

November 2020



EXPANSION OF ANFIELD ROAD STAND, ANFIELD

E3/3 - Staff Travel Plan



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Anfield Road Stand Expansion

Staff Travel Plan

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1 Introduction

1.1 Pre-ambles

- 1.1.1 This Staff Travel Plan is one of a suite of core documents prepared in support of the application submitted on behalf of Liverpool Football Club and Athletic Grounds Limited (“Liverpool FC” or “the Club”) for full planning permission to expand the Anfield Road Stand to accommodate an additional c.7,000 spectators with associated hospitality and spectator facilities, new public realm, and the realignment of Anfield Road.
- 1.1.2 This development forms part of the phased regeneration of the Anfield Stadium and follows successful delivery of the Main Stand redevelopment and associated public realm (96 Avenue and Paisley Square) and a new free-standing Liverpool FC retail store and cafe.
- 1.1.3 It also reflects the wider regeneration of the Anfield area (The Anfield Project) that includes new and improved homes and regeneration of the Walton Breck Road high street, fuelled by the Club’s significant investment in the redevelopment of Anfield Stadium.
- 1.1.4 The following documents comprise the application:
- A1/1 Summary Guide to the Planning Application
 - B1/3 Planning Statement
 - B2/3 Appendices to Planning Statement
 - B3/3 Draft S106 Agreement
 - C1/2 Application Drawings
 - C2/2 Design and Access Statement
 - D1/3 Environmental Statement, Volume 1: ES Chapters and Figures
 - D2/3 Environmental Statement, Volume 2: Technical Appendices
 - D3/3 Environmental Statement, Volume 3: Non-Technical Summary
 - E1/3 Transport Assessment
 - E2/3 Transport Strategy
 - E3/3 Staff Travel Plan
 - F1/1 Air Quality Assessment
 - G1/1 Phase I Geo-Environmental Desk Study
 - H1/1 Flood Risk Assessment
 - I1/1 Heritage Assessment
 - J1/1 Socio-Economic Statement
 - K1/1 Health and Wellbeing Statement
 - L1/1 Lighting Impact Assessment
 - M1/1 Statement of Community Engagement
 - N1/1 Sustainability Statement
- 1.1.5 This statement has been prepared by Mott MacDonald (Consultant Engineers, Environmental Consultants and Transport Planners) with additional work, research and information provided, with thanks, by:
- Turley (Planning and Development Consultants)

- Planit ie (Urban Design, Landscape and Master planners)
- KSS Design Group (Architects)
- Liverpool Football Club
- Liverpool City Council

1.2 Background

- 1.2.1 A Staff Travel Plan was previously produced as part of the Main Stand expansion in 2014 which has now been constructed and is fully operational. This document seeks to expand and update that Travel Plan to reflect the proposed changes at the stadium.
- 1.2.2 This Travel Plan is intended to address how staff travel to and from the stadium, covering permanent staff and match day only staff; with the measures presented applicable to trips on both match and non-match days.
- 1.2.3 Supporter travel is covered separately in the Transport Strategy (ref. E2/3) and Transport Assessment (ref. E1/3) reports.

1.3 What is a Travel Plan?

- 1.3.1 A Travel Plan is a package of measures designed to reduce the number and length of car trips generated by an organisation and to encourage use of sustainable travel measures. 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 such as:
- Addressing transport problems such as parking issues, road safety, public transport accessibility and congestion;
 - Supporting recruitment and retention and promotion of a healthier workforce;
 - Supporting corporate & social responsibility;
 - Improving environmental credibility;
 - Reducing the need to travel and associated financial savings; and
 - Addressing social exclusion and improving community relations.
- 1.3.2 Research has found that the most successful way of managing an organisation's transport impacts is through improving the quality and accessibility of non-car modes and providing disincentives for the use of the car. This has been taken into account when developing this Travel Plan for Liverpool FC.

1.4 Structure of this 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;
 - A review of relevant policy and guidance documents is presented in Chapter 3;
 - An overview of the development context and proposals for the Anfield Road Expansion is provided in Chapter 4;
 - An overview of the site characteristics and how the stadium can be accessed by staff is set out in Chapter 5;
 - Chapter 6 provides a summary of the staff travel survey undertaken in 2019 which is used to establish a baseline understanding of current travel to work practices;

- Chapter 7 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;
- Chapter 8 presents the Action Plan which will be implemented to deliver the Travel Plan targets; and
- Chapter 9 provides a summary of the report outlining the main headlines of the Travel Plan.

2 Appreciation of the issues

2.1 Anfield Stadium

- 2.1.1 Anfield Stadium is the home of Liverpool Football Club (Liverpool FC) 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. The KOP bar only opens on match days and for away match screenings.
- 2.1.3 Following expansion of the Anfield Road Stand, the stadium's match-day capacity will be c. 61,000, with tickets split across hospitality and non-hospitality (general admission and season tickets) which includes between 3,000-9,000 away supporters depending upon the game.
- 2.1.4 At the time of submission, Liverpool FC employs 766 permanent members of staff. Of this total number of staff, 164 are based at Anfield Stadium. In addition to permanent members of staff, an additional c.2,300 members of part time staff work specifically on match-days and during other events held at the venue. These members of staff work across a range of roles at the stadium, including stewarding, catering and security. These support staff are not generally employed directly by Liverpool FC and therefore the Club have limited influence over their contracts or travel choices. Due to Covid-19, matches in the 2020/21 season have to date been played behind closed doors which as meant a reduction in the number of staff required on match days.

2.2 Stadium location

- 2.2.1 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 Alroy Road and Gilman Street 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.
- 2.2.2 The stadium is predominantly surrounded by residential dwellings, with a number of small local retail units and food outlets along Walton Breck Road. The surrounding area is currently undergoing re-development as part of the Anfield Regeneration Scheme.
- 2.2.3 To the north of the stadium lies Stanley Park which is a historic park. In the south eastern corner of the park is a large surface car park which is leased from Liverpool City Council (LCC) by the Club for use on match days for permit holders only. These permit holders are generally supporters with a hospitality ticket and some season ticket holders. On non-match days this facility is open for general public use, and free of charge.

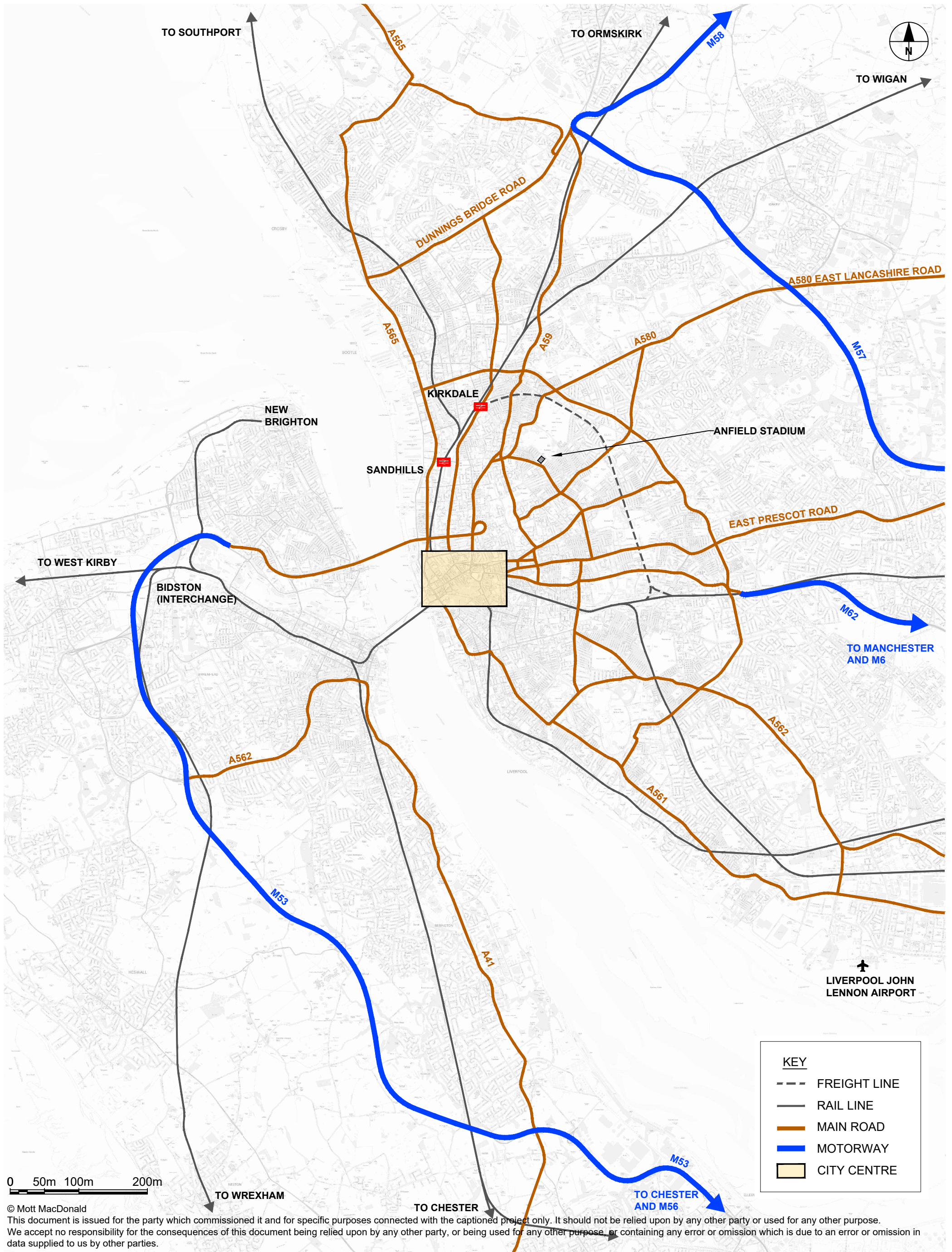


Figure 2.1: Strategic Context

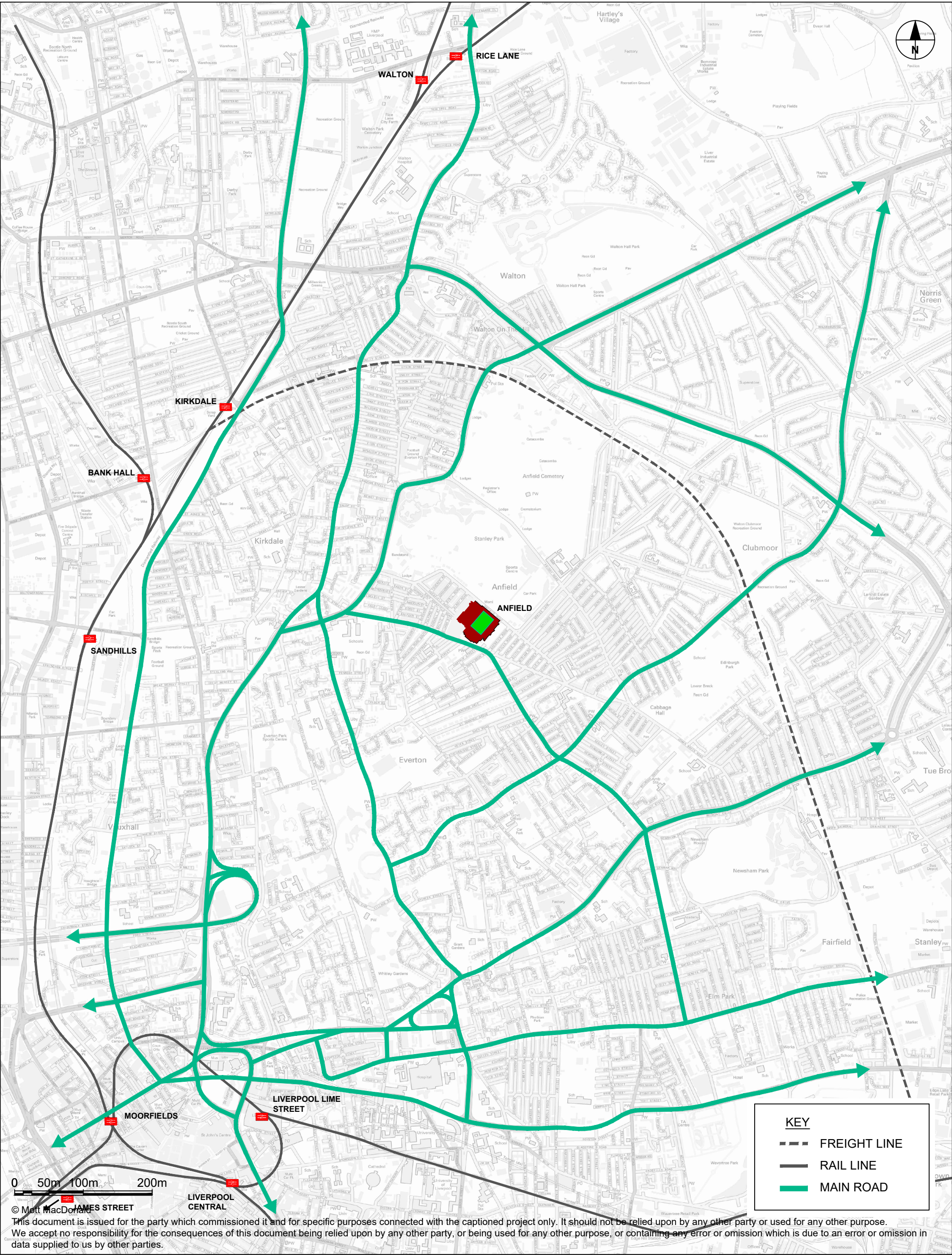


Figure 2.2: Local Context

3 Policy Review

3.1 Introduction

3.1.1 The Travel Plan helps to deliver, or aligns with national, regional and local policies. The most relevant policy documents are summarised within this chapter. The most relevant policies to this Travel Plan are:

- National Planning Policy Framework (2019);
- “A Plan for Liverpool” Liverpool’s Unitary Development Plan (2002);
- Ensuring a Choice of Travel Supplementary Planning Document (SPD) (2008);
- Merseyside Active Travel Strategy (March 2011);
- Anfield Spatial Regeneration Framework (SRF); and
- Liverpool City Region Transport Plan for Growth (2015).

