

# CHAMPION HILL STADIUM, EDGAR KAIL WAY

## STADIUM MANAGEMENT PLAN

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CLIENT: DULWICH HAMLETS FOOTBALL CLUB LIMITED AND  
HEALEY DEVELOPMENT SOLUTIONS (DULWICH) LTD

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## APPENDICES

### APPENDIX A

### DHFC SPECTATOR POSTCODES



# 1 INTRODUCTION

1.1.1 This Stadium Management Plan (SMP) has been prepared by Velocity Transport Planning to accompany a detailed planning application for the redevelopment of Champion Hill. The application is submitted on behalf of Dulwich Hamlet Football Club Limited and Healey Development Solutions (Dulwich) Limited, a wholly owned subsidiary of Meadow Residential.

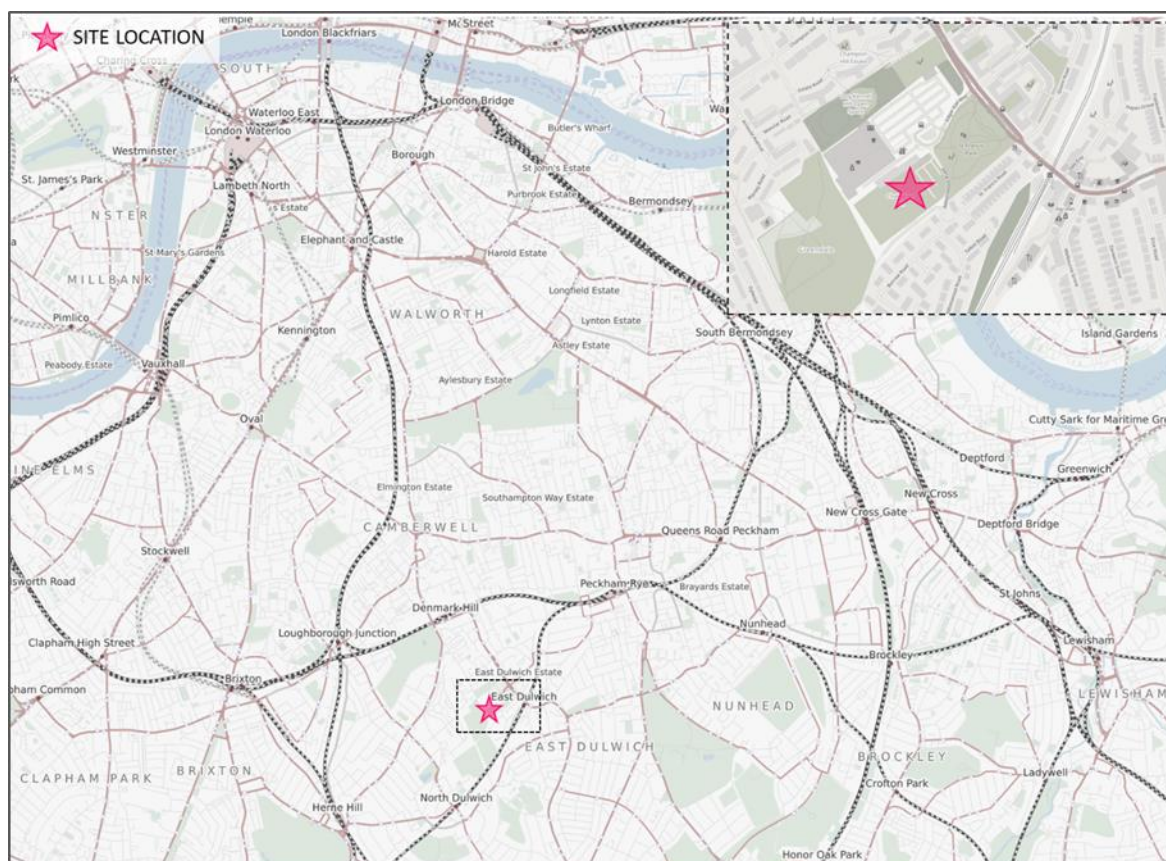
1.1.2 Champion Hill is located on Abbotswood Road, Dulwich, in the London Borough of Southwark (LBS).

## 1.2 SITE LOCATION

1.2.1 **Figure 1-1** illustrates the location of the site in East Dulwich, in context to the wider area. It is accessed from Abbotswood Road to the east.

1.2.2 At a local level the site is adjacent to a Sainsbury supermarket and car park located to the north of the site, St Francis Park to the east of the site, to the south by residential properties and to the west by Green Dale Playing fields.

**Figure 1-1: Site Location and Local Context**

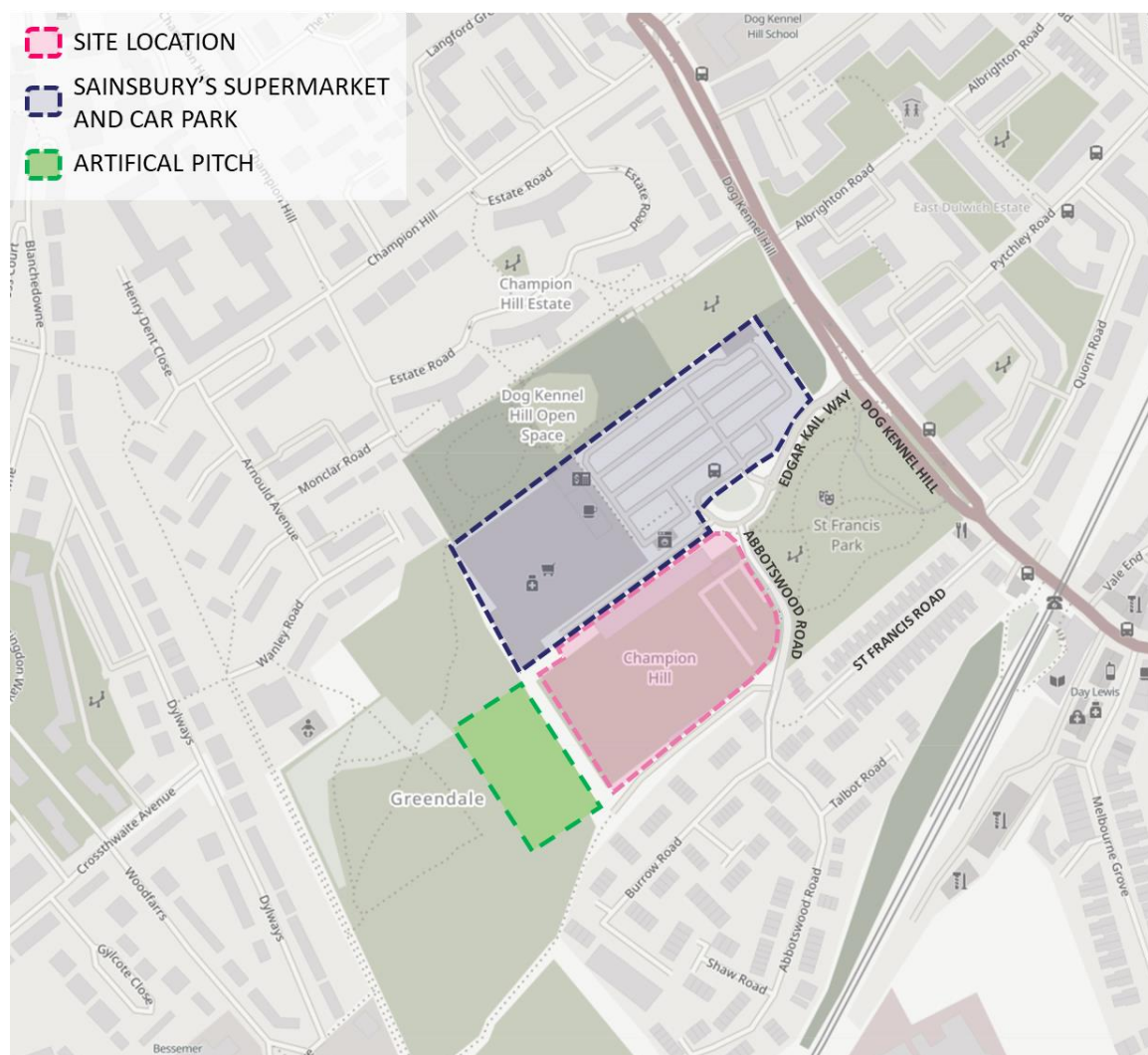


### 1.3 EXISTING SITE USE

1.3.1 The site extends to approx. 2.8 ha and comprises the Champion Hill stadium and car park. Up to March 2018 the stadium was occupied by Dulwich Hamlet Football Club (DHFC), who returned to using the site in December 2018. The site is adjacent to a Sainsbury's supermarket and car park located to the north of the site, an area of open space to the east of the site, to the south by residential properties and to the west by Green Dale Playing fields.

