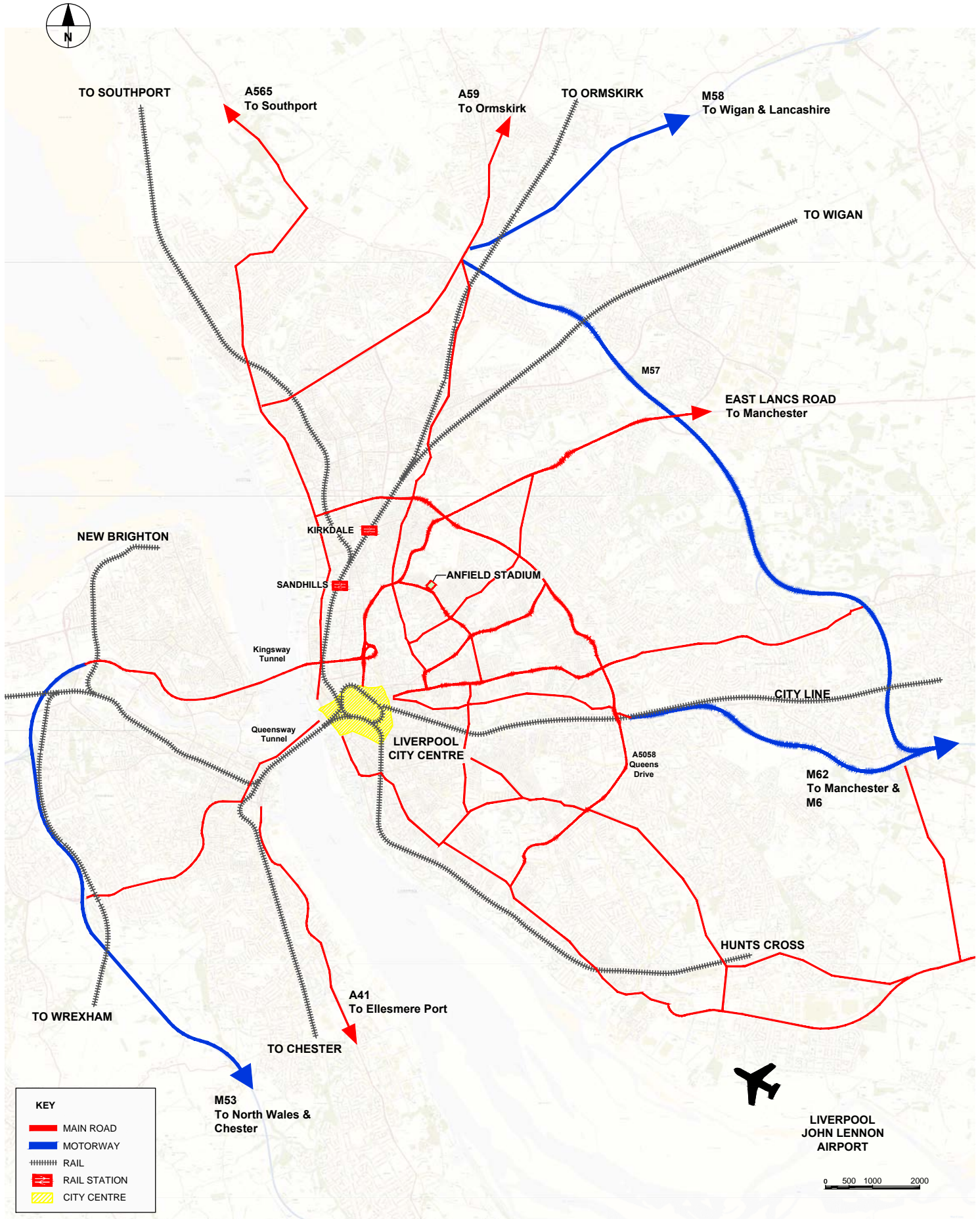


FIGURE 2.1 STRATEGIC CONTEXT

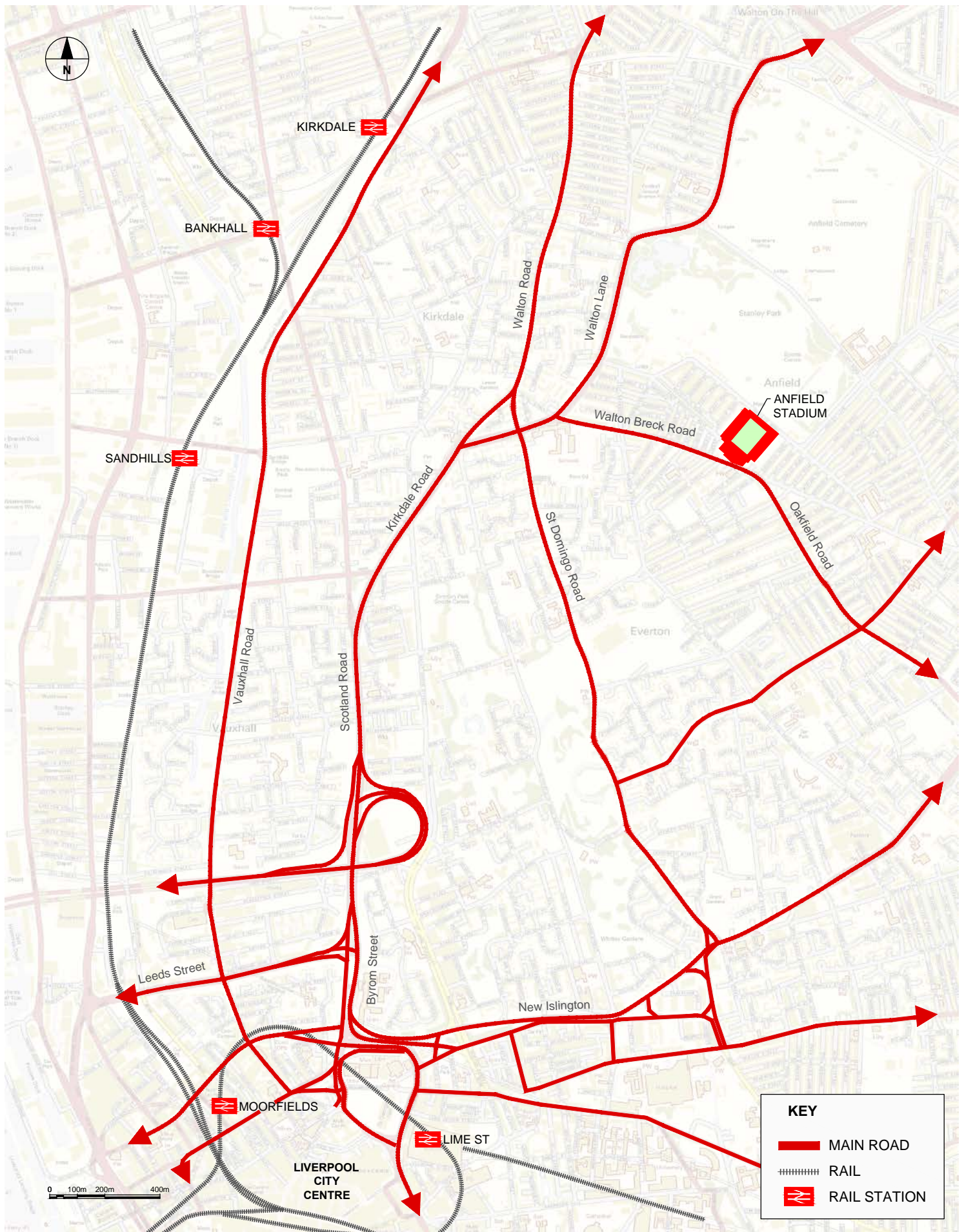


FIGURE 2.2 LOCAL CONTEXT

- 2.1.8 There is a limited amount of parking currently on site adjacent to the Centenary Stand and Main Stand. This accommodates 64 vehicles and is accessed from Walton Breck Road. On non-match days it is generally used by staff and official visitors. On match days this parking is available to players and VIP's for parking, with limited on-site parking for staff.

