



England  
Rugby

Allianz  Stadium

# ALLIANZ STADIUM

## A VISION FOR THE FUTURE

March 2025



Welcome to Allianz  Stadium

OFFICIAL FANSHOP

FANSHOP

VIRGIN ACTIVE  
HEALTH CLUB

VIRGIN ACTIVE  
HEALTH CLUB

# INTRODUCTION

**Our world-famous stadium, now known as Allianz Stadium, has been the home of England Rugby for over 100 years. In this time, the game has become an essential part of the fabric of the country and visiting Allianz Stadium is a highlight of many people's year.**

As the governing body for rugby union in England, the Rugby Football Union (RFU) is dedicated to enriching lives by introducing more people to rugby union and developing the sport for future generations. All profit we generate is reinvested into the game to support its growth at all levels, through community programmes and investment into player development, professional clubs, community clubs, and the England national teams.

Like all businesses though, we face financial pressures from economic challenges, rising costs, and the lasting impact of the COVID-19 pandemic. These ultimately impact our ability to maintain the level of income we need to grow the game of rugby across England. Many of these challenges lie in how we can maximise and invest in our biggest asset, Allianz Stadium, which generates around 85% of our revenues.

That is why we have developed a vision and multi-year plan for the future. This looks at how the stadium can maintain its reputation as a world-class entertainment venue for sports and concerts, and in turn generate more income, all while becoming an asset that local communities can be proud of.

We know that at the heart of all of this has to be our core communities – rugby fans, players, clubs, our partners and, of course, our neighbours around the stadium itself.

In this document you can find out more about our vision, and how together we intend to work to support the game and the value it brings to so many.



**Alex Cohen**

Stadium Development Director





# EXECUTIVE SUMMARY

## 1. Why rugby matters (p. 6–8)

- All profit the RFU generates is reinvested into the game across England with **85% of our funding coming from events held at Allianz Stadium.**
- The RFU supports a network of 378,000 players and delivers around **£30 million of investment into the community game.**
- The value of rugby to the UK is even greater, **contributing £2.03bn in social value to the economy** in 2023/24.

## 2. The challenges we face (p. 9–12)

- Current planning and licensing restrictions mean we are limited to hosting **just three major non-sporting events each year**, with the stadium and bowl lying empty for as many as **340 days a year.**
- Many of the stands have not been upgraded since the late 1990s and early 2000s, meaning the stadium requires **significant and costly ongoing investment and upgrades.**
- **We must also invest in tackling some of the issues that we know impact our closest neighbours**, including transport, and work to make this stadium a place they can feel part of.

## 3. A vision for the future (p. 13–21)

- We want to create an **exceptional stadium experience** for visitors and our neighbours alike, while increasing our investment in the growth and future of rugby across England.
- In developing a plan for the future, we have established five core principles that will drive everything we do:
  1. **Delivering a world-class fan experience**, through enhancement of the fan zone offer, creating an inclusive, welcoming environment with improved hospitality and entertainment, as well improving the basics, such as toilets, accessibility and wayfinding.
  2. **Making the stadium work better for local communities**, through greater access to tickets and facilities, and generating more overall economic benefit.
  3. **Improving local transport** and ensuring continued progress and improvements to services in the years to come.
  4. **Ensuring the stadium remains a secure source of income** by increasing the number of major non-sporting events we host here each year.
  5. **Being sustainable now and in the future**, by seeking to work with the existing structures and utilising the latest green technologies.

# WHY RUGBY MATTERS

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# THE ROLE OF THE RFU

**The Rugby Football Union (RFU) is the governing body for rugby union in England. All money we raise is reinvested in promoting and managing the sport across all levels, from grassroots to the men’s and women’s national teams.**

More than just a game – rugby enriches lives, from improving the health and wellbeing of its players to creating stronger, more connected communities. Together our work helps deliver an estimated £2.03 billion in social value annually to the UK economy.

## The RFU’s work at a glance

- Delivering around £30 million of investment into the community game
- Sustaining a network of 378,000 players, across 1,849 clubs across the country
- Supporting 89,000 dedicated volunteers who give 24 million hours of their time annually



## How rugby adds value – a snapshot

- Economic growth
- Physical and mental health
- Social, community and volunteering



Figures above showing socio-economic impact of rugby across the country.  
Source: *Enriching Lives: The social value of community rugby union in England*

## CASE STUDY

### T1 Rugby in schools – making rugby more inclusive

The RFU is committed to growing the sport and making it accessible to all. One of its most impactful initiatives is T1 Rugby, World Rugby’s official non-contact version of the game, designed to introduce rugby to a broader and more diverse audience in schools.

