



Derby County Football Club Matchday Travel Plan

Travel Plan
March 2012



Derby County Football Club

Detailed Travel Plan

Travel Plan
March 2012

Produced by:

Integrated Transport Planning Ltd
32a Stoney Street
Nottingham
NG1 1LL

Tel: 0115 9886903

Contact: Neil Taylor
Email: taylor@itpworld.net

www.itpworld.net

FOREWORD

Ever since relocating from the Baseball Ground in 1997, Derby County Football Club has been proud to be at the heart of Pride Park's regeneration. Over the last 14 years Pride Park stadium has become more than just Derby County's new home. The ground is now a meeting, conferencing and exhibition venue for local business people; a place to get married; a Starbucks coffee shop; a Greggs bakery; and a location for major sporting and cultural events to take place in Derby. The club is continually looking at ways to further improve the stadium environment for our supporters, and ensure that the excellent facility we have at Pride Park can continue to be used by the wider community.

The changes to the land around the stadium have altered the way the club operates on matchdays, and we understand it has also changed how the club's supporters choose to travel here. The derelict land that used to be available for matchday parking has now mostly been developed, and we are aware of post-match traffic congestion which can make it difficult to get away from the ground after the final whistle. The club is also mindful of the impact of Derby County matchdays and other major events on neighbouring communities.

To address these issues, the club has been working with Derby City Council, Derbyshire Constabulary and the transport consultants Integrated Transport Planning Ltd. to deepen its understanding of travel-related issues facing supporters, DCFC staff and residents in neighbouring communities. This Travel Plan and an accompanying matchday Transport Management Plan are the culmination of 12 months worth of surveys and research undertaken on behalf of the club.

This document, the club's Travel Plan, sets out our understanding of the transport issues experienced by DCFC supporters, staff members and visitors to Pride Park stadium. The process of researching these issues has highlighted opportunities for the club to improve in areas such as the transport information it provides for people coming to the ground, and the way that matchday parking and post-match traffic flows are controlled by the club and Police.

By preparing this voluntary Travel Plan we have made a firm commitment to try and improve the experience of coming to Pride Park by reducing the total number of vehicle trips to the site – both on matchdays and non-matchdays. Over the next 5 years we want to encourage more supporters to attend home games through a combination of worthwhile incentives and travel-related discounts. Underpinning all of this on matchdays will be the club's new Traffic Management Plan, which makes provision for more designated matchday parking in Pride Park and greater policing of post-match traffic flows away from the area.

We hope that supporters, visitors, local residents and staff members alike will begin to notice the changes we make from the start of the 2012/13 season, and support the club's efforts to make a difference to Derby by limiting the transport impacts of our operations.

Many thanks for your continuing support.

Signed

John Vicars, Vice President - Operations, Derby County Football Club

CONTENTS

	<u>Page</u>
1 INTRODUCTION	1
Motivation for developing this Travel Plan	1
Purpose and structure of this document	2
Interdependence with matchday transport management plan	2
2 THE CURRENT SITUATION AT PRIDE PARK	3
Pride Park stadium uses	3
Pride Park stadium site audit	5
3 TRAVEL PATTERNS ASSOCIATED WITH MATCHDAYS AT PRIDE PARK	10
Overview of matchday travel patterns and issues	10
Driving and parking at the stadium on matchdays	14
Car sharing to Pride Park on matchdays	17
Using public transport to get to Pride Park on matchdays	18
Walking and cycling to the stadium on matchdays	19
Travelling to DCFC home games by supporter club coach/minibus	21
Wider impacts of DCFC home games at Pride Park stadium	22
4 NON- MATCHDAY TRAVEL PATTERNS	27
DCFC Staff Travel patterns	27
Travel to non-football events hosted at Pride Park	29
5 CHANGE PLAN	31
Key issues and actions for the Travel Plan	31
Short, medium and long term actions	34
Moor Farm training ground, Oakwood	37
6 MEASURING THE TRAVEL PLAN'S SUCCESS	38
Modal shift targets	38
Monitoring	39
7 MARKETING AND COMMUNICATIONS	41
Target audiences	41
Key messages	41
Communications channels	42
8 RESOURCES TO IMPLEMENT THE TRAVEL PLAN	43

LIST OF TABLES

	<u>Page</u>
Table 2-1: Rail service frequencies and journey times to Derby	7
Table 2-2: Matchday bus services to Pride Park Stadium	7
Table 2-3: Mileage and journey times to neighbouring towns and cities by car	8
Table 3-1: CO ₂ emissions calculations	23
Table 5-1: DCFC Travel Plan actions	35
Table 6-1: Non-matchday staff travel targets (based on 54 staff members)	38
Table 6-2: Matchday staff & supporter travel targets (based on 30,000 home fans)	38
Table 8-1: Budgeted resources to implement the Travel Plan	43

LIST OF FIGURES

	<u>Page/Follows Page</u>
Figure 2-1: Pride Park stadium location map	3
Figure 2-2: Walk and cycle routes to Pride Park stadium	5
Figure 2-3: Destinations within two hours rail travel of Derby	6
Figure 2-4: Local bus services serving Pride Park on non-matchdays	7
Figure 3-1: Supporters usual modes of travel to Pride Park	10
Figure 3-2: Home postcodes of supporters travelling to Pride Park.	11
Figure 3-3: How long before kick-off do you usually get to Pride Park?	12
Figure 3-4: Supporter's post match activities	12
Figure 3-5: Usual parking locations of respondents to the supporter travel survey	14
Figure 3-6: Incentives to encourage supporters to car share	17
Figure 3-7: Incentives to encourage supporters to travel by public transport	18
Figure 3-8 Incentives to encourage supporters to travel by walking and cycling	19
Figure 3-9: Fans walking in the road towards the Wyvern Centre after a home match	20
Figure 3-10: Percentage of total CO ₂ emissions by DCFC supporter's mode of travel	24
Figure 3-11: Traffic flows before and after	25
Figure 3-12: Car parks within Derby City Centre controlled by the City Council	26
Figure 4-1: Home postcodes of DCFC staff members working at Pride Park	27
Figure 4-2: Usual modes of travel to work cited by DCFC staff (54 respondents)	28

APPENDICES

Appendix A: Supporter Travel Survey analyses

Appendix B: Staff Travel Survey analyses

Appendix C: Visitor travel survey analysis

Appendix D: Traffic Flows and City Council Car Park Data analyses

Appendix E: Pride Park matchday car parking review

Appendix F: Pride Park and surrounding areas matchday observations

Appendix G: Supporters' coach driver engagement surveys

Appendix H: Marketing and Communications Strategy

1 INTRODUCTION

1.1 This document constitutes a comprehensive voluntary Travel Plan which covers the activities of Derby County Football Club (DCFC) and its stadium 'Pride Park'. It has been produced by Integrated Transport Planning Ltd. (ITP) working in partnership with operational staff at DCFC, the transport planning team at Derby City Council, and local transport operators and other key stakeholders involved in the delivery of matchday travel services for supporters coming to Pride Park.



1.2 The principal focus of this Travel Plan is on matchday activities at the club's home ground of Pride Park Stadium, and the travel demand these generate. While it also covers the travel demand arising from the club's staff and visitors to non-football/major events (e.g. conference and banqueting facilities at the site), the evidence gathered to develop this Travel Plan has clearly highlighted that the main transport impacts arising from DCFC's operations occur on football matchdays and around non-football related major events.

Motivation for developing this Travel Plan

1.3 DCFC has chosen to produce this voluntary Travel Plan to support the club's long term aspirations, while making a **positive contribution to the city of Derby**. Key factors which have motivated the club's decision to develop this Travel Plan include:

- ❑ Making it as easy as possible for home and away supporters to travel to, and from, Pride Park stadium on matchdays by using a wide range of affordable travel modes.
- ❑ The desire to minimise external transport impacts of the club's activities on the city of Derby in view of the contribution that DCFC home games and major events make to localised traffic congestion and CO₂ emissions.
- ❑ Improving the management of matchday and major event car parking in the vicinity of Pride Park stadium to ensure the Traffic Management Plan developed by DCFC, with input from Derbyshire Constabulary and the City Council's traffic management team, can operate safely and effectively before, during and following every match or event.
- ❑ Building positive relationships with local communities that are impacted by inconsiderate on-street matchday parking in residential areas, and illegal parking at business sites.
- ❑ Unlocking potential for the future development of Pride Park Stadium and surrounding land to support economic growth in the city of Derby and improve the club's competitive position in relation to other clubs in the football league.
- ❑ The desire to establish Pride Park as a premier venue for international friendly football matches and other non-football events such as major concerts, conferences and functions – thereby acting as a focus for leisure and cultural activity in the East Midlands region, and the people of Derby.

Purpose and structure of this document

- 1.4 This document's purpose is to set out the baseline position from which DCFC, through joint working with local partners and stakeholders, intends to deliver improvements to the travel options and parking arrangements for people coming to Pride Park Stadium.
- 1.5 By first reviewing the **current situation** in terms of the transport infrastructure and services which support Pride Park Stadium (chapter 2), and the travel patterns of people coming to the ground on matchdays (chapter 3) and non-matchdays (chapter 4), a clear picture has emerged in terms of the current challenges associated with travelling to and from Pride Park stadium on matchdays. In chapters 2, 3 and 4 of this document we have highlighted these challenges by drawing on a summary of data which has been gathered through a range of surveys with DCFC supporters, staff and visitors; alongside analysis of traffic flow and car parking data gathered during the 2009/10 season.
- 1.6 Having established the baseline position, and identified areas for improvement, this Travel Plan document sets out a detailed **change plan** for DCFC to use when working with local partners and stakeholders to deliver positive changes to matchday and non-matchday transport for DCFC staff, supporters and visitors (chapter 5). This change plan is framed around **specific, measurable targets** (chapter 6) that will be used by the club and its delivery partners to **monitor** the impact of any changes realised over the next few seasons.
- 1.7 The **marketing and communications** activities associated with this Travel Plan are significant since there are multiple audiences to consider (DCFC staff, home and away football supporters and stadium visitors), all of whom generate travel demand through their trips to Pride Park stadium. Chapter 7 of this document outlines the marketing and communications plan to accompany the delivery of the DCFC Travel Plan, identifying opportunities for the club to work with local partners and stakeholders to reinforce positive messages about sustainable travel options for getting to Pride Park.
- 1.8 Finally, chapter 8 summarises the **resources** that the club intends to make available in order to support the delivery of this Travel Plan in terms of DCFC staff time, ITP consultancy support and committed budget for tangible improvements to infrastructure and facilities at Pride Park.

Interdependence with matchday transport management plan

- 1.9 It is pertinent to note that this Travel Plan has been produced as a complementary document to DCFCs' matchday 'Transport Management Plan' - formerly referred to as the Traffic Management Plan. The broader scope of this new title reflects DCFC's decision to work with a wider range of partners to coordinate the delivery of matchdays and major events at Pride Park stadium. These include Derby City Council, Derbyshire Constabulary, DCFC Supporter Clubs, the owners of local car parking facilities and local bus & rail operators.
- 1.10 The Transport Management Plan is an operational procedures document which sets out the approach to managing the large pre and post-match flows of vehicles, pedestrians and cyclists associated with DCFC home games and other major events at the stadium. It includes specific detail on parking sites that DCFC has agreement with to sell matchday parking spaces, and sets out the mechanisms through which specific roads and traffic islands are to be policed on matchdays, particularly in the post-match period.

2 THE CURRENT SITUATION AT PRIDE PARK

- 2.1 Pride Park stadium has been home to DCFC since the club relocated there in 1997 in order to almost double the capacity of their previous home at 'The Baseball Ground' from 18,000 to 33,000 supporters. The ground is situated 1.2 miles southeast of Derby City Centre, alongside the River Derwent, and was among the earliest developments to be completed on the land reclaimed from Chaddesden railway sidings and the old gasworks in the area of Derby now known as Pride Park.

Figure 2-1: Pride Park stadium location map



- 2.2 The regeneration of Pride Park has continued in the years since DCFC began to play their home games there. While this regeneration is undoubtedly welcome, it has created a growing issue for matchday parking in the area. The derelict land that home and away supporters used to park on has now been largely redeveloped into a mix of retail, commercial, office and light industrial buildings. With DCFC's average attendance figures for the last three seasons hovering just below 30,000, it is easy to see how the diminishing supply of available parking land has resulted in unplanned and illegal parking sites to emerge across Pride Park.

Pride Park stadium uses

- 2.3 Pride Park stadium provides a number of uses for DCFC, but is also a valuable resource for the city of Derby.

DCFC home games

- 2.4 The principal use of Pride Park stadium is for hosting DCFC home matches. In their 111th season in the Football League (2009/10), DCFC achieved an average attendance at Pride

Park of 29,207 supporters from 26 competitive home games, which was the second highest average attendance in the Championship. Of these matches:

- ❑ **15** kicked off in the traditional Saturday 3pm slot.
- ❑ **6** were played on weekday evenings. By kicking off at 7.45pm or 8:00pm these games often require supporters to travel through the evening peak hour to get to the ground. The matches subsequently finish anywhere between 9:30pm and 10:00pm, which leaves many supporters with limited public transport options for the journey home.



- ❑ **5** were played on a Sunday afternoon, Saturday evening or Bank Holiday Monday when public transport options are limited, but residual traffic flows are also usually low.

2.5 Viewed another way, this is **an average of almost 30,000 people simultaneously making their way to Pride Park every 14 days of the year.**

Other club activities

- 2.6 Beyond the matchday activities focused on Pride Park stadium, DCFC's offices are located at the ground. Approximately 60 full time employees are based at the stadium and travel into the stadium on a regular basis during on weekdays. The stadium is also used by DCFC for Board meetings, supporters club functions and other events connected with the club.
- 2.7 The club's Moor Farm training ground, at Oakwood, also employs around 20 full time staff members who are involved in the training and coaching of the club's players.

Non DCFC matches

- 2.8 Pride Park stadium has hosted one full England international friendly fixture in 2004, when Wembley was being redeveloped, and five England U21 matches. In the 2010/11 season played host to an international friendly match between Brazil and the Ukraine. This game attracted 13,088 supporters and demonstrated the club's ability to successfully host international friendly matches at short notice. The ground also hosted the 2009 Women's FA Cup Final.
- 2.9 Attendances for friendly matches held at Pride Park tend to be lower than for DCFC home games (typically attracting around 20,000 spectators) and the club's business plan involves hosting more of these types of events as opportunities arise.

Other non-football major events

- 2.10 Pride Park stadium has held a number of major non-sporting events in recent years, including concerts by Rod Stewart and the Red hot Chilli Peppers during the off-season in 2005 and 2006. The club's ambition is to continue hosting such events at convenient times in the football calendar in order to maximise its cultural offer for the people of Derby and generate the revenue needed to support the club's on-field success.

Meetings, conferences and weddings

- 2.11 Like most modern football stadia, Pride Park is available to hire as a venue for conferences, meetings, weddings and exhibitions on non-matchdays. During the 2009/10 season the stadium was in use on most non-matchdays for a variety of events which range in scale from less than a hundred attendees (on most days), to several thousand delegates (on average once or twice a month).
- 2.12 The club's business plan involves continuing to promote the stadium as the premier conference and meeting venue in the region, so that the asset of Pride Park stadium continues to be utilised and made available to the local community.

