



Event Travel Plan

Submitted to
Harlequins Football Club Ltd

Submitted by
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Twickenham Stoop Stadium

Event Travel Plan

Harlequin Football Club Limited

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Rev No	Comments	Checked by	Approved by	Date
0	Draft – Client Review	CR	JC	Oct 2016
1	Draft – External Review	PK	JC	Oct 2016
2	Final	PK	JC	Nov 2016
3	Update – Use of Twickenham Stadium Car Parks	PK	CR	Jan 2017

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1 Introduction

1.1 Context

AECOM has been commissioned by Harlequin Football Club Ltd ('Harlequins FC' hereafter) to prepare a travel plan in support of a planning application to enable Harlequins FC to host an event at the Twickenham Stoop Stadium ('the Stoop') in June 2017.

The location of the site is shown at **Figure 1.1**, with the address of the site comprising the following:

- Twickenham Stoop Stadium, Langhorn Drive, Twickenham, Middlesex, TW2 7SX

The event proposal is for an Elton John concert to be held at The Stoop on the 3rd June 2017 with a total of up to 20,000 attendees. The preparation of an Event Travel Plan (ETP) is an essential component in managing the travel patterns and impacts before, during and after the event, with an emphasis on reducing the level of car trips where possible in favour of more sustainable means of travel.

Pre-application discussions between Harlequins FC and the London Borough of Richmond upon Thames (LBRuT) have taken place in order to inform the development of this ETP. LBRuT have requested that the potential travel demand associated with an event at The Stoop is calculated as part of the work, alongside the development of a suitable mitigation package. These requests have therefore been taken into account within the preparation of the ETP. Post submission the opportunity to use car parks at Twickenham Stadium rather than a temporary car park at Kneller Hall has been identified; the ETP has therefore been updated to reflect this change.

1.2 Aims and Objectives

The principal aims of the ETP are to ensure that all site users can travel to and from the site in a safe and efficient manner and that the impacts of hosting the event on the local community e.g. residents and businesses are minimised and managed.

It is also the intention that visitors will be encouraged to adopt sustainable travel practices in order to reduce car travel to and from the area wherever feasible.

Based on the above aims, the key objectives of the travel plan are as follows:

- Raise awareness, and improve perception of, sustainable travel options for travel to and from the stadium;
- To provide the appropriate arrangements on the event day to support movement to, from and around the site in a safe manner;
- Provide safe access to the stadium for spectators, and maximise the safety of stadium operations; and
- To work with key stakeholders, including local operators, to deliver appropriate traffic management measures to provide efficient movement to and from the area where appropriate.

2 Site Context

2.1 Site Location

The Stoop is located in the Twickenham area of the London Borough of Richmond upon Thames. The stadium is situated just south of the A316 Chertsey Road, which leads to the M3 and M25 motorways to the west, and the M4 to the east (via the A307 Kew Road and A205 South Circular Road). The location of the Stoop is shown in **Figure 1.1**

The primary vehicular access to the Stoop is via Langhorn Drive, which provides a left turn in / left turn out arrangement to connect with the A316 westbound. Therefore, those travelling to the site from the west have to U-turn at the Whitton Road Roundabout, whilst those wishing to travel east from the stadium, have to U-turn at Hospital Bridge Roundabout.

Alternative access is available from the south, via a series of residential streets. However, this access is controlled by an electronically operated gate, with access permitted for emergency purposes only in regards to operation of the Stadium. Pedestrians and cyclists can however use this route, as an alternative access to the site.

The Stoop is located approximately 650m to the southwest of the national Twickenham Stadium, the headquarters for the Rugby Football Union ('RFU'). Twickenham Stadium has capacity for 82,000 spectators and hosts a number of national and other RFU games. It also regularly holds other events, including concerts, with a permitted attendance level of 55,000.

2.2 Site Description and Facilities

The Stoop currently has a capacity for 14,800 seated spectators. For the proposed event it has been suggested that there could be up to 20,000 attendees, with both the pitch and stands used to accommodate guests.

The stadium has a number of facilities, which are designed to support the match day experience for spectators, including bars and hospitality, which will be available during the concert for use by the visitors at the event.

In regards to travelling by car, the stadium provides 400 car parking spaces on site, which are located within an unpaved area between the A316 and the North Stand, and which are accessed from Langhorn Drive. For a typical matchday scenario, there are also arrangements in place for the use of the Council Depot (100 spaces) and Rosebine (1,000 spaces) car parks, with the latter owned by the RFU. Parking arrangements for the event are still under discussion; however the preferred scenario will be to have both the Rosebine and Council Depot available, with the Stadium Car Park used to support site operations and to cater for hospitality and disabled parking. Further information is provided in **Section 3.4**.

The ability to park on streets in the vicinity of the Stoop and Twickenham Stadium is typically restricted on event days through use of LBRuT Controlled Parking Zone ('CPZ') "R", which extends across the borough boundary between LBRuT and the London Borough of Hounslow ('LBH'). The Stoop resides within the southern portion of CPZ R. Where crowds of more than 35,000 are expected (typical Twickenham Stadium Match day), the full CPZ is usually implemented. The CPZ typically operates between 10:00 and 18:00; however temporary signs are displayed if this is altered.

2.3 Site Accessibility

A summary of information regarding the site's accessibility by foot, bicycle and public transport on a typical 'Saturday' is set out below.

2.3.1 Public Transport

An appraisal of the site's Public Transport Accessibility Level (PTAL) has been completed using TfL's online WebCat PTAL tool. This suggests the PTAL of the site ranges from 2 (Poor) to 0 (Worst), with the latter value recorded where the site falls just outside the walking distance threshold of 960m for access to rail services at Twickenham Station. Further appraisal of public transport services is provided below.

Rail / Underground

The nearest rail station to the Stoop is Twickenham Rail Station, which is located under 1km to the east. It offers frequent services to London Waterloo, as well as destinations including Wimbledon, Windsor and Eton Side, Reading and Chiswick. The location of the station is shown in **Figure 2.1**.

The majority of visitors are likely to arrive in the local area before the opening of the gates for the proposed event based on previous trends at Twickenham Stadium. Typical train availability between 12:00 and 16:00 on a Saturday has therefore been set out, with the results shown in **Table 2.1**.

From	No. of trains arriving into Twickenham Station			
	12:00 – 13:00	13:00 – 14:00	14:00 – 15:00	15:00 – 16:00
London Waterloo	12	12	12	12
Windsor & Eton Side	2	2	2	2
Reading	2	2	2	2
Chiswick	6	6	6	6

Table 2.1 – Number of trains arriving at Twickenham Station (12:00 –16:00)

The concert is likely to end at 22:15, with some guests departing the Stadium prior to the end, whilst some will remain at The Stadium or in the Twickenham area after the event for a period of time. The number of trains departing Twickenham Station between 22:00 and 01:00 has therefore been set out in **Table 2.2** below.

To	No. of trains departing Twickenham Station		
	22:00 – 23:00	23:00 – 00:00	00:00 – 01:00
London Waterloo	8	5	1
Windsor & Eton Side	2	2	0
Reading	2	2	2
Chiswick	4	3	0

Table 2.2 – Number of trains departing Twickenham Station (22:00 –01:00)

Access to rail services is also available at the following stations:

- Whitton station is located approximately 1.5km west of the Stoop and offers the same services as Twickenham Station, as mentioned above.
- Hounslow station is located approximately 2.5km by foot from the Stoop, and offers frequent services between London Waterloo via Richmond, as well as Weybridge. During the period of 12:00 – 16:00 there are eight trains arriving per hour at Hounslow station from London Waterloo, and three trains arriving per hour from Weybridge.
- Richmond station, which is situated approximately 2.3km from the Stoop offers both over ground services from Stratford, as well as underground services on the District line giving access to Central London.

Bus

Two bus stops are located approximately 650m north of the Stoop along Whitton Road. These bus stops (Tayben Avenue Stop's P / B) provide two services which run to destinations including Hounslow, Fullwell and Kingston. Additional bus services are available from a pair of bus stops located along London Road approximately 1.1km to the east of the Stoop. The 267 bus service provides a connection between Hammersmith and Fullwell, and the 110 bus service runs between Hounslow and West Middlesex Hospital.

Table 2.3 provides a breakdown of bus times and routes arriving in the local area of the Stoop between 12:00 – 16:00, whilst **Figure 2.1** illustrates local bus stop locations and key routes.

Service Number	Bus Stop Location	Route	Frequency
281	Tayben Avenue / Whitton Road	Tolworth Tower – Surbiton Station – Kingston Station - Hounslow Bus Station	Every 7 – 10 minutes
481	Tayben Avenue / Whitton Road	Cromwell Road Bus Station – West London Mental Health Trust	Every 30 minutes
110	London Road	School Road (Hounslow) – West Middlesex Hospital (Isleworth)	Every 20 minutes
267	London Road	Hammersmith Bus Station – Fullwell	Every 8 – 12 minutes

Table 2.3 – Summary of Bus Services between 12:00 and 16:00

With the late finish of the concert the typical frequency of bus services between 22:00 and 01:00 have been reviewed. **Table 2.4** shows the frequency of the services 110, 267, 281 and 481 on a Saturday night.

Service Number	Bus Stop Location	Route	Frequency
281	Tayben Avenue / Whitton Road	Tolworth Tower – Surbiton Station – Kingston Station - Hounslow Bus Station	Every 11 – 12 minutes
481	Tayben Avenue / Whitton Road	Cromwell Road Bus Station – West London Mental Health Trust	<i>No Evening Service</i>
110	London Road	School Road (Hounslow) – West Middlesex Hospital (Isleworth)	Every 31 minutes
267	London Road	Hammersmith Bus Station – Fullwell	Every 15 minutes

Table 2.4 – Summary of Bus Services between 22:00 and 01:00

Walking

The area surrounding the stadium has an established network of footways and footpaths, which provide good links between the site and the wider area. Pedestrian access to the site is currently from the south and the north, with well-maintained residential footpaths and traffic calmed streets providing access towards the site from the south and the east, where Twickenham Rail Station is located. The Stoop can be accessed within a 15 minute walk from Twickenham Station either via A316 Chertsey Road or Craneford Way. A footbridge also affords access across the railway line to and from the south, connecting with Marsh Farm Road.