1.3.2 The local highway network in the vicinity of the site is shown in **Figure 1-2**.

**Figure 1-2: Road Network**

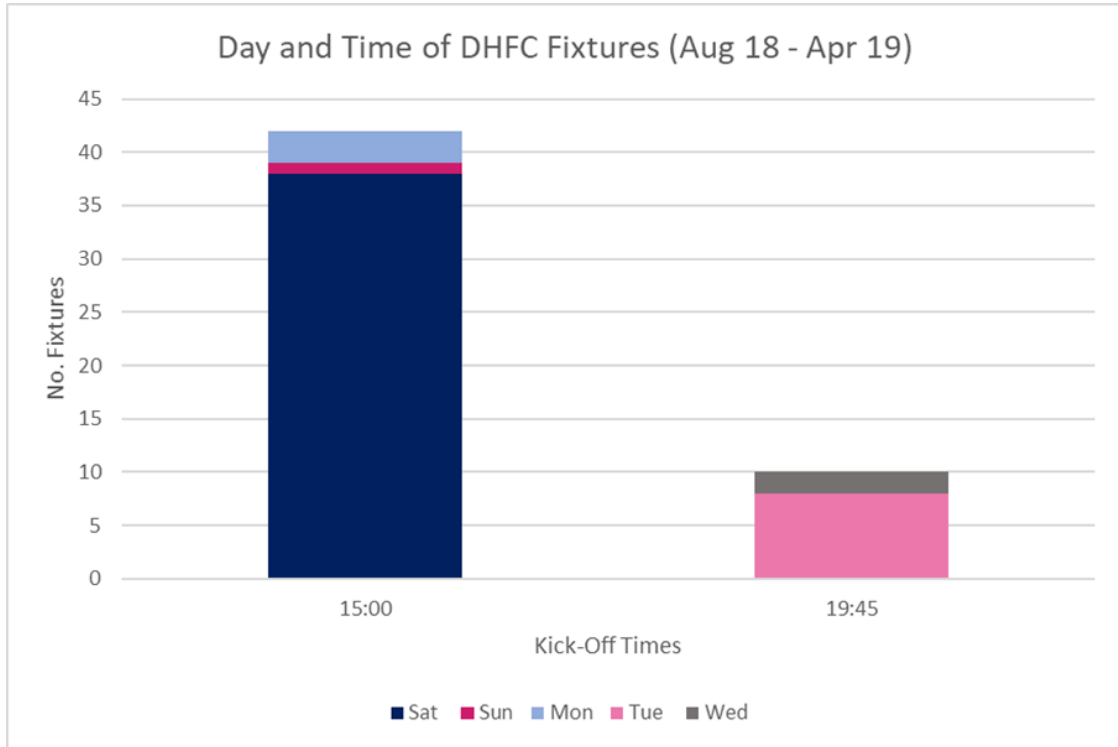


1.3.3 The existing capacity of the current Champion Hill stadium is 3,000 spectators (with a maximum design capacity of 3,334 people).

1.3.4 DHFC typically holds one home match every other week, either on a Tuesday night or Saturday afternoon. Fixtures from DHFC inclusive of both home and away matches have been reviewed from August 2018 through April 2019 in order to understand when matches occur. **Figure 1-3** summarises the days and associated kick-off times for matches within that period.



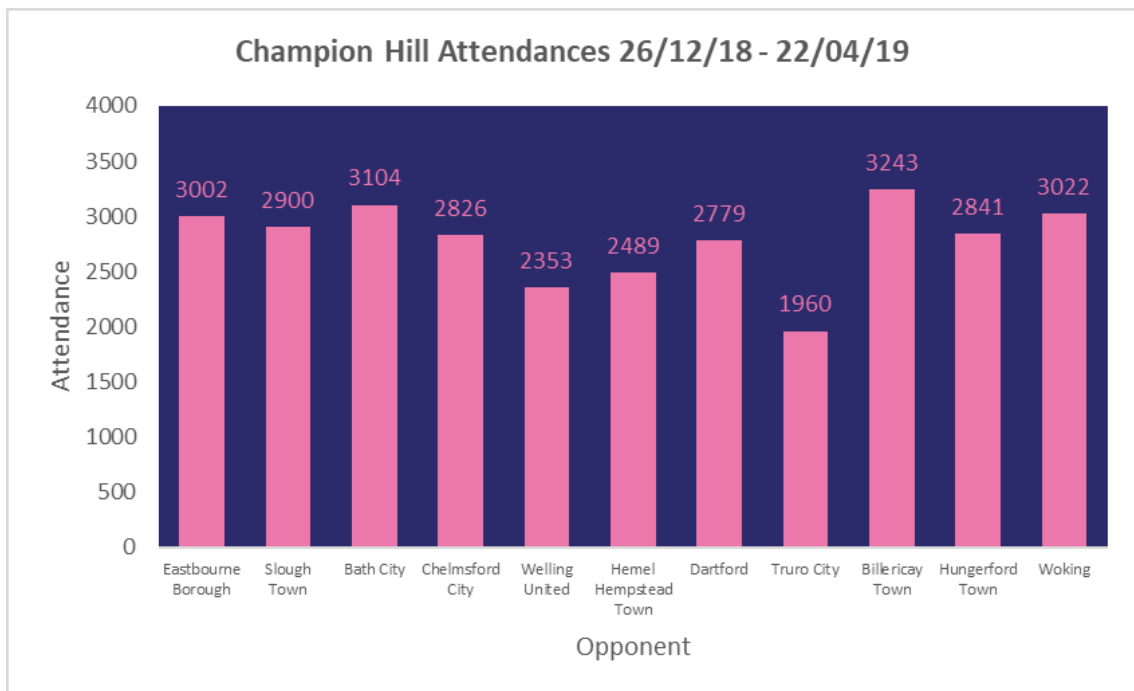
Figure 1-3: DHFC fixture days and times (Aug 18 – Apr 19)



1.3.5 Most fixtures take place on Saturdays (73%). Weekday fixtures predominantly occur on a Tuesday (15% of all fixtures). It is also evident that the vast majority of fixtures kick-off at 15:00 (81%). All weekend matchday fixtures take place at 1500, as do all fixtures held on a Monday, although it is noted these were all recorded on Bank Holidays. All weekday evening fixtures kick-off at 1945.

1.3.1 **Figure 1-4** summarises the matchday attendances recorded since DHFC have returned to Champion Hill.

Figure 1-4: Matchday Attendance Records 2019





1.3.2 The average attendance has been 2,774 spectators, with a maximum attendance of 3,243 spectators. Critically, matches take place outside of the weekday morning and evening peak periods, and therefore have a reduced effect on the operation of the transport network.

1.3.1 A video survey at each of the existing turnstiles was undertaken on 13<sup>th</sup> April 2019 and identified the split of attendees who approach the NE turnstiles (main entrance) from Abbotswood Road, and the SW turnstiles, which are accessed from Greendale or the Stadium Access Road off Abbotswood Road.

