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TWICKENHAM STADIUM

Major Event Day Staff Travel Plan

28/09/2018






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1. INTRODUCTION

1.1.1 This Major Event Day Staff Travel Plan (TP) has been prepared by Momentum Transport Consultancy on behalf on the Rugby Football Union (RFU) to discharge the Section 106 obligation Sch 1; 2.1, which states:

Before first Occupation to submit for approval by the Council updated versions of the Major Event Day Travel Plan and initial versions of the Large Non-Major Event Day Travel Plan and the Small Non-Major Event Day Travel Plan (“the Travel Plans”).

1.1.2 A Major Event Day is defined as:

Days when there are activities at the Stadium with more than 30,000 spectators anticipated to be in attendance.

1.1.3 The full address of the development is:

Twickenham Stadium
Whitton Road
Twickenham
Greater London
TW2 7BA

1.1.4 Figure 1 shows the location of Twickenham Stadium.

1.1.5 This Travel Plan (TP) has been prepared by:

Michael Rivers, Momentum Transport Consultancy
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.

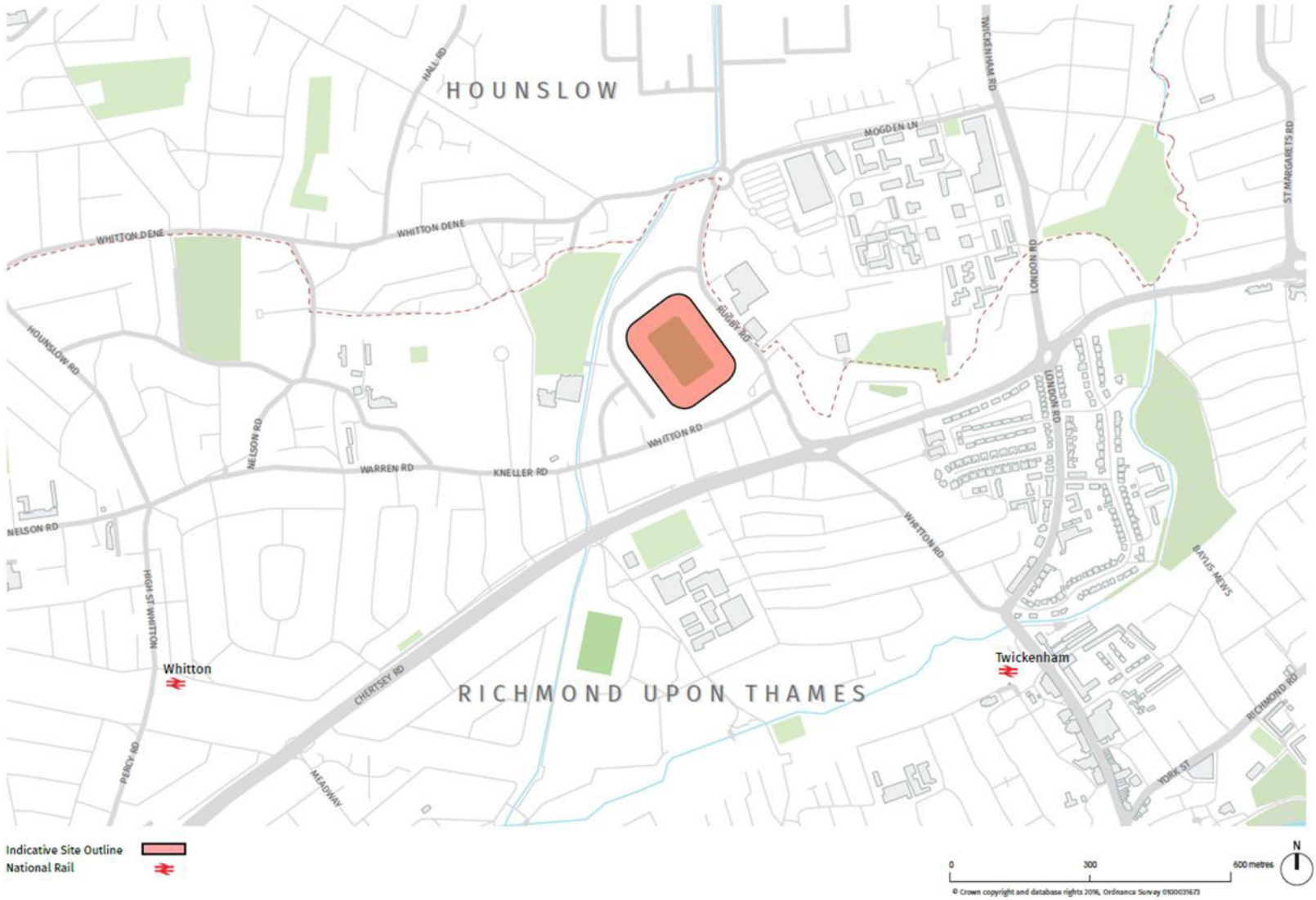
1.1.7 A TP can bring a number of benefits to organisations and their staff. Organisations can benefit from reduced parking demand, better access and less congestion at their sites as well as cost savings and a healthier workforce. TPs enhance the environmental credentials of organisations.