3.2 National Planning Policy Framework (NPPF)

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 This Travel Plan has been developed as a requirement of the NPPF which states in Chapter 8 paragraphs 108-111:

“all developments that will generate significant amounts of movement should be required to provide a travel plan, and the application should be supported by a transport statement or transport assessment so that the likely impacts of the proposal can be assessed.”

3.2.3 Chapter 9 paragraphs 108-11 of the NPPF also discusses the importance of promoting sustainable transport within new developments by setting out key issues, planning policy requirements and necessary development proposal assessments.

3.2.4 In assessing sites that may be allocated for development in plans, or specific applications for development it should be ensure that:

- Appropriate opportunities to promote sustainable transport modes have been taken up, given the type of development and its location;
- Safe and suitable access can be achieved for all users; and
- Any significant impacts from the development on the transport network (in terms of capacity and congestion), or on highway safety, can be cost effectively mitigated to an acceptable degree.

3.2.5 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.

3.2.6 The Staff Travel Plan sets out measures that will be implemented to support staff working at the stadium having a choice of mode of travel, and promoting the use of more sustainable modes of transport over the private car.

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

- 3.3.1 The UDP was adopted in November 2002 and is a statutory document which provides the planning framework for the City. In 2007 the City Council discounted four of its policies, and the Joint Merseyside and Halton Waste Local Plan (adopted in 2013) replaced a further six. Under the new planning system, the remaining UDP policies form part of a ‘saved plan’, now acting as a Local Plan Document within the Local Plan Framework.
- 3.3.2 The aims of the Plan, with respect to transport issues, are covered under General Policy 6 (GEN6). GEN6 aims to provide a balanced provision of transport infrastructure which is inclusive, safe and accessible which meets the following:
- Provides access to employment, leisure, retail and other facilities for all of the City's residents;
 - Meets the transport needs of people who are economically and socially disadvantaged;
 - Allows for the safe, efficient and easy movement of goods into and throughout the City, in order to help secure the regeneration of the local economy;
 - Protects & enhances the environment through reducing the reliance on the private car;
 - Promotes, in conjunction with the Passenger Transport Authority, investment in the public transport network and associated facilities;
 - Improves facilities for cyclists and pedestrians;
 - Provides a framework for investment in the efficiency of the road system; and
 - Reduces the availability of car parking facilities which would attract car borne commuters.
- 3.3.3 The Plan highlights the need for private car usage to be controlled in favour of promoting public transport usage and encouraging active travel uptake. These elements have been embedded in the development of this Travel Plan which aims to support the above aims and promote more sustainable measures for staff to travel to and from Anfield.

3.4 Ensuring a Choice of Travel Supplementary Planning Document (SPD)

- 3.4.1 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.
- 3.4.2 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.
- 3.4.3 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.

3.4.4 It recognises that good design can contribute to sustainable modes of travel and enhance the environmental quality of a scheme, something which will be reinforced through the implementation of a Travel Plan. The SPD notes in Section 6.10 that all Travel Plans will be required to address:

- Controls on car parking;
- Nomination of Travel Plan co-ordinator;
- Provision of improved public transport, cycle and pedestrian services and facilities both inside and outside the site; and
- Promotion of public transport, walking and cycling.

3.4.5 This Travel Plan has been developed to embed the above principles and will evolve constantly as the travel surveys are undertaken and a greater understanding of staff travel plan understood, with the overall aim to achieve the modal targets as set in Section 7.

3.5 Merseyside Active Travel Strategy (March 2011)

3.5.1 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.

3.5.2 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.”* Its aims include:

- 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;
- To support adults and children to be able to choose cycling and walking by providing enabling interventions and information; and
- 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.
- To achieve these aims a number of interventions have been proposed, those which are of particular interest to the Liverpool FC development are:
 - Ensuring the road user hierarchy is used to create safe pedestrian and cycle friendly environments in residential areas and centres;
 - Providing connections between cycle and pedestrian friendly areas to create routes for active travellers; and
 - Continuing to provide information in the most relevant and accessible format.

3.5.3 These interventions will be supported by the Travel Plan which aims to promote alternative travel methods to private car travel, instead encouraging the uptake of active travel modes. The interventions to achieve this and the appropriate communication channels to disseminate the information are identified in Section 8 of the Travel Plan.

3.6 Anfield Spatial Regeneration Framework (SRF)

3.6.1 On 25th April 2014 the City Council adopted the Anfield Spatial Regeneration Framework as a Supplementary Planning Document (SPD). The SRF followed on from the consultation document, The Anfield Project, which outlined numerous visions for the area which could be delivered with community and business support.

- 3.6.2 The SRF provides a formal framework for the regeneration of Anfield and outlines proposals to regenerate the area, with this one of the priority areas for investment in the city. Further information on this framework is provided in Chapter 4.
- 3.6.3 One of the key objectives identified in the SRF is maximising the benefits of Liverpool Football Club's stadium expansion and related public realm works.
- 3.6.4 SRF 4, regarding the public realm, states that a new and enhanced public realm will be encouraged throughout Anfield. This includes providing new linkages in the area, including Stanley Park and Liverpool FC's stadium to improve the environment and pedestrian priority.
- 3.6.5 The Travel Plan aligns with these proposals through identifying the high level of staff living close to the site and recognises the opportunities for walking and cycling to Anfield. The findings of the Staff Travel Survey (see Chapter 6) identified some safety concerns for staff walking in the area and as the aspirations of the SRF are realised, it is expected that pedestrian safety will be enhanced, promoting more walking and cycling trips to Anfield.

3.7 Liverpool City Region Transport Plan for Growth (2015)

- 3.7.1 A Transport Plan for Growth provides a single strategic framework and delivery plan for transport in the Liverpool City Region. A Transport Plan for Growth builds on the vision and aims set out in the Merseyside and Halton LTPs and highlights the following priorities:
- 'Growth'- reflects our plans and aspiration for economic growth in the City Region;
 - 'Low Carbon'- describes our desire to see a clean, low emission and sustainable transport network; and
 - 'Access to Opportunity'- refers to our work in supporting those who wish to access training, education and further learning and employment opportunities.
- 3.7.2 This Travel Plan supports these priorities through ensuring Anfield remains highly accessible for employees and enables sustainable growth through the ARS proposals. This will be supported through the measures identified within Section 8 to encourage sustainable travel to and from the site.

3.8 Liverpool's Cycling Revolution: A Cycling Strategy for Liverpool 2014- 2026

- 3.8.1 Liverpool's Cycling Strategy sets out the vision for Liverpool to be the fastest growing city for cycling, where cycling is a popular mainstream method of travel and physical activity and its cycle routes will be safe, convenient, accessible, comfortable and attractive for all users.
- 3.8.2 The strategy aims to increase the number of people cycling and sets a target to achieve 10% of all trips to be made by bike by 2025. This is to be supported through investment in new and updating existing infrastructure, training and enforcement.
- 3.8.3 Liverpool FC are able keen to encourage staff to cycle to Anfield Stadium. The proposed provision of a new cycling hub will help to support an increase in cycling on both match and non-match days.

3.9 Liverpool City Region Combined Authority Local Cycling and Walking Infrastructure Plan

- 3.9.1 The Liverpool City Region Combined Authority (LCRCA) Local Cycling and Walking Infrastructure Plan (LCWIP) is a strategic approach to developing a cohesive network of high standard active travel routes across the region. The number of trips by bike and foot only count for 2% of overall journeys made in the City Region, and only 30% of residents think that cycling

and walking safety is currently good. As a result, the LCRCA are investing in a new 600km cycling and walking network – linked to their transport system – that will make it easier than ever for people to get around, without jumping in their vehicles.

- 3.9.2 Liverpool FC, as noted above, are keen to support walking and cycling as a means of access to/from Anfield Stadium. As part of the Main Stand expansion, extensive wayfinding signage was erected to provide a clearly signed route to and from the City Centre, and this route will be further promoted as part of the proposed expansion of the Anfield Road Stand. Similarly, as noted above, the provision of a new cycle hub will also support cycling to and from the stadium on both match and non-match days.

4 Development Context

4.1 Stadium Expansion

- 4.1.1 The Anfield Road Stand (ARS) proposals involve building a new larger upper tier behind the existing Anfield Road stand, whilst keeping the existing stand in operation; then, during the summer closed period, the existing stand roof and upper tier will be removed from the pitch and the new tier will be connected to the existing lower tier.
- 4.1.2 Construction timescales have not been confirmed at this time and will be influenced by a number of considerations. In order to establish a position for the purposes of assessment work, the earliest construction timescales have been used, which would be a start date of 2021. The anticipated construction period is up to two years, which would mean the earliest the additional capacity in the expanded stand could become operational is for the start of 2023/24 season.
- 4.1.3 The final capacity of Anfield Stadium including the new stadium will be c.61,000. This is slightly higher than for the previous outline planning application for the expansion of Anfield Road which was consented (in outline) in 2014 (which was for c.60,000). It should be noted that the 2014 planning consent lapsed in 2019.
- 4.1.4 The proposals seek to increase capacity in the ARS through expansion, increasing seating from 8,962 to 16,000, along with the provision of new associated facilities. The ARS will continue to accommodate away fans; the number of away fan tickets for each match depends upon the type of game (league or cup) and will vary between 3,000 and 9,000.
- 4.1.5 The scheme is primarily General Admission (GA) seating and there are also a proportion of hospitality seats to be provided at the front of the new upper tier, connected to an upscale concourse space in the stand. The existing concourse and turnstiles will be retained for the lower tier fans, with just the new upper tier being provided with a new concourse. This design approach creates a large covered area on the ground floor, which Liverpool FC plan to use as a covered fan zone.
- 4.1.6 As well as the ARS expansion, the application will be seeking to change the permitted use of the stadium to allow events and other team sports, in addition to the currently permitted football and rugby. There is currently a temporary permission (ref: 18F/1626) expiring June 2021 for holding up to 6 major events or concerts per annum. As part of the planning application, Liverpool FC would like to obtain permanent consent to use the pitch for a range of other uses including concerts, special events and other types of sporting fixtures.
- 4.1.7 The stadium will remain operational during the construction process, as was the case for the Main Stand expansion, the construction of which took place between 2014-16.
- 4.1.8 Following the expansion of the Anfield Road Stand, the staff levels for the stadium overall are expected to be:
- 180 permanent staff based at Anfield Stadium
 - 250-350 additional match/event day only staff

4.2 Events

- 4.2.1 As well as the Anfield Road Stand expansion, the application will be seeking to change the permitted use of the stadium to allow events and other team sports, in addition to the currently

permitted football and rugby. There is currently a temporary permission (ref: 18F/1626) expiring June 2021 for holding up to 6 events or concerts per annum. As part of the planning application, Liverpool FC would like to obtain permanent consent to use the pitch for a range of other uses including concerts, special events and other types of sporting fixtures. This would be for up to 12 concerts or events per annum.

4.3 Anfield Road

- 4.3.1 The expanded stand footprint extends over the existing Anfield Road carriageway. The road will be realigned around the perimeter of the new ARS. In order to operate the Stadium on match and event days, Anfield Road would need to be temporarily closed for a short period of time pre and post match, as is the case currently on match days and event days. There will also need to be a temporary closure during the construction period.
- 4.3.2 Preparatory work to clear the expansion site was undertaken as part of the Main Stand development in 2014-2016. However, there are services to be relocated in Anfield Road and a S247 Road Closure Order will be needed to permanently stop up the current alignment of Anfield Road.
- 4.3.3 Servicing access into the stand will be maintained from both sides (east and west) using the footprint of Anfield Road, but as the road which will fall under the stand will be stopped up. There will be no public right of way for vehicles through the stand. Pedestrian and cyclist circulation around the stand during the construction closure will be maintained via use of Dahlia Walk in Stanley Park on non-match days (with the area being open as usual on match days to pedestrians and cyclists). Vehicles will be required to re-route via the surrounding residential streets at all times during the construction phase.
- 4.3.4 Anfield Road car park will also be permanently closed to make way for the expanded stand, with the loss of 125 parking spaces which include a proportion of disabled parking spaces, all of which will be relocated to Stanley Park car park.

5 Site Accessibility and Staff Travel Options

5.1 Site Access

- 5.1.1 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.
- 5.1.2 Staff who work exclusively before or after the match may also be travelling in the area during the match, this differs from the vast majority of supporters' travel times and behaviour. As a result, this reduces the conflict between staff and supporter travel, with both groups typically travelling at different times on match days.
- 5.1.3 On non-match days it is assumed that standard working hours are followed (as is currently the case for the majority of the staff), and therefore standard commuting times apply.
- 5.1.4 There are a range of travel options available to staff on both match and non-match days to travel to the stadium.
- 5.1.5 Each of the available options are explored in turn within this chapter, including comments on issues noted during observations on both match and non-match days. The information presented is based on provisions available pre-Covid19. As part of the response to Covid-19 there were temporary changes to public transport provisions, however it is expected that when supporters are able to return to the stadium, provisions will mirror those previously provided, as set out below.

5.2 Car

- 5.2.1 On non-match days, limited on-site parking is available in the Anfield Road car park (125 spaces) and outside the Sir Kenny Dalglish Stand (109 spaces), with additional off-street parking available in Stanley Park (c1,100 spaces). As noted previously, the Stanley Park car park is not operated by Liverpool FC on non-match days.
- 5.2.2 On match days, parking is not available in Anfield Road or the Sir Kenny Dalglish (SKD) car parks for the majority of staff. A small proportion of staff are permitted to park in Stanley Park car park or Utting Avenue car park, but this is limited and requires possession of a parking permit. Anfield Road, SKD and Utting Avenue car parks are all off-road car parks in private ownership by the Club.
- 5.2.3 Additionally, on-street parking is also restricted through the Football Matchday Residents Parking Zone (FMRPZ). Within these zones, on-street parking is split between marked bays for vehicles displaying a valid permit, and a limited number of bays which are free, within which any vehicle can park (no permit required).
- 5.2.4 Enforcement of the FMRPZ is undertaken at all times during its operation but there are additional enforcement officers assigned to enforce it on match and event days. The enforcement is applicable between 1st August to 30th June between 10am and midnight.

