MSG SPHERE

CONCEPT OF OPERATIONS

February 2019
MSG Sphere London

Concept of Operations

Date: February 2019
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1. Overview

1.1 Introduction

This MSG Sphere Concept of Operations (CONOPS) is submitted by Stratford Garden Development Limited, a wholly owned subsidiary of The Madison Square Garden Company (together with its subsidiaries, MSG) as part of the planning application for MSG Sphere. MSG Sphere aims to be the world’s greatest entertainment venue, using cutting edge technologies that will revolutionise the live entertainment experience. The venue will have a capacity of up to 21,500 people and has multiple event configurations which will also accommodate guests at lower capacities.

The CONOPS is a statement of the Applicant’s commitment to designing, constructing and operating the venue in accordance with parameters to be agreed with the LLDC and relevant agencies. The CONOPS establishes a concept of operations for MSG Sphere and the local area that has been discussed with the key local stakeholders, forming the basis for how MSG Sphere will be operated once open.

As the Applicant’s plans for the new facility are developed and refined these will be captured in a draft Venue Operations Manual for MSG Sphere (VOM), and will be referenced in an application for a Premises Licence, which will be progressed separately from the planning submission. The VOM will evolve through to and beyond the opening of the venue, but will be consistent with and comply with the parameters and details set out in the CONOPS. An indicative table of contents of the VOM is included at Appendix 3.

The Applicant has carried out an extensive programme of consultation with key stakeholders in order to finalise the CONOPS. This consultation will be continue through to and beyond the opening of the venue in accordance with the arrangements explained below.

1.2 Project and site description

MSG Sphere at its highest point is +96.50m Above Ordnance Datum (AOD) and is 120m wide.

MSG Sphere sits on a multi-layered podium, comprising levels 0, 1, 2 and 3. The Podium (Level 2) is the main arrival level and fills the entirety of the Site. It can be accessed from the proposed northern and southern Montfichet Road pedestrian link bridges, the proposed new pedestrian link bridge to the Town Centre Link Bridge (TCLB) and from the proposed Angel Lane entrance. The Podium contains various access points to the main venue.

The north and south Terraces (Level 3) can be accessed from the north and south of the Podium, and extend over and partially cover the Site. They contain landscaped areas and provide various access points into the main venue.

From the Podium, visitors to MSG Sphere can drop down into the Plaza (Level 1). This level contains further access points to the main venue space.
Level 0 below the Plaza provides the majority of the ‘back of house’ facilities. To the north of the Site there is a ‘Stage Box’ which protrudes from the Sphere. The Stage Box has an inaccessible green roof above it to support wildlife. The Stage Box projects from the rear of the Sphere, and contains rigging that supports lights, speakers and stage backdrops.

A range of ancillary commercial spaces form part of the Proposed Development to complement the main venue. These include:

- A smaller Music Cub at Levels 0 and 1;
- A restaurant/bar at Level 1;
- Retail space at Level 1;
- Café space at Level 2 to the north;
- A restaurant/nightclub/members’ lounge at Levels 3, 4, 6 and 7.
- Office space at Level 1.

The site is located in Stratford and is bounded by Montfichet Road to the west, the High Speed 1 (HS1) line to the north and Angel Lane to the east. The site is surrounded by rail lines on all three sides. The site is currently vacant; the last practical usage was for coach parking during the 2012 Olympic and Paralympic Games. To the north west corner of the site is an electrical substation operated by UK Power Networks (UKPN). This is accessed from a private road that is used for maintenance of the HS1 tracks and associated pumping station.
Four pedestrian connections will be provided into the Site via:

1. **The Northern Montfichet Bridge Link** (Bridge 1) – A new bridge over the railway line to the west of the Site on to Montfichet Road between the Engie Energy Centre and the High Speed 1 rail box;

2. **The Southern Montfichet Bridge Link** (Bridge 2) - A new bridge over the railway line to the west of the Site on to Montfichet Road between the Engie Energy Centre and its ancillary building; and
3. **The Town Centre Bridge Link** (Bridge 3) - A new link bridge connecting the Site onto the Town Centre Link Bridge;

4. **The Angel Lane Link** - The amendment of the existing access on the east side of the Site directly from Angel Lane.

These four connections to the site are shown in the drawing below. A fifth connection into the Site via a bridge over the High Speed 1 rail box with access from a service road that links to the A112/Leyton Road will be created for construction access, light vehicle servicing and an additional access for emergency vehicles (**The HS1 Link**).

A new vehicle access will be created from Angel Lane to give access to production vehicles and event coaches into a covered raised service yard.

The pedestrian connections have been designed to accommodate the arrival and departure of a maximum of 25,000 visitors. This is the combined figure of MSG Sphere guests, patrons of the additional commercial spaces and operational staff.

The size of each access route has been determined by the crowd flow requirements for each location and collectively for the site as a whole, in both normal operation and evacuation modes.

Both Montfichet Bridge Links will provide accessible lift access. Angel Lane and the Town Centre Bridge Link will also be suitable for those with mobility issues. The Accessibility Statement submitted as part of the planning application and Accessibility and Inclusion Management Statement (AIMS) in Appendix 4 provide more details.
As shown on the Level 02 and Level 03 plans below, the development will provide new on-site open space which includes:

- The Podium (Level 2), which is the main arrival level and fills the entirety of the Site.
- The north and south Terraces (Level 3), which can be accessed from the north and south of the Podium, and extend over and partially cover the Site.
- From the Podium, visitors to MSG Sphere can drop down into the Plaza (Level 1). This level contains further access points to the main venue space.