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
- 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.
- 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
 - Chapter 6 concludes the TP

Figure 1 – Location of Twickenham Stadium



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
 - 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

LONDON PLAN 2016

- 2.2.1 The London Plan 2016 is current adopted policy, covering transport in Chapter 6. The plan's objectives of greatest relevance to Travel Planning are:

"To ensure that London is a world leader in improving the environment locally and globally, at the forefront of policies to tackle climate change, reduce pollution, develop a low carbon economy and consume fewer resources and use them more effectively"; and

"To ensure that London is a city where everyone can access jobs, opportunities and facilities with an efficient and effective transport system that actively encourages walking and cycling and makes better use of the Thames".

2.2.2 The integration of transport and development to reduce the need to travel is a strategic focus of the plan as set out in Policy 6.1. The plan also addresses the need:

- To reduce emissions from transport;
- To provide for pedestrians and cyclists;
- To consider development proposals in light of existing transport capacity and proximity to major freight routes (as relevant); and
- To promote actions to achieve wider environmental sustainability in London.

2.2.3 Policy 6.3 of the plan asserts that:

- Construction logistics plans and delivery and servicing plans should be secured in line with the London Freight Plan and should be coordinated with TPs;
- Local Development Frameworks (LDFs) should include policy requiring transport assessments, TPs, construction logistics and delivery/servicing plans as set out above; and
- Boroughs are required to ensure developments do not exceed maximum car parking standards and provide minimum cycle parking standards as set out in the replacement plan.

TFL TRAVEL PLAN BEST PRACTICE GUIDANCE, 2013

2.2.4 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.

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

THE MAYOR'S TRANSPORT STRATEGY

2.2.6 The Mayor's transport Strategy (MTS), published in March 2018, is a long-term management strategy that encourages active, efficient and sustainable travel for new and existing developments. It sets out transport impacts, establishes targets and identifies the package of measures needed for improvement. The Strategy compliments the London Plan by providing a targeted approach to transport improvements for London.

2.2.7 The provision of transport assessments for major new trip generating development proposals should include information about how travel behaviour will be influenced by the proposed development, and how public transport, walking and cycling is encouraged. Workplace TPs should be produced where appropriate.

2.2.8 The Vision of the Strategy is "Changing the transport mix". The success of London's future transport system relies upon reducing Londoners' dependency on cars in favour of increased walking, cycling, and public transport use.

2.2.9 The MTS aims to encourage modal shift away from private vehicle use, with an increase in active transport to improve air quality, health, safety, and the vitality of the built environment.

2.2.10 Proposal 99 of the MTS also states it intends to: "Update TfL's Travel Plan guidance to ensure developments encourage active, efficient and sustainable travel, apply the Healthy Streets approach and help deliver carbon-free transport" (page 269).