5.3 Drop off and pick up

- 5.3.1 There is currently no dedicated drop-off or pick-up point at the stadium on match days for vehicles other than taxis or those transporting disabled visitors. Usually on both match and non-match days, drop-off and pick-up tends to happen informally on the surrounding local streets.

5.4 Taxi

- 5.4.1 Taxis are a popular mode of transport to reach the stadium on both non-match and match days for staff and supporters. This mode of transport would be available to staff on both match and non-match days without any availability or access concerns due to the contrasting travel times of supporters and staff.

- 5.4.2 There are five taxi ranks in the vicinity of Anfield. These are as follows:

- Sleepers Hill near the junction with Anfield Road;
- Sleepers Hill near the junction with Walton Breck Road;
- Walton Breck Road, outside of the Kop;
- Houlding Street; and
- Arkles Lane.

- 5.4.3 In addition to private hire taxis and hackney carriages, the Taxi One service operates on match days only as a bus service using a minibus. It provides a direct service from St Johns Lane, opposite Lime Street Rail Station in the City Centre, to Walton Breck Road. The service begins 3.5 hours prior to kick-off. Spaces can be pre-booked via social media, with each vehicle departing when full.

5.5 Scheduled bus services

- 5.5.1 Several scheduled bus services operate in the vicinity of Anfield Stadium, offering a viable non-car mode alternative from a range of areas across the City Centre and the wider Liverpool City Region. These are shown in Figure 5.1.
- 5.5.2 Bus stops located on Walton Breck Road, Walton Lane, Breck Road and Priory Road are all within walking distance of the stadium and are available on non-match days. On match days, certain services divert their route in the hours preceding and after a match to avoid road closures.
- 5.5.3 The stadium is well connected to the City Centre via bus, with six of the seven routes outlined in the table below originating at, or serving, City Centre bus stops. This supports an interchange with other, further reaching services to connect across the Liverpool City Region.
- 5.5.4 Table 5.1 to Table 5.4 outline services which operate to these locations in the period before and after the match, as well as on non-match days.

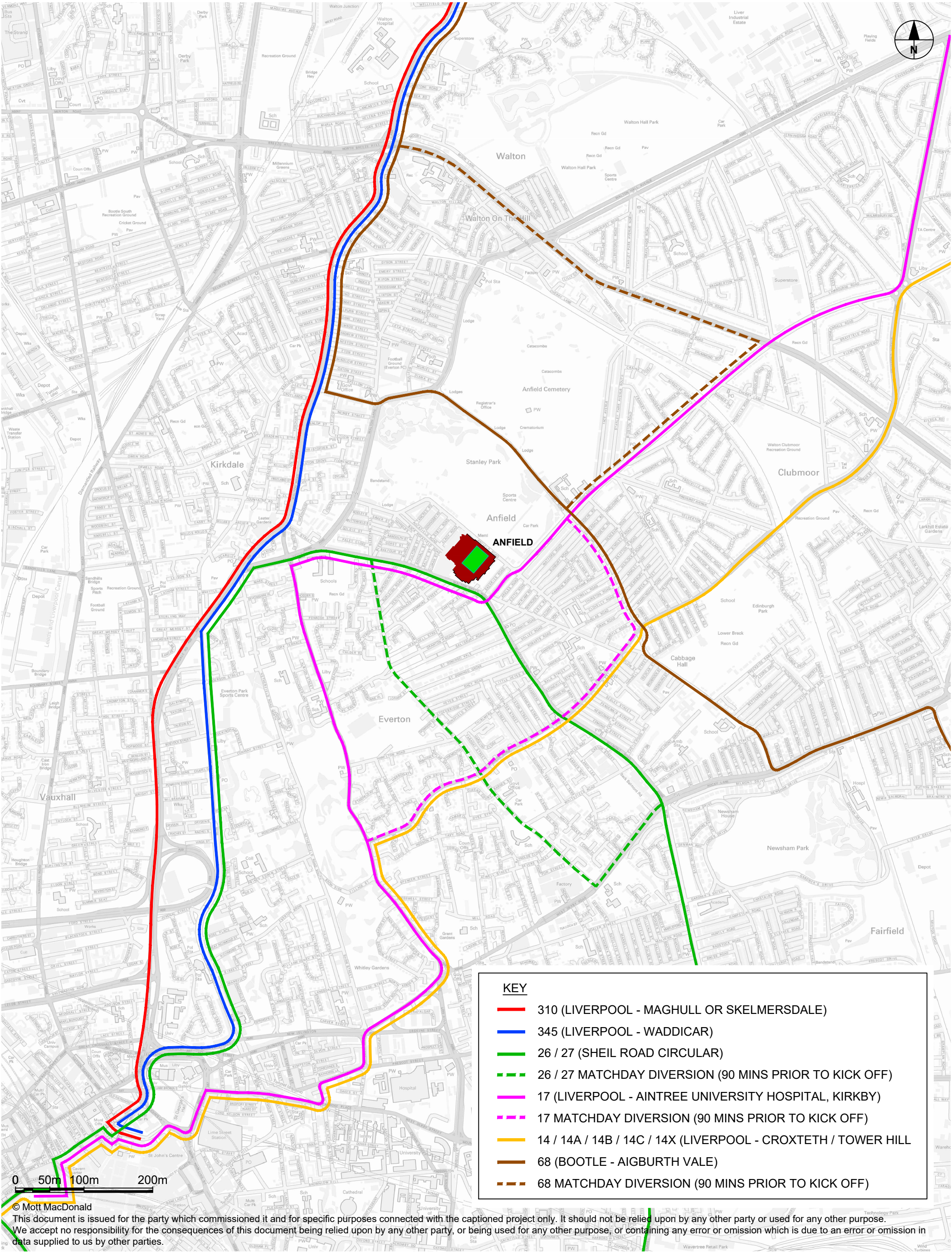


Figure 5.1: Scheduled Bus Services & Diversion Routes

Table 5.1: Bus services and stops near Anfield with last bus times

Service no.	Operator	Nearest Stop	Route	Last Bus (towards City Centre)		
				Weekday	Saturday	Sunday
14	Arriva and Stagecoach	Breck Road	City Centre – Croxteth	22:55	22:55	22:55
17	Stagecoach	Walton Breck Road	City Centre – Fazakerley – Kirkby	23:40	23:41	23:40
19	Stagecoach	Walton Lane	City Centre – Gillmoss – Croxteth – Kirkby	23:06	23:06	22:32
26/27	Arriva	Walton Breck Road	Liverpool One – Sheil Road Circular	23:48	23:18	23:18
68	Arriva	Priory Road	Bootle Bus Station – Aigburth Vale	18:49	18:33	N/A
310	Arriva	Walton Road	City Centre – Maghull or Skelmersdale	20:45	20:00	19:11
345	Arriva	Walton Road	City Centre - Waddicar	18:38	17:22	17:59

- 5.5.5 During core hours of 6am-6.30pm from Monday to 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 8pm. The Sunday service operates approximately every 15 minutes, with a half hour service in operation before 10am and after 6pm.
- 5.5.6 The 26/27 service runs approximately every ten minutes during core hours (6am – 6.30pm) from Monday to Saturday, with services reduced to every half hour from 7pm. 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.
- 5.5.7 The 839 service also uses the bus stop on Walton Breck Road located outside the Kop. This is a Merseytravel operated service operated by Maghull Coaches. The service runs once per day between 7 and 8am and is therefore not applicable for this assessment.
- 5.5.8 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 service. Operated by Stagecoach, this service connects the City Centre to Gillmoss, Croxteth and Kirkby. The service 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.
- 5.5.9 Priory Road has bus stops serving both directions which are used by the 68 service, operated by Arriva. This service provides a link between Bootle and Aigburth, with the route also serving 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 7.45pm. The Saturday service for this route runs every 20 minutes during core hours, reducing to one bus per hour from 7.45pm. Sunday services run every half hour, which again reduces to one bus per hour from 7.45pm.

- 5.5.10 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 5 minutes (with both operators running alternate services). Outside of core hours, the service runs every 15 minutes. Saturday services operate approximately every 6 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.
- 5.5.11 Walton Road, which is approximately a 10-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. The 310 and 345 services which run along this route operate more infrequently than other services as outlined above.
- 5.5.12 On weekdays, the 310 service operates half-hourly until 8pm when it is reduced to one bus per hour. On Saturday, this service is half hourly until 7pm when it reduces to one bus and on Sunday, there is only one bus per hour for the whole day. The 345 operates two buses per hour until 4pm on Weekdays, reducing to one or two buses every hour until 7pm, when the service stops. On Saturdays and Sundays, there is an hourly service which ends at 6pm.

5.6 Match Day Bus Services

- 5.6.1 Several buses (Soccerbus, 917, 501 & 502) serving Anfield Stadium are only operational on match days.
- 5.6.2 The Soccerbus, operated by Peoplesbus provides a bus service between Sandhills Station and Walton Lane, near the Stadium. It runs for 3 hours before each match with the last bus from Sandhills station departing approximately 15 minutes before kick-off. It then provides a return service for 90 minutes after the final whistle with the pick-up point located on Walton Lane (at the same location where passengers are dropped off before the match).
- 5.6.3 The 917 bus is a dedicated Stagecoach service running from Liverpool City Centre to Walton Breck Road. Buses currently depart from St Johns Lane, opposite Queens Square Bus Station in Liverpool City Centre and adjacent to Lime Street Rail Station. The first bus departs 3.5 hours before kick-off for Saturday and Sunday matches and 1.5 hours before kick-off for mid-week matches. Buses continue to depart at frequent intervals based on demand, until the last departure which leaves in time to ensure arrival at the ground ahead of kick-off.
- 5.6.4 The 501 bus is a dedicated Peoplesbus service running from Walton Breck Road to Liverpool City Centre via Everton Valley on match days only. Buses depart from Walton Breck Road, at the westbound stop outside the Kop Stand and arrive at Skelhorne Street in Liverpool City Centre. This is a post-match service only and departs for up to two hours after the end of the game.
- 5.6.5 The 502 bus is a dedicated Peoplesbus service running from Anfield to Liverpool City Centre via Oakfield Road. Buses depart from Walton Breck Road, at the eastbound stop outside the Kop Stand and arrive at Skelhorne Street in Liverpool City Centre. This is a post-match service only with buses departing from 10 minutes until 50 minutes after the final whistle.
- 5.6.6 The operating times of these buses may be outside of the required travel period for staff on match days and is therefore not likely to be used by a large proportion of staff working on match days, with the regularly scheduled services offering a more appropriate option. As noted

previously most match day and event day staff travel largely takes place outside of the times of high supporter demand.

5.7 Train

5.7.1 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). Southport services run from Hunts Cross in South Liverpool via Liverpool Central in the City Centre. Both Ormskirk and Kirkby services operate from Liverpool Central. The Station is 1.3 miles / 2.1km walk from the Stadium and is served by the Soccerbus 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/ 2.25km walk from the stadium.
- Bank Hall is served by trains running between Southport and Hunts Cross via Liverpool Central in the City Centre and is 1.4 miles / 2.25km walk from the Stadium. Sandhills Station is on the same line as this station and is closer to the stadium for walking and therefore Bank Hall is not recognised as a likely station for travel to and from the stadium.

5.7.2 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 5.2: Number of service per hour at each station

Day	Sandhills		Kirkdale		Bank Hall	
	Southbound	Northbound	Southbound	Northbound	Southbound	Northbound
Weekday & Saturday	12	12	8	8		
	7	10	3	6		
	(from 20:01)	(from 19:08)	(from 19:59)	(from 19:06)	4	4
	8	8	4	4		
	(from 21:03)	(from 20:11)	(from 21:01)	(from 20:14)		
Sunday	6	6	4	4	2	2

5.7.3 The Northern Line interchanges with the Wirral Line at Liverpool Central and Moorfields Stations providing access to Wirral as well as Liverpool Lime Street Station via the Loop Line. Access to Lime Street supports services to regional destinations such as Warrington, Manchester, Lancashire and Cheshire as well nationally to Birmingham and London.

5.7.4 The stations and walk routes to the stadium are shown in Figure 5.2.

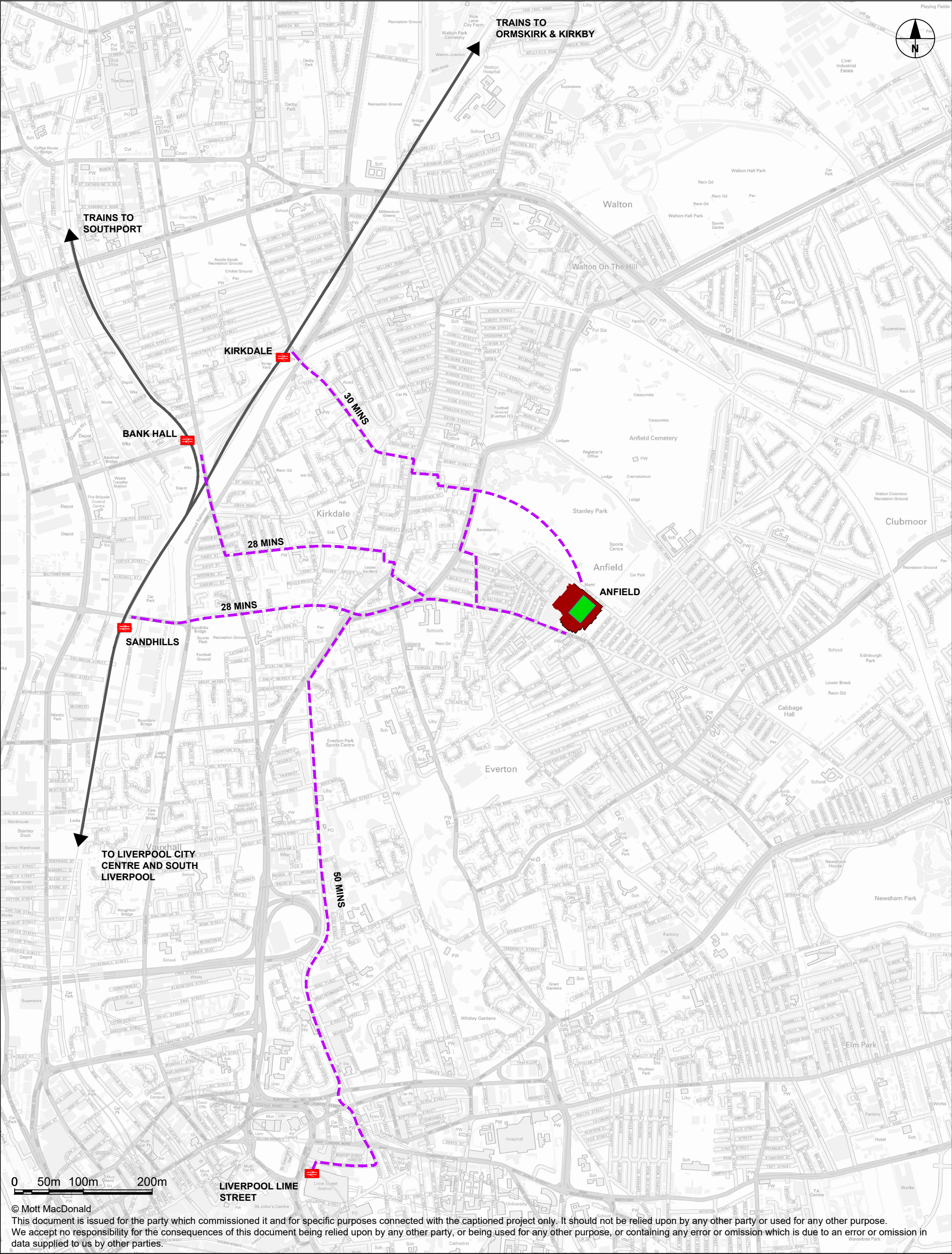


Figure 5.1: Station Locations & Walking Routes

5.8 Walking

- 5.8.1 Walking is particularly suitable for staff who live locally, as well as those choosing to walk from further afield either as a standalone journey or as part of a longer journey utilising another mode (for example the bus or train).