To achieve this, the RFU has partnered with schools nationwide, integrating T1 Rugby into physical education curricula through teacher training, adapted equipment, and flexible rules. A network of School Rugby Managers is helping expand the sport’s footprint, with the goal of engaging tens of thousands of children in 5,000 schools within four years.

By making the game more inclusive—especially for children who may not have traditionally engaged with rugby—T1 Rugby is expanding participation and ensuring the sport is accessible to everyone, regardless of background or ability.

# ALLIANZ STADIUM

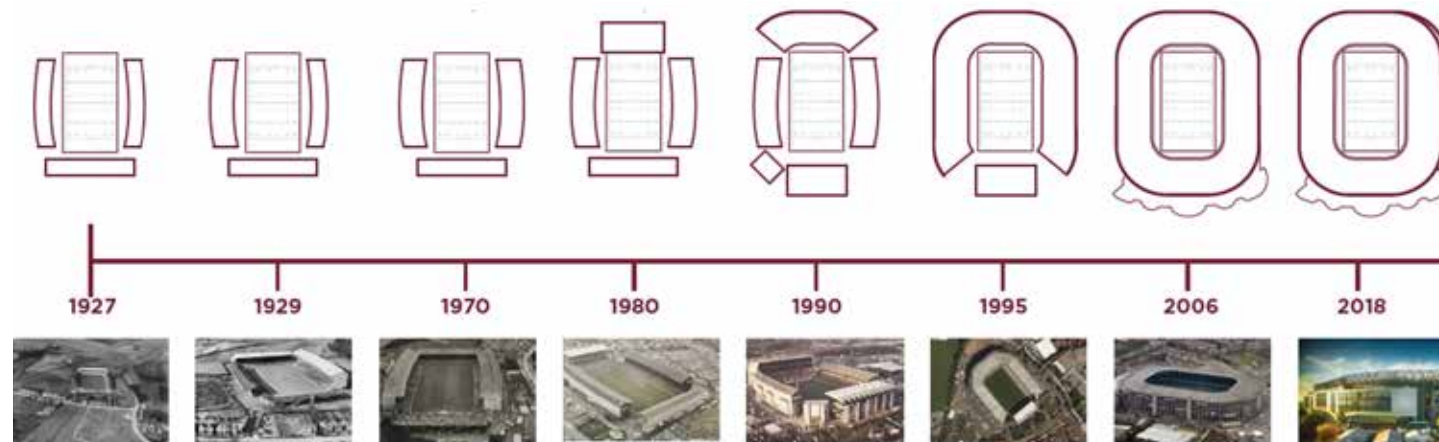
For 116 years, our stadium has been the beating heart of England Rugby and the home of the RFU. It is also the largest dedicated rugby union stadium in the world.

From its humble beginnings as a market garden, Allianz Stadium has evolved over the last century into an award-winning, world-class sports stadium. **It is now responsible for generating around 85% of the RFU's revenue**, critical funds that are all reinvested to support and grow the game of rugby at every level.

## A staggered history of redevelopment and refurbishment

The stadium we see today has evolved over time, requiring continuous investment and refurbishment to uphold its world-class reputation – just like any stadium of its era. While all four stands have undergone upgrades at various points, the West and North stands have not been updated since the 1990s.

Unsurprisingly, this has led to rising maintenance costs as wear and tear take their toll, compounding the need for investment to ensure the stadium remains fit for purpose. We are now looking to find long-term solutions to some of these issues.



Timeline showing the evolution of Allianz Stadium

## What the stadium brings to the local and UK economies



Generating an estimated **£181 million** in Gross Added Value to the UK economy each year, with **£91 million** of this going to the boroughs of Richmond and Hounslow



Supporting **2,870 FTE jobs**, with nearly half of these being in the local area



**£180,000 a year** generated for local initiatives across Richmond and Hounslow



# CHALLENGES WE FACE

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# GENERATING ADDITIONAL REVENUE

Despite its iconic status, Allianz Stadium remains underutilised, with the pitch and stands sitting empty for up to 340 days a year – a figure that rises during Rugby World Cup years. This significant underuse represents a major missed opportunity to generate the revenue necessary to fund essential improvements and enable the game of rugby to flourish nationwide.