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 the production of Travel Plans remains a key action to achieve shifts to more sustainable transport modes. Emphasis is placed on major employers to develop Green Travel Plans, with a full travel plan necessary for developments with equal or more than 750sqm A3 land use.
- 2.3.2 LBRuT aims to improve traffic conditions, enhance the quality of the local environment, provide choices in transport and improve safety for all. They also want 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 ARRANGEMENTS

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 On a Major Event Day, approximately 3,000 members of staff are employed at Twickenham Stadium. This is a combination of operational staff and casual Major Event Day hospitality staff.

3.2 Existing Facilities

PUBLIC TRANSPORT ACCESSIBILITY

- 3.2.1 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.
- 3.2.2 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.
- 3.2.3 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.
- 3.2.4 However, the use of PTAL as a measure of the site's accessibility is not necessarily applicable in this case because for most staff it is still more convenient to travel by public transport than other modes. This is reflected in the high public transport mode share.

PUBLIC TRANSPORT FACILITIES

- 3.2.5 Twickenham station is approximately a 13-minute walk from the stadium.
- 3.2.6 Twickenham station is served by South Western Railways. South Western Railways offers services via Twickenham between London Waterloo and destinations including Reading and Windsor. South Western Railways provide a Major Event Day operation, which uplifts the provision of train services from eight trains per hour to 10 trains per hour.
- 3.2.7 Free shuttle buses are available for staff and spectators using Richmond station. Typically, 27 double decker buses will be used, with a capacity of 70 passengers per bus with each vehicle doing up to 4 trips during both the ingress and egress period.
- 3.2.8 Typically, three shuttle buses will also operate between the stadium and Hounslow station with flexibility over the number of vehicle used depending on expected demand for this station.
- 3.2.9 It should be noted that as new shuttle buses are introduced, only electric powered vehicles will be considered.
- 3.2.10 It is ensured that the shuttle bus service is still available for use by staff, even after the spectator egress period has ended. If staff finish their shift after the last train has departed the station, a shuttle bus will be provided to transport them back to Waterloo station.

- 3.2.11 There are two bus stops to the east of the stadium and four to the south of the stadium.
- 3.2.12 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

- 3.2.13 Twickenham Stadium currently provides 56 cycle parking spaces in the south east corner of the stadium next to the ticket office. These are in the form of two-tiered racks (see Figure 2). A further 50 secure cycle parking spaces are provided beneath the south stand.
- 3.2.14 Staff are also permitted to lock their bike within the staff compound in North Car Park.
- 3.2.15 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.
- 3.2.16 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.
- 3.2.17 On a Major Event Day, the following roads are pedestrianised through the use of road closures:
- Whitton Road / London Road from the junction of York Street / London Road past Twickenham station to the stadium
 - Whitton Road from Rugby Road to the West Village entrance
 - Rugby Road from Mogden Lane to Whitton Road
- 3.2.18 A combination of permanent and temporary directional wayfinding signs are used along the key pedestrian routes between the stadium and the transport hubs of Twickenham, Richmond and Hounslow stations.

CAR PARKING

- 3.2.19 All staff are encouraged to travel by public transport wherever possible. Those unable to use public transport will be able to park at Bulls Field, Rosebine or North Car Park. Parking is free for those who show their match day accreditation. These car parks have a capacity of 200 cars, 1,000 cars and 550 cars respectively, however these spaces are shared with spectators and other client types such as media and sponsors.
- 3.2.20 Electric charging car parking spaces have recently been installed. This consists of 14 active charging spaces in the North Car Park and a further 42 passive charging spaces in the West Car Park. The location of these are shown in Appendix A.

TAXI

- 3.2.21 A taxi rank is provided towards the southern end of London Road, close to Twickenham Station.

DISABLED ACCESS

- 3.2.22 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.

- 3.2.23 South Western Railways offers an Assisted Travel booking system. It is recommended that visitors use this facility when planning their journey.
- 3.2.24 London bus routes 281, 267 and H22 all serve Twickenham stadium and use low-floor vehicles. This allows access to wheelchair users.
- 3.2.25 Blue Badge car parking bays are also available within the West car park.
- 3.2.26 Lift access is available to disabled visitors throughout the stadium and accessible toilets, accessed via RADAR key are available.

