TRAVEL PLAN



25 NOVEMBER 2013

Manchester City Football Club

Stadium Expansion Interim Staff Travel Plan

November 2013

Manchester City Football Club

Etihad Stadium, Etihad Campus, Manchester, M11 3FF

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1. Introduction

1.1 Background

This Travel Plan has been prepared on behalf of Manchester City Football Club (MCFC), to support the planning application for the Etihad Stadium Expansion which proposes to increase the capacity of the stadium to a maximum of 62,170 seats.

The Travel Plan has been developed in parallel with the Transport Assessment and Strategy, which sets out measures and mode split targets predominantly related to supporter travel. This Travel Plan is intended to address how **staff** travel to the stadium including permanent staff, match day staff and event staff; with the measures presented applicable to commuter trips.

1.2 What is a Travel Plan?

A Travel Plan is a package of measures designed to reduce the number and length of car trips generated by an organisation. A travel plan can address a range of travel types such as staff commuting, business trips, journeys made by visitors to the site, how an organisation's fleet is managed and travel made by suppliers. Travel plans have a number of benefits and the bullet points below give a brief summary.

- Address transport problems, including:
  - Parking issues
  - Road safety
  - Public transport accessibility
  - Congestion
- Recruitment & retention
- Corporate & social responsibility
- Secure planning permission
- Environmental credibility
- Reduce the need to travel
- Address social exclusion
- Healthier work force
- Financial savings
- Community relations
- Employee Benefit Packages

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

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

Research has found that the most successful way of managing an organisation's transport impacts is through improving the quality of non-car modes and providing disincentives for the use of the car. This has been taken into account when developing the Travel Plan for MCFC.

1.3 Travel Plan Objectives

MCFC has identified five overarching objectives for the Travel Plan which will be addressed over the short, medium and long term. These objectives are the high-level aims of the plan, which will give direction and provide a focus.

Our objectives are set out below.

- Reduce the number of staff accessing the site in single occupancy vehicles by encouraging greater use of sustainable modes.
- Offer an improved choice of travel options to all staff (as well as supporters and visitors).
- Improve the health, fitness and well-being of our staff, by encouraging greater use of active travel modes.
- Reduce our environmental impact through encouraging greater use of sustainable modes.
- Be a good neighbour to the local community by reducing our overall transport impacts.

1.4 Structure of the Report

This report is structured as follows:

- An appreciation of the issues including the development proposals and a summary of the strategic issues is set out in Chapter 2;
- An overview of the site characteristics, including the 2011 monitoring exercise, is set out in Chapter 3.
- Chapter 4 summarises staff travel behaviour and presents the results of an analysis of staff postcodes.
- Chapter 5 outlines the objectives of the Etihad Stadium Travel Plan, presents our targets for future modal splits for staff travel and sets out how the Travel Plan will be monitored and managed.
- Chapter 6 presents the Action Plan which will be implemented to deliver the Travel Plan targets.

2. Appreciation of the Issues

2.1 The Etihad Stadium

The Etihad Stadium is the home of Manchester City Football Club (MCFC) and is positioned within a nationally and internationally renowned multi-event sports hub. The stadium began its existence as the centre piece of the 2002 Commonwealth Games where it hosted track and field events and was the venue for the opening and closing ceremonies. For these events, it had a capacity of 25,000. Following the Games, the stadium was converted to a purpose built football stadium and its seating capacity was increased to its current level of c.47,670, and at which time it became home to Manchester City Football Club. It has been their home ground ever since and it was renamed the Etihad Stadium in 2011, with the Stadium and the wider site surrounding the ground becoming known as the Etihad Campus. Prior to that Manchester City Football Club played at Maine Road's stadium in South Manchester which was tightly constrained by housing with little parking and poor road infrastructure. The substantial investment in East Manchester Infrastructure was part of a wider regeneration strategy.

In 2008, developments such as the building of the BT City Square Fan Zone, and the City@Home Offices were completed.

A wide range of other leisure and community facilities are located on the wider Etihad Campus, which also host major events. These are as follows:

- National Cycling Centre;
- National Squash Centre;
- Regional Athletics Centre; and
- Manchester Tennis and Football Centre.

Construction is currently underway to establish the Manchester City Football Academy on an adjacent site and construction is also underway on the Beswick Community Hub located to the south of the stadium complex.

2.2 The Stadium Location

The stadium is located to the east of Manchester city centre and is bordered by Ashton New Road to the south, Alan Turing Way to the east and the railway line to the north and west. Alan Turing Way forms part of Manchester's intermediate ring road. The Ashton Canal and the new Metrolink line run through the site to the north of the stadium. The site is surrounded by a mixture of residential and retail land uses, with some industrial use to the north and west. The site is accessible by a range of modes, with a new Metrolink stop, 'Etihad Campus' within the grounds, as well as a bus routes along Ashton New Road and Alan Turing Way. Within the site boundary, there is designated car parking for cars, corporate supporters and coaches. Provision is also made for pedestrians and cyclists, including cycle parking, marked cycle routes and wide, level walkways with a signed designated route into the city centre called 'City Link'.

The following figures provide an overview of the layout of the transport provisions in the area:

- Figure 2.1 – Strategic Transport Context;
- Figure 2.2 – Local Transport Context; and
- Figure 2.3 – Existing Site Layout.