**Public Access** – The on-site open space and the connections into the Site will be publicly accessible subject to permitted closures, as set out in the draft Section 106 Heads of Terms for the proposed development and described in further detail in section 10.1 below.
Concept of Operations

Figure 1.2c, Level 02
MSG Sphere will be actively promoted as a public transport destination, supported by its proximity to Stratford Regional station, Stratford International station and Stratford bus station. The only car parking provided on site will be for operational personnel. The venue will not promote car parking to visitors during the ticket purchase process. Strategies to manage the arrival and departure of guests using taxis, coaches, buses and by bicycle are included in section 4 of this document.

1.3 Purpose of the CONOPS

This CONOPS sets out the characteristics of the venue and explains how it will be managed and operated to deliver a world class event experience whilst also minimising the likely impacts on the surrounding areas, neighbouring homes and businesses and transport infrastructure. We have identified the public, crowd management and local transport management considerations relating to the use of MSG Sphere on event days.
and non-event days. The CONOPS sets out the Applicant's plans to ensure the safe and effective operation of the venue and local area.

There will be detailed operations plans developed in readiness for opening the venue. These will converge in the VOM to ensure a holistic and cogent venue operations regime, which integrates:

- a Security Strategy;
- Estate Contingency Plans;
- a Safety and Security staff handbook;
- a Fire Strategy; and
- an Estate Evacuation Strategy.

Details of the approach to Crowd Management are set out in section 7 below, with outline crowd management plans set out in Appendix 2. The Applicant recognises the importance of assuring key stakeholders of the efficacy of the planned operation and we have therefore provided operational details of how crowds will be managed when the venue is operational. These crowd management plans will evolve and be refined during the construction and fit out stages, but will remain in accordance with the principles set out in this CONOPS.

### 1.4 Framework approach to developing the CONOPS

The CONOPS establishes the most significant operating parameters for MSG Sphere. The Applicant's commitment to on-going stakeholder engagement covers the entirety of the document and is therefore not repeated within each section. The CONOPS refers to other documents which are included in the planning submission. Where pertinent, details from these document have been extracted or summarised in order to link them back to the commitments to operate the venue professionally and being mindful of the parameters agreed in the planning phase.

### 1.5 Scope of the CONOPS

The CONOPS covers the following activities leading up to, during and following an event at MSG Sphere, as well as non-event day activities:

- Liaison with key stakeholders
- Communication with guests in advance of the event
- Provision and circulation of information to stakeholders and the local community
- Production and Service vehicle stacking, access, circulation and departure
- Staff arrival and departure
- General safety and security management
- Management of guests
Crowd Management including during event coincidences with neighbours
Wayfinding and Signage
Car Parking and Drop-off/Pick-up
Cycle Parking
Management and parking of guest coaches
Accessibility, including pick up, drop off and parking
Event-day traffic management measures
Arrangements for installation and removal of temporary barriers and signs
Litter collection and disposal
Use of CCTV
Use of MSG Sphere public address (PA) system
Use of MSG Sphere external screens and signage
Use of MSG Sphere external lighting
Public access to the site
Non-event day safety and security provision

1.6 Event management coordination

This CONOPS sets out how MSG Sphere will be operated in conjunction with events and activities at other local sites. The Matrix of Event Coincidences at Appendix 1 captures a range of scenarios and groups these into categories with common characteristics.

The outline Crowd Management Plans for each scenario are outlined in Appendix 2, which includes commentary on how people are safely accommodated in each scenario.

The Applicant understands that consent will be required from Westfield to undertake crowd management on Westfield property and that these plans and the detail of the arrangements will need to be agreed in advance with Westfield.

1.7 Partners and stakeholders

The following stakeholders have been consulted during the process of creating this CONOPS.

- LLDC
- LS185 (London Stadium)
- E20
- London Borough of Newham (LBN) Licensing
- LBN Highways
1.8 Relationship management

The Applicant will help to maintain or create new forums for maintaining healthy relationships with key stakeholders. This may include:

- Attendance at LOPSG - QEOP Licensing, Operational Planning and Safety Group
- Standalone LBN Safety Advisory Group meetings for first months of opening until agreed no longer required
- Attendance at STRIM - Stratford Transport and Rail Interface Meeting (every 6 weeks)
- Regular meetings with Westfield, London Stadium and other park venues to refine operating plans and provide a forward plan for event and peak footfall periods.

1.9 Pedigree of operator and consulting team

MSG is a proven venue owner and operator with a worldwide reputation built on their prestigious venues in the US, including the eponymous arena in New York, the busiest arena in the US. The Applicant acknowledges that owning, planning, constructing, opening and operating a venue in the UK requires a broad range of expertise in relation to UK legislation, the regulatory framework and the UK market. The Applicant has assembled a project team with extensive experience in these areas and a central project management team to ensure the work is integrated, cogent and deliverable.

1.10 Use of emerging technologies

The unique characteristics of MSG Sphere give the Applicant the opportunity to proactively and interactively communicate with guests, positively influencing their choices and behaviour. This will be utilised in crowd management planning and
execution, by encouraging early arrivals and increased guest retention after events, for example.
2. Overview of Activities at MSG Sphere

MSG Sphere is an entertainment venue rather than a conventional sports arena. The audio visual experience for guests will surpass any other venue and lends itself to a wide variety of events: musical, theatrical, sport, family shows, immersive experiences, esports and corporate events, appealing to a very broad audience demographic. Some shows will be specifically designed for the venue and some will form a series of residencies, where artists perform multiple times over a season.