Figure 2 – South East Cycle Parking



3.3 Staff Travel Patterns

- 3.3.1 On a Major Event Day, staff arrive at the stadium over the course of the day with managers arriving on the morning of the event and the hospitality / catering staff arriving between four and five hours prior to the start of the event.
- 3.3.2 Staff egress will begin once the spectator egress period has ended and are able to leave as soon as possible. For a mid-afternoon KO this is usually at approximately 20:00. After a concert, staff will generally leave at approximately 24:00.
- 3.3.3 A staff travel survey was undertaken on 4th February 2017 for the England vs France Six Nations match at Twickenham Stadium. 1,173 members of Event Day staff were surveyed at the staff check-in point, providing a sample of 39.1% of all staff.
- 3.3.4 Table 1 presents the survey results from this event for the main mode (by distance) that staff used to travel to the stadium.

Table 1 – Staff Main Mode Share

Method of Travel to Stadium	Mode Share	Staff Trips
Car Driver	17.0%	509
Car Passenger	4.9%	146
London Bus	12.9%	386
Shuttle Bus	4.1%	123
Underground	8.4%	253
Train	38.4%	1,153
Bicycle	1.3%	38
Foot	6.2%	187
Taxi	1.2%	36
Motorcycle	0.5%	15
Mini Bus	0.3%	8
Other	4.9%	146
Total	100%	3,000

- 3.3.5 Table 1 shows that 46.8% of staff travel by train or underground to the stadium, with a further 24.5% also travelling by a sustainable transport mode. Of those travelling by train or underground, over 90% of these used Twickenham station, with 4.2% using Hounslow East and 1.1% using Richmond station.
- 3.3.6 Private car usage accounted for 21.9% of travel, however 22.3% of this is attributable to car passengers.

- 3.3.7 Approximately 80% of staff completed their journey to the stadium by walking from their respective car parking location or rail station. 13% of staff completed their journey by London Bus.
- 3.3.8 A cycle parking survey was undertaken at the end of the staff arrival period at 1pm. This survey recorded that 34 cycle parking spaces were occupied at the south east corner of the stadium. A further five cycles were parked within the staff compound in North Car Park. This number of cycle trips is in line with the mode share survey data.
- 3.3.9 It is acknowledged that travel patterns for a midweek evening event are likely to differ to that of a weekend event. This will be addressed within the next Travel Plan including data collected during a midweek event.

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
- 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 Patterns

4.3.1 Table 2 compares the surveyed staff travel patterns at Twickenham Stadium with the future mode share targets after three and five years.

Table 2 – Existing Mode Share and Future Mode Share Targets

Method of Travel to Stadium	Staff Mode Share	Future Staff Mode Share after 3 years	Future staff Mode Share after 5 years
Car Driver	17.0%	16.0%	15.0%
Car Passenger	4.9%	4.4%	3.9%
London Bus	12.9%	13.6%	14.3%
Shuttle Bus	4.1%	4.6%	5.1%
Underground	8.4%	8.9%	9.4%
Train	38.4%	38.9%	39.4%
Bicycle	1.3%	1.4%	1.6%
Foot	6.2%	6.5%	6.9%
Motorcycle	0.5%	0.5%	0.3%
Taxi	1.2%	1.1%	0.9%
Total	100%	100%	100%

- 4.3.2 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 cars and motorcycles. This is reflected in the proportions of staff cycling or walking to work.

4.4 Action Plan

- 4.4.1 Table 3 sets out the action plan, the benefits of the various potential measures and the timescale for their implementation. Implementation of some items listed in the action plan below will be dependent on the anticipated demand for each measure at each event.

Table 3 – 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	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
Staff Travel Surveys	Undertake a staff travel survey for an England match, major club match and concert event, considering both weekday and	Identify the modes of travel made by staff to track improvements in sustainability	This will help the RFU and identify areas for improvements	One for each event type every three years	TPC
Increasing awareness of the Travel Plan					
Individual Travel Planning Advice	TPC to enable access to individual travel planning advice to staff	Provide individual travel planning advice to staff on request	Ensure staff are aware of all travel options	Ongoing	TPC