Pride Park stadium site audit

- 2.13 As expected of modern, purpose built football stadia, Pride Park appears to be well situated in terms of transport links to and from the site. The proximity to the national rail network; the A52, A38 and A50 trunk roads; and M1 motorway means the stadium is highly accessible for people travelling to the ground from all directions.

Cycle routes and parking at the stadium

- 2.14 When the Pride Park area was regenerated, it was developed with an integrated network of traffic free pedestrian and cycle routes which run alongside the roads around Pride Park and follow the line of the River Derwent, which winds its way through the site.

Figure 2-2: Walk and cycle routes to Pride Park stadium



- 2.15 Crucially, the stadium is within a 10 minute walk of Derby Railway Station and a 15 minute walk from the City Centre and main bus stops.

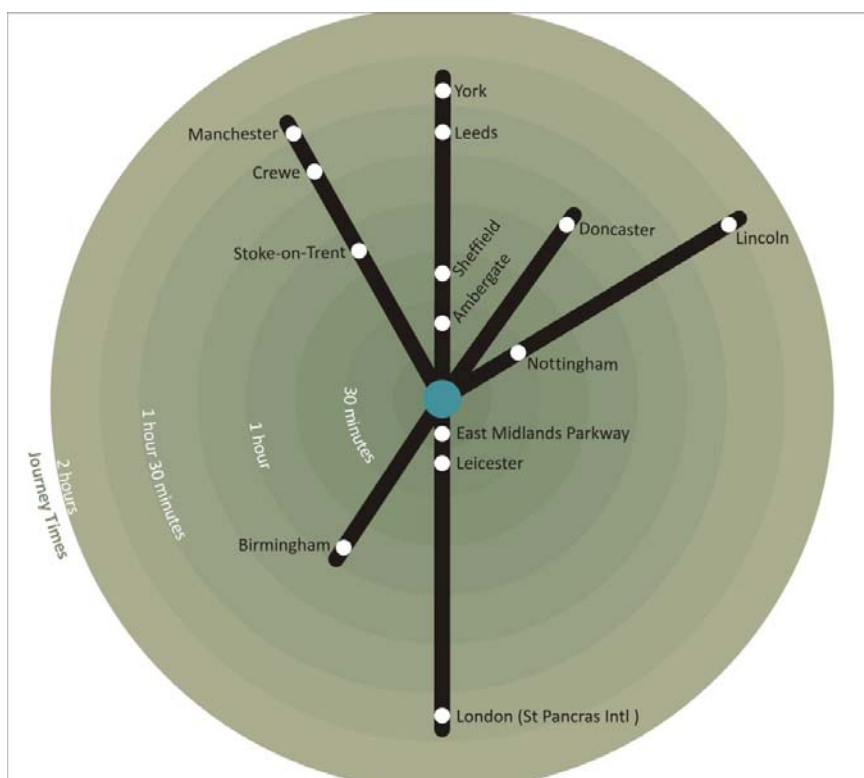
- 2.16 While there is cycle parking at Pride Park stadium it is not currently covered or particularly secure. There is capacity for approximately 60 bikes on Sheffield cycle stands located at the North East and North West corners of the ground.



Local public transport connections

- 2.17 **Derby railway station** provides excellent connections to regional towns and cities and, as described previously, is a 10 minute walk from Pride Park stadium. Figure 2-3 shows that many local towns and cities such as Nottingham, Leicester and Sheffield are within a 45 minute train journey. When compared against Table 2-3 (overleaf) these journey times are quicker than the equivalent car journey – even when the walk to Derby Station is included.

Figure 2-3: Destinations within two hours rail travel of Derby



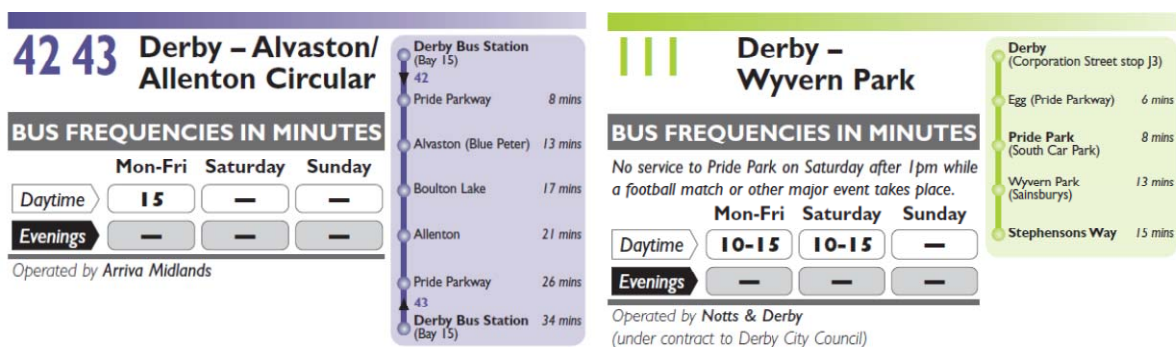
- 2.18 Travelling to Derby by train and then walking to Pride Park stadium is viable for both matchday and non-matchday trips, with the exception of weekday evening match returns to Leicester, which cease at 9:20pm, 10 minutes prior to the final whistle (Table 2-1).

Table 2-1: Rail service frequencies and journey times to Derby

Origin	Journey time	Weekday frequency	Sat 3pm frequency	Sunday frequency	Weekday eve frequency
Leicester	22 minutes	2 trains/hour	2 trains/hour	1 train/hour	No trains
Nottingham	25 minutes	3 trains/hour	3 trains/hour	2 trains/hour	2 trains
Sheffield	30 minutes	4 trains/hour	4 trains/hour	3 trains/hour	2 trains

- 2.19 Unfortunately **local public bus services** are not as comprehensive. While Pride Park stadium is served by two bus routes on non-matchdays, with two regular services passing by the stadium (Figure 2-4), neither of these run on weekday evenings, matchday Saturdays or Sundays. As such, public bus services are only a viable option for non-matchday travel to the stadium by DCFC staff and visitors.

Figure 2-4: Local bus services serving Pride Park on non-matchdays



- 2.20 On **matchdays privately-run bus services** are the main option for supporters wishing to travel to Pride Park stadium by bus. These have been summarised in Table 2-2:

Table 2-2: Matchday bus services to Pride Park Stadium

Operator	Route description	Journey time	Single fare
Felix Coaches (0115 9325332)	Bus service from Ilkeston via Stanley Common, West Hallam, Stanley & Chaddesden. The bus drops off/picks up outside Pride Park stadium and is timed for DCFC home games.	30 mins	£2.90 - £4.00
Hawkes Tours (01332 205400)	Matchday Park & Ride service runs from Celanese site in Spondon and drops off close to Pride Park stadium. Buses run from Celanese at 2pm and 2.30pm for a 3pm Kick-Off, and 6.45pm and 7.15pm for a 7.45pm Kick Off. Return trips are at the final whistle and 30 minutes later.	15 mins	£1.50
Hawkes Tours (01332 205400)	Matchday shuttle bus from Derby City Centre	15 mins	£1.50

Operator	Route description	Journey time	Single fare
The Woodlark Inn, Bridge St	Matchday shuttle bus from Bridge Street, Derby	15 mins	£2.00
South Normanton & Alfreton supporters club	South Normanton, Alfreton Bus Station, Swanwick, Ripley, Kilburn.	-	-
South Derbyshire supporters club	Swadlincote and Hartshorne	-	-
Ashbourne supporters club	Ashbourne, Wirksworth, Belper (The Rifleman Pub) and a separate coach from Brailsford	-	£3.50 (return)
Alvaston supporters club	The Cornishman Pub	-	-
Chaddesden supporters club	The Kingfisher Hotel	-	-
Ripley supporters club	Prince of Wales, Ripley	-	-
Heanor supporters club	Eastwood Man in Space pub, Heanor Market Place, Smalley Bell Inn	-	-
Burton supporters club	The Beacon pub: 2 coaches depart, 1hr15 min prior to KO	-	-
West Country supporters club	Cheltenham station	-	-

- 2.21 Supporters' coaches are currently parked along Derwent Parade on a matchday, since there is no designated off-street location for these coaches to park.

Driving to the stadium

- 2.22 Pride Park stadium is 8 miles (approximately a 15 minute drive) from Junction 25 of the M1 motorway. Major local trunk roads provide good connectivity to local cities, towns and villages, from where the majority of DCFC supporters travel on matchdays, as shown in Table 2-3.

Table 2-3: Mileage and journey times to neighbouring towns and cities by car

Road	Destinations	Approx journey time	Approx mileage
A52	Nottingham, Ashbourne	30 minutes	15 miles
A38	Chesterfield, Tamworth, Lichfield	40 minutes	30 miles
M1	Leicester, Worksop	50 minutes	40 miles
A50/A6006	Melton Mowbray, Stoke	60 minutes	40 miles
M1	Sheffield, Coventry	60 minutes	50 miles

Parking at Pride Park Stadium

- 2.23 On **non-matchdays** there is ample free parking provided at Pride Park stadium, with 324 spaces available in the club's West Car Park and parking for approximately 50 vehicles available along the East stand access road and in designated spaces adjacent to the stadium. Further overspill parking, for example when larger conferences and exhibitions are taking place, is available in the Pride Park & Ride (South) car park.
- 2.24 On **matchdays** DCFC sells parking spaces at the stadium in both the West and South Car parks, with the majority of parking being pre-sold to supporters when they purchase season tickets, or bundled with corporate matchday deals. The club leases the South car park (from which Derby's Pride Park & Ride bus service normally operates) from Derby City Council on matchdays in order to provide additional capacity. A summary of the spaces available to the club at the time of preparing this Travel Plan is set out in the bullet list below, which has been excerpted from DCFC's current matchday Traffic Management Plan:
- ❑ West Car Park: 324 spaces
 - ❑ South Car Park: 1,100 spaces
 - ❑ Derby railway station: 200 spaces
 - ❑ Derby Cattlemarket: 500 spaces
 - ❑ Celanese matchday Park & Ride: 200 spaces
 - ❑ Zibrant: 50 spaces (for DCFC employees)
 - ❑ DW Sports: 25 spaces (for DCFC employees)
 - ❑ Disabled supporter's parking: 83 spaces
- 2.25 Car parking for disabled people is in a designated area of the South Car Park from which the DCFC provides assistance to access the stadium. In addition, 53 parking spaces for people with more severe impairments will be provided in close proximity to the East Stand in designated areas with additional spaces provided in the West Car Par as required for each match. A further 30 roadside parking spaces for disabled persons are provided on the east side access road from Island 1.
- 2.26 Matchday parking remains a contentious issue and source of post-match traffic congestion around Pride Park. This is being addressed through related work to update the DCFC matchday Traffic Management Plan and secure new agreements with parking sites around Pride Park and 'off-site' in a bid to disperse the impact of matchday travel. This Travel Plan will make a significant contribution to this ongoing activity by raising awareness of alternative modes of travel to the car for DCFC supporter's matchday trips to Pride Park stadium.



3 TRAVEL PATTERNS ASSOCIATED WITH MATCHDAYS AT PRIDE PARK

3.1 Data from a series of sources has fed into ITP's analysis of matchday travel patterns. These include:

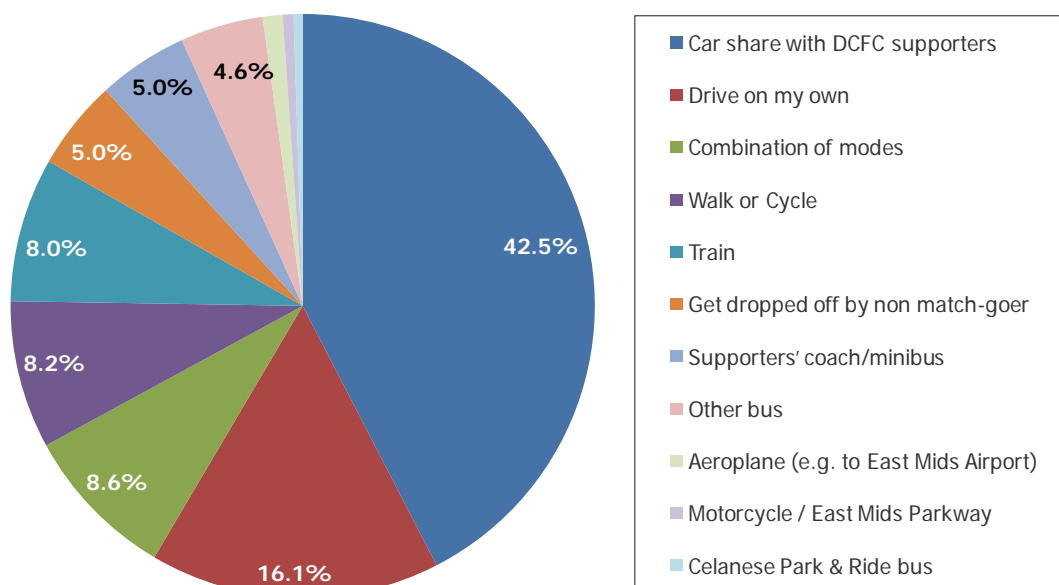
- ❑ An online travel survey with 1,086 DCFC supporters.
- ❑ Supporter's responses to a discussion topic posted on the www.therams.co.uk message board.
- ❑ An online travel survey with 54 members of DCFC staff.
- ❑ Stakeholder surveys with coach drivers at the final home game of the 2009/10 season.
- ❑ Matchday observations of parking locations, traffic and pedestrian flows at two matches in the 2009/10 season (one Saturday 3pm, and one a Wednesday 7.45pm kick-off).
- ❑ Aerial photographs and video provided by Derbyshire Constabulary.
- ❑ City council car park and traffic flow data.

3.2 Detailed reports on each of these activities have been appended to this Travel Plan. The remainder of this chapter draws together this data to present an overview of travel patterns to Pride Park stadium on matchdays. It is structured around the key themes that emerged from our analysis of the data collected.

Overview of matchday travel patterns and issues

3.3 The majority of DCFC supporters (64%) coming to watch matches at Pride Park arrive by car. Over half of the supporters usually share their car journey with other fans going to the match. Only 16% currently drive to matches alone - the same amount of supporters that stated they walk or come by train (Figure 3-1).

Figure 3-1: Supporters usual modes of travel to Pride Park



3.4 The strongest influences identified by supporters in relation to how they get to Pride Park on matchdays reflect the importance of this key aim. They were:

- ❑ The availability of matchday parking.
- ❑ Traffic congestion around the stadium.
- ❑ Distance to walk from home.
- ❑ Lack of viable alternatives.