## The challenge facing Allianz Stadium in attracting world-class events

Allianz Stadium currently faces strict limits on hosting major non-sporting events at the stadium, namely:

- Concerts are capped at just **three per year**.
- The capacity of these concerts is **limited to 55,000 attendees** compared to 82,000 on match days.
- Of the concerts that are held here, two events are required to take place on Saturdays, and **no single act is allowed to perform across three consecutive days**.

These restrictions make it difficult to attract top global artists. As a result, Allianz Stadium has missed opportunities to host world-renowned performers in recent years – at a time when the concert industry is booming.

Competing venues benefit from greater flexibility, enabling them to secure high-profile events and deliver a more diverse range of experiences. This lack of competitiveness has prevented Allianz Stadium from broadening its appeal and enhancing its offerings, ultimately limiting its ability to improve for everyone – fans, visitors, and the local community.

## Our history as a world-class venue operator

Allianz Stadium has a rich history of hosting some of the world’s biggest music acts. However, in recent years, its prominence as a concert venue has declined relative to other major UK stadia and it now hosts fewer large-scale music events.



Depeche Mode perform at Allianz Stadium in 2023

## A comparison of non-sporting event restrictions at other stadia

STADIUM	ALLIANZ	TOTTENHAM	WEMBLEY
Concerts allowed	3	30	32
Concerts capacity	55,000	62,850	90,000

# MANAGING OUR IMPACT ON LOCAL COMMUNITIES

**It is of the utmost importance to us that whatever we do here is done in a way that minimises our impact on the area we call home. Over recent years we have looked at what we can do to support the area, and we now want to take a more comprehensive approach that delivers the changes our community has told us they want to see.**

In October 2024, we launched a consultation to better understand perceptions of Allianz Stadium and the event day experiences of those who live locally. This sought to build on the work we already do with residents to understand their concerns and reduce the impact we have.

In many ways this survey taught us what we already know – that while people are generally satisfied with how we manage event days, there remains concerns, particularly around increased traffic, disruptions to local transport services, noise and anti-social behaviour. We also know that the stadium doesn't currently deliver enough tangible benefits for the local community, who often don't feel the pride or sense of ownership we want them to have over it.

Without major changes however, we will be unable to properly address many of these issues at a fundamental level. **In this document we have therefore set out our proposals for how we can tackle some of the longer-term issues and deliver many of the changes that you want to see (see pages 13 onwards).** This is not the end of the story, and we will continue this dialogue long into the future.

## What we do to support local communities

We are continually striving to be the best neighbours we can be, investing significantly in minimising our impact and actively supporting the community by:

- Providing a more regular series of resident communications, including 'Line Out' newsletters, providing updates on activities at the stadium and things we think residents should know.
- Increasing stewarding and security around the area on match days and providing more on-site and off-site toilet facilities, particularly along the primary route to Twickenham train station.
- Introducing resident-only events like 'picnic on the pitch' to celebrate and come together as a neighbourhood.
- Working closely with the Met Police Safer Neighbourhood Team to keep our area one of London's safest. This has included using proceeds from the 2015 World Cup to fund alley gates across the area and reduce anti-social behaviour.
- Supporting young people in the area, from funding the installation of a skate park at Heatham House Youth Centre to building an outdoor classroom at Chase Bridge School.
- Working closely and meeting regularly with Richmond and Hounslow councils, the Metropolitan Police, and key local stakeholders before and after stadium events.

If you or anyone you know wants to find out more about our work locally, or should you have any suggestions about what we can do to improve our service, please do get in touch by emailing [twickenhamcommunity@rfu.com](mailto:twickenhamcommunity@rfu.com)



# WHAT WE'VE HEARD SO FAR

We advertised our consultation widely with the goal of gathering views from as many people as possible about their event day experience and our ambition to host more major non-sporting events.

## Who took part:

**3,365**

total respondents to survey



**57% live within 15 minutes of the stadium (15% within 5 minutes)**



**40% visit the stadium at least once a year**



To see a more comprehensive overview of the survey results please visit our website

## What we heard:

**Generally, people are satisfied with how we manage event days and with the atmosphere at Allianz Stadium – although there is room for improvement:**



Parking and traffic on event days, and the impact this has on our neighbours.



