

ALLIANZ STADIUM

A VISION FOR THE FUTURE

May 2026

GETTING THE BALANCE RIGHT

We know any proposal to increase activity at Allianz Stadium will raise questions locally – and rightly so. Being a good neighbour matters to us, and we understand the real impacts event days have on people living nearby. At the same time, we are responsible for a 100-year-old stadium that has always underpinned rugby in England – and the game has never faced more financial pressure than right now. Our plans are therefore about getting the balance right; a balance between need and fairness whilst making best use of the country's second biggest stadium to deliver real local benefits for our community, for London and for the game of rugby.

We are seeking permission for 15 major non-sporting event days per year. Capacity would be limited to 75,000, with an even lower capacity midweek and fewer events initially. Increases to event numbers and capacity up to 75,000 would only be permitted when we can demonstrate to South Western Railway, the Metropolitan Police and your representatives at Richmond Council that impacts are being well managed.

Even if these plans were approved and the demand was there for this number of concerts, the stadium would still sit empty for around 325 days a year. Concerts would be concentrated into a short summer window, mainly at weekends, when there is greater capacity on the transport network. And, with guest arrival typically over a longer period, it means there would be shorter road closures ahead of concerts – the issue we know matters most to our neighbours.

Done properly, this approach not only allows us to go some way to securing the long-term future of the stadium here in Twickenham, but also deliver meaningful benefits locally – supporting thousands more jobs and bringing millions of pounds of additional spending into the local economy.

We know trust has to be earned. That is why over the past year we have expanded how we listen and respond to residents – and this work will not stop regardless of what happens over the next twelve months. I would like to personally thank the thousands of people who have taken part in the conversation so far. As we approach the next step of submitting revised planning and licensing applications to Richmond Council, we have prepared this document for local residents and businesses to clarify in detail what we are proposing, the benefits the proposals can deliver, and the measures we are putting in place to respond to local concerns.



Getting the balance right is not simple, but it matters, both for our local community and for the future of rugby in England.

Alex Cohen
Stadium Development Director

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OUR PROPOSALS AT A GLANCE

Permission for **15 major non-sporting events (concerts) per year,** about half of what is allowed at other major stadia, and meaning **the stadium would remain empty for around 325 days per year**

Smaller crowds and fewer road closures compared to rugby matches – with concert capacity capped at 75,000 on weekends and an even lower limit applying midweek initially

A staggered and phased increase, controlled by Richmond Council, Met Police and local transport providers, dependent on how well we manage each event

Our proposals to host more non-sporting events at Allianz Stadium, Twickenham will deliver significant benefits.

FOR OUR NEIGHBOURS:

1,000 tickets reserved for local residents, with priority pre-sale access to the world's biggest events

A new **Facility Fee** generating up to £1m a year from a £1 ticket levy, invested directly into event day operations and local improvements

Free use of stadium spaces for community groups, with at least 30 free bookings every year

FOR THE AREA:

Increasing spending locally by £28.5 million, helping support shops, bars, restaurants and hotels across Richmond and Hounslow

Creating over **400 new full time equivalent job opportunities** for residents in Richmond and Hounslow

Increasing new train services, wider transport improvements and event-day management

Supporting the Richmond Growth Plan by **boosting local economic growth and strengthening the borough's position as a destination for culture**

FOR THE ECONOMY:

Generating an associated £86 million in Gross Value Added (GVA) for the UK economy through new event spending

Generating a further **£71 million in local spend across the London economy**

Responding to the London Growth Plan by **growing London's role as a visitor destination** through the creation of new event venues outside of the city centre

FOR RUGBY:

Enabling over **£500 million of investment into rugby over the next five years,** supporting the game from grassroots to elite

Helping grow the sport, with a target of **50,000 new players**

Diversifying our fan base with an **additional 500,000 fans**

Securing funding to upgrade Allianz Stadium, improving the experience for fans, and supporting England's national teams

OUR PROPOSALS

01



BRINGING CONCERTS BACK TO TWICKENHAM

We are seeking permission from Richmond Council to increase the allowance of major non-sporting events at Allianz Stadium from 3 to up to 15 per year. This represents less than a third of the number of events currently allowed at Wembley Stadium and half of the number currently allowed at Tottenham Hotspur Stadium, and means the stadium bowl will still sit empty for around 325 days a year, even with a full rugby and concert calendar.