2.2 The Development Context

- 2.2.1 LFC wish to expand Anfield Stadium to increase seating capacity from the current level of c.45,000 to c.60,000 over two phases of development.
- 2.2.2 Phase 1 will see the expansion of the Main Stand with an additional c.8,300 seats, with just over 50% of these being for hospitality supporters. (Detailed element of the planning application).
- 2.2.3 Phase 2 will be an expansion of Anfield Road stand which will see an additional c.4,800 non-hospitality seats. (Outline element of the planning application).
- 2.2.4 Phase 1 of the proposed development is scheduled for completion in 2016 for the 2016/17 season. Phase 2 would follow after, and would be subject to a separate detailed application.
- 2.2.5 The proposal would increase both supporter capacity, plus require a greater number of staff to work within, and therefore travel to, Anfield Stadium, particularly on match days.
- 2.2.6 Immediately surrounding the stadium, a new residential development has recently been undertaken by Keepmoat to the south. Construction has already commenced on 'The Parks' development, with Phase 1 completed and residential properties already occupied. Phase 2 of the project is now underway and scheduled to occupy in the near future.
- 2.2.7 Further regeneration of the local area surrounding the stadium is anticipated, with some residential developments already underway as part of the Anfield Regeneration Framework (ARF) which is outlined further in Chapter 3.

3 Policy Review

- 3.1.1 This chapter reviews current national, regional and local policy guidance and examines how the proposed stadium expansion accords with the policies therein.

3.2 National Planning Policy Framework (March 2012)

- 3.2.1 The National Planning Policy Framework (NPPF) sets out the Government's policies on planning for England; it states how it expects these to be applied and provides a framework for local councils and people to work within whilst still reflecting the needs of the local community.
- 3.2.2 The purpose of the planning system is to contribute to the achievement of sustainable development and therefore there is a presumption in favour of sustainable development, in economic, social and environmental terms, within the NPPF. It is recognised however that proposals must still be considered against the latest Local Plan and be approved where they fall in line with it or refused if they conflict (unless other material considerations indicate otherwise).
- 3.2.3 Chapter 4 of the NPPF discusses the important role that transport plays in facilitating sustainable development and contributing towards wider sustainability and health objectives. It states that the *"transport system needs to be balanced in favour of sustainable transport modes, giving people a real choice about how they travel"* (paragraph 29)
- 3.2.4 In this Chapter the NPPF requires that *"all developments that generate significant amounts of movement should be supported by a Transport Statement or Transport Assessment."* This assessment should take account of whether *"the opportunities for sustainable transport modes have been taken up"*, that *"safe and suitable access... can be achieved"* and that *"improvements can be undertaken within the transport network that cost effectively limit the significant impacts of the development. ... Development should only be prevented or refused on transport grounds where the residual cumulative impacts of development are severe"*
- 3.2.5 The development should be located where *"the need to travel will be minimised and the use of sustainable transport modes can be maximised"* with *"access to high quality public transport facilities."* Furthermore where practical it should *"give priority to pedestrian and cycle movements."* and *"create safe and secure layouts which minimise conflicts between traffic and cyclists or pedestrians."*
- 3.2.6 The proposed development of Anfield Stadium complies with the policy guidance set out in the NPPF being in an area well served by public transport; there are frequent bus services and three rail stations within 1.5 miles which connect with Northern Line services to Liverpool City Centre, Southport, Ormskirk and Kirkby.
- 3.2.7 The Transport Strategy presented in the TA seeks to address any issues of potential conflict between traffic and sustainable transport options. This Interim Staff Travel Plan that supports this document and sets out the measures that will be implemented to ensure that staff at the

stadium have a choice of mode of travel to promote the use of more sustainable modes of transport.

3.3 The Development Plan

- 3.3.1 The Regional Spatial Strategy for the North West was revoked on 20th May 2013 and is no longer part of the development plan for the area.

3.4 “A Plan for Liverpool” Liverpool’s Unitary Development Plan

- 3.4.1 The UDP was adopted in November 2002 and is a statutory document which provides the planning framework for the city, Its waste policies have now been replaced through the adopted Joint Merseyside and Halton Waste Local Plan with remaining policies to be replaced by the Liverpool Local Plan which is currently in preparation and scheduled to be adopted late 2015/early 2016.
- 3.4.2 The aims of the plan, with respect to transportation issues, are covered under General Policy 6 (GEN6). These are to provide a balanced transport infrastructure which is accessible to everyone, specifically one that *“meets the needs of those economically or socially disadvantaged...protects and enhances the environment through reducing the reliance on the private car...promotes investment in the public transport network...improves facilities for cyclists and pedestrians and reduces the availability of car parking facilities which would attract car borne commuters”*.
- 3.4.3 At Chapter 11 of the plan it is recognised that the promotion of transport modes other than the private car is paramount given the relatively low level of car ownership in the city. This would provide environmental benefits, both locally and globally, through reducing congestion and vehicle exhaust emissions.
- 3.4.4 Of particular relevance to this study is Policy C7 which refers specifically to Liverpool and Everton Football Clubs and covers Community Facilities, stating *“the plan aims to promote the satisfactory provision and distribution of community facilities – including recreational, leisure, health, education and social facilities – for all the City’s residents.”*
- 3.4.5 In Chapter 12 the plan recognises the important role played by the city’s football clubs and indicates that the City Council will assist the clubs in progressing their development proposals so long as these do not adversely affect residential amenity.
- 3.4.6 A number of solutions are proposed in the plan to *‘provide effective solutions to remedy those problems and maintain and enhance residential amenity in the area’*, with the aim of minimising the number of supporters travelling by private car; namely;
- The implementation of traffic management schemes;
 - Better public transport services;

- Increased car parking where appropriate;
- Better facilities for walking and cycling; and
- Traffic calming and the closure of streets to through traffic.

3.4.7 The plan also makes reference to the council's concern of increased activity at the stadium in the evenings, not as a result of match nights but due to other functions or visitors to the Anfield Museum. The need to protect residential amenity at these times is emphasised, and recognised by this TA which also undertakes a review of the impact on non-match days.

3.5 Emerging Development Plan

Draft Liverpool Core Strategy 2012

3.5.1 The review of the Liverpool Unitary Development Plan commenced in 2002. Subsequent changes in planning law and guidance led the Council to commence preparation of a Core Strategy as part of the then Local Development Framework system; that document reached submission draft stage in 2012.

3.5.2 The Submission Draft Core Strategy places considerable emphasis on North Liverpool and seeks to focus new development to regenerate it and similar 'Urban Core' areas of the City.

3.5.3 The Anfield ward falls within the Urban Core and is highlighted as one of the most deprived areas in the country but one with *"enormous potential for sustainable economic and residential growth"*.

3.5.4 The draft Core Strategy has identified eight objectives; with the aim of 'More Sustainable Access' of relevance to transportation:

More Sustainable Accessibility – by supporting the improvement of the City's transport infrastructure and ensuring that all new development is highly accessible by sustainable modes of transport.