Local public transport services, and access to the stadium.



Our focus on the behaviour of fans leaving the stadium.

### Other key themes from the feedback included:



Our neighbours want better access to tickets for major events taking place at the stadium.



Broad support for more well-managed events, with concerts being seen as a popular way to diversify the non-sporting offer at the stadium and open it up to new audiences.



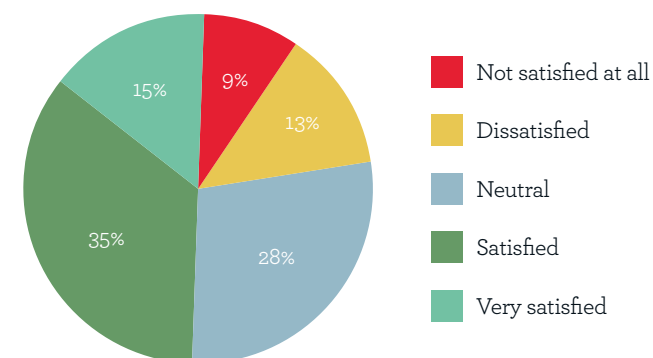
A consensus that the stadium is good for the area by increasing spending and footfall in local businesses.

## Your current experience:

It was great to see that so many of you are pleased with the current game and event day experience. It is clear however that there is still work to do, particularly for those who live nearby.

Ultimately, we want everyone who visits Allianz Stadium now and in the future to see this as one of the highlights of their year. We also want to minimise any impact on our closest neighbours and play a positive and active role in supporting our community.

### What is your current experience of the stadium and the surrounding area on game and event days?



# A VISION FOR THE FUTURE

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# OUR OVERALL VISION

**We want Allianz Stadium to be a best-in-class, multi-event venue; one that enhances the performance of England's national rugby teams, offers unforgettable experiences for visitors, and stands as a source of pride and benefit for the local community. To achieve this, we are developing a long-term masterplan for the stadium, setting out a bold vision for its evolution over the next decade. This plan will ensure the stadium remains competitive, embraces modern standards, and meets the expectations of all who engage with it—be it on match days, for concerts, or during other events.**

In developing a plan for the future, we have established five core principles that will drive everything we do:

- 1** Ensuring the stadium remains a secure source of income
- 2** Delivering a world-class fan experience
- 3** Improving local transport services
- 4** Making the stadium work better for local communities
- 5** Being sustainable now and in the future

Together, these aspirations form the foundation of a transformative vision, balancing innovation and inclusivity while ensuring the stadium continues to thrive as a world-class venue and a valued part of the local community.

**You can find out more about how we intend to tackle each of these issues on the following pages.**

**There are some things we can tackle now over the next few years and other things that we will work on over the long-term. What we know however is that we have to bring the wider rugby community and our local neighbours with us on this journey. We simply can't do this without your support.**

It is also true that bringing this vision to life requires significant investment. With the stadium supporting 85% of our revenues, we must ensure that it remains a valuable source of income for us.

As we announced in the autumn of last year, to generate the revenue needed to invest we are looking to increase the number of concerts hosted at the stadium. These events will unlock the financial potential of the venue, enabling us to elevate the stadium experience for visitors and neighbours alike, while investing in the game of rugby across England. You can find out more about this on the next page.

# ASPIRATION 1

## ENSURING THE STADIUM REMAINS A SECURE SOURCE OF INCOME

**Meeting our ambitions for Allianz Stadium will require significant investment. To generate the revenue needed over the coming years we need to increase the number of major non-sporting events hosted at the stadium. These events will help unlock the financial potential of the venue, enabling us to elevate the stadium experience for visitors and neighbours alike, while investing in the game of rugby across England.**

In order to generate the revenue needed in the next few years to deliver on our vision, we are proposing to seek permission for the following from the London Borough of Richmond upon Thames:

- To increase the number of major non-sporting event days, such as concerts, that can be hosted at the stadium from 3 to 15 per year, with it likely that these would be grouped together into a smaller number of show/concert runs;
  - From our conversations with event promoters, we know that rather than spreading events evenly across the year, it's much more likely that multiple events would be grouped together into a single show or concert run – for example, a series of performances over a weekend. This means that, while we are seeking permission for up to 15 event days per year, the vast majority of these would be grouped as part of a smaller number of show/concert runs. We also know that most major events, such as concerts, would take place around weekends, and during the spring and summer months when the weather is better.
- To increase the capacity for these events from the current limit of 55,000 attendees to up to 75,000, depending on the event;
- To phase the increase of these events to 9 in 2026, 12 in 2027 and 15 per year from 2028;
- To enable a limited number of indoor banqueting events (for example weddings, Christmas parties) at the stadium to continue through until 2am. The number of events finishing at 2am in any year would be no more than 36 with all other banqueting events finishing no later than 1am. Events outside (for a Christmas market or ice rink for example) would end no later than 11pm.

