



RUGBY FOOTBALL UNION

Major Event Day Staff Travel Plan

Twickenham Stadium – East Stand Extension

July 2016



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1. INTRODUCTION

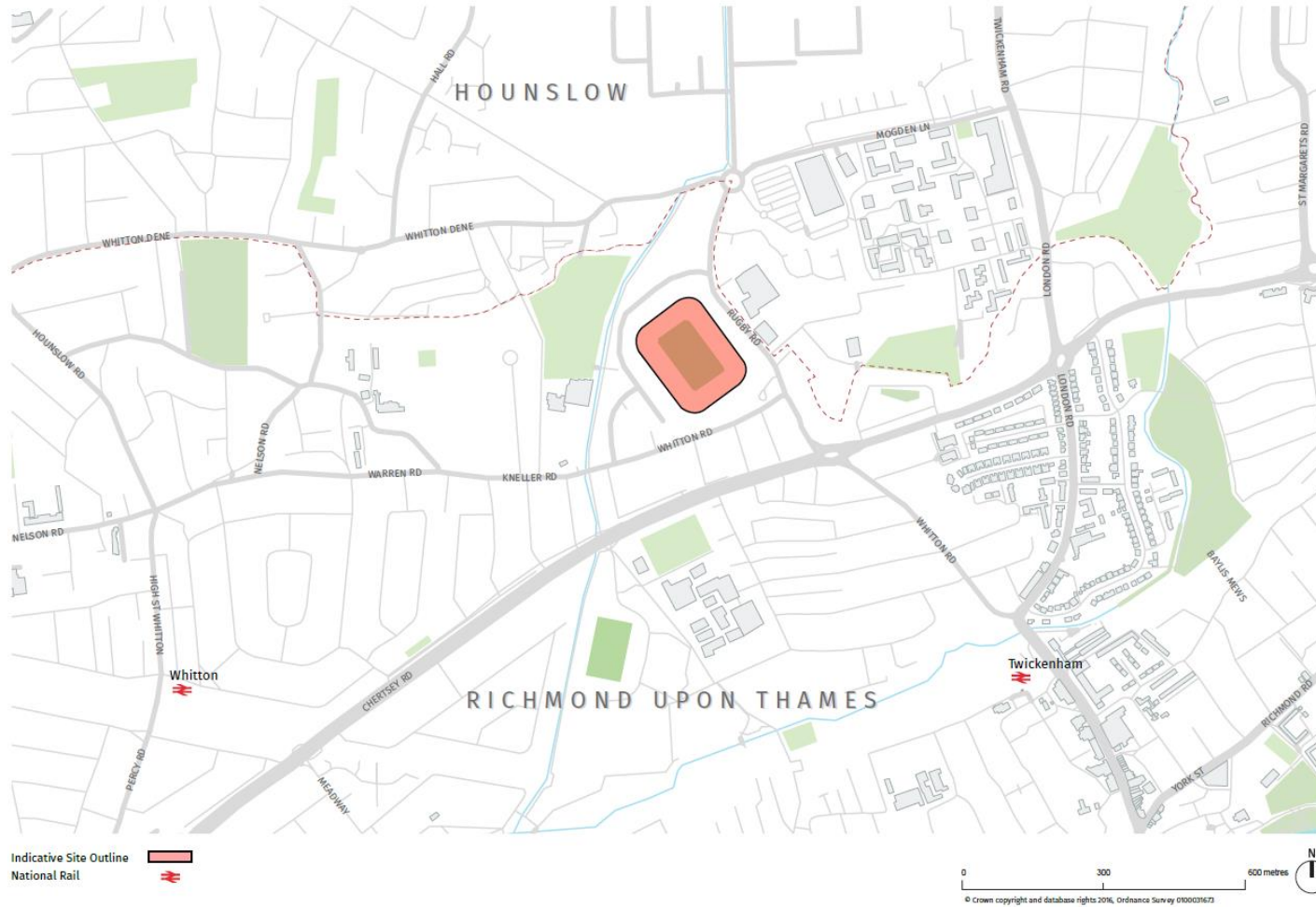
- 1.1.1 This Major Event Day Staff Travel Plan (TP) has been prepared by Momentum Transport Planning on behalf on the Rugby Football Union (RFU) to support a planning application for the extension of the east stand of Twickenham Stadium in the London Borough of Richmond upon Thames (LBRuT).
- 1.1.2 The application is for an extension to the east stand of circa 11,011m² GIA. The land use of the proposed extension will be Sui Generis, however for the purpose of servicing and waste assessments it has been assumed as A3 restaurant/café floorspace providing an increase in hospitality area on levels 1, 2, 3, 4, 4A and 5.
- 1.1.3 The full address of the development is:
- Twickenham Stadium
Whitton Road
Twickenham
Greater London
TW2 7BA
- 1.1.4 Figure 1.1 shows the location of Twickenham Stadium.
- 1.1.5 This Travel Plan (TP) has been prepared by:
- Michael Rivers, Momentum Transport Planning
23 Hatton Wall
London
EC1N 8JJ
- 1.1.6 A TP is a long-term management strategy for an occupier or site that seeks to deliver sustainable transport objectives through positive action. The sustainable transport objectives are articulated in a document that is regularly reviewed.
- 1.1.7 A TP can bring a number of benefits to organisations and their staff. Organisations can benefit from reduced parking demand, better access and less congestion at their sites as well as cost savings and a healthier workforce. TPs enhance the environmental credentials of organisations.
- 1.1.8 A TP involves identifying an appropriate package of measures aimed at promoting sustainable travel, with an emphasis on reducing reliance on single occupancy car journeys. Other benefits could include:
- Improving site access and travel choice;
 - Meeting an organisation's environmental standards;
 - Increasing business efficiency and equality;
 - Reducing congestion and demand for parking spaces;
 - Delivering local environmental improvements from reduced congestion, pollution and noise; and
 - Providing opportunities for active, healthy travel



