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## Chapter 27

### Promoting universal accessibility for disabled and older fans to European stadia: A Holistic Journey Sequence Approach (HOPES)

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#### TOPICS

Main drivers to promote universal accessibility for disabled and older fans at stadia • Relevant legislative developments of accessibility provision at stadia in Europe and worldwide • Design and operational principles as part of the holistic journey sequence approach to any stadium • Disability and Accessibility football policy and the Disability Liaison Officer (DLO)

#### OBJECTIVES

*At the end of this chapter you should be able to:*

- Define and understand the core issues affecting people with disabilities and elderly in their access to stadia;
- Understand the main legislation in different western countries relating to disability and universal accessibility and the normative accessibility standards for existing and new stadia;
- Understand the main demands and expectations of disabled and older fans attending events at stadia as part of an ‘holistic journey sequence approach’ and how these demands and expectations are affecting the operation within venues;

- Identify the best practices in promoting access by disabled and older fans at European football leagues;
- Describe the technical, human and conceptual skills of the Disability Liaison Officer (DLO);
- Identify the main challenges and actions that should be taken to promote universal accessibility within sports venues now and in the near future.

## **KEY TERMS**

**Universal Accessibility** – is a characteristic of urban design, buildings and transport that determines the ease with which various individuals and groups can experience the built environment.

**Universal Design and Accessibility for All** – is a paradigm that goes beyond the notion of accessibility and seeks to ensure equal opportunities and experiences for all people.

**Disabled Fans**– are, according to the Centre for Accessibility in Football in Europe (CAFÉ) and Level Playing Field (LPF), the European and British disabled fans advocacy groups, ‘any persons who, because of their disability or impairment, are unable to use ordinary stand seating without contravening health and safety regulations, guidelines or policy or where the club has provided a ‘reasonable adjustment or auxiliary service’ to enable those fans to attend the venue. Any such person will be considered for use of the “designated areas” of the stadium in line with the procedures set out in this policy’.

**Older Fans** – Despite the fact, that there is no general agreement as to when someone is considered an ‘aging person’, throughout this chapter the term ‘older fans’ refers to those 50 years old and over, as it is from this age people start to develop age-related impairments.

**Population Aging** refers to both the increase in the average (median) age of the population and the disproportionate increase in the number and proportion of elderly age groups

**Accessible Stadium** – is a stadium that complies with all regulations and caters for the needs

of all types of disabled and elderly fans when in attendance at any event and/or at any venue. It ensures that all potential and existing spectators have equitable access to the facility and similar customer service.

**Holistic journey sequence approach to stadia** – is a model that comprises five major stages (and is referred to by the acronym of ‘**HOPES**’ hereafter) to systematically guide the entire sequence of events from beginning to end including the moment disabled and elderly fans decide to plan a visit to any stadium, until they leave the venue, return to their home and the post-event experience

**Disability Liaison Officer (DLO)** – though not yet recognized as a profession within the football industry, this managerial role is considered the starting point for putting disability and accessibility on the agenda for all types of sport organizations. As part of the holistic journey sequence approach to stadia, the role of the Disability Liaison Officer has been gradually formalized in different countries, under different names, Disability Liaison Officer or Disability Access Officer (UK) and in Europe (Disability Access Officer), Behindertenfanbeauftragter (Germany) or Americans with Disabilities (ADA) Coordinator (US).

## **OVERVIEW**

As Betty Siegel, Director of Accessibility at The John F. Kennedy Center for the Performing Arts in Washington, remarks ‘being accessible is about making the audience comfortable and welcome, and creating an environment where they have a good time and want to come back’ (in Grady 2010:73). To accomplish this goal, it remains essential to understand the needs and expectations of all types of customers, including existing and prospective markets such as those people with disabilities and older adults, taken into account. In trying to grow the

customer base of the football game, different studies (Breitbarth and Harris 2008; Paramio-Salcines and Kitchin 2013; Paramio-Salcines, Grady and Downs 2014; Walters 2011; Welford, García and Smith 2015; García et al. 2016) have argued that key actors in the European football industry, such as international and national football governing bodies and their professional clubs, must implement policies to attract and retain people with different types of disabilities and the increasing aged population, along with their friends, families and carers, who have gradually become the *irresistible* force of the new market place. It is in this context that the sport industry and the football industry, particularly, should amplify the traditional base of fans to now include both customer groups, described as the ‘new generation of sport consumers’ (Luker 2012; Paramio-Salcines et al. 2014; Paramio-Salcines, Downs and Grady 2016).

Of equal importance, the chapter argues that this increasing consumer demands create supply-side opportunities for sport businesses. This can only be realized if goods and services remain accessible to these customers; therefore, it also challenges professional football organizations to implement policies that acknowledge these diverse expectations and provide high-quality service and experience for all fan groups who attend events at stadia.

As novel areas of scholarship in sport management, relatively few scholars have examined critical issues such as understanding the profile and main demands from both target population as consumers and spectators (Grady 2006; Garcia et al. 2016; Paramio-Salcines et al. 2014, 2016; Southby 2013), how population aging will impact on the sport facility and event management industry in the coming decades (Grady and Paramio-Salcines 2014; Schwarz, Hall and Shibli 2010), how the planning and management of stadia can impact on the quality service and customer experience for older adults and those with disabilities

(Sanford and Rose Connell 1998; Kitchin 2011; Grady and James 2013; Paramio et al. 2016) or the main drivers that inhibit or facilitate the implementation of services and facilities that enhance the service quality and experience of disabled or older fans (Downs and Paramio-Salcines 2013). Issues around this last managerial concern are discussed in Chapter 20. Under the provocative title ‘Preparing for the “Gray Tsunami”'; Are sport facilities ready?’ Grady and Paramio-Salcines argued that not many public or private venues are really considering this contemporary major demographic global trend. In reality, few attempts have been made to implement policies to actively engage elderly fans. There are still a number of physical barriers which hinder the promotion of inclusive and accessible stadia in Europe and worldwide. Moreover, despite the fact that many practitioners and academics still view the provision of universal accessibility at sport venues and events as a legal imperative, there is notable resistance from senior and middle managers to the implementation of policies that facilitate disabled fans attending matches regularly at stadia and enjoying the same experience as able-bodied spectators (as well as resistance to the costs associated with such efforts) (Scott-Parker and Zadek 2011; Paramio-Salcines et al. 2014, 2016). To extend this argument, both groups as spectators in Europe have been largely ignored by three of the most profitable and the most watched professional sports leagues in Europe, the English Premier League (EPL), the German Bundesliga and the Spanish Primera Division, and their clubs, with some relevant exceptions, in favor of other groups such as youngsters, families and other minorities. As part of the Corporate Social Responsibility (CSR) approach applied to professional football management (Breithbarth and Harris 2008), there is a need to acknowledge the expectations of different stakeholders as fans as well as integrate those groups that have been traditionally considered outside of the game.

