



Proposed Redevelopment of Welling FC
Park View Road Football Stadium and 1-3
Park View Road, Welling DA16 1SY

Event Management Plan

For

Woolwich Road Limited

Document Control Sheet

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Park View Road Football Stadium and 1-3 Park View Road, Welling DA16 1SY

Woolwich Road Limited

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1.0 Introduction

- 1.1 This Event Management Plan (EMP) has been prepared to accompany a planning application by Woolwich Road Limited for the redevelopment of Welling United Football Club, located at Park View Road Football Stadium and 1-3 Park View Road, Welling DA16 1SY (herein referred to as 'the site').
- 1.2 The application site is located to the east of Welling town centre and benefits from close proximity to the A207, A221 and A2 as well as a number of bus stops and Welling railway station. The site falls within the administrative boundaries of the London Borough of Bexley (LBB), who act as both the planning and highways authority.
- 1.3 WFC are redeveloping their existing ground to create a new sports facility & Academy supporting 40+ football teams. The stadium will incorporate the following:
- ▶ New sports facility for Welling United FC & Academy;
 - ▶ Multi Purpose 3G Pitch - FIFA Approved;
 - ▶ Approximately 4,000 Ground capacity - combination of seating and standing;
 - ▶ New hospitality areas (for hire) and classrooms for community use;
 - ▶ New club shop/ticket space;
 - ▶ New changing, physio and admin/ management areas; and
 - ▶ Independent grade level commercial space.
- 1.4 This EMP has been prepared ahead of planning submission to outline the management strategy for the operation of the ground. This EMP will be updated as necessary with information as the stadium reopens and the management strategy evolves.
- 1.5 The EMP is designed to outline the management, protocol and process for events and match day operations at the ground. It is noted that events are likely to require independent consideration depending on their type or scale and this document is designed as a framework guide to outline the principles for this to occur.

Scope of EMP

- 1.6 This document sets the management plan to be enacted for match days attended by the public at the site. This EMP deals with preparation of various aspects in the lead up to a match or event day such as ensuring consultation with relevant stakeholders, adequate crowd control and traffic management is in place. Implementation of the strategy on the day itself is covered in this EMP as is a program to monitor and update this EMP as the management strategy evolves. The EMP will help to ensure all supporters/visitors to the site can enjoy a match/event in a safe and comfortable environment.
- 1.7 WFC will appoint a Safety and Transport Officer (STO) to take overall responsibility for planning and managing all aspects of safety, crowd control and transport as detailed in this EMP. The STO will be assisted by a Matchday Co-ordinator (MCO) who will be responsible for all travel related aspects before, during and after each match.
- 1.8 This EMP will form a 'live' document that is subject to ongoing discussions between the WFC board, the STO and relevant stakeholders. If amendments are to be made to the document the STO will implement them in consultation with the WFC board.

Football Club Operation

- 1.9 WFC play football matches on a weekday evening and a Saturday daytime. The records indicate that, typically, Saturday home matches are the peak operating period for the Football Club. Such matches occur typically every other Saturday during the football calendar.
- 1.10 First team league and cup matches are generally scheduled on Saturday afternoons with a 15:00 hours kick-off, or Tuesday evenings with a 19:45 hours kick-off. There are likely to be twenty-one home matches in the League and some additional cup matches each season.
- 1.11 The Development Team will generally play their matches on weekday evenings.

Structure of the Event Management Plan

- 1.12 Whilst the remaining sections of this EMP relate principally to the detailed operations associated with a football match day, the same processes, protocols and management would be undertaken for events taking place at the ground.
- 1.13 The remainder of this document is structured as follows:
 - ▶ Section 2 – Personnel;
 - ▶ Section 3 – Pre-match Planning;
 - ▶ Section 4 – Event Day Traffic Management;
 - ▶ Section 5 - Stadium Operational Plan;
 - ▶ Section 6 – High Attendance Match Protocol; and
 - ▶ Section 7 - Monitoring and Review.

