

9 TWICKENHAM
STADIUM



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OBJECTIVES

Create a world class sport and entertainment complex at the Stadium – London's Ultimate Destination for Business and Sport

- 526** The combination of the Marriott Hotel, Virgin Active club, The Live Room and extensive C&B facilities will enable the Stadium to create a unique marketing positioning as 'London's Ultimate Destination for Business and Sport'. This will drive increased revenues on a 365 day a year basis providing additional income for the RFU to invest in the development of the game in England.

Maintain a world class pitch for all matches at Twickenham

- 527** A world class stadium needs a world class pitch. The South Stand development, resulting in an enclosed, high sided stadium, has inevitably caused difficulties for the pitch. This has been effectively managed through the investment in the pitch lighting system and the expertise of our ground staff. We will continue to monitor the performance of the pitch closely on an ongoing basis with the advice and assistance of the Sports Turf Research Institute (STRI) to ensure we maintain our reputation for delivering a world class pitch for all matches.

Complete the fit out of the reserved areas in the South Stand facilities as additional facilities over the Plan period

- 528** Following the completion of all the principal elements of the South Stand development in 2008/09 we will seek to fit out the reserved areas that were not included in the main development plan. These are the areas reserved for a possible new Constituent Bodies Bar, a Café and Bar above The Live Room, additional hospitality facilities and a possible new museum facility. These will all be subject to separate evaluation to ensure that we maximise revenues, use and occupancy. These will be completed as and when the required funds are released or, in the case of the museum, grant monies of sufficient size become available.

Complete the final phase of the Masterplan works

- 529** The Masterplan project aims to make a massive improvement in the quality of the grounds surrounding the Stadium. Phases 1 and 2 of the Masterplan works, which include the piazza in front of the South Stand, the West Car Parks, the external circulation road for pedestrian and vehicular access around the Stadium and the Walk of Legends, have been completed in time for the opening of the Marriot Hotel, the C&B facilities and The Live Room. The final phase of the Masterplan works, which relates to the resurfacing and lighting of the North Car Park and the construction of suitable event day staff facilities will be completed early in the Plan period.

Complete the North Car Park Housing Scheme

- 530** As part of the planning permission for the South Stand redevelopment we are allowed to construct 24 housing units in the North Car Park. This project will generate important revenues that will offset part of the cost of the South Stand development. After review we are now of the opinion that we can construct around 120 units within the same footprint and we have submitted an application for planning approval. This will generate a substantial increase in the revenue contribution to the South Stand project development costs. It is anticipated that the outcome of the planning application will be known in late 2009 potentially allowing for the scheme to start in 2010 (depending on market conditions).

Achieve the transport usage targets as agreed in the South Stand Section 106 agreement

- 531** The RFU has committed to a set of targets for match day transport in the Section 106 agreement related to the South Stand development planning consent. The principal target is to limit the use of private cars to travel to the Stadium on match days to no more than 40.95% of spectators at those matches. The RFU is required to survey the transport profile of those attending matches on a three yearly basis and should the 40.95% target be exceeded then it must take proactive measures to reduce it.

Ensure that the Stadium and the Stadium complex remain a secure and safe destination for people to visit

- 532** As a consequence of the development of the new commercial facilities in the South Stand, the stadium complex will become more open and accessible. It is important that we maintain the security of the expanded site and implement additional measures to combat the terrorist threat and anti social behaviour. The RFU will, in consultation with the police and security forces, take all reasonable measures to mitigate terrorist and security threats which may require further investment in infrastructure and resources.

Ensure that the match day experience for all our customers remains first class in a safe environment

- 533** With the capacity of the Stadium now lifted to 82,000 we must be ever vigilant that everything we do has the safety and security of our customers first and foremost in our thoughts. We will continue to balance amenity with safety concerns. We will continue to monitor the effects of maintaining open bars during matches on customers with the health and safety considerations of opening them only at half time and final whistle with the associated dangers of over crowded concourses and toilets.
- 534** We will continue to review the sight lines for big screen viewing and provide localised TV screen in those areas that have poor line of sight to the big screens. We will also continue to improve our stadium audio and PA systems to ensure that high quality audio at the right volume is available to all our customers throughout the stadium.