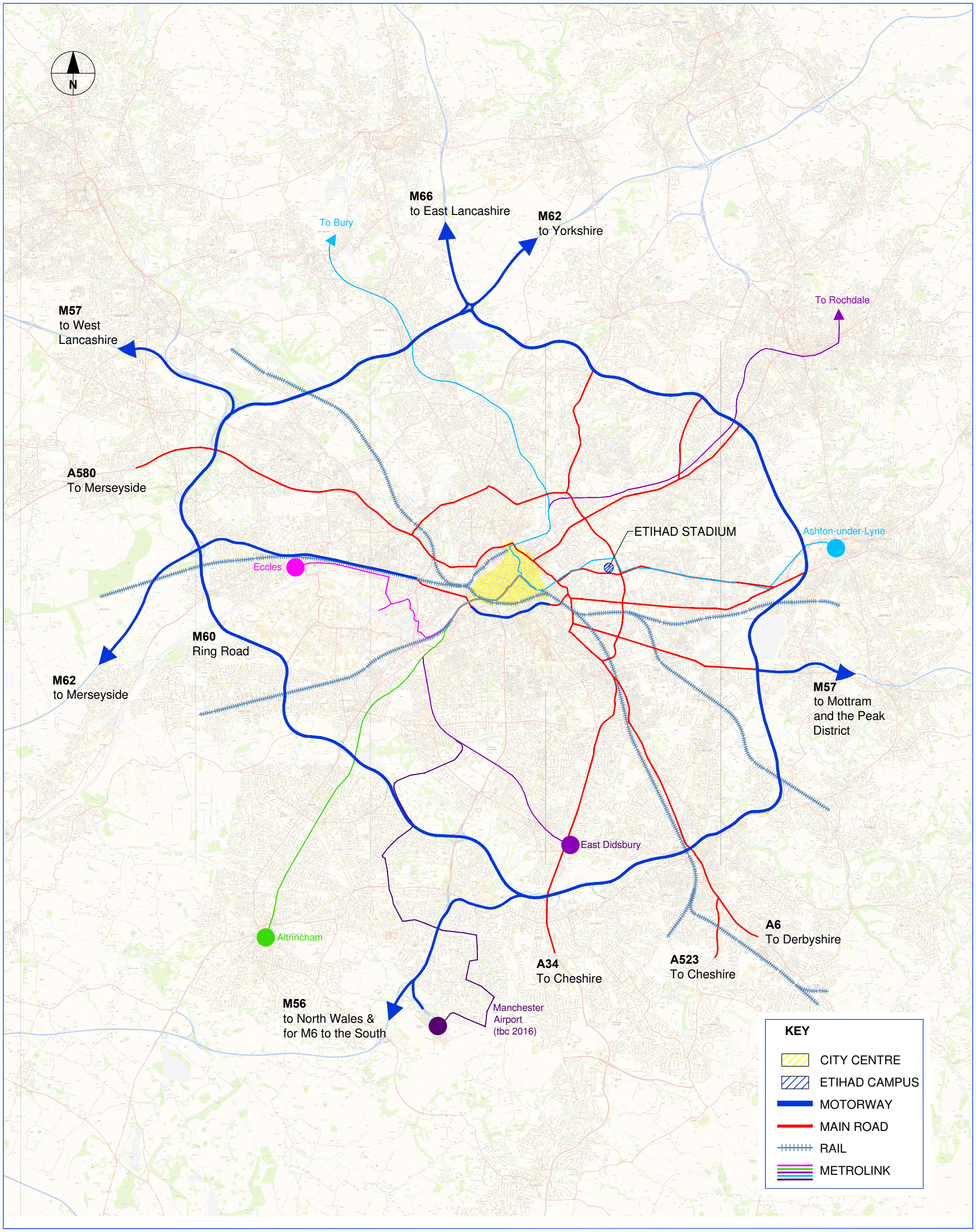

FIGURE 2.1 STRATEGIC CONTEXT

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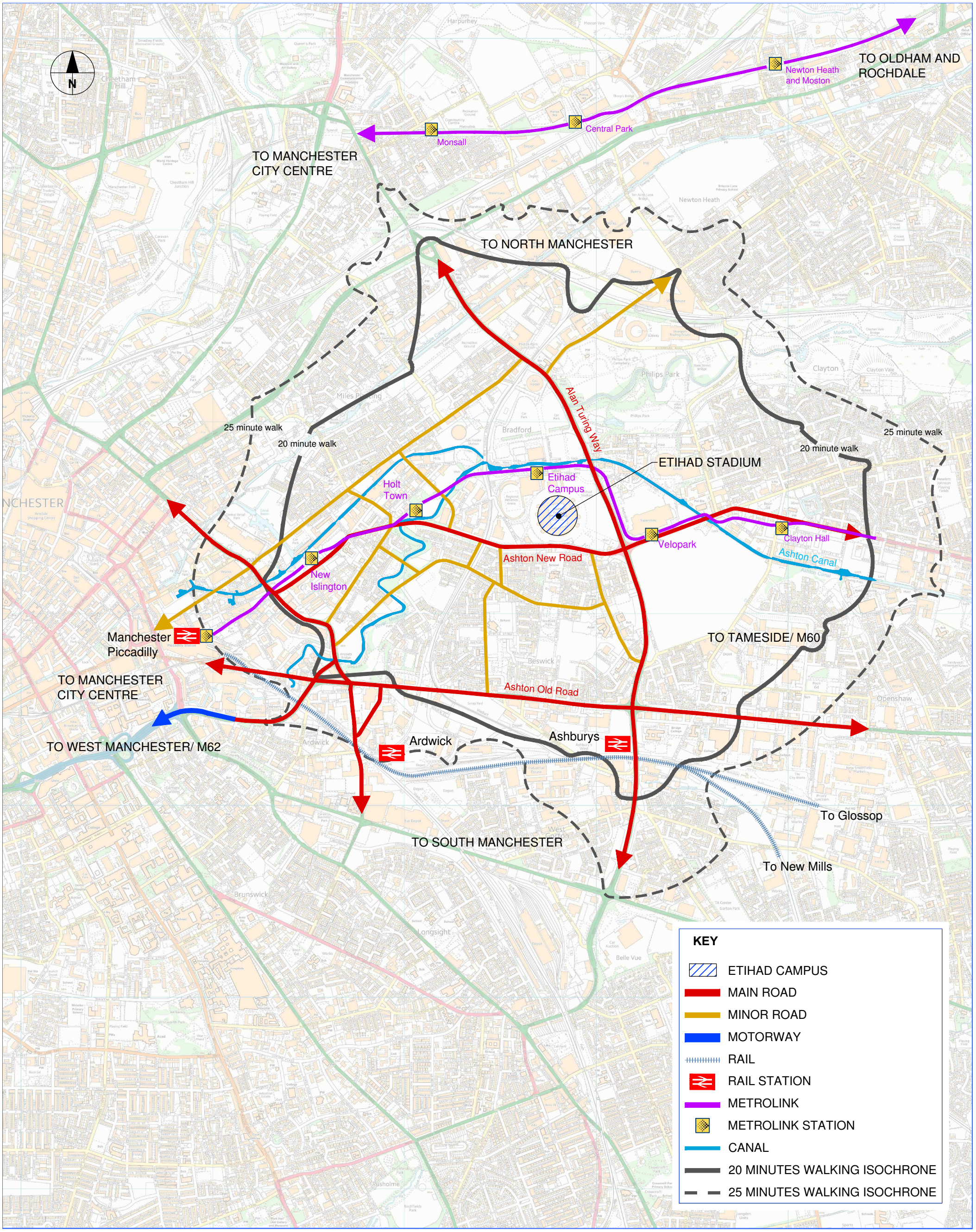

FIGURE 2.2 LOCAL CONTEXT

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FIGURE 2.3 EXISTING SITE LAYOUT

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2.3 Development Context

MCFC wish to redevelop the Etihad Stadium, to increase the seating capacity from its existing level of 47,670 to a maximum of 62,170, with the additional seats being provided in the North (6,250) and South Stands (6,250) as well as an additional 2,000 pitch-side seats.