This demographic ‘Gray Tsunami’ requires venue managers to find innovative ways to

design and operate accessible facilities and services as well as providing high-quality service and experience to our groups; managers and all employees will also have to be trained to cater for their unique needs and expectations. Several authors (Grady 2010; Grady and James 2013; Patterson, Darcy and Mönninghoff 2012), international sport organizations (International Paralympic Committee) (IPC 2013, 2015), football governing bodies (UEFA & CAFE 2011) or disabled advocacy groups (LPF 2016) postulate a gradual change of paradigm from the traditional focus on quantitative aspects (minimum standards) on accessibility to a new approach that emphasizes high quality customer service to all groups. To this end, venue managers must move beyond mere compliance with ‘minimum accessible standards’ which not only do not take into account the quality of services for our two groups, but also do not address many of the barriers facing persons with a disability and other persons who need an accessible environment. Therefore, managers and other stakeholders need to start to consider how to provide high quality customer service and experience to disabled and elderly fans such as able-bodied fans receive. As indicated in the first edition of this book (Paramio, Campos and Buraimo 2011:371), Phil Downs, long-time Disability Liaison Officer at Manchester United FC and contributing to this chapter, remarked this change of paradigm should be incremental as ‘there are no “quick fix” solutions to the overall subject of disability. Each club or national association needs to consider advancements in this area as part of a strategy that is essentially “evolution not revolution”’ (Paramio-Salcines et al. 2016; Paramio-Salcines and Beotas Lalaguna 2016; MUDSA 2015).

The purpose of this chapter is to reinforce the notion that designing accessible and inclusive sport environments can have economic, social, and operational benefits and implicitly benefits the whole of society. It is primarily intended for those students who might pursue a professional career in the sport venue industry. It can also be beneficial to sport governing

body administrators, public servants and industry practitioners. Considering that universal accessibility is a complex issue, the planning, design, and management of stadia should not be the exclusive concern of architects and engineers as it has been in the past, and they should work closely with key stakeholders such as facility managers, contractors, professional experts like DLOs at club level, groups of fans with different disabilities and local officials from the early stages. All of them should be familiar with relevant legislation, best practices of venues at global level, along with knowing the needs and expectations of both segments of consumers and spectators.

The chapter is structured as follows: the next section defines the main terms relating to individuals with disabilities and older adults and those that are central to understanding universal accessibility at sport venues and events. The following section explains in detail the main five drivers that make implementing universal accessibility at sport venues and events a managerial concern for all types of sport organizations. The subsequent section offers an historical overview of the transition of provision for fans with disabilities across different generations of stadia. Further consideration is given to the legislation, specific guidelines and current minimum standards on universal accessibility at stadia within Europe and in the US and the types of policies formulated and implemented by different countries. It includes a revised five-part framework of the holistic journey sequence approach to stadia (**'HOPES'**) which covers present and future needs and expectations of disabled and elderly fans. Then the chapter introduces the Allianz Arena (FC Bayern Munich) and the Ability Suite (Manchester United FC at Old Trafford Stadium) as benchmark examples of a high quality service for disabled fans elderly and their companions not only at match, but also on non-match days. Finally, the chapter describes the main technical, human and conceptual skills of the Disability Liaison Officer (DLO) and offer suggestions on how to move forward in this



managerial position.

## **THE NATURE OF ACCESSIBILITY FOR DISABLED AND OLDERS FANS AT STADIA: KEY TERMS**

Some of the key terms relating to the central issues of this chapter include those such as disability, types of disabilities, disabled and older fans, universal accessibility and design for all at major sports facilities and events. In the field of disability, there is a relatively general consensus on some of the main terms but, across different countries, there is no general consensus on who should be classed as either a person with disability or older person. To clarify the term disability, it is relevant to understand this concept as part of an ongoing debate about the main perspectives concerning disability: the medical and the social models (see the case study below for a further discussion on the terminology and their impact on the needs and expectations of our two groups). According to either approach, the term disability takes on different and distinctive meanings. As the WHO (2011:3) states, disability ‘is complex, dynamic, multidimensional, and contested’. Disability is also diverse, ranges in severity and may be visible or non-visible, or both. In this aspect, disability comprises, among others, those people with mobility, sensory mechanism, learning and communication difficulties, mental health disabilities, hidden disabilities such as diabetes, epilepsy, heart diseases or health problems and elderly with different disabilities (e.g. dementia). From the football industry, each football governing body has a different approach to definition and qualification of disability and even between individuals within a club.

### **CASE STUDY 27.1: Terminology and impact on the needs and expectations of disabled and older fans**

It is of concern that the terminology around disability and its implications when defining ‘disabled fans’ or ‘fans with disabilities’ is becoming an obstacle in understanding the ‘needs’ of people with disabilities. The ongoing debate around the social and medical models and the meaning and intention of both is, in our view, detracting from actually meeting the needs of ‘disabled fans’. To clarify, the politicization of the terminology around disability in sometimes debating whether an acceptable term is ‘disabled fans’ or ‘fans with disabilities’ is not relevant to the understanding of what disabled people actually need. In addition, debating the dual paradigms concerning the medical and social models of disability and which should have primacy is an ‘unwanted distraction’ and detrimental to the pursuance of providing facilities of excellence. Although it goes beyond the scope of this chapter, the World Health Organization (WHO) promotes a ‘bio-psycho-social model’ that represent a workable compromise between both models (WHO 2011:4). According to either approach, the terms disability and persons with disabilities takes on different and distinctive meanings. From our perspective, we understand the importance of terminology in developing the social model of disability however the term itself would be meaningless if the practicalities of providing access are ignored. On this issue, and based on the long-term experience of Phil Downs in this field, we believe that most disabled people would prefer the accessible features of any venue to be ‘first class’ rather than being concerned about the terminology used to address this issue or them as individuals. Some people would suggest that focusing on terminology amounts to an excuse for not considering the reality of the everyday needs of disabled and older people which can be literally life changing.

Unfortunately, the majority of managers of clubs and professional leagues are unfamiliar with the nature and types of disabilities and still do not recognize the potential benefits of attending the needs of older fans. Evidence proves that this growing fan base does have unique needs which in some cases might coincide with some types of disabilities but in other cases, older fans have unique needs. The current legislation, guidelines and standards of

accessibility to stadia and events in different countries clearly do not yet consider neither what elderly people are nor their needs as spectators.