3.5.5 Strategy Policy 3: Delivering Economic Growth makes specific reference to the city's football clubs and indicates that their development *"will be supported where they are of an appropriate scale, and subject to other relevant planning policies."*

3.5.6 Chapter 6 recognises the football clubs' significant role as tourist and visitor centres and their important role in the economy of the City. Whilst the council's support for the redevelopment is repeated, the need to ensure that the proposals are *"carefully managed to protect amenity for those living in nearby areas and to minimise adverse impacts arising from the construction and operation of new development"* is highlighted. (paragraph 6.66)

Local Plan

- 3.5.7 Following the publication of the NPPF in March 2012, the Council has resolved to prepare a Local Plan. This single document will take forward the principles of the draft Core Strategy, which will be updated to take account of this new guidance, the changed economic climate and emerging corporate priorities. It will also include site allocations and development management policies for the City. Initial consultation is underway with adoption anticipated in late 2015/early 2016.

Anfield Strategic Regeneration Framework (SRF)

- 3.5.8 The Anfield SRF has been subject to public consultation and was adopted in April by LCC Cabinet.
- 3.5.9 It provides a formal spatial framework for the regeneration of Anfield and outlines proposals to regenerate the area. Further information on this framework is provided as part of the TA.

Liverpool Local Development Scheme 2013 (LDS)

- 3.5.10 The latest LDS covers the period January 2013 to December 2016 and replaces the Liverpool Local Development Framework.
- 3.5.11 It indicates that Policy C7 of the UDP which covers Community Facilities and the football grounds will be replaced by the Local Plan when it is adopted (anticipated to be summer 2015).

3.6 Transport Related Strategies and Guidance

Ensuring a Choice of Travel Supplementary Planning Document (SPD)

- 3.6.1 This SPD was developed by a collaboration of the Merseyside local authorities and Merseytravel and was adopted in December 2008. It provides guidance on the access and transport requirements for new developments across Merseyside.
- 3.6.2 The SPD Objectives are
- *Ensure a reasonable choice of access by all modes of transport to new development;*
 - *Reduce the environmental impact of travel choices, by reducing pollution, and improving the local environment;*
 - *Improving road safety;*
 - *Promote healthier lifestyles by providing opportunities for people to walk or cycle for work or leisure purposes;*
 - *Reduce the level of traffic growth and congestion on the strategic and local road network; and*

- *Encourage opportunities to improve the quality of development proposals by better use of space through the provision of less car parking spaces where appropriate.*

- 3.6.3 Although the stadium is not a new site development, the expansion process is committed to ensuring that accessibility to the stadium is enhanced, with sustainable modes supported.
- 3.6.4 It recognises that good design can contribute to sustainable modes of travel and enhance the environmental quality of a scheme, something which is reinforced through the Transport Strategy in this TA.

Merseyside Local Transport Plan 3 (LTP3)

- 3.6.5 The Merseyside Local Transport Plan 3 (LTP3) became active on 1st April 2011 and has a vision to provide *“a city region committed to a low carbon future, which has a transport network and mobility culture that positively contributes to a thriving economy and the health and wellbeing of its citizens and where sustainable travel is the option of choice.”*
- 3.6.6 To achieve the vision, six goals have been set which include *“ensure the transport system promotes and enables improved health and wellbeing and road safety”* and *“ensure equality of travel opportunity for all, through a transport system that allows people to connect easily with employment, education, healthcare, other essential services and leisure and recreational opportunities.”*
- 3.6.7 The LTP looks forward to 2024 but sets out short term priorities for 2014/15. These include to:
- “expand the range of public transport services...continue initiatives such as Neighbourhood Travel Co-ordinators...see the introduction of Statutory Quality Partnerships (SQP) on key bus corridors”*
 - “implement the Active Travel Strategy”*
 - “implement the Low Emissions Strategy”*
 - “increase promotion of sustainable travel and behaviour change and support the Decade of Health and Wellbeing.”*
 - “...introduce measures to control excessive speed on the highway network”*
- 3.6.8 These priorities will be achieved through continued management of congestion and overcrowding on the highway and public transport network by making targeted investments such as better information systems, vehicle detection, smart cards and selective infrastructure measures.

- 3.6.9 In Chapter 2 Our Vision and Goals, the LTP 3 recognises “*We understand that a blanket assumption that public transport is always a better option in terms of reduced carbon emissions is a blunt instrument. We therefore have to create the conditions where use of the networks is maximised and operates most efficiently. Elsewhere ... there may be other public transport options, such as the use of taxis or community transport that are better suited to particular requirements and encourage different sectors to play a role in providing essential services.*” (paragraph 2.30)
- 3.6.10 And “*We believe there are a number of different ways that we can improve access, through better bespoke information, more targeted fares and the use of different types of transport appropriate to need. Again cycling and walking have been shown to be low cost and healthy options to access opportunities.*” (paragraph 2.33)
- 3.6.11 LTP3 also recognises that work on larger developments is generally completed in phases and requires that “*the developer provides a robust schedule of infrastructure development combined with the development phases and the agreed private sector funding. This will need to be supported with a monitoring framework that is capable of allowing the delivery of transport interventions to be varied depending on the actual travel volumes, patterns and modes to and from the development compared to those identified in a monitoring framework agreed between the planning authority and the developer.*” (paragraph 5.45 (e))

Merseyside Active Travel Strategy (March 2011)

- 3.6.12 The Merseyside Active Travel Strategy (MATS) is included at Appendix 6 of the LTP3 and is concerned with walking and cycling, collectively known as active travel.
- 3.6.13 It seeks:
- “to deliver health, economic, low carbon and social benefits through improving the walking and cycling environment, enabling interventions and targeted marketing to incite behaviour change.”*
- 3.6.14 Its aims are:
- (a) Improving the cycling and walking environment by creating a clear route network, infrastructure improvements and facilities that will encourage a greater number of walking and cycling trips;*
- (b) To support adults and children to be able to choose cycling and walking by providing enabling interventions and information; and*
- (c) Behaviour change marketing of active travel modes to raise awareness of, encourage and sustain walking and cycling so that they become the mode of choice for short distance trips.*

- 3.6.15 To achieve these aims a number of interventions have been proposed, those which are of particular interest to the Liverpool FC development are:

(a) ensuring the road user hierarchy is used to create safe pedestrian and cycle friendly environments in residential areas and centres;

(d) providing connections between cycle and pedestrian friendly areas to create routes for active travellers;

(l) continuing to provide information in the most relevant and accessible format.

Merseyside Rail Utilisation Strategy (RUS) March 2009

- 3.6.16 This document was prepared by Network Rail to set out their strategic vision for the rail network in Merseyside. It was published in 2009 and concentrates on the ten year period to 2020 although growth over the next 30 years was considered.
- 3.6.17 A number of areas of concern have been highlighted and actions to address these are included in the document. The issues include: overcrowding on services, poor connectivity and journey times in part, insufficient car parking, poor interchanges and capacity problems at City Centre stations, particularly at peak times.
- 3.6.18 A particular issue, pertinent to Liverpool FC, is the lack of a train station in close proximity to directly serve the stadium and residents of Anfield. Six options were considered by Network Rail to address this which included different frequencies of train services and additional stations being constructed. The results of the study concluded that the infrastructure needed for these changes could not be justified by the benefits which were expected to be generated. It is however important to note that the existing 3 stations in the vicinity (Sandhills, Kirkdale and Bank Hall) are well used by supporters, demonstrating their accessibility and their distance presenting the advantage of allowing crowds to dissipate across the stations which results in smaller queues for services and reduced wait times on platforms.

3.7 Summary

- 3.7.1 This chapter has demonstrated that the proposed development would seek to support or fulfil a number of policy guidelines and that the development would be supported by the council so long as it was not to the detriment of local residents.

4 Existing Travel Options

4.1 Site Access

- 4.1.1 Staff working on match-days at Anfield Stadium, are required to be on site in advance of supporters to assist with preparation and management. The majority of staff travel times therefore differ from those of supporters, both in terms of earlier arrival times and later departures, as many will be required to stay behind following matches. Some staff who work exclusively before or after the match may also be travelling in the area during the match itself, which again differs from the vast majority of supporters' travel times and behaviour.
- 4.1.2 This therefore reduces the conflict between staff and support travel, with both groups typically travelling at different times on match days. On non-match days it is assumed that standard working hours, and therefore standard commuting times apply.