Despite its position as the second biggest stadium in the country and the prestigious home of rugby in England, Allianz Stadium is at a significant competitive disadvantage to other stadia of a similar scale, with Wembley allowed up to 54 non-sporting events and Tottenham up to 30.

In comparison, we can currently only host three concerts per year, with capacity capped at 55,000, compared to 82,000 for rugby matches, and restrictions related to hosting multiple events on consecutive days during the week. As a result, Allianz Stadium has hosted significantly fewer concerts in recent years – only one in the past six years – due to a lack of promoter market appetite. As tours become bigger, the world's biggest artists require larger audiences and multiple shows, which we are currently unable to provide.

A new, stadium-sized concert venue in southwest London will balance the venues available in other parts of London; Wembley in the northwest, Tottenham in the northeast and The o2 Arena in the southeast. Additional events at Allianz Stadium will diversify the offering and create a new home for the biggest artists here in Richmond.



What a new event calendar would look like

The 15 non-sporting events would mean a maximum of 15 'event days' per year and hitting that number would be highly dependent on demand and the individual requirements of artists in any given year – meaning it could be far less than that. These event days would be grouped into a small number of runs, with there being typically 3–4 events per run. At most, this would therefore equate to around eight 'event periods'. Looking at comparable London stadiums from 2022 to 2025, it is clear that events would run for a focused, short period of the year, mostly across weekends and in the summer.

Licensing and planning

To move forward, we will need both planning and licensing approvals. Our hope, subject to those approvals, is to hold the first additional events in summer 2027. Securing an uplift to 15 events means we first need to have a new planning application approved, with discussions with Richmond Council around licensing to follow in the future.

SAFEGUARDING THE LOCAL COMMUNITY

We will not be allowed to run 15 additional non-sporting events at full capacity from day one. We will start with 6 non-sporting events and, to increase the number, we will have to show that impacts are well managed and obtain the permission of Richmond Council, Met Police and transport bodies. If standards are not met, further increases will not go ahead.

Managing an uplift in non-sporting events

In reality, and assuming we are permitted to hold our first concerts in 2027, this means the incremental rise in events will be:

YEAR	EVENT DAYS	EVENT PERIODS
Year 1	6	3
Year 2	12	6
Year 3	15	8

In response to feedback, we have made the uplift in non-sporting events slower, reducing the first allowance from 9 to 6.

Progression to further stages would require checks from Richmond Council, local police services and local transport providers, including South Western Railway and Transport for London. The review framework would focus on transport performance and event management, reflecting the issues that matter most to local residents. We will also be required to hold a minimum number of event days for an increase to be permitted.

Managing capacity effectively

Our aspiration remains for non-sporting events at Allianz Stadium to have a maximum capacity of 75,000 per event – 7,000 fewer than on rugby days.

However, we know there are concerns from residents around the capacity of the transport network to cope with demand from stadium goers, particularly during the week at peak travel times.

In response to feedback from our local community, and in close consultation with South Western Railway and other transport partners, we will initially operate weekday events at reduced capacities below 75,000. This phased approach will allow us to test how the transport network operates on event days and demonstrate effective crowd and travel management measures in practice.

We are also working with transport providers to enhance services and improve crowd management arrangements on midweek event days, helping to minimise impacts on residents and commuters.

As transport operators gain confidence in how events are managed, capacities may increase over time up to the proposed maximum of 75,000, subject to ongoing review and agreement with the relevant authorities. We are committed to demonstrating best practice event management as we work towards that ambition.