The venue will be active up to 365 days per year, with around 300 event days per year, sometimes with more than one event per day. Smaller events will be able to be run simultaneously with a main event.

*Figure 2, MSG Sphere Section*
2.1 Likely Event Timings

2.1.1 MSG Sphere

The timing of the events will vary but will typically be matinees, evening or overnight events as set out below:

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Indicative Doors Opening Time</th>
<th>Indicative Event Start Time</th>
<th>Indicative Event Finish Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matinee Event (Monday – Sunday)</td>
<td>11:00 – 14:00</td>
<td>12:00 – 15:00</td>
<td>15:00 – 18:00</td>
</tr>
<tr>
<td>Evening Event (Monday – Thursday)</td>
<td>18:00 – 19:30</td>
<td>20:00 – 21:00</td>
<td>23:00 - 00:00</td>
</tr>
<tr>
<td>Evening Event (Friday – Saturday)</td>
<td>18:00 – 19:30</td>
<td>20:00 – 21:00</td>
<td>23:00 - 00:15</td>
</tr>
<tr>
<td>Evening Event (Sunday)</td>
<td>18:00 – 19:30</td>
<td>20:00</td>
<td>22:30 - 23:30</td>
</tr>
<tr>
<td>Overnight Event (Monday- Sunday)</td>
<td>18:00 – 19:30</td>
<td>20:00 – 21:00</td>
<td>00:30 – 05:00</td>
</tr>
</tbody>
</table>

On an agreed number of occasions per year MSG would host late finishing or overnight events with agreed curfews and subject to approval of an event specific Event Management Plan.

On occasions where a matinee and evening or overnight event occur on the same day there would be a gap between the matinee event finish and evening/overnight doors opening to allow enough time to clear the seating bowl and reset the stage (if applicable).

2.1.2 The Music Club

The Music Club can operate either as a nightclub or as a smaller gig venue with a maximum capacity of 1,500.

The indicative timings for the Music Club in nightclub mode are 22:00 to 04:00 and for the gig venue are 21:00 to 00:00, however these will vary.

The Transport Assessment has identified scenarios when the event timings should be altered to accommodate transport capacities and the impacts of events at neighbouring businesses. These scenarios are detailed in section 7.
2.1.3 The Restaurant/Members’ Lounge/Nightclub

The restaurant/members’ lounge/nightclub is located on levels 3, 4, 6 and 7 of the Sphere and has a seated capacity of 450, which increases to a maximum of 1,000 in 'standing' layout.

The indicative timings for this space are 19:00 to 03:00 with restaurant bookings in the earlier part of the evening and arrivals for the members’ lounge/nightclub later on.

2.1.4 Restaurant/Bar and Flexible Retail Units

The opening times for these spaces have not been fixed but are likely to cover daytime and night time usage.

2.1.5 Simultaneous Events

As well as each being able to operate individually, MSG Sphere, Music Club and other ancillary commercial spaces may be in operation simultaneously.

When MSG Sphere is hosting a capacity event, the restaurant/members’ lounge/nightclub can accommodate MSG Sphere visitors. Unique visitors to the restaurant when MSG Sphere is in operation will arrive and depart outside of the peak MSG Sphere visitor arrival and departure periods and will therefore not create additional impacts on the network.

In nightclub mode, Music Club visitors when MSG Sphere is in operation will arrive and depart outside of the peak MSG Sphere visitor arrival and departure periods and will therefore not create additional impacts on the network.

As a gig venue, the Music Club will be managed to ensure event timings do not coincide and arrival and departure periods fall outside of peak MSG Sphere visitor arrival and departure periods. On occasions when the Music Club does operate with similar start and finish times as MSG Sphere, the capacity of the Music Venue and MSG Sphere combined will not exceed 21,500.

The Transport Assessment provides extensive analysis of the external factors impacting on the operation of MSG Sphere. From this analysis it has been possible to identify the upper event capacities which can be safely accommodated in the scenarios studied. These scenarios are detailed in section 7.

2.2 Event configurations and capacities

MSG Sphere has been designed to accommodate a maximum of 25,000 visitors, based on the following event capacities and configurations:
• Maximum bowl capacity: 21,500 with a mix of seated and floor standing or 17,566 in fully seated configuration. However, it should be noted that full capacity shows will be occasional. The average capacities of events are shown below:

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Average Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concerts</td>
<td>15,000 – 17,500</td>
</tr>
<tr>
<td>&quot;Attractions&quot; - Cinematic/Theatrical</td>
<td>8,000</td>
</tr>
<tr>
<td>Corporate Events, Private Events &amp; Sports</td>
<td>6,000 -14,000</td>
</tr>
</tbody>
</table>

• Music Club: 1,500
• Restaurant / members' lounge / nightclub, retail, restaurant / bar, café and other ancillary uses: 1,000
• Staff: 1,000

The ancillary commercial uses can be open simultaneously with a full capacity event in the main venue, subject to the overall site capacity not exceeding 25,000 people.

Reconfiguring MSG Sphere between these different event configurations will require some non-event days to be scheduled. Some formats allow different event types on the same day.

The safety, security and levels of service for guests are priorities for the Applicant, irrespective of the nature or capacity of the event. The capacity of the event does have implications for the scale of operational provision, in particular the resources, both human and infrastructure, required to safely manage guests arriving at and departing from the venue. We envisage, in simple terms, three operating modes:

Event Capacity 0 – 5,999 – No crowd management provision outside the development site, but hosts provided to welcome our guests.

Event Capacity 6,000 – 11,999 – Moderate external crowd management provision

Event Capacity 12,000 plus – Full external crowd management provision

The extent of the crowd management provision is also informed by event timings and the coincidence of other activities in the Stratford area.