In regards to access from the north, footpaths along the A316 Chertsey Road provide links to the north east and south west, with a number of crossing points to the north east, available to cross the A316 Chertsey Road and connect to and from the north. This includes a footbridge situated just north east of the junction to Langhorn Drive.

A footpath also runs directly adjacent to the western extent of the ground, which is known as the River Crane Walk, and which runs from Twickenham to Feltham, passing underneath the A316.

Cycling

Figure 2.2 illustrates the main cycling routes within the area, indicating that there are a number of local cycle routes which afford access to and from the stadium area.

In particular, there are cycle lanes available to the east of the stadium on Whitton Road, which connect with the quieter traffic-calmed streets, which provide access to the site from the south. There are also a number of signed on-road routes, which connect with Whitton Road and which provide links for cyclists to and from areas to the south such as Teddington, and north to areas such as Twickenham Road.

Furthermore, there is a shared use footway/cycleway provided either side of the A316, offering connections to the northeast and southwest.

In regards to cycle parking, 10 Sheffield Stands totalling 20 cycle parking spaces are currently available at the Stoop, within the stadium car park to the northwest. 18 stands are also located to the northeast of the stadium close to the main entrances. A further 20 stands, providing 40 additional cycle spaces were recently installed as part of the 'visitor cycling initiative' operated by TfL's Business Engagement Team, thereby bringing total provision to 96 spaces.

3 Event Proposals

3.1 Introduction

This chapter outlines specific details regarding the proposed event to be held on the 3rd June 2017, and the associated transport arrangements. The event details and associated arrangements are designed to reflect recent discussions and feedback from key stakeholders including LBRuT and South West Trains.

3.2 Event Information

It is proposed that The Stoop Stadium will host a concert featuring Elton John on the 3rd June 2017. The capacity threshold for this event will be 20,000 visitors, and is likely to include a mix of both young and older visitors.

Gates to the Stadium are expected to open from 16:00 in order to allow visitors to begin entering in preparation for the concert to start at 18.00, which will continue until 22:15. A potential timetable for the event is set out in **Table 3.1** below.

Activity	Time
Visitors arrive in the Twickenham area	12:00 - 16:00
Gates open and spectators arrive at the stadium	16:00
Support act starts	18:00
Main act (Elton John) starts	20:00
Concert finishes and visitors depart Stadium	22:00
Visitors depart the Twickenham area	22:00 – 00:30

Table 3.1: Potential Event Timetable

It is expected that 200 staff will be in place for the event. All staff will be advised where to park if travelling by car, which is likely to comprise the Council Depot, but will be advised to seek alternative methods of travel where feasible.

On the day of the event all of the gates at the Stoop are to be open to allow access from all sides of the Venue.

Full match day facilities will be available including three main bars, catering facilities, corporate hospitality lounges and boxes. There will also be temporary food outlets and bars provided for the concert, and merchandise outlets. The provision of such facilities prior to and in some cases after the event will assist in encouraging spectators to arrive in good time for the event, and to delay departure from the stadium area post-concert, which can be beneficial in the management of crowds and travel arrangements.

A summary of the main actions at The Stoop building up to the show day and following the event is set out in **Table 3.2** in regards to the venue setup, clean up and deconstruction.

Timeframe	Action
Show Day minus 5	Lay metal ground protection to enable access to stage area
	Staging arrives and off-loaded off site (in the North car park)
	Commence base-out of stage
Show day minus 4	Commence installation of plastic ground protection at front of stage area
	Stage build continues
Show day minus 3	Stage build continues
	Seating installation continues
Show day minus 2	Stage build continues
	Seating installation continues
	Mixer structure installed on field (approx. 50-55m from stage)
Show day minus 1	Stage build complete by 14.00hrs
	Seating installation continues – complete by 18.00hrs
	14.00hrs artist production arrives. Sound, Lights & Video installed
Show day	Production load-in continues from 08.00
	Check of seating installation – numbering etc.
	Venue open to audience six hours prior to proposed curfew
	Show commences approx. four hours prior to curfew
	Show finished – production load-out commences – approx. 2.5 hours
	Seating removed from area in front of stage
	Overnight cleaning of audience areas
Show day plus 1	Stage break-down commences
	Seating removal commences – complete by 18.00
	Removal of plastic pitch protection follows removal of seating
	All or majority of plastic protection product off site by 20.00
	All or majority of staging off site by 20.00
Show day plus 2	Metal ground protection removed – complete by 20.00
	Field should be totally clear by 20.00 this day, assuming suitable weather conditions etc.
Show day plus 3	Removal of any remaining plant, etc.
	Ground returned to Club

Table 3.2: Summary of Event Setup and Clean-up

3.3 Ticket Sales

Ticket sales for the event are currently ongoing, and in order to inform the ETP, data has been sourced and categorised by Postcode Area to identify the key location of ticket orders. The results are shown in **Table 3.3** below.

Postcode	Area	Orders	%
TW	Twickenham	1116	24.8%
KT	Kingston-upon-Thames	438	9.8%
SW	Southwestern London and Battersea	368	8.2%
GU	Guildford	223	5.0%
W	Western London and Paddington	145	3.2%
SE	Southeastern London	128	2.9%
RG	Reading	120	2.7%
RH	Redhill	110	2.5%
SL	Slough	102	2.3%
N	Northern London	92	2.1%
SO	Southampton	73	1.6%
SM	Sutton	72	1.6%
TN	Tonbridge	70	1.6%
E	Eastern London	65	1.5%
HP	Hemel Hempstead	65	1.5%
PO	Portsmouth	64	1.4%
WD	Watford	63	1.4%
NW	Northwest London	62	1.4%
HA	Harrow	62	1.4%
CR	Croydon	60	1.3%
BR	Bromley	56	1.3%
DA	Dartford	53	1.2%
UB	Southall	53	1.2%
TR	Truro	51	1.1%
BN	Brighton	49	1.1%
EH	Edinburgh	44	1.0%
CM	Essex	39	0.9%
SG	Stevenage	36	0.8%
SS	Southend-on-sea	34	0.8%
BS	Bristol	27	0.6%
AL	St Albans	27	0.6%
ME	Rochester	27	0.6%
IP	Suffolk	25	0.6%
SN	North Wiltshire	26	0.6%
BH	Bournemouth	24	0.5%
	Less than 0.5%	425	9.5%
Total		4494	100.0%

Table 3.3: Ticket Purchase Summary

The above results indicate that 1,922 of 4,494 orders (43%) have been placed from Twickenham, Kingston or South Western and Battersea postcodes. All of which generally fall within a 10 mile radius of the site.

Total tickets sold amount to 13,854 at the time of the analysis, which corresponds to an average of 3.1 tickets per order. The promoter identifies based on experience that such ticket orders/groups are likely to travel together to and from the event, thereby suggesting for example that average car occupancy may be 3.1 persons per vehicle.

For those orders occurring within the Twickenham Postcode, a further breakdown of the postcode area by sector has been completed with the results shown in **Table 3.4**. The analysis suggests that 9.5% of ticket orders originate from TW1 and TW2 postcodes and therefore fall within a 2km radius of the site, whilst 20% of ticket orders are likely to fall within 5km of the site.

Postcode	Orders	%
TW2	255	5.7%
TW1	171	3.8%
TW11	119	2.7%
TW12	96	2.1%
TW20	72	1.6%
TW7	49	1.1%
TW9	45	1.0%
TW15	43	1.0%
TW13	42	0.9%
TW10	39	0.9%
TW16	36	0.8%
TW18	34	0.8%
TW3	32	0.7%
TW14	25	0.6%
TW17	22	0.5%
TW8	14	0.3%
TW4	11	0.2%
TW5	6	0.1%
TW19	5	0.1%
TOTAL	1116	24.8%

Table 3.4: Twickenham Ticket Purchase Summary

Extrapolating the results, and on the assumption that groups of tickets purchased will travel together, it suggests that c.1900 may travel to and from The Stoop within 2km of the site, with c.4000 spectators travelling from within 5km. Under 2km, travel to and from the event is likely to be undertaken on foot or by bicycle, and within 5km by public transport, foot and bicycle.

3.4 Twickenham Stadium

Twickenham Stadium has all weekends on hold for the hosting of concert during June 2017. However, discussions between Harlequins FC and the RFU have confirmed that no event will be held at Twickenham Stadium on the 3rd June 2017. As such, there will be no conflict or additional travel demand in the area to consider beyond that generated by The Stoop.

3.5 Local Car Parking

A series of car parks are located at or in close proximity of the site, providing up to 1,500 spaces on a typical match day at The Stoop. The location of the car parks is shown in **Figure 3.1**.

Table 3.5 below summarises the typical match day and the proposed event capacity for each car park. The Rosebine Car Park will be available for use as part of the event following agreement with the England RFU.

Car Park	Typical Parking Supply	Event Status	Estimated Parking Supply
The Stoop	400	Allocated for concert operations. 30 spaces remaining for hospitality parking, 30 spaces for disabled parking	60
Rosebine	1000	Available for use. Agreed with RFU.	1000
Council Depot	100	Staff Car Parking	100

Table 3.5: Summary of Local Car Parking Supply

The ability to park on streets in the vicinity of the Stoop and Twickenham Stadium is restricted on Twickenham Stadium event days through use of Community Parking Zone ('CPZ') "R", which extends across the borough boundary between LBRuT and the London Borough of Hounslow ('LBH'). Where large crowds are expected (typically 30,000 or more), either the full or sub CPZ is usually implemented dependent on the nature of the event.

The Stoop resides within the southern portion of CPZ R, which includes neighbouring roads to the west and north of the Stadium. Zones HM (Heatham) and C (Cole Park), also form part of the event day CPZ and are located sit to the east of The Stoop. Further details about on-street parking, the CPZ and its extent can be found at: <http://www.richmond.gov.uk/home/services/parking/cpz.htm>.