Accessibility is a characteristic of urban design, buildings and transport. However, ‘universal accessibility’ goes beyond the notion of accessibility and is an integral part of universal design as Sanford and Rose Connell (1998) and Hums et al. (2016) or organizations such as the World Health Organization (2011) or United Nations (2006) in their ‘Convention on the Rights of Persons with Disabilities’ advocate. In other words, ‘accessibility is a mandate; universal design is a movement’ (Knecht 2015, para. 1) (in Hums et al. 2016:36). As is claimed in this work, dealing with accessibility and universal design goes beyond architectural aspects of any stadium, as we will address later in the five-part holistic journey sequence approach, and it is a policy that seeks to ensure equal opportunities for all people, including the expanding fan base of the aging and those persons with disabilities. In terms of what is the best term to address accessibility, there is also a diverse range of terminology. In fact, some people refer to it as universal accessibility, others as just accessibility and still others as universal accessibility and design for all. Despite these differences, what is clear is that promoting good accessibility from the early stages of any design is one that exists but goes unnoticed by most users and benefits the whole of society. This concern from the initial design stages will not substantially increase the final costs of any venue, and as far as we know will reduce investment in the medium and long term.

## **FIVE DRIVERS TO PROMOTE UNIVERSAL ACCESSIBILITY FOR DISABLED AND ELDERLY FANS AT STADIA**

The political, demographic, social, academic and managerial interests in this complex issue

stem from at least five interrelated factors. First, the global demographic trend of the twenty-first century is one of the main drivers to implement accessible sport environments worldwide. As confirmed by the latest official statistics from the European Union (Eurostat 2015 a,b), the three countries selected (the UK, Germany and Spain) (Federal (Germany) Statistics Office 2015; Office for National (UK) Statistics 2016; INE 2015, 2016), the United States (He and Larsen 2014; Stoddard 2014; U.S. Census Bureau 2014) and the first *World Report on Disability* (WHO 2011), aging is a reality as large sections of the population have not only a variety of disabilities, but also the population is getting older. As indicated at the outset, aging includes those who are 50 years old and over as it is from this age that people may develop age-related disabilities as evidence proves (Eurostat 2015 a,b; He and Larsen 2014; Stoddard 2014). Within the European Union's 28 states members, Eurostat forecasted that for the year 2060, the share of people aged 60 years and over that may develop age-related disabilities will have increased around 30 percent, reaching 70 percent of the total population. Similarly, the 2010 U.S. Census identified that over 38 percent of those aged 65 years and over had one or more disabilities (U.S. Census Bureau 2014). Out of the 508 million people in the EU-28 state members at January 2015 there are in excess of 80 million people with disabilities (around 15.7 percent) along with more than 188 million older adults (50 years and over) (37.6 percent) which represent overall around 270 million (over 53 percent of the total population), with a similar share of people in the US (Stoddard 2014). In other words, one in four Europeans has a family member with a disability and six out of ten Europeans have a person with disabilities within their circle of friends, colleagues and relatives. What is even more relevant for policy makers, facility managers and academics is that the percentage of people with disabilities and the older population will continue to increase in the coming five decades. Table 27.1 sheds light on this demographic trend within the European Union's state members (including the UK, Germany and Spain) and the United

States, which have the highest proportions of older people.

INSERT TABLE 27.1 AROUND HERE

Second, attending football matches and events at stadia is the most popular leisure activity for a large section of the population in most European countries as Eurostat (2016) confirms. As evidence from the three main professional football leagues, this increase in demand extends to disabled and older fans (Bundesliga 2016; DWP 2015; Premier League 2016; Paramio-Salcines and Kitchin 2013; Reiche 2014; Paramio-Salcines et al. 2014) (table 21.2). Previous studies reveal that while not all individuals with disabilities and older adults in Europe are football fans, an ongoing conservative estimation by the UEFA (the governing body of European Football) and by the advocacy organization CAFE considers that there are approximately 500,000 people with disabilities who are deemed to be football fans with a growing number of them who regularly attend, either alone or accompanied, matches at European stadia (CAFE 2016; UEFA & CAFE 2011). In addition, the Level Playing Field estimates that more than 30,000 disabled fans regularly attend football matches in the main four leagues in England and Wales per year, with many now also choosing to travel to matches abroad (LPF 2016). As table 27.2 shows, there is some evidence regarding wheelchair seats at the 20 English Premier League clubs (2,536 seats) and the German Bundesliga 1 (1,586 seats) and to a lesser extent, to the provision for other visible or non-visible disabilities as the Bundesliga (318 seats for visually impaired fans and 1,183 seats for other types of disabilities) (FC Bayern Munich DLO, personal communication, 22 December 2016). In the case of the Spanish Primera Division, there are an inadequate number of seats for disabled fans in general in many of Spanish stadia. Moreover, most of the existing accessible services are mainly for wheelchair users, but there is a complete lack of provision

for other types of disabilities as happens at Bundesliga and Premier League stadia. Still, it is a daunting task to estimate the type, demographic profile as well as an accurate number of spectators with other types of disabilities and elderly that regularly attend matches at stadia at any of the three leagues analyzed (e.g. Paramio-Salcines and Kitchin 2013; Paramio-Salcines et al. 2014).

The football industry and these three main Leagues in particular cannot ignore the economic and social power of those groups as they seek to activate this latent consumer demand. As the U.K. Office for Disability Issues states, people with disabilities make up a large consumer market with a combined spending power of at least £91 billion per annum (DWP 2014). Similarly, other studies consider that customers with disabilities may account for up to 20 percent of the customer base for an average UK business. As stated in a previous work (Paramio-Salcines et al. 2014), the U.S. Department of Justice (2006) offers much more compelling figures than the UK's case on the economic impact of both groups. For people with disabilities, this group represents more than US\$ 200 billion a year available to spend on goods and services. In the same way, the economic impact of elderly is significant 'More than 50% of the total U.S. discretionary income is controlled by those 50 years and older. This is not a market that businesses should turn away from their doors' (U.S. Department of Justice 2006). Therefore, it makes good business sense to comply with the ADA and other regulations.

INSERT TABLE 27.2 AROUND HERE

Third, promoting accessible and inclusive environments to large venues is not only recognized as a legal and social imperative as meeting minimum standards is essential to

achieve an acceptable level of accessibility, but it should also be a desirable part of the CSR policies of both governing bodies and individual football clubs (Breitbarth and Harris 2008; Downs and Paramio-Salcines, 2013; Paramio-Salcines et al., 2016; Reiche 2014; Walters, 2011; Walker and Kent 2009). For further information about the interrelation between CSR and sport, see Chapter 23 of this collection. In line with scholars who have advocated promoting the business case for CSR, there are more compelling economic, social, managerial and sport arguments that support that accessibility and inclusion for those groups makes a good business case, though it has not been studied extensively in the football industry (Paramio-Salcines et al. 2014; Grady and Paramio-Salcines 2014). Based on the evidence that more persons with disabilities are attending events at stadia, UEFA & CAFE (2011, p. 11) have made explicit reference to the importance of increasing the fan base of the football game by treating people with disabilities as a key customer group by saying: ‘disabled people should therefore be seen as valued customers, with good access seen not only as a moral issue but also as good business sense’. One of the additional benefits of engaging our target groups is that during a period when customer loyalty may prove difficult to sustain, these groups are amongst the most loyal of fans. Despite this demanded change of paradigm regarding dealing with the needs and expectations of both markets, the evidence from the US sport industry and from the three main leagues in Europe in particular, there is a concomitant underestimation of the significance of disabled fans as an emerging and recognizable customer group and a lack of attention to elderly as Luker (2012) claims based on the US sport industry. Despite the economic impact of older people in the US as stated before, Luker stresses that most of the US sport industry focuses on fans between the ages of 18 and 34, while a large number of loyal and avid fans are those aged over 35. None of the three main football leagues analyzed have attempted to estimate the economic impact of either people with disabilities or older adults. For instance, the English Premier League

revealed that 40 percent of match attendees to their matches were fans between 18 and 34 years old, with the adult fan age decreasing as of 41 years old (Premier League 2016; Welford et al. 2014).