The details of the crowd management provision are covered in section 7 of this document, in the Event Coincidence Matrix (Appendix 1) and the corresponding Outline Crowd Management Plans (Appendix 2). For clarity, in all event modes the Applicant will provide guest service staff to welcome, provide information, guidance and monitor guest arrivals and departures.
2.3 Event day venue operations

Event Day operations will be covered extensively in the VOM. This will set out in detail how all the operating components in the venue interact to provide a safe, secure and welcoming environment for guests and staff, as well as linking the supporting policies, procedures, contingency plans and training regimes. This CONOPS sets out the key deliverables and parameters of the event day operations.

2.4 Non-event day venue operations

The Applicant is committed to providing a vibrant space open to the public on non-event days. This may include, as examples only: public art displays, fitness areas and contemplative space along with publically accessible facilities including a café. Other activities to animate the site are envisaged and will be developed in parallel with the construction and fit out of the development.

The site will be managed and operated to ensure safety and security are maintained at all times and the space is a welcoming environment for all. Non Event day operations will be overseen by the MSG Sphere Duty Manager and a team of dedicated security and cleaning personnel.

2.5 MSG Sphere Site Wide Public Operating Hours Summary

MSG Sphere, the Music Club, the restaurant/members’ lounge/nightclub and the restaurant/bar, café and retail spaces will be operational at various times during the day. The following operating times for each of the ancillary venues are indicative and will be confirmed as part of the Premises Licence applications for each distinct venue. These timings are consistent with the planning application and will be put forward for the Premises Licence applications in due course.
## Concept of Operations

### All timings indicative and subject to license

<table>
<thead>
<tr>
<th></th>
<th>Monday to Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSG Sphere</td>
<td>11:00 – 00:00</td>
<td>11:00 – 00:15</td>
<td>11:00 – 00:15</td>
<td>11:00 – 23:30</td>
<td>Conference/product launch type events would start earlier. Occasional overnight events subject to approval of specific Event Management Plan</td>
</tr>
<tr>
<td>Music Club - Venue mode</td>
<td>21:00 – 00:00</td>
<td>21:00 – 00:00</td>
<td>21:00 – 00:00</td>
<td>21:00 – 00:00</td>
<td>End time coordinated with MSG Sphere to avoid direct coincidence</td>
</tr>
<tr>
<td>Music Club - Night Club Mode</td>
<td>22:00 – 04:00</td>
<td>22:00 – 04:00</td>
<td>22:00 – 04:00</td>
<td>22:00 – 04:00</td>
<td>Access and egress via all bridges until curfew, TCLB after.</td>
</tr>
<tr>
<td>Restaurant/Members’ Lounge/Nightclub</td>
<td>19:00 – 03:00</td>
<td>19:00 – 03:00</td>
<td>19:00 – 03:00</td>
<td>19:00 – 03:00</td>
<td>Access via all bridges until curfew, egress via TCLB only</td>
</tr>
<tr>
<td>Restaurant / Bar</td>
<td>11:00 – 00:00</td>
<td>11:00 – 00:15</td>
<td>11:00 – 00:15</td>
<td>11:00 – 23:30</td>
<td>Late egress via TCLB only in non-event MSG Sphere mode</td>
</tr>
<tr>
<td>Café</td>
<td>08:00 – 20:00</td>
<td>08:00 – 20:00</td>
<td>09:00 – 20:00</td>
<td>09:00 – 20:00</td>
<td></td>
</tr>
<tr>
<td>Retail Spaces</td>
<td>10:00 – 20:00 (00:30)</td>
<td>10:00 – 20:00 (00:45)</td>
<td>10:00 – 20:00 (00:45)</td>
<td>10:00 – 20:00 (00:00)</td>
<td>(Linked to event activity and post event sales)</td>
</tr>
</tbody>
</table>

### 2.6 Employing People at MSG Sphere

The Applicant’s commitments to employment are set out in the Employment and Skills Strategy submitted as part of the application. As well as designing and constructing a state of the art facility, the Applicant is committed to develop a high performing operational team to deliver commercial success, underpinned by creating and maintaining a safe, secure and welcoming environment. This strategy relies on investing in the recruitment and training of people and providing career paths with a responsible employer.

The following summarises the details contained in the full report related to the operation of the venue, these are preliminary estimates.
2.6.1 Contribution towards jobs brokerage, training, work placements and apprenticeships

A coordinated employment and skills strategy will be developed in conjunction with LLDC/LBN Workplace. This will include a contribution to local employment and training initiatives. In addition to monetary contributions, this would include the Applicant’s commitment to optimise the local employment and skills benefits, which may include objectives around:

- Training and development;
- Apprenticeships;
- Engagement and joint programmes with local educational establishments;
- The operation of an MSG Sphere/academy for training and growing young talent etc.

2.6.2 Local employment targets

Targets will be agreed for hiring local people during the construction and operational phases. These will be set out in the section 106 agreement following further engagement with LLDC and LB Newham.

2.6.3 Total number of jobs

An Employment and Skills strategy document prepared by Volterra estimates that direct jobs supported by the development would be approximately 1,000 FTEs, of which approximately 20% are considered highly-skilled positions. An economic impact analysis conducted by Ernst and Young (EY) estimates that the development will support up to 3,200 direct, indirect and induced FTEs across the UK, with over 2,900 of these jobs in London.

