

From: Melvyn Dresner
Sent: 28 June 2024 14:25
To: Samuel Uff
Subject: RE: HGY/2024/1008 - Tottenham Hotspur Stadium, 748 High Road, Tottenham, N17 0AL - Extra Events

Hi Samuel,

I had further advice from LO/ Arriva colleagues

For the year 2023/24 (running August to August in line with football season) we will have managed 32 events at this venue (football = 23, NFL = 2, concerts = 7). If the venue operated their full non-football allocation (30) plus an assumed number of extra football matches (FA Cup, Carabao Cup, Europa League, friendlies etc) we estimate 58 events, which would see an uplift of £241,548.

As Arriva do use agency staff they could accept an offer guarantee payments based on number of events per year. Whilst LU needs to increase headcount.

The most recent similar situation was MSG at Stratford, though refused, we did agree a draft terms on station staffing that could applied here.

Regards
Melvyn

From: Melvyn Dresner
Sent: 27 June 2024 15:23
To: 'Samuel Uff'
Subject: RE: HGY/2024/1008 - Tottenham Hotspur Stadium, 748 High Road, Tottenham, N17 0AL - Extra Events

Hi Samuel,

I'm not been to any meeting with THFC or heard of any meeting.

I'm still waiting for further advice from colleagues, LO have undertaken the following analysis:

"I have had a look at the demand and capacity data we have available for some recent football events on Saturdays (15:00 kick off) The impacts are summarised in the table below:

Pre or Post match	Link	Average capacity utilisation	Maximum capacity utilisation	Estimated duration of event related crowding
Pre match	Bruce Grove > White Hart Lane	100%	143%	2.5 hours pre match
Pre match	Silver Street > White Hart Lane	65%	124%	2.5 hours pre match

Post match	White Hart Lane > Bruce Grove	117%	168%	2.25 hours post match
Post match	White Hart Lane > Silver Street	76%	150%	2.25 hours post match

The links to the south of White Hart Lane see higher levels of crowding. This reflects the connections they offer. These events are disruptive to other passengers wanting to use the network over the pre and post match period with the risk that they cannot board services. This effect lasts for around 2.5 hours before and after the match. The effect is less pronounced north of White Hart Lane although some very high levels of crowding in excess of capacity do occur during the hour before and after the match, leading to difficulties using the network for other passengers during this period and the risk of left behinds. I expect this is not unusual in terms of football matches around London generally although it does show that we are functioning at or above capacity when these matches occur with the current level of background demand. The situation will worsen as redevelopment in the local area increases the background demand for the services."

LO colleagues are looking at similar data for other events, also assessing staffing requirements at match days on LO network.

Regards
Melvyn

From: Samuel Uff
Sent: 27 June 2024 13:09
To: Melvyn Dresner
Subject: RE: HGY/2024/1008 - Tottenham Hotspur Stadium, 748 High Road, Tottenham, N17 0AL - Extra Events

Hi Melvyn,

I understand there was due to be a meeting with THFC and GLA (as well as yourselves?) today. I think some of the issues of contributions were to be raised. Have you had any internal conversations that would change anything in your comments regarding contributions?

Have you heard anything further from LO in terms of their requirements?

Thanks
Sam

From: Melvyn Dresner
Sent: Thursday, June 20, 2024 12:49:40 PM
To: Samuel Uff

Subject: Re: HGY/2024/1008 - Tottenham Hotspur Stadium, 748 High Road, Tottenham, N17 0AL - Extra Events

Hi Sam,

I am expecting some further advice from LO on crowding and staff costs.

I hope to have this by Tuesday. Sorry this coming in dribs and drabs. There is fair amount analysis needed to answer your questions.

We also talking to the GLA about the case as well.

If you need anything to help make anything clearer let me know.

Regards

Melvyn

From: Melvyn Dresner

Sent: Wednesday, June 19, 2024 5:40:11 PM

To: 'Samuel Uff'

Subject: RE: HGY/2024/1008 - Tottenham Hotspur Stadium, 748 High Road, Tottenham, N17 0AL - Extra Events

Hi Sam,

Further to my previous response, you requested indication of how much mitigation is required.

To safely operate Tottenham Hale and Seven Sister LU stations, when there are major events on at Spurs, we need additional eight LU staff plus a supervisor. Also, on match days we can lose revenue, as we need to hold open the gate lines for safety reasons.

Currently we rely on central pool of staff. To accommodate propose demand safely, on a more regularly basis, we need to create 9 new posts. Therefore, we are seeking £675,000 per annum, for at least 10 years. Therefore, we like the ten-year funding secured in s106, and we open to discuss a payment mechanism, which could be annual. Though to secure the headcount, we need to know there is a long term commitment are secured in s106,. The cost is based on a nominal cost per head per annum plus overhead.