REDUCING OUR IMPACT ON LOCAL TRANSPORT INFRASTRUCTURE

Concert audiences typically arrive earlier and over a longer period than rugby crowds, creating a more gradual arrival pattern. The drawn-out arrival times means there are likely to be fewer and shorter road closures for residents – the area that we know is often people's biggest concern.

On concert days, doors will open no later than 4pm with supporter and headline acts on after this to spread arrival over as long a period as possible. This would spread arrival times across hours as people attend as doors open, to watch the support act or to watch the headliner rather than a focused peak of arrivals before kick-off during rugby matches.

A more gradual arrival profile could reduce the need for road closures before events and lessen early evening disruption for residents.

Departure times will still have a peak, following the curfew at 10:30pm. This will remain the busiest period, though road use is limited from this point and road closures will have a reduced impact on neighbouring roads.

A large number of stewards will continue to be on hand and trained to manage the effective arrival and departure of crowds.

With wider arrival times before concerts, we are hoping to reduce the time and impact of road closures on local residents.

Minimising impacts on our local residents

Working with Richmond Council and local transport providers, we have a strategy that seeks to make better use of capacity across the wider local network. This includes:

- Better promotion of other local transport options via digital comms, apps and website;
- Improvements to Whitton Road;
- Better management of private hire vehicles, such as Ubers;
- Cycle parking provision;
- Improved wayfinding and signage;
- Improved event management and stewarding.

This is in addition to the existing work we do to support the areas on current matchdays, including deploying stewards and directing crowds to ensure their safe and timely arrival and departure. While we have longer-term aspirations for local transport improvements, those are not part of this application. Any additional works would come later. We remain committed to maximising the efficiency of Twickenham Station, and remain in contact with South Western Railway to ensure we are getting fans and visitors onto trains as quickly as possible.

No approval for more major non-sporting events will be given without consultation with South Western Railway and Transport for London. We are continuing to speak regularly with all of our partners on and around event days and want to provide transport solutions that improve the organisation of all events while remaining workable for us and local providers.



IMPROVING EVENT DAY OPERATIONS

What we're improving in response to your feedback

Our goal is simple - to be the best neighbour we can be. To help achieve this aim, we undertook a residents' audit of event-day operations during the Autumn Nations in November 2025. We spoke to 483 local residents, and understood what works well and what we need to improve.

In response to your feedback, we are introducing and exploring six new measures to help clear the area more quickly after matches, manage crowds more effectively, reduce antisocial behaviour, and improve communication. These will be tested, reviewed, and refined over time:

1. **Re-opening the roads more quickly by working with South Western Railway to improve capacity at Twickenham Station,** as part of a longer term strategy for the area being developed over the coming months
2. **Adopting a detailed and bespoke operational approach to pick up specific issues in the exact locations they arise to resolve problems that we know matter to our neighbours.** To help ensure this is effective, we are deploying more stewards to provide enhanced enforcement
3. **Strengthening coordination with the relevant authorities and ensuring that antisocial behaviour has clear consequences,** including working with the Metropolitan Police, TfL, and Richmond Council so matchday issues can be dealt with quickly and appropriately, and that Fixed Penalty Notices are being issued for offences such as public urination
4. **Reducing opportunities for antisocial behaviour** by installing temporary barriers in local alleyways and cut throughs to prevent unauthorised access and reduce antisocial behaviour
5. **Improving communications with residents through the introduction of a new website and improved feedback channels,** so people know where to get help, what's happening on the day, and when roads will reopen
6. **Reviewing the location and use of megaphones,** moving them where possible to less impactful areas, and exploring quieter alternatives such as LED signage

Some of these measures can be implemented immediately, while others will take longer and require continued testing with partners. We will monitor how these changes work in practice and continue to adapt them based on your feedback.

To view the full results of our November 2025 residents audit, and our full response, visit ourstadiumconsultation.co.uk or scan the QR code.