Fourth, now more than ever, legal and social expectations coupled with increased pressure from people with disabilities and from their national and international advocacy organizations for disabled people such as Level Playing Field in Britain and Bundesbehindertenfanarbeitsgemeinschaft (BBAG) in Germany, pan-European agencies such as CAFE, the World Health Organization, United Nations or the International Paralympic Committee are one of a number of factors that have led to incorporate into the mainstream political agenda the ‘Design for All’ as a fundamental condition to achieve ‘Universal Accessibility’ for all customers in venues and events (Sanford and Rose Connell 1998; Hums et al. 2016; IPC 2013, 2015; LPF 2015, 2016; WHO 2011). The importance of enhancing access to sporting, recreational and tourism venues for people with disabilities is also highlighted by the United Nations *Convention on the Rights of Persons with Disabilities* (United Nations 2006) which is the first legally binding instrument that urges governments throughout the world to take proactive policies, including legislation, to ensure this right for this group (article 30.5.c) as being of paramount relevance.

Fifth, over the last two decades, we have witnessed a ‘construction boom’ of new stadium development along with the upgrading of existing venues across many European countries (Paramio-Salcines 2013). This postmodern generation of stadia, in theory, is more accessible and inclusive than their predecessors, being the Emirates Stadium (Arsenal Football Club) and the Allianz Arena (FC Bayern Munich) (see below the case study) both built in 2006 and the new Wembley built a year later in 2007 as benchmark examples of what an accessible



stadium means and a change of paradigm in terms of quality service to disabled fans.

### **CASE STUDY 27.2: The Allianz Arena and the long-term organizational commitment and promotion of accessibility of FC Bayern Munich**

The case of the Allianz Arena (current home ground of one of the biggest clubs in Europe, FC Bayern Munich) serves to exemplify three of the main principles outlined through the chapter (a) much needed collaboration between different stakeholders in the planning and design of a new stadium to provide a real understanding of the needs and expectations of different types of people with disabilities; b) to incorporate accessibility and disability as part of the organizational and business culture of FC Bayern Munich; and c) the critical role of the **Behindertenfanbeauftragter** (Disability Liaison Officer) to implement and enhance quality service for their large disabled fans base. Looking in retrospect, FC Bayern Munich was playing at Munich Olympiastadion, designed by architects Günther Behnisch and Frei Otto, built for the 1972 Olympic Games for over three decades. However, the club was asked to move to a new stadium in order to host official football matches at the 2006 World Cup in Germany. So, this new iconic stadium, designed by Herzog and DeMeuron, was officially launched in 2006 with a building cost of €340 million and a capacity of 69,901 (now 75,000) seats. As said before, promoting accessibility at large venues is a complex issue and the Allianz Arena was part of a much detailed cooperation since the initial planning phase of the Allianz Arena, incorporating the views and needs of disabled fans representatives. As FC Bayern Munich's **Behindertenfanbeauftragter**, Kim Krämer states 'the experience that we gathered during the crucial negotiation period between 2002 and 2005 was clear that the only way to get things done was constructive dialog between fans with disabilities (represented by FC Bayern Munich disabled fans organization (Rollwager193 e.V.) and the main stakeholders, from the club itself (FC Bayern Munich), the operating company (Allianz Arena GmbH) and the architects (Herzog and DeMeuron)'. In his opinion, this close cooperation becomes a fundamental principle in the current design and operation of stadia in order to ensure a good level of accessibility is the most important point to ensure a good level of accessibility (personal communication, 12 January 2017). Despite this closed cooperation, the

collaboration between FC Bayern Munich and their disabled fans organization (Rollwager 93 e.V) has gone further over the last decade and contributed to the implementation of new services and facilities in an evolving process of enhancing the level of service quality and experience to their large disabled fans base, estimated between 800 and 1.170 disabled fans. As such, FC Bayern Munich and their disabled fans organization have gradually implemented other qualitative and quantitative services such increasing the wheelchairs seats from 169 to 223 in 2012; closed area for all wheelchair blocks (2012) and edge protection for the shelves in the wheelchairs places in 2015, snack-storage at the wheelchairs area two new mobile lifts for toilets in 2014 (e.g. to lift a person to the toilet) and the latest milestones are the center for visually impaired and blind reporters which offers all services for people with visual impairments (services available in all 36 Bundesliga 1 and 2 clubs stadia). The center for visually impaired and blind reporters (ZSBR) was founded on September 2014 by the AWO Bundesverband e.V. The center, which is unique in its form, is funded by the Aktion Mensch, the Bundesliga Foundation and the German Football League. More recently, since October 2016, the club has offered 20 eyeglasses with subtitles as well as an app for smartphones for deaf-fans. And not least relevant is the important role of the club DLO to implement all these services on a daily basis and to cover the needs and expectations of all types of fans with disabilities and older fans. And there is also evidence that the continuing dialogue between disabled fans and the club has been essential to propagate the best environment to find solutions that work in practice as well on paper.

A central conclusion emerging from a growing body of work concerning accessibility to European stadia and including work from the United States of America (Sanford and Rose Connell 1998; Grady and James 2013), confirms that despite clear advances in safety, security, technology and service quality in stadia, venue managers continue to experience challenges regarding how to comply with stadium accessibility for older adults and people with disabilities (Kitchin 2011). This is confirmed by a study by the UEFA & CAFE (2011:10) that states that ‘half of all disabled people have never participated in leisure or sport activities and a third have never travelled abroad or even participated in day trips

because of inaccessible venues and services'. In other words, this study confirms that 33 percent of people with disabilities do not attend matches because the venues and services are not accessible. Similarly, the UK Department of Work and Pensions (2015) finds that this group expresses some concerns about different barriers that they face which prevent them from attending football matches.

Progress towards the development of agreed common legislation, standards and guidelines on universal accessibility at stadia within the European Community has not advanced far enough, as Joyce Cook, FIFA staff member and founding director of CAFE remarks. Heterogenous accessibility policies, standards and level of provision in venues and events in Europe in general and the three main European football leagues in particular makes generalizations about this issue very complex. As Paramio-Salcines and Kitchin's study show, there are substantial differences in terms of provision for different types of disabled fans between professional clubs within the three European leagues with many of them still failing to comply with the terms and conditions of the regulations and legislations for universal accessibility at stadia. Acknowledging and meeting the expectations of older fans has so far been widely neglected as a management objective by the three main leagues.