The stadium expansion may be undertaken in two phases, with the South Stand being extended during Phase 1, followed by the North Stand in Phase 2 or both stands may be constructed simultaneously. Each stand will provide a maximum 6,250 additional seats and it is anticipated that if phased the first phase will be complete and operational for the start of the 2017/18 football season. The additional 2,000 seats would be provided as an additional phase once the two stands have been extended.

2.4 Policy Review

2.4.1 National Planning Policy Framework

The National Planning Policy Framework (NPPF), which was published in March 2012, sets out the Government's planning policies for England and how they should be applied. The primary purpose of the planning system is to contribute to achieving sustainable economic, social and environmental development; therefore there is a presumption in favour of sustainable development at the core of the Framework.

Chapter 4 discusses the important role that transport plays in facilitating sustainable development and contributing towards wider sustainability and health objectives. It states that *'the transport system needs to be balanced in favour of sustainable transport modes, giving people a real choice about how they travel.' (paragraph 29)*

Specifically, the Framework states that *'all developments that generate significant amounts of movement should be supported by a Transport Statement or Transport Assessment…..Development should only be prevented or refused on transport grounds where the residual cumulative impacts of development are severe.'* In addition, developments should be located and designed where they can provide access to high quality public transport facilities, give priority to pedestrian and cycle movements and create safe and secure layouts which minimise conflicts between traffic and cyclists or pedestrians. The production of a Travel Plan can help to meet these goals. *(paragraph 32)*

The proposed development accords with the policy guidance set out in the NPPF. It is located in an area of good public transport provision, including rail, Metrolink and bus, and there are pedestrian and cycle facilities both on-site and in the local area. In many ways the presence of the Etihad Stadium and Campus helps increase economic viability and provision of transport amenities, both as day-to-day employer and as a key attractor. The Transport Strategy presented in this Transport Assessment seeks to address any issues of potential conflict between traffic and cyclists and pedestrians and the Travel Plan that accompanies this document sets out the measures that will be implemented to ensure that staff and visitors to the stadium have a real choice of mode of travel and to promote the use of more sustainable modes of transport.

2.4.2 Local Policy

2.4.2.1 Greater Manchester Third Local Transport Plan

The Third Greater Manchester Local Transport Plan (LTP3) sets out a five year transport development programme for the Greater Manchester area up to 2016. It superseded the second LTP in 2011 and

aims to support the continuing economic development of Greater Manchester through the management, maintenance, development and monitoring of Greater Manchester's transport system.

The core objectives for LTP3 are:

- To ensure that the transport network supports the Greater Manchester economy to improve the life chances of residents and the success of business;
- To ensure that carbon emissions from transport are reduced in line with UK Government targets in order to minimise the impact of climate change;
- To ensure that the transport system facilitates active, healthy lifestyles and a reduction in the number of casualties and that other adverse health impacts are minimised;
- To ensure that the design and maintenance of the transport network and provision of services supports sustainable neighbourhoods and public spaces and provides equality of transport opportunities; and
- To maximise value for money in the provision and maintenance of transport infrastructure and services.

LTP3 promotes Travel Plans as a key initiative to increase the number of trips made by sustainable travel modes, to deliver a long term shift in travel behaviour across the city region and to improve public health through the increased take up of walking and cycling.

2.4.2.2 Greater Manchester Local Sustainable Transport Fund

Greater Manchester was successful in bidding for £32.5million from the government's Local Sustainable Transport Fund (LSTF) in June 2012. A key aim of Greater Manchester's bid submission was to assist people back into work by providing greater travel choices to make it easier to walk, cycle and travel by bus, train or tram.

Initiatives include:

- Active Travel: More pedestrian and bike friendly connections to key destinations such as local centres, Metrolink stops and rail stations.
- Community Transport: Giving greater access to job opportunities.
- Smart technology: To improve traffic flows and improve bus service journey times and reliability. Give passengers real time travel information and smart ticketing.
- Travel Choices: Improved travel advice services for jobseekers and travel plan support for employers at major business sites.

TfGM hope that the initiatives will remove a projected 26million km of commuter car journeys off the roads each year whilst creating 10million extra public transport journeys and two million extra cycling trips. In achieving these targets, TfGM wish to reduce carbon emissions by up to 1,000 tonnes a year.

2.4.2.3 Manchester Core Strategy

The Core Strategy Development Plan Document was adopted by Manchester City Council on 11th July 2012 and covers the period 2012-2027. It sets out long-term strategic policies to guide and inform future development within the region and acts as a framework for the assessment of planning applications. The Plan echoes the NPPF in terms of transport accessibility for new developments in that it states that development must make the best use of existing and planned transport and also promote the most sustainable means of transport, including walking and cycling for short trips.

Eastlands, including the Etihad Campus is highlighted as a key focus for major national and regional sporting events and as a growth area with significant potential for employment creation, which is vital for both local people and in terms of adding value to the wider City Region. The Council sets out its aspiration to further develop East Manchester as a major commercial, leisure and residential investment location; therefore one of its key challenges is to strengthen the role of Eastlands and create opportunities for increasing both the level and quality of employment. Specifically, 'By 2027 Manchester will be….an international destination for tourism and culture with the Eastlands area of the Regional Centre a national attraction for sport, leisure and recreation.' It is stated that 'the existing sporting and leisure infrastructure present at Eastlands provides a clear focus for additional development of a similar type.'

2.4.2.4 East Manchester Strategic Regeneration Framework 2008-2018

The East Manchester Strategic Regeneration Framework (SRF) provides guidance on the proposed redevelopment of the area over the ten year period to 2018. The Framework stresses the importance of having an effective transport network in place and also ensures that there are good levels of accessibility to the public transport network and that this is taken into account for all new developments.

2.4.2.5 Eastlands Regeneration Framework (July 2011)

The Eastlands Regeneration Framework (ERF) is a publication produced by a Joint Development Board formed from representatives of New East Manchester Ltd, Manchester City Council and Manchester City Football Club that reviews progress in taking forward the East Manchester SRF, provides a robust framework for responding to planning application and guides future activities and investment priorities in the area.