Our enhanced matchday package for residents

Together with the improvements on the left, we have a range of clear measures in place on matchdays to reduce the impacts on our neighbours. These include:

Traffic management

- Promoting alternative transport options, including the underground service from Hounslow East and Richmond, to reduce long queues at Twickenham
- Managing and regulating private hire vehicles, such as Uber and taxis
- Encouraging active travel through the managed use of e-bikes
- Improving the efficiency of fans crossing the A316 to reduce road closure durations
- Providing advance and live updates on fixtures and road closure times so you can best plan around matchdays

Crowd management

- Deploying a large on-the-ground stewarding operation, with over 160 stewards working at any one time in the local area for major events
- Providing a matchday clean-up service, including jet washing where needed
- Regular litter picking across your streets on matchdays, overnight and on the following day
- Additional bin provision for litter and waste
- Restricting fan access on residential roads to ensure stewards can monitor and manage crowds
- Operating a dedicated matchday community helpline so you can report your issues in real time

WHY THIS MATTERS

02



SUPPORTING OUR NEIGHBOURS

If our planning application is approved, we are committed to the introduction of a new Facility Fee, used in part to finance our Community Enhancement Fund. This will be used to improve event day operations and support local projects that matter to you. It is industry standard for entertainment venue operators to charge a facility fee on each ticket sold as another revenue stream to increase overall profitability. Our approach is unique as we want the money generated through the Community Enhancement Fund put directly back into the local community to benefit residents.

At least £1 of every Facility Fee collected will be allocated into the Community Enhancement Fund, generating up to £1m a year, to be ringfenced and reinvested locally in two ways so that the benefits of hosting concerts are felt throughout the year outside of the stadium.

These two ways the money will be spent include:

- Enhancing event day operations. This includes measures to minimise disruption for residents, ensuring that events are managed safely, efficiently, and with the community in mind.
- The creation of an infrastructure fund focused on both event day needs and wider improvements that benefit residents, local businesses and visitors. Potential projects include upgrades to paving, signage, bike racks, lighting and community projects guided by what local people identify as most important.

This means that at a sold-out concert of 75,000 people, we would raise around £75k per event – up to £1m in a year with a full event calendar.

We will administer the fund by creating a panel comprising local community and business organisation representatives, Richmond and Hounslow councillors and officers, and members of the RFU to help decide how the money is spent.

Putting residents at the front of the queue

This application would help ensure that some of the most in-demand tickets in the country are available to local residents first. We've seen in recent years that tickets for the biggest artists at UK stadiums are in massive demand. Whether that's Taylor Swift's career-defining Eras Tour in 2024, Oasis' long awaited reunion in 2025 or Coldplay's record-breaking Music of the Spheres Tour, tickets sell out in a matter of minutes.

As part of our commitment to the local community, we are promising to work with promoters to provide 1,000 resident-only tickets in a dedicated pre-sale window. This means you'll have first access to the country's most in demand tickets, bypassing long queues and limited access. As part of the community in Twickenham, we want Allianz Stadium to give back and feel like a shared community asset for residents to be proud of.



DELIVERING FOR TWICKENHAM

Supporting local business

The stadium's current operations generate £91m in Gross Value Added (GVA) annually for the economy in Richmond and Hounslow.

Hosting 15 non-sporting events would mean an additional £28.5m going straight to local businesses in Twickenham and Richmond. This extra spend will help to secure the future of these crucial local businesses, including shops, restaurants, bars and cafes, and contribute to a vibrant and lively high street for all.

Supporting local organisations

We currently partner with a range of local organisations, including local charities and schools. As part of this partnership, we allocated £180,000 for local organisations to fund projects and activities within two miles of Allianz Stadium between 2015 and 2020 to support these community organisations.

Increased funding, driven by the revenue from hosting more non-sporting events, will directly increase the money available to support these groups.