In order to deliver these events in an effective manner we would also be looking to invest in local transport services. You can find out more about these changes on page 17 of this document.

### **The process of increasing the number of event days**

Any changes would require both planning and licensing applications to be submitted to the London Borough of Richmond upon Thames. A new planning application will seek to change attendee capacity at major non-sporting events. An application for a new premises licence will be submitted to accommodate this change whilst ensuring that we have the appropriate operational measures in place, in particular those relating to security, sound management, traffic management, the safe movement of attendees to and from the stadium and an ongoing commitment to local community engagement.



# ASPIRATION 2

## DELIVERING A WORLD-CLASS FAN EXPERIENCE

**We are working with one of the best architectural practices in the industry, as well as major concert promoters and organisers to develop designs that can ensure that Allianz Stadium remains a globally renowned venue – strengthening its connection with visitors, fans, and the local community.**

While we remain at an early stage of the design process, we have set out the principles behind this work below and invite your input to help shape its development.



### Enhancing the fan zone experience

To enrich the experience for all visitors, the masterplan will look at ways to enhance the fan zone offer with vibrant spaces, world-class entertainment, and diverse culinary options. Our goal is to create an inclusive, welcoming environment for spectators of all ages, reinforcing our commitment to making the stadium a place for everyone.



### At the forefront of inclusive design

Ensuring equitable experiences for all visitors is central to the masterplan. We will seek to enhance accessibility through improved seating arrangements, seamless wayfinding, step-free circulation routes, and assistive technologies. By embedding these innovations into the venue's infrastructure and operations, Allianz Stadium will deliver inclusive, world-class sports and entertainment experiences.