4.2 Transport Options by Mode

- 4.2.1 There are a range of travel options available to staff on both match and non-match days to travel to the stadium.
- 4.2.2 Each of these available options will be explored in turn within this chapter, including comments on issues noted during observations on both match and non-match days.

Car

- 4.2.3 On non-match days, limited on-site parking is available adjacent to the Centenary Stand, with additional off-street parking available in Stanley Park.
- 4.2.4 On match days, parking is not available on site or within Stanley Park for the majority of staff, with on-street parking also restricted by the Football Parking Management Zones (FMPZs). The location of the FMPZ's is shown in Figure 4.1.
- 4.2.5 Within these zones, on-street parking is split between marked bays for residents, and bays which are free, within which any vehicle can park. Parking within residents bays is only permitted by vehicles which are displaying a valid permit, and the free bays can be occupied by any vehicle which does not need to display a permit (see Photo 4.1).
- 4.2.6 The free bays are popular with staff who arrive on site much earlier than supporters and are therefore able to take advantage of these. Outside of the boundaries of the FMPZ's, on-street parking is available where there are no waiting restrictions.
- 4.2.7 Enforcement of the FMPZ's is undertaken by the City Council on both match and non-match days.

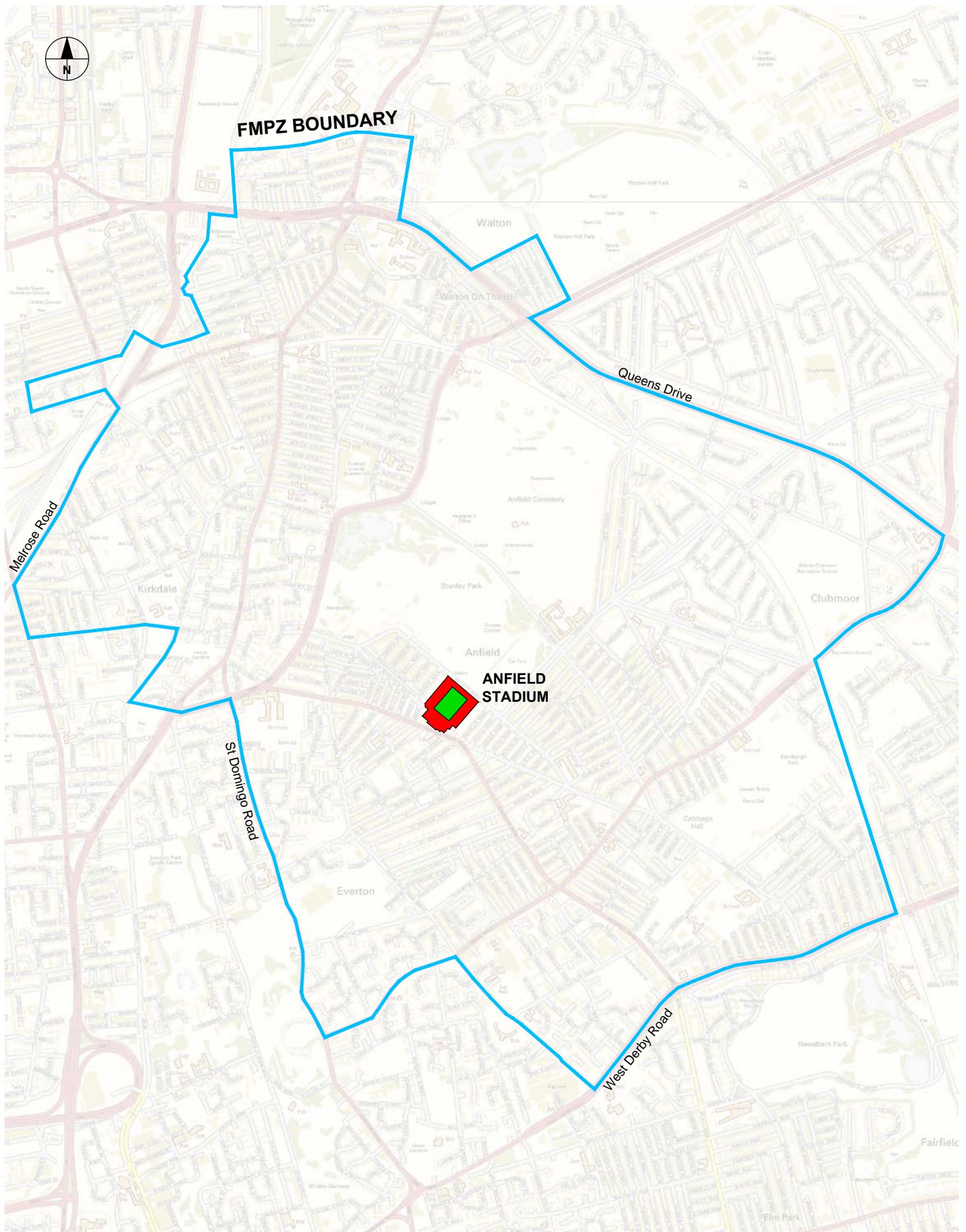


FIGURE 4.1 FOOTBALL MATCH PARKING ZONE BOUNDARY

Photo 4.1: Residential parking bays on Venmore Street



Dropped off

- 4.2.8 There is currently no dedicated drop-off or pick-up point at the stadium on match days, with the practice on non-match days tending to happen informally on Walton Breck Road outside the KOP stand.
- 4.2.9 On match days, drop-off at the front of the stadium on Walton Breck Road is complicated by the closure of Walton Breck Road to vehicles, which occurs as and when Police deem necessary (typically close to kick off), however this is likely to be outside the travel periods of staff, who are required to be on site earlier than the road closure on match days, therefore removing the concern with regards to staff drop offs. There is no disruption to drop offs on non-match days.

Taxi

- 4.2.10 Taxis are a popular mode of transport to reach the stadium on both non-match and match days. This mode of transport would be available to staff on both match and non-match days without any concerns given their likely travel times as previously discussed. A typical non-match day taxi operation is shown in Photo 4.2.

- 4.2.11 The Taxi One bus service operates on match days only and runs like a bus service. It provides a direct service from St Johns Lane, situated directly opposite Lime Street Station in Liverpool City Centre, to Walton Breck Road. The service begins 3 hours prior to kick-off; each taxi takes five passengers, charging £1.90 per adult, and departs when full. No return service is provided. Given the time the service commences prior to kick off, it is unlikely that this service will be well utilised by staff who are required to be on site prior to supporters arriving.

Photo 4.2: Taxis waiting outside LFC



Regular Service Bus

- 4.2.12 A number of bus services operate in the vicinity of Anfield Stadium, offering a viable non-car mode alternative from a range of origins and destinations across the city and surrounding areas. These are shown in Figure 4.2.
- 4.2.13 Bus stops located on Walton Breck Road, Walton Lane, Breck Road and Priory Road are all within walking distance of the stadium and are utilised by supporters attending the match via this mode of transport. These are shown in Figure 4.2.