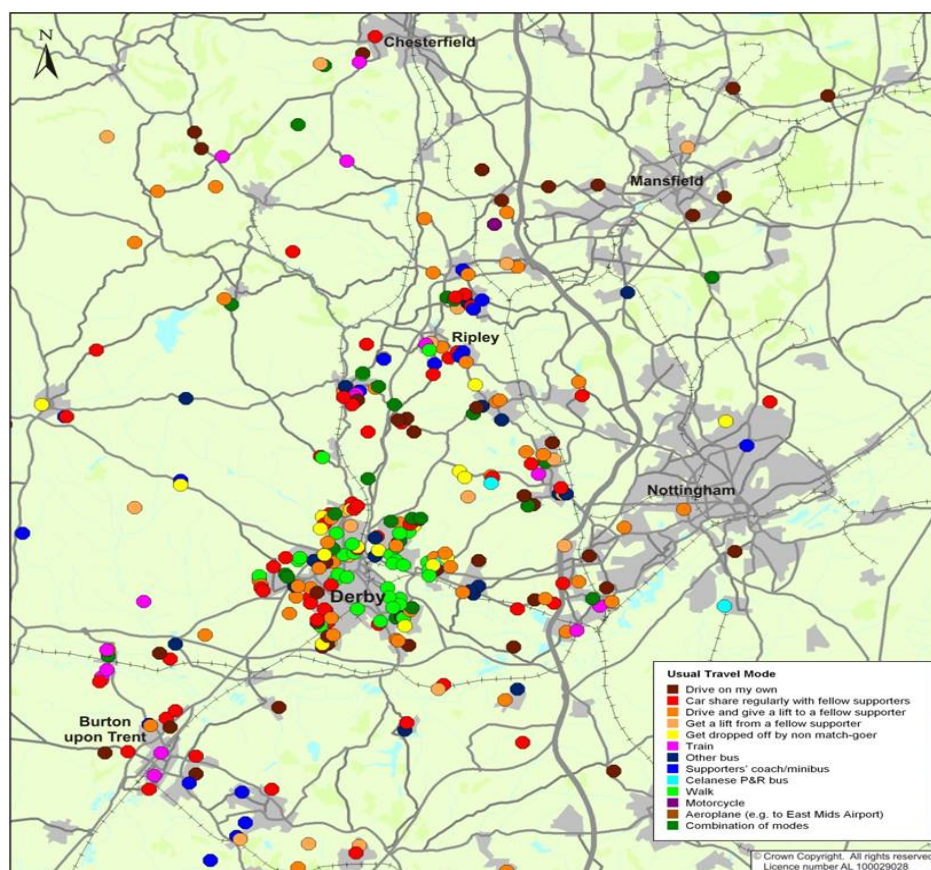
- 3.5 A total of 72% of DCFC supporters that responded to the travel survey indicated that they usually attend at least 20 home games each season, while 78% stated that they always have access to a car.

Straight away, this reveals that many DCFC supporters choose not to drive to Pride Park on a matchday despite having access to a car. This is encouraging in terms of the objectives of this Travel Plan and hints at some of the underlying issues related to accessing the stadium.

Where DCFC supporters travel from

- 3.6 The travel survey revealed that Derby County has a broad fan base, with regular match-goers hailing from as far afield as Belfast, Denmark, Dublin, Edinburgh, Exeter, Guernsey and Norway. Even so, the majority of supporters (60%) in our survey travel to Pride Park from within Derbyshire, while a further 20% were from other Midlands towns and cities.
- 3.7 Mapping the postcodes of supporters who responded to the online travel survey reveals concentrations in Derby and its suburbs, as well as nearby towns and villages. Car sharing could be promoted as a good option from Mansfield, Heanor and Denby where there are clusters of people who currently drive on their own (Figure 3-2).

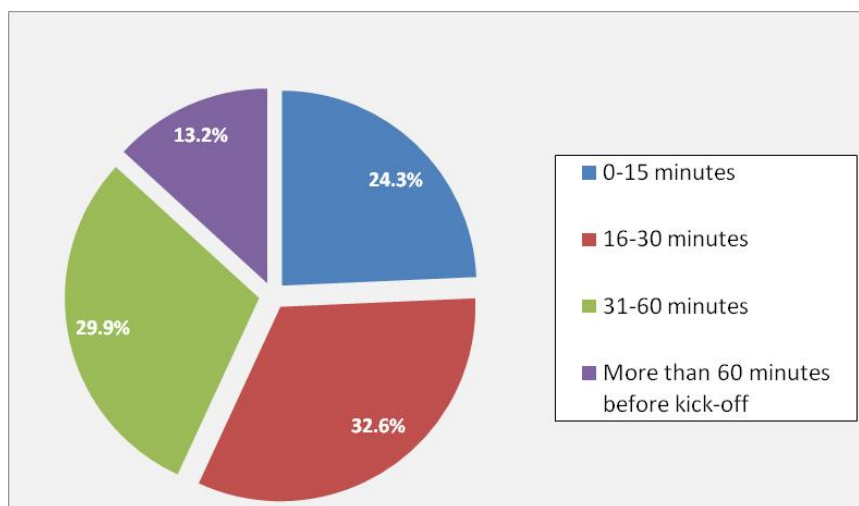
Figure 3-2: Home postcodes of supporters travelling to Pride Park.



Arriving at the ground before the game

- 3.8 Because the majority of supporters arrive at Pride Park up to one hour before kick-off (Figure 3-3), congestion around the stadium and queues for car parks, food and other facilities around the stadium don't tend to be too long before a game. Yet this is often where travel problems are stored up for after the match.

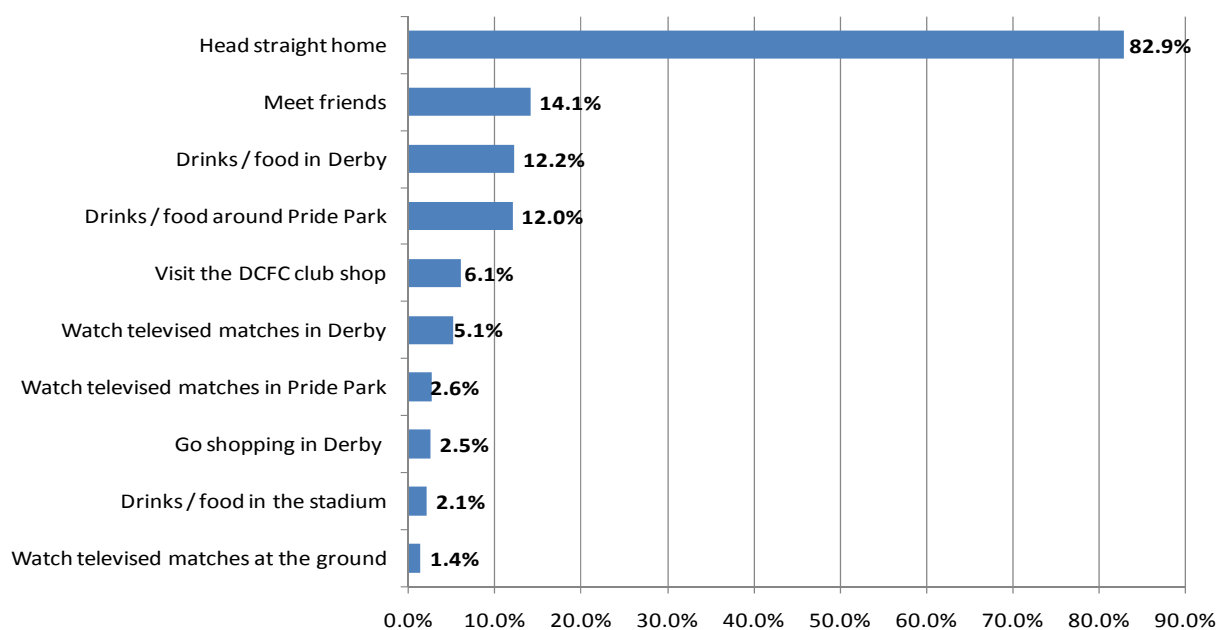
Figure 3-3: How long before kick-off do you usually get to Pride Park?



Leaving the ground after the match

- 3.9 Post-match, things get much busier. All the feedback we received, plus our own observations, informs us that this is when travel is a key issue on matchdays. For some fans the only option can be to leave the game before the final whistle blows – which is not ideal.

Figure 3-4: Supporter's post match activities



- 3.10 After the match most fans (83%) head straight home or hang around for up to 15 minutes (90%). Less than 4% of supporters stay behind for more than 30 minutes (Figure 3-4). This

creates a large flow of people leaving the ground on foot prior to completing their journey by car, train, bus or walking and causes congestion on the local road network, as well as conflicts between drivers (of cars, buses and supporters coaches) and pedestrians. These findings were backed up by comments from many DCFC supporters who identified the post-match rush as a source of frustration & raised safety concerns with current arrangements:



- 3.11 Observations by ITP staff revealed that it can take up to 60 minutes for the South Car Park to clear following a DCFC home fixture due to localised traffic congestion on the roads that link Pride Park with Derby city centre; and the A6, A38 and A52 trunk roads.

What emerges is a clear picture that getting to Pride Park prior to DCFC home games is relatively straightforward for most supporters. Conversely, getting away from the stadium is a considerable challenge – mainly because around 30,000 people are all trying to do the same thing. This pressure upon local roads and pavements is extreme, resulting in conflicts between pedestrians and vehicles as everyone tries to exit Pride Park simultaneously.

DCFC staff travel on matchdays

- 3.12 Over three quarters of DCFC staff members live within a 30 minute commute, and the majority of staff are within a five mile radius of the stadium. A total of 85% of the DCFC staff surveyed by ITP indicated that they regularly travel to Pride Park on a matchday, either to work or to watch the match as a spectator. Of these staff members, 85% usually travel to the stadium by car on their own, while 4% drive and give a lift to a colleague.
- 3.13 Many DCFC staff members cited the fact that they arrive early in advance of the match and leave later than most supporters as the main reason for choosing to drive to the stadium on a matchday. Others noted that free parking available to them at the stadium is another reason for choosing to drive to the stadium. Non-matchday staff travel is covered in greater detail in Chapter 4 of this Travel Plan.

Although the majority of DCFC staff members live within 5 miles of the stadium, the majority choose to drive to work on a matchday – citing the length of the working day on a matchday, and the availability of free parking at the stadium as key factors behind their travel decisions. Given that most staff members arrive at the ground earlier than the supporters, and leave after the supporters have left the stadium, these travel choices do not contribute to traffic congestion associated with matchdays at Pride Park stadium.

Driving and parking at the stadium on matchdays

- 3.14 Parking around Pride Park and post-match traffic congestion were identified as the major issues associated with driving to Pride Park on DCFC matchdays. Although only 16% of supporters usually drive to DCFC home games on their own, arriving by car is the most commonly used mode of travel (64% of all supporters) because 43% car share and 5% get dropped off by someone not attending the match.

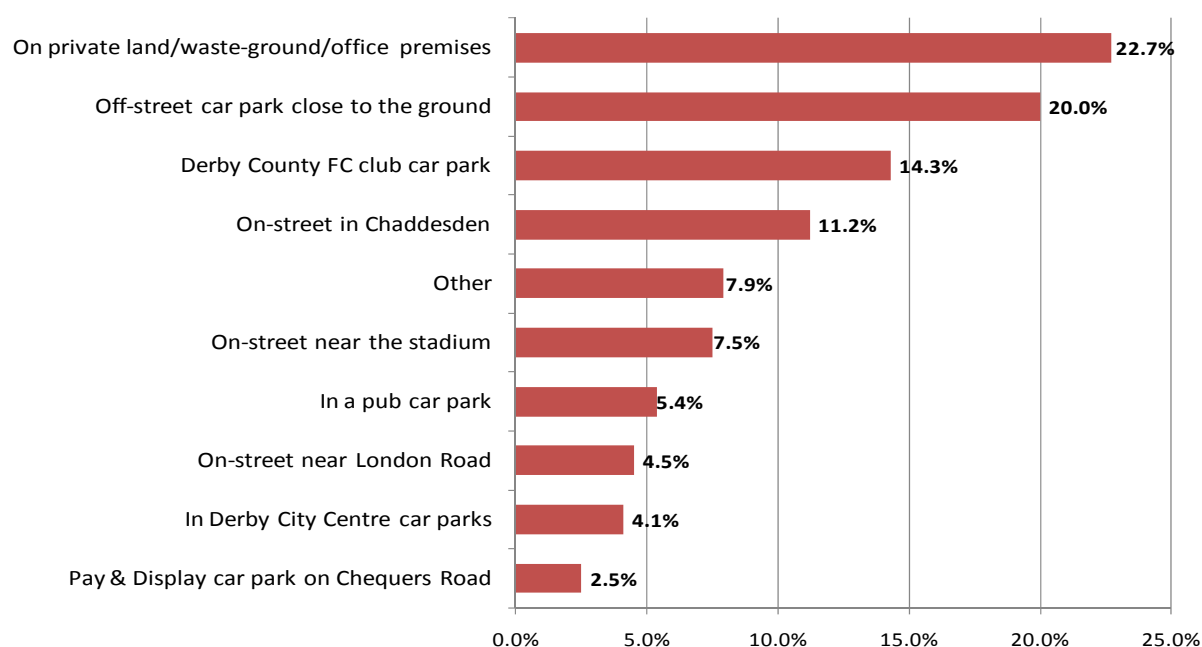
Driving to Pride Park stadium before a DCFC home game

- 3.15 Pre-match the only reported issue (which was also observed by staff at ITP) associated with driving to the stadium related to people turning right to enter the Fireplace Centre car park on exiting the A52 (rather than going around the Wyvern roundabout first), which causes traffic to queue back onto the A52. This presents both a road safety and traffic management issue, because the queues caused by this activity place people exiting the A52 to enter the Wyvern area of Pride Park at risk.

Matchday parking around Pride Park stadium

- 3.16 Supporters were asked which locations they had parked their vehicles and most indicated that they park on private land or office premises close to the stadium (22.7%) or on off-street car parks close to the ground (20%, Figure 3-5). While there are a number of parking spaces available on Pride Park, some supporters choose to park on-street in Chaddesden & Wilmorton, which can cause disruption in these residential areas (see the section 'Wider impacts of the DCFC home games at Pride Park' later in this chapter).

Figure 3-5: Usual parking locations of respondents to the supporter travel survey



- 3.17 The supporter travel survey also found that 39% of the supporters who drive to Pride Park on matchdays regularly pay £5 (on average) per match to park. This reflects the 'going rate' for parking around Pride Park stadium and reflects the cost of parking in locations such as

DIPT, the Cattlemarket, Derby Fireplace Showroom and DCFC car parks (when parking is purchased for the season).

Factoring up the findings from the DCFC supporter travel survey to a capacity home crowd of 30,000 suggests that the total demand for matchday parking in the vicinity of Pride Park stadium is currently in the region of 10,500 parking spaces.

3.18 By reviewing aerial photos and videos, ITP found that around 11,000 parking spaces are actually available on Pride Park on a match day, but not all of these are available to DCFC supporters travelling to Pride Park stadium:

- ❑ Approximately 5,000 vehicles were parked on Pride Park itself for the DCFC vs. Nottingham Forest FC home game on 30th January 2010 (which attracted a near capacity crowd of 32,674 supporters).
- ❑ Roughly half of these vehicles were occupying spaces in car parks which charge for parking. While this suggests that less than half of all the available parking sites on Pride Park are offering parking spaces to supporters, it also shows that a considerable number are 'turning a blind eye' to DCFC supporters parking on their land on a matchday.
- ❑ This data indicates that at least half of the cars on Pride Park itself are currently parked in locations where there is no charge, or insufficient enforcement, to deter supporters from choosing to drive to the stadium. In some locations there are warning notices which threaten wheel clamping and release fees for vehicles, but relatively few supporters appear to heed these warnings based on ITP's observations.