5.9 Cycling

- 5.9.1 Cycle parking has been provided as part of the Main Stand expansion (8 stands outside the Liverpool FC Superstore and 5 stands near Liverpool FC TV on Anfield Road). This increase in provision has made cycling a more feasible option for travel to work for some members of staff. Further cycle parking facilities are proposed as part of the Anfield Road expansion. Facilities are available on both match and non-match days and are well used.
- 5.9.2 On match days only, a pop up cycle hub is present in Anfield Road car park, which is staffed for added security. Following the expansion of the Anfield Road stand, this hub will be replaced with a new facility with capacity for c.60-65 cycles.
- 5.9.3 It is possible to travel with 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.

5.10 Motorcycles

- 5.10.1 There is currently limited provision for motorcycles in the Anfield Road car park, with these spaces to be re-provided in Stanley Park car park as part of the redevelopment of the area around the expanded stand.

6 Staff Travel Survey

6.1 Overview

- 6.1.1 A travel survey was undertaken with Liverpool FC and third party, agency staff who work at Anfield Stadium in November / December 2019 to understand how they currently travel to and from the Stadium on match and non-match days. This survey period covered the match on 30th November with Brighton and Hove Albion as well as the match with Everton on 4th December. This ensured that temporary match-day only staff were included within the survey.
- 6.1.2 The survey replicated the previous travel surveys undertaken by Liverpool FC in 2015 and 2018 as part of their on-going monitoring of staff travel patterns, and implementation of the stadium Travel Plan.

6.2 Methodology

- 6.2.1 The survey was drafted in conjunction with Liverpool FC. An online version was issued to staff working at the stadium by email, making them aware of the survey and requesting their participation. Casual staff were able to complete the survey via a smartphone application. A copy of the survey is provided in Appendix A.
- 6.2.2 The survey asked a number of questions about staff travel to and from work including method of travel as well as arrival and departure times. Staff who travel to Anfield Stadium by car were also asked where they usually park and how many people, if any, that they car share with.
- 6.2.3 Questions were broken down to gather data on how staff travel to the stadium across four scenarios:
- Weekday match days;
 - Weekday non-match days;
 - Weekend match days; and
 - Weekend non-match days.

6.3 Data Analysis

- 6.3.1 After the data from the online and app surveys had been merged, it was analysed to identify trends for match day and non-match day travel.
- 6.3.2 In total, the survey was completed by 676 staff, with respondents able to select more than one scenario for travelling to the stadium.
- 6.3.3 The number of responses from non-match day staff was relatively low, however this may just reflect that not many people are employed at Anfield on a regular basis, with the majority of non-match day employees working at the Club's offices in Liverpool City Centre where administrative work is undertaken.
- 6.3.4 A much greater number of responses were gathered from those who worked on match days. Most match day staff are temporary staff whose services are procured by Liverpool FC directly or via agencies and other suppliers. The high number of responses provides a good overview of staff travel on match days.

6.4 Days worked at Anfield Stadium

- 6.4.1 It was observed that some staff worked on more than one of the four scenarios (match/non-match, weekday/weekend) with several variations of working patterns recorded. Of the 676 responses received, 79 (12%) worked on weekday non-match days whilst 72 (11%) worked on weekend non-match days. In comparison, 628 (93%) respondents worked on weekday matches and 653 (97%) worked on weekend match days.

6.5 Staff travel to Anfield Stadium

- 6.5.1 Table 6.1 shows the raw data for how staff working at Anfield Stadium travel under the four different scenarios. Several trends can be seen within this data, with the car - as driver and bus modes being the most utilised with nearly 50% of staff using a car on non-match days and approximately 25% taking the bus in any scenario.

Table 6.1: Proportion of staff using each mode for commuting

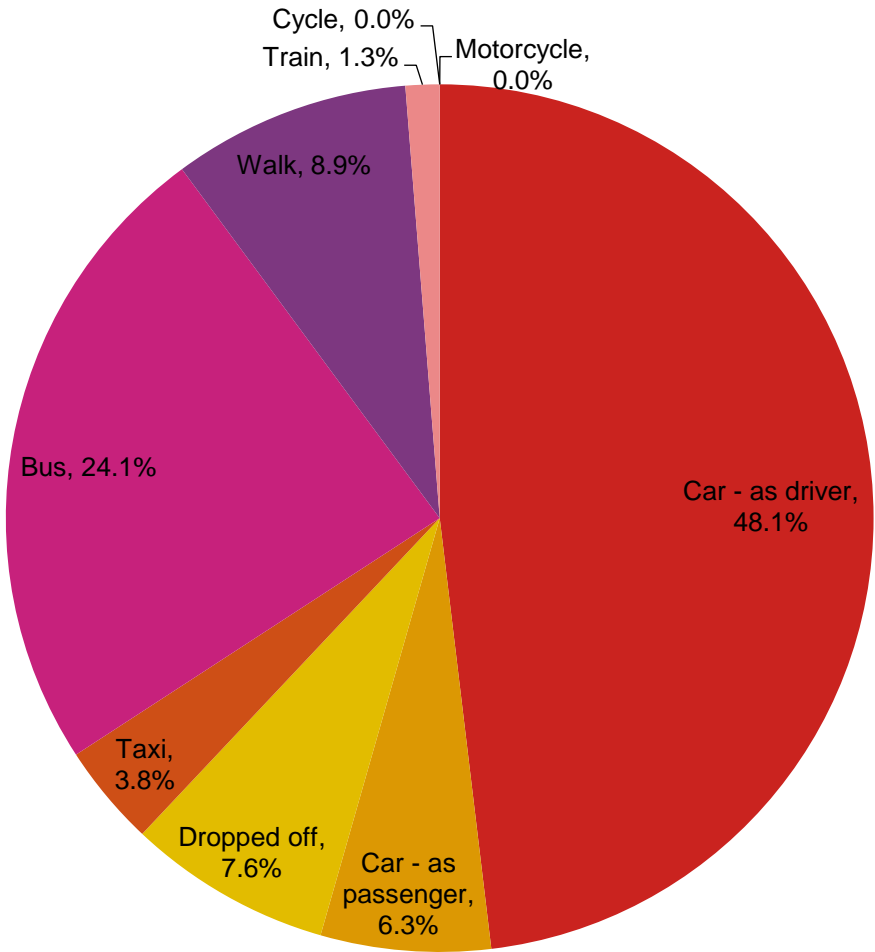
Mode	Non-match day		Match day	
	Weekday	Weekend	Weekday	Weekend
Car – as driver	48.1%	45.8%	34.1%	33.1%
Car as passenger in a car with someone who is also travelling to the stadium	6.3%	5.6%	5.1%	5.4%
Dropped off – by someone who is not also travelling to the stadium	7.6%	8.3%	10.4%	12.6%
Taxi or Private Hire	3.8%	4.2%	4.0%	2.6%
Bus	24.1%	26.4%	29.6%	29.6%
Walk	8.9%	6.9%	12.7%	12.4%
Train	1.3%	2.8%	3.0%	3.2%
Cycle	0.0%	0.0%	1.1%	1.2%
Motorcycle	0.0%	0.0%	0.0%	0.0%

Source: 2019 Liverpool FC Staff Travel Survey - Mott MacDonald

6.6 Travel to Anfield Stadium on non-match days

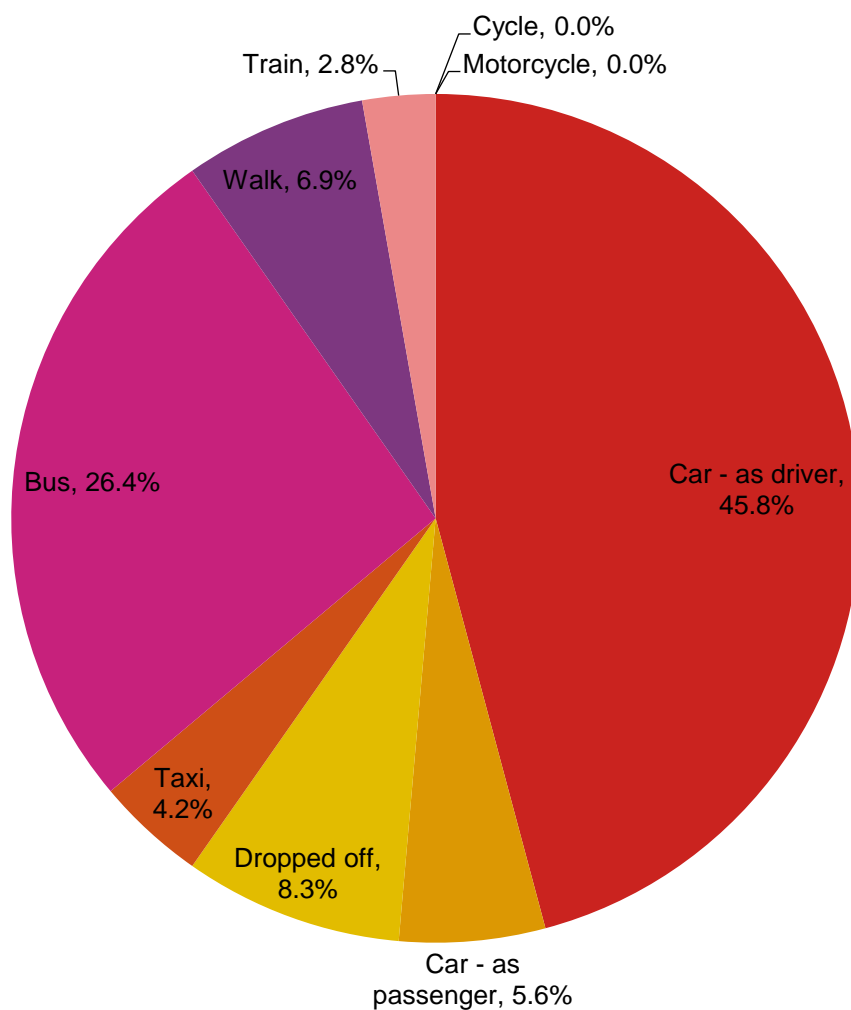
- 6.6.1 The modal breakdown for staff travel on non-match days is largely similar on both weekdays and weekends with a slightly higher proportion travelling by car as a driver for all or part of their journey on weekdays (48.1%) compared to weekends (45.8%). The number travelling by public transport increases slightly at the weekend with the proportion using buses and trains increasing from 24.1% and 1.3% on weekdays to 26.4% and 2.8% respectively.
- 6.6.2 For all other modes the mode of travel shows nominal differences reflecting the little change in staff travel behaviour on non-match days for both weekdays and weekends.