Attendance levels for this event will be much lower than 30,000, at 20,000 or below, therefore, no event day CPZ will be in place for the event, as it falls below the required spectator threshold. However, Zone HM, which includes roads adjacent to The Stoop such as Craneford Way and Egerton Road, typically operates between 09:00 and 18:30 Monday to Saturday, and as such will be in operation at the time of the event commencement on Saturday 3rd June.

Car parking demand is expected to be much lower than similar historical events held in the wider area, with ticket data indicating that c.20% will travel from within 5km of the site. Also, as part of the Traffic Management Plan, submitted with the application, a series of measures will be employed to manage car parking demand and to discourage on street parking. Further details are provided in **Section 5.4**.

For those wishing to travel by bicycle to and from the site, 96 cycle parking spaces will be available adjacent to the Stadium.

4 Event Travel Appraisal

4.1 Introduction

This chapter sets out an appraisal of potential travel patterns and trip levels associated with hosting the proposed Concert at The Stoop on the 3rd June 2017. The work builds on historical travel patterns observed for similar events at Twickenham Stadium. A summary of the scenario to be reviewed is set out in **Table 4.1** below.

Event Type	Spectators	Start Time	End Time
Concert	20,000	16:00	22:15

Table 4.1: Event Travel Appraisal Scenario

4.2 Historical Travel Patterns

The concert proposed for Saturday 3rd June 2017 at The Stoop will be the first concert the stadium has ever hosted; therefore there is no available data for The Stoop that can be used to review potential travel patterns for this type of event.

Instead, it has been advised by LBRuT that information for previous major events at Twickenham Stadium should be used as a proxy, given that the travel characteristics of event attendees will be very similar.

Table 4.2 below outlines the modal share information obtained by Twickenham Stadium for a Rihanna concert held in 2013 and a Lady Gaga concert held in 2012. The results have been combined to determine an average mode share for concerts at Twickenham Stadium, with the split between persons travelling by car and parking or being dropped off from the Lady Gaga concert used to inform the average split. The data has been sourced from the 'Transport Assessment: Twickenham Stadium - East Stand Extension' (August, 2016).

Mode	Rihanna (2013)	Lady Gaga (2012)	Combined
Car (Parked)	30%	25.2%	23.4%
Car (Drop-off)		9.9%	9.2%
Taxi	4%	8.5%	6.3%
Motorcycle	-	0.1%	0.1%
Train	56%	44.8%	50.3%
Underground			
London Bus	9%	5.7%	8.8%
Shuttle Bus		1.3%	
Coach		1.7%	
Walk	1%	2.6%	1.9%
Cycle		0.1%	
Other		0.1%	

Table 4.2: Mode Share for Concerts (Twickenham)

In addition to the above, a review of the 'Lady Gaga: Travel Survey Report' (2012) indicates that average car occupancy from travel to the stadium was 2.79 persons per car. **Figure 4.1** shows the recorded arrival profile for the Lady Gaga Concert; no departure profile however was available.

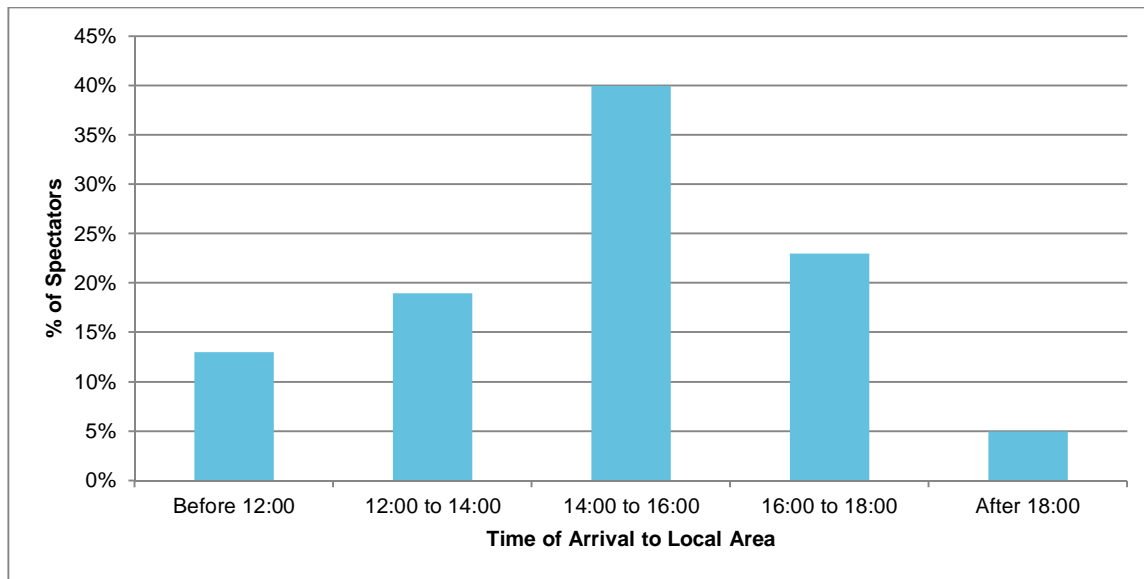


Figure 4.1: Arrival Profile for Lady Gaga Concert (2012)

Given that the Lady Gaga concert featured similar characteristics and gate opening (16:00), start (18:00) and end times (22:30) to that proposed for The Stoop, the information regarding vehicle occupancy and arrivals has been taken forward to inform the ETP appraisal.

As no departure profile was available, the projected arrival and departure profile for an evening Saturday game, presented as part of the 'Twickenham Venue Operating Plan' for the 2015 World Cup, has also been sourced and is presented below. This is an estimated percentage breakdown based on the data available.

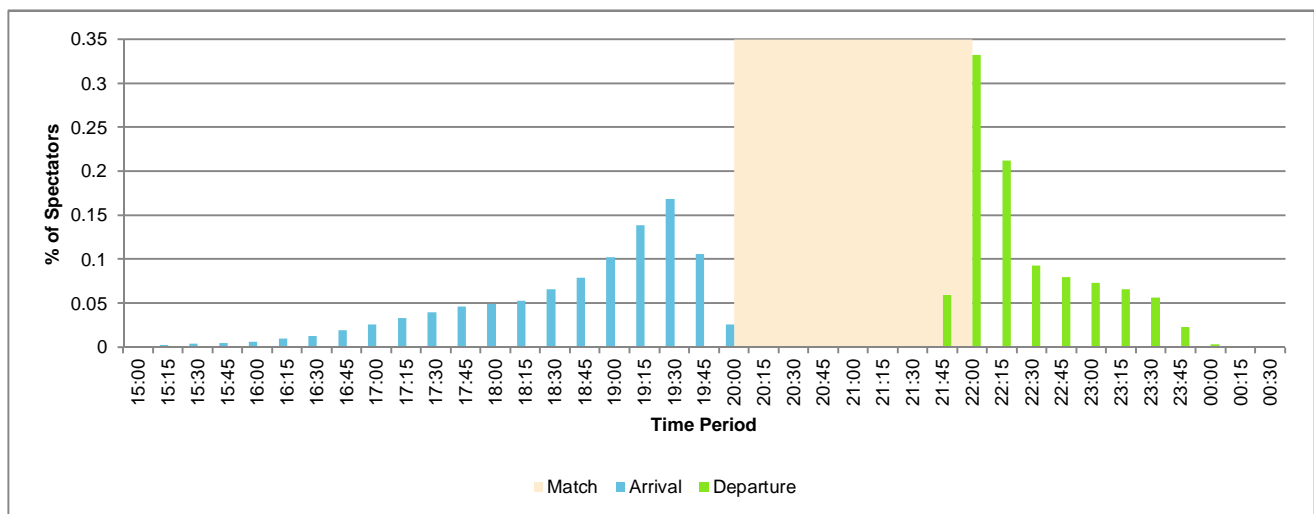


Figure 4.2: Arrival and Departure Profile for International Rugby Match at Twickenham (8pm Kick Off; 21:50 Finish)

4.3 The Stoop Event Travel Appraisal

The Stoop Event scenario assumes a maximum attendance of 20,000 spectators on the 3rd June 2017. The assumed number of spectators has been applied to the modal share splits shown in **Table 4.2** to arrive at the number of persons travelling by each mode to or from the site. The results are shown in **Table 4.3**, with rail travel (10,050) comprising the primary form of travel, followed by the car (6,524).

Mode	Mode Share	No. of Spectators
Car (Parked)	23.4%	4684
Car (Drop-off)	9.2%	1840
Taxi	6.3%	1262
Motorcycle	0.1%	10
Rail	50.3%	10050
Bus / Coach	8.8%	1769
Walk / Cycle / Other	1.9%	385

Table 4.3: Mode Split Forecast – The Stoop Concert

Based on the ticket purchasing data set out in **Section 3.3**, use of the Twickenham Stadium modal share may exaggerate the number of people travelling to and from the stadium by car and taxi in particular. For example, 9.5% of ticket orders to date have been undertaken from the TW1 and TW2 postcodes which sit within 2km of the site, and therefore the number of people walking and cycling in particular is likely to be greater than shown in **Table 4.3**, meaning that car use may reduce.

Figure 4.3 illustrates the expected arrival profile at The Stoop for the concert. This uses the data in **Figure 4.1** regarding concert arrivals, and the departure profile in **Figure 4.2**, given that a concert departure profile was not available.