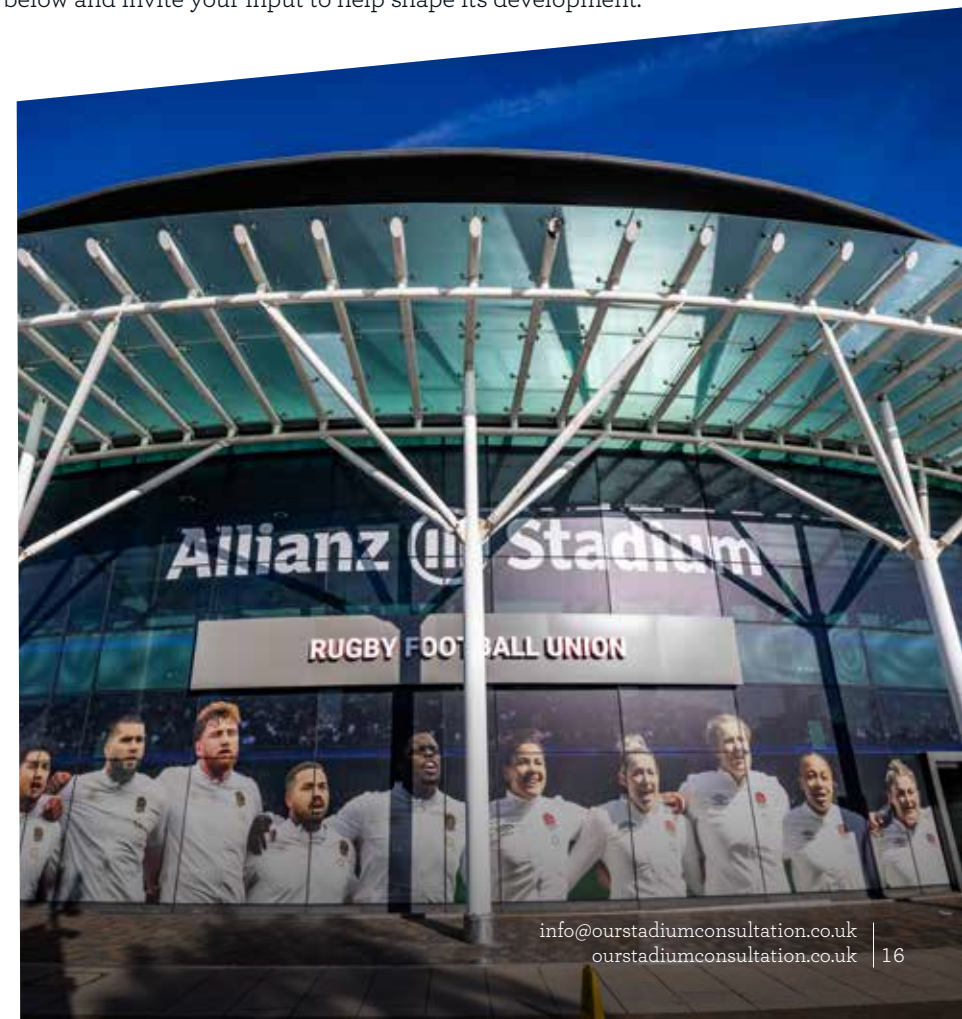
### The in-stadium experience

Improving the experience of all visitors by enhancing concourses, fan facilities, and overall stadium comfort.



### Our hospitality offering

We want to introduce dining experiences that rival those of the world's premier venues, alongside state-of-the-art hospitality suites, premium lounges, and versatile spaces designed to cater to a wide range of audiences. These enhancements aim to solidify Allianz Stadium as a benchmark for modern, world-class hospitality.





# ASPIRATION 3

## IMPROVING LOCAL TRANSPORT SERVICES

We know the impact of people travelling to and from the stadium can be challenging. Crowding on key local roads and at Twickenham Station places a strain on the area and takes a toll on those who live closest to us. This has therefore been a key focus – not just in terms of the long-term masterplan but how we can introduce a range of real and tangible measures now to improve the situation.

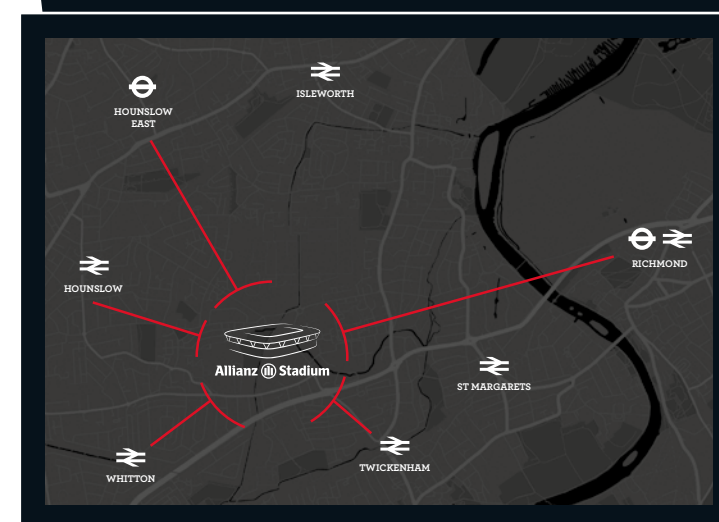
Our strategy emphasises the importance of improving connectivity and distributing visitors more effectively across the local public transport network, aiming to ease congestion and reduce disruption for our neighbours, while enhancing convenience for visitors.

### The changes we are bringing forward now

We will shortly be submitting planning and licensing applications to increase the number of major non-sporting events we can host at the stadium (as is set out on page 15). If approved, these changes would allow us to deliver improvements to local transport services over the coming years:

- 1 Promotion of additional local stations** – with 90% of rail journeys passing through Twickenham Station, enhancing event-day services at Whitton and Hounslow, along with better wayfinding and shuttle buses to Hounslow East and Richmond, will encourage more spectators to use alternative stations and reduce congestion.
- 2 Introduction of new wayfinding** – to address the current lack of pedestrian signage along key walking routes between the stadium and local stations, we propose introducing fixed, branded signage to guide and improve pedestrian movement.
- 3 Digital interventions** – an upgraded website with improved pre-event transport information, along with enhanced digital signage, will help better promote shuttle buses and alternative stations, ensuring smoother navigation and reducing congestion for visitors.
- 4 Optimisation of traffic management and pedestrian crossings** – enhancing traffic and crowd management around the stadium would help reduce congestion and disruption. Key measures include promoting additional pedestrian crossings on the A316, improving shuttle bus operations, and optimising road closures to minimise delays and improve efficiency.