Chart 6.1: Weekday non match day travel



Number of responses = 79

Chart 6.2: Weekend non match day travel

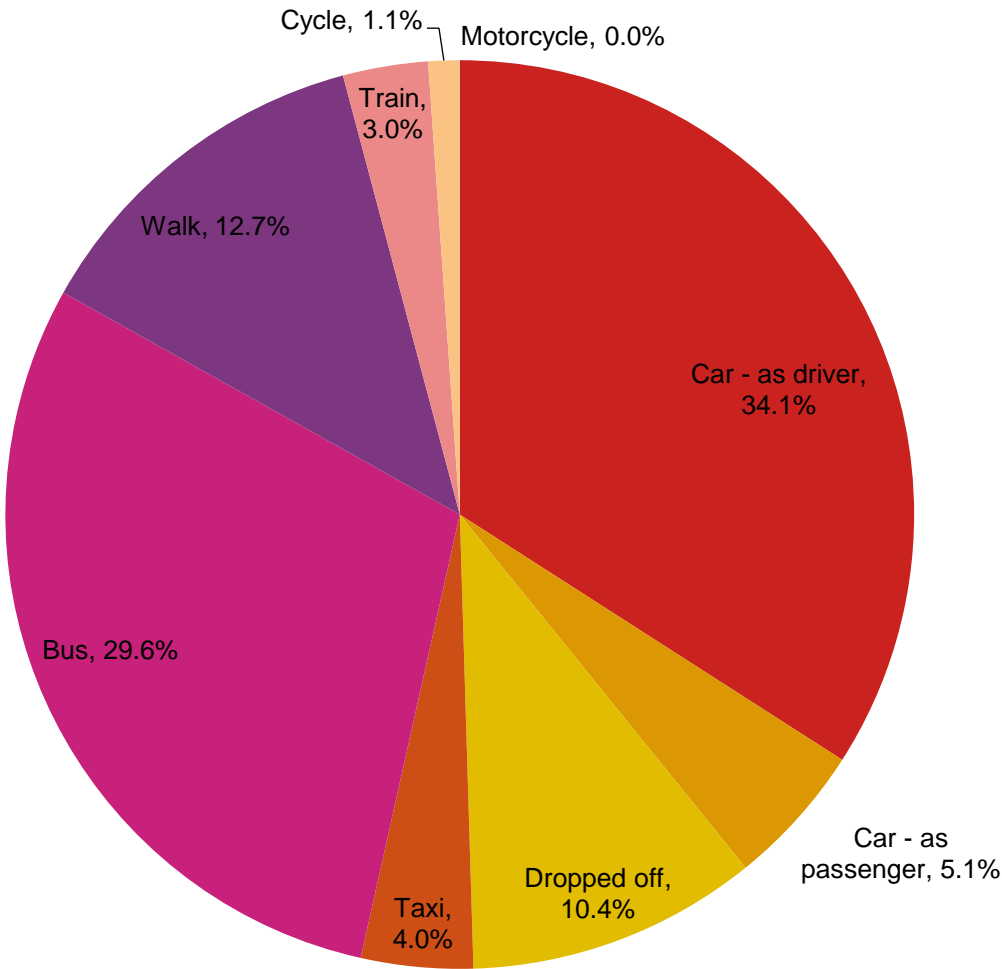


Number of responses = 72

6.7 Travel to Anfield Stadium on match days

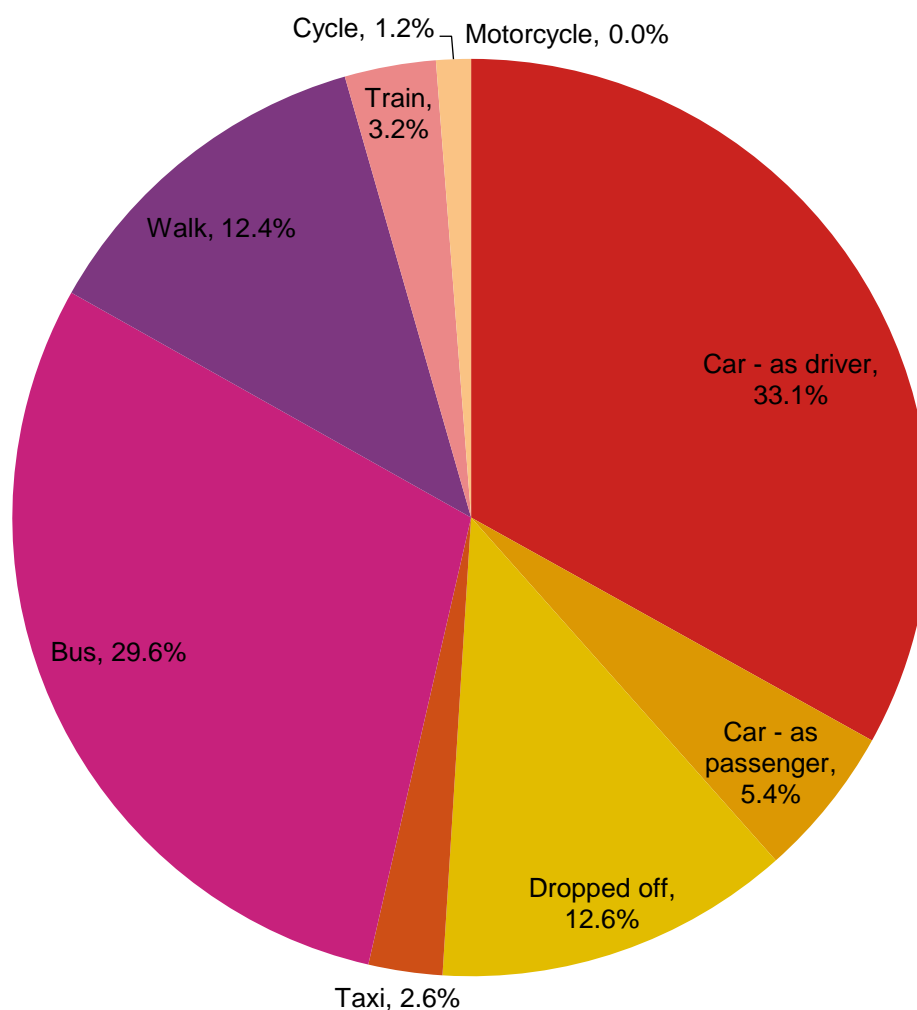
- 6.7.1 The modal splits for staff travel to the stadium on match days are also relatively similar on weekdays and weekends with nominal changes observed for car drivers and passengers. This is the case for public transport and active travel modes as well, with only marginal differences between weekday and weekend trips.

Chart 6.3: Weekday match day travel



Number of responses = 682

Chart 6.4: Weekend match day travel



Number of responses = 653

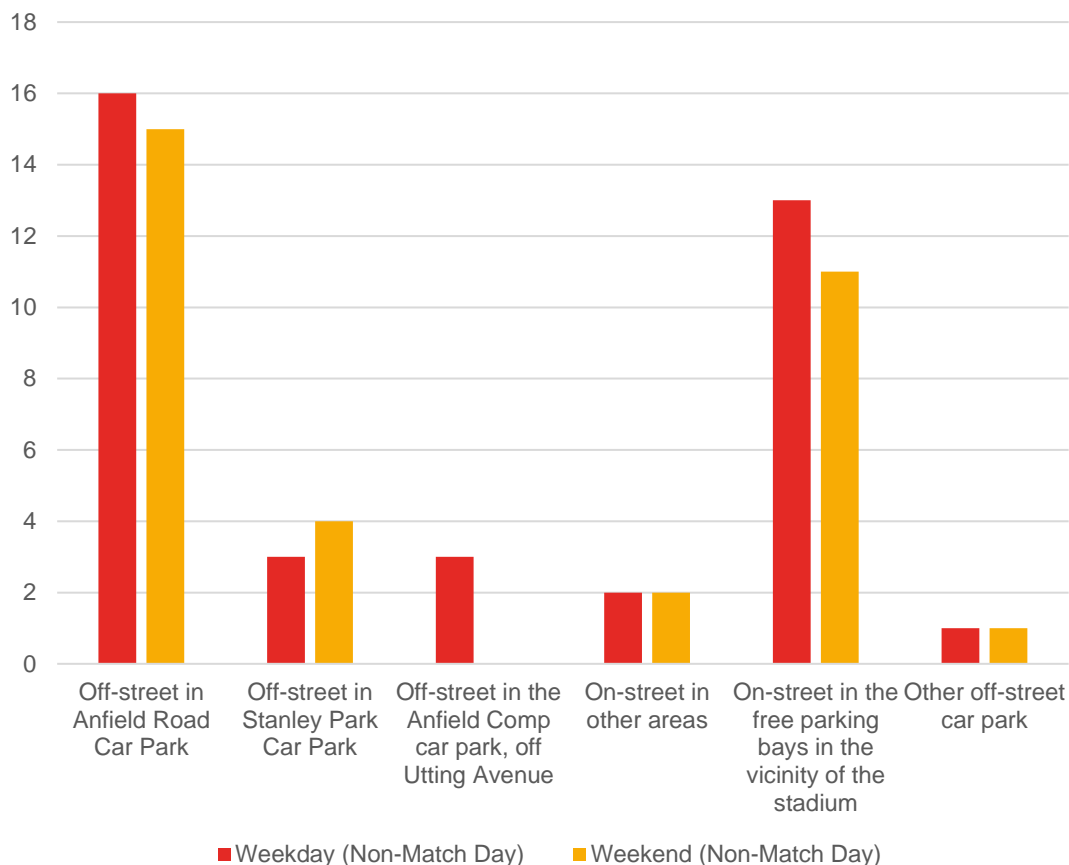
- 6.7.2 The most noticeable variation in staff travel is observed when comparing match days to non-match days with one notable difference being the reduced proportion of single driver trips. Approximately 47% of respondents travel as a driver on non-matchdays, reducing to approximately 34% on match days. However, for all other modes only small average increases between non-match days and match days are observed.

6.8 Parking on non-match days

- 6.8.1 On non-match days, most private car trips are able to park within the off-street car parks at Anfield Road or Stanley Park, or the free parking bays on the highway in the vicinity of the stadium such as on Utting Avenue. Anfield Road Car Park will cease to exist following the Anfield Road Stand expansion however and, as previously noted, LCC are reviewing the provision of free bays around the stadium.

- 6.8.2 Whilst only one car park per respondent is displayed here, some of the responses included more than one, suggesting that staff had multiple preferences when choosing where to park and the specific location is undecided until staff reach the stadium and are able to see what is available.

Chart 6.5: Non-match day parking locations

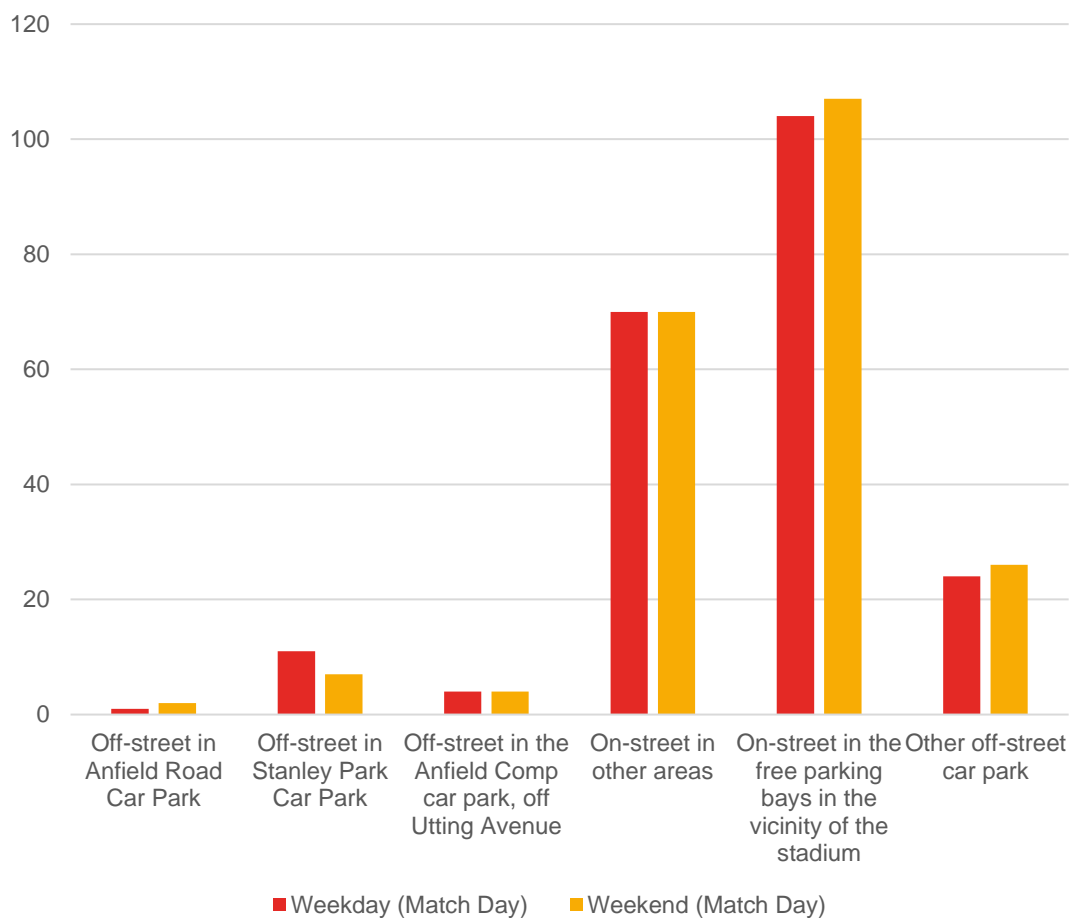


Weekday responses = 38; Weekend responses = 33

6.9 Parking on match days

- 6.9.1 Parking on match days is vastly different to non-match days, with under 10% of those who drive to the stadium parking in the Anfield Road, Stanley Park and Utting Avenue car parks next to the stadium. Instead, a majority of staff park on-street either in the free bays (33%) or on-street elsewhere (50%) The remainder of drivers park at other third-party off-street car parks in the area.

Chart 6.6: Match day parking locations

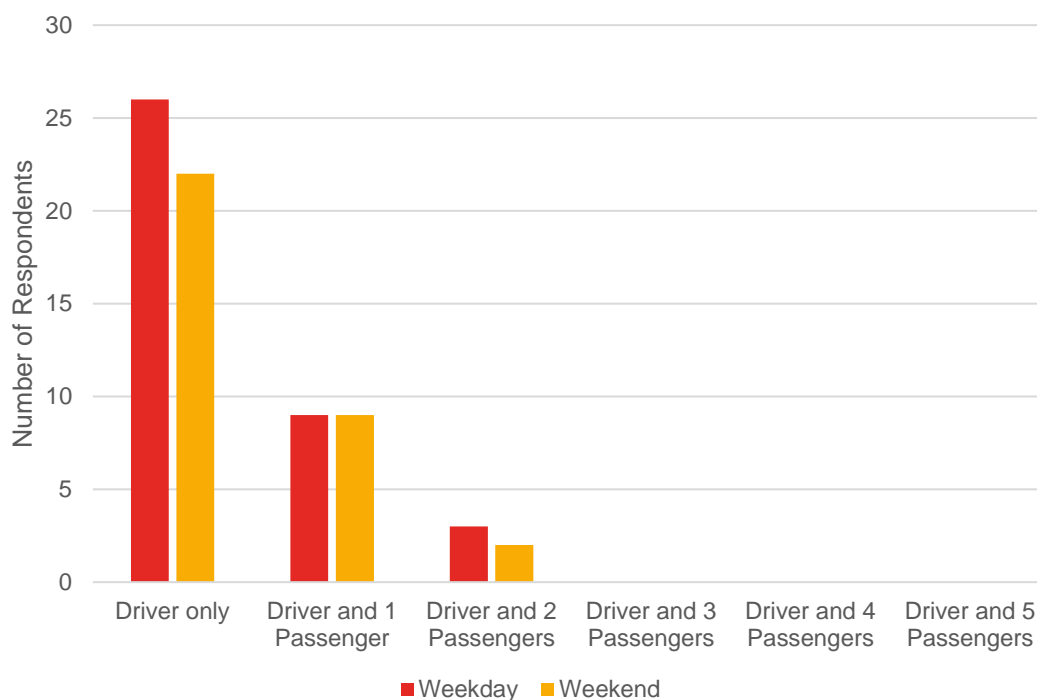


Weekday responses = 214; weekend responses = 216

6.10 Car sharing on non-match days

6.10.1 Chart 6.7 shows that a majority of staff on both weekday and weekend match days do not car share, opting instead to travel alone. Fewer than 33% of staff travel with at least one other passenger on both days and even fewer travel with two other passengers. There are small variations between weekdays and weekends, with fewer travelling alone or with 2 passengers on weekends.