2.6.4 Approach to London Living wage

All full-time and part time MSG Sphere operational staff directly employed by the Applicant will be paid not less than the London Living Wage. The Applicant will use reasonable endeavours to promote payment of not less than the London Living Wage for other operational jobs and all construction jobs at the development.
3. Venue Transportation

3.1 Transport assessment

A comprehensive Transport Assessment (TA) has been prepared and submitted as part of the planning application to assess the impact of the development on the local transport network.

The TA details expected demand on all transport modes in all operating scenarios, assessing the likely impact and setting out the primary mitigation measures proposed for those impacts.

The TA and CONOPS documents are closely related, with many of the management measures set out in this document designed to mitigate impacts assessed in the TA.

As well as a mode by mode transport strategy, the TA contains the following assessment of transport impacts:

- Assessment of impacts on the wider transport network of arriving and departing guests, including on the London Underground
- Assessment of impacts on the local highway network of vehicles related to the development, including local junctions
- Assessment of the impacts of crowd movements through the local area and within Stratford Station

Section 3 covers transportation for the venue, for the following client groups: Production, Talent, Servicing, Suppliers, Management, Staff and the Emergency Services. Guest transport is covered in section 4.

An outline construction traffic management plan has been submitted with the planning application. A detailed construction management plan will then be submitted by the chosen contractor prior to the commencement of construction works.

An Outline Deliveries and Servicing Management Plan has been submitted as part of the planning application and is summarised in section 3.3.

3.2 Site access

The Applicant's objective is to enable a diverse event programme, securing the best artists and providing a robust logistics chain, whilst safeguarding the security of the development and the interests of our neighbours. The management of vehicles at the arrival and departure point for the venue is imperative to delivering that objective. The VOM will set out more details of the processes, procedures and people involved in delivering this, with the outline captured below.

The Applicant is in the process of identifying options for an off-site facility, which will incorporate a vehicle security screening, venue storage and production construction and preparation space.
No vehicles will be permitted to stack around the HS1 box between midnight and 7am; they will be held off site and, on arrival, progress directly into the appropriate internal service area. Vehicle reversing will only be permitted when absolutely necessary, during this period no idling engines will be permitted and external lighting will be dimmed in order to minimise impact on the surrounding areas. Electric vehicles will be utilised for internal logistical movement.

Two service yards are proposed to separately accommodate deliveries specific to events (stage set-up and take-down) and all other deliveries. These are the Event Service Yard and Ground Level Service Yard. The two service yards are accessed via different access points to avoid conflict between vehicles.

### 3.3 Deliveries and Servicing

This section outlines the forecast delivery and servicing strategy for MSG Sphere. Management measures and further details has been included within the Framework Delivery and Servicing Plan (DSP) submitted with the planning application.

A vehicle booking system will be used to manage delivery and servicing trips to MSG Sphere into allocated time slots with fixed arrival times. Suppliers would be informed of their time slot in advance of delivery. To minimise disruption to the surrounding road network and reduce the resource required to operate the ground level security screening operation, it is proposed to receive all Ground Level deliveries in a morning slot, outside of the weekday AM peak hour using a delivery booking schedule.

By distributing the different delivery vehicles between all the loading bays within the two service areas, the delivery activity on an event day could be completed in four hours. If a vehicle arrives outside of the intended security screening time slot, the security team will manage this via the MSG Sphere control room. The Leyton Road access and ground level security screening location will be in view of the control room.

The Applicant will assemble a facilities management team to review and carry out the objectives set out in the delivery and servicing strategy. As the Applicant is the owner and operator of MSG Sphere, achieving compliance with the DSP will be more straightforward than in multiple tenanted developments. The servicing infrastructure to support delivery and servicing has been designed through collaboration between the architects, developer, operations consultants and transport planners and therefore it specifically matches the requirements of the development.

The objectives of the DSP are to minimise the impact of delivery and servicing vehicle movements to the surrounding area, through planning, sustainable procurement practices, and a reduction in waste generation. The DSP seeks to achieve the following benefits:

- Reduce the number of deliveries through planning and scheduling of goods and suppliers
- Encourage use of sustainable freight modes or greener vehicles
• Providing periodical updates to the DSP and managing ongoing development through the participation of the developer in their role as operator, ensuring they inform all staff and external contractors of changes to the DSP

• Good communication between all parties involved in the servicing of the development (suppliers, staff, the local authority and the facilities management team).

The VOM will provide more detail on delivery and servicing operations, including the maintenance needs of the venue.

3.3.1 Service yards

MSG Sphere will have two different service yards that accommodate different delivery and servicing vehicles relating to event and day-to-day activities.

(A) Ground Level Service Yard

The Ground Level Service Yard will be located at the south-west of the site at ground level. This service yard will support all day to day deliveries and servicing not directly relating to an event set-up or take-down. This includes the delivery of food and beverage, office equipment for the administration team and collection of waste, amongst other uses.

The Ground Level Service Yard will be accessed from Leyton Road via the road that circulates the HS1 box and the proposed new bridge that crosses the box. There will be a total of four loading bays in the Ground Level Service Yard. One bay will be 16.5m in length and 3.5m in width, one bay will be 10m in length and 3.5m in width, and two bays will be for access to the skip compactor measuring 8m in length and 3.4m in width.

(B) Event Service Yard

The Event Service Yard will be located on a mezzanine level on the north-east of the development site behind where the stage will be and accessed via the proposed ramp from Angel Lane. The location of this service yard allows for vehicles to unload directly behind the stage area. This service yard is designated for tour buses and vehicles delivering equipment for the setting up and taking down the event.