## **ACCESSIBILITY TO SPORT FACILITIES AND EVENTS**

When we analyze the progress made in relation to accessibility to sport facilities and events, it is relevant to look back to the 1960s and to examine the kind of consideration that this issue had for society. At that time, access to sports facilities and associated services did not have the same consideration as it does today. As Polley (2011, p. 171) put it, 'this was an era in which architects, particularly those operating in the field of sport and leisure, had little

experience'. As a pioneer example of what was at that time considered an accessible venue, the Stoke Mandeville Sports Stadium for the Paralysed and Other Disabled was opened in 1969, designed to be fully accessible mainly for people in wheelchairs (renamed in 2003 as Stoke Mandeville Stadium). The majority of stadia gradually incorporated some innovations in their design and operation (Paramio et al. 2008), but clubs and their stadia at that time offered basic facilities for disabled people at a gesture of goodwill, usually located in uncovered spaces at pitch level with limited views of games. Some British clubs (e.g. Arsenal or Manchester United FC) went further and started to offer additional services such as audio commentary guides and offered free entry (Kitchin 2011; MUDSA 2014, 2015). Beyond Europe, the Astrodome, the first domed stadium in the world, built in Texas in 1965, raised the standards of services for spectators with different types of disabilities. Despite these pioneer examples, disability and accessibility to large sport venues for spectators with different types of disabilities was still at the bottom of the agenda for most businesses (Paramio et al. 2010; MUDSA 2015). Over the years, much of the literature and technical documents addressing accessibility at sport venues and events and what it means has still come from the work of architects (John, Sheard and Vickery 2007 and Jim Froggat in the book *Accessible Stadia* (Football Stadia Improvement Fund 2004) and engineers (Culley and Pascoe 2009) rather than from scholars. Meanwhile the above and similar works (e.g. Goldsmith, 1997; Thomson, Dendy and de Deney 1984) have advanced the knowledge on planning and mainly on the removal of physical barriers, in line with the medical model of disability, from a variety of sports facilities. International contemporary research has shown that these architects and engineers involved did not have a holistic approach to this issue, lacking a systematic approach to stadium accessibility, preferring a design-led and functional perspective and consumer experience as a critical component of the overall fan experience (Sanford and Rose Connell 1998; Grady 2006; Grady and James 2013; Riley et al. 2008 in

North America; Kitchin 2011; Paramio et al. 2011; Paramio-Salcines and Kitchin 2013; Paramio-Salcines and Beotas Lalaguna 2016 in Europe; and Darcy and Taylor 2009 in Australia). Less prevalent has been the focus on analyzing the position and responsibilities of the DLO at both new and existing stadia.

Since the 2000s, academic and practitioner literature has gradually grown as there are more established journals in the design, building and operation of stadia and arenas and events (e.g. *Stadia*, *PanStadia* or *Journal of Venue and Event Management* (now known as *Sport and Entertainment Review*), books and conferences that have focused on different design and managerial aspects of accessibility at sport venues and events. It is worth noticing that British architects John et al. (2007) included in their acclaimed book *Stadia* a specific chapter ‘Providing for Disabled People’ dealing with accessibility to those venues. For instance, on June 2016, *Stadia* analyzed accessibility provision at EPL stadia in an article entitled ‘Are stadium operators doing enough for disabled visitors?’ (Smith 2016). Meanwhile, the USA offers an interesting insight as it is at the forefront in the planning and operation of sport venues. To guide anyone dealing with the most advanced standards on accessibility at stadia the *Accessible Stadiums* (1996) in the US and in Europe the *Accessible Stadia* published in 2004 are the best technical documents (Football Stadia Improvement Fund 2004). Both documents are considered definitive in respect of facilities available for SwD in stadia and provide detailed information for architects, managers and other stakeholders on all aspects of making a stand or stadium accessible. In 2015, with the launching of the *Accessible Stadia Supplementary Guidance* by the Sports Grounds Safety Authority (SGSA 2015), new requirements and standards have been added in UK stadia, which have to be implemented by all Premier League clubs on August 2017 (see table 27.4).

The *Accessible Stadia* has proved successful as a technical document which was subsequently adopted into British standards and forms part of the British Building Regulations (Part M). This influential document inspired the European Technical Report CEN/TR 15913– ‘*Spectator facilities: Layout criteria for spectators with special needs*’– issued by the European Committee for Standardisation and represented a direct translation from the UK standards to European standards (Mandetta and Salerio 2009). In 2011 the UEFA and CAFE launched a ‘*Good Practice Guide to Creating an Accessible Stadium and Match Day Experience*’ (UEFA & CAFE 2011) which aims to be adopted as a European standard for stadia, however it has not yet accomplished. Although not legally binding for all European stadia, the UEFA is mainly regulatory in nature for those stadia that have hosted major tournaments such as the European Football Championship, Champions’ League and Europa League finals and emphasizes the customer-orientated philosophy throughout all stages of the event cycle. Other organizations have followed suit to these recommendations as is the case of Disability Sport Northern Ireland that published the document *Access to Sports Stadia for People with Disabilities* in 2015. Similarly, the Comité Paralímpico Español (Spanish Paralympic Committee) (2016) have published a book *Manual de Accesibilidad Universal en Instalaciones Deportivas* which includes several chapters on the management of accessibility at stadia and events (Paramio-Salcines and Beotas Lalaguna 2016). International sport organizations have not lagged behind in adopting an inclusive and accessible framework for major global events. The IPC launched the *Accessible Guide. An Inclusive Approach to the Olympic & Paralympic Games* aiming to facilitate host cities a guide to provide an inclusive and accessible Games (IPC 2013, 2015).

## LEGISLATIVE DEVELOPMENTS OF DISABILITY RIGHTS AND ACCESSIBILITY PROVISION AT STADIA WORLDWIDE

To place this relevant issue in a historical perspective, we will focus on legislation and best strategies promoted by sport governing and non-governing bodies in countries such as the USA, Australia, the UK, Germany and Spain from the 1960s to present times, as shown in Table 27.3, which lists all positive general accessibility legislation and its effects on the design and operation at stadia and events.