Chart 6.7: Car sharing on non match days

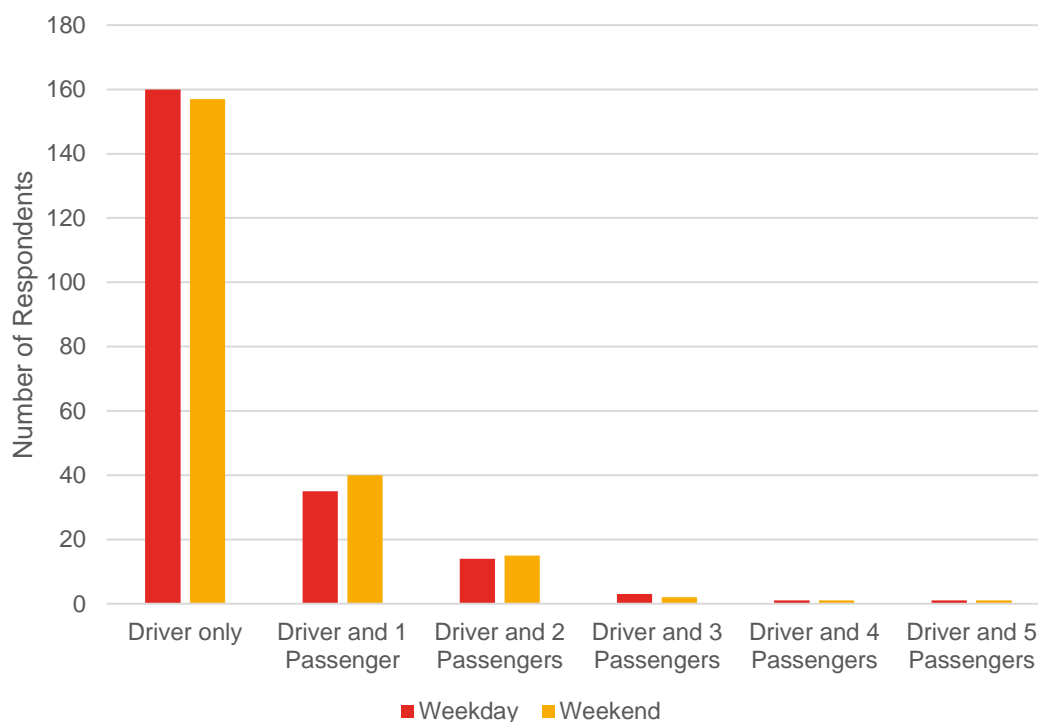


Weekday responses = 38; Weekend responses = 33

6.11 Car sharing on match days

- 6.11.1 Car sharing is less common on match days, compared to non-match days with over 70% of drivers stating that they drove alone and fewer than 20% sharing with one passenger. The proportion of staff travelling with two passengers is 6.5% on weekdays and 6.9% on weekends, a 1.4% decrease and a 0.8% increase from weekday and weekend non-matchdays respectively.
- 6.11.2 Despite this, the survey shows that several members of staff drive with three or more passengers in the car. The 2019 survey records an improvement compared to 2018 where less than 10% opted to car share. The lower proportion of car sharing on match days compared to non-match days could be attributed to the greater numbers of temporary staff working on match days who do not work at Anfield enough to forge connections which would result in car sharing.

Chart 6.8: Car sharing on match days

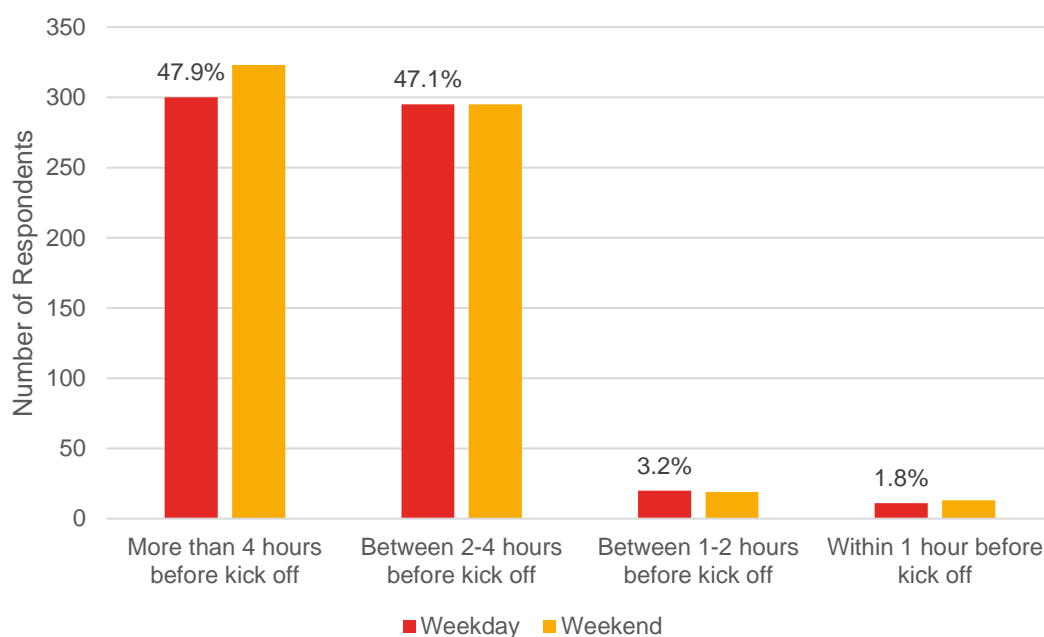


Weekday responses = 214; weekend response = 216

6.12 Match day arrival at Anfield Stadium

6.12.1 Chart 6.9 shows over 95% arriving at least two hours before the match starts, with a large proportion of staff arriving more than 4 hours before kick-off. A relatively small proportion (3%) arrive 1-2 hours prior to kick off whilst even fewer (2%) arrive in the last hour.

Chart 6.9: Match day staff arrival times

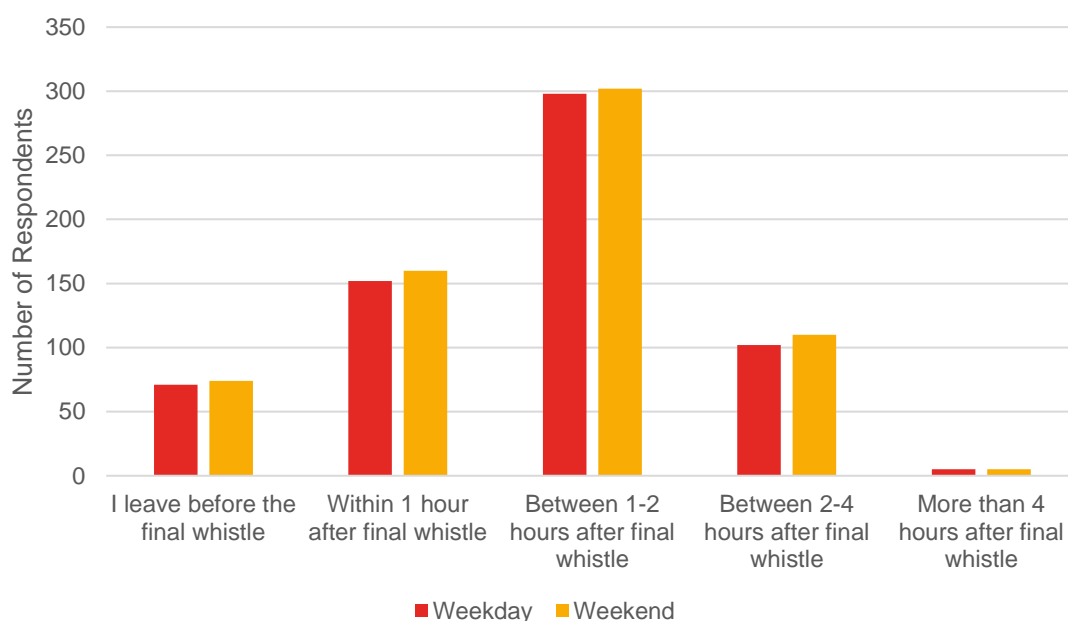


Weekday responses = 626; weekend responses = 650

6.13 Match day departure from Anfield Stadium

6.13.1 The departure time for staff appears consistent across both weekday and weekend matches with only minor variations recorded in Chart 6.10. Approximately 75% of all staff leave between full time and 2 hours after the match. Before full time, a much smaller proportion of staff leave (11%) and beyond 2 hours the share of staff leaving is approximately 14%.

Chart 6.10: Match day staff departure times



6.14 Typical arrival and departure times at Anfield on non-match days

- 6.14.1 Chart 6.11 and Chart 6.12 show the arrival and departure profiles of staff on non-match days. Both charts show there is only marginal differences between weekdays and weekends for either arrival or departure. It is observed that departures from Anfield are slightly more staggered between 4 – 10pm, with the peak being at 5pm.
- 6.14.2 For arrivals the main peak is 9am when most staff arrive at Anfield. Smaller numbers of staff arrive throughout the day with two increases in staff arrivals noted at 12pm and 6pm.

Chart 6.11: Staff arrival time on non-matchdays

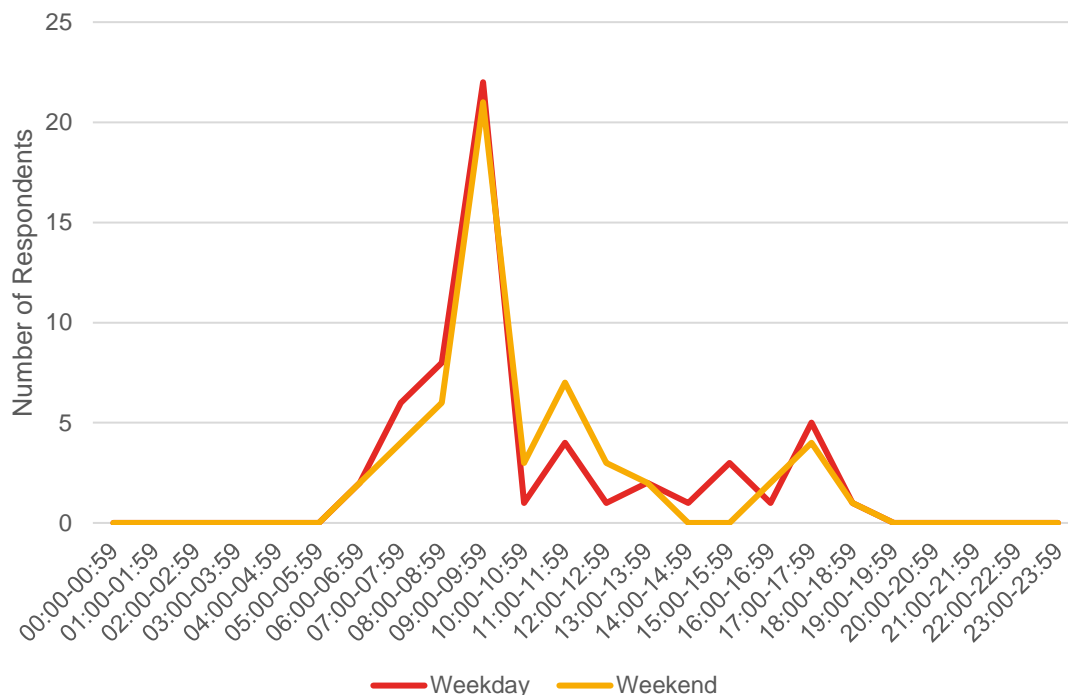
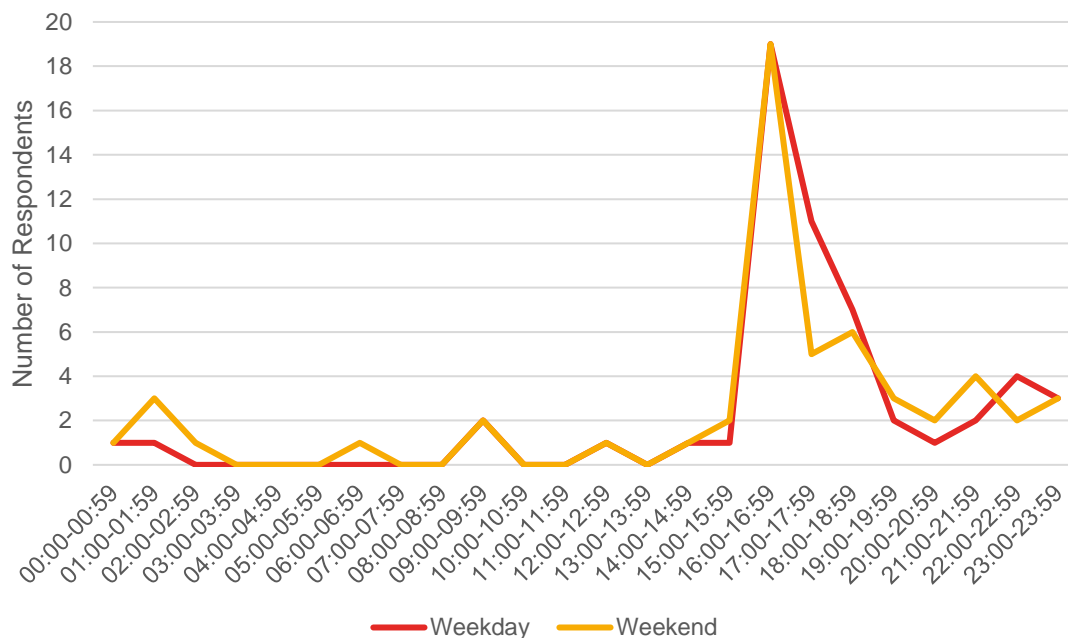


Chart 6.12: Staff departure times non-match days



6.15 Where staff travel from

- 6.15.1 Staff were asked to provide their home postcodes for the purpose of understanding where they are travelling from to reach the stadium, with distance generally a major factor in mode choice.