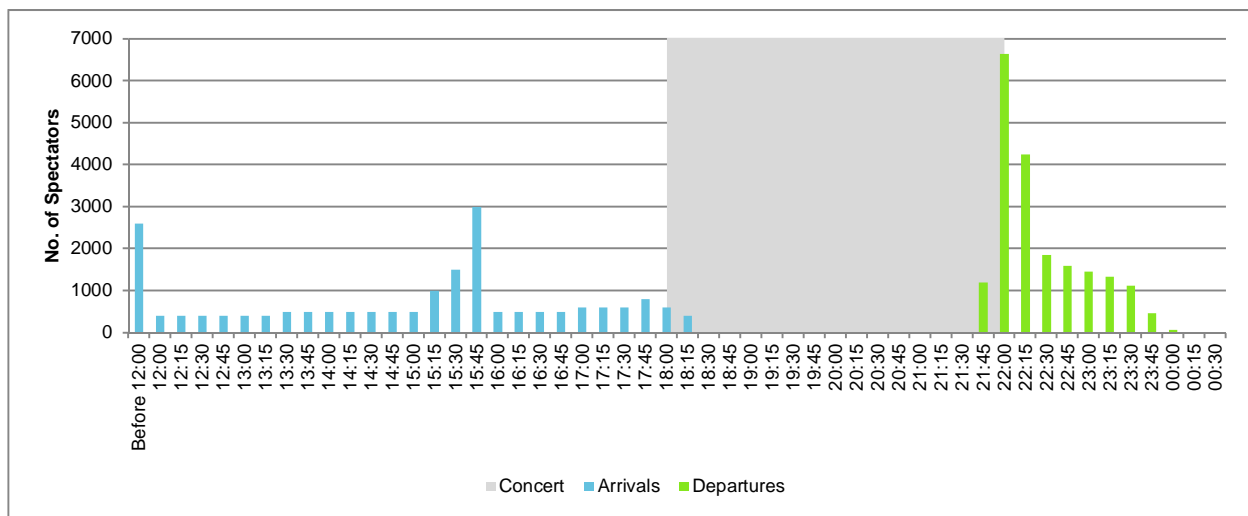


Figure 4.3: The Stoop Concert Arrival and Departure Profile (Scenario 1)

In regards to parking demand, the average car occupancy for the Lady Gaga concert (2.79 persons per vehicle) has been applied to the number of persons travelling by car and parking, to arrive at a forecast of 1,679 vehicles. **Table 4.4** assesses the difference in the projected demand versus parking supply. It should be noted that the Council Depot has been excluded from the parking supply numbers given that this will primarily cater for staff parking.

Classification	Quantum
Parking Demand	1679
Parking Supply	1060
Net Difference	-619

Table 4.4: Local Parking Supply Review (prior to ETP Measures)

The projected net difference between parking demand and local parking supply is 619 vehicles, which equates to 1,727 spectators. This indicates that the shortfall in parking will need to be accommodated by increased provision of parking elsewhere and/or measures to support the uptake in alternative forms of travel to that of the car. **Section 5.2.3** sets out the parking interventions that will be put in place to safeguard against a shortfall in parking.

It should be noted that based on ticket purchase data received to date, the figures presented above are likely to overestimate the number of vehicles seeking parking at the site. This is on the basis that the ticket data suggests a significant number of purchases are from within the local Twickenham area, indicating that a higher percentage of people are likely to walk or cycle compared to historical events at Twickenham Stadium therefore lowering car based demand. Furthermore, with tickets per order currently averaging 3.1, the number of occupants travelling in one vehicle may also be higher than the 2.79 value employed above.

4.4 Rail Demand

Consultation with South West Trains (SWT) regarding the proposed event at The Stoop has indicated no objection to the event, with the proposed attendance (20,000) falling below the threshold (30,000) required to trigger the need for special event day services at Twickenham Station. Please see **Appendix A**, which indicates no objection to the event in regards to rail capacity and management.

LBRuT however have requested that the ETP considers the number of trains that will be leaving Twickenham once the event finishes at 22.30 to see if SWT has capacity to accommodate the number of people suggested at The Stoop.

To determine the likely demand at Twickenham Station by direction of travel following the event, the following assumptions, which are based on the 'Lady Gaga Survey Report' (2012) have been applied to the forecast for rail users contained in **Table 4.3**:

- 84.3% of rail users depart from Twickenham Station
- 82% of spectators using Twickenham Station travel towards London
- 18% of spectators using Twickenham Station travel away from London

Information has also been sourced on the expected number of trains between 22:00 and 01:00 in each direction and the size and type of these units. This has then been used to project the total capacity available over this time period by direction, with standing capacity assumed as 50% of seated capacity, given that spectators at Twickenham Station will use all available space. **Table 4.5** summarises the total demand and capacity over the three hour period.

Time	Towards London			Away from London		
	No. of Trains	Estimated Capacity	Demand	No. of Trains	Estimated Capacity	Demand
22:00-23:00	8	6598	4201	6	5007	922
23:00-00:00	5	4399	2170	6	4437	476
00:00-01:00	1	812	577	4	3587	127
Total	14	11809	6947	16	13031	1525

Table 4.5: Rail Demand versus Capacity (Scenario 1 – The Stoop Concert only)

The capacity of rail demand at Twickenham Station arising from The Stoop event against total capacity by 30 minute period has also been completed. This assumes that there will be a 15 minute lag between leaving the event/area and arriving at Twickenham Station. The results are shown in **Figure 4.4** for departures towards London and in **Figure 4.5** for departures away from London.

The appraisal indicates that no issues are expected for trains travelling towards or away from London after the event. For trains travelling to London, demand will peak between 22:00 and 22:30; however capacity remains for background passenger levels.

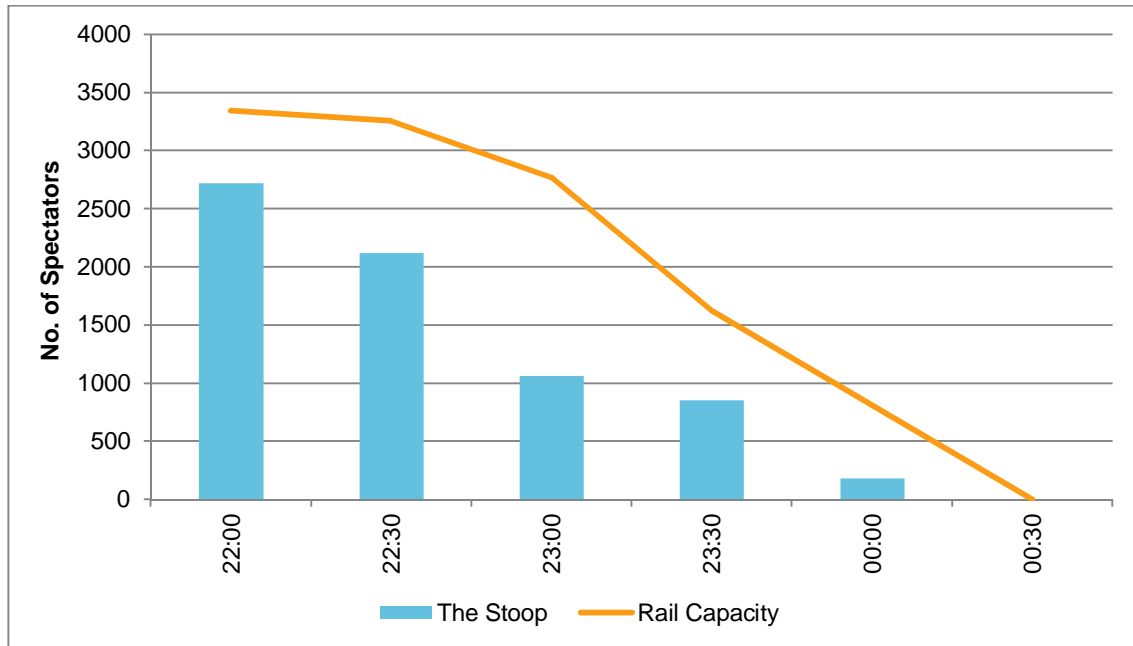


Figure 4.4: The Stoop Rail Demand versus Twickenham Station Capacity (Towards London)

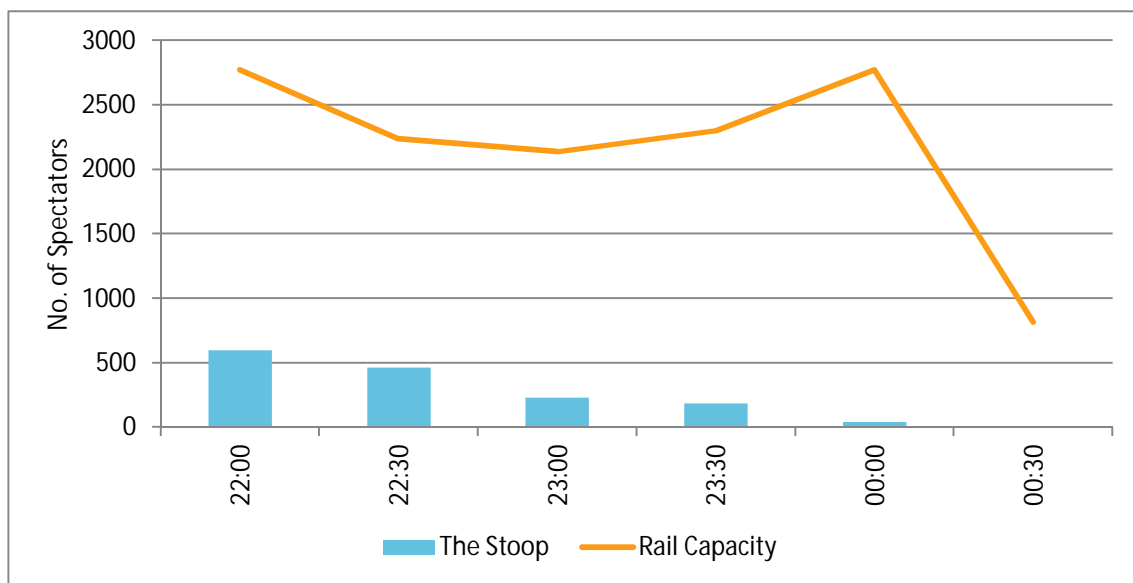


Figure 4.5: The Stoop Rail Demand versus Twickenham Station Capacity (Away from London)

5 Travel Plan Strategy

5.1 Introduction

To support the aims and objectives of the Event Travel Plan, a series of measures need to be put in place to ensure that travel to and from the Stoop is appropriately managed within the context of the wider area travel strategy and that spectators are encouraged to use sustainable forms of transport wherever feasible. The first section of this chapter therefore outlines the proposed actions

5.2 Public Transport

Public transport, particularly rail, will form the key mode of travel in accessing the Stoop for the event; both over a short distance from London based stations and bus stops, and from further afield.

Rail and bus services are expected to operate a normal service on this day, as per the conditions summarised in **Section 2.3**.