- 1.1.9 A TP should establish a structured strategy with clear objectives and targets, supported by suitable policies and quality measures for implementation. It is a continuous process for improvement, requiring monitoring, review and revision to ensure it remains relevant to the organisation and those using the site.
- 1.1.10 This TP is produced in accordance with the latest TfL guidance, Travel Planning Guidance (November 2013) and includes objectives aimed at promoting sustainable travel to and from the development. TfL's ATTrBuTE (Assessment Tool for Travel plan Building Testing and Evaluation) tool has been used when developing the TP to ensure it complies with TfL best practice guidance.
- 1.1.11 This chapter of the TP forms the introduction. The remaining chapters cover the following:
- Chapter 2 provides the relevant national, regional and local planning policy;
 - Chapter 3 summarises the existing staff travel patterns and facilities at Twickenham Stadium;
 - Chapter 4 provides the targets and measures of the TP;
 - Chapter 5 summarises the TP management; and
 - Chapter 6 concludes the TP.

Figure 1 – Location of Twickenham Stadium

TWICKENHAM STADIUM SITE LOCATION



2. POLICY

2.1 National Policy

[National Planning Policy Framework, 2012](#)

- 2.1.1 The National Planning Policy Framework (NPPF), produced by the Department for Communities and Local Government (March 2012), sets out the Government's planning policies. The document was formally published in March 2012 and the policies were applied with immediate effect.
- 2.1.2 Transport policy is dealt with in the '*Promoting Sustainable Transport*' section. This section emphasises the need for "*the transport system to be balanced in favour of sustainable transport modes, giving people a real choice about how they travel*".
- 2.1.3 The NPPF suggests that a key tool for achieving their aims is that all developments likely to generate a significant amount of movement should be "*supported by a Transport Statement or Assessment*", as well as a Travel Plan.
- 2.1.4 In addition, Section 4 of the NPPF provides guidance on transport and requests plans and decisions to take account of whether:
- The opportunities for sustainable transport modes have been taken up depending on the nature and location of the site, to reduce the need for major transport infrastructure;
 - Safe and suitable access to the site can be achieved for all people; and
 - Improvements can be undertaken within the transport network that cost effectively limit the significant impacts of the development. Development should only be prevented or refused on transport grounds where the residual cumulative impacts of development are severe.