Actions	Description	Measures	Benefits	Timescale	Responsibility
Site / Travel Information	Provide site and travel information to staff	Continue to provide information such as access arrangements, walking, cycling and public transport travel options to staff on their induction day. Communicate any major travel disruption to staff when informing them of their next shift	This will provide staff with a high level of information to choose their travel options	Ongoing	TPC
Encouraging greater use of sustainable transport modes					
Promote Cycling	Encourage staff to travel by bike	Ensure maintenance of cycle parking spaces, monitor usage through the future travel surveys and commit to increasing the number of spaces if demand exceeds supply	Quality provision of cycle parking will encourage staff to cycle to Twickenham Station	Ongoing	RFU

Actions	Description	Measures	Benefits	Timescale	Responsibility
Promote Rail Travel	Encourage staff to travel by rail	Continue to make shuttle bus services to Hounslow and Richmond available for staff use after the spectators have egressed. Continue to provide shuttle bus to Waterloo station for staff departing after the last train has departed	Ensures that rail travel is a viable travel option for staff	Ongoing	RFU
Promote Walking	Good pedestrian access and permeability	Ensure good pedestrian access, permeability and signage to the site from key transport hubs	This will encourage staff to complete their journey by foot	Ongoing	RFU
Car Parking	Review car park usage	Monitor car park usage by staff through Major Event travel surveys and consider reducing available parking provided that this does not displace vehicles to other locations e.g. on-street in residential areas outside of the Event Day CPZ	Reduces the number of staff travelling by car to the stadium	After each travel survey	TPC/RFU

Actions	Description	Measures	Benefits	Timescale	Responsibility
Contingency Plans	Contingency planning in case of transport issues	Develop contingency plans that provide solutions in case of transport issues e.g. cancellation of services from Twickenham Station	Will provide that there are alternative transport solutions to ensure that spectators can make it home safely	Within six months of adoption	TPC

5. TRAVEL PLAN MANAGEMENT

5.1 Roles and Responsibilities

5.1.1 The RFU will be responsible for the implementation, management and further development of this TP through:

Nigel Cox, Rugby Football Union

Rugby House

Twickenham Stadium

200 Whitton Road

Twickenham

Middlesex

TW2 7BA

nigelcox@rfu.com

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 staff
- Create awareness of the TP and its specific measures
- Provide advice on transport-related subjects to staff
- 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
- 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 of their travel options which will be provided by the TPC and the RFU.

5.2.2 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 Implementation and Funding

5.3.1 The provision, implementation and funding of the Travel Plan will be undertaken by the RFU.

5.4 Monitoring

5.4.1 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.

- 5.4.2 Effective monitoring will enable the RFU to achieve targets such as increasing the proportion of staff that walk or cycle to work and set future targets.
- 5.4.3 The monitoring and reviewing will be the responsibility of the TPC.
- 5.4.4 Table 4 gives the plans and timescales for the monitoring and review of the TP.