Figure 1-5: Spectators approach to the stadium



1.3.2 Spectators who were interviewed on April 13<sup>th</sup> 2019 were also asked to provide their postcode such that the origin of the journey could be determined. A postcode plot indicating where spectators reside is contained within **Appendix A**. This analysis indicated that 51% of attendees live north of the site, and 49% live to the south of the site.

1.3.3 The interview data collected also asked spectators using public transport to come to the game, which rail station they came to, or which bus route they travelled. Information on the public transport services used to access the stadium is summarised in **Table 1-1**.

Table 1-1: 2019 Spectator public transport route choice

| MODE | STATION/ROUTE | NUMBER     | PERCENTAGE  |
|------|---------------|------------|-------------|
| Rail | East Dulwich  | 59         | 58%         |
|      | Denmark Hill  | 34         | 33%         |
|      | North Dulwich | 3          | 3%          |
|      | Other         | 6          | 6%          |
|      | <b>Total</b>  | <b>102</b> | <b>100%</b> |



| MODE | STATION/ROUTE | NUMBER    | PERCENTAGE  |
|------|---------------|-----------|-------------|
|      | 40            | 7         | 11%         |
|      | 176           | 15        | 23%         |
|      | 185           | 22        | 34%         |
| Bus  | 484           | 12        | 18%         |
|      | 42            | 7         | 11%         |
|      | P13           | 2         | 3%          |
|      | <b>Total</b>  | <b>65</b> | <b>100%</b> |

- 1.3.4 The proportional split of public transport users has been assigned to the relevant stations and bus stops in order to determine where people walk from on a matchday. Bus routes P13 and 42 have been assigned to the Sainsbury's bus stop. The other bus routes have been assigned to the stops on Dog Kennel Road. From the postcode data collected we know that 51% of attendees live to the north of the site, and 49% live to the south. Therefore, bus trips have been attributed to the northbound and southbound stops according to this split, with the assumption that most attendees will come from their home location.
- 1.3.5 Recognising that 55% of all attendees use the NE turnstile, and 45% use the SW turnstile, the remaining trips by other modes have been assigned accordingly. Walking trips have also been attributed based on home postcode locations.
- 1.3.6 **Figure 1-6** indicates the proportional distribution of arrivals on foot from the wider area to the stadium.

**Figure 1-6: Spectator approaches from the wider area**



## 1.4 PROPOSED DEVELOPMENT

1.4.1 In order to enable progression to the National League (also known as the Conference), DHFC must provide a stadium that can accommodate at least 4,000 spectators, as well two coach parking bays for team use.

1.4.2 A detailed planning application is being submitted for the following:

*Redevelopment of the Champion Hill Stadium, including the demolition of existing buildings, and redevelopment to provide a new 4,000 capacity stadium (Use Class D2), including replacement 3G playing pitch, new sports and leisure facilities (Use Class D2), multi-use games area (MUGA), 224 new homes (Use Class C3), enhancement to existing open space, creation of a new linear park and relocation of telecommunications equipment; together with associated areas of hard and soft landscaping, car and cycle parking, means of access and plant and equipment.*

1.4.3 The proposals include the relocation and new build of the Champion Hill stadium to provide a new 4,006 spectator capacity stadium (Class D2), an increase in capacity of 672 spectators. The stadium and leisure facilities will be delivered in a sustainable manner through the adoption of car-free principles with no on-site car provision for spectators or users of the leisure facility, with the exception of 12 disabled parking bays, all of which will have an active Electric Vehicle Charging Point (EVCP) in accordance with the draft New London Plan.

1.4.4 The new stadium has been designed in compliance with the National League Ground Grading and Football Association (FA) requirements.

1.4.5 The proposals also include the redevelopment of the existing stadium / pitch area to provide 224 residential units (Class C3), together with a linear park to the south of the site.

1.4.6 **Figure 1-7** indicates the location of the Stadium and Leisure use and the Residential use of the site

**Figure 1-7: Site Layout**





## 1.5 STADIUM MANAGEMENT PLAN OVERVIEW

- 1.5.1 This document sets out the strategy for DHFC's Management of the stadium facility.
- 1.5.2 This SMP will act as a framework which will be developed further prior to first occupation and will need to evolve and be responsive to any operational circumstances that arise.
- 1.5.3 The SMP will deal with public safety, crime prevention and local transport management issues related to the use of the Stadium on match days and non-match days led by DHFC. The SMP will have four integrated components as follows:
- Events Management Plan
  - Matchday and Non Matchday Operations Plan
  - The Monitoring Programme
- 1.5.4 This draft strategy identifies the role and scope of each aspect of the SMP, the responsible partner and key linkages between each of the five aspects of the Plan and the relevant organisations.
- 1.5.5 This SMP and the statutory EMP will be delivered regardless of the planning system. Both of which will be secured through an appropriately worded planning condition / clause in the Section 106 agreement.
- 1.5.6 This SMP should also be read in conjunction with the Stadium Travel Plan which is included within the Travel Plan document, the Delivery and Servicing Management Plan (DSP), and Car Park Design and Management Plan submitted with this application.



## 2 EVENT MANAGEMENT

- 2.1.1 This chapter details the measures and considerations needed for safe event management. This statutory document will be presented to the London Borough of Southwark (LBS) licensing officers and the Football Licensing Authority (FLA) for approval.
- 2.1.2 The FLA was set up through primary legislation under the Football Spectators Act (1989). The authority's function is to oversee the control and safety at football grounds. This is achieved through the preparation of an agreed EMP that is then implemented under the terms of a Stadium Safety Certificate.
- 2.1.3 The EMP will be prepared and amended by the technical officers who attend the Stadium Safety Committee including key representatives of DHFC, LBS, Transport for London (TfL), Network Rail (NR) and possibly the train operators. The emergency services may also be represented.
- 2.1.4 The EMP will be finalised after extensive consultation with the Police, Fire & Rescue Service, Ambulance Service, and any other relevant safety body.
- 2.1.5 The content of the EMP will respond to the requirements of the Guide to Safety at Sports Grounds (the Green Guide).
- 2.1.6 The EMP will include or be cross-referenced to a series of specific contingency plans.
- 2.1.7 Safety certificates are likely to cover the following matters:
- **General Provisions** – definitions, enforcement control and prohibition notices, certificate holders responsibilities, liaison with the Police, contingency plans, evacuation of the sports ground, general conditions.
  - **Sports Ground Capacity** – admission ticket arrangements, segregation, and capacity.
  - **General Safety Provisions** – postponement, sign posting, parking, public address (PA) announcements, flags, disabled, reserve games etc.
  - **Electrical** - lighting and emergency electrical supply, power failure etc.
  - **Fire Safety** - fire safety, fire alarm operation, pyrotechnics, extinguishers etc.
  - **Stewarding Provision** - turnstile operatives.
  - **Exit and Safety Steward Provision** - exit stewards and relief, safety stewards.
  - **Maintenance Standards** - maintenance standards, defects and alterations, emergency conditions test, structural survey report, certification standards.
  - **First Aid and Medical Facilities** - First Aid, spectator doctor, ambulance service, general conditions.
  - **Live Event Screen / Camera Positions** - approved live event screen facility, television camera facility, camera positions etc
  - **Site Plans**
- 2.1.8 The EMP will include references to similar topics and any other matters deemed necessary in order to obtain the Safety Certificate.



## 2.2 SAFETY CONSIDERATIONS

- 2.2.1 The calculation of the safe capacity of the stadium is the most important step towards the achievement of reasonable safety, as set out within the Green Guide. Factors considered within this calculation include the entry, holding and exit capacity as well as the emergency evacuation capacity. Enforcement of the 4,006 capacity limit of the new stadium will be the responsibility of DHFC and will primarily operate through the regulation of ticket sales and controlled entry by attended ticket barriers.
- 2.2.2 General provisions will need to be made to ensure that safety procedures are clearly displayed and enforced at the responsibility of DHFC. Clear signage in and around the stadium and the appointment of exit and safety stewards will fulfil most of these requirements; effectively enabling communication to stadium visitors. Further measures will be detailed and expanded within the final SMP.
- 2.2.3 First Aid and medical facilities will be required onsite allowing clear access to emergency services. Designated stadium operatives will be trained to deliver first-aid onsite and will act as the first point of call when medical facilities are required.
- 2.2.4 Maintenance standards in and around the stadium will need to be kept at a high level to ensure no unnecessary health and safety risks arise. This will be realised through regular monitoring and inspections of the stadium condition, particularly pre and post-match days.