Distributing people better around the area



For a more comprehensive summary of the transport changes being proposed, please visit our consultation website using the QR code provided.



# ASPIRATION 4

## MAKING THE STADIUM WORK BETTER FOR LOCAL COMMUNITIES

**By expanding access to events, supporting local organisations and causes, and continuing to offer stadium facilities as a resource for our neighbours, we are hoping to strengthen the stadium's role as a community hub, ensuring it provides meaningful benefits for everyone in the surrounding area.**

From our engagement in the autumn, we know that residents want the stadium to become more of an asset to the area. As we seek to ensure that the stadium remains a secure source of income for us, we are therefore looking at how it can also give back to the area we call home. This includes:

- 1 Improving the residents' ticket ballot** – expanding the ticket allocation from 250 to 1,000 for England Internationals and transitioning from a ballot to a pre-sale system will make access more convenient. A newly defined ticket ballot zone will also ensure more local residents can access tickets. Our aspiration is to introduce a similar system for concert tickets, subject to agreement with concert promoters.
- 2 Creating a new community improvement fund** – in collaboration with concert promoters, we are exploring the introduction of a new community improvement fund that could be used to fund local community projects, support community groups and enhance local public spaces.
- 3 Improving access to onsite facilities** – we also want to provide greater access to residents and local groups to use some of our on-site corporate hospitality suites.

### Tackling anti-social behaviour

We are committed to tackling anti-social behaviour in our community on event days. To achieve this, we have:

- Installed alley gates around North Twickenham and Whitton, reducing burglaries by 80%.
- Partnered with Safer Neighbourhood Teams for patrols and targeted interventions.
- Deployed extra stewards and enhanced cleaning, such as jet washing.
- Installed CCTV around the stadium for added security.
- Enforced Challenge 21 and conducted regular licensing checks.
- Promoted strong messaging to encourage respect for our neighbours.

### Spotlight on... our new community improvement fund

Our role as the national governing body for rugby means we cannot easily divert money generated from rugby matches away from the sport to local community causes.

However, increasing the number of major non-sporting events at Allianz Stadium would allow us to work with concert promoters to put a small but important fee on all concert ticket sales. The additional money raised by this extra fee would be reserved for improvements to our local communities in Richmond and Hounslow. This could include community projects, transport improvements or necessary investment into community assets. We would want this to be decided by the voices that make up our local community, and any spending would involve a discussion with residents and community advocates to ensure local needs are being met.

Though this would need to be agreed with Richmond Council, we would want the results from this to be visible to the community – like previous projects we have undertaken including installation of a skate park at Heatham House Youth Centre and building an outdoor classroom at Chase Bridge School.

This will allow the stadium to work for and contribute to our local community 365 days a year.

# ASPIRATION 5

## SUSTAINABLE NOW AND IN THE FUTURE

Allianz Stadium aspires to become a leader in environmentally responsible venue operations, with initiatives aimed at improving efficiency and reducing its carbon footprint. A key part of this is our commitment to working with the stadium's existing structure to limit the amount of development we do on this site over the coming years.

**Specifically, we are focused on innovative design, ecological enhancements, and an emphasis on material reuse:**

- 1** Guided by circular economy principles, the refurbishment seeks to maximise material reuse, minimise embodied carbon, and drastically reduce waste, aiming to position the stadium as a global model for sustainable refurbishment.
- 2** With a vision to elevate the natural environment, the masterplan aspires to transform the Duke of Northumberland's River corridor into a thriving ecological asset by fostering habitats for target species, expanding canopy cover, and improving water quality through sustainable water management practices, working in partnership with local environmental groups to achieve these goals.
- 3** The masterplan also aims to introduce biodiversity enhancements, significant tree planting, and rain gardens, while reimagining the stadium's setting as a harmonious space that integrates seamlessly with nature, both now and in the future.
- 4** We are exploring the inclusion of solar PV panels on the stadium to ensure that future stadium operations are as sustainable as possible.

Through such initiatives, Allianz Stadium aspires to offer a greener, more sustainable, and community-centric environment.



# OUR COMMITMENT TO OUR LOCAL COMMUNITY

Our five aspirations and principles for improving and enhancing Allianz Stadium will allow it to thrive as a world-class venue whilst continuing to enhance its value to the local community.