One of the strategic development ambitions for Eastlands is to expand a world-class sports destination, facilitated in part by protecting the long-term expansion potential of the Etihad Stadium. One point of note is the intention to "Capitalise on Metrolink investment by focusing development around transport nodes and promoting transport accessibility through pedestrian networks." The following points are key aims of the document:

- Maximise Access to the Extension of the Metrolink System;
- Promote Further Extension of Manchester Metrolink;
- Significant Improvements to the Cycling and Trail Network;
- Improved Bus Services;
- Supportive Services to Encourage Smarter Choices; and
- Key Junction Improvements.

These local documents demonstrate that the area surrounding the stadium is one of significant investment and change, with notable schemes such as the Beswick Community Hub, the Manchester City Football Academy and the Metrolink extension out to Ashton-under-Lyne demonstrating the changing prominence of the area, and creation of a true community focussed, sport led campus.

Within the regeneration framework for Eastlands (2011), this potential for new and complimentary development was recognised and encouraged. The ultimate vision saw the area becoming a world class hub for sports, education and health. As such, the area would become a major generator of people trips on a day-to-day basis.

3. Existing Travel Options

3.1 Site Access

There are currently a variety of options for staff travel to the Etihad Stadium on non-match days, match or other event days, including the use of the recently opened Metrolink tram link between Etihad Campus, the city centre and Ashton-under-Lyne. This section discusses each of these in turn, including any observed issues.

Staff are required to be on site at the stadium prior to events and matches to assist with preparation and management. Therefore, for the majority, their likely travel times will fall outside those of the supporters or event attendees and their dwell time in the area will be greater, with a large proportion remaining behind following the event/match. It is also possible some staff will arrive or leave during the match or event if their services are only required in the period before or afterwards, again staggering their movements against those of the supporters.

The different arrival and departure profiles for staff therefore mean that for the large majority their trips are not in conflict with those of the supporters and therefore the public transport and road network should not be under additional capacity from staff, in addition to supporters.

3.2 Transport Operations by Mode

3.2.1 Public Transport

Figure 3.1 shows the extent of the public transport provision with direct access to Etihad stadium. This highlights that direct public transport is almost entirely contained within the north east quadrant of the city with the exception of direct tram access to stations on the Bury Line. This will mean that journeys from areas to the south and west of the city centre will inevitable involve an interchange in the city centre.

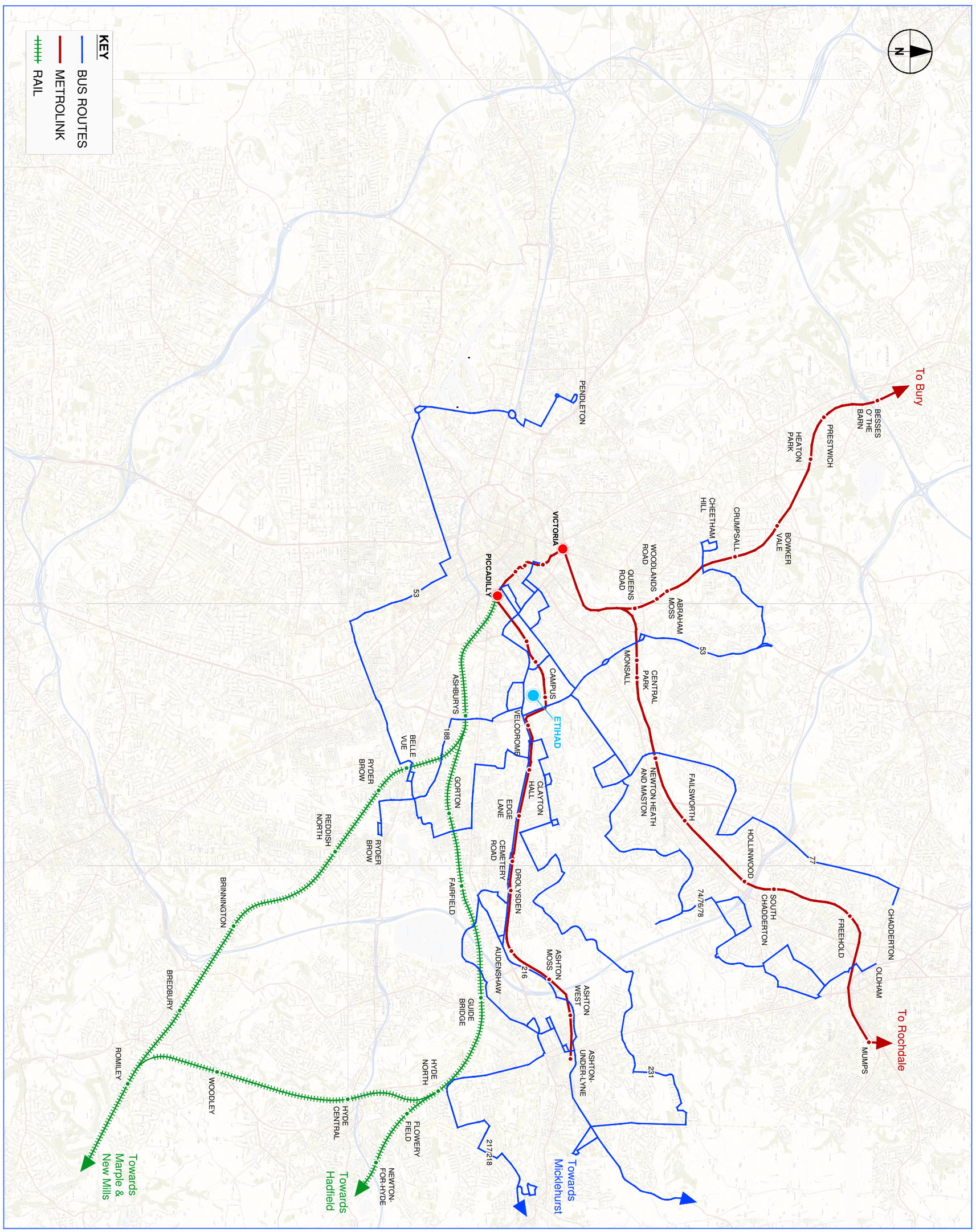

FIGURE 3.1 DIRECT PUBLIC TRANSPORT ROUTES

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3.2.1.1 Bus Services

A direct non-car mode alternative in terms of accessing the Etihad stadium is by bus on one of the services that pass directly adjacent to the ground on Ashton New Road, Alan Turing Way, or Bradford Road. The following table summarises the services that undertake these journeys for weekdays and weekends to provide staff access to the stadium.