## 2.3 CONTINGENCY PLANS

- 2.3.1 Emergency procedures will be detailed and formalised within the EMP.
- 2.3.2 The Fire Safety strategy will outline all key operations in the event of the risk of fire including - fire safety, fire alarm operation, pyrotechnics, and extinguisher locations. Baseline measures will be designed to minimise fire risk and all staff at the responsibility of DHFC will receive relevant training.
- 2.3.3 Lighting and emergency electrical supply procedures will also detail the approach to power failure within the stadium, primarily directed by DHFC operatives and stewards.

## 2.4 ENVIRONMENTAL IMPACT

- 2.4.1 Environmental issues such as light spillage and amplified noise emissions from the stadium have been assessed within external lighting and noise assessments submitted as part of the planning application.
- 2.4.2 Event day noise emissions from the stadium will, when appropriate, need to comply with an agreed Noise Protocol. This is also likely to be controlled by conditions attached to the planning permission.
- 2.4.3 DHFC will have sole responsibility for the stadium PA system and floodlights. The PA system will be tested and will seek to be as low as possible above background noise levels.

## 2.5 CCTV

- 2.5.1 The DHFC Management team will also coordinate the comprehensive coverage of the stadium building (and its immediate surrounds) by Closed Circuit Television (CCTV) and will make this coverage available to the emergency services that shall coordinate CCTV coverage from other sources including London Borough of Southwark Council and TfL as appropriate.
- 2.5.2 The key issues for the Club to address in this respect are:
- Provision, maintenance and monitoring of CCTV cameras;



- Providing a stadium control room and provision of access to this facility to the Police on match days;
- Having facilities in place to allow recording, storage and destruction of images captured by the public realm CCTV cameras in accordance with guidance and regulations; and
- Effective utilisation of this system for crime prevention

2.5.3 In summary, the EMP will address all matters of safety within and immediately surrounding the stadium.





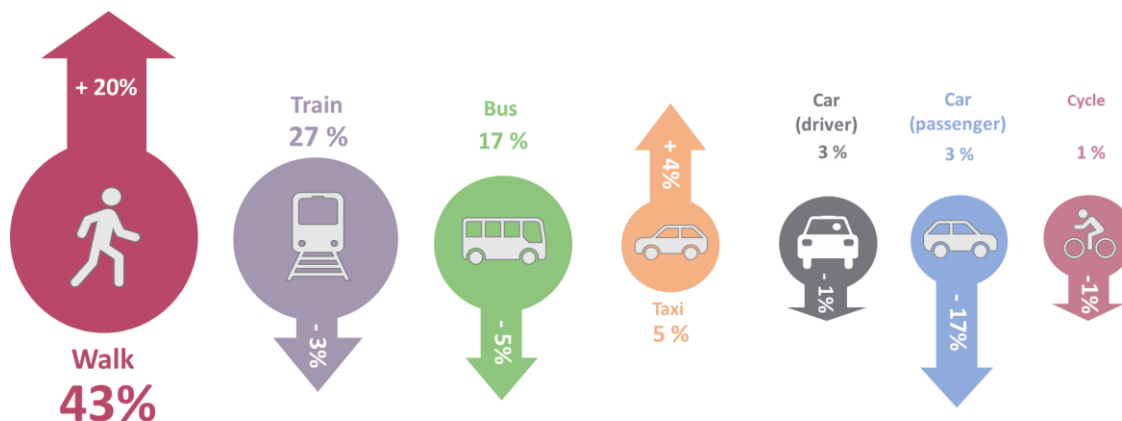
# 3 MATCHDAY OPERATIONS PLAN

- 3.1.1 This Section details the proposed management of crowd flows and traffic movements outside the stadium; considering the effect of the stadium on the local pedestrian and highway network. The Matchday Operations Plan (MOP) also highlights the internal operations of the Stadium during match days.
- 3.1.2 Operations will be assisted by the implementation of the measures identified through the TA, TP, and subsequent monitoring (via the Monitoring Programme as detailed in Section 6).
- 3.1.3 The approach to matchday operations is dynamic - varying from one match to the next depending on the circumstances. These circumstances will include the day and time of the match, anticipated attendance, opposing team and any other matters that may require particular attention.
- 3.1.4 It is intended that the details provided within the MOP will ultimately be included and / or inform elements of the EMP.

## 3.2 ROAD AND PEDESTRIAN MANAGEMENT

- 3.2.1 The observed modal split for current spectators (2019) to a DHFC match is summarised in **Figure 3-1**, and also indicates the mode shift since 2015.

Figure 3-1: Mode Split 2019 in Comparison to 2015



- 3.2.2 As shown above, walking to the site is the most prevalent method of travel for attendees to the matches. Since 2015 this mode share has increased by 20%.
- 3.2.3 Public transport is the next most popular way of getting to the ground, mode share for public transport is roughly the same as it was in 2015 but has decreased slightly with a small proportion of public transport trips being replaced with walking trips.
- 3.2.4 Car trips in general have decreased, with a small fall in car drivers, with only 3% of people driving to the matches and only 3% travelling as a passenger (a large decrease of 17% since 2015). Taxi trips make up 4% of the current mode share which has increased since 2015 by 4% - likely due to the increase in popularity of companies like Uber and other ride share apps that have been introduced in the recent years.



- 3.2.5 The small number of those who do drive to a match currently park in the DHFC car park or the surrounding streets where parking restrictions don't apply.
- 3.2.6 Cycle trips are similar to 2015 with a small decrease from 2% mode share to 1% overall mode share. Those who cycle leave their bike in the current car park area, or at Sainsbury's.
- 3.2.7 The effect of the additional spectator capacity within the stadium in terms of trips has been assessed within the TA. The increase in capacity is not considered significant in the context of the current level of spectators already attending the stadium for matches. The uplift in capacity of 672 spectators represents a 20% increase from the current stadium.
- 3.2.8 The TA also identifies the total trips generated by the new stadium on a typical matchday. **Table 3-1** indicates the maximum number of trips anticipated to be generated by the new stadium (servicing movements removed as they will take place well outside of peak match times).

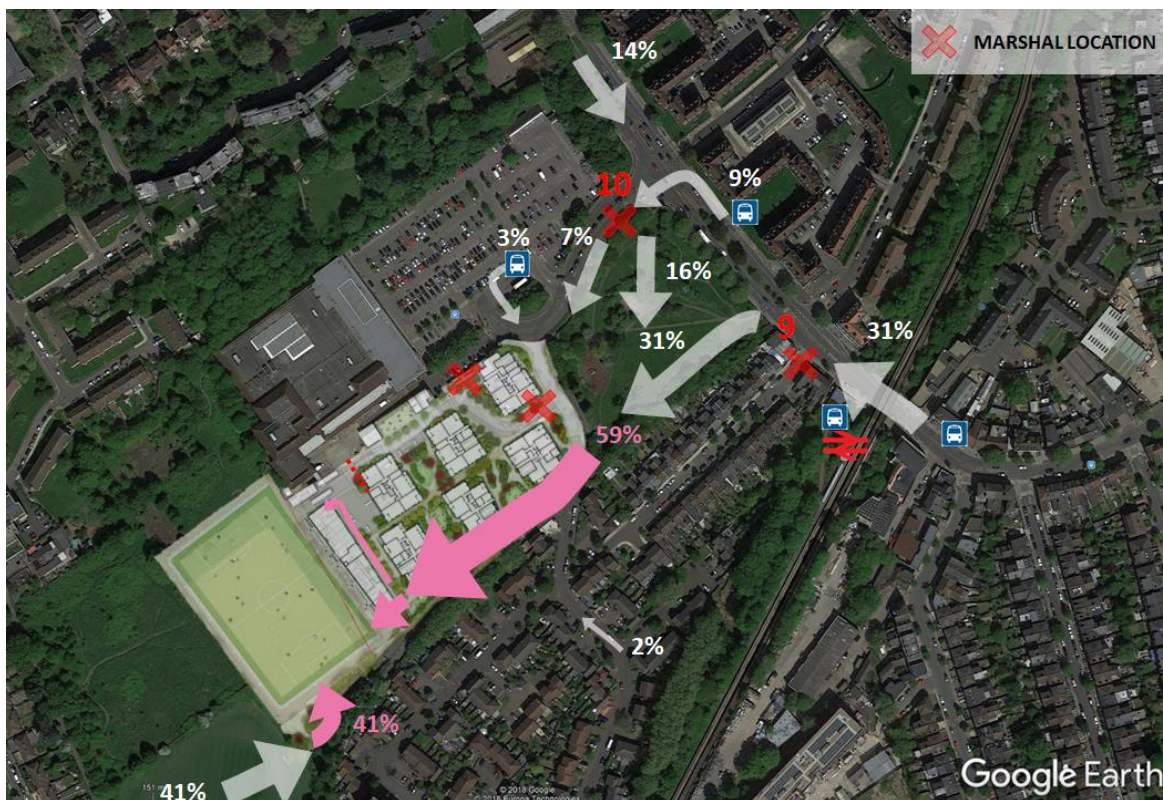
**Table 3-1: Maximum trips at new Champion Hill Stadium**