Along with the ease which supporters are able to access Pride Park by car, the availability of free and unenforced parking spaces around Pride Park appear to be the key factors that influence supporter's decisions over how to travel to the stadium on a matchday. The locations that supporters prefer to park on Pride Park can be closely linked to the parking charges commanded by land owners and the speed of exit from the area after the game.

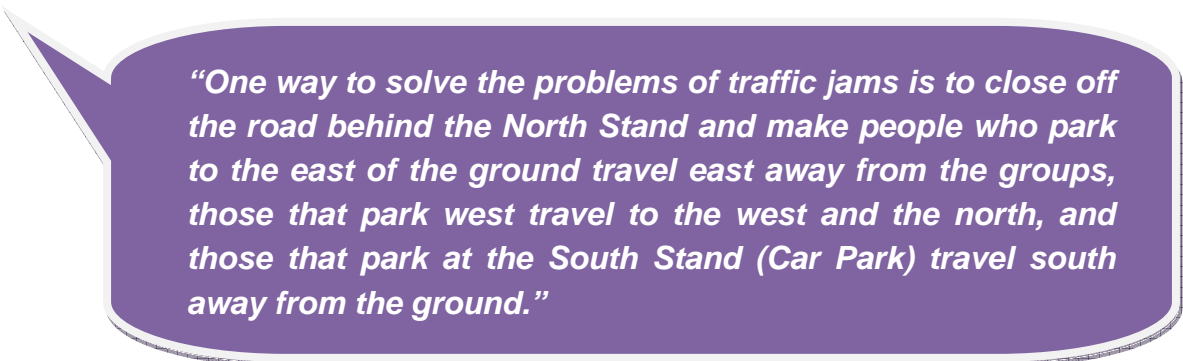
3.19 The matchday observations completed by ITP further indicate that the current informal parking arrangements around Pride Park stadium described above have a detrimental effect upon the existing DCFC matchday traffic management arrangements, and are likely to continue to impinge upon the potential impact of any future Traffic Management and Travel Plans delivered jointly by the club, City Council and Derbyshire Police. The lack of parking enforcement in the vicinity of Pride Park Stadium (in particular around Millennium Way and off of Royal Way) also has a significant impact upon supporter safety. It creates a conflict between pedestrians and cyclists trying to exit the stadium area post-match – and the speed with which supporters parking in the DCFC controlled South car park can exit Pride Park.

These findings highlight a need for DCFC to work alongside Derby City Council in order to identify preferred parking sites and ensure those sites which adversely affect the safe movement of pedestrians and vehicles after Derby County home games are discouraged from making their parking spaces available. Equally, there is a need for DCFC and Derby City Council to work together to engage local public transport operators, supporter's clubs and coach/minibus drivers in order to try and improve the range of matchday travel options to Pride Park – possibly including new Park & ride locations.

Getting away from DCFC home games by car

3.20 Comments from DCFC supporters and ITP's matchday observations highlighted a number of issues associated with exiting Pride Park stadium by road. These included:

- ❑ The lack of traffic management on congested roundabouts after each match, which means it can take up to 60 minutes to exit the DCFC car parks (notably the South Car Park). Supporters reported that this is particularly noticeable when PCSO's perform the duty of police officers at key roundabouts.
- ❑ Bi-directional traffic through Pride Park throughout the post-match period, which quickly overloads the roundabouts and local road network, resulting in gridlocking for a 10-20 minute period which starts within 10 minutes of the final whistle:



"One way to solve the problems of traffic jams is to close off the road behind the North Stand and make people who park to the east of the ground travel east away from the groups, those that park west travel to the west and the north, and those that park at the South Stand (Car Park) travel south away from the ground."

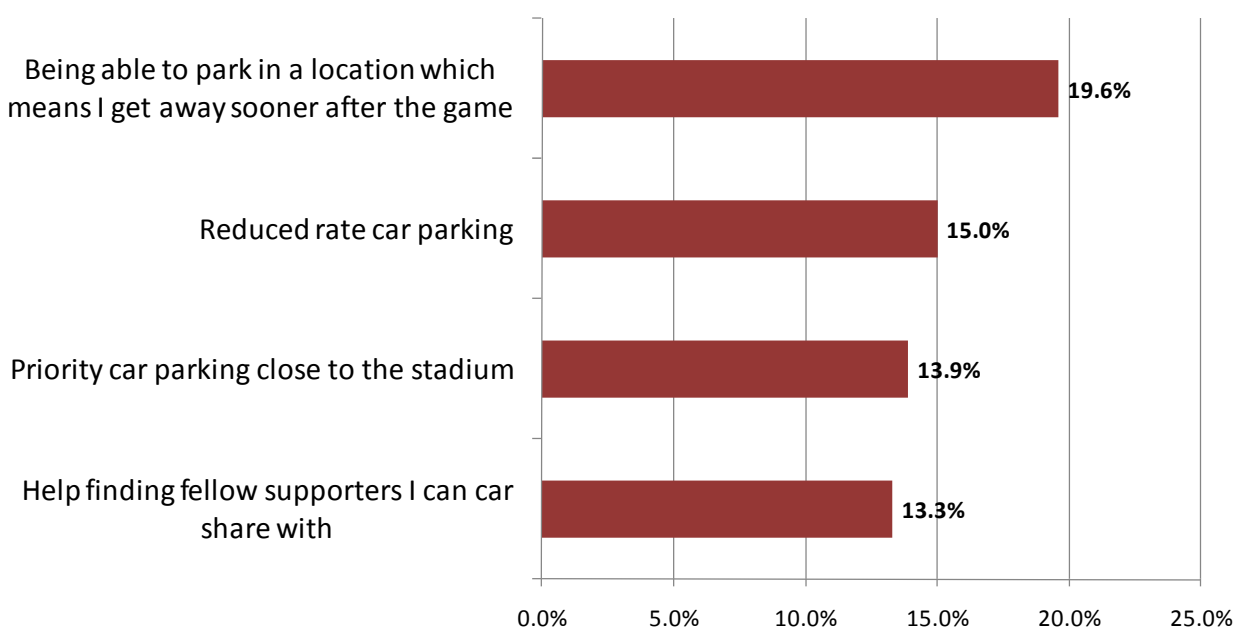
- ❑ The haphazard nature of the unconstrained parking in some areas of Pride Park makes an efficient release of parked vehicles impossible and often results in long queues from the 'official' DCFC parking sites. **These traffic issues are created prior to the match, with the effects only visible after the match when high volumes of traffic attempt to leave Pride Park.**
- ❑ Bottlenecks were observed along the local highway, often caused by parked coaches or vehicles waiting to collect people from the match. This slows down the traffic flow and creates problems for pedestrians, cyclists, public operators and private coach companies from leaving the area.
- ❑ **Since all vehicles leaving Pride Park after a match currently sit in the same traffic congestion, many supporters see the private car as an equally attractive option to using public transport.**
- ❑ The reduced visibility during weekday evening matches adds an extra road safety hazard element as pedestrians and vehicles both attempt to use the same road to exit the site. Coach drivers were observed to be chaperoning supporters across the road from parked vehicles.
- ❑ It is easier to get away from Pride Park stadium after a DCFC home game on a weekday evening, when there is less non-matchday traffic on the Derby road network, compared to Saturday 3pm kick-offs. During a weekday match the traffic congestion on the local road network had largely cleared after 40 minutes, compared to over an hour after a weekend home game.

These findings demonstrate the current pressure on Pride Park's road network following each DCFC home game and highlight issues which the Travel Plan and Traffic Management Plan should seek to address. **Better management of matchday car parking locations and post-match route options for people driving to the stadium emerge as the key measures which could be implemented through the club's Traffic Management Plan, and supported by this Travel Plan.**

Car sharing to Pride Park on matchdays

- 3.21 Car sharing is already one of the most popular modes of transport for supporters to travel to Pride Park, with 42.5% already travelling to the site with a fellow supporter.
- 3.22 More fans state they would consider car sharing in the future and their views on incentives to encourage this have been identified in Figure 3-6. Priority car share parking, which is cheaper and closer to the stadium with a quick post-match exit were deemed the most popular incentives. Therefore, a designated car share area with added cost and time saving benefits would harness a greater proportion of supporters to car share to home games.

Figure 3-6: Incentives to encourage supporters to car share



- 3.23 It is important to remember that simply encouraging more car sharing will not, on its own, solve the matchday travel issues identified elsewhere in this chapter. Given that such a large proportion of supporters already car share, and accounting for the average vehicle occupancy of 2.5 people per car (observed by ITP), increasing the proportion of people who car share to 50% is likely to result in a reduction of 600 cars arriving at Pride Park on a DCFC matchday. This is enough to make a difference, but not enough to prevent the current traffic management challenges evident after most DCFC home matches.

This indicates a need for this Travel Plan to calculate targets for **both**:

- A reduction in cars arriving at Pride Park on DCFC matchdays, **and**
- The number of people who state they car share their journey to the stadium.

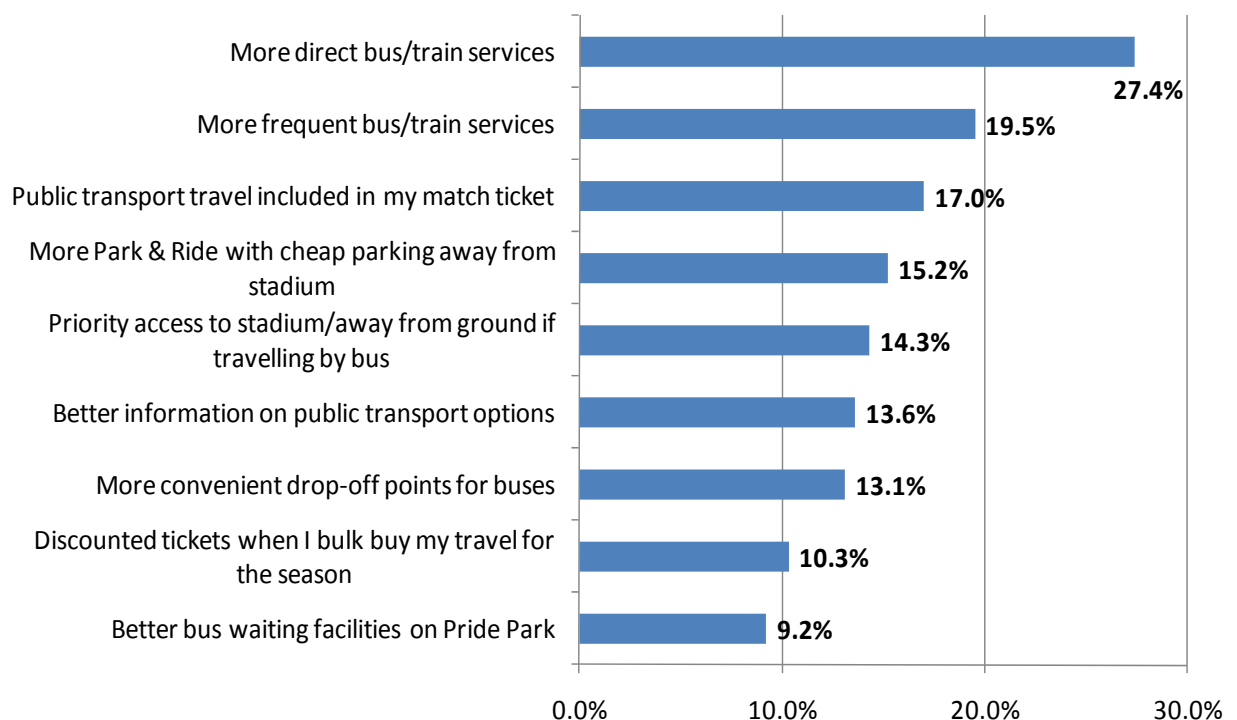
Using public transport to get to Pride Park on matchdays

- 3.24 Currently an impressive 20% of DCFC supporters travel to Pride Park by public transport, with most completing the journey on foot from the station. Many supporters told us that public transport services to the ground could be improved, with most aware that local public bus services into Pride Park stop running 1-2 hours before Kick-Off.
- 3.25 The findings from the travel survey indicate, that while most car drivers stated they would consider using public transport, it is unlikely they would actually use it in favour of their current mode of travel unless more direct and reliable services were available from where they live.

“How about Park & Rides on the major roads into Derby from North, South, East and West? I would happily pay for a Park & Ride if it meant I could leave my car somewhere outside of Derby and get a decent service away from the ground.”

- 3.26 The findings in Figure 3-7 show that measures such as integrated match and public transport tickets, and Park & Ride buses serving remote parking sites would be popular among DCFC supporters.

Figure 3-7: Incentives to encourage supporters to travel by public transport



- 3.27 Other observations from supporters included a lack of rail service back to Long Eaton and Attenborough following weekday evening matches, which results in a considerable number of fans having to drive or not bothering to attend at all. The Hawkes Park & Ride buses had

also been observed by supporters and ITP staff alike getting stuck in post-match traffic. This highlights a need any future Park & Ride or public transport services to be

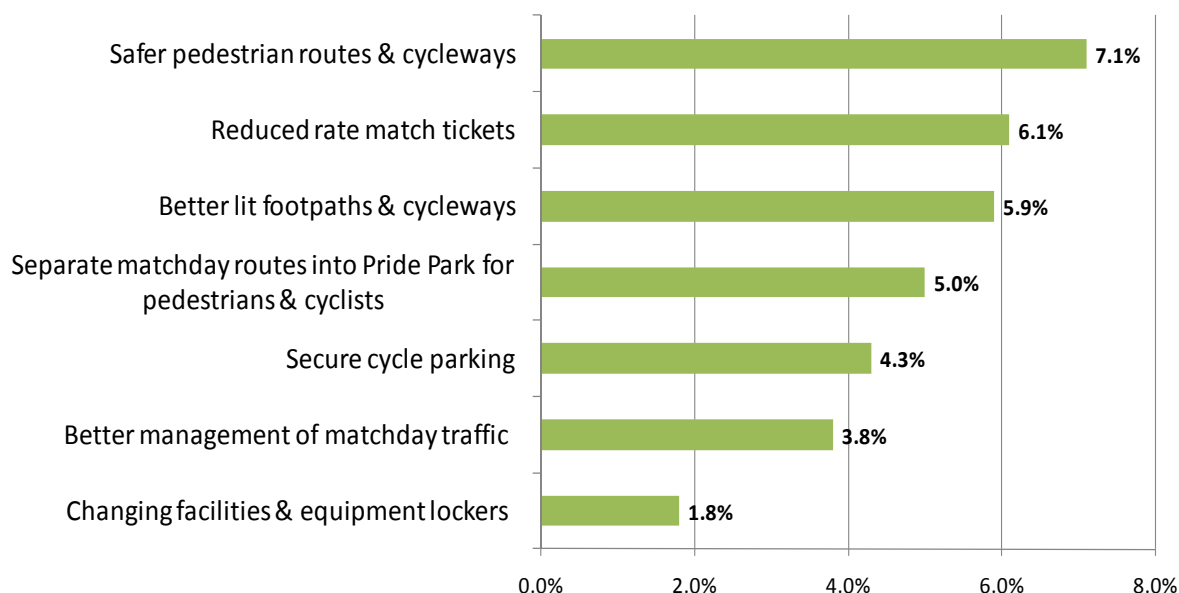
What emerges from these findings are the need for short term Travel Plan measures which will improve supporter's knowledge and awareness of the existing public transport services that serve Pride Park on a matchday – particularly national rail services. This information could be supported by special ticket offers that are integrated with DCFC tickets as a means of making it easier and cheaper for supporters to travel to the stadium.