[Good Practice Guidelines: Delivering Travel Plans through the Planning Process, 2009](#)

- 2.1.5 The Good Practice Guidelines: Delivering Travel Plans through the Planning Process (Department for Transport & Communities and Local Government, 2009) outlines the "*need to integrate sustainable travel and transport when planning new development*" by presenting the role and benefits of using travel plans in the planning process. It also discusses the requirements and elements of an effective travel plan. For developments in London, these Guidelines are complimented by TfL's Travel Planning Guidance (November 2013).

2.2 Regional Policy

[TfL Travel Plan Best Practice Guidance, 2013](#)

- 2.2.1 In November 2013, TfL released new guidance on the requirements for TPs for new developments in London, which supersedes the previous 2012 TfL guidance. The guidance includes an explanation of the process, when a TP is required, what it should contain, and how to monitor, secure and enforce TPs.



2.2.2 TfL has produced ATTrBuTE (Assessment Tool for Travel Plan Building Testing and Evaluation), a tool which helps to ensure the development of a TP is compliant with TfL best practice guidance.

2.2.3 TfL has also produced iTRACE, an online tool that supports the development and monitoring of TPs in London.

[The Mayor's Transport Strategy, 2010](#)

2.2.4 The Mayor's Transport Strategy was published in May 2010 and is a statutory document developed in conjunction with the London Plan and Economic Development Strategy as part of a strategic policy framework to support and shape the economic and social development of London over the next 20 years. The document outlines the Mayor's vision and how TfL and its partners plan to deliver the vision.

2.2.5 The strategy highlights the importance of encouraging smarter travel planning and making public transport more attractive and to promote the range of health and environmental benefits of walking, particularly in schools, workplaces and in deprived areas where the cost of public transport may be a barrier to travel.

2.2.6 Proposal 62 states:

"The Mayor, through TfL, working with London boroughs, developers and other stakeholders will promote walking and its benefits through information campaigns, events to raise the profile of walking, and smarter travel initiatives such as school and workplace travel plans."

2.3 Local Policy

[London Borough of Richmond upon Thames Core Strategy \(2009\)](#)

2.3.1 London Borough of Richmond upon Thames encourages the adoption of TPs for all types of development and may require a TP with planning applications.

2.3.2 LBRuT aims to reduce the levels of commuting by car as a proportion of all travel to assist in improving air quality, reducing traffic noise nuisance and improving health.



3. EXISTING STAFF TRAVEL PATTERNS

3.1 Background Information

- 3.1.1 Twickenham Stadium is bounded by Rugby Road to the east and Whitton Road to the south. To the west is the access road that circulates the stadium and connects Rugby Road and Whitton Road. The A316 Chertsey Road runs parallel to Whitton Road to the south of the site.
- 3.1.2 The existing east stand comprises of six levels of predominantly concourse area with hospitality on levels 1 and 3.
- 3.1.3 On a Major Event Day, approximately 3,000 members of staff are employed at Twickenham Stadium.
- 3.1.4 This is a combinations of operational staff and casual Major Event Day hospitality staff.

3.2 Staff Travel Patterns

- 3.2.1 On a Major Event Day, the mode share for staff differs greatly to a Non-Major Event Day.
- 3.2.2 This is because only a relatively small amount of parking is available to certain staff members. The remaining staff travel to the stadium by other modes.
- 3.2.3 The majority of hospitality staff are local to the stadium and travel using a sustainable mode of transport.
- 3.2.4 Most members of staff are likely to arrive to the stadium up to one hour prior to the start of an event or match.
- 3.2.5 The first staff members to leave will occur after the stadium spectator egress has finished.
- 3.2.6 Table 3.1 presents an assumption of the existing Major Event Day mode share based on the transport connections around Twickenham Stadium

Table 3.1 – Assumption of Staff Mode Share

Method of Travel to Work	Proportion of Staff	Trips
Car Driver	5%	150
Car Passenger	10%	300
Bus	20%	600
Underground	3%	90
Train	20%	600
Bicycle	2%	60
Foot	40%	1,200
Total	100%	3,000

- 3.2.7 Table 3.1 shows that 40% of staff walk to the stadium. This is because the majority of Major Event Day staff are employed from the local area.
- 3.2.8 Vehicle usage as a mode to travel to the stadium is low. This is because staff are made aware of the limited parking spaces available and the heavy congestion present on the local highway network.
- 3.2.9 Twickenham Stadium employ a large proportion of casual workers for the delivery of a Major Event Day. This enables the Stadium to increase workforce as and when required in order to meet the needs of a particular Event. It is proposed to undertake a Staff Travel Survey associated with a particular Event. This will enable the Stadium to co-ordinate the large number of staff associated with Event Day delivery.