| TRAVEL MODE               | IN          | OUT         | TOTAL       |
|---------------------------|-------------|-------------|-------------|
| Vehicle Drivers           | 136         | 136         | 271         |
| Coach Passenger           | 80          | 80          | 160         |
| Car Passenger             | 56          | 56          | 111         |
| Taxi Passenger            | 209         | 209         | 417         |
| Bus                       | 689         | 689         | 1377        |
| Underground               | 83          | 83          | 167         |
| Rail                      | 991         | 991         | 1982        |
| Pedestrians               | 1721        | 1721        | 3443        |
| Cyclists                  | 42          | 42          | 83          |
| <b>Total Person Trips</b> | <b>4006</b> | <b>4006</b> | <b>8012</b> |

- 3.2.9 Public transport, cycling and walking will form most trips from the proposed development. However, all main mode trips will end with final mode walking trip to the access the stadium.
- 3.2.1 Based on the observed approaches to the existing stadium and the proposed location of crowd control measures, **Figure 3-2** identifies the proportion of pedestrian movements occurring in the wider area.



Figure 3-2: Spectator approaches from the wider area to the new Champion Hill Stadium



- 3.2.1 A high proportion of arrivals originate from East Dulwich Station. The pedestrian route between the site and the station is along Dog Kennel Hill. Directional signage in the Stadium area and locality, including at East Dulwich Stadium, will be used to inform spectators of routes to access the stadium.
- 3.2.2 A marshal will be located at the entrance to St Francis Road (location 9) to prevent people using this residential street as a cut through to the stadium. Pedestrians will instead be directed to access via St Francis Park.
- 3.2.3 A staggered signalised pedestrian crossing is located at the junction of Edgar Kail Way and Dog Kennel Hill; allowing controlled and dedicated pedestrian crossing facilities to the site. Matchday signage and a marshal will be used on the corner of Dog Kennel Hill / Edgar Kail Way (location 10) in order to direct pedestrians through the park.
- 3.2.4 The primary route for all fans to access the ground will be via the main turnstiles at the south-eastern corner of the stadium, or the south-west corner of the stadium. Additional turnstiles available for fans with pre-purchased tickets or season tickets available at the northern corner of the ground.
- 3.2.5 Where segregation is required the home fans will be directed to the main turnstiles at the south-eastern corner of the stadium and south-west corner of the stadium. Away fans will access the ground at the northern corner of the ground.
- 3.2.6 All turnstiles will have stewards to manage efficient movement through the turnstiles. The turnstiles will allow for attendees to show or scan their pre-purchased or season ticket at the turnstile. Those purchasing tickets on the day can do so from the DHFC ticket office which is located next to the main turnstiles.



- 3.2.1 **Figure 3-2** indicates the pedestrian and cycle access routes to the new stadium through the site on a matchday. It also indicates proposed locations of stewards and marshals. Whilst the roles of the stewards and marshals are similar, the main distinction is that marshals will have a greater responsibility in preventing access, informing pedestrian flow and or having responsibility for a level of traffic control. The roll of the stewards will have more emphasis on assisting spectators to spectators.

**Figure 3-3: Matchday Pedestrian and Cycle Access**



- 3.2.2 Stewards will also manage the movement of people through the turnstiles. A steward will be in the area where the away fans split away from the home fans to ensure people are directed to the correct location. Temporary signage will also be used to allow appropriate navigation through the site.
- 3.2.3 The proposals provide a new route for pedestrians and cyclists between Abbotswold Road and the new stadium located to the south of the site via the new linear park. Stewards / Marshals (Locations 1 & 5) will be present along this route on match days to provide guidance and crowd management support.
- 3.2.4 The new pedestrian / cycle routes at the southern boundary of the site will link to the existing shared pedestrian cycle route (and Quietway 7 / London Cycle Network route 23) located to the south and west of the site. This will encourage residents, staff and visitors to travel to and from the site more sustainably, reducing the impact on the highway network. Parking will be provided for 80 cycles is provided at the stadium entrance.
- 3.2.5 The existing pedestrian network and facilities proposed will enable efficient movement of spectators around the site and onto the local pedestrian network.





- 3.2.6 A new raised table will be constructed on Abbotswood Road between St Francis Park and the entrance to the site to assist safe pedestrian movement across Abbotswood Road. The safe movement of pedestrians across Abbotswood Road will be supported by the presence of a marshal / marshals (location 1) who will be responsible for managing crowding, and where necessary holding traffic during periods of high crossing demand.
- 3.2.7 Abbotswood Road benefits from a footway along the eastern side with a new footway proposed on the west. This provides a footway connection to Edgar Kail Way, allowing access to the nearest bus stop located adjacent to Sainsbury's in addition to East Dulwich rail station on Dog Kennel Hill. A new connection between Sainsbury's and the residential development is proposed on the northern boundary of the site, but in order to retain residential amenity is not intended to be used by spectators. As such marshal (location 3) will be responsible for preventing unauthorised access during matchday events.
- 3.2.8 At the end of matchday events, the same steward / marshal location will be adopted and retained for the same purposes, albeit to inform the routes to wider area.
- 3.2.9 Further support of spectator flows in and around the stadium will be provided where appropriate by stewards at the responsibility of DHFC. DHFC have confirmed that they anticipate up to 8 stewards to be present on turnstiles pre-match and six post-match, with up to 20 stewards / marshals being present in total.
- 3.2.10 Ongoing discussions with Network Rail and TfL will be held to monitor crowding and access on match days at East Dulwich and Denmark Hill Stations.