INSERT TABLE 27.3. NEAR HERE

Also, building regulations described the requirements for universal accessibility and design for all in buildings in general, but did not address sport-specific issues such as match day or non-match day attendance at stadia. The turning point and probably the genesis of accessibility and disability rights legislation came after the promulgation of the most influential piece of legislation on 26 June 1990, the Americans with Disabilities Act (ADA) in the US. This pioneer legislation has marked a change of paradigm in the United States' disability law. It is over twenty five years since the ADA was passed into legislation, but nowadays, this legislation has contributed, according to Hums et al. (2016), to improve the lives of people with disabilities in the US. Over those years, different academics agree that people with disabilities have witnessed fundamental changes in public attitudes and experience greater access to stadia (Sanford and Rose Connell 1998; Clement and Grady 2012; Grady and James 2013; Hums et al. 2016). In fact, this progress became a reality more than a decade later with the approval of the *Accessible Stadiums* (1996) and more recently on March 2011 the Revised ADA requirements: *Tickets Sales*. Among other requirements for

new stadia and arenas built after 1993, this influential legislation demanded that at least 1 per cent of the total number of seats available to the public in those large venues should be allocated to wheelchair users, with their companions seated next to each wheelchair seat. Whenever more than 300 seats are provided, wheelchair areas must be dispersed throughout all seating areas of the venue (U.S. Department of Justice 1996; see all the key accessible requirements for new stadia and arenas in the US in table 27.4).

After the promulgation of the ADA, other western countries followed suit and passed legislation to tackle the discrimination faced by people with disabilities in society; –disability and accessibility has become part of mainstream policy. These legislations require that public buildings, including stadia and arenas, and means of transportation, as well as public information systems have to be constructed in a way that people with disabilities will be able to use them without restriction. As in other legislations worldwide, the ADA focuses mainly on addressing the needs of disabled spectators, but does not implicitly cover the needs of elderly.

In Europe, at the beginning of the 1990s, the Taylor Report was published as a result of an investigation into the 1989 Hillsborough stadium disaster. Lord Justice Taylor's report was probably the most influential document on safety and accessibility in stadia published and included among other features the provision of good standards of accessibility for all types of users. The Taylor Report began to define the structure of accessibility at stadia and recommended both to football governing bodies and clubs that 'facilities for disabled football supporters should be an integral part of stadium development, not an optional extra'. Although laws and standards vary from country to country in Europe, only the UK and Germany have developed explicit guidelines to promote access by disabled fans to stadia



over the last decade, while the LFP in Spain has not as yet issued any further recommendations on this matter. There are substantial differences in accessibility at European stadia: viewed as ‘very poor or nonexistent’ in countries like Spain while, on the other hand, most clubs and football governing bodies in England and Germany have embedded the issue of accessibility as part of their operation management (Paramio-Salcines and Kitchin 2013; Paramio-Salcines, Downs and Grady 2016; García et al. 2016). Furthermore, as part of the holistic approach to access to stadia, the managerial role of the Disability Liaison Officer has been gradually formalized in different countries as stated in the key term section. Since 2015, the UEFA has obliged every club to appoint a Disability Access Officer (UEFA 2016), but there are not common guidelines on what should be included in this managerial position curriculum. Table 27.4 summarizes the minimum recommended provision of wheelchair seats at a newly built spectator facility in stadia in Europe and in the US, but it lacks any recommendation for other types of people with disabilities and older people.

INSERT TABLE 27.4 NEAR HERE

## **DESIGN AND OPERATION PRINCIPLES AS PART OF THE HOLISTIC JOURNEY SEQUENCE APPROACH TO ANY STADIUM**

A fundamental societal and managerial principle of any contemporary organization should be to comply with at least minimum standards of accessibility within their venue. Those requirements are essential but not sufficient if we want to meet the demands and expectations of a wide range of fans. Therefore, multidisciplinary work is required between architects, engineers, administrators, civil servants, owners, managers and employees, disability liaison

officers and organizations for disabled fans, working together from the initial design and planning stages. By doing so, common mistakes that usually occur in the design of new stadia could be avoided. In this respect, stadia architects John et al. (2007:118) clearly recommend: ‘do not start by planning a (new) stadium for “general” users, and then check references such as *Accessible Stadia* at a later point to add special features for “disabled” users’. In other words, accessibility should be included since the initial design and planning stages, and not added later on. Those aforementioned architects offer a useful approach known as ‘*the journey sequence*’ to guide the entire sequence of events from the moment that people with disabilities decide to plan a visit to a venue until leaving it. However, in the first edition of this book, we argued that this model was missing other psychological and emotional benefits for this customer group. To fill this gap, these and other aspects were included in what we described under the term ‘*holistic journey sequence approach*’ to any stadium. Attending matches at stadia can, therefore, be defined as a multi-phase experience comprising five major stages that makes all parts of the event cycle accessible from beginning to end, including the critical role of the DLO/DAO to make effective this model: 1. **H**opes, which comprises the motivation of travelling; 2. **O**n the way; 3. **P**articipating in the experience; 4. **E**njoy the journey home; 5. **S**haring, which comprises the after-match experience. Figure 27.1 presents a graphical depiction of the holistic journey sequence approach, while table 27.5 offers a useful summary of the assessment of this framework to stadia and also it intends to be seen from disabled and older fans perspective.

INSERT FIGURE 27.1 NEAR HERE

The experiences of match attendance by disabled fans as well as by older people who might have developed some disabilities are not only unique but also different from those of other

fans. This justifies the necessary introduction of the first and fifth phases just mentioned. To illustrate these psychological and social benefits, we introduce a comment from a wheelchair user who is also an older fan in the North Stand Quadrant area at Old Trafford Stadium:

‘I appreciate the fantastic view of the match, with combines with meeting so many other Manchester United fans makes a great day....The psychological benefits of being able to come to the game are enormous and my wife also benefits as it gives her a break from being my full-time carer’ (MUDSA 2014:14)

The reader can understand that previous comment is a good indicator of applying the 1-5 sequence appropriately when a club is planning how to approach the subject of making people with disabilities and elderly people welcome. This model is intended to be seen as a dynamic and adaptable model which focuses on present and future needs and expectations of both groups as consumers and spectators and should be a guide to be applied to any new stadium and to the general thinking of a club or a venue regarding how best to make their venue accessible and inclusive as well as to enhancing the quality service and the overall experience of disabled and older fans within stadia (see below the case of the Ability Suite and more details of how Arsenal Football Club manages the ‘Emirates’ experience for their purple members (fans that have a disability) in Chapter 26). Unfortunately, most of the needs and demands of these two groups and the services considered in the holistic journey sequence approach are not still common in the offerings of sports venues and events. It is highly recommended that clubs should address all the recommendations outlined in Table 27.5 as part of a club disability policy.

TABLE 27.5 NEAR HERE

### **CASE STUDY 27.3: Ability Suite**

The Ability Suite represents a significant ‘benchmark’ example of how a club like Manchester United FC in collaboration with their Manchester United Disabled Supporters Association (MUDSA) can enhance the quality service and experience for all types of older adults and those with disabilities attending events at Old Trafford stadium as well as demonstrating the club’s approach to Corporate Social Responsibility over the last three decades (Downs and Paramio-Salcines 2013; Paramio-Salcines et al. 2016). Officially launched in April 2003, the Ability Suite remains a unique facility and service for both groups of fans which provides Manchester United FC with a competitive advantage over most clubs within the main football leagues in Europe and also serves to offer a new way of conceptualizing accessibility and disability at club level as part of an effective operational model that adds value to these ‘new’ group of fans and their companions. In essence, the Ability Suite is not only a dedicated matchday lounge for both their supporters (including, among other services, an adapted kiosk with a low-level counter, accessible toilets and large TV screens), but what is more relevant, it is also a non-match educational and learning centre where a local college, Trafford College, delivers basic skills courses on areas such as health, well-being, communication and confidence building. It is also used by the club to deliver internal training sessions, some focusing on disability awareness. For more details about this case, see Paramio-Salcines, Downs and Grady (2016) where it explains the origin of the facility and services, identifies those individuals who were behind the initial planning and implementation of this high quality service, understand the non-traditional uses of the Ability Suite on non-match days, and its influence on Manchester United’s fan base of disabled fans and elderly people and the local community.