In the longer term the findings emphasise the need for DCFC to work in partnership with local bus/train operators and the City Council to overcome strategic and structural issues associated with bus priority measures and evening/weekend rail services to see whether there are opportunities to jointly improve the current situation.

Walking and cycling to the stadium on matchdays

- 3.28 As identified in Chapter two of this Travel Plan, there are extensive traffic-free pedestrian and cycle routes to Pride Park stadium from Derby City Centre, Chaddesden, Wilmorton, and Alvaston. Eight per cent of supporters walk to the ground, with 0.2% indicating that they choose to cycle to Pride Park on a matchday. Although this is a very small proportion, it does reflect around 60 cyclists when the travel survey results are factored up to a capacity home gate of 30,000 fans. This equates to the number of bikes parked at the stadium observed by ITP at a Saturday match kicking off at 3pm during the 2009/10 season.
- 3.29 Figure 3-8 indicates that issues of poor signage and a lack of direct routes discourages people travelling to the site by this mode. Other incentives which could encourage cycling and walking are improvements to current facilities including a separate matchday route.

Figure 3-8 Incentives to encourage supporters to travel by walking and cycling



- 3.30 DCFC supporters reported difficulty with cycling away from the stadium after home games due to the large numbers of pedestrians also leaving the area. Despite this, ITP observed that relatively few people use the traffic-free routes that run along the River Derwent, are well lit and segregated from the queuing cars.

Better signage and journey planning information on the DCFC website could help to improve the use of these traffic free routes and

- 3.31 The travel survey also corroborated ITP's post-match observations and serious concerns for the safety of pedestrians walking away from the stadium alongside busy roads after a home game. Supporters highlighted that the pavements were not sufficiently wide enough to cope with the flow of pedestrians, which means people are walking in the road while there is still traffic driving towards the stadium. This was particularly an issue heading away from the stadium along Derwent Parade (towards the Wyvern Centre, see Figure 3-9), but was also observed on Riverside Road and Hudson Way heading towards the railway station and Derby City Centre.

Figure 3-9: Fans walking in the road towards the Wyvern Centre after a home match



- 3.32 Closer examination of Figure 3-9 reveals that not only are DCFC supporters of all ages walking along Derwent Parade in the road immediately following this home game, but they are sharing this space with parked and manoeuvring coaches, double-decker buses and cars travelling towards, and away from, the stadium (which can be seen in the background).

For both weekend and weekday matches the temporary closure of key roads surrounding the stadium after a home game would:

- Facilitate the safe departure of pedestrians and supporters' coaches from the site.
- Improve the safety of post-match traffic, by reducing the likelihood of collisions.
- Visibly promote the benefits of walking for a quick exit from the ground.

Travelling to DCFC home games by supporter club coach/minibus

- 3.33 A total of 5% of DCFC supporters currently travel to Pride Park by supporters coach or minibus. Through the supporter travel survey, and interviews with the drivers and organisers of these services, it became clear that they are popular because:
- ❑ The services are considerably cheaper than driving or travelling by public transport.
 - ❑ The journey times of coaches and minibuses are broadly comparable with driving to the ground, because of the way coaches get away from Pride Park before most of the cars.
 - ❑ Many of the supporters would otherwise be unable to get to DCFC home games.
 - ❑ The social element of the journey is highly valued by the supporters.
 - ❑ The coaches drop-off close to the stadium, which enables people who have difficulty with walking to get to the ground more easily.
- 3.34 Engaging with the drivers, it was clear that most work for private firms whose coaches/minibuses are chartered by DCFC supporter's clubs to provide travel from most home matches and some away games. The coaches run from many of Derby's neighbouring towns and villages, and a full list of those identified by ITP has been included in Table 2-2 earlier in this Travel Plan.
- 3.35 Other key findings from engaging with the supporters' coach drivers were that:
- ❑ Most coach drivers and supporter club representatives support proposed changes to the Traffic Management Plan, specifically the proposal to use the road between Islands 1 & 2 as additional coach parking and the proposal to close the inbound carriageway of Derwent Parade for up to 15 minutes following the final whistle to protect pedestrians leaving the stadium towards the Wyvern Centre.
 - ❑ There was widespread recognition that this road should be closed due to the conflicts between pedestrians and vehicles in the 10 minutes following the final whistle. It was noted this is made worse during the winter months and following evening matches when it is dark when the match finishes and supporter's travel home.
 - ❑ Most coach drivers were happy with Derwent Parade as the current location for home coach parking, but a few suggested that they would prefer to have a dedicated off-road parking area which was closer to the Wyvern roundabout and had dedicated pedestrian links for fans walking to and from Pride Park stadium.
 - ❑ None of the coach drivers were supportive of paying for parking on a matchday, even though it would enable them to use better off-road parking facilities on a matchday. This was mainly because this would come out of their pockets or would have to be levied on top of the prices their companies charge to supporter's clubs, which presented a concern they may no longer be competitive when quoting for this work.

Taken together these findings highlight potential benefits to DCFC of encouraging more supporters to use these coach services when travelling to Pride Park on matchdays. Not only can greater uptake in supporter's coaches help reduce the number of cars arriving on Pride Park on a matchday, but they can also act as a form of traffic management tool. By

relocating the coach parking closer to the stadium, between islands 1 & 2 as well as along Derwent Parade, DCFC will:

- Make supporter's coaches more accessible to the stadium and more visible to the fans.
- Speed up their exit from Pride Park, by reducing supporter's walk-time from the ground.
- Facilitate the partial closure of Derwent Parade (inbound from A52).
- Improve pedestrian safety along Derwent Parade in the 10 minutes following a home game.

Wider impacts of DCFC home games at Pride Park stadium

3.36 As well as the immediate travel patterns associated with DCFC home games played at Pride Park stadium, there are a number of wider impacts which affect the city of Derby and its community. The club is committed to addressing these issues and this final section of chapter 3 highlights the findings identified by ITP in respect of:

- ❑ On-street parking in neighbouring communities;
- ❑ CO₂ emissions generated by DCFC supporters' matchday travel; and
- ❑ Traffic flows and car parking in the city of Derby on DCFC matchdays.

On-street parking in neighbouring communities

3.37 ITP staff made observations in Chaddesden on two matchdays during the course of the 2009/10 season, and also attended a resident's parking group meeting in order to discuss the issue with local residents, alongside officers from Derby City Council.



3.38 Every matchday we observed that the number of cars parked on-street in Chaddesden increases from around 250 to 700. This pressure on parking is compounded by the number of people walking through the area from Chaddesden and Oakwood to use the two footbridges over the A52 that lead to Pride Park.

3.39 Given the location of the stadium in respect of Chaddesden we believe that pressure on parking will always exist unless the footbridges over the A52, which provide excellent walking and cycling links for residents on non-matchdays and prevent the segregation of Chaddesden from Pride Park; the Wyvern Centre and Derby railway station, are closed.

3.40 Engagement with residents revealed that particular sources of frustration are:

- ❑ Inconsiderate parking by some supporters in this area, which can prevent residents from being able to access their driveways by car when DCFC are playing at home.
- ❑ Excessive parking on narrow residential streets, in particular the north end of Highfield Lane and Meadow Lane.
- ❑ A lack of communication from the club about rearranged or extra fixtures, which can make it harder for residents to plan their weekends during the football season.



The feedback from Chaddesden residents has highlighted the potential for stricter matchday parking controls, particularly in the streets located between Nottingham road and the A52. Tighter controls have already been implemented by Derby City Council for the 2010/11 season, with matchday parking restrictions implemented along both sides of Meadow Lane and Highfield Lane in Chaddesden to ensure emergency vehicular access for the fire service. We understand that the Chaddesden Neighbourhood Board has also agreed to fund a Civil Parking Enforcement Officer to operate in the area on matchdays.

The feedback also reveals a need for the club to communicate more regularly with neighbourhood groups in impacted communities such as Chaddesden. A regular email alert notifying residents of upcoming fixtures could be sent by the club on a quarterly basis, with further alerts for additional fixtures or rescheduled matches (e.g. cup games and replays).

CO₂ emissions associated with matchday travel

- 3.41 Using the responses from the supporter travel survey, ITP estimated that DCFC fans' travel to each home game emits around 336 tonnes of CO₂, which is the same as an Airbus flying from New York to Delhi. Each season this totals more than 8,400 tonnes of CO₂.
- 3.42 These carbon emissions were calculated by applying DEFRA's CO₂ emission values¹ from 2009 to the 30,000 home fans at each match. Table 3-1 shows the total CO₂ emitted per mode and can be used as a benchmark against similar future calculations to monitor the performance of the DCFC Travel Plan.

Table 3-1: CO₂ emissions calculations

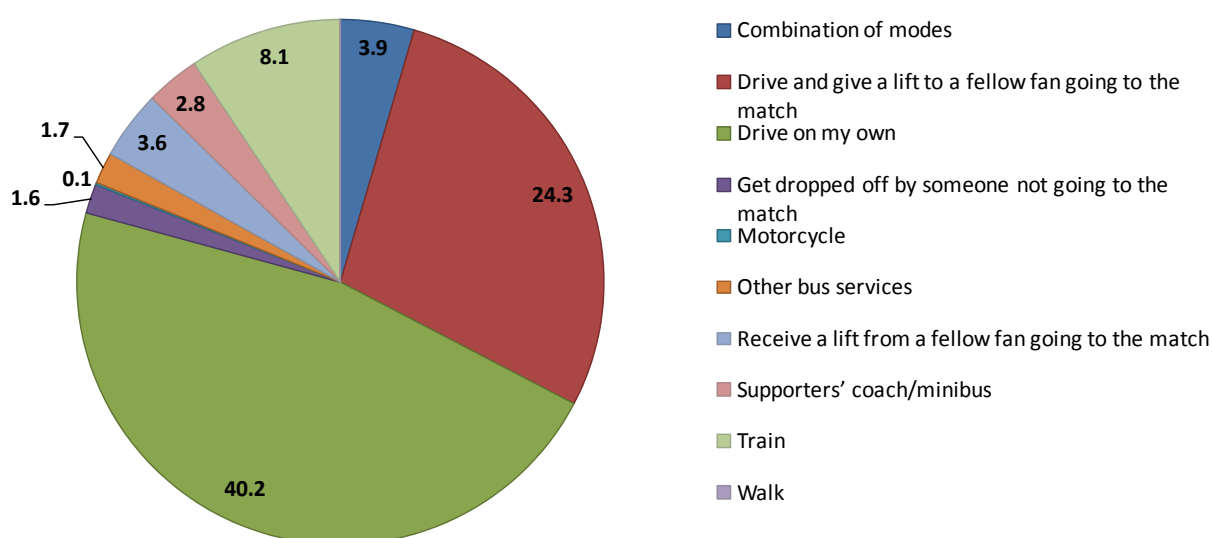
Usual mode of travel to Pride Park	Sum of round trip distance (person miles)	Sum of round trip distance (person miles) - factored to 30,000 fans	Kg of CO ₂ emitted per match
Aeroplane (e.g. East Mids Airport)	469	31,047	8,545
Car share on a regular/rota basis with fellow supporters	3,423	226,684	36,996
Celanese Park & Ride bus (Run by Hawkes Coaches)	44	2,936	521
Combination of modes	995	65,865	13,173
Drive and give a lift to a fellow fan going to the match	7,551	500,086	81,617
Drive on my own	6,258	414,409	135,267
Get dropped off by someone not going to the match	242	16,048	5,238
Motorcycle	33	2,165	404
Other bus services	475	31,436	5,584
Receive a lift from a fellow fan going to the match	1,135	75,163	12,267

¹ DEFRA (2010) *Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting*. Available online at: <http://www.defra.gov.uk/environment/business/reporting/conversion-factors.htm>.

Usual mode of travel to Pride Park	Sum of round trip distance (person miles)	Sum of round trip distance (person miles) - factored to 30,000 fans	Kg of CO ₂ emitted per match
Supporters' coach/minibus	814	53,940	9,581
Train	4,423	292,929	27,220
Walk	428	28,312	0
Grand Total	26,289	1,741,019	336,414
Tonnes of CO₂ emitted by DCFC supporters per match			336
Tonnes of CO₂ emitted by DCFC supporters per annum			8,410

- 3.43 Figure 3-10 shows the percentage of carbon emissions per mode and reveals that, although only 16% of supporters drive to DCFC home games on their own, they account for over 40% of total emissions. Because the car sharing emissions are shared between an average of two people per vehicle, these values are much lower (24.3%) than the actual proportion of supporters that indicated they usually share their car journey to the stadium (43.5% of supporters).

Figure 3-10: Percentage of total CO₂ emissions by DCFC supporter's mode of travel



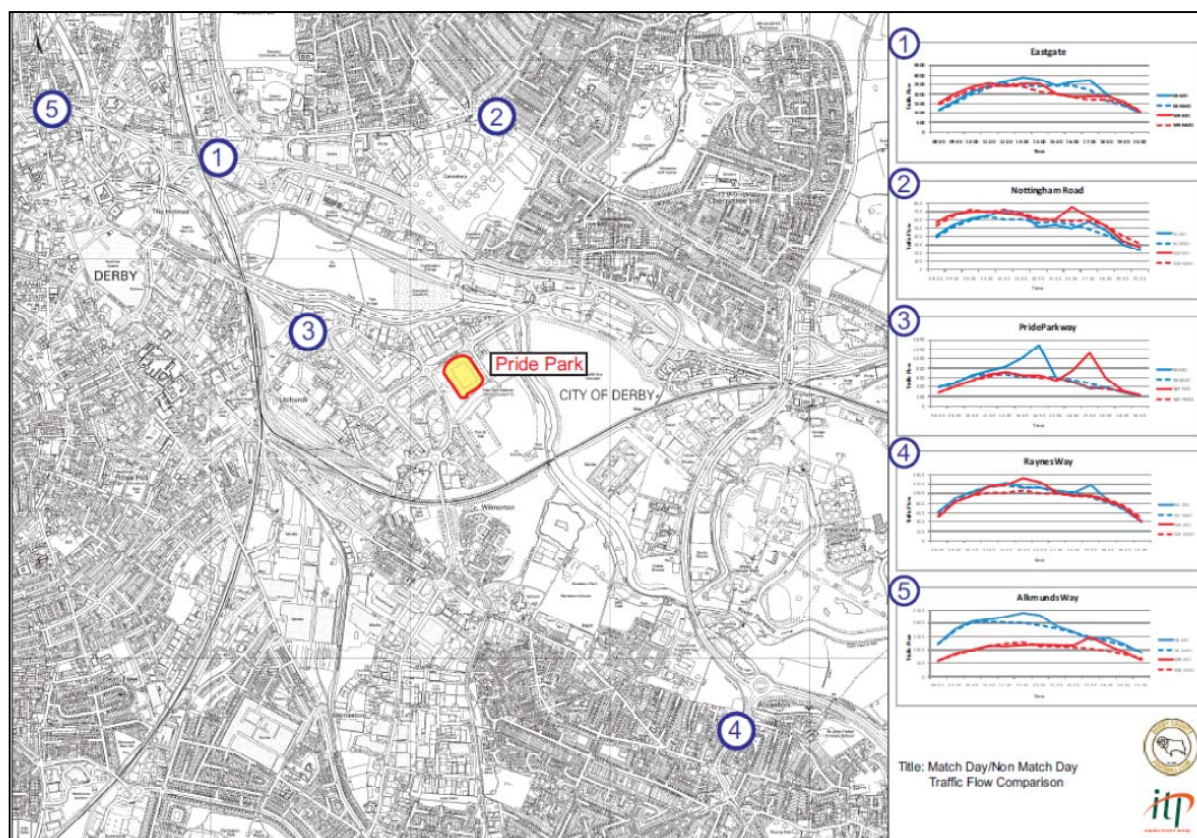
The CO₂ emissions findings show that reducing the number of people who drive to DCFC matches on their own will result in a more significant reduction in the amount of CO₂ emitted as a result of all DCFC fans' travel to home games. These values may therefore be useful in the context of adding another dimension to targets set out in chapter 6 of this Travel Plan.