Taking the first step in delivering our vision will allow the stadium to work better for the local community and contribute to a Twickenham that we are all proud of.

Delivering our new vision for Allianz Stadium in the short term will allow:



The introduction of a **new community improvement fund** by introducing a fee on all concert ticket sales, allowing us to directly contribute and fund causes that matter to our local community.



**Improve transport services**, including looking at how people arrive and leave the stadium by improving connectivity and distributing visitors more effectively whilst optimising traffic management and pedestrian crossings.



Welcome the **biggest artists and events in the world** to Twickenham by diversifying Allianz Stadium's operations.

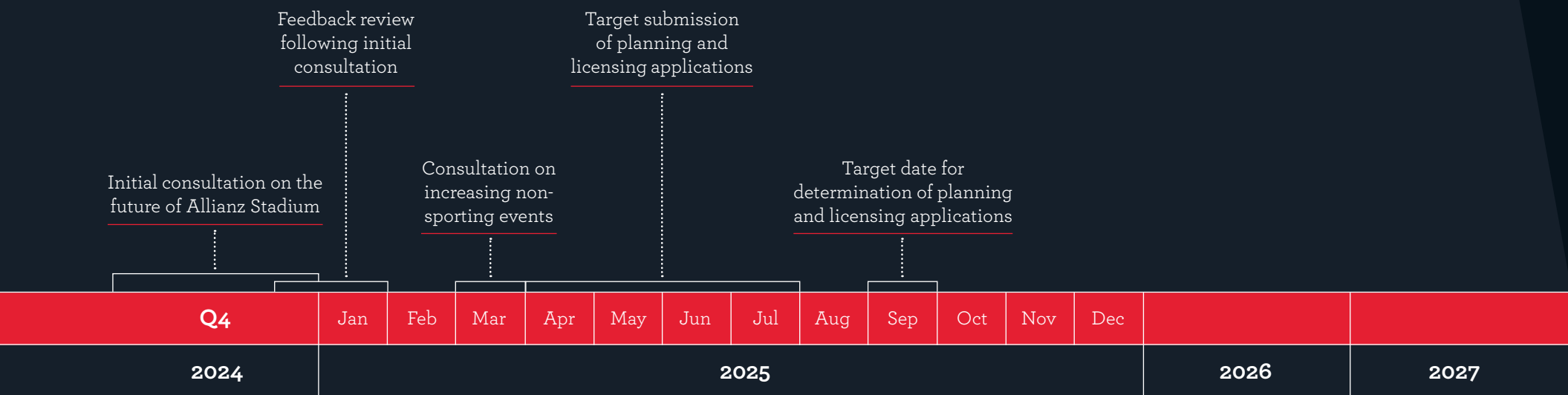
These steps will allow us to deliver the changes that we have heard our community wants to see, ensuring that we continue to support local communities and be the best neighbours we can be.





# A PHASED PROGRAMME

## EVENT DAYS



## MASTERPLAN



\*Subject to securing planning and licensing consent for increasing the number of major non-sporting events

# HAVING YOUR SAY

**As the home of England Rugby and a key venue within the community, it is essential that Allianz Stadium evolves in a way that benefits our core communities – be they rugby fans, players, clubs or our closest neighbours around the stadium. We therefore encourage everyone to take this chance to have their say on its future.**

The RFU launched an initial consultation in October 2024 to gather feedback on perceptions of Allianz Stadium and to introduce our ambition to host more major non-sporting events.

This was just the first step in the journey, and we will continue to look at these comments in detail to better understand what we can do today to improve the experience for our neighbours and visitors, and what we can do over the longer-term.

As part of the current consultation, we are pleased to share further detail on our proposals to increase the number of major non-sporting events at Allianz Stadium, as well as our longer-term aspirations around the stadium masterplan.

We hope that as many people as possible get involved in this consultation and share their views to help shape the future of Allianz Stadium in a way that reflects the aspirations of the entire community.

Allianz 



England  
Rugby

Allianz 



## Keep in touch

To hear more and stay up to date with direct updates, please sign up to our mailing list: [www.ourstadiumconsultation.co.uk](http://www.ourstadiumconsultation.co.uk)

You can also reach us on [info@ourstadiumconsultation.co.uk](mailto:info@ourstadiumconsultation.co.uk)





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