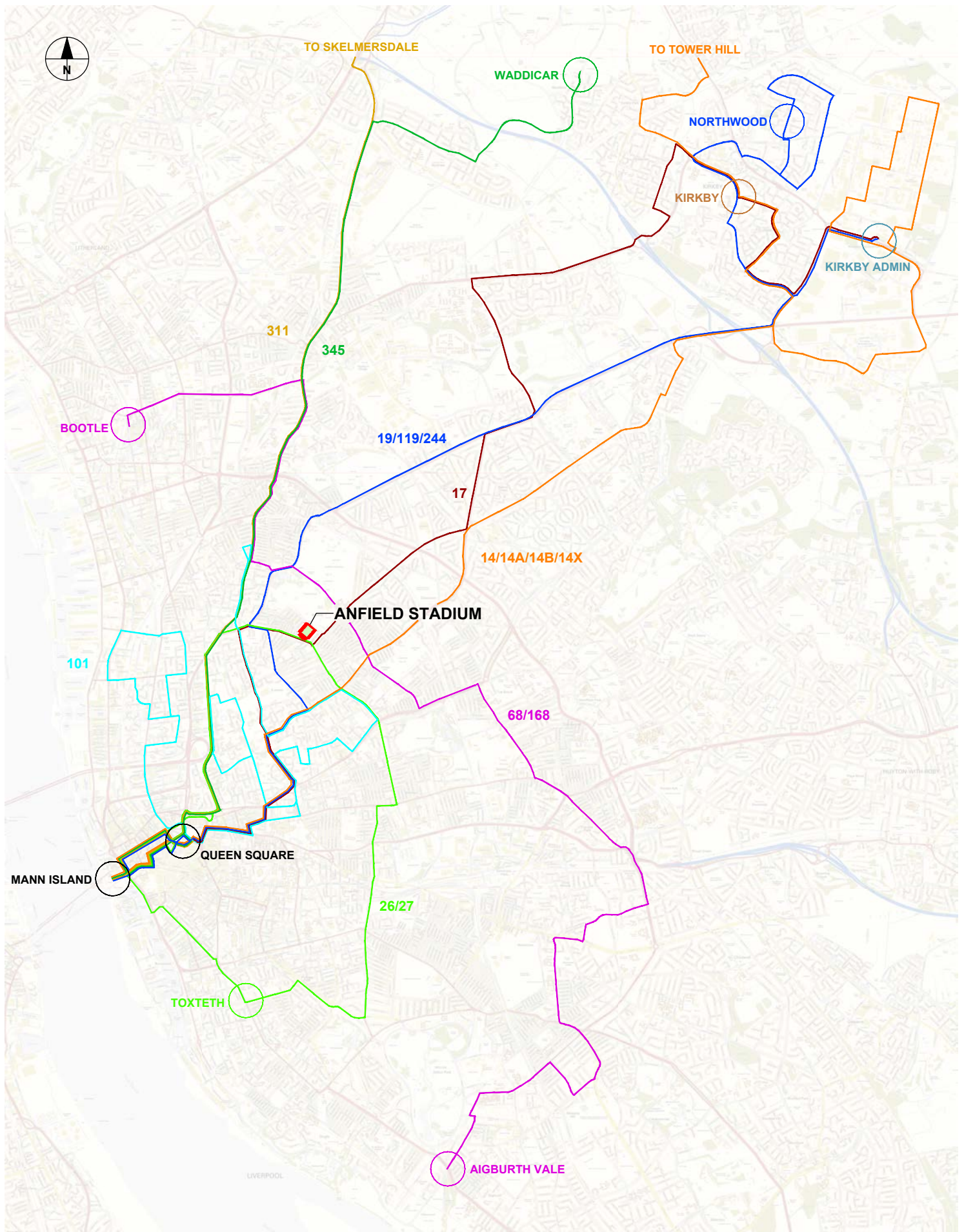


FIGURE 4.2 BUS SERVICES

- 4.2.14 The stadium is well connected to the City Centre via bus, with four of the five routes outlined in the table below originating at, or serving, City Centre bus stops. This supports an interchange with other further reaching services.

Photo 4.3: Bus and taxi service travelling towards the stadium



4.2.15 The following tables outline services which operate to these locations in the period before and after the match, as well as on non-match days:

Table 4.1: Services in the vicinity of Anfield Stadium

Service no.	Operator	Nearest Stop	Route
17	Stagecoach	Walton Breck Road	City Centre – Fazakerley – Kirkby
26/27	Arriva	Walton Breck Road	Liverpool One – Sheil Road Circular
14	Arriva and Stagecoach	Breck Road	City Centre – Croxteth
19/119/244	Stagecoach	Walton Lane	City Centre – Gillmoss – Croxteth – Kirkby
68/168	Arriva	Priory Road	Bootle Bus Station – Aigburth Vale

Table 4.2: Bus Services per hour serving Anfield Stadium weekdays (both directions)

Service no.	Hour commencing											
	08:00	09:00	10:00	11:00-16:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00
17	16	16	16	16	16	8	8	2	6	4	4	2
26/27	12	12	12	12	12	4	4	4	4	4	4	4
14	30	30	30	30	30	30	14	8	8	8	8	8
19/119/244	12	12	12	12	12	10	18	8	8	8	8	8
68/168	8	8	8	8	8	8	8	2	2	2	2	2
Total	78	78	78	78	60	52	24	28	26	26	20	78

Table 4.3: Bus Services per hour serving Anfield Stadium Saturdays (both direction)

Service no.	Hour commencing											
	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00
17	16	16	16	16	16	8	8	2	6	4	4	2
26/27	12	12	12	12	12	4	4	4	4	4	4	4
14	30	30	30	30	30	14	9	8	8	8	8	8
19/119/244	12	12	12	12	12	10	18	8	8	8	8	8
68/168	8	8	8	8	8	8	8	2	2	2	2	2
Total	78	78	78	78	60	44	47	28	26	26	20	78

Table 4.4: Bus Services per hour serving Anfield Stadium Sundays (both directions)

Service no.	Hour commencing											
	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00
17	8	8	8	8	8	8	8	8	4	4	4	4
26/27	4	6	6	6	6	6	6	4	4	4	4	4
14	8	16	16	16	16	16	16	16	8	8	8	8
19/119/244	8	8	8	8	8	8	8	6	2	2	2	2
68/168	2	4	4	4	4	4	4	4	2	2	2	2
Total	30	42	42	42	42	42	42	38	20	20	20	20

- 4.2.16 Walton Breck Road, adjacent to the main entrance of the Stadium, is a key bus stop location for access to Anfield, with bus stops in both directions located close to the main gates. The 17, 26 and 27 services call at these stops, providing links with the City Centre, plus wider links with Fazakerley and Kirkby. The 17 service is operated by Stagecoach, whilst the 26/27 services are run by Arriva.
- 4.2.17 On non-match days, there are no disruptions to these services, however on match days, Walton Breck Road is closed prior to kick off and again after final whistle which causes delays to the services using this road which have to wait outside of the closure zone.
- 4.2.18 During core hours of 6am-6.30pm from Monday-Saturday, the 17 provides a service between the City Centre, Fazakerley and Kirkby approximately every 8 minutes in each direction. Outside of core hours, the 17 runs approximately every 15 minutes, with this service pattern shifting to every half hour from 7.30pm. The Sunday service operates approximately every 15 minutes, with a half hour service in operation before 10am and after 4pm.
- 4.2.19 The 26/27 service runs approximately every ten minutes within core hours (6am – 6.30pm) from Monday to Saturday, with services reduced to every half hour outside of these hours. On a Sunday, the service runs every 20 minutes during core hours, with a reduced frequency of every half hour in operation outside of this time.
- 4.2.20 Walton Lane, located to the west of the stadium and running along the western perimeter of Stanley Park, has bus stops in both directions which are served by the 19, 119 and 244 services. Operated by Stagecoach, these services offer a link between the City Centre, Gillmoss, Croxteth and Kirkby. The 119 and 244 only run between 5am-10am at a weekend so are not applicable for the purpose of this assessment. The 19 bus runs every 10 minutes from 7am – 6.30pm Monday to Saturday, with service frequency reduced to every half hour after 8pm. Sunday service for this route operates every half hour from 10am – 6pm, with this reduced to one bus per hour from 6pm.