Table 3.1: Bus Services to Etihad Stadium

Bus no.	Route	Services in 2 hours prior to Match		
Ashton New Road		**Mon - Fri Eve**	**Sat PM**	**Sun PM**
188	Ryder Brow - Gorton - Clayton - Manchester	0	2	0
216	Ashton - Droylsden - Clayton - Manchester	10	12	10
231	Ashton - Hartshead - Droylsden - Clayton - Manchester	4	4	4
Alan Turing Way		**Mon - Fri Eve**	**Sat PM**	**Sun PM**
53	Cheetham Hill - Harpurhey - Gorton - Rusholme - Old Trafford - Pendleton	4	4	4
217/218	Manchester - Clayton - Droylsden - Ashton - Mossley	2	2	2
Bradford Road		**Mon - Fri Eve**	**Sat PM**	**Sun PM**
74/76/78	Oldham - Failsworth - Manchester	9	12	6
77	Chadderton - New Moston - Newton Heath - Manchester	3	4	2
217/218	Manchester - Clayton - Droylsden - Ashton - Mossley	2	2	2
	Totals	**34**	**42**	**30**

There are bus stops for both directions along Ashton New Road adjacent to stadium, with a layby on both sides of the road. The 216, 217 and 231 services call here and provide a connection between the city centre and Ashton-under-Lyne. These services are both operated by Stagecoach. The 216 provides a service between Ashton and the city centre via the stadium every 10 minutes in each direction on Monday – Saturdays during the core hours of the day (approx. 6am – 6.30pm). This service pattern changes to 4 services per hour outside of these times. On Sundays, the service operates every 10 minutes between the hours of 11am to 5pm with services every 15 minutes outside of these times.

The 53 service operated by First, runs along Alan Turing Way and provides a connection to the stadium from Cheetham Hill and Salford. This service operates approximately 2 services per hour Monday to Saturday, with a slightly reduced service on a Sunday. It runs southwards towards Longsight connecting with the busy A6 Manchester-Stockport corridor.

3.2.1.2 Metrolink

Perhaps the most straightforward public transport related journey to the Etihad Stadium is to take the recently opened tram route which runs between Ashton-under-Lyne and Manchester Piccadilly, and extends through Manchester city centre via Victoria to Bury. The Metrolink network can be seen in the figure below. It should be noted that the network has extended significantly since the stadium was increased to its current capacity. Indeed although the recent extension brings the tram to the Etihad

Campus itself, other extensions such as to East Didsbury and Eccles have helped to bring these corridors into the 'public transport viable' category.





On match days and events (one hour after an event finishes), the tram stops to either side of the Etihad Campus stop (Velopark and Holt Town) are closed. This is to better manage passengers and reduce fare dodging, however this measure is temporary and should not have an adverse effect on staff movements. The trams run on 12 minute frequencies in both directions, increased to 6 minute frequencies in the period prior to each game. Therefore in the 2 hour period prior to each football match, there are 40 trams that stop at Etihad Stadium station (20 in each direction).

A further future option for sustainable travel to the Etihad Stadium, and one of particular relevance for those travelling from the Oldham and Rochdale directions, is the use of Monsall or Central Park Metrolink stations. These are also relatively recent stations, opening in June 2012, with the line initially extending to Oldham Mumps and later to Rochdale Railway Station. It is planned, in 2014, to extend the line further into both Oldham and Rochdale town centres, further expanding the catchment of the line and making the potential for its use for match day access more significant as interchange with buses in these locations still occur. There is a clear requirement for passengers to walk from these stations to the football ground before kick off. This journey is approximately 1.8 miles from Monsall (2 miles from Central Park), and should take between 35 and 40 minutes. Although this may appear more distant than desirable this combined with regular tram frequencies means that journeys are very predictable compared to car alternatives or those available in the past. Tram frequencies are every 12 minutes in each direction at present during match times, however it is proposed to increase these to 6 minutes at some point in the future – most likely once the second city crossing opens in Manchester to alleviate central capacity issues and provide a better service for commuter travel to the stadium.

In addition to the above, the Etihad Stadium may be accessed via Metrolink by catching a tram on one of the other lines into Manchester City Centre (trams are available from locations including Altrincham, East Didsbury, Eccles, and Media City). This involves either an interchange of Metrolink services or a walk from Piccadilly or Market Street tram stops of approximately 25 minutes, with the favoured route being Store Street, Pollard Street and Ashton New Road. Options also exist for walking along the Ashton Canal or along the City Link walk route to the stadium, which is outlined further in the walking section.

3.2.1.3 Train

A mode choice with potential future capacity for accessing the Etihad Stadium is to catch a train to Ashburys rail station, to the south of the stadium. The station is located on the lines that run between

Manchester Piccadilly and Glossop / Hadfield, and to New Mills Central via Marple (both via Brinnington, and via Hyde) with regular services throughout the working day, as well as weekend and evening services to support staff travel on match days. The station is approximately 1.2km to the south of the stadium, with footways and lighting along the walk route.

An additional option for rail passengers is to catch a train to either Manchester Piccadilly or Manchester Victoria rail stations in the city centre, and then walk to the stadium. Regional trains serve Manchester Piccadilly and Victoria (which will soon begin taking a larger number of services under the Northern Hub scheme currently being implemented) providing access to residential catchments in the North West.



A more significant constraint is the length of the walking journey from either of these locations to the Etihad Stadium. From Manchester Piccadilly, the distance is 1.5 miles and the journey along Store Street, Pollard Street and Ashton New Road is 20 - 30 minutes. From Manchester Victoria, the distance is 2.1 miles, equating to around 45 minutes via the A665 and A662.