Liaison with SWT and a review of rail travel demand against capacity at Twickenham Station has identified that the planned service provision should be able to accommodate the additional demand generated by an event at The Stoop. No requirement for additional services or the SWT 'Event Train Plan' should be required.

It is noted that the redevelopment of Twickenham Station may be ongoing at the time of the event in 2017. In this scenario, the approved queuing arrangements defined in the associated Solum Regeneration application would be required. Harlequins FC would work closely with SWT to ensure that a robust strategy is in place, which would include implementation of the Station's event queuing plan and provision of appropriate marshalling. As previously identified and as evidenced by **Appendix A**, SWT have raised no concerns with The Stoop hosting an event of this size on Saturday 3rd June 2017.

With the above in mind, the following is proposed to manage and promote the use of public transport at the event:

- Harlequins FC will liaise with public transport operators to ensure that the relevant event management teams are kept up to date regarding any issues with the public transport network (e.g. event day disruption, crowding or safety issues) which may affect travel conditions. They will also liaise with key stakeholders e.g. Twickenham Station management to determine if any supporting marshalling is required at this location.
- The use of public transport will be promoted to attendees, who will also be advised prior to the event of any known travel issues via email and Harlequins FC website updates; they will be also be guided as to the best times to travel to avoid congestion or queuing, for example, at Twickenham Station.
- Facilities, entertainment and bars will also be opened two hours in advance of each event, and will remain open until up to 45 minutes after the event (23:00) to encourage the earlier arrival of attendees to the site, and to stagger departure after an event in order to manage crowd levels, for example at Twickenham Station.

5.3 Walking and Cycling

As part of the pre-event travel information release it is intended that the following will be included regarding walking and cycling to encourage these forms of travel:

- The benefits of travelling on foot or by bicycle, with a particular focus on how walking and cycling may help to avoid delays in using local roads or public transport services to travel to and from the area;
- Key walking and cycling routes which serve the Stoop, and links to online walking and cycling route planners;

- The estimated walking and cycling times to the stadium from a range of distance radii, similar to that provided by TfL as part of the 'Legible London' project; and
- The location of cycle parking at the stadium.

A number of pre-planned routes will be identified for those walking to/from the Stoop and these will be summarised to ticket holders. For reference, the pre-planned routes between The Stoop and Twickenham Station are as follows (these are also shown on **Figure 5.1**):

- Whitton Road, turning left onto Court Way. Take next left and follow Craneford Way, entering the Stoop through Gate 3 on Langhorn Drive
- Whitton Road, turning left onto A316 Chertsey Road. Follow A316 Chertsey Road west, entering The Stoop from the north an Gates 1 or 2 via Langhorn Drive

Temporary signage will be placed along the routes to assist wayfinding. Marshals will also be present key routes with the following responsibilities:

- Crowd management;
- Road crossing;
- Wayfinding; and
- Management of littering and anti-social behaviour

5.4 Car Parking

Due to the scale of The Stoop event, it is not expected that the event day CPZ will be in place for the 3rd June 2017. Suitable alternative options will therefore be put in place to mitigate the need for on street parking. Further detail is provided below.

5.4.1 Off Street Parking

To reduce the impact of vehicles travelling or parking on the local highway network within the vicinity of The Stoop, event day parking will also be provided at Twickenham Stadium and this has been agreed with the RFU. Capacity for 700 vehicles will be provided at Twickenham Stadium via a combination of the West and North Car Parks.

Table 5.1 summarises total parking supply versus demand with this intervention, whilst **Figure 3.1** shows the location of all potential car parks. A pre-booking system will be in place for each of the car parks to monitor and manage likely demand. It should be noted that the Council Depot, which affords 100 car parking spaces will be used to accommodate staff vehicles.

Classification		Car Parking Supply
Car Park	Twickenham Stadium (West and North)	700
	Rosebine	1000
	The Stoop	60
Total		1760
Projected Demand		1679
Net Difference		+81 spaces

Table 5.1: Event Day Parking Supply (with interventions)

An operation involving stewards and marshals will ensure that parking is managed on both arrival and departure from the site, dedicated walkways and vehicle routes will be set out for each car park site. At Twickenham Stadium, footways are already in place to mitigate any conflict between vehicular and pedestrian movements.

The arrival of vehicles is expected to be staggered over a period of four hours prior to the event, with vehicles then departing the respective car parks between 22:00 and 23:00.

Vehicles will be directed to and from The Stoop, Rosebine, North and West Car Parks by a combination of pre-match travel information, Marshals and temporary signage. The latter will be based on existing arrangements for matchdays at both The Stoop and Twickenham Stadium, which is proven to work successfully in directing to vehicles to and from the appropriate routes. Vehicles will be directed to the strategic network using the shortest routes. The access and egress points and potential routes promoted are shown in **Figure 5.2**, whilst further detail about access/egress is provided below

- The Stoop / Rosebine
 - Arrivals – Access will be left in only from the A316 Chertsey Road, thereby limiting the opportunities to use alternative routes.
 - Departures – Egress will be left out only onto the strategic network via the A316 (towards the M25). Vehicles wishing to travel towards London will be able to turn at the A316 Chertsey Road / Hospital Road Roundabout.
- Twickenham Stadium (West and North Car Parks)
 - Arrivals – It is expected that vehicles will be advised to use Rugby Road and then Whitton Dene Road (East) to access the West and North Car Parks,
 - Departures – Egress from the North Car Park is likely to be via Gate D on Rugby Road, with vehicles directed south towards Curries Roundabout to connect with A316, in order to travel east towards Richmond and west (away from London).

The strategy for access/egress to the Twickenham Stadium car parks will be reviewed and confirmed with England RFU prior to the event and with CPS, the car park management team, who have extensive experience of managing similar events for Twickenham Stadium. LBRuT and the London Borough of Hounslow will be informed of any changes to the strategy.

A dedicated walking route will also be put in place for travelling between Twickenham Stadium Car Parks and The Stoop. It is expected that this will comprise the following:

- Pedestrians will turn right out of Twickenham Stadium, continuing along Whitton Road, until the signalised crossing east of Talma Gardens, where they cross the road and travel south along the Duke of Northumberland River Path to the A316 Chertsey Road. Pedestrians will also be able to use Talma Gardens to connect with the A316. At this location, they will be directed to use The Stoop pedestrian footbridge to access the site.

The proposed walking route is also shown in **Figure 5.1** and temporary signage will be put in place to support this.

5.4.2 Car Parking Management (On Street Parking)

To support the delivery of the event day car parks and to mitigate the risk of on street car parking, a separate event day traffic management plan has been prepared to support the application. The key actions outlined in managing car parking demand and discouraging on street parking include the following:

- Providing a pre-booking system to enable monitoring/feedback of car park uptake against forecast levels. Customers will be allocated to the Rosebine Car Park until such time as the car park approaches booking capacity, at which point tickets for Twickenham Stadium Car Parks will be sold. Tickets will be allocated on a first come/first served basis.
- Setting out cones on the most sensitive roads and routes if agreeable with LBRuT to reduce the opportunities for on street parking.
- Positioning marshals on key routes to and from the stadium to monitor event day operations
- Keeping car parking charges to a minimum in order to encourage use (£7 for the event for all car parks; much higher levels >£20 are typically charged for events of this nature).
- Delivering over 1000 off street spaces directly adjacent to The Stoop
- Providing Twickenham Stadium (West and North Car Parks) as a Park and Stride Facility
- Delivery of a pre-event communications strategy, which will include regular information releases that customers should not park on street and should use the car parks provided.
- Event day signage will be provided to direct vehicles to the appropriate car parks, which will correspond with routes adopted for typical match days in the area

In addition to the above and as part of the 'Local Consultation Exercise' (See **Section 5.5.2**) information will be provided to local residents about how they can raise any issues with inappropriate parking on the day. This will include the provision of a dedicated number to contact for the event management team, who will be in constant contact with marshals and the car park management team. The issue will be reviewed by on site personnel, and will be reported to the police if the vehicle is causing an obstruction or has parked illegally. The metropolitan police will be notified of the event, and an appropriate contact/reference for the day will be sought to notify of any issues on the day, which would include parking.

5.5 Travel Information

A key part of the event management process will be the provision of good quality and regular information to visitors of The Stoop on the 3rd June 2017.

5.5.1 Ticket Holders

The information produced will set out clear guidance on the options for travel to and from the site on the event day. For example, it will set out clear instructions in regards to parking and emphasise that spectators should not be parking on street.

In terms of disseminating this information, it is intended that spectators will be sent 'travel information' emails before the event by Harlequins in combination with the ticket provider. Travel options and advice will be tailored to the audience. The guidance will also be provided to staff to ensure that they are appropriately briefed on travel options for the event.

Travel information reminders will be sent to attendees prior to the event about the travel options available to them, and will offer a forum to advise on any changes to travel arrangements up until the event. Information about travel options for the event will be published on the Harlequins FC website, with regular news bulletins provided.

5.5.2 Local Consultation

Harlequins has a good relationship with the local community, which has been developed through proactive liaison with local residents, to ensure that they are appropriately informed of forthcoming events and associated arrangements.

Letter drops are usually undertaken for surrounding properties for big match day events informing them of the date, time and any important arrangements that may affect them. The game is also advertised within the local newspapers, which provides another medium for advertising sustainable travel or reviewing travel options through the clubs website. It is intended that similar arrangements will be put in place for the hosting of the event.

Feedback from this process will also be important for addressing any local travel or parking issues, and therefore any article or letter drop could include a dedicated contact for issues so that this data can be gathered and considered pro-actively by the Travel Plan Co-ordinator.

5.6 Deliveries and Servicing

The context of the site means that a number of traffic movements will be associated with the setup of the concert and transport of goods to and from the Stoop, in particular to provide the staging, seating, food and drink in preparation for the event and to service the stadium post-event.

Recent TfL guidance regarding travel planning has placed an increased emphasis on the consideration of deliveries for sites which have particularly high demand, in order to see if there are mechanisms available for reducing the impact of HGVs on the highway network.