Traffic flow analyses using Derby City Council data

- 3.44 ITP's analysis of Derby City Council traffic flow data reveals that traffic levels increase significantly before and after home games. A sample of roads across the city were found to carry at least 30% more traffic in the hours either side of Derby County matches than on equivalent non-matchdays.

- 3.45 The findings (set out in Figure 3-11) indicate a steady rise in the volume of traffic across all major roads around Derby prior to the match, with the most intense volumes of traffic travelling along the main roads into Pride Park an hour prior to the start of the match.

Figure 3-11: Traffic flows before and after



- 3.46 A high volume of traffic builds much more quickly directly after the match with traffic entering the road network over a shorter period of time. The sheer number of vehicles using the road network results in rapid saturation and often there is congestion on the road for at least an hour after the match has finished. Relating back to supporter comments, the traffic congestion after the match causes supporters to leave early missing out on the final minutes of a match, which they noted affects their overall enjoyment of the match experience.

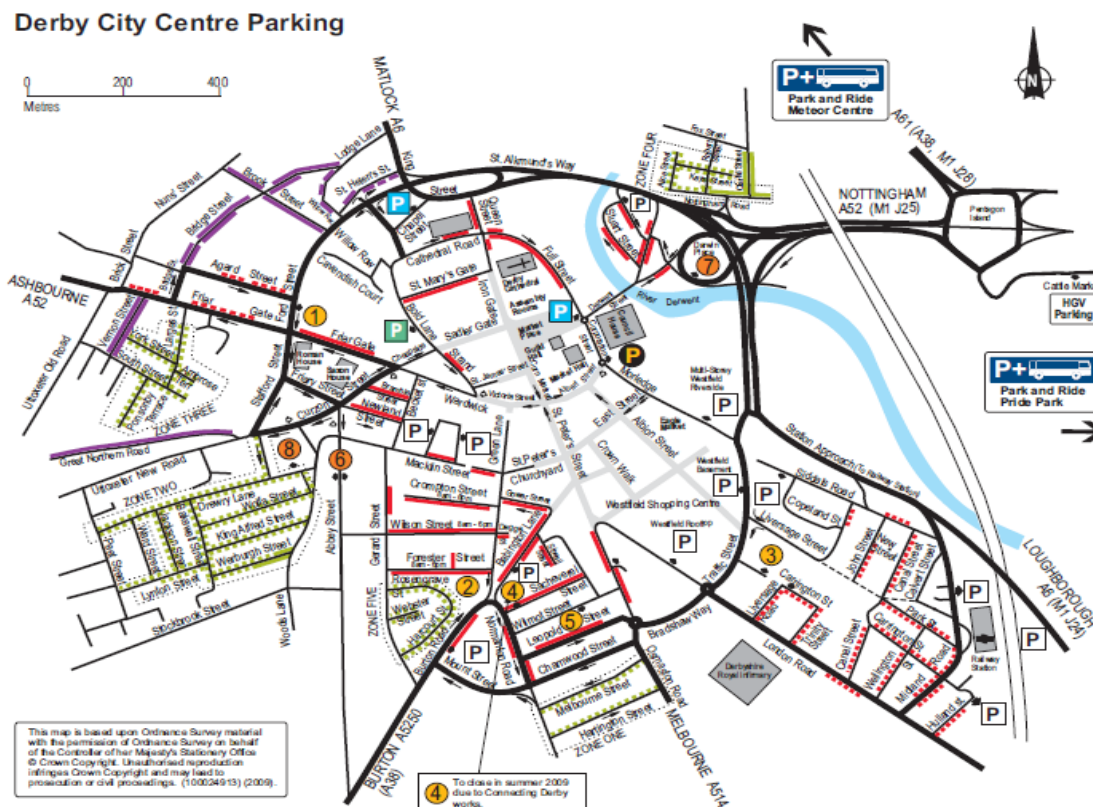
ITP's analysis of Derby City Council's traffic flow data corroborates the matchday observations by ITP staff, and feedback from DCFC supporters, that the biggest problems on the local traffic network occur up to one hour after DCFC home games at Pride Park. The impact on traffic flows is felt widely across the city of Derby, but most noticeably on the local roads which link the stadium with the city centre and strategic roads running through Derby.

We believe that traffic congestion around Pride Park before and after DCFC home games is inevitable given that 30,000 spectators are trying to access and egress the stadium before and after the event. Nonetheless, it may be appropriate to monitor the traffic flow data (collected by Automatic Traffic Counters installed by Derby City Council) over a long term period in order to see whether the implementation of the Travel Plan and Traffic Management Plan have a discernible impact on matchday traffic flows.

City Council car parking data

- 3.47 The City Council owned car parks located within Derby City Centre were considered in respect to the existing traffic management plan to establish the effect of additional matchday parking on the number of cars within the car park and the amount of revenue generated.

Figure 3-12: Car parks within Derby City Centre controlled by the City Council



- 3.47.1 The use of council owned Liversage and Darwin car parks was observed from July to December. The results clearly indicate seasonal variation in the months preceding Christmas. People driving in to do their Christmas shopping appeared to have a greater effect on parking demand than matchday parking. As such, when calculating the average additional demand for matchday car parking, the summer periods were used as a comparison point. The findings indicate that on a matchday the car parks are used for longer periods of time, suggesting pre-match shopping and socialising.
- 3.47.2 The additional revenue received by the council for the matchday parking on weekend matchdays, is around £400 (home games) and £210 (away games). The weekday matchdays generate slightly less revenue; with £160 the average for a weekday home game (the effect of a weekday away game was negligible).

These findings show that two of Derby City Council's car parks are used by DCFC supporters attending matches at Pride Park – presumably because these sites are conveniently located for avoiding the localised traffic congestion on Pride Park. As such, we believe these car parks could be promoted by DCFC, for example through the club's website, as a viable option for supporters. It may also be worthwhile Derby City Council developing specific parking rates in these car parks for DCFC matchdays.

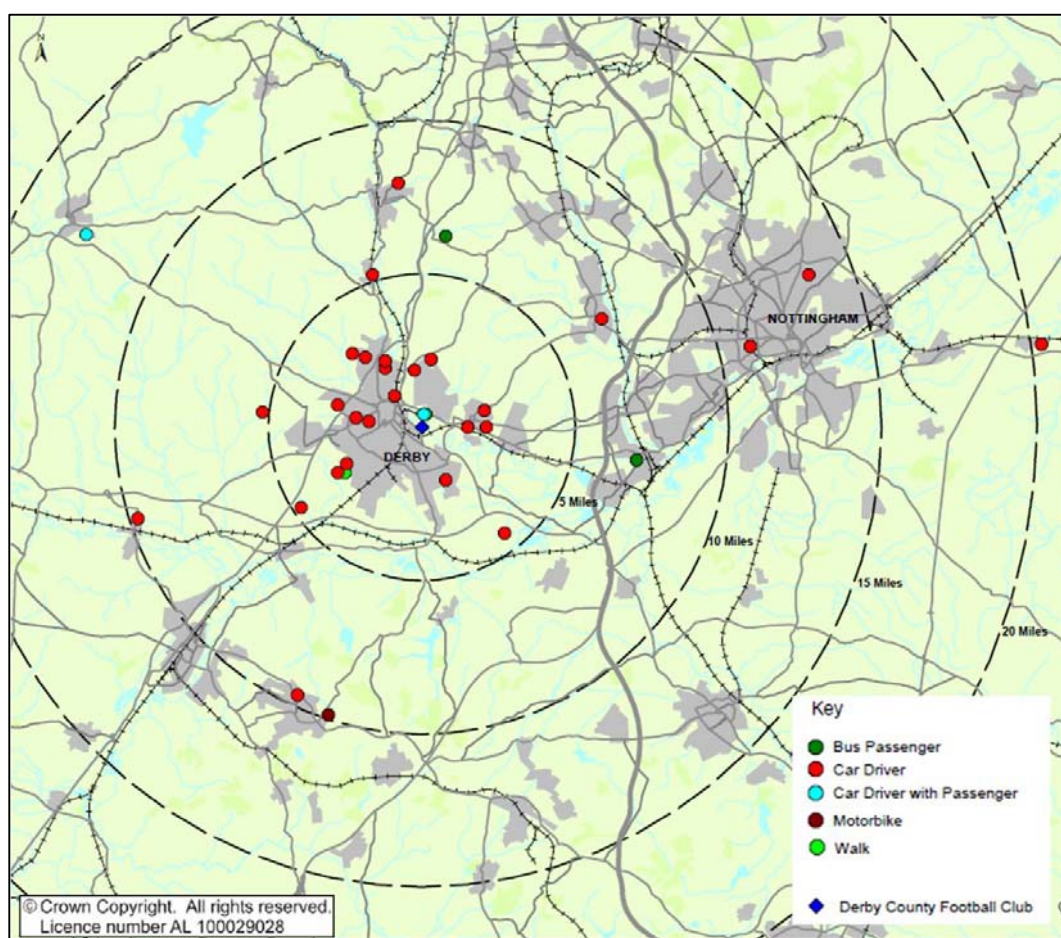
4 NON- MATCHDAY TRAVEL PATTERNS

- 4.1 The findings of non-matchday travel behaviour have been compiled from surveys with DCFC staff members, and visitors attending the stadium for conference and banqueting events.

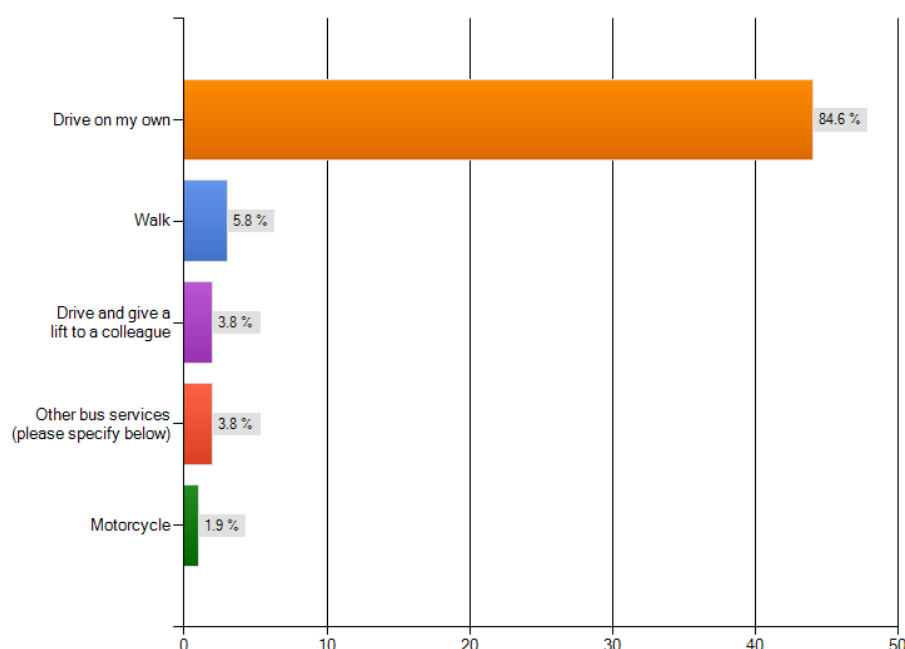
DCFC Staff Travel patterns

- 4.2 A staff travel survey was sent to all members of staff working at DCFC and received 54 responses. The findings show that over three quarters of staff live within a 30 minute commute, and the majority of staff within a five mile radius, of the stadium (**Error! Reference source not found.**). Further to this, the working hours of staff show that 50.9% work regular hours, five days per week.

Figure 4-1: Home postcodes of DCFC staff members working at Pride Park



- 4.3 The main mode of travel to work used by DCFC staff was driving alone (84.6% of respondents), while 5.8% usually walk to work. Perhaps surprisingly, given that there are clusters of staff living in Derby, only 3.8% of respondents stated that they usually share their car journey to work with a colleague (Figure 4-2).

Figure 4-2: Usual modes of travel to work cited by DCFC staff (54 respondents)

- 4.4 The main reasons for choosing these modes of travel to work were:
- ❑ The distance between where DCFC staff members live and the stadium (26%).
 - ❑ A lack of viable alternatives (21%).
 - ❑ The lack of convenient public transport services (14%).
 - ❑ The availability of free parking at the stadium (13%).
 - ❑ A small number of staff members indicated that they need access to a car in order to travel between the stadium and the training ground on non-matchdays.
- 4.5 The majority of staff members generally park on the DCFC car park regardless of whether or not it is a matchday (92% on non matchdays). However, on matchdays some staff (10%) park in off-street car parks, or on private land (8%). No DCFC staff members that drive to work pay to park, but a small number of people did state they pay to park on matchdays. The cost of parking ranges from £2.00 and £6.99.
- 4.6 When asked what would encourage them to car share, nearly a quarter cited either help finding colleagues to share with (24%), or more information about car sharing (17%). The fact that most DCFC staff work relatively standard office hours (8am – 6pm) on non-matchdays suggests that car sharing could be easy to promote.
- 4.7 Incentives that would encourage DCFC staff members to use public transport were chiefly:
- ❑ More direct (33%) or more frequent (20%) services to DCFC staff members home locations.
 - ❑ Cheaper public transport tickets (26%), which could be negotiated with the public transport operators.

- ❑ Better information about local bus and train services (13%) was also identified as a factor that would encourage some DCFC staff members to use public transport to get to work.
- 4.8 Although the stadium is located next to a National Cycle Route, which is well lit and traffic free, the survey indicated that no DCFC staff members currently cycle to work. With around 40% of DCFC staff living within 5 miles of the stadium (a steady 30 minute bike ride) this can be considered as a practical way of travelling to work – particularly in the spring and summer months.
- 4.9 The main barrier for potential cyclists to travel to Pride Park is the lack of designated facilities at the stadium. There are no covered shelters, or secure bike parking for use. Furthermore, the lack of shower and changing facilities (identified by 17% of DCFC staff members) is likely to have a direct impact on the successful uptake of this mode of travel to work.
- 4.10 The fact that 21.7% of DCFC staff members suggested that dedicated routes into Pride Park and better lit footpaths and cycleways around Pride Park (both of which already exist) were factors that would encourage them to cycle suggests that DCFC staff members are not well informed of the travel to work options they have.