There will be a total of seven loading bays in the Event Service Yard all of which will be 16.5m in length and 3.5m in width. Three of the bays will be allocated for tour buses, however, as tour buses will be the last vehicles to arrive, these bays will be available in the meantime for HGV delivery vehicles to use for parking or manoeuvres.

3.3.2 Delivery and Servicing Trips

The delivery and servicing arrangements for MSG Sphere are separated by which servicing yard they will be using. Vehicles related to the set-up and operation of the show being staged will use the Event Servicing Yard, while vehicles carrying deliveries of food and beverages, consumables, cleaning materials, post etc. will use the Ground Level Service Yard.
(A) Ground Level Service Yard

The number of trips to the Ground Level Service Yard will vary depending on whether it is an event day or not. Daily delivery and servicing trips for the ancillary land uses including the Music Club, restaurant/bar and restaurant/ members' lounge/ nightclub will be typical goods deliveries such as food and beverage supplies. This will amount to approximately 26 delivery trips per day. On a typical full capacity event day there will be:

- Up to 2 beverage deliveries (HGV rigid);
- 6-9 fresh food deliveries for MSG Sphere and restaurant spaces (HGV rigid);
- 2 waste collections (MGV)
- 5-10 deliveries for general supplies associated with maintenance, cleaning and food and beverage (LGV)
- 2-3 cash collections (LGV).

When there is no event, a general and recyclable waste collection is forecast every other day. The number of delivery trips of other goods will also decline significantly.

(B) Event Servicing Yard

Event day servicing will involve the delivery of technical equipment specific to the set-up and operation of the show being staged that day. It is expected that a typical event would have up to four tour buses in addition to an average of 10 articulated vehicles for event set up and take down.

3.3.3 Servicing Strategy

(A) Ground Level Service Yard

Vehicles heading to the Ground Level Service Yard will turn off Leyton Road at the proposed new junction opposite Windmill Lane. The vehicle will then stop at a security barrier and manned security booth, positioned with enough room to allow for an articulated vehicle to completely pull off the highway before stopping, to avoid obstructing traffic on Leyton Road.

Once the driver and vehicle have been approved, they may proceed past this barrier before stopping at a second barrier north of the HS1 box. This area between the first and second barriers will act as a security “air lock” to allow vehicle screening to take place. All vehicles will be subject to security screening.

If the vehicle fails either the initial check at the first barrier or the security screening, it will make a three-point turn using the turning head provided and exit back out onto Leyton Road.

If the vehicle, and occupants, pass the security screening, they may proceed to the proposed new bridge that crosses the HS1 box. A stop line is positioned in advance on the bridge to allow for any outbound vehicles to turn off the bridge before another
vehicle turns onto it. This is required due to the maximum turning circles at this location. The swept path analysis undertaken for this bridge is included in the TA.

Once the vehicle has crossed the bridge and reached the southern side of the HS1 box, it will proceed in a clockwise direction around the ground level service road before reversing into one of the loading bays that is suitable for its size. A banksman will be present here to support with manoeuvres and manage the delivery.

When ready to depart, the vehicle will exit the service yard in a clockwise direction and pass back across the new proposed bridge. The vehicle may then proceed eastbound past the security screening and re-join the highway via the proposed new junction onto Leyton Road. The ground level servicing route is shown below.

*Figure 3.3.3, Ground Level Servicing Route*
(B) Event Service Yard

Using MSG’s existing operations in the United States as a basis for comparison, it is assumed that about 10 articulated vehicles and 4 tour buses will be required for the setup and takedown of a “normal” event. The anticipated number of articulated vehicles for very large and complex events is about 20 in total, so for these events extra vehicles will be stacked away from the venue until there is space to accommodate them on site. For events where the content is created at the venue this is likely to decrease to only a few articulated vehicles.

The proposed loading bay capacity is for up to 4 tour bus parking bays and up to 5 articulated vehicle loading bays. The arrival of articulated vehicles will be staggered over a period of time or called in via radio on a just-in-time basis to ensure that vehicle arrivals do not exceed the number of loading bays. This is common practice at venues; drivers will be familiar with this type of operation and will be briefed in advance. The arrival and departure of event vehicles will vary according to the event in question.

The security processes for delivery and servicing vehicles will continue to evolve. Some vehicles will initially arrive at a nearby off-site location for security searching and screening before being given permission to access the Event Service Yard. Once the vehicle has been screened, the driver will be given a tracking device that is linked to the MSG Sphere control room, located at ground level on the northern edge of the site. This will monitor the movement of the vehicle on its way to the service yard.

The vehicle will then turn off Angel Lane and stop at the back of footway barrier where the vehicle and driver ID will be briefly checked. The vehicle may then proceed into the service yard and park in a designated bay.

Once all four bays are occupied, any of the tour bus bays not being used can be utilised for articulated vehicles. Once all available bays are occupied, no further vehicles will be permitted to depart from the off-site security area until a loading bay becomes available again.

When not in use, the back of footway barrier and foot of ramp gate will be closed to ensure no unauthorised people of vehicles can access the service yard. Swept path analysis has been undertaken to ensure that vehicles can manoeuvre in and out of the service yard, this is included in the TA.

3.4 Access for rail and substation maintenance

HS1, Network Rail, TfL and UKPNS will require occasional access to the HS1 box site or UKPN substation for maintenance work. The Applicant will liaise closely with each organisation regarding their maintenance schedules. Where possible, these vehicle arrivals will be scheduled in advance to allow the security process to be completed as efficiently as possible.