Table 4 – Travel Plan Timescales

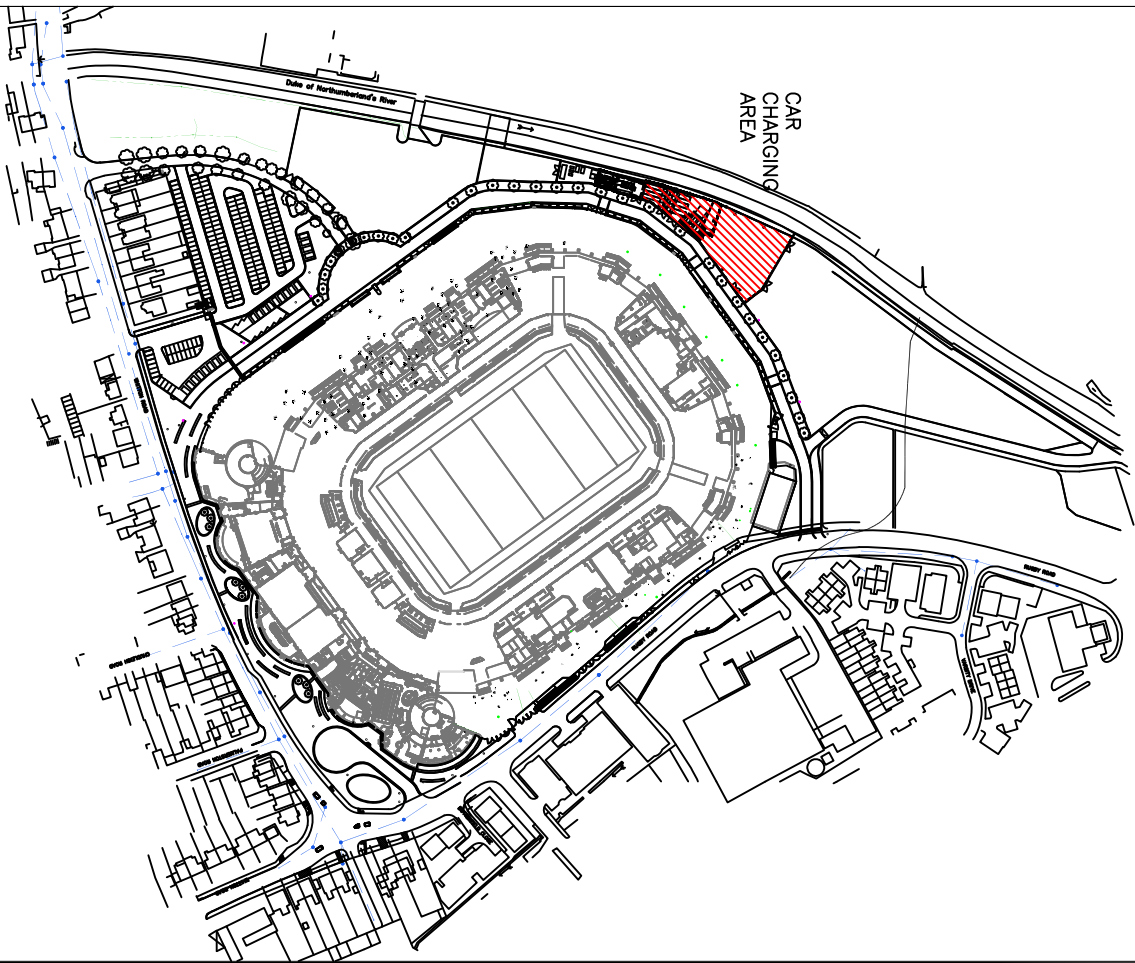
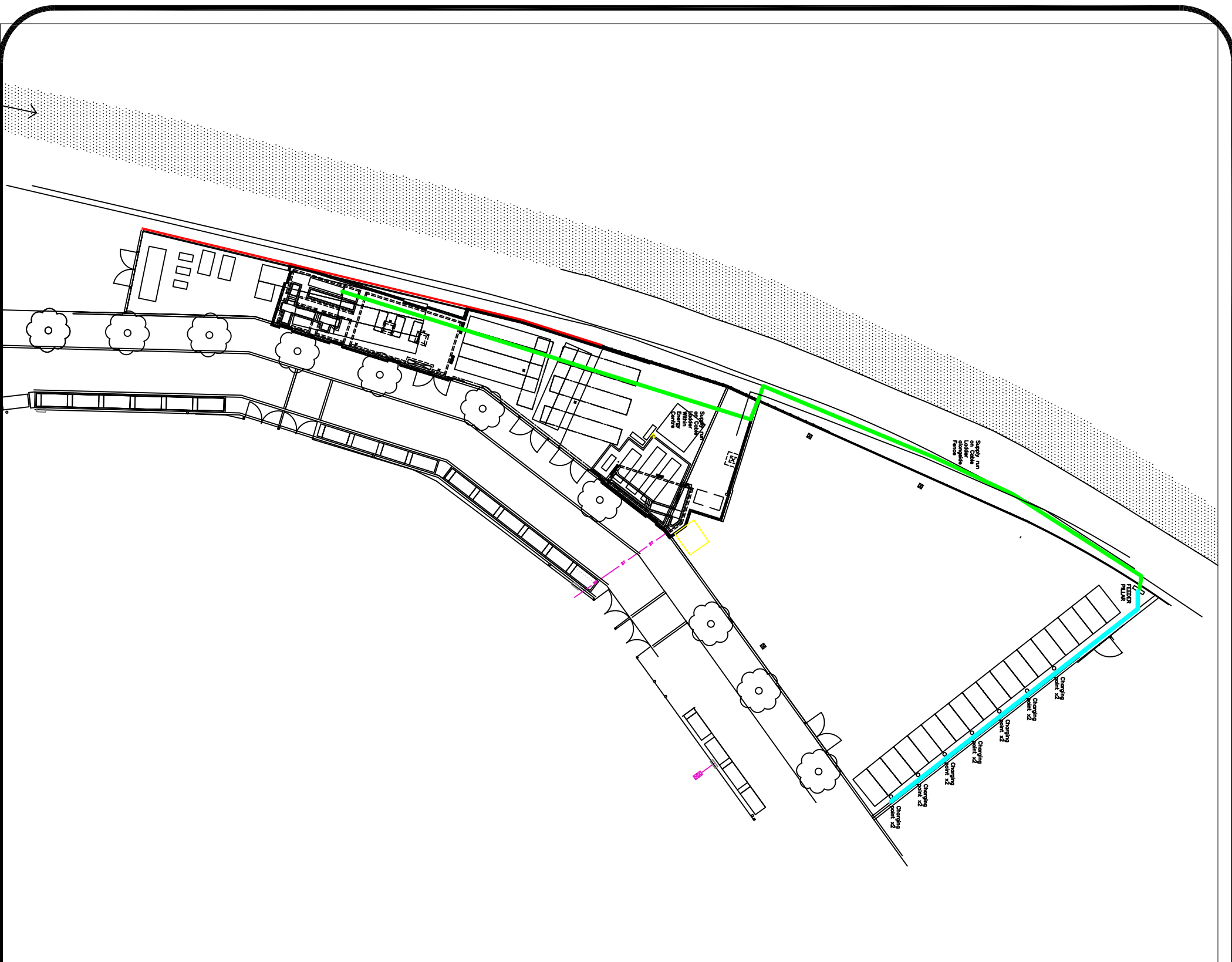
Action	Timescale
Future travel surveys	One staff survey for an England rugby match, club rugby match and concert event every three years
Feedback to RFU management	Annually
Undertaken comprehensive strategic review of all aspects of the Travel Plan, including staff mode share surveys	3 rd and 5 th year, then every three years