To this end, it is intended that the travel plan coordinator will liaise with the event management organisation to establish the planned level and timings of deliveries, in order to see whether any adjustments need to be made to minimise impacts on the local highway network. In particular the following will be considered:

- Assessing if deliveries can be consolidated in order to reduce total vehicle numbers;
- Establishing whether any non-perishable goods can be stockpiled in advance;

- Establishing whether any deliveries or serving can be undertaken at quieter times;;
- Assessing if there are opportunities to use local suppliers/operators to reduce total journey distance; and
- Ensuring that contractors observe considerate delivery practices e.g. switching off engines when idle.

Appropriate space will be maintained on site adjacent to the Stoop for larger vehicles to safely park off carriageway whilst they deliver to or service the site. This space will also be maintained and available for emergency vehicle use, if required, during an event.

6 Event Plan Management

6.1 Introduction

This section sets out the framework for the management and coordination of the event, for example, who will have responsibility for travel management during the event and how Harlequins will coordinate operation with other stakeholders, where appropriate. **Figure 6.1** sets out the key stakeholders in delivering the Event Travel Plan.



Figure 6.1: Event Travel Plan Key Stakeholders

6.2 Travel Plan Coordinator

It is intended that responsibility for implementing and monitoring the travel plan will sit primarily with a Travel Plan Co-ordinator (TPC), although support will be required from a range of partners both within and outside of Harlequins to ensure the success of the strategy.

It is proposed that a representative from the stadium management team and/or the customer experience team will take on the responsibility for this task. The name/s of the respective representative/s will be provided to LBRuT at least three months ahead of the event.

The responsibilities of the TPC will comprise the following:

- Overall travel management during the event;
- Reviewing the suitability of facilities on site;
- Managing the implementation of any travel plan related measures or improvements;
- Notifying local residents about the event;
- Preparing and disseminating information to attendees on travel opportunities, including information campaigns on the website and e-mails regarding facilities and travel updates for example;

- Serving as the point of contact for key stakeholders (e.g. local authority, residents, operators, RFU) before, during and after the event to ensure any issues are managed and addressed in a proactive manner; and
- Support Harlequins in co-ordinating event operations with other venues and local transport providers if required.

The TPC should have a reasonable knowledge of the local transport facilities in the area and should fully believe in the strategy to be implemented at the stadium. They should be approachable, amenable to suggestions and possess a high level of interpersonal skills, as they will be required to converse with outside bodies such as public transport operators and the local authority.

The TPC will dedicate sufficient amounts of time to ensure that the tasks required in developing and implementing an overall event travel strategy for the Stoop. It will be the TPC's responsibility to ensure that adequate time is committed, as required.

It is envisaged that the TPC will spend half a day per week preparing for the event to be held, whilst additional time will also be spent by the support team, or other individuals (e.g. consultants in supporting the travel plan process), as appropriate and directed.

6.3 Management Support

It is important that the Travel Plan Co-ordinator has appropriate support from senior management, to enable appropriate funding and allocation of time for the strategy set out. Harlequins FC is committed to managing the impacts of the event and encouraging sustainable travel by attendees where feasible, and as such, the progress of the travel plan will also be reported to the appropriate members of the senior management team, so that overarching decisions regarding management of resources are given sufficient weight and perspective.

7 Summary

Harlequins FC are proposing to host a concert at The Stoop on 3rd June 2017 for up to 20,000 spectators with gates opening at 16:00 and the Concert finishing at 22:15. This will form the first event of this type to be hosted at The Stoop. This Event Travel Plan has been prepared to support the application for the event, with the following key aims identified for this strategy

- To ensure that all site users can travel to and from the site in a safe and efficient manner
- To ensure that the impacts of hosting the event on the local community are minimised and managed.
- To encourage visitors to adopt sustainable travel practices in order to reduce car travel wherever feasible.

To inform the development of the ETP strategy for The Stoop, an appraisal of the likely event travel demand has been undertaken using historical travel trends recorded for similar events at Twickenham Stadium. The results indicated that travel by rail (10,050 persons) and travel by car (6524 persons) are likely to form the primary methods of travel, with 1,679 vehicles expected to seek parking in the area. 385 spectators were expected to travel to The Stoop on foot or by bicycle, amounting to 1.9% of all spectators.

Based on ticket purchasing data, the historical Twickenham Stadium modal share may exaggerate the number of people travelling to and from the stadium by car for this event. For example, 9.5% of ticket orders to date have been undertaken from the TW1 and TW2 postcodes, which lie within 2km of the site, and therefore the number of people walking and cycling in particular is likely to be greater than appraised, meaning that car use may reduce. The estimates of car based demand would therefore appear robust.

Consultation with key stakeholders has identified that the event levels fall below the requirements for either an event day CPZ or event train plan to be implemented within the area. The latter point has been confirmed by an appraisal of rail demand versus capacity, which indicates that suitable capacity will be available after the event to accommodate expected demand at Twickenham Station both towards and away from London.

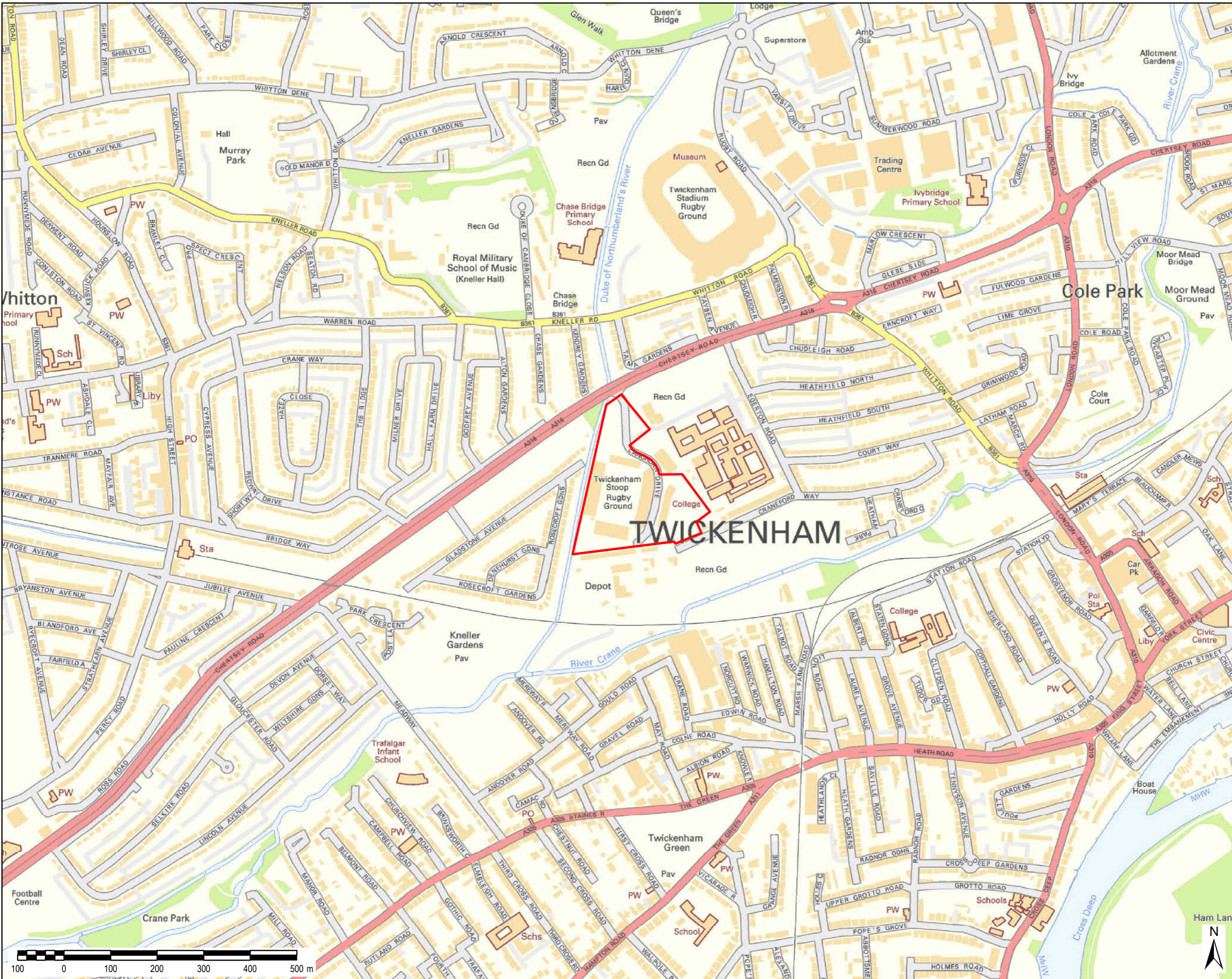
In the absence of the CPZ, it is intended that additional event day parking relative to a typical match day will be provided at Twickenham Stadium West and North Car Parks (700 spaces).

The provision of alternative parking forms one of a series of measures that will be introduced to ensure the aims of the ETP are realised in managing the potential travel impacts of hosting an event at The Stoop. The key actions are summarised in **Table 7.1** on the following page.