- 4.2.21 Priory Road has bus stops in both directions which are used by the 68 and 168 services. The 68 is operated by Arriva and Peoples Bus, whilst the 168 is run exclusively by Peoples Bus. These buses provide a link between Bootle and Aigburth, with the route also including Walton, Old Swan, Broadgreen, Childwall, Allerton and Mossley Hill. From Monday to Friday, during core hours (6am-6.30pm) the 68 service runs every 15 minutes, reducing to one bus per hour from 7.15pm. The Saturday service for this route runs every 20 minutes during core hours, reducing to one bus per hour from 6.43pm. Sunday services run every half hour, which again reduces to one bus per hour from 6.43pm.
- 4.2.22 Breck Road, an adjoining street to Walton Breck Road on which the Stadium is located, has bus stops in both directions which are served by buses running between the City Centre and Croxteth. The 14 is operated by Arriva and Stagecoach. During core hours (6am-6.30pm) from Monday to Friday, the 14 service runs approximately every 3-4 minutes (with both operators running alternate services). Outside of core hours, the service runs every 15 minutes. Saturday services operate approximately every 5 minutes during core hours, reduced to every 15 minutes outside of these hours. Sunday services run approximately every 7-8 minutes during core hours, with both operators running alternate services which increases frequency. Outside of core hours, the 14 service runs approximately every 15 minutes.
- 4.2.23 Walton Road, which is less than a five minute walk from the stadium, has bus stops in both directions with services which link the City Centre and areas outside of the city such as Skelmersdale. However, the 310/311, 345 and 110 services which call here operate a very infrequent or no service in the two hour timeframe prior to a match; therefore they are not applicable for the purpose of this assessment.
- 4.2.24 In addition to these roads which are located in the immediate vicinity of the stadium, there are bus stops located in the surrounding area which are served by buses providing connections to other parts of the city and surrounding areas.

City Centre Express Bus

- 4.2.25 Similarly to the Taxi One service, the City Centre Express Service (Stagecoach 917 service) operates on match days only. Buses depart from St Johns Lane, opposite Queens Square Bus Station in Liverpool City Centre and in close proximity to Liverpool Lime Street Station. The bus fare is £2 each way.
- 4.2.26 The first bus departs 3 hours before kick-off for Saturday and Sunday matches and 1.5 hours before kick-off for mid-week matches which may be outside of the required travel periods for staff on these days.
- 4.2.27 This mode of transport is therefore not likely to be used by a large proportion of staff.

Train

- 4.2.28 There are three rail stations located at a similar distance to Anfield Stadium and served by the Merseyrail Northern Line rail service:
- Sandhills Station is served by trains running to all three Northern Line northbound end destinations (Southport, Ormskirk and Kirkby) from Hunts Cross in South Liverpool via Liverpool Central in the City Centre. The Station is 1.3 miles walk from the Stadium and is served by the Soccerbus which runs a shuttle service between Sandhills and the Stadium both before and after a match on match days only. On non-match days, staff would likely walk from the station to the stadium;
 - Kirkdale Station is served by trains running to Ormskirk and Kirkby from Liverpool Central and is 1.4 miles walk from the Stadium; and
 - Bank Hall is served by trains running between Southport and Hunts Cross via Liverpool Central in the City Centre and is 1.4 miles walk from the Stadium. Sandhills Station is on the same line as this station and is closer to the stadium for walking, therefore has not been observed to be a particular popular station for travel to and from the stadium.
- 4.2.29 The frequency of services in each direction at each station is shown in the following table, applicable to both match and non-match days.

Table 4.5: Number of services per hour at each station

Day	Sandhills		Kirkdale		Bank Hall	
	Southbound	Northbound	Southbound	Northbound	Southbound	Northbound
Weekday & Saturday	12	12	8	8		
	10	9	6	5		
	(from 19:29)	(from 19:03)	(from 19:27)	(from 19:06)	4	4
	8	6	4	4		
	(from 20:44)	(from 21:16)	(from 20:42)	(from 21:19)		
Sunday	6	6	4	4	2	2

- 4.2.30 Once alighted at these stations the main option for travel to the Stadium is by walking on non-match days. On match days, the Soccerbus operates from Sandhills Station, however the time this service commences (2 hours prior to kick-off) is unlikely to be useful for staff.
- 4.2.31 The Northern Line interchanges with the Wirral Line at Liverpool Central and Moorfields Stations providing access to the Wirral as well as Liverpool Lime Street Station which facilitates national services destinations such as Warrington, Manchester, Lancashire and Cheshire.
- 4.2.32 The stations and walk routes to the stadium are shown in the following figure.