### ACCESS DURING CONSTRUCTION PHASES

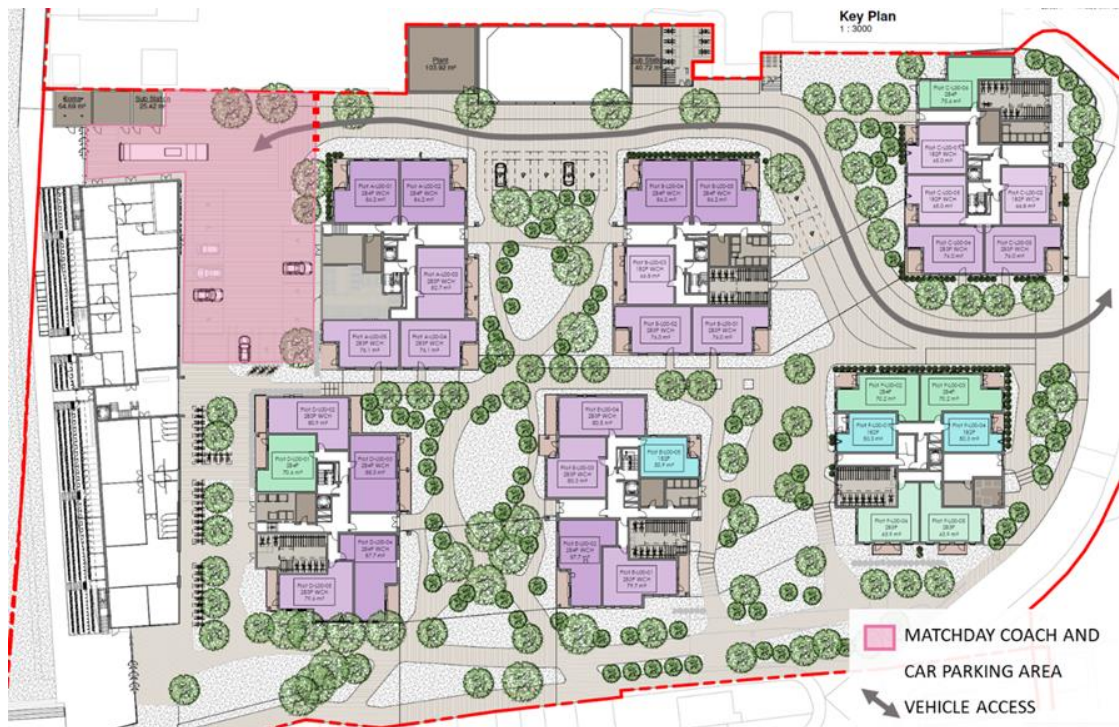
- 3.2.11 As part of the proposed construction phasing it has been ensured that DHFC remain at Champion Hill throughout. As such, it is anticipated that a phased access strategy will be required to mirror the phases of works.
- 3.2.12 An interim EMP will be produced in advance of construction work and /or prior to the commencement of each phase of work that will provide details of pedestrian and road management alongside the wider issues covered by the document within each phase. The interim EMP will be secured by planning condition.

## 3.3 STADIUM VEHICLE PARKING AND ACCESS

- 3.3.1 Access to the stadium on matchdays will be made via the site's new vehicle access point on Abbotswood Road. The access is shared with the residential uses proposed, although it is acknowledged that parking will only be available for up to seven resident vehicles.
- 3.3.2 Records of registered resident vehicles will be provided to the club by the management company responsible for the residential development such that residents will be unaffected by matchday controls proposed and described here.
- 3.3.3 Control of vehicle access to the site for residents and stadium will be controlled by a marshal located at the site access junction with Abbotswood Road (location 2). A further marshal will be present at the entrance to the stadium parking area to ensure only authorised parking and drop-off occur.
- 3.3.4 **Figure 3-4** indicates the location and route of vehicle access to the stadiums matchday parking area.



Figure 3-4: Stadium Matchday Vehicle Access and Parking



### DISABLED PARKING

- 3.3.5 Currently an average match generates one disabled space requirement, with the maximum number required at any one time being four spaces.
- 3.3.6 The proposed stadium and leisure facilities are proposed to have access to 12 disabled parking spaces within the area immediately adjacent the north-east corner of the stadium building. Disabled car parking will continue to be managed by prior booking of a parking space with DHFC.
- 3.3.7 Should demand require, the parking area has capacity to accommodate 12 additional vehicles (24 total) in a managed / stacked arrangement. For the purposes of Football Association ground grading this includes the ability to enable parking for up to four visiting directors, and parking for match officials. If disabled parking is not fully booked, then residual spaces will be used in the first instance. **Figure 3-5** demonstrates the proposed managed / stacked parking arrangement.
- 3.3.8 Disabled persons drop off will also take place within the car parking area and will also require notification to the club in advance such that access is permitted in accordance with existing arrangements.



Figure 3-5: Proposed managed / stacked additional disabled parking provision



## CAR PARKING

- 3.3.9 No general parking will be provided for either the stadium or leisure use other than for up to four visiting directors and matchday official parking which will be accommodated within un-booked disabled parking spaces or by the proposed managed / stacked parking arrangement described above.
- 3.3.10 Other than those who are mobility impaired, all other members of staff and visitors will not be able to park on site.

## COACH PARKING

- 3.3.11 The proposed stadium and leisure car parking area includes the provision of two dedicated coach parking bays for full sized coaches (circa 15m in length). Should a non-typical demand for coaches arise, additional capacity is available within the stadium / leisure centre car park to facilitate more coach parking within a stacked arrangement. In total 4 coaches can be accommodated.

## EMERGENCY VEHICLE ACCESS

- 3.3.12 The emergency vehicle access route is through the northern turnstile access point where the turnstiles will be on a gate arrangement so that they can be opened up to allow vehicle access.



- 3.3.13 DHFC will establish procedures to ensure that this route is able to be quickly cleared in the event of an emergency in order to allow access for an emergency vehicle.
- 3.3.14 Any coaches that are parked in front of the gate will be cleared from the site immediately and all coach drivers will be required to stay with their vehicle at all times. DHFC stewards will also be managing this area at all times during the match.

### SURROUNDING AREA

- 3.3.15 Off-site car parking will be discouraged through the implementation of the TP and publicity of alternative modes of transport on the DHFC website and travel advice leaflets issued with programs and tickets.
- 3.3.16 DHFC is committed to monitoring the level of car use to promote sustainability and also to reduce any detrimental effects on local residents and businesses.
- 3.3.17 The TA identifies that 3% of current spectators are car drivers who generate parking demand. Based on an additional capacity of 672 spectators, and without further consideration of mode shift away from car use in the future, the proposed development could result in an increase of approximately 20 parked vehicles.
- 3.3.18 Whilst car trips will be strongly discouraged by DHFC it is recognised that a proportion of existing car parking from within the existing stadium car park may be displaced (i.e. those that will no longer be accommodated within the new stadium car parking area). This could represent a displacement of a further 40 vehicles.
- 3.3.19 Matchday parking surveys of the surrounding area in 2019 identified that during the highest demand a total of 139 parking spaces remained available, and as such any additional demand that could result from the new stadium will not materially impact the parking conditions.
- 3.3.20 Regular monitoring by DHFC will identify any action that needs to be taken and ensure car parking in and around the site is adequately managed. Should parking conditions result in parking stress in the surrounding area, it is recommended that LBS consider the extension of restrictions associated with CPZ Q to include matchday events.

## 3.4 INTERNAL STADIUM MANAGEMENT

### SPECTATOR MANAGEMENT

- 3.4.1 All tickets allow access to the stadium and spectators can choose whether to sit or stand when watching the game. There is no reserved seating. Stewards ensure that crowds are distributed evenly and that routes are kept clear and prohibited areas are free of standing spectators. Many spectators will move around the stadium during the game including switching ends for each half and the concourse behind the terraces is a key component of the design to support crowd movement.
- 3.4.2 The primary bar and catering facilities will be located in the stadium building and served by multiple access routes. Spectators visit the bar and catering facilities throughout the game and so access routes are utilised and kept clear at all times and not just at half time. Free-standing catering facilities for food and drink will also be installed on match days on the concourse to allow spectators to access catering options without having to access the stadium building.
- 3.4.3 The stadium will be operated by approximately 50-60 employees and volunteers on a match day with roles segregated by turnstiles, safety and stewarding, medical, catering and boardroom hospitality.





- 3.4.4 The stadium concourse is designed to facilitate the movement of fans at half time where approximately 500 will relocate from the terrace behind one goal to the terrace behind the opposite goal. Routes will be kept clear to allow the spectators to move around the ground in either direction.