HS1 and Network Rail vehicles can circulate the HS1 box for maintenance before leaving via the existing crossing point over the rail lines (to the east of the HS1 box). Parking will be permitted at any point of this route where there is space for vehicles to pass a parked vehicle.
UKPNS vehicles can cross the bridge and turn anticlockwise (eastbound) to park in the area of land immediately north of and adjacent to the substation to carry out any maintenance. These vehicles may then cross the existing bridge to leave the site.

3.5 Waste management

Waste management is a key component of successfully operating the venue and has to be tied into the wider venue operational plans captured in the VOM.

The full waste strategy has been submitted as part of this planning submission. This section highlights the key points of the strategy. The waste storage provision will be compliant with the LLDC Local Plan (2015 – 2031) and LBN Waste Management Guidelines for Architects and Property Developers (2014).

Waste will be segregated into streams which will separate general waste and mixed recyclables as a minimum, and in some cases also glass and organic waste. Colour coded bags will be used for the different waste types.

Intermediate waste stores are proposed on most levels for cleaners to temporarily store waste from concourse bins on events days. This allows for waste to be held locally until guest circulation areas are less congested. The intermediate stores will be emptied once during an event.

Bins will be moved to the Ground Level Service Yard via the service lifts before bags are emptied into the appropriate waste compactors, the bins will be subsequently returned to the intermediate stores.

Any waste within MSG Sphere itself will be moved directly to the compactors once audience members have left the venue. Waste from the VIP hospitality areas will be backhauled to the central kitchen before being segregated into four streams: general waste, mixed recyclables, organics and glass.
Swept Path Analysis has been carried out to ensure that vehicles can manoeuvre within the loading bays to an acceptable and safe standard.
3.6 Staff travel plan

The draft Framework Staff Travel Plan (FSTP) submitted as part of the planning application sets out aims, objectives, strategy and action plans. The FSTP will be an effective tool in minimising staff vehicle trips by setting out a framework to encourage walking and cycling, in line with the Mayor’s aims of promoting active transport. The FSTP sets out the key actions for staff, which will be reinforced by MSG Sphere venue management, to achieve mode share targets.

3.6.1 Benefits of the travel plan

The achievement of the objectives will bring about a wide range of benefits for employees, occupiers and the wider community as set out below.

3.6.2 Employee benefits:

- An excellent opportunity for daily exercise through cycling and walking;
- Improved quality and reliability of journeys to and from work; and
- Improved environment for living and working.

3.6.3 Benefits to MSG Sphere:

- A demonstration of the environmental credentials of the organisation;
- Reduced infrastructure and maintenance costs associated with parking;
- An incentive to recruiting and retaining staff through travel benefits; and
- Reduction in costs associated with business travel.

3.6.4 Wider community benefits:

- A more measured level of traffic generated by the development and therefore less impact on the highway network;
- Improvements to congestion levels and delay and queuing; and
- Encourages local employment.

3.6.5 Monitoring and review

A clear monitoring programme detailing what and how frequently surveys will be undertaken. The results of the surveys will be discussed with LLDC Highways Officers. Borough officers together with TfL and MSG Sphere Travel Plan Co-ordinator will then review the results and if appropriate review progress towards the agreed targets.
3.7 Emergency vehicles

The venue design ensures appropriate access for the emergency services in all operational modes and has been subject to consultation with the relevant agencies in the design stages.

Fire appliances will only use the service road at Level 00. They are able to drive around the full loop in either direction.

3.8 On-Site car parking management

Thirty seven car parking spaces for venue and event personnel have been designated and will be allocated and utilised against a set of criteria driven by operational needs. A strict accreditation system will be used to manage this on site car parking. This will be managed from the Security Access Control point adjacent to the gated access point to the site. There will be Blue Badge dedicated parking for staff.

3.9 Staff cycle parking facilities

Managers and staff will be encouraged to use public transport or to cycle rather than drive to the site, with secure cycle parking spaces and changing, lockers and shower facilities provided.

100 cycle parking spaces for staff are proposed to be located on the podium by Bridge 1. These will be provided as two-tier racks in two secure sheds (one shed with 40 spaces, another with 60 spaces). Additionally, 50 Sheffield stands will be provided on Montfichet Road for guests, located underneath Bridge 2.

No cycle parking is proposed within MSG Sphere. This is because of the security implications of allowing staff to access the basement level of the building. There are also safety issues as cyclists would only be able to access the cycle parking via the active servicing road.

3.10 Working with HS1 and National Rail

The Applicant has engaged with both HS1 and National Rail to understand their operational needs, with particular reference to the shared space immediately adjacent to the Production and Service access to the site. The Applicant has also created more detailed plans of how MSG Sphere venue operations, the needs of HS1 and National Rail, and the needs of our neighbours are reflected in the site layout and operating procedures. The Applicant will continue to plan for the shared space, which is illustrated below, and develop protocol and procedures which will be collated in the VOM.
4. Guest Use of Transport

The Transport Assessment undertaken by Momentum Transport and submitted as part of the planning application for the development covers public transport in great detail.

The following section extracts some key points most relevant to the on-going management of the venue in relation to guest transport. It focuses on the transport mode share, as this determines the guest ingress and egress patterns that drive operational planning for the external spaces around the venue and, critically, the interfaces with transport hubs and coincidences with other local events. This data will drive the relevant contents of the VOM as well as the specific Event Management Plans (EMP) for overnight events and any other event which falls outside normal operating parameters.

Due to the proximity of MSG Sphere to Stratford Station and the multiple services that are available from there, it is expected that the vast majority of guests will travel to MSG Sphere by public transport.