Measure	Action	Responsibility	Timeframe
Managing Car Parking	Agree arrangements for Twickenham Stadium Car Parks	Harlequins	Ongoing
	Prepare pre-booking system	Harlequins	6 months prior to event
	Release car parking information	Harlequins / TPC	5 months prior to event
	Implement Traffic Management Plan	Harlequins / CPS	Prior to match day
	Implement Car Parks and signage strategy	Harlequins / Event Day Management	Event Day
	Limit car parking charges for off street car parking use compared to similar events of this nature	Harlequins	Prior to event commencing
Managing Public Transport use	Liaise with public transport operators to confirm event day conditions	TPC	One month prior to event
	Develop and promote pre and post event activity schedule in order to manage arrival and departures to site	Event Management	Three months prior to events
Promoting Walking and Cycling	Ensure cycle parking facilities are maintained onsite and available to users	Harlequins	Prior to event commencing
	Provide appropriate directional signage to and from the concert	TPC / Harlequins	Prior to event commencing
	Provide information regarding the most suitable walking and cycling routes to and from the Stoop	TPC	Prior to and during event
	Ensure Marshals are positioned on key walking routes	Harlequins	Event Day
Marketing and Promotion	Preparation and provision of travel information emails to spectators	TPC / Harlequins	6 months prior to event
	Provide travel information on Harlequins Website	TPC / Harlequins	3 months prior to event
	Update travel guide (if required) and release event specific information to spectators	TPC / Harlequins	2 weeks and 1 week prior to event
	Letter drop for residents	Event Management	One month prior to event
Deliveries and Servicing	Seek opportunities to consolidate these movements and reschedule to quieter periods/days on the highway network.	TPC / Event Management	Prior to event commencing

Table 7.1: The Stoop ETP Action Plan

Figures



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LEGEND

The Stoop

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Project Title **HARLEQUINS**

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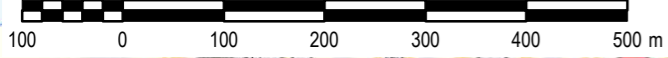
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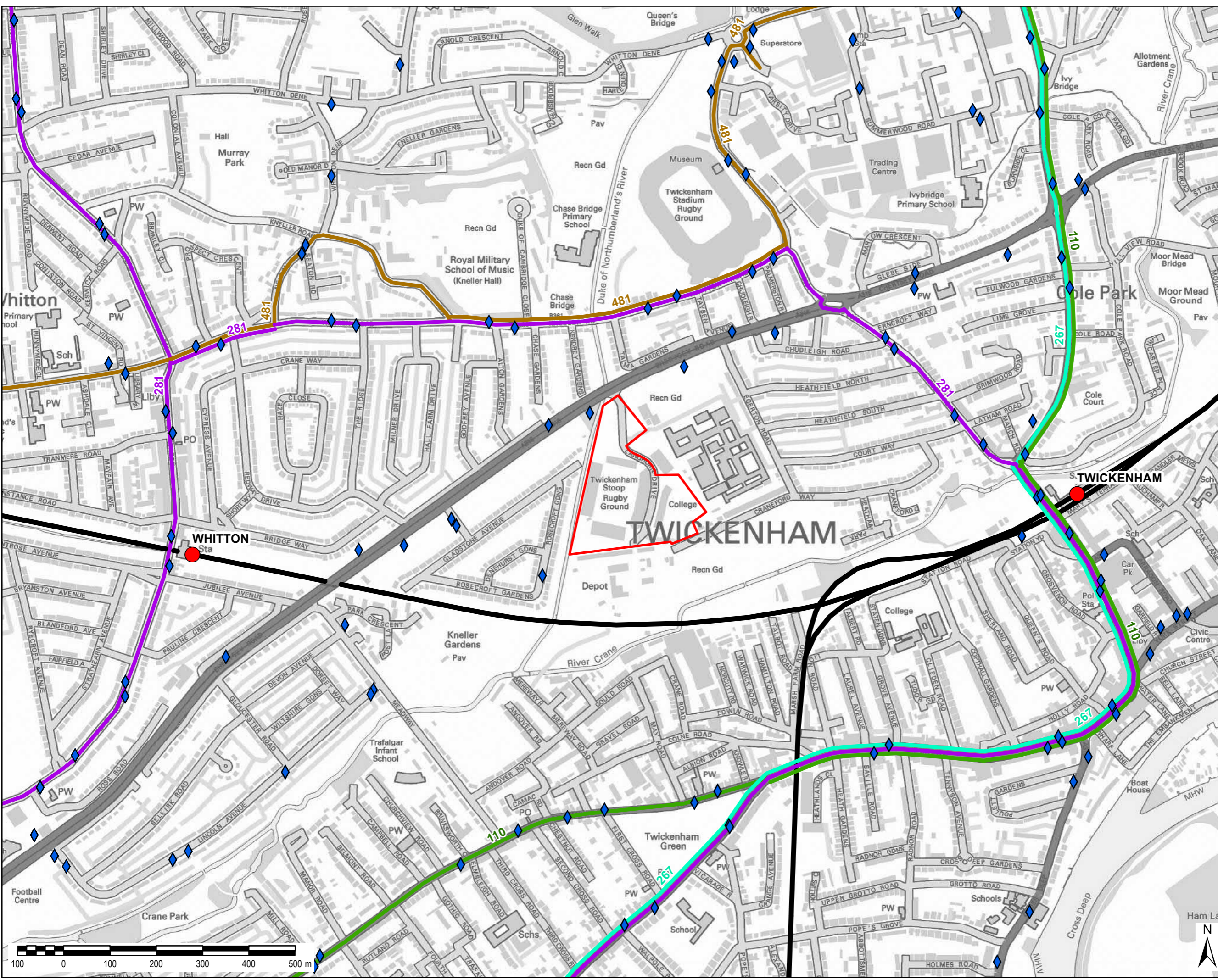
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Client **HARLEQUINS FC**

Project Title **HARLEQUINS**

Drawing Title **PUBLIC TRANSPORT**

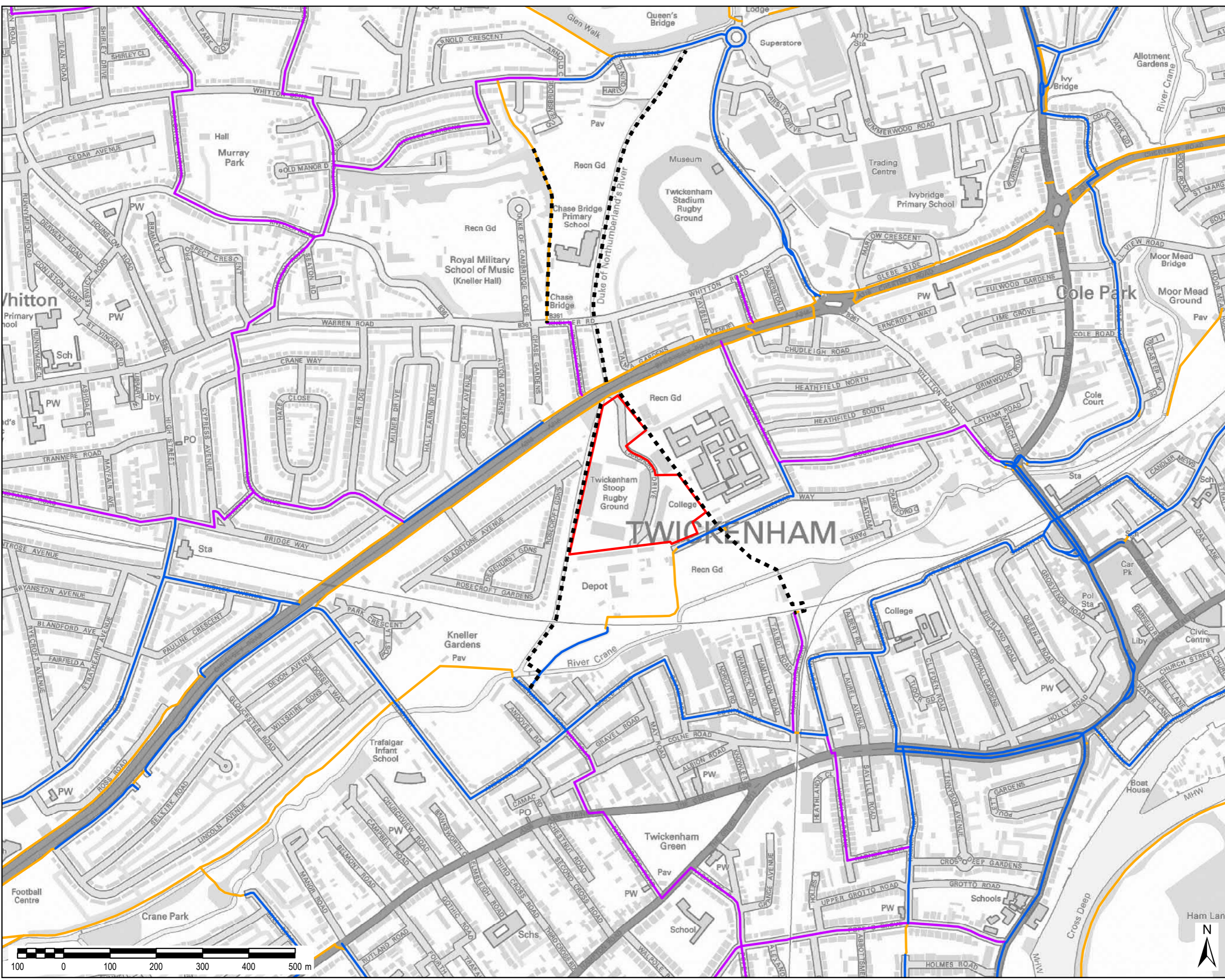
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*Only selected Public Rights of Way are shown (Nos 235, 236, 259, 256). PRoWare indicative based upon information available on Richmond Borough Council WebSite