Creating local jobs

Allianz Stadium is already one of the largest employers and job creators in the area, with current stadium operations estimated to support c. 2,900 FTE jobs per year, with c.1,300 of these occupied by residents of Richmond and Hounslow.

If the uplift in events is approved, we would expect to require 3,000 staff per event, whether that's stewards and security or bar staff and waiters - creating the equivalent of 400 new full time equivalent job opportunities overall.

We want as many of these jobs as possible made available to the local community. This includes flexible first jobs for young people during the summer holidays and regular work advertised through Twickenham Job Centre to ensure they go to locals who need them.



DELIVERING FOR LONDON AND THE UK

Live music spending across the UK is worth around £7 billion to the UK economy, with around 30% of this generated in the capital. The proposed increase in non-sporting events at Allianz Stadium could generate a further £71 million in local spend across the London economy.

Despite the popularity and benefits of concerts, shows and events seeking to play in London are restricted by the lack of available suitable venues. Unlocking another venue to host major events in the capital will increase the ability of London to capture more events, meaning additional spend across the capital and beyond, with fans travelling nationally and internationally to Twickenham to attend events.

Supporting good growth

Expanding our ability to host more non-sporting events will support the good growth of Richmond as a borough, and across London. Our ambitions align with the goals set out in both the Richmond Growth Plan, developed by Richmond Council, and the London Growth Plan, drafted by the Greater London Authority.

Within Richmond, we hope to boost local economic growth and respond to the Richmond Growth Plan by creating local jobs and contributing to a vibrant and lively town centre where people want to stay and spend time, whilst strengthening the borough's position as a destination for culture and a home for music. More widely across the capital, our plans would support the visitor economy and grow London's role as a visitor destination through the creation of new event venues outside of the city centre to help meet growing demand as set out in the London Growth Plan.

Demand for events

Demand for major live events is continuing to grow - globally, in the UK and in London specifically. Worldwide, box office income from the Top 100 tours increased by more than 60% between 2019 and 2025, rising from $5.55 billion to $8.9 billion. In the UK, music event revenues are also expected to keep increasing, with much of that growth concentrated around the biggest artists and the largest venues.

London remains one of the world's strongest markets for live music, with huge appetite for major concert shows. At the same time, the economics of modern stadium touring have changed. With the scale of production now involved, alongside rising artist and touring costs, promoters increasingly need larger venues and multiple nights in the same location to make shows stack up.

Since the COVID-19 pandemic, more than half of touring acts playing the capital have performed multiple nights at the same venue, often across consecutive evenings. Conversations with major promoters suggest that demand is only likely to continue in the years ahead. As a major venue in southwest London, Allianz Stadium has the opportunity to help meet growing demand and broaden London's offer for large-scale live events.



Spotlight on: Wembley

At Oasis' run of seven legendary shows at Wembley in 2025, fans and concert-goers spent over £5 million locally per night. This contributed over £35 million to the local economy in Brent, and generated over £425 million to the wider capital. We want Twickenham to share in that opportunity and contribute more to our city by making better use of Allianz Stadium.

REINVESTING INTO RUGBY

Rugby is a beloved sport and pastime that plays a crucial role in the country.

The game of rugby delivers an estimated £2.03bn in social value each year in the UK through economic growth, physical and mental health and community value.

The Rugby Football Union is the governing body for rugby and a not-for-profit organisation, meaning all money we make is reinvested into the game, from grassroots rugby around the country all the way to the professional level and the men's and women's national teams. Annually, we invest around £30 million into the community game, supporting a network of 378,000 players and 1,850 clubs.

Improved funding created by hosting additional non-sporting events at Allianz Stadium will allow us to expand participation, strengthen the community game across England and improve health and wellbeing outcomes for the whole country.

Additional funding would help make rugby more inclusive and more accessible, allowing more people across the country to benefit from the game and support its continued success.



Supporting the game of rugby

Allianz Stadium is more than a venue. Its operations underpin the financial model of rugby in England and allow us to invest in the game in the way we do.