2.0 Personnel

Overview

- 2.1 The success of the EMP is dependent on a team of staff, contractors and volunteers that assist with the operation of the site on match days for WFC.

Events Management Team

Event/Matchday Co-ordinator

- 2.2 A Matchday Co-ordinator (MCO) will be appointed to take responsibility for all aspects of transport, car parking, crowd control and safety before, during and after the match. The postholder will liaise with the STO.
- 2.3 On matchdays, the MCO will be moving around the site and local area to monitor pre and post-match conditions. They will have mobile phone and radio access.

Events Safety and Transport Officer

- 2.4 WFC will appoint an Events Safety and Transport Officer (STO). The post holder will be accountable to the WFC board either as a Director or as an Adviser. Key duties and responsibilities will include the following:
- 2.5 To take overall responsibility for planning and managing all aspects of Safety, Crowd Control and Transport at first-team matches and other events held by WFC;
- ▶ Ensuring emergency vehicle access routes are kept clear to the site on match days;
 - ▶ Overseeing onsite car parking arrangements on matchdays;
 - ▶ To be named as WFC Safety Officer (SO) responsible for compliance with all safety regulations, thereby ensuring that those attending can enjoy an event in a safe and comfortable environment;
 - ▶ To act as Travel Plan Co-ordinator (TPC) as set out in the Travel Plan; and
 - ▶ To chair the Travel Plan Forum (on non-match days).
- 2.6 On matchdays, the STO will be positioned at the Event Control location and will oversee the stewarding operation. The STO will have mobile phone and radio access.

Travel Plan Co-ordinator

- 2.7 The Travel Plan Co-ordinator (TPC) will work alongside the match day team to oversee the travel arrangements and will monitor the modes of travel being utilised and note any areas where alterations to the operation is required. They will be a key person responsible for advanced travel arrangements and promotion of available travel to home matches.

Stewards

- 2.8 All stewards will be trained in their responsibilities and a briefing will occur before each match.
- ▶ General responsibilities will include the following:
 - ▶ Provide information and direction to the public on access, parking etc.
 - ▶ To monitor and report on any safety concerns or crowd managements aspects; and
 - ▶ To control access to restricted areas and check necessary passes or parking permits.

2.9 For all events Stewards will be required for the following roles and responsibilities:

- ▶ Crowd control inside the Stadium;
- ▶ Players & Officials access and security; and
- ▶ Off-site car park operation.

3.0 Pre-Match/Event Planning

Overview

- 3.1 In advance of each match, there will need to be a review process for the forthcoming game that will determine the transport strategy proposed. This will also feed into the level of consultation with stakeholders that is undertaken. The parameters for both are outlined in this section.
- 3.2 Such a process would also occur for any events taking place at the ground that are likely to attract levels of attendees reflective of matchdays. An above 927 attendance for a Saturday event or 353 for a weekday evening event would require the EMP additional measures to be undertaken by the STO as outlined below.

Pre-Match Preparation

- 3.3 This EMP is to serve as the standard management strategy for all first-team home matches and significant public events at the ground. Prior to a match or public event, the STO is to consult with the WFC board and event organisers to ensure they have a full understanding of the scheduled match or event. This could include but is not limited to information on:
- ▶ Potential attendance numbers at matches (both home and away supporters);
 - ▶ Match type (League, Cup, Testimonial etc.);
 - ▶ If away supporters have pre-arranged travel to the match;
 - ▶ Temporary equipment/facilities need on-site for an event; and
 - ▶ If a match/event will trigger additional measures (i.e. attendance over 353 on a weekday or 927 on a Saturday).
- 3.4 This information will aid the STO in ensuring adequate safety, crowd control and traffic management measures are in place to deal with the expected attendance numbers. The STO can inform outside stakeholders such as TfL and LBB in advance of the match/event of the expected number of attendees. This information can feed into the pre-match briefing to stewards by the STO on the day of the match.