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Client **HARLEQUINS FC**

Project Title **HARLEQUINS**

Drawing Title **WALKING AND CYCLING ROUTES**

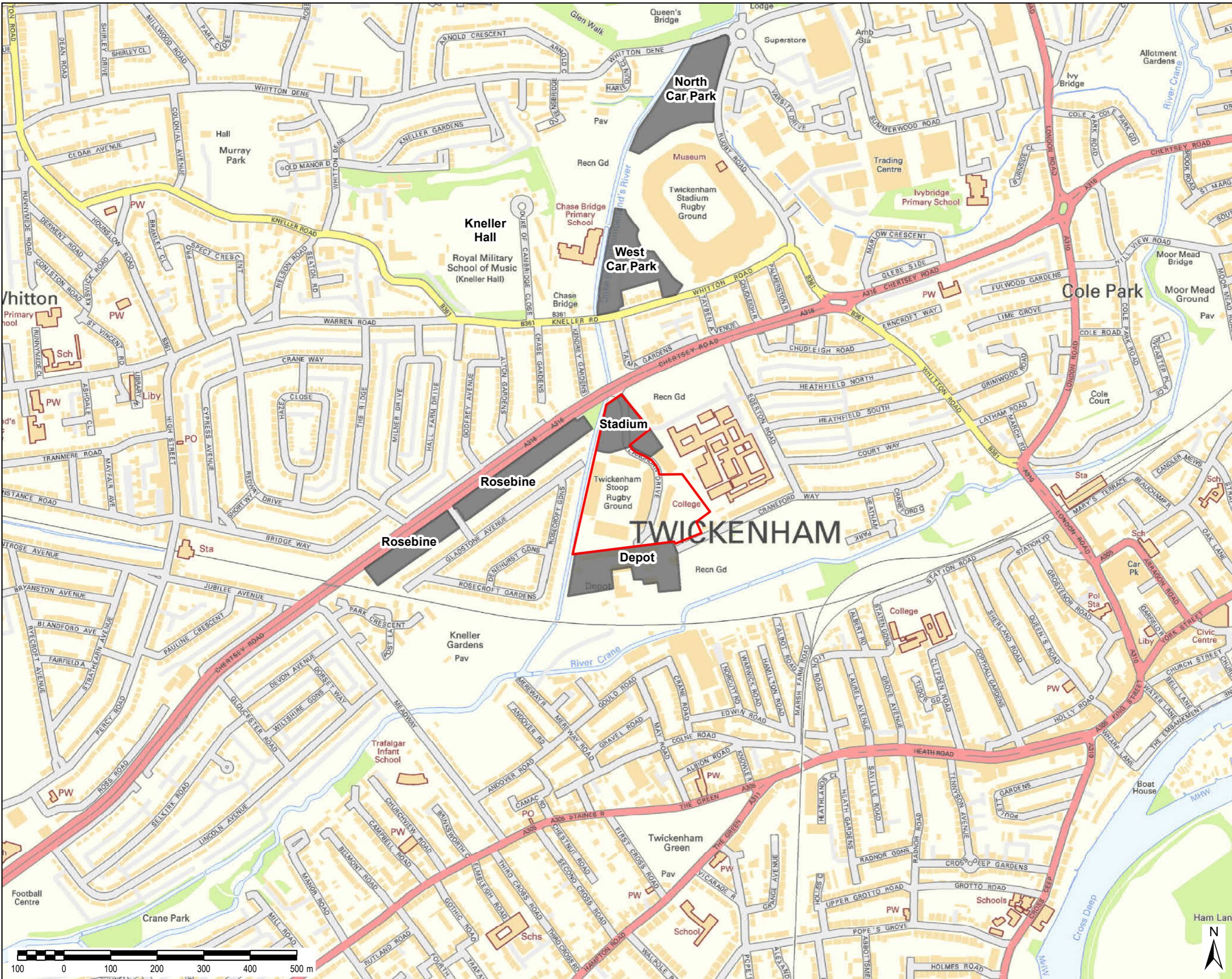
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Drawing Number **FIGURE 2-2** Rev **01**

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LEGEND

- The Stoop
- Car Park

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Purpose of Issue **FINAL**

Client **HARLEQUINS FC**

Project Title **HARLEQUINS**

Drawing Title **CAR PARKS**

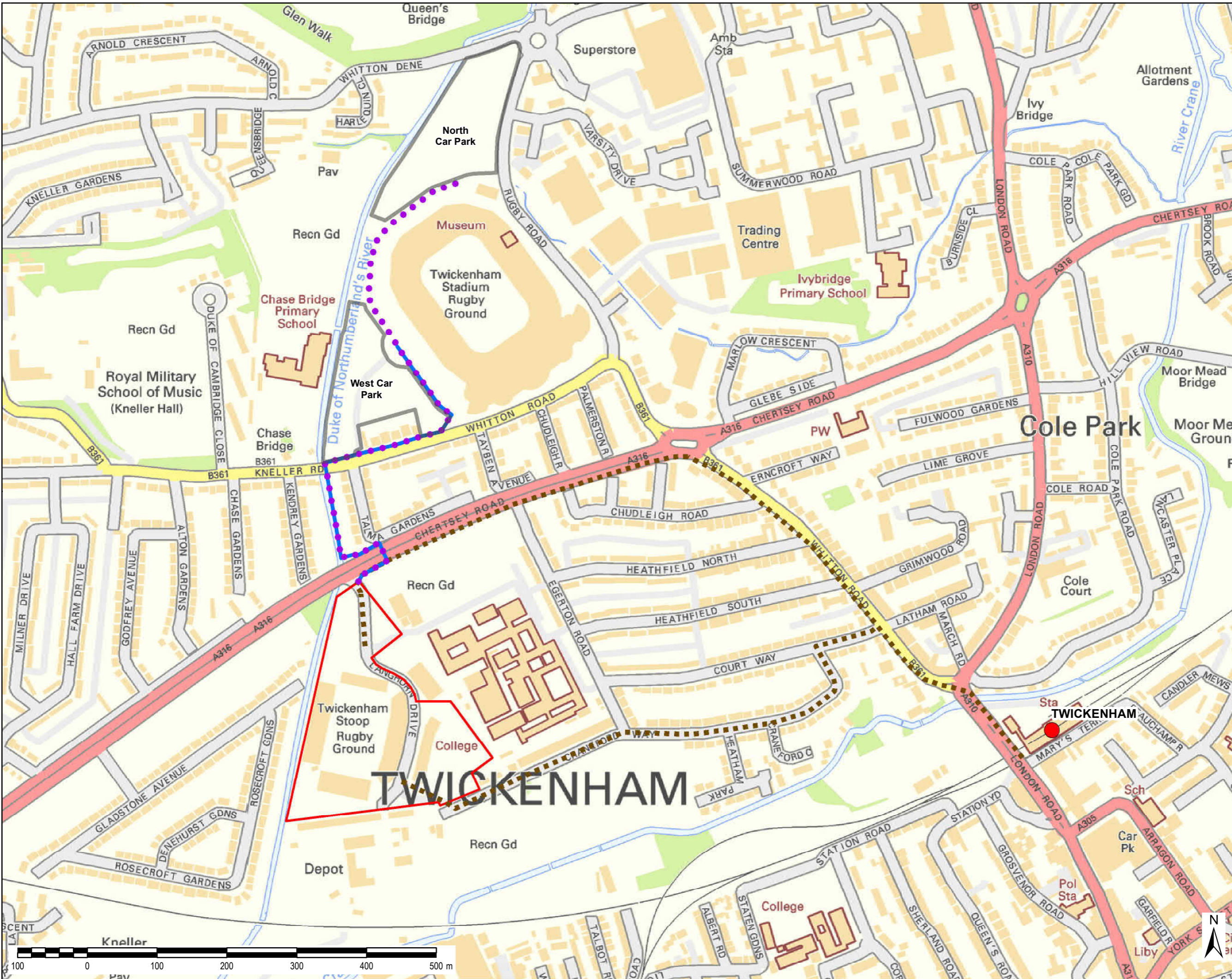
Drawn AK	Checked DH	Approved PK	Date 23/01/2017
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Drawing Number **FIGURE 3-1** Rev **01**

File Name: K15004 - Information Systems\60519377_Harlequins_201602_Maps\TRA_Figs-1_Car_Parks_A3_19012016_01.mxd



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- LEGEND**
- The Stoop
 - Car Park
 - Train Station
 - Pre-planned Walking Route from North Car Park
 - Pre-planned Walking Routes from Twickenham Station
 - Pre-planned Walking Route from West Car Park

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Purpose of Issue	FINAL		
Client	HARLEQUINS FC		
Project Title	HARLEQUINS		
Drawing Title	PRE-PLANNED WALKING ROUTES		
Drawn	Checked	Approved	Date
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- LEGEND**
- The Stoop
 - Car Park
 - Strategic Routes Promoted
 - ← Car Park Entrance
 - Car Park Exit



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Purpose of Issue **FINAL**

Client **HARLEQUINS FC**

Project Title **HARLEQUINS**

Drawing Title **STRATEGIC ROUTES**

Drawn AK	Checked DH	Approved PK	Date 23/01/2017
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Drawing Number **FIGURE 5-2** Rev **01**

File Name: K:\5014 - Information Systems\60519377_Harlequins_2016\02 - Maps\TRA_Fig5-2_Strategic_Routes_A3_19012016_01.mxd



Appendix A. South West Trains Feedback

Kelly, Paul (Basingstoke)

From: CLeaper@swtrains.co.uk
Sent: 22 November 2016 09:50
To: Kelly, Paul (Basingstoke)
Cc: Joanna Debs (Joanna.Debs@quins.co.uk); WGates@swtrains.co.uk;
NScott@swtrains.co.uk
Subject: Re: Harlequins (The Stoop) - Saturday 3rd June 2017 Event

Dear Paul,

Further to our recent discussions, I can confirm that South West Trains has no objection to an event being held at The Stoop on Saturday 3rd June 2017 on the proviso that this does not coincide with either major engineering work taking place on the routes through Twickenham (none currently planned for this date) or a major event at Twickenham Stadium.

Best regards,
Craig

Craig Leaper
Commercial Timetable Manager

T: [REDACTED]
M: [REDACTED]
A: [REDACTED]

SOUTH WEST TRAINS

From: "Kelly, Paul (Basingstoke)" <paul.s.kelly@aecom.com>
To: "CLeaper@swtrains.co.uk" <CLeaper@swtrains.co.uk>
Cc: "WGates@swtrains.co.uk" <WGates@swtrains.co.uk>, "Joanna Debs (Joanna.Debs@quins.co.uk)" <Joanna.Debs@quins.co.uk>
Date: 21/11/2016 12:00
Subject: Harlequins (The Stoop) - Saturday 3rd June 2017 Event

Dear Craig,

Harlequins FC are seeking to host a concert that will take place on the 3rd June 2017 for c20,000 people at The Stoop. Gates for the event are due to open at 16.00, with the event finishing c.22:15. It is my current understanding that there will be no clash with an event at Twickenham Stadium on this date.

Following recent discussions and correspondence (including provision of the Draft Event Travel Plan) and capacity calculations for the event, please could you confirm that you have no objection to The Stoop hosting an event of this nature on this date in regards to station and rail capacity management?

Kind Regards

Paul Kelly, BSc (Hons) MSc MCIHT
Principal Transport Planner,
Strategic Planning & Advisory, Transportation, EMIA

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