Around 85% of RFU revenues are generated by the stadium, with this reinvested back into the game, supporting grassroots and community rugby through to the professional game and England teams.

Without new and more diverse revenue streams, the RFU's ability to continue investing at the level the game needs will come under increasing pressure. That is why making better use of the stadium matters, not only for the venue itself, but for rugby clubs, players, schools and communities across the country.

We want to create 50,000 new rugby players with 500,000 new fans by 2030.

To do this, we need to invest an extra £500m in the game of rugby, from grassroots to the elite level. Our fan base is increasingly younger and less gender-specific through the growth of the women's game, and continued diversification of fans and players will help to support the longevity of the sport.

Increased investment into the game will help to ensure rugby is inclusive for players and fans alike.

INVESTING IN A STADIUM TO BE PROUD OF

Continued investment is needed to maintain and upgrade the stadium. Parts of the stadium, such as the North and West stands, have not been updated since the 1990s.

The lack of investment 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 already spend millions looking after the stadium each year and without more comprehensive works, these costs will continue to rise.

Revenue from events will help us keep the stadium up to date and create better fan facilities, including new fan zones, enhanced hospitality and improved accessibility, such as more balanced and inclusive toilet provision across the stadium. We will also invest to make the stadium as sustainable as possible, minimising our CO_2 output and looking at renewable energy sources where possible.

By carefully increasing the number of major non-sporting events we host, we can help fund future improvements to the stadium while continuing to support the game of rugby, helping ensure Allianz Stadium remains a source of pride for rugby fans and our local community.



Our longer-term ambitions for Allianz Stadium

While we remain at an early stage of the design process, our longer-term ambitions to improve the stadium, funded in part by additional concerts, include:

1. Enhancing the fan zone experience
2. Putting Allianz Stadium at the forefront of inclusive design
3. Improving the in-stadium experience
4. Finessing our hospitality offering
5. Ensuring a greener and more sustainable venue

Later this summer, we will be sharing more details on our plans for Phase 1 of works to Allianz Stadium. While this phase focuses only on smaller works, like internal layout and toilets in the West Stand, it represents an important first step in the future of the stadium.

These works are minor, and won't include any external works to the stadium. We will share more details on these soon and give local residents a chance to provide their feedback.