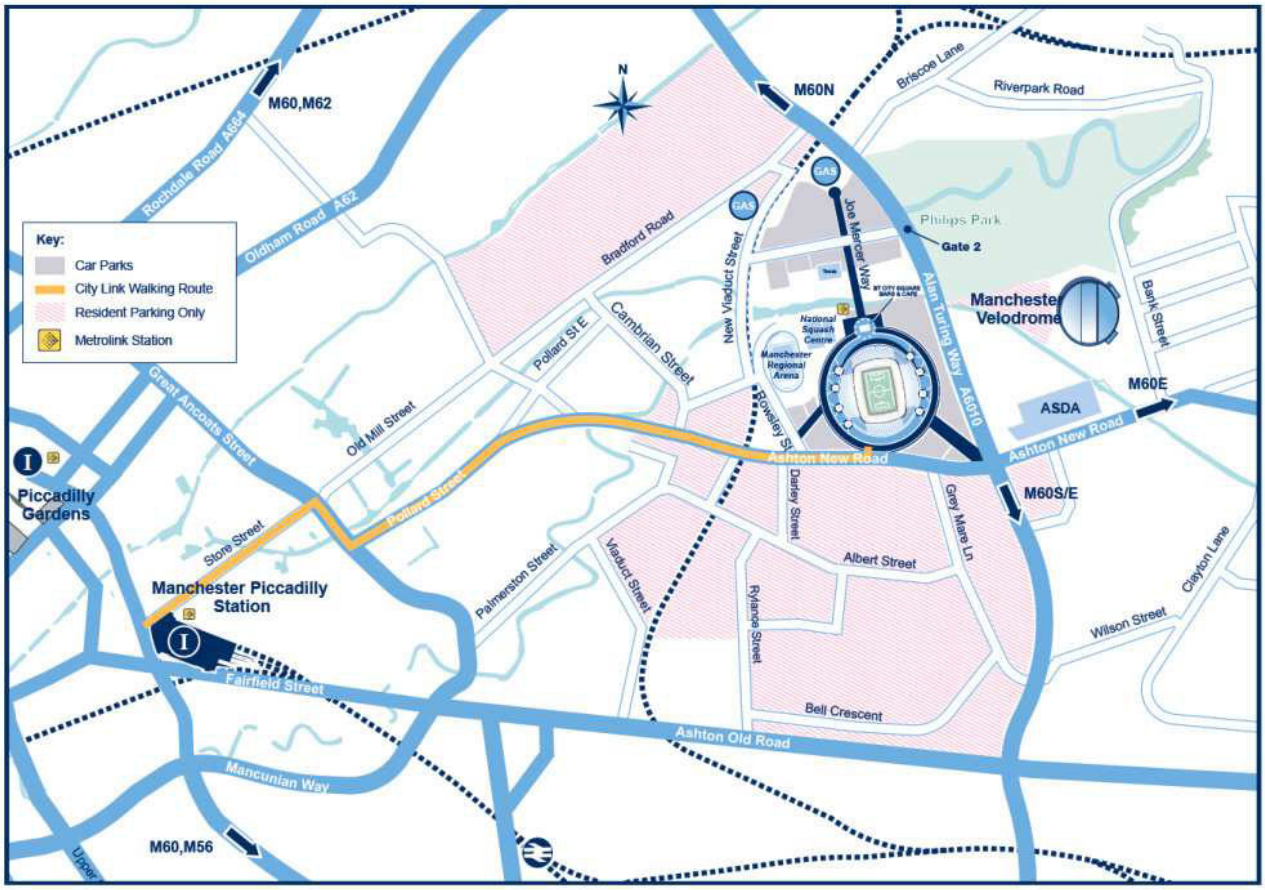
3.2.2 Active Modes

3.2.2.1 Walking

Walking is the most sustainable method of travel and has a number of proven health benefits. Walking is usually suitable for journeys of up to 1.5 miles, which is approximately the same distance between the stadium and Manchester Piccadilly.

A maintained and signed route is provided between Manchester Piccadilly and the Etihad Stadium known as the City Link which is highlighted in Figure 3.2 below. The route of the city link is shown in yellow.

Figure 3.2: CityLink Walk Route



There is an alternative route for the eastern end of the city link which connects into the stadium concourse adjacent to the Metrolink stop. This off-road part of the route is lit and follows the tram route and connects on to Holt Town, enabling onward connection to Ashton New Road. This route is not particularly well advertised or used at present, but has the potential to provide an alternative traffic free route.



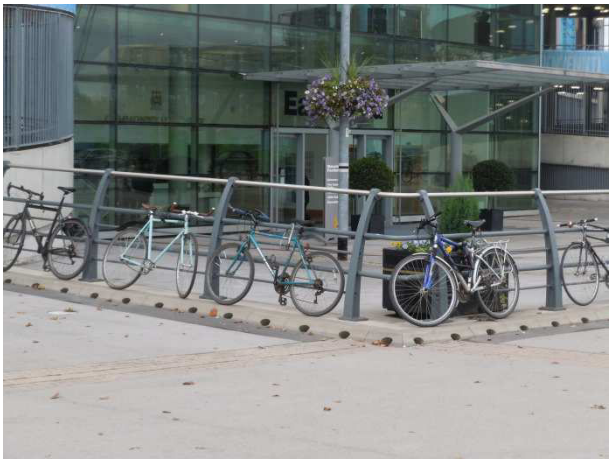
Access point to off-road CityLink next to Metrolink stop



CityLink off-road walk route.

3.2.2.2 Cycling

Cycle parking is provided at the stadium, and there was evidence that this is well utilised, with bicycles chained to railings and signs, as well as in the designated cycle parking areas. Whilst bicycles are not allowed on the tram, they may be taken on the train, providing an opportunity for a combined mode trip to Piccadilly, Victoria, or Ashburys stations, cycling to and from the stadium from these locations.





3.2.3 Motorcycles



Observations highlighted that motorcycles are used to travel to the stadium and the site audit revealed that motorcycles were noted to be parked at the cycle stands, as well as located around the perimeter of the stadium, chained to available street furniture.

3.2.4 Access by Private Vehicle

3.2.4.1 Car

There are seven colour coded car parks provided on site as well as perimeter parking on the concourse for disabled users, which combined provide the following breakdown of spaces. All spaces are available on match and event days, with some of the car parks closest to the stadium itself also open on non-match days for staff, visitors and conferences.

The locations of these car parks can be seen in Figure 3.3

Figure 3.3: On site Car Park Locations



4. Travel Behaviour

4.1 Travel Surveys

A staff travel survey was carried out in April 2011 as part of the development for the wider Area Travel Plan for the Etihad Campus Area. The survey was carried out online and received 113 responses. The mode share results are set out in Table 4.1 below.

Table 4.1: Staff Mode Share

Transport Mode	2011 Mode Share
Car alone	86%
Car as driver with passenger	1%
Car as passenger	2%
Bus	4%
Train	2%
Walk	1%
Cycle	3%
Motorcycle	1%

Source: AECOM Etihad Area Travel Plan

The staff travel survey also highlighted:

- 26% of survey respondents were interested in car sharing.
- The majority of survey respondents (74%) finish work before 6pm within normal public transport hours.
- 14% of survey respondents would consider travelling by Metrolink on a regular basis.
- Survey respondents were interested in cycling to work however security is an issue.