Secure Government and Local Authority funding support for any 'Stadium Hardening' required to counter possible terrorist threats

- 535** The Government is currently reviewing major strategic sites across the UK that could attract terrorist attention. Major sporting stadia will almost certainly be on the list. Initial discussions

with the anti-terrorist branch of the Metropolitan Police have indicated that it is likely that substantial 'hardening' of our security perimeter will be required involving significant capital cost. We will seek to secure the maximum Government and Local Authority funding support through our Public Affairs programme in conjunction with the other major sports similarly affected.

Identify all areas in the Stadium, following completion of the South Stand development, which could be re-assigned or utilised for better revenue generation

536 The South Stand development will result in the re-assignment of certain facilities within the stadium. This will enable a thorough review to be undertaken of whether we are utilising our total capacity in the Stadium to maximum advantage and effect. The critical areas for re-assessment will be the West Stand gym and Good Health bar area, the Scrummery, the Museum, the CB Bar, East Stand level 6 and the undeveloped areas in the South Stand. Utilisation plans for each area will be developed for implementation over the Plan period as funding permits.

Secure 90% of corporate boxes to be sold on two to four year leases by 2013

537 Over recent years we have achieved a lease rate for the number of corporate boxes sold on a 2 or 4 year lease at around 70%, leaving around 45 boxes available to be sold on a match by match basis. With the match by match market susceptible to a number of outside influences, we consider this amount to be too high and so have set ourselves the objective, over the next five years, to increase the number of corporate boxes sold on two to four year leases to 90%. This would leave around 15 boxes to be sold on a match by match basis.

538 We currently have a total of 155 boxes in the Stadium which we consider to be enough in the current competitive marketplace. We will therefore not pursue the idea of increasing the number of boxes by developing the space in the East Stand at level six until later in the Plan period.

Improve our British Safety Council Health and Safety rating from the current 3 Star position to 4 Star by 2012

539 The RFU has performed well over recent years from a Stadium Health and Safety perspective and has achieved a high 3 Star rating from the British Safety Council. So as to ensure we continually improve our health and safety performance we aim to improve our rating to 4 Star by 2012. We must also ensure that our health and safety focus extends beyond the facilities at Twickenham to embrace the many off site employees and activities that are undertaken by the RFU.

Secure planning consent to hold five concerts in the Stadium each year on a permanent basis and develop Twickenham as the best outdoor concert venue in London

540 Over the last two years we have been successful in securing planning approval for up to five concerts per year. This is an increase of two concerts per year on our "base" approval. The local Council have been reluctant to give this approval for any more than a year at a time but our intention is to keep working with them to remove any residual concerns they may have and secure planning approval for five concerts per year on a permanent basis.

541 The unique aspects of Twickenham in terms of its surroundings, car parking areas, the Marriott Hotel, C&B facilities and the efficiency of our Stadium team enable us to set as an objective of becoming the best outdoor stadium for concerts in London.

STRATEGIES AND PLANS

Continue to maintain the best of relationships with and work closely with the local community, LBRuT and the local police

- 542** Our relationships with the local community, LBRuT and the local police are good and our aim is to continue to be proactive in working with these parties to maintain this position and to achieve acceptable outcomes to all parties when issues of concern arise. We will maintain the following key programmes over the Plan period:
- i) Regular meetings with local residents to communicate our plans and listen to concerns;
 - ii) Maintenance of a match and concert ticket pool for local residents' ballot;
 - iii) Maintenance of a community programmes support budget for RFU investment in local community projects;
 - iv) Production of the quarterly Rugby Post magazine for local residents;
 - v) Incorporate community relationship building activity into our Public Affairs programme;
 - vi) Bi-annual meetings between the RFU CEO and Stadium Director with the Leader of the Council, the LBRuT CEO and the Chief Superintendent of the Richmond and Twickenham Police.
- 543** We intend to maintain the excellent reputation that we have for security planning at all our events through our close working relationship with the police and security services. As a high profile venue, Twickenham Stadium will always remain a potential terrorist target and the RFU understands its responsibility to take all reasonable measures to protect all persons entering the Stadium complex. We will constantly review and improve our operational procedures in order to achieve this goal.
- 544** In terms of the support required from LBRuT, the priorities in the early Plan years will be to secure approval and support for the following:
- i) Our planning application for five concerts per year on a permanent basis;
 - ii) Our planning application to increase the number of housing units in the North Car Park to around 120;
 - iii) The allocation of the South Stand Section 106 monies;
 - iv) The support for and implementation of any agreed anti-terrorism measures.