Additional Consultation

- 3.5 If the expected attendance is to be over 353 on a weekday or 927 on a Saturday, additional steps can be taken by the STO to adequately prepare for the larger than normal crowds. This could include:
- ▶ Informing relevant authorities (e.g. TfL and LBB etc.)
 - ▶ If necessary, The Metropolitan Police;
 - ▶ Increasing the number of stewards (inside and outside the ground);
 - ▶ If required, use of additional off-site car parks for overflow parking; and
 - ▶ Considering, in consultation with other WFC officials, limiting the number of attendees by allowing a ticket-only event.
- 3.6 WFC are in the process of seeking agreement to utilise the car parks identified in Figure 4.1 below, if demand requires. Should the car parks be utilised the STO will arrange additional match/event day directional signage to the car park. This supplementary car parking capacity should help to alleviate the potential impact of additional traffic.

4.0 Event Day Traffic Management

Overview

4.1 This section outlines how the site and the local highway network are to be managed on match days.

Temporary Events Signage

4.2 A signage strategy is prepared primarily to prevent on-street parking and to direct vehicles to the closest car park locations.

- ▶ Temporary A-frame signs will be placed at the entrance to Roseacre Road showing no parking wording; and
- ▶ Temporary signs will be placed along Park View Road indicating that spectators should seek to avoid parking on the main road and providing direction signs to car parks.

4.3 Temporary events signs will be erected pre-match and removed post-match by representative of WFC, who will hold the necessary insurances to place the signs in the public highway.

Offsite Car Parking

4.4 WFC and Lita Homes are actively seeking to secure off-site car parking spaces on event days to minimise the impact of spectators parking on-street. Figure 4.1 below illustrates those potential parking locations, whilst Table 4.1 summarises the number of potential parking spaces this may provide.