4.2 Employee Postcode Analysis

In order to identify opportunities for modal shift, postcode analysis was carried out utilising permanent staff data provided by MCFC and the results are provided in the table below and illustrated in Figure 4.1. The analysis highlighted that a significant proportion of staff (15.9%) live within an acceptable walking or cycling distance and almost two fifths of staff live within 10km of the stadium.

Table 4.2: Staff Postcode Analysis

Distance	% of Staff
Under 1km	0.3
1km – 5km	15.6
5km – 10km	22.3
10km – 20km	27.3
+ 20km	34.4

Source: MCFC

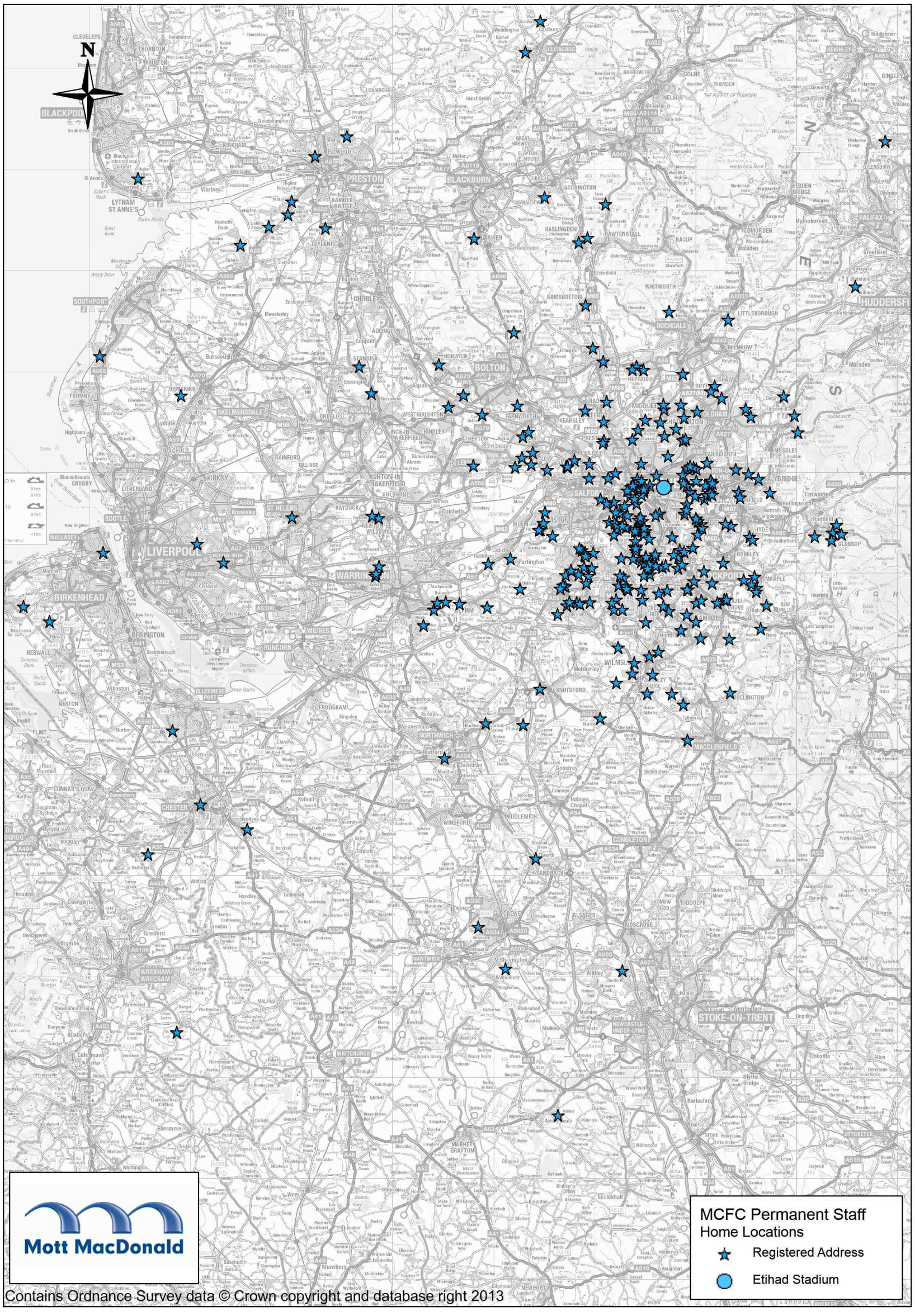


FIGURE 4.1 STAFF HOME POSTCODE DISTRIBUTION

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5. Strategy and Targets

5.1 Proposed Objectives

MCFC has identified five overarching objectives for the Travel Plan which will be addressed over the short, medium and long term. These objectives are the high-level aims of the plan, which will give direction and provide a focus.

Our objectives are set out below.

- Reduce the number of staff accessing the site in single occupancy vehicles by encouraging greater use of sustainable modes;
- Offer an improved choice of travel options to all staff, supporters and visitors;
- Improve the health, fitness and well-being of our staff, by encouraging greater use of active travel modes;
- Reduce our environmental impact through encouraging greater use of sustainable modes; and
- Be a good neighbour to the local community by reducing our overall transport impacts.

5.2 Target Mode Share

We have developed a number of SMART targets based on the outcomes of the staff travel surveys. These are listed in Table 5.1 below. Please note targets for supporters are set out within the accompanying Transport Assessment.

Table 5.1: Travel Plan Staff Targets

Target	Baseline (April 2011)	Year 2 Target	Year 5 Target
Reduce the number of staff driving to the stadium alone by 12%	86%	80%	74%
Increase the number of staff travelling to the stadium by active travel modes from 4% to 8%	4%	6%	8%
Increase the number of staff travelling by public transport from 6% to 12%	6%	9%	12%
Increase the number of staff car sharing to the stadium from 3% to 5%	3%	4%	5%
The number of staff travelling by Motorcycle to remain at 1%	1%	1%	1%

5.3 Monitoring

There is a requirement to monitor the success of the Travel Plan annually. We will therefore repeat the staff travel surveys on an annual basis, which will help MCFC monitor progress against the targets set, as well as the implementation of the Action Plan.

The table below summarises the monitoring process. Initial monitoring of the Travel Plan will take place a year after the planning application, therefore the core activities identified for 2014 will need to be implemented as soon as is practically possible to impact on the results of the first monitoring exercise.