#### **HOME AND AWAY FAN MANAGEMENT**

- 3.4.5 There is no requirement to segregate home and away fans. During the 2018/2019 season after consultation with football authorities and the place a decision was taken to segregate the spectators on one occasion due the volume of away fans expected. In the 2019/2020 season no games have been identified that will require segregation.
- 3.4.6 The average number of away fans at each match is 100. The range is typically from 30 to 300. As a result, it is more efficient to allocate specific turnstiles to types of tickets rather than to each set of fans. Where segregation is required the northern turnstiles would be allocated to the away fans as it leads directly into the seating and standing area that can support segregation.
- 3.4.7 Home and away fans have equal access to the seating and catering facilities inside the stadium building and on the concourse. The design of the stadium building will support segregation of the required seating allocation, dedicated turnstile entrances, dedicated toilet facilities and dedicated catering facilities.

### **3.5 COMMUNICATION**

- 3.5.1 DHFC will provide up to date information on forthcoming matches and events to be hosted at the Stadium via their official website, match day programmes, through advertising in the area, and registered organisations and individuals will receive emails.
- 3.5.2 Within the Stadium, publicity of events will be provided on monitors and through advertising. PA announcements will also provide supporters with travel information for the local area.



# 4 NON-MATCHDAY OPERATIONS PLAN

- 4.1.1 This Section details the proposed management of stadium outside of matchdays.
- 4.1.2 DHFC's lease includes the right to operate the leisure centre so that DHFC will be responsible for the management of the entire building. DHFC will identify and appoint a licensee to operate the leisure centre and ensure that the facilities are made available to the community.
- 4.1.3 It is intended that the details provided within this section of the SMP will be updated with further specific details once a licensee is appointed.

## 4.2 LEISURE CENTRE OPERATION

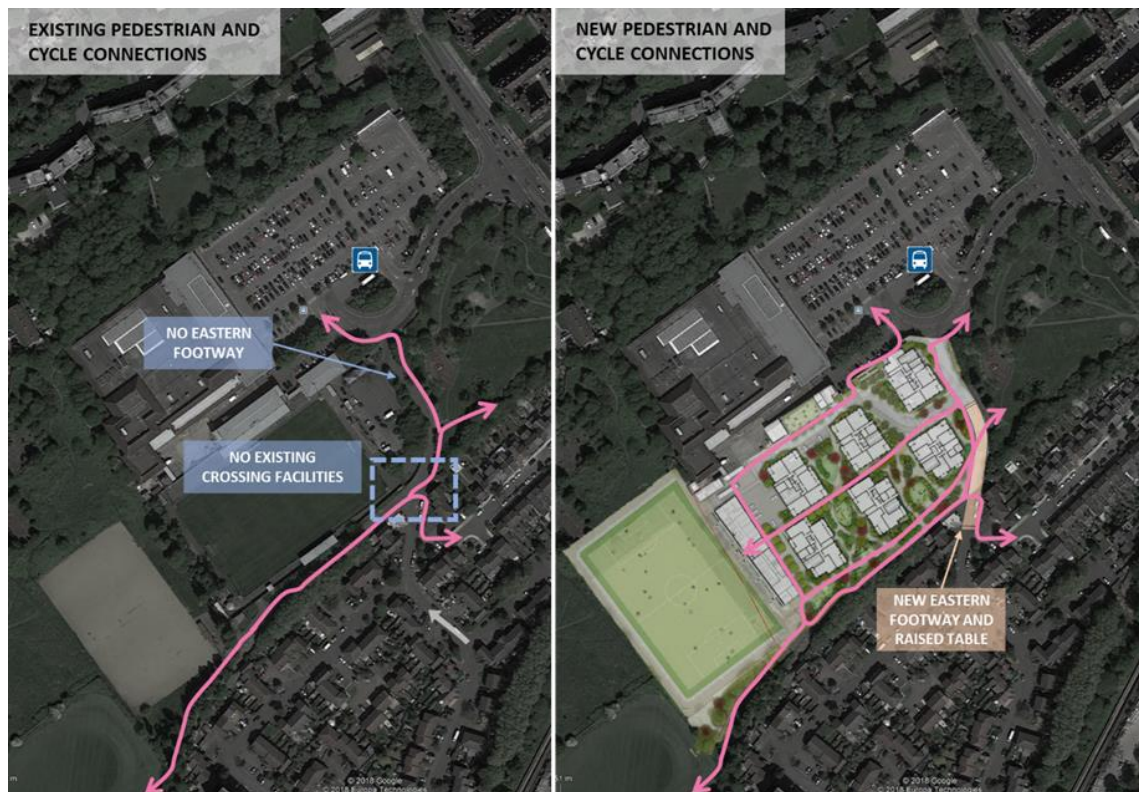
- 4.2.1 In addition to the club management staff who are responsible for the stadium building and facilities, approximately six to ten staff are expected to be present to supervise and operate the leisure centre facilities including the gym and boxing gym.
- 4.2.2 The expected capacity of the internal facilities of the gym will be around 80 people and the external facilities (the 3G pitch) would support up to another 30 people at any one time based on sub-division of the pitch into 3 to 4 5 a-side pitches.
- 4.2.3 DHFCs community program is already engaging with local schools with a view to providing free access to sports and learning facilities in the new stadium and on the new pitch. DHFC has a dedicated community officer responsible for relationships with these schools and the design of the stadium building facilities provides for dedicated learning areas away from the catering areas.
- 4.2.4 The operating hours of the leisure centre and the 3G pitch will be designed to support the delivery of the sporting provision to the community and available seven days a week up to 10pm on weekdays and 6pm on weekends. The operation of the 3G pitch will be in accordance with local authority guidelines.
- 4.2.5 DHFC has committed to provided booking facilities for the 3G pitch and the leisure centre facilities either directly or in conjunction with the licensee appointed to operate the leisure centre. The cost of hire of the 3G pitch will be in accordance with the standard pricing for comparable facilities operated by London Borough of Southwark with discounts allowed for schools and charitable groups in accordance with the DHFC community programme objectives.

## 4.3 PEDESTRIAN AND CYCLE ACCESS

- 4.3.1 The proposed development and relocation and enhancement of the stadium unlocks movements across the site which currently do not exist. A new stepped route on the northern boundary of the site will improve interconnectivity between Sainsbury's, the stadium building and Greendale.
- 4.3.2 **Figure 5-4** indicates the change in available routes through the site as a result of the proposal, with new routes available to pedestrians / cyclists indicated on the right-hand side.



Figure 4-1: Non-matchday pedestrian and cycle access routes



## 4.4 STADIUM VEHICLE PARKING AND ACCESS

- 4.4.1 Access to the stadium on non-matchdays will be made via the site's new vehicle access point on Abbotswood Road.
- 4.4.2 The Car Park and Design Management Plan (CPMP) contains more specific details with regards to parking and parking management. The management of parking will take in accordance with the CPMP.
- 4.4.3 The parking area will be controlled by via a barrier or collapsible bollards to prevent unauthorised access. It will include a call system which will link to the Leisure Centre reception in order that access to parking can be authorised.

### DISABLED PARKING

- 4.4.4 The leisure facilities are proposed to have access to 12 disabled parking spaces within the area immediately adjacent the north-east corner of the stadium building. All disabled car parking will be provided with an active electric vehicle charging point.
- 4.4.5 Disabled parking will only be available for those who display a valid Blue Badge.

### CAR PARKING

- 4.4.1 No general parking will be provided for either the stadium / leisure use. Other than those who are mobility impaired, all other members of staff and visitors will not be able to park on site.
- 4.4.2 Any drop offs associated with school visits or the Leisure Centre in general will be carried out in the car parking area outside the Leisure Centre entrance.



## COACH PARKING

- 4.4.3 The proposed stadium/leisure car parking area includes the provision of two dedicated coach parking bays for full sized coaches (circa 15m in length). Whilst the predominant purpose of these spaces are to cater for matchday coach demand, should demand require (for example organised school attendances) the spaces are available for use during non-matchdays.

## EMERGENCY VEHICLE ACCESS

- 4.4.4 The emergency vehicle access route is through the northern turnstile access point where the turnstiles will be on a gate arrangement so that they can be opened up to allow vehicle access.
- 4.4.5 DHFC will establish procedures to ensure that this route is able to be quickly cleared in the event of an emergency in order to allow access for an emergency vehicle.