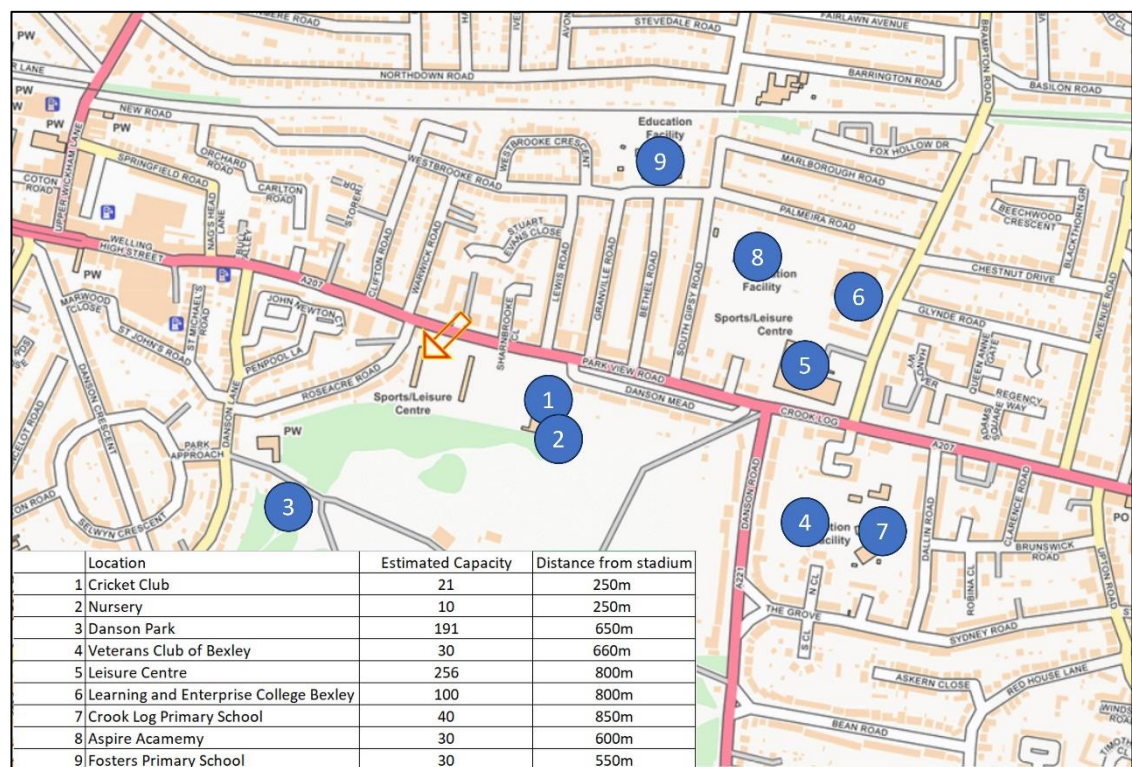


Figure 4.1 – Off-Street Car Parking Locations

4.5 The above totals a potential of circa 709 car parking spaces, albeit it is noted that the Leisure Centre will be reliant upon retaining car parking for its customers. Despite this, many other locations (such as Danson Park and the College) should be able to offer extensive parking opportunities off-street.

- 4.6 It is envisaged that Woolwich Road Limited will secure the rights to park away team coaches in one of the above locations, most likely Danson Park or the College. Any agreement will be secured in principle in advance of the eventual planning submission. As of November 2023 the Learning and Enterprise College has confirmed that they would be happy to provide circa 100 car park spaces. Further details will be provided as part of any forthcoming planning application, and the applicant intends to continue discussions with others car park operators.
- 4.7 The car parks will also offer parking for both home and away fans, with incentives to encourage them to use these car parks as opposed to parking on-street.

Parking Information

- 4.8 Parking arrangements will be posted on the WFC website with advice sent in advance to visiting teams. Temporary signs directing spectators to the car parks will be erected prior to matches and removed immediately afterwards and stewards will be on hand to provide advice.

Public Transport

- 4.9 WFC is well served by frequent buses providing connections located immediately adjacent to the site. Stewards will be in place at the two adjoining bus stops, at the pedestrian crossing on Park View Road and on the footway fronting the stadium to manage the movement of attendees safely between the bus stops and the ground.

Pedestrian Management

- 4.10 Directional signage in the stadium area and locally will be used to inform attendees of the best routes to take when entering and exiting the site. The majority of attendees are expected to enter / exit from Park View Road. Stewards will manage the flow of attendees from the ground along Park View Road.

5.0 Ground Operational Plan

Overview

- 5.1 This section details the management of crowds and traffic movements in the immediate vicinity of the ground. Details are provided principally from a transport perspective although the safety of attendees is paramount at all times and each measure is to ensure attendees can enjoy the match/event safely.

Stewarding

- 5.2 For any match/event at the ground the following minimum stewarding levels will be in place:
- ▶ 4 stewards for crowd control inside the stadium;
 - ▶ 2 additional stewards for inside the stadium for attendances over the aforementioned thresholds;
 - ▶ 1 steward for Players & Officials access and security at the clubhouse;
 - ▶ 2 (where possible CSAS qualified) stewards for the Park View Road pedestrian crossing point.
- 5.3 During the match/event stewards outside the ground, such as those on Park View Road can be redeployed within the ground, returning to their original post at the end of the match/event.
- 5.4 It is noted that the stewarding plan outlined above would need to be reviewed for events taking place at the ground and that stewarding numbers may vary as a result of this based on the requirements of each event.

Admission to the Ground

- 5.5 Access to the ground for the general public will be from two turnstiles, which will be manned by stewards for all matches. Disabled access is to be provided through the gate adjacent the turnstiles. This gate is also to be manned by a steward.
- 5.6 Notices posted at the entrances will set out the ground rules. Items such as alcohol, glass bottles, cans, flares and dangerous objects will not be permitted to be taken into the ground.
- 5.7 The supply of alcohol within the ground is restricted and limited to alcohol purchased at the clubhouse bar and must be provided in plastic containers. A steward will be on duty to enforce this requirement.

Emergency Vehicle Access

- 5.8 Emergency vehicular access to the ground is taken from Park View Road. it is not anticipated that fire tenders will need a clear 'blue light' route to the ground, as the immediate need in a fire (or similar) situation will be to evacuate the ground quickly thereafter allowing safe access by emergency vehicles.