ITP's engagement with DCFC staff members indicates that most staff members currently drive to work on their own, because there is ample free parking around the stadium on a non-matchday. Some DCFC staff members indicated that they would be prepared to use more sustainable alternatives for their travel to work, but require support in making these changes. The types of support the club might be able to offer through this Travel Plan are:

- More information on public transport, walking, cycling and car sharing on DCFC's website.
- A car-share matching service, which helps DCFC employees to find car share partners.
- Engaging Cycle Derby to help raise staff awareness of cycle routes and training courses.
- Improvements to cycle parking and shower & changing facilities for staff at the stadium.

Travel to non-football events hosted at Pride Park

- 4.11 Only four people responded to a visitor survey circulated to attendees and organisers of Conference and Banqueting events held at DCFC in October 2010. As such, it is not possible to draw any statistical conclusions from the findings, but some key points were identified in the responses received in relation to the way visitors travel to the site.
- 4.12 The primary findings from the survey identified that car travel is the dominant mode of travel to the site, with all respondents travelling from within the Derby area. Additionally all respondents parked in the DCFC official car park and did not pay a fee to park.
- 4.13 The key influencing factors on the respondent's choice of travel is impacted by the cost of public travel, and the cost and availability of parking. The direct accessibility of Pride Park to the A38 and A52 and the abundance of free parking act as a key influencing factor and as a result it is not likely that many visitors would consider using public transport or cycling and walking without incentives or encouragement.
- 4.14 The three respondents who indicated that they would consider travelling to conference events by public transport suggested changes to the bus and train network would be the most influential factors, with the provision of direct bus and train services. Realistically it is

not be possible for DCFC to increase or change the frequency of the trains or bus services to the site, thus it is likely that public transport would not increase in popularity as this change to public transport services is not readily available. However it is probable that the provision of information for bus and train timetables will increase the awareness of travelling via such modes, providing people with essential travel information which may impact on their choice of travel.

- 4.15 Car sharing to the Pride Park site is a popular alternative mode of travel, with two people already car sharing to the stadium when they visited the site. The two respondents to the survey who travelled alone suggested providing help finding colleagues and priority car parking close to the building might encourage them to car share in future.
- 4.16 When asked if there were any follow up services which may encourage people to change their mode of travel. Just one delegate responded and suggested the provision of an accurate location map of the Pride Park area and advice on how to reach the site would be a useful service when planning their journeys.

These findings suggest that most visitors are likely to travel to Pride Park stadium by car on their own, unless they are made aware of alternative ways of getting to the stadium by DCFC or the event organisers. Based on the small number of findings from our survey, we believe that:

- Car sharing is a viable alternative for delegates travelling to the Pride Park site. The provision of more information promoting car sharing for supporters and staff may also capture and encourage visitors to also alter their modes of travel to the site.
- The provision of maps and information to visitors of the site prior to conference events would be useful. These should highlight that Derby railway station is less than a 10 minute walk from the stadium and that there is a dedicated National Cycle Route running past Pride Park stadium.

5 CHANGE PLAN

- 5.1 This chapter reflects on the extensive baseline of information set out in chapters 2, 3 and 4 to identify the changes that DCFC can effect through the implementation of a Travel Plan covering the club's activities.

Key issues and actions for the Travel Plan

- 5.2 This Travel Plan addresses both match and non-match day issues. A number of actions are identified below. In the next section these are prioritised into short, medium and long term actions.
- 5.3 As identified below post-match congestion is really the primary issue to be addressed through this Travel Plan. As a large proportion of supporters already car share, the only way to have a really positive effect on congestion is to reduce the numbers of cars arriving, either by getting more people into each vehicle (for example driving up vehicle 2.5 from an average of 2 supporters per car to 3, or 4) or by having them arrive by a different mode of transport (walk, cycle, public transport).
- 5.4 This can be achieved but DCFC will need to invest time and energy into a number of actions in the Travel Plan, giving careful thought to the implementation and promotion of each action to ensure that supporters and stakeholders respond positively to the Travel Plan.
- 5.5 Therefore the targets for single occupancy car use (Section 4 below) are particularly challenging but in fact will be the only measure that really have an impact on congestion, CO₂ emissions and access. The aim is really to ensure that only those people that *have no other choice* arrive by car on their own. All other supporters should be arriving either by car sharing or other sustainable modes of transport.
- 5.6 In the case of the staff element of the Travel Plan, the targets are also challenging but perhaps less so given the high numbers of staff arriving by car on their own and the potential to change modes given their proximity and access to other modes.

Post-match congestion on a Matchday

- 5.7 The congestion created post match is due to the volume of people all leaving at the same time. There are two aspects to this. One is post-match traffic management and the other is the number of people arriving by car at the site in the first place by encouraging use of other modes or greater levels of car sharing.

A key way to ensure a noticeable decrease in the number of cars travelling to Pride Park is to promote the benefits of car sharing and arriving by train. Both of these modes can be incentivised to encourage a greater uptake on both matchdays and non-matchdays.

Pre and post-match parking management

- 5.8 Other than the sheer volume of cars, post-match congestion is largely due to haphazard, unrestricted and unenforced parking arrangements. This can be solved through a comprehensive car park management plan which will need the support of the City Council. The parking management plan will need to:

- ❑ Identify all current 'legal' and 'illegal' parking as in the attached reports
- ❑ Encourage people to use DCFC's own parking spaces (e.g. through pricing incentives) and at parking sites operating in agreement with DCFC before electing to park on-street in Pride Park, or on-street in neighbouring residential areas.
- ❑ Encourage greater uptake in car sharing
- ❑ Identify and agree the number of extra parking facilities needed
- ❑ Agree a charging rate and mechanism across all sites that incentivises supporters to car share
- ❑ Agree and implement an enforcement regime to reduce on-street and overspill parking in neighbouring streets.

The DCFC car parks have the potential to cater for approximately one seventh (18%) of total matchday demand for parking spaces (estimated at 10,500). Maximising this asset could be hugely incentivised through promotion of reduced rate car-share parking, such as half price charge for people with 4 or more people in their vehicle.

Introducing a car share system to help people travelling to the site find a car share partner who live in close proximity to each other. This would reduce the number of cars arriving at Pride Park stadium and to help reduce DCFC's CO₂ emissions. For DCFC staff it may be possible to organise an interactive car share website for individuals working at the stadium or include the surrounding companies. For supporters the promotion of www.footballcarshare.com would be a useful website to enable likeminded supporters to travel to matches together.

The central issue of alleviating post match traffic congestion relies heavily on the implementation and enforcement of an effective car park management plan. The identification of additional parking facilities is essential to support the DCFC car parks on matchdays, but also the enforcement of car parking to reduce the extent of on-street overspill parking in nearby neighbourhoods.

Traffic management

- 5.9 As well as car parking management, the Club will need to agree suitable traffic management measures with the City Council which in themselves can help incentivise people to use sustainable modes. For example this can be done through:

- ❑ Encouraging some supporters to stay on at the ground after the match.
- ❑ Prioritisation of people walking, cycling and using public transport to leave the site first.
- ❑ Secondary prioritisation of car sharers and coaches leaving Pride Park.
- ❑ Tertiary prioritisation of traffic flows exiting certain roads/car parks over others.

Drawing on the example of themed restaurant and sports bar concepts from the UK Championship and Premier League clubs it is possible to see how DCFC could encourage 10-15% of supporters to delay their departure from Pride Park thereby both increasing matchday revenues and lessening the impact of post match departure.

The high cost and lack of traffic prioritisation for the DCFC South Car Park often means that this premium parking location is not utilised to its maximum. Prioritisation of traffic from this location will ensure that people paying premium parking rates are able to exit the stadium quickly and efficiently. As identified above, the traffic management plan will need to be enforced in order to be effective.

Promoting sustainable modes of travel

- 5.10 The promotion of sustainable modes of travel to the Pride Park is an essential issue for DCFC to address to help achieve the aims of reducing the number of cars travelling to the site and the amount of CO₂ emissions. Walking and cycling are emission free modes of transport which could be incentivised to encourage both supporters and staff to utilise this mode of transport.

To increase use of public transport, walking, cycling DCFC will need to:

- Provide better cycle parking facilities where supporters (and staff) feel they can safely leave their bike.
- Provide high quality information about cycle and walking routes to the site.
- Provide showers and changing facilities for staff.
- Improve the signage for cyclists and pedestrians.
- Work with 'Cycle Derby' to develop DCFC cycling promotions and special offers aimed at encouraging more supporters and staff to cycle to home games.
- Negotiate discounted public transport fares for supporters and staff arriving at the Club.
- Identify new Park & Ride sites served by train or bus services from cheaper car parks away from Pride Park.

Supporter coaches

- 5.11 Improvements to coach parking facilities around the site to ensure the coaches are not caught in subsequent traffic congestion leaving the site. The benefits of travelling via coach to the site, such as financial benefits, quick departure from the site and CO₂ emissions savings, should be further promoted through the Travel Plan – for instance on the DCFC website and in match programmes, by helping to put supporters in touch with coach services in their area.

Not only can greater uptake in supporter's coaches help reduce the number of cars arriving on Pride Park on a matchday, but they can also act as a form of traffic management tool. By relocating the coach parking closer to the stadium, between islands 1 & 2 as well as along Derwent Parade, DCFC will:

- Make supporter's coaches more accessible to the stadium and more visible to the fans.
- Speed up their exit from Pride Park, by reducing supporter's walk-time from the ground.
- Facilitate the partial closure of Derwent Parade (inbound from A52).
- Improve pedestrian safety along Derwent Parade in the 10 minutes following a home game.

Communications and marketing

- 5.12 The provision of sufficient information is critical to any successful Travel Plan. The findings suggest that although people are willing to try more sustainable modes of transport the lack of information available (bus timetables, cycle route maps and knowledge of available facilities) is often an inhibiting factor. Thus as part a communication strategy these alternative modes of travel can be promoted through marketing material e.g. Cycle Derby and up-to-date information of the DCFC website.
- 5.13 A designated section of the DCFC website should be created for travel to Pride Park stadium for supporters, staff and visitors to view all travel options available. The provision of a journey planning service to provide details of all available options for travelling to Pride Park site, with links to rail and bus timetables but also the facilities available for cyclists to the site. Further, to update the website with the designated parking facilities availability for matchday parking, with car park rates attached.
- 5.14 When marketing the Travel Plan the benefits of healthy lifestyles and active travel to Pride Park DCFC should work in association with Derbyshire Sport and 'B-active Derby'. Regular communication with local businesses and residents should also be prioritised to ensure they are not surprised by additional/ revised fixtures over the course of a season.

The provision of better travel information in general, such as maps of walking and cycling routes, bus and train timetables and improved signage around Pride Park itself would raise awareness and encourage use of all modes of sustainable transport. This can be delivered through a combination of the DCFC website, matchday programme and

The provision of information will also help people make more informed decisions on how they travel to the ground.

Short, medium and long term actions

- 5.15 Table 5-1 provides a summary of the actions identified above. It sets out the organisations responsible for delivering each action, the timescale and budget available for delivering each one. Given the overlap between travel plan measures associated with matchday and non-matchday activities, the table includes actions related to both of these types of travel.
- 5.16 In the current economic climate the Travel Plan actions are deliberately focused upon measures which can be delivered at little or no cost to DCFC and Derby City Council, but which offer immediate value for the club and its supporters. Some of the costs associated with the Travel Plan are being borne by DCFC through staff time commitments and the use of consultancy support from Integrated Transport Planning Ltd.
- 5.17 Longer term measures tend to be more resource intensive and will require joint investigation between DCFC and Derby City Council in order to identify funding streams and opportunities for making the improvements identified in this Travel Plan in the most cost-effective way.

Table 5-1: DCFC Travel Plan actions

Short term			
Action	Led by	Timescale	Cost
Introduce reduced rate (£4 in 2010) for car sharers using DCFC car parks on matchdays & promote using website & programmes	DCFC	During 2010/11 season	Free – long term impact on parking revenue
Implementation of a car sharing scheme for supporters by promoting: www.footballcarshare.com .	DCFC & ITP	During 2012/13 season	Free – information on website & programme
Implementation of a car sharing scheme for staff and visitors by promoting: http://www.carsharerbyshire.com	DCFC & ITP	During 2012/13 season	Free – internal email highlighting cost & CO ₂ savings
High quality cycle route maps for supporters, staff and visitors on DCFC website	DCFC & ITP	During 2012/13 season	DCFC & ITP staff time
Update online information with details of how to travel to the ground by bike, walking and public transport and car sharing and ensure it is easy to find on the home pages of the DCFC and Pride Park Stadium websites	DCFC & ITP	During 2012/13 season	DCFC & ITP staff time
Organise monthly competition prizes as incentives that encourage supporters to travel sustainably to DCFC home games	DCFC & ITP	2012/13 season (April and May)	DCFC Match tickets / signed shirts
Provide shower & changing facilities for staff cycling and walking to work at Pride Park stadium on non-matchdays	DCFC	During 2012/13 season	Use of shower & changing facility in away dressing room
Extend cycle racks and explore opportunities for sheltering the stands from the elements. Capacity to be increased from 60 – 100 cycles	DCFC	Ready for Aug 2012	DCFC to fund, estimated cost is £5,000
Public launch of Travel Plan, with the matchday travel plan being published on the DCFC website.	DCFC, ITP and DCC	April 2012	Free – some incentives for DCFC competition prizes
Negotiate public transport discounts with local rail operators for supporters travelling to Pride Park, and promote these with the sale of season tickets and on a DCFC travel website	ITP & DCFC	June 2012	Free – maybe in return for East Mids Trains/Cross Country sponsoring DCFC travel website
Publicise the availability of supporter coaches as a matchday travel option through season ticket sales, on the DCFC travel website and regular e-mail marketing	ITP & DCFC	June 2012	Free – aim to increase uptake in supporters coaches and reduce car-use.
Establish regular communication with local resident's groups and supporter's clubs to disseminate travel-related information.	ITP & DCFC	May 2012	DCFC & ITP staff time