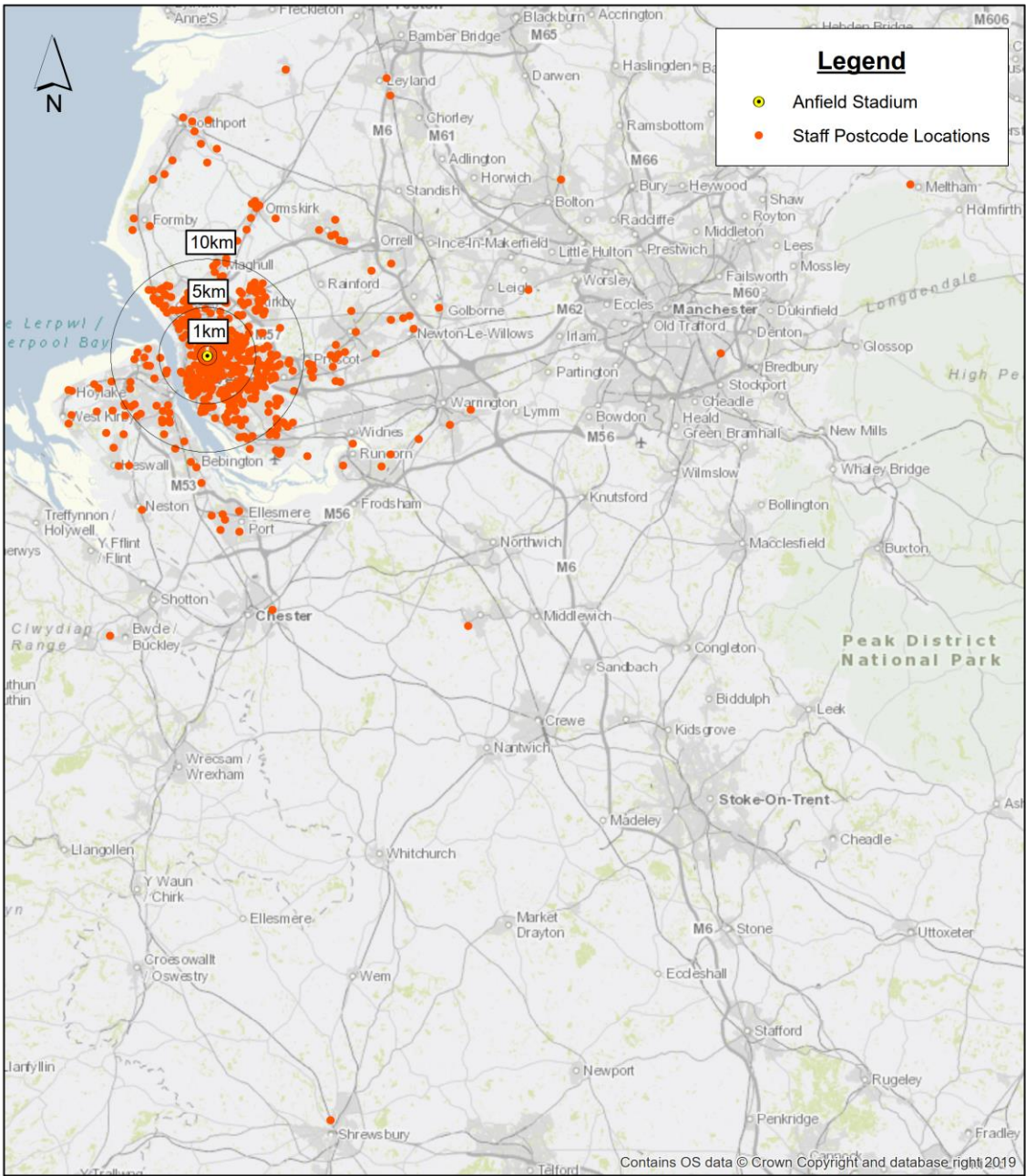
- 6.15.2 Table 6.2 shows that nearly half (47.2%) of all postcodes provided were within 5km of Anfield Stadium, whilst over 80% of staff live within 10km. Postcodes further than 10km away from Anfield are more dispersed, with small clusters recorded in Southport, Skelmersdale, Prescot and Wirral. There are also several workers travelling a much greater distance with postcodes from Huddersfield, Stockport and Shrewsbury recorded.

Table 6.2: Distance travelled

Distance	# Postcodes	% Postcodes
0-1km	24	4.1%
1-5km	255	43.1%
5-10km	197	33.3%
10km +	115	19.5%
Total	591	100%

- 6.15.3 The distribution of post codes is shown in Figure 6.1 below, showing the wider North West region. A more detailed plan of postcodes within the Liverpool area is shown in Figure 6.2. This shows the majority of staff travel from within 10km of Anfield, supporting the results shown in Table 6.2 above.

Figure 6.1: All staff postcodes



Legend

- Anfield Stadium
- Staff Postcode Locations

10km

5km

1km

Contains OS data © Crown Copyright and database right 2019

6.16 Summary of general comments

6.16.1 In the final question of the survey, staff were asked if they had any further comments or suggestions in relation to their travel to and from Anfield Stadium and a total of 227 comments were provided on a variety of themes. These comments provide further detail on existing staff travel patterns and staff suggestions that have been considered in the development of the Travel Plan Action Plan.

6.16.2 The following notes provide a summary of the key points raised:

Staff Parking

6.16.3 Over 100 comments concerned staff parking with many saying that they struggle to find places to park close by to the stadium, with this especially difficult to do on match days. It was suggested that a dedicated staff car park or more free bays were provided.

Bus

6.16.4 A large number of comments were also received mentioning buses. Whilst the staff are provided with a travel pass which covers Stagecoach buses, many felt that this should be extended to Arriva buses as part of their journey was not served by Stagecoach buses.

6.16.5 Numerous members of staff also stated difficulty in accessing bus services after working on match days, either due to the diversions in place or, after late games, because the bus service had ended. This resulted in long walks or costly taxi journeys.

6.16.6 A staff-specific shuttle bus was raised by some members of staff, especially for those who live in the same area as other staff or finish late at night.

Personal Safety

6.16.7 Nearly 40 comments included mentions of feeling unsafe at times. This was usually related to walking home, to vehicles or to trains stations alone, especially after working later kick-offs.

6.16.8 85% of people who raised points about personal safety were female and many were wary of walking alone around the ground after finishing work.

6.16.9 Several of the comments also mentioned a lack of lights in Stanley Park or streets surrounding Anfield which contributed to them feeling unsafe.

Taxis

6.16.10 The price of taxi journeys was raised by several staff, with this usually being a last-resort mode of transportation when other modes of transport were not running at the required times or took too long.

Car-Sharing

6.16.11 Another point raised by staff was car-sharing, with several members stating that they would be open to car-sharing if there a mechanism in place to find people to share with or to offer lifts and if those car-sharing were able to park in Stanley Park car park.

7 Travel Plan Administration, Objectives and Targets

7.1 Travel Plan Objectives

7.1.1 As part of the Main Stand expansion and the development of an earlier version of this Travel Plan to support that, Liverpool FC identified five overarching objectives to be addressed over the short, medium and long term. Whilst progress has been made against some of these objectives since 2014, these objectives will remain the same as the high-level aims of the plan, which will give direction and provide a focus, with the measures sitting within the objectives being updated and amended accordingly.

7.1.2 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;
- Seek to provide an improved choice of travel options to all staff (as well as supporters and visitors);
- Support improved 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.

7.2 Target Mode Share

7.2.1 A baseline understanding of how staff travel to the stadium for work on both match and non-match days has been developed using the results from the 2019 staff travel survey. This baseline will be used to monitor change against moving forwards.

7.2.2 A number of SMART targets have been developed to provide a sustainable improvement to staff travel choice. The majority of staff working at Anfield travel on match days, and therefore the targets will be aimed at controlling match day travel to include the majority of staff.

1. Reduce the number of staff driving to the stadium alone
2. Increase the number of staff travelling to the stadium by active travel modes (walking and cycling)
3. Increase the number of staff travelling by public transport (bus/train) or taxi
4. Increase the number of staff car sharing to the stadium (car share)

7.2.3 The following four tables illustrate how the baseline mode splits have changed over past years and also includes a target mode share for 1 year post opening, assumed to be 2024 (based on the earliest the opening of the ARS expansion can be is late in 2023). The targets would be achieved through implementation of an Action Plan which is discussed further in Chapter 8.

Table 7.1: Staff Travel Results (Weekday non-match day)

Aim	2015	2018	2019	2024 Target
Reduce the number of staff driving to the stadium alone	48.1%	34.2%	32.9%	28%
Increase the number of staff travelling to the stadium by active travel modes (walking and cycling)	18.5%	5.5%	8.9%	15%
Increase the number of staff travelling by public transport (bus/train) or taxi	22.2%	26.0%	29.1%	35%
Increase the number of staff car sharing to the stadium (car share)	7.4%	23.3%	21.5%	25%

Table 7.2: Staff Travel Results (Weekend non-match day)

Aim	2015	2018	2019	2024 Target
Reduce the number of staff driving to the stadium alone	21.1%	36.4%	30.6%	25%
Increase the number of staff travelling to the stadium by active travel modes (walking and cycling)	9.9%	7.6%	6.9%	10%
Increase the number of staff travelling by public transport (bus/train) or taxi	42.3%	24.2%	33.3%	38%
Increase the number of staff car sharing to the stadium (car share)	4.2%	22.7%	20.8%	25%

Table 7.3: Staff Travel Results (Weekday match day)

Aim	2015	2018	2019	2024 Target
Reduce the number of staff driving to the stadium alone	28.6%	23.3%	25.5%	20%
Increase the number of staff travelling to the stadium by active travel modes (walking and cycling)	14.3%	11.2%	13.9%	15%
Increase the number of staff travelling by public transport (bus/train) or taxi	28.5%	36.4%	36.6%	40%
Increase the number of staff car sharing to the stadium (car share)	7.1%	16.1%	13.7%	18%

Table 7.4: Staff Travel Results (Weekend match day)

Aim	2015	2018	2019	2024 Target
Reduce the number of staff driving to the stadium alone	20.9%	21.7%	24.0%	19%
Increase the number of staff travelling to the stadium by active travel modes (walking and cycling)	10.8%	12.5%	13.6%	15%
Increase the number of staff travelling by public transport (bus/train) or taxi	37.2%	34.6%	35.4%	38%
Increase the number of staff car sharing to the stadium (car share)	4.1%	16.2%	14.4%	18%

7.3 Monitoring

- 7.3.1 The success of the Travel Plan would be monitored annually, with the staff travel surveys repeated on an annual basis to understand if there is a successful shift from the baseline figures towards the targets.
- 7.3.2 Table 7.5 below summarises the monitoring process. Initial monitoring of the Travel Plan was originally proposed to take place a year after the collection of the baseline data, in late 2020, However due to the impact of Covid-19 and reduced staff for match days, we propose this is repeated in late 2021 (one year delay), assuming supporters will have returned to the stadium for matches and the operating capacity of the stadium is not significantly reduced. Therefore, the core activities identified will need to be implemented as soon as is practically possible to impact on the results of the first monitoring exercise.

Table 7.5: Monitoring Plan

Monitoring Activity	Key Information	Timescale / Frequency
Repeat staff travel surveys	To include participation from both match day and non-match day staff, including temporary contractors.	Annually until targets are achieved, then bi-annually (every 2 years)
Monitor usage of cycle parking	To identify the need for additional parking facilities	Monthly – then collated and reported in annual update
Monitor use of car-sharing initiatives	To understand how many staff make use of opportunities to car share with colleagues	Every three months - then collated and reported in annual update
Summary update of progress	A short summary note of the progress made against the actions and the results of the Staff Travel Survey would be provided to demonstrate progress	Annually – following Staff Travel Survey
Update/review the Travel Plan if required	Review of TP and its suitability as operations and staff requirements change	Annually until targets are achieved, then bi-annually (every 2 years)

7.4 Management

- 7.4.1 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. A Travel Manager has been appointed and they will be responsible for maintaining the continuity of the plan and ensuring that it is kept relevant and up to date. They will be able to call upon support from Facilities Management, Human Resources and Marketing to ensure efficient and effective implementation of the plan.
- 7.4.2 The role of the Travel Manager 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 for monitoring purposes;
 - Present annual monitoring reports at the TWG as required;
 - Undertaking discussions with key stakeholders such as bus operators, Merseytravel or LCC regarding necessary amendments to the plan, where targets are not met or are no longer appropriate; and

- Amending and updating the plan as required.

7.4.3 It is important to note that the main objective of a Travel Plan is to influence behaviour and in order to do so a combination of key skills is required. These include inputs from:

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

7.4.4 It is suggested that a Transport Committee is set up internally within Liverpool FC comprising of representatives of the above business areas to meet bi-annually to review progress of the Action Plan and review survey results.