Table 27.6 summarizes the respective approach to policy implementation varied across each of the EPL, the German Bundesliga and the Spanish Primera Division. It is noteworthy that a proactive and responsive approach in the Bundesliga contrasted sharply with a reactive and defensive approach to accessibility in the Spanish League. The EPL operated somewhere in between their counterparts.

INSERT TABLE 27.6 AROUND HERE

## **DISABILITY AND ACCESSIBILITY FOOTBALL POLICY AND THE DISABILITY LIAISON OFFICER (DLO)**

As already stated, it is often senior managers' and staff's perceptions and attitudes to disability and accessibility that represent the greatest and most common barrier to promoting accessible and inclusive venues. On the other hand, Sanford and Rose Connell (1998), drawing on their study of North American stadia and arenas, stated that management awareness and sensitivity, as well as policies and practices designed to accommodate disabled fans and their companions, can compensate other deficits found and especially staff training are essential factors in enhancing the quality of experience and customer satisfaction (Grady 2010; Grady and James 2013; Garcia et al. 2016; Hums et al. 2016). As part of this positive approach, practitioners and sport organizations acknowledge that having a qualified Disability Liaison Officer (DLO), either as a full-time professional or part-time volunteer, is a vital resource in order to integrate disability and accessibility at all levels of any organization, from top to bottom, as both academics (Grady 2010; García et al. 2016) or organizations (LPF 2016; IPC 2013, 2015; UEFA & CAFE 2011; UEFA 2016) advocate. Top managers must support these disability football policies; however, without commitment on the part of middle managers and other staff, the work of the DLO will be a daunting task. With the support and understanding of the whole organization as the experience of clubs like Manchester United FC (Downs and Paramio-Salcines 2013), Arsenal (Kitchin 2011) or FC Bayern Munich (personal communication, 12 January 2017) proves, this managerial post can

make a substantial impact on enhancing the quality service and the overall experience of disabled and older people. This role is a relatively inexpensive way of building up the kind of expertise needed within the organization.

#### **CASE STUDY 27.4: The role of Disability Liaison Officer**

With some exceptions, the role of DLOs is relatively new within the context of the English Premier League and the German Bundesliga clubs, but none of the Spanish clubs have either any dedicated DLO within their staff or a named contact to deal specifically with the SwD demands. In general, practitioners and organizations agree that ideally, among other desirable technical, human and conceptual skills, any contemporary and future DLO, regardless of ability or disability that may possess, not only should cover all aspects of the club's planning and operation, from the information given on websites to the accessibility of executive areas or even Directors' Lounges, but also must possess good knowledge and understanding of disability and of any related laws, and how it relates to disabled and older fans, which are of paramount importance. In addition, critical to the job is to have a detailed knowledge of accessible and inclusive environments. Furthermore, the job requires to have understanding of design and of baseline facilities for all groups. In addition, they must also possess good operational and human skills, including those relating to provision of season tickets or match day tickets for all types of disabled fans and carers (if required), responsibility for parking areas for disabled fans and their companions, management of all match day staff who might provide care and assistance to people with disabilities, coordination of events run in tandem with the club's sponsors and so on. They will have a good anticipatory ability, with a strategic thought process capable of developing the best possible scenario from an existing or old stadium through to getting everything right in a new-build stadium. Also, with more disabled people and older adults (known as the '*silver surfers*') connected to various social network sites and more digitally empowered, this person must be knowledgeable about to use various social network sites to engage, communicate and interact with all types of fans. Finally, but not least, the aforementioned range of skills required for this job will depend on a range of factors such as: a) venue capacity and attendance; b) number of people with

different types of disabilities and older adults; c) number and type of events scheduled annually; d) the existing provision for both customer groups; e) the organizational level; and f) the source of funding and ownership structure (public or private) of football clubs and sport organizations.

## **SUMMARY**

This chapter has highlighted a selection of issues that should be considered to promote inclusive and accessible venues and events to attend the unique and common needs of the ‘new’ generation of sport consumers. This chapter also highlighted that managers must move beyond ‘minimum accessibility standards’ based on quantitative aspects and start to consider how to truly enhance the level of service quality and customer service provided to spectators in venues and events. As other customer-centric industries (such as tourism, hospitality, retail, leisure, cultural or financial services) have gradually started treating people with disabilities and older adults as valued customers (DWP 2014; Darcy and Taylor 2009; Grady and Ohlin 2009; Grady 2010; Hudson 2010; UNWTO 2016; Waterman and Bell 2013), most professional football clubs can not longer ignore these fans. It goes without saying that the confluence of the demographic shift, the sport and leisure interests, the leisure time available, and the consumer spending that make these groups increasingly deemed an important subset of football consumers at this stage.

Considering the increasing older fan base as well as the projected expansion of both groups in the sport industry, it is necessary to re-evaluate not only whether facilities are accessible and inclusive under different accessibility laws and guidelines at global level for both markets as consumers and spectators, but also how they will meet the common and unique needs of customers as they age. To this end, Grady and Paramio-Salcines (2014:5) remark that to

address their needs, ‘facilities and events have to offer goods and services in alternative ways which allow aging customers to continue to enjoy their experience’. Although there is no realistic data about the participation of older adults at events at venues, this segment of population is one of the groups with more disposable time and income for leisure activities such as attending matches at stadia along with their extensive use of technology (the ‘silver surfers’ are the fastest growing age group).

In order to address the current and future needs of both groups, European football governing bodies need to devote additional resources to better understand their demographic profile, their number and their preferences of both groups that attend events at stadia. As was previously stated (Paramio-Salcines et al. 2014:875) ‘it is necessary to re-think the immediate areas around the stadium and considering better options in respect to parking areas, transport links and connections between the two groups’. Another priority for future studies should be to prove, as the Allianz Arena in Germany and the Ability Suite’ cases show, that providing good standards of accessibility not only on match-days but also on non-match days will support the idea that there are clear economic and social benefits that providing good standards of accessibility for our target groups can bring to clubs. This kind of approach can be seen nowadays and in the years to come as a competitive advantage for clubs linked to their Corporate Social Responsibility (CSR).