3.3 Existing Facilities

Public Transport Accessibility

- 3.3.1 The Public Transport Accessibility Level (PTAL) is a measure of the accessibility of a point of interest to the public transport network, taking into account walk access time and service availability.
- 3.3.2 PTAL is categorised into 6 levels, 1 to 6, where 6b represents a high level of public transport accessibility and 1 a low level of public transport accessibility. The PTAL estimate applies a walking speed of 80m per minute with a maximum walking distance of 60m to bus stops and 960m to rail and Underground stations.
- 3.3.3 Twickenham Stadium has a PTAL of 1b, however it should be noted that the south east corner of the stadium has a PTAL of 3 due to it entering the 960m catchment to Twickenham Station.

Public Transport Facilities

- 3.3.4 Twickenham Station is approximately a 13 minute walk from the stadium.

- 3.3.5 Twickenham Station is served by South West Trains. South West Trains offers services via Twickenham between London Waterloo and destinations including Reading and Windsor.
- 3.3.6 There are two bus stops to the east of the stadium and four to the south of the stadium.
- 3.3.7 Twickenham Stadium is served by several bus routes; service 281, 267, 481, 681 and H22. These services travel to destinations such as Isleworth, Whitton, Fulwell and Hounslow.

Walking and Cycling

- 3.3.8 Twickenham Stadium currently provides 56 cycle parking spaces in the south east corner of the stadium next to the ticket office. A further 50 cycle parking spaces are provided in the North car park.
- 3.3.9 Rugby Road has a footway on both sides of the carriageway. The eastern footway is approximately 4.5m in width. The western footway is approximately 5.5m in width. A Zebra Crossing is located on this road that allows pedestrians to cross from Web Ellis House to the stadium. A signalised crossing is located at the junction of Rugby Road and Whitton Road. This serves spectators who are travelling via train using Twickenham station.
- 3.3.10 Whitton Road has a footway on both sides of the carriageway. The northern footway caters for stadium pedestrian movement and so is particularly wide, providing at least 10m of width at its narrowest point, while the southern footway is approximately 3.5m wide. There is a pedestrian refuge located directly to the south of the stadium.

Car Parking

- 3.3.11 Car parking will only be available to certain staff members working on a Major Event Day. To ensure that parking is limited to specified members of staff, a parking permit system is in place that will allow the parking enforcement team to identify whether a vehicle should not be parked.

Disabled Access

- 3.3.12 On Major Event Days, an accessible shuttle bus will run before and after the match from Richmond train station to the stadium and return Twickenham train station and return.
- 3.3.13 Lift access is available to disabled staff throughout the stadium and accessible toilets, accessed via RADAR key are available.
- 3.3.14 Twickenham Station is fully accessible to wheelchair users. Access to all platforms is possible either via the car park or staff-operated stair lift. Staff are present between 06:15 and 22:45 Monday to Saturday and between 08:00 and 20:00 on a Sunday. Ramps are available for train access.

- 3.3.15 South West Trains offers an Assisted Travel booking system. It is recommended that staff use this facility when planning their journey.
- 3.3.16 London bus routes 281, 267 and H22 all serve Twickenham stadium and use low-floor vehicles. This allows access to wheelchair users. Staff are advised to travel early if using the bus due to road closures that are enforced on a Major Event Day.
- 3.3.17 A large amount of Blue Badge parking bays are available to staff within Tesco Car Park, approximately a five minute walk from the north east corner of the stadium. There is a hard standing surface for the entire route from Tesco Car Park to the stadium.
- 3.3.18 Staff who will be using Blue Badge bays on a Major Event Day are advised to arrive at the venue at least 90 minute prior to the start of the event to avoid any delays from road closures and spectator ingress.

4. TARGETS AND MEASURES

- 4.1.1 This section of the report sets out the objectives and targets of the TP based on the review of the existing facilities and initiatives carried out at Twickenham Stadium
- 4.1.2 The targets proposed as part of the TP relate to information provided by the RFU. The targets are specific, measurable, attainable, realistic and time-bound, and link directly to the objectives of this TP.