- 5.4.5 If the TP is shown to be regularly underachieving targets through the monitoring process, remedial actions may need to be implemented. These remedial actions would typically consist of measures which could help to get the TP on target. Costs associated with the extension of the life of the TP would be covered by the RFU.

6. SUMMARY

- 6.1.1 This Major Event Day Staff Travel Plan has been prepared by Momentum Transport Consultancy on behalf of the RFU to satisfy the Section 106 obligations of the East Stand Extension planning permission.
- 6.1.2 The TP is a long-term management strategy for Twickenham Stadium that seeks to increase the use of sustainable modes of transport by staff on event days.
- 6.1.3 Interim mode share targets for staff travel have been provided for the third and fifth year following adoption of this TP. These targets reflect the aspirations of the RFU to encourage more sustainable modes of travel to and from Twickenham Stadium.
- 6.1.4 The TP is a live document that is intended to be regularly monitored and reviewed through the TPC and regular meetings with the RFU. It is anticipated that appropriate measures will be taken to secure and enforce the TP in order to ensure regular monitoring and review of the proposed targets and measures.


**APPENDIX A – ELECTRIC VEHICLE
CHARGING POINTS**



General Notes

No.	Revision/Issue	Date

Firm Name and Address



Project Name and Address
 Twickenham EV Charging
 Charging Layouts

Project	S1159	Sheet	01
Date	20.03.2018		
Scale	NTS		



Typical 2 car charging pole



Block paving



Grass

Passive provision for an additional 42 spaces (remaining 14 in the north car park)



- Parking space
- Potential power supply
- Dual plug charging pole

West Car Park - Twickenham Stadium
Proposed Car Charging Passive Provision Locations
 Sketch 180518-001-PY - KSS