If this can be secured, that will enable LU to manage the impact of additional major events on a regular basis as safely as practicable.

For background, TfL funding position in 2024 is very different to our position in 2015 post Covid vs post 2011 riots. It seems unreasonable that TfL should absorb all costs arising from this development in current circumstances.

TfL has supported regeneration (that helped ensure the Stadium can operate to capacity) in the area by through the upgrade of White Hart Lane station, and Tottenham Hale station and we continue to support capital and service improvement in this area, and by running 36 trains per hour on the Victoria Line.

Regards

Melvyn Dresner, Technical Principal Planner
Spatial Planning (North Team), Customer & Strategy
Transport for London

From: Melvyn Dresner

Sent: 07 June 2024 17:25

To: Samuel Uff

Subject: HGY/2024/1008 - Tottenham Hotspur Stadium, 748 High Road, Tottenham, N17 0AL - Extra Events

Hi Samuel,

Thanks for consulting Transport for London on the above application, this is without prejudice to any advice the GLA may provide or subsequent Mayoral decision.

For context, TfL is responsible London Overground services, and London Underground services, as well as bus services. We also the highway authority for Transport for London Road Network (TLRN), the A406 North Circular Road, just over 1 km to the north, and A10 High Road/ Bruce, just over a kilometre to the south. The A1010 is part of the Strategic Road Network (SRN), for which TfL has oversight responsibility. We have responsibility for regulation of taxis and private hire vehicles, including provision of event day taxi ranks.

1. TfL in principal we can support additional events at the Tottenham Hotspur Stadium, as in accord with Good Growth in the London Plan, particularly where we promoting access by public transport and active travel.
2. On London Overground, we already have plans for managing such events that can be used to support an expanded event programme. We will always do our utmost to support such events, but cannot guarantee the supply of additional train services for any particular event which depends on the availability of the rail network. This can be curtailed by planned closures to support the maintenance of the network and its ongoing reliable operation. In the past we have focused on ensuring that such planned closures are organised to minimise the impact on football events. Given the planned increase in non-football related events it may be time to reconsider this approach to ensure the optimum network availability throughout the year to support all events held at the Stadium. We would be happy to discuss this further with Haringey and Tottenham Hotspur.
3. On London Underground, similarly we have plans to cope with events, that updated since the new stadium opened. We have particular concerns around both Seven Sisters Station and Tottenham Hale station that can be mitigated through Local Area Management Plan (LAMP), and we need to enable through our wider plans at Tottenham Hale in particularly.
4. Event days require extra staff at each station, these need to be redeployed from elsewhere. TfL would request funding for extra staff on both LO and LU network, we open to discuss exact requirement based on more detail discussion with Spurs. The mechanism would be funding of additional headcount over a say 10 year period. This would help with event day workforce planning.
5. For buses, the traffic delays are not easy for bus operators, and impact on passengers who use our services. Provision of information directly to bus operators for football and major

events in a timely manner, should be a condition or obligation on the developers. I don't think they can say not, we just need to agree a protocol. This won't solve the problem but will help mitigate impact.

6. We believe marshalling outside Seven Sisters Station is insufficient, we like a commitment for both more and better marshalling, particularly for non-football events, patrons need clear and stronger advice to get the Stadium. This can cause particular problems for bus operations, in context of delays, diversions and curtailments due to traffic and road closures. Also, please confirm highways enforcement will get sufficient funding to help keep buses moving on this extra event days.
7. At Tottenham Hale in particular, we have anti-social behaviour and lack of toilet provision. We like to install pop-up toilets for future events at the stadium and other events on TfL land. We need to consider how many and agree a contribution to fund, or alternative, what additional pop-up provision the Stadium is proposing. I don't think TfL has had much input on this aspect of the LAMP. We need to do this in co-ordination with events at the Drumsheds in Enfield.
8. When the stadium first open, it was set out in Blue book, that taxi rank marshalling would be funded, this was not delivered. TfL would like an update on taxi rank provision. Given Mayoral policy on to eradicate violence against women and girls, would like to know if the stadium is funding taxi marshals, and if not why not.

We are aware that there are other matters where TfL can assist or facilitate. Colleagues are open to meet to discussion in more detail.

To conclude, TfL is not objecting to additional events at the stadium, however, we believe there is room for improvement, and more events means more pressure on public transport services, and operational staff and passengers that needs mitigating.

**Melvyn Dresner, Technical Principal Planner
Spatial Planning (North Team)**