8 Travel Plan Action Plan

- 8.1.1 The following Action Plan builds upon that produced for the Main Stand expansion and sets out measures Liverpool FC proposed to implement to help achieve the targets set out in the previous chapter.
- 8.1.2 This Action Plan has been primarily developed to encourage staff to use sustainable modes of travel to access the stadium on both non-match and match days. The Travel Plan Co-ordinator will oversee the implementation of the Action Plan and ensure any monitoring information is captured and recorded in the update note.
- 8.1.3 The measures below have been devised to support sustainable travel to the stadium for staff, and to enable Liverpool FC to work towards their objectives.
- 8.1.4 Please note that, as already mentioned, these measures are primarily intended to address staff travel with supporter and visitor travel addressed separately through a Match Day Transport Strategy. There is a large proportion of casual staff working on match days at the stadium, with Liverpool FC having less ability to influence their travel behaviour in comparison to permanent staff.
- 8.1.5 Responsibilities have been assigned as per the table below, with the Travel Plan Co-ordinator undertaking the main role in co-ordinating with the various departments in Liverpool FC and stakeholders to support the implementation of the actions.

Table 8.1: 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 Liverpool FC 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 LiverpoolFC.com website and intranet.	On-going	Transport Committee & Marketing Team	Low
Provide transport and travel information/updates on Liverpool FC social media channels such as Twitter and Facebook when appropriate. Consider launching travel specific social media channels e.g. @Liverpool FCtravelnews.	On-going	Transport Committee & Marketing Team	Low
Provide a link to www.liftshare.com or similar ride sharing site from the Liverpool FC website and promote via social media channels.	End of 2021	Transport Committee & Marketing Team	Low
Publicise web links to travel information on publicity material and to staff.	On-going	Transport Committee & Marketing Team	Low
Other Promotion/Publicity			
Develop marketing campaign to promote sustainable travel to the stadium, in conjunction with supporter travel campaign.	On-going	Transport Committee & Marketing team	Low/ Med
Publicise cycle parking to staff via staff briefings and the intranet.	On-going	Transport Committee & Marketing Team	Low
Include within the new employee starter manual travel information such as how to access the stadium through	End of 2020	Human Resources & Transport Committee	Low

Action	Target Date/ Frequency	Responsibility	Cost
public transport, as well as promoting the cycle parking and facilities and provide information on car sharing.			
When possible promote public transport and sustainable transport around the stadium using stadium banner, LCD screens and advertising space.	Quarterly	Transport Committee & Marketing Team	Low/Medium
Partnerships			
Continue to work in partnership with Merseytravel and the public transport providers to provide information to staff.	On-going	Transport Committee	Low
Join Merseytravel's Employers Network.	End of 2021	Transport Committee	Low
Investigate opportunities for staff travel discounts with bus providers for match day special services.	On-going	Transport Committee & Human Resources	Low
Active Travel			
Promote walking and cycling through events using resources available via the Employers Network.	Quarterly	Transport Committee	Low
Investigate clothing and accessory discounts at local cycle/outdoor shops for (staff) cyclists.	End of 2021	Transport Committee	Low
Host a sustainable travel 'roadshow' to disseminate sustainable travel information to staff.	May 2022	Transport Committee	Low
Work with Liverpool City Council and Merseytravel to promote cycle/pedestrian links to the stadium.	On-going	Transport Committee	Low
Promote shower, locker and changing facilities to staff.	On-going	Transport Committee	Low
Monitor usage of cycle parking at the stadium and provide additional cycle parking where required.	Monthly	Transport Committee	Low
Set up a bicycle user group (BUG).	End of 2021	Transport Committee	Low
Implement the cycle to work scheme so that staff are able to purchase a bicycle through salary sacrifice.	End of 2021	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.	August 2021	Transport Committee & Marketing	Low
Public Transport			
Continue to provide public transport information on the Liverpool FC 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.	On-going	Marketing & Transport Committee	Low
Negotiate the provision of discount bus and train tickets with local public transport operators to encourage staff car users to switch to more sustainable modes.	On-going	Transport Committee	Low/Medium
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 or similar lift sharing site on the staff intranet and encourage participation through the staff travel awareness days.	End of 2021	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	Biannually	Transport Committee	Low

Action	Target Date/ Frequency	Responsibility	Cost
actions and discuss the development of the Travel Plan, record meetings and outcomes.			
Monitoring and Evaluation			
Undertake a staff travel survey to support the monitoring process of the Travel Plan.	Annually following establishment of baseline until targets are achieved, then bi-annually (every 2 years).	Transport Committee	Low

9 Summary

- 9.1.1 This Staff Travel Plan has been prepared to support the Transport Assessment for the Anfield Road Stand expansion at Anfield Stadium. The Staff Travel Plan provides an update of the previous Staff Travel Plan produced in 2014 for the Anfield Stadium Main Stand Expansion which was completed and operational in 2016.
- 9.1.2 The Staff Travel Plan has identified a number of objectives to support sustainable travel to the stadium for all staff. The objectives have been developed to ensure there is a range of sustainable travel options available to the stadium which will reduce the number of private car trips, conflict with fan travel and impact on the surrounding residential areas.
- 9.1.3 This document summarises the range of travel opportunities available to staff. This includes a review of access to the site on match days and non-match days by all modes. Further details are also provided in the Transport Assessment which analyses accessibility by all modes in great detail.
- 9.1.4 On street parking availability within the area surrounding the Stadium is limited by the FMRPZ which restricts parking in residential streets. The availability of Liverpool FC managed parking on match days is restricted to prioritise supporter parking. This Travel Plan sets out several measures to facilitate and promote sustainable modes of travel to and from the site for staff in favour of private car travel.
- 9.1.5 A series of Travel Plan objectives have been developed which can be measured to assess the degree of success the Travel Plan is having. This has been assessed using the 2019 Staff Travel Surveys as analysed in Chapter 6. The results provide an indication of the current trends in staff travel and how this has changed since over past years. The results of the survey have allowed for modal share targets to be set for 2024 when the new Anfield Road Stand will open.
- 9.1.6 The recommendations for travel options and Travel Plan measures are outlined within the Action Plan in Chapter 8. These measures build upon that from the Main Stand expansion and sets out measures Liverpool FC propose to implement to help achieve staff travel targets.
- 9.1.7 This Action Plan has been primarily developed to encourage staff to use sustainable modes of travel to access the stadium on both non-match and match days. The measures have been devised to support sustainable travel to the stadium for staff, and to enable Liverpool FC to work towards their objectives. These measures will be communicated through the appropriate channels to ensure all staff are aware of the travel options available to them. This will ensure that sustainable travel is embedded within the Anfield Road Stand development and there are reasonable travel alternatives for staff away from private car usage.
- 9.1.8 The appointment of a Travel Manager will ensure implementation of the plan and its on-going monitoring.

A. Appendix

A.1 Staff Travel Survey Questions



LFC Staff Travel Survey

1. Introduction

Thank you for taking the time to complete this short survey on your matchday and non-matchday travel to and from Anfield. This will assist with our ongoing review of our Transport Management Strategy and Staff Travel Plan.

This research is being carried out in adherence with the Market Research Society Code of Conduct and Data Protection Act 1998. Your responses will be anonymous and comments will not be attributable to individuals in the research outputs. All data will be used solely to inform the development of the updated Transport Management Strategy and Staff Travel Plan for the Stadium.

This survey will close on Thursday 5th December 2019.

2. Working Days

1. Which of the following days do you typically work at Anfield Stadium? [Please select all that apply] *

- ☐ Weekdays (non-matchday)
- ☐ Weekends (non-matchday)
- ☐ Weekdays (matchday)
- ☐ Weekends (matchday)

3. Non-Matchday Travel

2. How do you usually travel to the stadium on a weekday non-matchday? [Please select your main mode of travel] *

- ☐ Walk
- ☐ Cycle
- ☐ Bus
- ☐ Train
- ☐ Taxi
- ☐ Motorcycle
- ☐ Car - as driver
- ☐ Car - as passenger in car with someone who is also travelling to the stadium
- ☐ Get a lift/dropped off - by someone who is not also travelling to the stadium
- ☐ Do not work on this day

3. How do you usually travel to the stadium on a weekend non-matchday? [Please select your main mode of travel] *

- ☐ Walk
- ☐ Cycle
- ☐ Bus
- ☐ Train
- ☐ Taxi
- ☐ Motorcycle
- ☐ Car - as driver
- ☐ Car - as passenger in car with someone who is also travelling to the stadium
- ☐ Get a lift/dropped off - by someone who is not also travelling to the stadium
- ☐ Do not work on this day

4. Matchday Travel

4. How do you usually travel to the stadium on a weekday matchday? [Please select your main mode of travel] *

- ☐ Walk

- ☐ Cycle
- ☐ Bus
- ☐ Train
- ☐ Taxi
- ☐ Motorcycle
- ☐ Car - as driver
- ☐ Car - as passenger in car with someone who is also travelling to the stadium
- ☐ Get a lift/dropped off - by someone who is not also travelling to the stadium
- ☐ Do not work on this day

5. How do you usually travel to the stadium on a weekend matchday? [Please select your main mode of travel] *

- ☐ Walk
- ☐ Cycle
- ☐ Bus
- ☐ Train
- ☐ Taxi
- ☐ Motorcycle
- ☐ Car - as driver
- ☐ Car - as passenger in car with someone who is also travelling to the stadium
- ☐ Get a lift/dropped off - by someone who is not also travelling to the stadium
- ☐ Do not work on this day

5. Car Parking

6. If you travel to the stadium as a car driver, where do you usually park? [Please select only one response per column]

	Weekday (non-matchday)	Weekend (non-matchday)	Weekday (matchday)	Weekend (matchday)
On-street in the free parking bays in the vicinity of the stadium	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-street in other areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Weekday (non-matchday)	Weekend (non-matchday)	Weekday (matchday)	Weekend (matchday)
Off-street in Stanley Park Car Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Off-street in the Utting Avenue Car Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Off-street in Anfield Road Car Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other off-street car park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do not travel as a car driver on this day	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do not work on this day	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Car Passengers

7. If you travel to the stadium as a car driver, how many people, if any, do you usually share the car with on this journey? [Please select only one response per column]

	Weekday (non-matchday)	Weekend (non-matchday)	Weekday (matchday)	Weekend (matchday)
I travel alone as the driver (No passengers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Myself and 1 other passenger	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Myself and 2 other passengers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Myself and 3 other passengers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Myself and 4 other passengers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Myself and 5+ other passengers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do not travel as a car driver on this day	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do not work on this day	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Matchday Arrival

8. On a matchday, how long before kick off do you usually arrive at the stadium? [Please select only one response per column]

	Weekday (matchday)	Weekend (matchday)
Within 1 hour before kick off	<input type="checkbox"/>	<input type="checkbox"/>
Between 1-2 hours before kick off	<input type="checkbox"/>	<input type="checkbox"/>
Between 2-4 hours before kick off	<input type="checkbox"/>	<input type="checkbox"/>
More than 4 hours before kick off	<input type="checkbox"/>	<input type="checkbox"/>
I arrive after kick off	<input type="checkbox"/>	<input type="checkbox"/>
Do not work on this day	<input type="checkbox"/>	<input type="checkbox"/>

8. Matchday Departure

9. On a matchday, how long after the final whistle to do you usually leave the match? [Please select only one response per column]

	Weekday (matchday)	Weekend (matchday)
I leave before the final whistle	<input type="checkbox"/>	<input type="checkbox"/>
Within 1 hour after final whistle	<input type="checkbox"/>	<input type="checkbox"/>
Between 1-2 hours after final whistle	<input type="checkbox"/>	<input type="checkbox"/>
Between 2-4 hours after final whistle	<input type="checkbox"/>	<input type="checkbox"/>
More than 4 hours after final whistle	<input type="checkbox"/>	<input type="checkbox"/>
Do not work on this day	<input type="checkbox"/>	<input type="checkbox"/>

9. Non-Matchday Arrival and Departure

10. What time do you usually arrive and leave the stadium on weekday non-matchdays?

	Time
Arrive	<input type="text"/>
Leave	<input type="text"/>

11. What time do you usually arrive and leave the stadium on weekend non-matchdays?

	Time
Arrive	<input type="text"/>
Leave	<input type="text"/>

10. Travelling Home

12. How do you usually travel home from the stadium on a weekday non-matchday? [Please select your main mode of travel] *

- ☐ Walk
- ☐ Cycle
- ☐ Bus
- ☐ Train
- ☐ Taxi
- ☐ Motorcycle
- ☐ Car - as driver
- ☐ Car - as passenger in car with someone who is also travelling from the stadium
- ☐ Get a lift/dropped off - by someone who is not also travelling from the stadium
- ☐ Do not work on this day

13. How do you usually travel home from the stadium on a weekend non-matchday? [Please select your main mode of travel] *

- ☐ Walk
- ☐ Cycle
- ☐ Bus
- ☐ Train
- ☐ Taxi
- ☐ Motorcycle
- ☐ Car - as driver
- ☐ Car - as passenger in car with someone who is also travelling from the stadium
- ☐ Get a lift/dropped off - by someone who is not also travelling from the stadium

☐ Do not work on this day

14. How do you usually travel home from the stadium on a weekday matchday? [Please select your main mode of travel] *

- ☐ Walk
- ☐ Cycle
- ☐ Bus
- ☐ Train
- ☐ Taxi
- ☐ Motorcycle
- ☐ Car - as driver
- ☐ Car - as passenger in car with someone who is also travelling from the stadium
- ☐ Get a lift/dropped off - by someone who is not also travelling from the stadium
- ☐ Do not work on this day

15. How do you usually travel home from the stadium on a weekend matchday? [Please select your main mode of travel] *

- ☐ Walk
- ☐ Cycle
- ☐ Bus
- ☐ Train
- ☐ Taxi
- ☐ Motorcycle
- ☐ Car - as driver
- ☐ Car - as passenger in car with someone who is also travelling from the stadium
- ☐ Get a lift/dropped off - by someone who is not also travelling from the stadium
- ☐ Do not work on this day

11. Personal Details

16. What is your role/job title?

17. To understand how far staff are travelling to work at Anfield Stadium, please provide your home postcode [Please not this information will be used to calculate travel distances only]

18. Are you...? *

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

19. Do you consider yourself to have a disability or long term illness which affects how you choose to travel to work? *

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

12. Comments

20. Do you have any comments or suggestions in relation to your travel to and from Anfield Stadium? [Please specify below]