Medium term			
Action	Led by	Timescale	Cost
Host regular 'On yer bike' days at Pride Park stadium in conjunction with Cycle Derby and Derby City Council, with free tickets issued for a match later in the season for all supporters who cycle to the match that day	DCFC & Cycle Derby	2 x per season from launch of Travel Plan	Free match tickets issued by DCFC as an incentive for supporters to cycle
Adopt updated Traffic Management Plan including prioritisation of departure for pedestrians / cyclists and supporters coaches and management of dedicated roundabouts to facilitate vehicle exit	DCFC & Derbyshire Police	Ready for 2012/13 season	ITP consultancy time for DCFC & support from Derbyshire police
Experimental Traffic Regulation Order for extension of pre-match road closure along Derwent Parade to Wyvern roundabout (inbound)	DCC, DCFC & ITP	Ready for 2012/13 season	ITP consultancy time for DCFC & DCC officer time to prepare TRO
Together with City Council, identify and agree extra car parking spaces and appropriate locations (in line with the DCFC Traffic Management Plan)	DCC, DCFC & ITP	Ready for 2012/13 season	ITP consultancy time for DCFC
Agree a charging rate and mechanism across all licensed car parks, with due consideration to Traffic Management Plan and the potential for generating revenue to cover the cost of post-match traffic policing on key roundabouts	DCC, DCFC & ITP	Ready for 2012/13 season	ITP consultancy time for DCFC
Agree and implement car parking enforcement policy, with appropriate communication to Pride Park tenants and landowners	DCC	Ready for 2012/13 season	DCC officer time, Parking enforcement officer time
Work with Cycle Derby to develop cycling promotions and special offers. Ideas include: <ul style="list-style-type: none"> • Cycle games & stadium tours for children at Pride Park stadium in the summer holidays. • DCFC branding on Cycle Derby information and incentives. • Temporary cycle parks, demos and cycle information for DCFC supporters at home games in early/late season when weather is suitable for cycling. 	DCFC & ITP	Beginning and end of 2012/13 season	DCFC to provide advertising space in match programme/ articles on website in return for assistance from Cycle Derby
Improve signage for motorists, pedestrians and cyclists on routes to the site (including routes from the train and bus stations), with consideration to pre & post-match directions	DCC & DCFC	During 2013/14 season	TBC

Longer term			
Action	Led by	Timescale	Cost
Encourage up to 10% of home supporters to stay on in the stadium vicinity after DCFC home games through a public bar showing rolling sports news and DCFC match highlights.	DCFC	2-5 years	High – related to future development in and around the stadium
Identify new park and ride sites served by train and bus services further away from Pride Park, with bus services being supported by matchday priority measures to offer a journey time advantage over driving by car.	DCC, DCFC & public transport operators	2-5 years	High, but related to new developments and transport improvements being realised in Derby
Establish improved public bus and train services on DCFC matchdays, notably by encouraging bus operators to run services to Pride Park before and after home games (potentially along Pride Parkway) and rail operators to provide a local service to Leicester after weekday evening matches and additional trains for Sunday games.	DCC, DCFC & public transport operators	2-5 years	High, but related to new developments and transport improvements being realised in Derby

Moor Farm training ground, Oakwood

- 5.18 This Travel Plan additionally covers the non-playing DCFC staff based predominantly at the Moor Farm training ground in Oakwood, as well as individuals who travel between the training ground and Pride Park in the course of their DCFC duties.
- 5.19 The staff travel survey highlighted how most staff choose to drive between Pride Park stadium and Moor Farm when required to do so due to a lack of direct public transport services, and the frequent need to transport bulky equipment between the two sites. This clearly influences how some staff members based at Moor Farm choose to travel to work and results in a number of additional trips during the two sites during the course of a working week.
- 5.20 Through the ongoing engagement with DCFC staff members, the club will use communication about home to work car sharing to remind everyone about the need for DCFC to operate efficiently as a business and to encourage lift-sharing between the training ground and stadium wherever possible.

6 MEASURING THE TRAVEL PLAN'S SUCCESS

- 6.1 A vital element of any Travel Plan is to ensure it is supported by a robust approach to measuring the impact of changes made through its delivery. Although DCFC has voluntarily produced this Travel Plan, the club is keen to set realistic **modal shift targets** against which the Travel Plan's impact will be measured. These targets indicate the reduction in car use that DCFC is trying to achieve by persuading supporters to walk, cycle, use public transport, travel by supporters coach or share their car journey to the stadium on matchdays. The Travel Plan also contains similar targets for staff and visitors travelling to Pride Park stadium on non-matchdays.

Modal shift targets

- 6.2 The following targets are proposed for this Travel Plan, and are set over a 6 year period:

Table 6-1: Non-matchday staff travel targets (based on 54 staff members)

Mode of transport	Baseline (2010)	Target (2016)
Walk	5%	7%
Cycle	0%	4%
Motorcycle	12%	3%
Public transport	4%	6%
Drive and give a lift to a colleague (car share)	4%	10%
Drive on my own	85%	70%
No. vehicles arriving at Pride Park each working day	47	40

Table 6-2: Matchday staff & supporter travel targets (based on 30,000 home fans)

Mode of transport	Baseline (2010)	Target (2016)
Walk or Cycle	8.2%	10%
Supporters Coach/minibus	5.0%	8%
Train	8.0%	10%
Celanese Park & Ride bus	0.5%	1%
Motorcycle or East Mids Parkway	0.8%	1%
Other bus	4.6%	6%
Combination of modes	8.6%	8%
Get dropped off by non-match goer	5.0%	2%
Aeroplane	1.1%	1%
Car share with DCFC supporters	42.5%	50%
Drive on my own	16.1%	3%
No. cars arriving at Pride Park each matchday	11,430	6,200

- 6.3 Although the growth in car sharing activity on matchdays will only result in 100 fewer car-share vehicles arriving at Pride Park, we have assumed that average vehicle occupancy among car sharers will increase from 2.5 to 3 people per vehicle in response to the pricing incentives being offered in DCFC car parks. Alongside growth in public transport, supporter's coaches, walking and cycling to the match, we envisage that growth in car sharing will facilitate a marked reduction in supporter's driving to the stadium on their own and parking on-street or in illegal locations across Pride Park.

Visitor travel

- 6.4 Due to the low response-rate to the visitor survey, and the fact that event organisers and promoters are responsible for ensuring visitors can make it to Pride Park, we recommend that mode-specific targets are not set for visitors. However, actions to encourage visitors to arrive sustainably are still included in this Travel Plan.
- 6.5 Based on the limited number of responses received to date, we believe that a general target should be to reduce the number of visitors arriving by car on their own from around 90% of all visitors to 75%. The findings from the visitor survey (as outlined above) indicate that visitors are open to change and that better information on the DCFC and Pride Park Stadium websites about car sharing and public transport options for accessing the stadium would facilitate greater uptake in Smarter Travel Choices. These improvements to travel information are planned for implementation through this Travel Plan.

Monitoring

- 6.6 The following section sets out the suggested monitoring framework that DCFC and Derby City Council can use to evidence and track progress over the five year life of the Travel Plan.

Annual staff, supporter and visitor snapshot surveys

- 6.7 The most effective way of measuring the *outcomes* of the Travel Plan (that is, the breakdown of travel modes used to get to the stadium) is to undertake an annual snapshot survey. Based on the initial travel surveys undertaken, the annual snapshot survey will ask simply how staff, supporters and visitors travelled to the site that day (giving the same options as in the original survey), and for the individual's postcode. These results can then be compared to the baseline to provide a check on how the Travel Plan is progressing against the targets.

Detailed travel surveys (triennial)

- 6.8 Detailed travel surveys (such as those undertaken to establish this baseline) should be undertaken every three years. This will allow DCFC to measure any changes in the attitudes and awareness of supporter's staff and visitors towards more sustainable modes of travel, as well as the tangible changes in the way these groups of people travel to Pride Park Stadium.
- 6.9 Full travel surveys are not recommended for every year due to the likelihood of survey fatigue affecting results plus the fact that they are more expensive to administer and analyse.

Manual counts

- 6.10 In addition to annual snapshot surveys and triennial full travel surveys, DCFC should undertake manual counts to provide hard data to back up the surveys. This approach will

corroborate information provided by respondents to snapshot and detailed surveys, thereby eliminating the bias associated with self-reported surveys where people often tend to want to be seen as 'doing the right thing'. In the case of Travel Plan surveys this often means that respondents overstate the extent to which their travel behaviour is sustainable. Manual counts can be done once or twice a season for matches (perhaps once for a Saturday 3pm match and once for an evening game) and perhaps four times a year for staff and visitor travel (once per quarter). Manual counts could include counts of:

- ❑ Number of bicycles at the bike parking.
- ❑ Number of cars in the car park (and number of people in each car – on matchdays).
- ❑ Number of cars parked in neighbouring streets, business car parks etc.
- ❑ Number of people arriving by supporter coach/minibus.
- ❑ Number of people alighting at nearby bus stops (although other ways of gaining passenger data are outlined below).

Bus and rail passenger data

- 6.11 There are a number of ways in which DCFC can monitor the numbers of people arriving by bus and rail, other than the manual counts at bus stops mentioned above (which have the difficulty in knowing if people are definitely going to the match or not). DCFC could work with the local bus and rail operators to ask them to supply passenger data. They will have data from every day of the week and should be able to extrapolate passenger journeys going to matches from their average data. It should be noted that passenger data is highly confidential particularly for bus operators therefore this needs to be treated sensitively.
- 6.12 Another way is to sell bus and rail season tickets alongside football season tickets (particularly if a discount is negotiated). The club will then have a track of the number of season tickets sold (although it should be noted that this does not automatically mean that those people are using the ticket each time).

Monitoring of media coverage, website hits etc

- 6.13 The following are a number of other outputs which can be measured and will give an indication of the success of the marketing and communications aspect of the Travel Plan:
- ❑ Number of hits to the travel sections of the website.
 - ❑ Number of phone calls to the customer service desk asking for information on travel.
 - ❑ Numbers of maps and leaflets downloaded from the DCFC travel pages.
 - ❑ Media coverage on the Travel Plan.
 - ❑ Response to competition draws.
 - ❑ Number of followers on Facebook and Twitter etc.
 - ❑ Number and type of complaints from local residents.

7 MARKETING AND COMMUNICATIONS

7.1 The marketing and communications plan has been developed to sit alongside and support the implementation of the Travel Plan. It deals with both promoting the Travel Plan to encourage a shift in mode of transport and in communicating the actions of the Club to other stakeholders. The monitoring and measurement of the success of the marketing and communications plan is dealt with in section six, above. A full copy of the Marketing Communications Plan is included in Appendix H but the following section provides a summary of the main points.

7.2 The objectives of the marketing and communications plan are to:

- ❑ Ensure the different target audiences are aware of the Pride Park Travel Plan by the start of the next season.
- ❑ Promote the positive messages arising from the Travel Plan to gain support from the different target audiences.
- ❑ Encourage all the target audiences going to Pride Park to use the most appropriate form of sustainable transport, be it walking, cycling, public transport or car sharing as often as possible.

Target audiences

7.3 The following outlines the main target audiences identified for this marketing and communications plan.

- ❑ Stakeholders – Board, council staff and members, public transport providers, car park providers
- ❑ Supporters
- ❑ Local residents and businesses
- ❑ Opposition supporters
- ❑ Staff
- ❑ Media

Key messages

7.4 There are a number of key messages identified in the marketing communications plan which need to be incorporated into the communication channels as appropriate. These include:

- ❑ Derby County Football Club is committed to being socially and environmentally responsible. This means being a good neighbour to local residents, ensuring a safe environment for supporters and opposition fans, and reducing the impact of travel to the site on match and non-match days.
- ❑ Derby County Football Club, in partnership with Derby City Council and with the support of Integrated Transport Planning, a specialist sustainable transport consultancy, has developed a Travel Plan – a strategy to tackle the impact of transport by encouraging car

sharing, public transport, cycling and walking and providing effective traffic and car park management.

- ❑ Derby County Football Club needs ‘*your*’, the supporters, assistance to achieve our aims. We will provide information and where possible, improve transport services to get to games but we need our supporters to use these options. This is a *team* effort.

Communications channels

7.5 There are a number of communications channels identified to promote the Travel Plan. These include:

- ❑ Online (Club and other websites including social media networks)
- ❑ Printed (maps, leaflets, posters, direct mail, newsletter)
- ❑ Advertising (media, billboards)
- ❑ Local media (radio, television and newspapers)
- ❑ Announcements at games
- ❑ Sponsorship
- ❑ Briefing meetings with stakeholders and residents

8 RESOURCES TO IMPLEMENT THE TRAVEL PLAN

- 8.1 DCFC appointed Integrated Transport Planning Ltd to prepare this Travel Plan and to update the Transport Management Plan; with input from a stakeholder group including Derby City Council, Derbyshire Constabulary, East Midlands Trains, Arriva, Trent Barton buses, Cycle Derby and Hawkes Tours.
- 8.2 Now that these tasks are complete, it is appropriate to consider how the DCFC Travel Plan will be resourced in order to ensure it is delivered in line with the action plan set out in section 5 of this document. Table 8-1 sets out the resources that have been set aside for the delivery of the Travel Plan:

Table 8-1: Budgeted resources to implement the Travel Plan

Resource	Description & Timing	Value	Funded by
DCFC staff time	DCFC operations staff and colleagues involved in IT, PR and communications will be involved in the delivery of the Travel Plan over its 5 year life.	£10,000 approx	DCFC
ITP consultancy support	Remaining ITP consultancy time will be spent on supporting the implementation of Travel Plan measures up to October 2011, as agreed in the Inception Report.	£10,000 approx	DCFC
Discounted rail tickets (to be negotiated)	DCFC will seek to negotiate reduced rate train tickets for DCFC season tickets who are prepared to purchase season tickets for travel to Derby on DCFC matchdays. A discount of 10-20% will be sought, with patronage tracked by the operators & club.	Depends on take-up	East Midlands Trains & Cross Country TOCs.
Cycle Derby branding and support with On 'yer bike matches at Pride Park	DCFC will seek to negotiate branding association and support from Cycle Derby with running 2 x cycling-focused matches per season. The club will also aim to facilitate combined cycle training and Pride Park stadium tours for local children in the school summer holidays in association with Cycle Derby	Depends on take-up	DCFC advertising space
Reduced car parking rate for car sharing DCFC supporters	By promoting a £4 rate for cars carrying more than 4 passengers, DCFC are potentially foregoing revenue from supporters willing to pay the full price. This will be promoted widely in the match programme and on the DCFC website, but the costs cited here are based on uptake following a soft launch without publicity.	£120 - £500 per match in foregone revenue	DCFC
Policing for post-match traffic management	Derbyshire Constabulary will provide additional PCSO support for the extended matchday transport management plan, with revenue from formal matchday parking arrangements with landowners on Pride Park.	TBC	DCFC & Derbyshire Constabulary

Resource	Description & Timing	Value	Funded by
Competition prizes	Ad-hoc competition prizes such as signed shirts and free match tickets in relation to	TBC	DCFC
"On 'yer bike" matchday incentives	DCFC and Cycle Derby jointly facility 2 cycling focused home games each season. DCFC will provide free match tickets to a game later in the season to all supporters who cycle to the game, while Cycle Derby will provide	Depends on take-up	DCFC & Cycle Derby
Additional cycle racks at Pride Park stadium	DCFC will extend existing cycle racks and explore opportunities to shelter the stands from the elements.	£5,000	DCFC
Improve signage for motorists, pedestrians and cyclists on routes to & from stadium	DCFC & Derby City Council to explore opportunities for installing matchday only road signs which can be changed manually to direct motorists on matchdays. Additional pedestrian and cycling signs have also been identified.	TBC	Derby City Council & DCFC – to be agreed

APPENDIX A

Supporter Travel Survey analyses

APPENDIX B

Staff Travel Survey analyses

APPENDIX C

Visitor travel survey analysis

APPENDIX D

Traffic Flows and City Council Car Park Data analyses

APPENDIX E

Pride Park matchday car parking review

APPENDIX F

Pride Park and surrounding areas matchday observations

APPENDIX G

Supporters' coach driver engagement surveys

APPENDIX H

Marketing and Communications Strategy