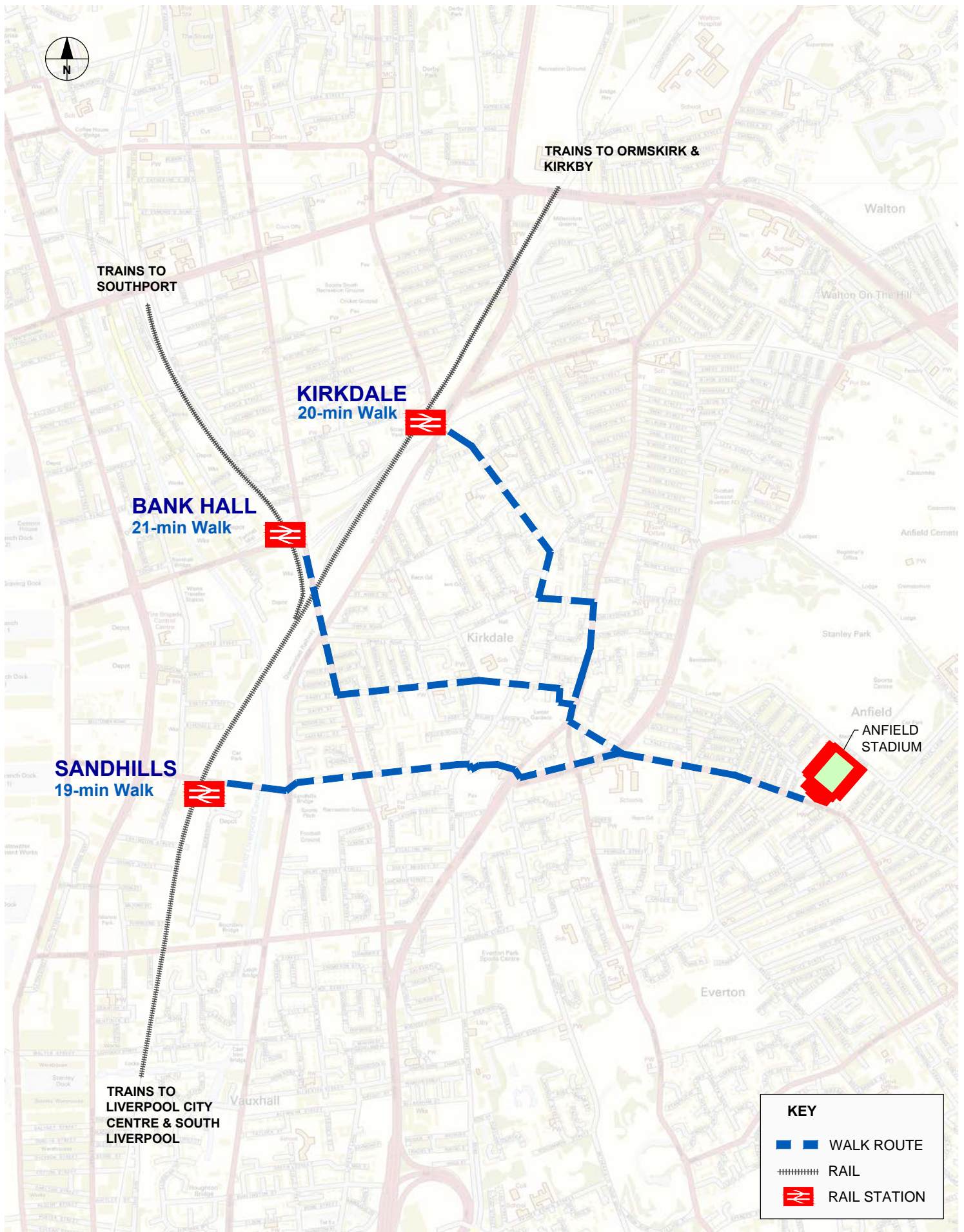


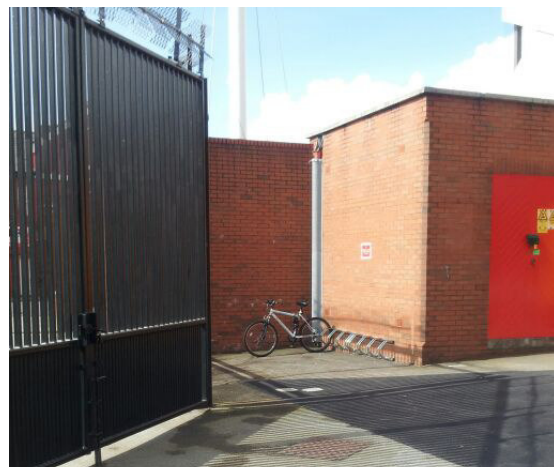
FIGURE 4.3 STATION LOCATIONS & WALK ROUTES

Walk

- 4.2.33 Despite a lack of designated walking routes around the stadium, natural flows of crowds provide an indication of preferred routes which are adopted by the majority of supporters accessing the stadium, as well as being used by staff on non-match days.
- 4.2.34 Whilst staff walking routes may differ from those of supporters during peak times on match days, this demonstrates that there is currently some level of pedestrian access to the stadium.
- 4.2.35 The popularity of walking routes can be seen to be linked to other modes of transport in many cases, such as access from Sandhills train station via Everton Valley, and links to car parking on Sheil Road, Newsham Park (Oakfield Road) and Everton Park (Venmore Street).
- 4.2.36 The formal demarcation of these routes, including clear signage, would help to establish these as pedestrian access areas and help to manage foot traffic before and after matches as well as on non-match days. This may also encourage greater pedestrian access and shifts to active modes, if routes were publicised and clearly visible.
- 4.2.37 Figure 4.4 highlights the surrounding residential catchment and the possible walking routes which provide a link from these to the stadium.

Cycle

- 4.2.38 Currently, there are limited cycling provisions at the stadium and in the area surrounding – with a designated area for the storage of 8 cycles located between the Kop and Centenary as shown in the image below. Further public cycle parking available in Stanley Park near the Isla Gladstone Conservatory. Cycling is not a popular mode of travel for supporters.
- 4.2.39 The installation of additional safe and secure cycle parking, along with the promotion of appropriate cycle routes would therefore be essential in encouraging the take-up of this mode as a means of travelling on both match and non-match days. Secure cycle parking could help to alleviate security concerns and improve the perception of cycling as a secure mode of transport to the stadium.
- 4.2.40 One of the intervention measures within the Transport Assessment is seeking to provide



suitable cycle parking within the Stadium grounds which would be available on both match and non-match days. This would be located in a prominent position within the public realm and provide space for up to 64 cycles.

- 4.2.41 It is possible to carry bicycles on the Merseyrail network making this a viable mode of transport combined with the train, and an alternative to walking from the local stations.

Motorcycle

- 4.2.42 There is currently no specific provision for motorcycles in the area surrounding Anfield Stadium; that is, no designated parking bays for motorcycles. Based upon match day observations, motorcycles are not widely used to access Anfield Stadium, however if provisions were made, more staff may be encouraged to use this mode to reach the stadium on non-match days particularly.



FIGURE 4.4 KEY WALKING ROUTES

5 Strategies and Targets

5.1 Proposed Objectives

- 5.1.1 LFC has identified five overarching objectives for the Travel Plan which will be addressed over the short, medium and long term.
- 5.1.2 Our objectives are set out below.
- Reduce the number of staff accessing the site in single occupancy vehicles by encouraging greater use of sustainable modes;
 - Offer an improved choice of travel options to all staff, supporters and visitors;
 - Improve the health, fitness and well-being of our staff, by encouraging greater use of active travel modes;
 - Reduce our environmental impact through encouraging greater use of sustainable modes; and
 - Be a good neighbour to the local community by reducing our overall transport impacts.

5.2 Baseline Mode Share

- 5.2.1 LFC have not previously undertaken a review of how staff based at Anfield Stadium travel to work. As such, there are no baseline mode splits to review future changes to travel against. To overcome this in the short term, a review of Journey to Work data extracted for Liverpool from the 2011 Census has been undertaken to provide some context to illustrate how staff are likely to travel to the stadium.
- 5.2.2 This information is presented below:

Table 5.1: Journey to Work Data Analysis (Liverpool) – Example mode splits

Mode	%
Driving a car or van	49.9%
Bus, minibus or coach	20.7%
On foot	13.1%
Passenger in a car or van	6.3%
Train	5.3%
Bicycle	2.2%
Taxi	1.4%
Other method of travel to work	0.6%
Motorcycle, scooter or moped	0.4%

Source: Table CT0015EW, 2011 Census: Method of travel to work (alternative), local authorities in England and Wales, Liverpool (excluding not employed, working from home and Underground, metro, light rail, tram).

- 5.2.3 Accurate staff baseline mode splits based on actual travel undertaken by staff based at Anfield Stadium would be captured through a travel survey before the end of 2014 to

determine and fix an actual baseline. As such, the target mode splits will also require review and possible revision following the undertaking of this task.

5.3 Target Mode Share

- 5.3.1 An understanding of how staff are travelling to the stadium for work on both match and non-match days is required to provide a baseline database to monitor change against. This could be captured through undertaking a survey with staff. This is to be undertaken by the end of 2014.
- 5.3.2 The survey will seek to identify the origin of staff journeys, their mode(s) of choice for travelling to the stadium and their required arrival time on site.
- 5.3.3 From this, a number of SMART targets based around the phase of construction will be developed based on the outcomes of the staff travel surveys; these targets will be agreed with the Local Planning Authority and tested annually through the proposed monitoring regime (see below).
- 5.3.4 An example of what these could be is provided in in Table 5.2 below, however these would require reviewing once an accurate baseline travel mode split was available for the staff located at the stadium to ensure they are realistic and achievable. Please note targets for supporters are set out within the accompanying Transport Assessment.

Table 5.2: Potential Staff Travel Plan targets based on example mode splits

Target	Baseline	Phase 1 Target	Phase 2 Target
Reduce the number of staff driving to the stadium alone	49.9%	-3%	-3%
Increase the number of staff travelling to the stadium by active travel (walk and cycle) modes.	15.2%	+2%	+2%
Increase the number of staff travelling by public transport (bus and train)	26.0%	+2%	+2%
Increase the number of staff car sharing to the stadium	6.3%	+2%	+2%

5.4 Monitoring

- 5.4.1 The success of the Travel Plan will be monitored annually. It is proposed to repeat the staff travel surveys on an annual basis until the targets are met, which will help LFC monitor progress against the targets, as well as the implementation of the Action Plan. The results will be shared with LCC on an annual basis.
- 5.4.2 The table below summarises the monitoring process. Initial monitoring of the Travel Plan will take place a year after the planning application, therefore the core activities identified for 2014 will need to be implemented as soon as is practically possible to impact on the results of the first monitoring exercise.