Upgrade the North, East and West Stand areas of the Stadium over the Plan period so as to provide a consistently high level of facilities throughout the Stadium

- 545** Once the South Stand is complete further investment will be required to upgrade the facilities in the North, East and West stands to the level of the South Stand over the Plan period. The North Stand is now 18 years old, the East stand is 15 years old and the West Stand is 13 years old. To achieve and maintain the stadium objective of being London's Ultimate destination for Business and Sport a programme of continual upgrading and improvements is needed.
- 546** Investment will also be needed in upgrading facilities to ensure that the RFU provides a quality and ongoing safe experience to all its spectators, guests and visitors. The criteria for any upgrading work will be to either satisfy concerns relating to safety and the conditions of our

Safety Certificate or to improve the commercial performance of the Stadium. In particular, investment is required for:

- i) Upgrading the PA system to the latest technological standards;
- ii) Providing under balcony televisions for those who cannot see the video screens;
- iii) Improving the speed of service at the catering outlets;
- iv) Improving the aesthetics and functionality of some of the stadium areas;
- v) Utilisation of new technology to improve revenues and enhance the visitor experience;
- vi) Converting the LPG mobile catering facilities to electric power to reduce the risk of fire and explosions.

Ensure high quality corporate box facilities are maintained together with an uplifting experience for Box holders at each event at the Stadium

547 If we are to achieve our sales objective of 90% of corporate boxes being sold on two to four year leases we need to be fully competitive in the market place for corporate boxes in particular with our major competitors of Wembley, the O2, Lords and the major Premiership soccer grounds. This will require investment over the Plan period in:

- i) An upgrade of boxes in the North, East and West stands so that we have a consistent standard of box across the Stadium on a par with the boxes in the South stand. This investment will be phased over a four year period starting with the older boxes in the North Stand which are in need of some immediate and significant upgrading and improvement;
- ii) Our sales resources and marketing budget to ensure that we proactively market the boxes and achieve the sales objective we have set for ourselves;
- iii) Customer relations resources to improve relationships with box holders to ensure that they feel appreciated as partners of the RFU so that we achieve a high renewal rate when leases expire.

We will continue to seek to expand the Twickenham event calendar where suitable opportunities present themselves

548 Twickenham Stadium is now firmly established as a major London outdoor concert venue despite the competition from Wembley, O2, Hyde Park and the Emirates Stadium. We remain optimistic about our ability to attract future concerts although the number of acts capable of filling a venue of our size will vary from year to year. We will therefore look to explore other concert type events, away from the traditional bands, such as establishing at least one annual concert, of a 'Party in the Park' type.

549 Twickenham Stadium has a busy event schedule of rugby and entertainment events. Future opportunities to increase the event profile are limited but will be explored providing that:

- i) they are profitable to the RFU and or meet other RFU driven objectives;
- ii) any disturbance to the local community is within the realm of what can be considered reasonable;
- iii) they do not require the RFU to take any financial risk.

550 Whilst Twickenham may not be a nominated venue for the 2012 Olympic and Paralympic Games, we will explore opportunities for the Stadium to benefit from an association with the Games, whether it be as a training venue for the 2012 event staff or as a potential live/entertainment site in support of the Games.

Develop a strategy for the use of the Twickenham pitch outside of event days

- 551** Access to the Stadium and pitch can bring real benefits to other parts of the game. The Stadium Department will develop an access plan that achieves a balance between commercial, elite and community activities, whilst ensuring that the pitch has suitable maintenance periods to enable it to be maintained to World Class standards for each event held.

Establish a site wide operational group to ensure the effective management of the Stadium complex

- 552** Following completion of the South Stand development the stadium will be a business and sports complex operating on a 365 day a year basis. It is important that the Stadium and the new tenants on site work closely together to agree and implement suitable service and operational standards to meet the differing requirements of an expanding client base. It is important that the complex quickly establishes a reputation for not only excellent facilities but for excellent service and ease of access to ensure that the projected revenue levels are achieved.
- 553** A group comprising members of the Stadium Department and each on site venue operator will be established to ensure that the stadium complex is managed to the agreed standards and that policies and procedures are constantly monitored and reviewed so that continuous improvement occurs.

Purchase houses and land around the Stadium site as and when opportunities present themselves

- 554** We will continue the policy of acquiring land and houses around the stadium site should they become available at reasonable market prices. This policy has served us well in the past and will enable us to consider future development opportunities and have better control over the local environment in which we operate.