Table 5.2: Monitoring Plan

Monitoring Activity	Key Information	Timescale / Frequency
Repeat staff travel surveys	To be undertaken one year after the planning application	November 2014 then biennially
Monitor usage of cycle parking	To identify the need for additional parking facilities	Monthly
Update the Travel Plan	To be completed annually in partnership with MCC and TfGM	November 2014 then annually

5.4 Management

In order for the Travel Plan to be effective it is necessary to have a committed team who will monitor the targets that have been set. Following the planning application, MCFC will establish a Transport Committee who will be responsible for maintaining the continuity of the plan and ensure that it is kept relevant and up-to-date. The Transport Committee will consist of representatives from Facilities Management, Human Resources and Marketing and will be chaired by the nominated Travel Plan Coordinator.

The role of the Travel Plan Coordinator is to manage the following aims:

- Overseeing the overall implementation of the plan;
- Managing the implementation of the specific measures and initiatives;
- Raising awareness of the plan;
- Undertaking follow-up travel surveys;
- Submitting annual monitoring reports to TfGM & MCC;
- Undertaking discussions with TfGM and MCC regarding necessary amendments to the plan, where targets are not met or are no longer appropriate; and
- Amending the plan as required.

MCFC will nominate a representative to act as the Travel Plan Coordinator.

6. Action Plan

6.1 Introduction

Our Travel Plan Action Plan is set out in Table 6.1. This lists all of the actions that MCFC will carry out to implement the Travel Plan and carry out follow-up monitoring to ensure that they meet their targets, set out in Chapter 5.

This Action Plan has been primarily developed to encourage staff and the partner organisations to use sustainable modes of travel to access the stadium on non-match days, match days and events. The Transport Committee will oversee the implementation of the Action Plan and will revise and update as necessary.

6.2 Proposed Action Plan Measures

The measures below have been devised to support sustainable travel to the stadium for staff, and to enable MCFC to work towards their objectives listed in 5.1.

Please note these measures are only relevant for staff at the stadium with measures suitable for visitors and supporters travel covered in the Transport Assessment.

Table 6.1: Travel Plan Action Plan

Action	Target Date/Frequency	Responsibility	Cost
Website & Intranet			
Continue to update the website and intranet with current and relevant travel information.	On-going	Marketing team	Low
Continue to promote walking routes to the city centre and in surrounding areas within the MCFC website and intranet by providing a walking map.	On-going	Transport Committee & Marketing Team	Low
Provide information relating to cycle parking and routes through themcfc.com website and intranet.	On-going	Transport Committee & Marketing Team	Low
Provide transport and travel information/updates on MCFC social media channels such as Twitter and Facebook when appropriate. Consider launching travel specific social media channels e.g. @mcfctravelnews .	On-going	Transport Committee & Marketing Team	Low
Provide a link to www.carsharegm.com from the MCFC website and promote via social media channels.	March 2014	Transport Committee & Marketing Team	Low
Publicise web links to travel information on publicity material and to staff.	On-going	Transport Committee & Marketing Team	Low
Other Promotion/Publicity			
Work with TfGM to develop joint marketing campaigns to promote sustainable travel to the stadium.	On-going	Transport Committee & Marketing team	Low/Medium
Publicise free showers, cycle parking and cycle discounts to staff via poster campaigns, staff briefings and the intranet.	Quarterly	Transport Committee & Marketing Team	Low
Include within the new employee starter manual travel information such as how to access the stadium through public transport, as well as promoting the cycle parking and facilities and provide information on car sharing.	April 2014	Human Resources & Transport Committee	Low

Action	Target Date/Frequency	Responsibility	Cost
When possible promote public transport and sustainable transport around the stadium using stadium banners, LCD screens and advertising space.	Quarterly	Transport Committee & Marketing Team	Low/Medium
Partnerships			
Continue to work in partnership with TfGM and the public transport providers to provide information to staff.	On-going	Transport Committee	Low
Join TfGM's Business Travel Network.	On-going	Transport Committee	Low
Active Travel			
Promote walking and cycling through events such as Bike to Work, Dr Bike visits, cycle training etc.	Quarterly	Transport Committee	Low
Investigate clothing and accessory discounts at local cycle/outdoor shops for (staff) cyclists.	April 2014	Transport Committee	Low
Host a sustainable travel 'roadshow' to disseminate sustainable travel information to staff.	May 2014	Transport Committee	Low
Work with Manchester City Council and TfGM to improve cycle/pedestrian links to the stadium.	On-going	Transport Committee	Low
Promote shower, locker and changing facilities to staff.	On-going	Transport Committee	Low
Monitor usage of cycle parking at the stadium and provide additional cycle parking where required.	Monthly	Transport Committee	Low
Set up a bicycle user group (BUG).	April 2014	Transport Committee	Low
Implement the cycle to work scheme so that staff are able to purchase a bicycle through salary sacrifice.	October 2014	Human Resources & Transport Committee	Low
Information to be provided on walking and cycle routes via email, staff newsletter, leaflets, information in staff common areas, website & intranet.	Quarterly	Transport Committee & Marketing	Low
Public Transport			
Continue to provide public transport information on the MCFC website and intranet.	On-going	Marketing	Low
Provide public transport information to match day staff in partners workplaces via staff intranet/website/common areas etc.	February 2014	Marketing & Transport Committee	Low
Work with TfGM to provide personalised journey planning information to staff.	March 2014	Transport Committee	Low
Negotiate the provision of discount bus/train/tram tickets with local public transport operators to encourage staff car users to switch to more sustainable modes.	On-going	Transport Committee	Low/Medium
Work closely with TfGM and local public transport providers in order to improve access to the stadium by public transport.	On-going	Transport Committee	n/a
Car Strategy			
Provide a link to www.carsharegm.com on the staff intranet and encourage participation through the staff travel awareness days.	March 2014	Transport Committee	Low
Encourage staff to car share to meetings and training.	On-going	Transport Committee	Low
Promote the use conference calls and video calling to reduce the need to travel to meetings.	On-going	Transport Committee	Low
Transport Committee			

Action	Target Date/Frequency	Responsibility	Cost
Set up a Transport Committee and meet biannually to review progress against the Action Plan, agree additional actions and discuss the development of the Travel Plan, record meetings and outcomes.	Biannually	Transport Committee	Low
Monitoring and Evaluation			
Undertake a staff travel survey to support the monitoring process of the Travel Plan.	Every two years.	Transport Committee	Low