This chapter explains the extremely ‘slow progress’ made in accepting the premise that disabled and elderly people should be ‘part of the process’ in developing the physical aspects of accessibility. In addition, the evidence around levels of disposable income would suggest that what has been described as demographic ‘Gray Tsunami’ should become part of the marketing strategy plus everything contained within that very complex network of



mechanisms. The legislative and regulatory framework outlined in the chapter for an improved pace in making progress is available to all; however there appears to be a distinct lack of acceleration to ‘the process’ despite the fact that there is also the financial incentive of the larger demographic trend developing which, when combining both groups of disabled people and older people, presents a potentially lucrative addition to income streams.

What can be done to improve the overall accessibility score? There is evidence to show there could be wilfull ‘blindness’ or ‘denial’ despite the relevant tools already being available to change this. Practitioners as well as academics provide ample sources of information capable of assessing the quantitative and qualitative aspects of the holistic journey sequence approach which could be applied to any venue. Over a number of years the collation of this information would highlight where the most progress is being made and at what level. Some sources suggest the current *modus operandi* of the larger governing bodies is almost entirely dependent on the activity focused on new stadia or stadium redevelopment when worldwide or European-wide competitions force the issue; taking the aforesaid out of the overall equation is the only way to provide a true assessment of how individual clubs and governing bodies are taking this subject seriously.

We may be a long way from the day we can discuss harmonization of facilities, but this should be the ultimate aim especially when taken in the context of the ‘social model of disability’. Societal influences can be brought to bare at every level when debating the accessible merits of individual stadia or similar venues. To provide disabled and elderly people with an equitable experience is the ultimate aim and there is now evidence to show that forcing compliance or allowing evolutionary development can produce results as in the case of the English Premier League and the German Bundesliga respectively.

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## REVIEW QUESTIONS

- 1 After examining some of the main current accessibility laws and guidelines related to accessibility at stadia and events in western countries (Accessible Stadiums 1996 and Ticket Sales 2011 (the US) and Accessible Stadia and Accessible Stadia Supplementary Guidance in the UK and the UEFA & CAFE ‘Good Practice Guide to Creating an Accessible Stadium and Match day Experience in Europe), explain the similarities and differences between North American and European standards on how not only to meet the minimum standards but also how to provide quality services for disabled fans and older fans.
- 2 You are charged with the design of a venue with a 30,000-seat capacity; explain the level of provision that should be considered in the project to meet the unique and common needs of different types of people with disabilities and elderly people following the holistic journey sequence approach and the five phases under the acronym (HOPES).
- 3 Explain what kind of programs, policies and procedures should be developed and implemented in your organization to ensure a high level of customer satisfaction for people with disabilities and elderly people.

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## FURTHER READING

Downs, P. and Paramio-Salcines, J.L. (2013) Incorporating Accessibility and Disability in the Manchester United culture and organization as part of their CSR policies, in J.L. Paramio-Salcines, K. Babiak and G. Walters (eds) *Routledge Handbook of Sport and Corporate Social Responsibility*, Routledge, Abingdon, 135-146.

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## WEBSITES

### Government Bodies and Accessibility Laws

Americans with Disabilities Act 1990

<http://www.ada.gov>

Australia Disability Discrimination Act 1992

[www.humanrights.gov.au/our-work/disability-rights](http://www.humanrights.gov.au/our-work/disability-rights)

UK 2010 Equality Act

[www.legislation.gov.uk/ukpga/2010/15/contents](http://www.legislation.gov.uk/ukpga/2010/15/contents)

Spain 2013 Ley General de derechos de las personas con discapacidad y de su inclusión social

[www.msssi.gob.es/ssi/discapacidad/informacion/leyGeneralDiscapacidad.htm](http://www.msssi.gob.es/ssi/discapacidad/informacion/leyGeneralDiscapacidad.htm)

### **European Bodies**

Eurostat's statistics

<http://ec.europa.eu/eurostat>

European Committee of Standardization

[www.cen.eu/cenorm/homepage.htm](http://www.cen.eu/cenorm/homepage.htm)

### **International and National Football Governing Bodies**

English Football Association (FA)

[www.thefa.com](http://www.thefa.com)

German Bundesliga

[www.bundesliga.de](http://www.bundesliga.de)

<https://www.barrierefrei-ins-stadion.de/>

Liga de Fútbol Profesional (Spanish Professional League) (LFP)

[www.lfp.es](http://www.lfp.es)

Premier League

[www.premierleague.co.uk](http://www.premierleague.co.uk)

### **International Sport Organizations**

International Paralympics Committee

[www.paralympic.org](http://www.paralympic.org)

## **International and National Disabled Advocacy Groups and Disabled Fans at club level**

Centre for Access to Football in Europe (CAFE)

[www.cafefootball.eu/es](http://www.cafefootball.eu/es)

Dogs for the Disabled

[www.dogsforthedisabled.org](http://www.dogsforthedisabled.org)

German association of disabled football fans and disability officers within clubs (BBAG)

[www.bbag-online.de](http://www.bbag-online.de)

<https://www.barrierefrei-ins-stadion.de/>

German Association of Visually Impaired Football Fans

[www.fanclub-sehhunde.de](http://www.fanclub-sehhunde.de)

Fan Club Rollwagerl93 e.V. (FC Bayern Munich)

<http://www.rollwagerl.de/>

Manchester United Disabled Supporters Association

[www.mudsa.org](http://www.mudsa.org)

UK Level Playing Field

[www.levelplayingfield.org.uk](http://www.levelplayingfield.org.uk)

## **Accessibility Policy and Services at Stadia**

Allianz Arena

<https://fcbayern.com/de/tickets/info/kundeninformation-fur-menschen-mit-behinderung>

Emirates Stadium

<http://www.arsenal.com/emirates-stadium/disabled-access-on-non-match-days>

Wembley Stadium

<http://www.wembleystadium.com/TheStadium/StadiumGuide/DisabledAccess>

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---- (2015b) *Key Figures on Europe*, Luxembourg: Eurostat.

---- (2016) *Sport statistics*, Luxembourg: Eurostat.

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---- (2010) 'Accessibility doesn't Happen by Itself: An Interview with Betty Siegel, J.D., Director of The Kennedy Center Accessibility Program', *Journal of Venue and Event Management*, 2: 69-73.

Grady, J. and James, J. D. (2013) 'Understanding the Needs of Spectators with Disabilities attending Sporting Events', *Journal of Venue & Event Management*, 4, 47-61.

Grady, J. and Ohlin, J. B. (2009) 'Equal Access to Hospitality Services for Guests with Mobility Impairments under the Americans with Disabilities Act: Implications for the Hospitality Industry', *International Journal of Hospitality Management*, 28(1): 161-169.

Grady, J. and Paramio-Salcines, J.L. (2012) 'Global Approaches to Managing the Fan Experience for Patrons with Disabilities'. Paper presented at the *10<sup>th</sup> Annual Conference of the Sport Marketing Association*, Orlando, FL.

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