THE STORY SO FAR & NEXT STEPS

03

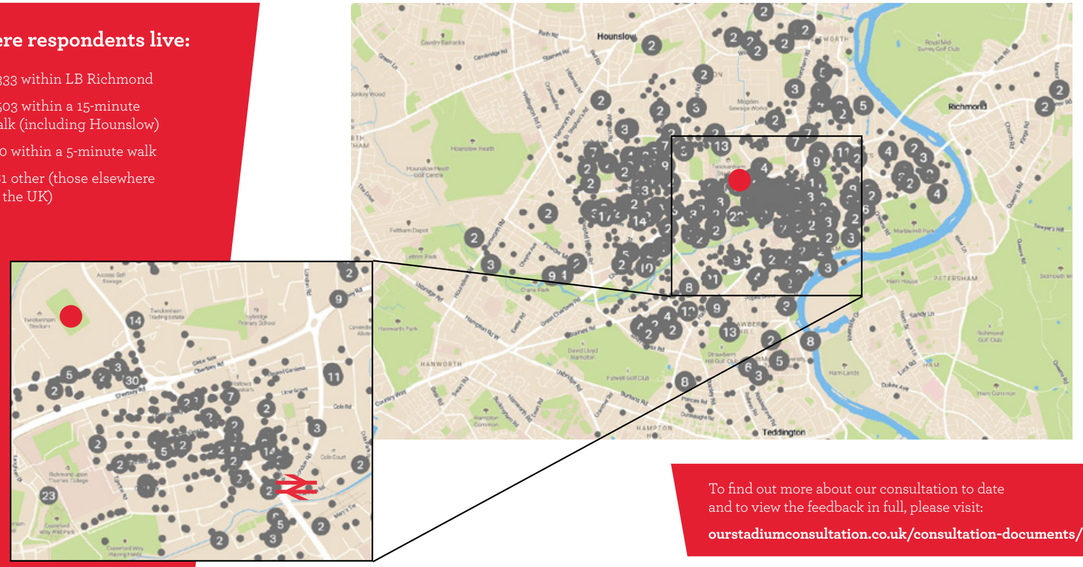


OUR CONSULTATION TO DATE

2,529 people have now engaged with us on our plans for Allianz Stadium since October 2024, either completing a survey, attending an event, or both.

Where respondents live:

- 1,333 within LB Richmond
- 1,503 within a 15-minute walk (including Hounslow)
- 710 within a 5-minute walk
- 481 other (those elsewhere in the UK)



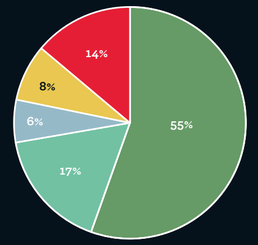
To find out more about our consultation to date and to view the feedback in full, please visit:

ourstadiumconsultation.co.uk/consultation-documents/

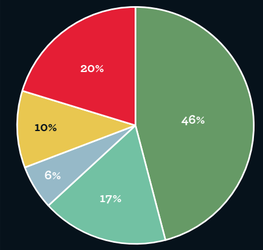
FEEDBACK SO FAR

Recap: Support for more non-sporting events – Spring 2025 Consultation

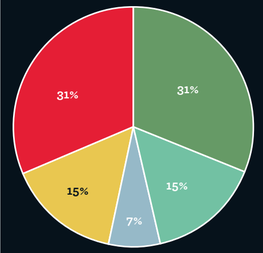
All responses
680 responses



Local residents within a fifteen-minute walk
317 responses



Local residents within a five-minute walk
112 responses



Strongly support | Somewhat support | Neutral / undecided | Somewhat oppose | Strongly oppose

The consultation we held in spring 2025 helped us understand local feedback around hosting more major non-sporting events at Allianz Stadium, with particular areas of interest including:

- Local residents want better access to tickets for major events at the stadium.
- Keeping roads open for longer before events and looking to reopen quicker after events was important.
- The proposed community enhancement fund was welcomed, though you wanted to understand in more detail how this could be spent.
- Support to make better use of Allianz Stadium as the country's biggest rugby stadium and the country's second biggest stadium.

We have used this feedback to help develop our proposals.

WHAT'S NEXT

Increasing the number of major non-sporting events at Allianz Stadium will not only support the future of rugby in England but also bring wider benefits to our local community. It marks the next step in our ambition for Allianz Stadium to be a world-class multi-event venue that remains a source of pride for rugby fans and our community alike.

We intend to submit our latest planning application to the London Borough of Richmond upon Thames in the very near future, and hope that the application, alongside our existing licensing application, will be approved later in 2026. This will allow us to host our first additional events in summer 2027.

We are dedicated to ensuring that Allianz Stadium works for our local community. If you have any thoughts about the uplift in non-sporting events, or our operations more generally, please share them with us. The community we are a part of in Twickenham is special, and we want to continue working with local residents to be the best neighbour possible.

Stay up to date and join our mailing list:
ourstadiumconsultation.co.uk/keep-in-touch/

Join our residents' WhatsApp group for the latest updates on match and event days:





Initial consultation on the future of Allianz Stadium

Public consultation on vision for the future

Residents' audit on matchday operations

Event presenting results of residents' audit

Further details on uplift in major non-sporting events presented

Planning application submitted to London Borough of Richmond upon Thames

Target date for determination of planning and licensing applications

Target planning determination for IP1A works

Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

2024 2025 2026 2027 2028

New match and event day operations introduced for Men's Six Nations based on feedback received in residents' audit

Timeline continued on next page.







Allianz Stadium