## SURROUNDING AREA

- 4.4.6 The Leisure Centre predominantly re-provides facilities that currently exist as part of Dulwich Health Club on the existing site. The TA identifies that a demand for a total of 18 parked vehicles could be generated across a typical day.
- 4.4.7 The demand for 18 parking spaces will be spread across the day, with some or all of those identified able to park within the disabled parking provided. Given that both the total daily, and concurrent parking demand is small, it will not materially impact parking conditions within the wider area and could be accommodated on-street or within the Sainsbury's car park which will likely be desirable due to its proximity to the site. Furthermore, it is not intended to provide car parking that could encourage the car trips.

## 4.5 DELIVERY AND SERVICING

- 4.5.1 All delivery and servicing requirements for the stadium and leisure centre will be undertaken outside of matchday operations.
- 4.5.2 Delivery and servicing movements will be undertaken via the proposed access road. Loading and unloading activities can take place from within the stadium car parking area, and it is proposed for vehicles to utilise the dedicated coach parking areas which will not be in use.
- 4.5.3 The Stadium building has a dedicated bin store, and delivery doors easily accessible from the parking area that will be used for all waste collection and deliveries.
- 4.5.4 Specific details of delivery and servicing management will be held within the Delivery and Servicing Plan (DSP) where more detail on these activities is described.
- 4.5.1 **Figure 4-2** shows the delivery and servicing access route and location of the delivery entrance and bin store.







# 5 MONITORING PROGRAMME

- 5.1.1 Comprehensive monitoring of the Stadium will be conducted by DHFC, following prior approval of LBS.
- 5.1.2 The monitoring will relate to the following:
- Travel patterns, including modal split monitoring (as detailed in the Travel Plan);
  - On-street parking patterns and volumes / effectiveness of the Travel Plan measures;
  - Cycle parking capacity;
  - Spectator arrival / departure profiles;
  - Noise and light emissions and other environmental measures; and
  - A comprehensive complaints register.
- 5.1.3 The results of the Monitoring Programme will be presented in periodic Monitoring Reports that will be circulated to all interested parties.
- 5.1.4 The details of the individual aspects of the Monitoring Programme will be subject to regular review and amended to reflect the variable and changing nature of the issues under examination.
- 5.1.5 The core Monitoring Programme proposals will be discussed in detail with LBS and secured through an appropriately worded planning condition. It will also be likely that further ad-hoc surveys will be required as part of the audit review process.

## 5.2 CYCLE PARKING

- 5.2.1 The utilisation of the 80 cycle parking spaces will be monitored at each home match.
- 5.2.2 In the event that the cycle parking is observed to exceed 85% of the total capacity for three consecutive home matches then it is proposed that further cycle parking provision will be provided within either:
- The same location by conversion of some Sheffield stands to Josta stackers;
  - Within the stadium building (there are opportunities to provide temporary matchday storage internally); or
  - Within proposed landscaped areas surrounding the site.

## 5.3 LIAISON COMMITTEE

- 5.3.1 A key matter is ensuring that the local community and its residents / businesses are not unduly affected by the Stadium both on match days and non-match days. An important avenue for discussions on matters of concern to the local community will be the DHFC website and community forum where such matters can be raised, investigated and addressed.
- 5.3.2 DHFC management will investigate the potential of forming a 'Liaison Committee' in order to ensure adequate communication between DHFC and the local community.



# 6 CONCLUSIONS

6.1.1 This draft strategy for the SMP has been prepared in support of the planning application for the new DHFC Stadium covering key issues on both match days and non-match days:

- Public safety both inside and outside of the Stadium;
- Crime prevention;
- Management of pedestrians to minimise potential impact upon local residents and businesses;
- Management of parking on and off site;
- The impact of the use of the stadium in terms of light and noise on local residents; and
- On-going monitoring of the measures and implementation of additional measures if necessary.

6.1.2 The overall responsibility of carrying out all management measures detailed within this SMP is DHFC.

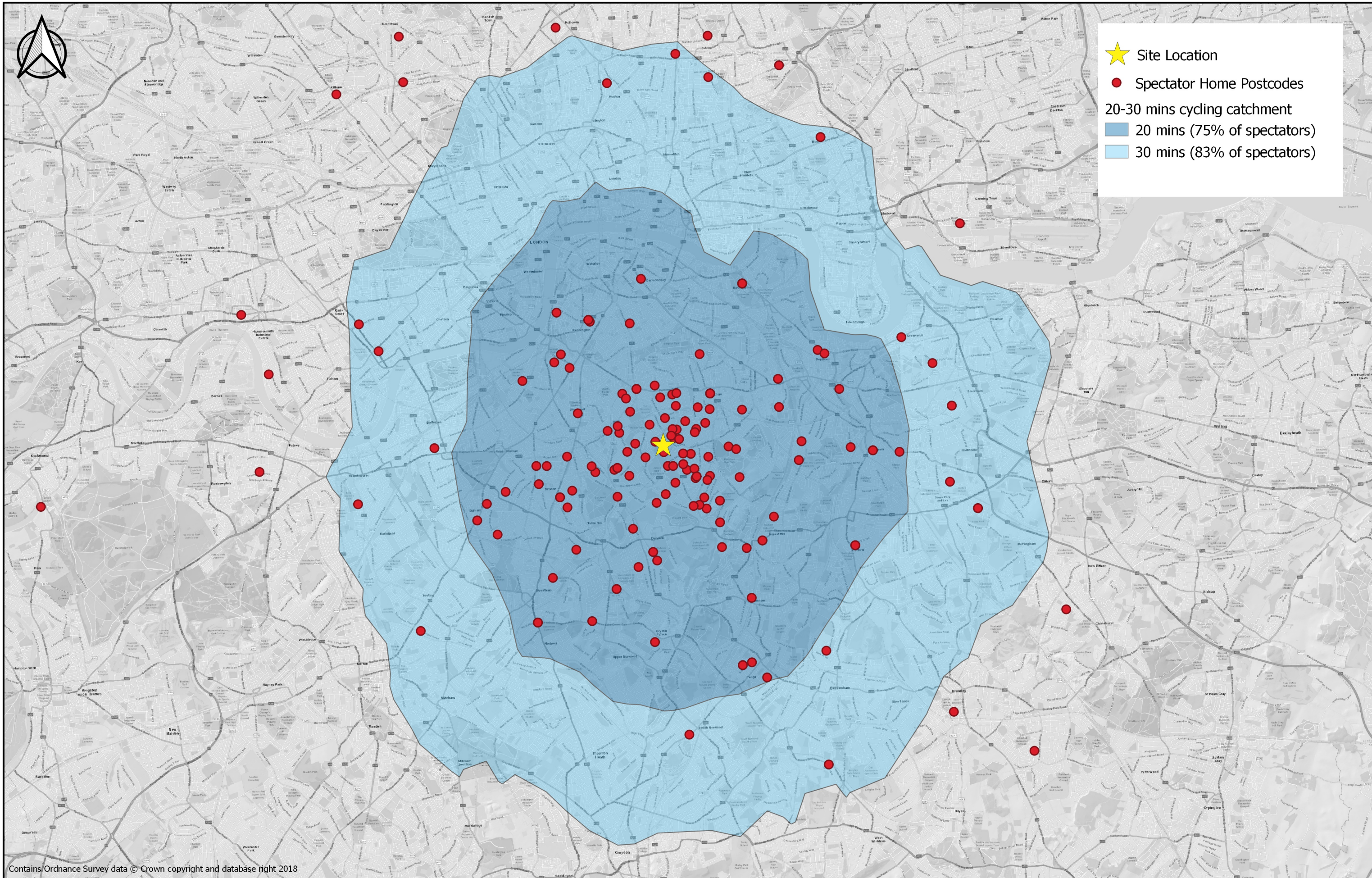


# APPENDIX A

DHFC SPECTATOR POSTCODES







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