4.2 Targets

- 4.2.1 The TP provides site-specific targets including:
- Specific percentage increase in walking and cycling;
 - Increase in public transport usage; and
 - Ensure that all members of staff are aware of the TP and its objectives by a specific time period (e.g. within 6 months of the TP approval).

4.3 Staff Travel Pattern

- 4.3.1 Table 4.1 compares the existing staff travel patterns at Twickenham Stadium from the surveys undertaken in May 2016 with the future mode share targets after one year and three years.
- 4.3.2 It is acknowledged that the majority of Major Event Day staff already travel using a sustainable mode of transport and so future mode share targets will not differ greatly from existing mode shares.

Table 4.1 – Existing Mode Share and Future Mode Share Targets

Method of Travel to Work	Existing Staff Mode Share	Future Staff Mode Share after 3 years of occupation	Future Staff Mode Share after 5 year of occupation
Car Driver	5%	4%	3%
Car Passenger	10%	8%	6%
Bus	20%	21%	21%
Underground	3%	3%	3%
Train	20%	21%	22%
Bicycle	2%	2%	3%
Foot	40%	41%	42%
Total	100%	100%	100%

- 4.3.3 The aim of the TP is to increase the use of sustainable methods of travel such as walking and cycling, whilst reducing the use of vehicles such as motorcycles and public transport. This is reflected in the proportions of staff cycling or walking to work.

4.3.4 Due to majority of Major Event Day staff living local to the stadium, there is scope for increasing 'short distance' sustainable modes such as walking and cycling.

4.4 Action Plan

4.4.1 Table 4.2 sets out the action plan, benefits of the various measures offered and the timescale for their implementation.

Table 4.2 – Actions, Measures and Timescale

Actions	Description	Measures	Benefits	Timescale	Responsibility
Managing the on-going development and delivery of the Travel Plan					
Adoption of the Travel Plan	Acceptance and approval from the staff will be necessary to ensure that the TP is an active, living document	Encourage management and staff to adopt the TP	Involvement of staff and management will ensure future commitment to the development of the TP	Immediate	RFU
Travel Plan Coordinator (TPC)	A TPC will be responsible for managing the ongoing development, delivery and promotion of the TP	RFU to appoint a TPC	This will ensure that the TP is taken forward and results are delivered	Immediate	RFU
Establish a Staff Forum	The Forum will enable the discussion of stadium-wide issues and the exchange of TP progress/information between all staff and management	Work with the staff to encourage sign up and attend quarterly meetings	This will ensure that site-wide issues are addressed and results are delivered	Immediate	TPC
Individual Travel Planning Advice	TPC to enable access to Individual Travel Planning Advice to Staff	Work with staff to understand non car modes available and increased car occupancy opportunities	Reduce on site car parking for Event Day	Immediate	TPC
Staff Travel Surveys	Undertake regular surveys of staff and their modes of travel to work	Identify the staff mode share and review how it changes	This will help RFU and its staff to identify areas for improvements	Regular reviews i.e. every 6 months	TPC
Workforce Travel Survey	Undertake survey of workforce and their modes of travel to an Event Day,	Identify the workforce mode share	Better understand what non car modes workforce use (car parking limited)	One event every three years	TPC

Actions	Description	Measures	Benefits	Timescale	Responsibility
Increasing awareness of the Travel Plan					
Feedback to staff	Promote the TP and achievements through the Staff Forum	Feedback to staff on progress and any issues	This feedback will keep the staff involved and aware of the TP and help staff to remember their travel choices	Quarterly	TPC
Site/TP Information	Provide site and TP information	Provide information such as access arrangements, walking, cycling, public transport and maps, website links, real-time journey information through flyers and notices	This will provide staff and visitors with a high level of information to choose their travel options. Catchment maps will show the proximity of the local facilities and amenities	Immediate	TPC
Encouraging greater use of sustainable transport modes					
Cycle Parking	Ensure maintenance of cycle parking, storage and changing facilities	Ensure cycle parking spaces are sufficient for current staff demand. Agree to provide further if demand increases in the future.	Provision of cycle parking will encourage staff and visitors to cycle to work	Immediate and ongoing	RFU
Pedestrian facilities	Good pedestrian access and permeability	Provide information and maps about the available pedestrian facilities	This will encourage staff and visitors to walk and provide a pleasant environment, separate from vehicles	Immediate	RFU
Cycle Incentives	Encourage cycling	Provide cycle training if	This will give staff a	Immediate	RFU