Table 5.3: Monitoring Plan

Monitoring Activity	Key Information	Timescale / Frequency
Undertake/repeat staff travel surveys	To be undertaken one year after the planning application	November 2014 then biennially
Monitor usage of cycle parking	To identify the need for additional parking facilities	Monthly
Update the Travel Plan	To be completed annually in partnership with LCC and Merseytravel	November 2014 then annually

5.5 Management

- 5.5.1 In order for the Travel Plan to be effective it is necessary to have a committed team who will monitor the targets that have been set. Following the planning application, LFC will establish a Transport Committee who will be responsible for maintaining the continuity of the plan and ensure that it is kept relevant and up-to-date. The Transport Committee will consist of representatives from Facilities Management, Human Resources and Marketing and will be chaired by the nominated Travel Plan Coordinator. The Committee would be represented within the overarching Transport Working Group which is to be established to oversee the continual monitoring of the interventions and supporter travel as outlined in the TA.
- 5.5.2 The role of the Travel Plan Coordinator is to manage the following aims in relation to the Staff Travel Plan:
- Overseeing the overall implementation of the plan;
 - Managing the implementation of the specific measures and initiatives;
 - Raising awareness of the plan;
 - Undertaking follow-up travel surveys;
 - Submitting annual monitoring reports to Merseytravel & LCC;
 - Undertaking discussions with Merseytravel and LCC regarding necessary amendments to the plan, where targets are not met or are no longer appropriate; and
 - Amending the plan as required.
- 5.5.3 LFC will nominate a representative to act as the Travel Plan Coordinator.

6 Action Plan

6.1 Introduction

- 6.1.1 Our Travel Plan Action Plan is set out in Table 6.1. This lists all of the actions that LFC will carry out to implement the Travel Plan and carry out follow-up monitoring to ensure that they meet their targets, set out in Chapter 5.
- 6.1.2 This Action Plan has been primarily developed to encourage staff and the partner organisations to use sustainable modes of travel to access the stadium on both non-match and match days. The Transport Committee will oversee the implementation of the Action Plan and will revise and update this as necessary.

6.2 Proposed measures from the Transport Assessment

- 6.2.1 The earlier sections identify existing travel options for staff on match and non-match days. These options are being improved as part of the development and should therefore become more accessible and attractive from which this staff travel plan can build upon.
- 6.2.2 The Transport Assessment (TA) is proposing to implement a range of measures which may also be of assistance to staff on non-match days as well as for travel to work on match days.
- 6.2.3 Those of relevance are listed below, with further information being available in the TA:
- Taxi drop off and pick up areas on - Sleepers Hill, Oakfield Road, Arkles Lane and Anfield Road;
 - Various taxi pick-up locations along the walk route to the City Centre;
 - Disabled drop off area and disabled parking on Oakfield Road and Arkles Lane;
 - Extension to parking restrictions along Walton Breck Road at the junction with Everton Valley Road;
 - Additional cycle parking facilities providing parking for up to 64 cycle to be provided in prominent positions on site, for use by staff and supporters;
 - Pedestrian Access Improvements in vicinity of stadium;
 - Walk route to City Centre signage;
 - Walk route to Sandhills station signage;
 - Walk route to Kirkdale station signage; and
 - Formation of a Transport Working Group to discuss issues arising with regards to transport and accessibility.

6.3 Proposed Action Plan Measures

- 6.3.1 The measures below have been devised to support sustainable travel to the stadium for staff, and to enable LFC to work towards their objectives listed in 6.1.
- 6.3.2 Please note that, as already mentioned, these measures are primarily intended to address staff travel with supporter and visitor travel addressed in the accompanying Transport

Assessment. A number of these measures however will also be relevant to supporter and visitor travel and as such, will also be included within the Transport Assessment.

Table 6.1: Travel Plan Action Plan

Action	Target Date/ Frequency	Responsibility	Cost
Website & Intranet			
Continue to update the website and intranet with current and relevant travel information.	On-going	Marketing team	Low
Continue to promote walking routes to the City Centre and in surrounding areas within the LFC website and intranet by providing a walking map.	On-going	Transport Committee & Marketing Team	Low
Provide information relating to cycle parking and routes through the intranet.	On-going	Transport Committee & Marketing Team	Low
Provide a link to www.liftshare.com from the LFC intranet and make staff aware of this.	September 2014	Transport Committee & Marketing Team	Low
Publicise web links to travel information on publicity material aimed at staff.	On-going	Transport Committee & Marketing Team	Low
Other Promotion/Publicity			
Work with Merseytravel to develop joint marketing campaigns to promote sustainable travel to the stadium.	On-going	Transport Committee & Marketing team	Low/Medium
Take part in Merseytravel's LSTF campaigns.	On-going	Transport Committee & Marketing team	Low
Publicise cycle parking and any cycle discounts to staff via poster campaigns, staff briefings and the intranet.	Quarterly	Transport Committee & Marketing Team	Low
Include within the new employee starter manual travel information such as how to access the stadium through public transport, as well as promoting the cycle parking and facilities and provide information on car sharing.	September 2014	Human Resources & Transport Committee	Low
Partnerships			
Continue to work in partnership with Merseytravel and the public transport providers to provide information to staff on services and season tickets.	On-going	Transport Committee	Low
Join Merseytravel's Employers Network.	On-going	Transport Committee	Low
Investigate the eligibility of new starters for Merseytravel's Transport Solutions offer.	On-going	Transport Committee & Human Resources	Low
Look to apply for a Merseytravel Sustainable Travel Grant to fund travel plan measures.	October 2014	Transport Committee	Low
Active Travel			
Promote walking and cycling through events using resources available via the Employers Network.	Quarterly	Transport Committee	Low
Review feasibility of providing shower, locker and changing facilities to staff.	On-going	Transport Committee	Low
Monitor usage of cycle parking at the stadium and	Monthly	Transport Committee	Low

Action	Target Date/ Frequency	Responsibility	Cost
provide additional cycle parking where required.			
Implement the cycle to work scheme so that staff are able to purchase a bicycle through salary sacrifice.	October 2015	Human Resources & Transport Committee	Low
Information to be provided on walking and cycle routes via email, staff newsletter, leaflets, information in staff common areas, website & intranet.	Quarterly	Transport Committee & Marketing	Low
Promote free cycle and bike maintenance training to staff.	September 2014	Transport Committee & Marketing	Low
Public Transport			
Continue to provide public transport information on the LFC website and intranet.	On-going	Marketing	Low
Provide public transport information to match day staff in partners workplaces via staff intranet/website/common areas etc.	April 2015	Marketing & Transport Committee	Low
Work with Merseytravel to provide personalised journey planning information to staff.	March 2015	Transport Committee	Low
Work closely with Merseytravel and local public transport providers in order to improve access to the stadium by public transport.	On-going	Transport Committee	n/a
Car Strategy			
Provide a link to www.liftshare.com on the staff intranet and encourage participation through the staff travel awareness days.	September 2014	Transport Committee	Low
Encourage staff to car share to meetings and training.	On-going	Transport Committee	Low
Promote the use of conference calls and video calling to reduce the need to travel to meetings.	On-going	Transport Committee	Low
Transport Committee			
Set up a Transport Committee and meet biannually to review progress against the Action Plan, agree additional actions and discuss the development of the Travel Plan, record meetings and outcomes. This could be incorporated into the wider Transport Working Group meetings.	Biannually	Transport Committee	Low
Monitoring and Evaluation			
Undertake a staff travel survey to support the monitoring process of the Travel Plan.	Within Year 1 (by end of 2014) to establish baseline then repeated every year until targets are met	Transport Committee	Low

6.4 Summary

This chapter has set out the proposed measures to be addressed by the staff travel plan to achieve a positive change in staff travel, with a focus on sustainable travel. Annual updates of the staff surveys will enable progress against the targets to be monitored until they are met.