6.0 High Attendance Protocol

Overview

- 6.1 For the purpose of this EMP, a high attendance match or event is defined as one whereby an attendance of 927 or above is expected on a Saturday, or 353 on a Weekday evening. This figure will be subject to review when the site is operational to ensure it best reflects conditions to minimise any impact on the surrounding local highway network.
- 6.2 This reflects assessments on parking capacity of the surrounding network that have been undertaken as part of the Transport Assessment prepared in support of the planning application.
- 6.3 The WFC Board of Directors are seeking to implement the high attendance strategy for at least the first 3 games played at the site to seek to manage the initial demand at the ground and a planned high attendance friendly match at the site.

Additional Duties

- 6.4 There will be additional STO duties and responsibilities for a high attendance match that will include:
- ▶ Informing relevant authorities, including London Borough of Bexley and TfL and, where relevant, the Metropolitan Police;
 - ▶ Increasing the number of stewards;
 - ▶ Making arrangements for the use of the alternative car parks if required for additional parking;
 - ▶ Arranging directional signage to accompany the additional car park use;
 - ▶ Considering options for limiting the size of the crowd to the capacity of the ground, e.g. by making the event all-ticket;
 - ▶ Considering whether alternative transport arrangements can be made to transport visiting supporters to the ground (e.g. special buses); and
 - ▶ Ensuring that both the home and visiting clubs publicise the arrangements on their websites, emails and other social media platforms.
 - ▶ For higher attendance events, additional car parking facilities will be required and will comprise of those shown within Figure 4.1
 - ▶ Additional stewards for crowd control inside the stadium;
 - ▶ Additional steward for the various off-site car parks;
 - ▶ Details of specific parking and transport arrangements will be posted on the WFC website and social media, and the local press informed of arrangements; and
 - ▶ The visiting club will be asked to publicise the arrangements.

Additional Monitoring of Pedestrian Crossing on Park View Road

- 6.5 Consideration will be given to additional traffic management measures around the site access to control crowds and Park View Road operation.

7.0 Monitoring and Review

Overview

- 7.1 Monitoring and review of this EMP has two key roles:
- ▶ To provide feedback to allow the EMP to be developed; and
 - ▶ To ensure the EMP is fit for purpose.
- 7.2 A framework for undertaking the monitoring and review is outlined in this section.

Monitoring Strategy

- 7.3 A strategy for regular programmed monitoring will be put in place. Beginning from the first match, monitoring of crowd movements, attendance numbers and travel patterns to the ground will ensure the measures within this EMP are sufficient to deal with the average number of attendees as well as occasions of increased capacity. The STO will monitor:
- ▶ The movement of attendees inside and outside the ground;
 - ▶ Communication of travel information to attendees;
 - ▶ Usage of off-site car parks;
 - ▶ Presence of on-street parking in the vicinity of the ground (e.g. along Roseacre Road and Park View Road);
- 7.4 Each large-scale event taking place at the ground will also be subject to review and any improvements will be built upon for each following event taking place.
- 7.5 In advance of any higher attendance match/event the EMP will be reviewed to ensure any and all additional measures are put in place to deal with the expected attendance. Relevant stakeholders such as Metrobus will be informed of the expected number of attendees to allow preparation for adequate capacity to be provided on the bus services.

EMP Review

- 7.6 The EMP will be an active document and will be managed by the STO, who will have overall responsibility (with the support of WFC board) to ensure the implementation and review are ongoing.
- 7.7 The STO will ensure that an internal review is conducted at key milestones to ensure that the most effective measures and initiatives are in place. It is envisaged that these points would be:
- ▶ Upon promotion;
 - ▶ At the end of each season (to review overall performance);
 - ▶ In the event attendances increase towards the 353 and 927 figures;
 - ▶ Review of any events taking place at the ground; and
 - ▶ Prior to any anticipated high attendance matches/events (e.g. cup games).
- 7.8 The STO is to produce a report outlining the results of the review including any measures that have been implemented and any suggested changes to targets and measures.