Actions	Description	Measures	Benefits	Timescale	Responsibility
	through offering tangible benefits to staff who cycle	demand is there. Offer interest free loans for the purchase of cycles and aim to arrange discounts at local cycling stores	financial incentive to cycle to work		
Reduce the car parking mode share of staff on Event Day	Better understand what workforce are currently using the limited car parking available	Limit parking to staff that travel long distances, persons of reduced mobility or persons working 'anti-social' hours.	Reduce car parking mode share	Reviews Year 1, 3 and 5.	TPC

5. TRAVEL PLAN MANAGEMENT

5.1 Roles and Responsibilities

- 5.1.1 RFU will be responsible for the implementation, management and further development of this TP through a Travel Plan Coordinator (TPC).
- 5.1.2 The TPC will be responsible for the implementation and further development of the TP.
- 5.1.3 The TPC's responsibilities will include:
- Achieving commitment and support from all RFU staff;
 - Setting up the Forum to facilitate periodical internal meetings and knowledge sharing between staff;
 - Create awareness of the TP and its specific measures;
 - Provide advice on transport-related subjects to staff and visitors;
 - Liaising with staff and others outside (e.g. stakeholders, boroughs, TfL, public transport operators) whenever necessary;
 - Coordinating the data collection and monitoring the TP programme; and
 - Presenting a business case to secure a budget for further developing the TP and ensuring its efficient use.

5.2 Travel Plan Awareness

- 5.2.1 The success of the TP is dependent upon the staff's awareness through promotion and advertisement which will be developed by the TPC and RFU. Various forms of suitable communication will be used to advise and inform visitors about the travel options and other facilities.
- 5.2.2 It is key that casual staff are also aware of the Travel Plan. This information will be communicated to them via their contact details and when they are working a shift at the stadium.
- 5.2.3 The Action Plan provides details of the specific measures that are to be pursued in relation to encouraging more sustainable travel patterns such as increasing walking and cycling to work.

5.3 Visitor Travel

- 5.3.1 The TP aims to encourage the essential journeys to be made by sustainable modes of transport. Visitors to the office will be provided with information (notices and information on invitations) on how to reach the site by all modes so that they can make an informed decision. This guidance will highlight the commitment to sustainable transport modes.

5.4 Implementation and Funding

- 5.4.1 The provision, implementation and funding of the Travel Plan will be undertaken by the RFU and secured by a suitably worded planning obligation within a Section 106 Agreement.

5.5 Monitoring

- 5.5.1 The TP is intended to be a living document and therefore will require on-going monitoring and review to ensure that the TP remains up to date.
- 5.5.2 Effective monitoring will enable RFU to achieve targets such as increasing the proportion of staff that walk or cycle to work, and set future targets.
- 5.5.3 The monitoring and reviewing will be the responsibility of the appointed TPC.

6. SUMMARY

- 6.1.1 This TP has been prepared by Momentum Transport Planning on behalf of RFU to take into account the proposed East Stand development.
- 6.1.2 This TP has been produced in accordance with TfL's ATTrBuTE tool.
- 6.1.3 RFU will oversee the monitoring and review of this TP through the appointed TPC to ensure that the document reflects the changing requirements of the office, and is up-to-date with travel planning options available.
- 6.1.4 RFU will ensure that suitable funding is provided for the delivery of the TP and the on-going monitoring and review.
- 6.1.5 Table 6.1 gives the plans and timescales for the monitoring and review of the TP.

Table 6.1 – Travel Plan Timescales

Action	Timescale
Baseline travel surveys	To be undertaken within 1 month of East Stand development
Future travel surveys	Every 6 months
Staff Forum Meetings	Quarterly
Feedback to RFU management	Quarterly
Undertaken comprehensive strategic review of all aspects of the Travel Plan	6 months, 1 st and 3 rd year