The mode share has been extracted from the average mode share recorded at concerts at the London Stadium. MSG Sphere is expected to show a similar mode share to this.
4.1 Mode share

Mode shares have been calculated for each of the following categories:

- Evening events (events finishing between 22:30 – 00:30) and matinee events;
- Overnight events (events finishing between 00:30 – 05:00);
- The Music Club; and
- Staff.

Car occupancy is assumed to be 2.8 and taxi occupancy assumed to be 1.9. This is based on the occupancies observed for concerts at the London Stadium.

4.1.1. Evening events and matinee events

For evening and matinee events, an identical mode share to London Stadium concerts has been assumed, using comparable events at London Stadium.

4.1.2. Overnight events

MSG Sphere will have a limited number of overnight events that will finish between 00:30 and 05:00. Amendments to the proposed mode share have been made to reflect the limited public transport that will be available during these hours. These amended mode shares and any context specific intelligence will inform the specific EMP for each event.

The limited rail services (DLR, Underground, Overground and Trains) will result in a higher proportion of guests arriving and departing by car. A proportion of guests are expected to arrive by rail but depart by taxi.

The EMP for any exceptional event will set out additional transport provision to be put in place by the Applicant. For example, shuttle buses will be operated.

4.1.3. Music Club mode share

Separate mode shares have been estimated for midweek nightclub and weekend nightclub or gig modes to reflect the availability of public transport after late finishing midweek nightclub events.
### Mode of Operations

<table>
<thead>
<tr>
<th>Mode of Transport</th>
<th>Proposed Staff Mode Share for the MSG Sphere</th>
</tr>
</thead>
<tbody>
<tr>
<td>Car</td>
<td>4.0%</td>
</tr>
<tr>
<td>Bus</td>
<td>35.0%</td>
</tr>
<tr>
<td>Rail (Underground, DLR, Overground and Train)</td>
<td>42.0%</td>
</tr>
<tr>
<td>Taxi</td>
<td>1.0%</td>
</tr>
<tr>
<td>Walk</td>
<td>10.0%</td>
</tr>
<tr>
<td>Cycle</td>
<td>8.0%</td>
</tr>
<tr>
<td>Motorcycle</td>
<td>0.0%</td>
</tr>
<tr>
<td>Other</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Transport demands for the Music Club have been included in the assessment of maximum capacity MSG Sphere arrivals and departures.

#### 4.1.4. Staff mode share

The staff mode share has been derived in comparison with similar venues. The number of staff employed during each event will vary depending on the event type. However, the current forecast has shown that around 1,000 staff will be employed when the MSG Sphere, Music Club, restaurants and associated land uses are at full capacity.
4.2 Guest use of underground and rail services

The Transport Assessment also provides valuable insights as to how MSG Sphere guests are likely to use the different elements of transport network for their journeys to and from the venue. Clearly the venue operations planning must reflect these guest preferences and, importantly, the impacts of service disruption and the mitigating actions and communication the Applicant will enact to safeguard guest safety, experience and comfort. These procedures will be detailed in the VOM, with the outline crowd management plans included at Appendix 2.

4.2.1. Guest trip distribution summary

A trip distribution exercise has been undertaken for two modes of transport; rail (Underground, DLR, Overground and National Rail) and the highway network. The forecast number of guests has been proportionately distributed across all bus services within the vicinity of MSG Sphere.

4.2.2. Line distribution

MSG Sphere will attract guests from around the UK. Therefore, the line distributions have assumed that approximately 86.6% of the guests will travel from Central London, whereas the other 13.4% will travel from outside central London (including Canning Town and Poplar). The resulting line distribution for evening and matinee events is shown below.

<table>
<thead>
<tr>
<th>Station</th>
<th>Line</th>
<th>Link</th>
<th>Proposed Line Distribution for MSG Sphere</th>
<th>Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stratford Regional</td>
<td>Jubilee</td>
<td>West</td>
<td>26.2%</td>
<td>4,389</td>
</tr>
<tr>
<td></td>
<td>Central</td>
<td>East</td>
<td>1.2%</td>
<td>201</td>
</tr>
<tr>
<td></td>
<td>Central</td>
<td>West</td>
<td>27.2%</td>
<td>4,556</td>
</tr>
<tr>
<td></td>
<td>Rail (all)</td>
<td>East</td>
<td>6.4%</td>
<td>1,072</td>
</tr>
<tr>
<td></td>
<td>Overground</td>
<td>West</td>
<td>3.4%</td>
<td>570</td>
</tr>
<tr>
<td></td>
<td>DLR</td>
<td>Canning Town</td>
<td>0.5%</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>DLR</td>
<td>Poplar</td>
<td>0.5%</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>Elizabeth</td>
<td>West</td>
<td>27.2%</td>
<td>4,556</td>
</tr>
<tr>
<td></td>
<td>Elizabeth</td>
<td>East</td>
<td>0.7%</td>
<td>118</td>
</tr>
<tr>
<td>Stratford International</td>
<td>HS1</td>
<td>West</td>
<td>4.3%</td>
<td>436</td>
</tr>
<tr>
<td></td>
<td>HS1</td>
<td>East</td>
<td>2.3%</td>
<td>670</td>
</tr>
<tr>
<td></td>
<td>DLR</td>
<td>Poplar</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Maryland</td>
<td>Elizabeth</td>
<td>West</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elizabeth</td>
<td>East</td>
<td>0.1%</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>16,749</td>
</tr>
</tbody>
</table>
4.2.3. Overnight events

During overnight events the line distribution will differ. It is expected that guests travelling from outside of London (e.g. from the east) are more likely to travel by car due to the lack of rail services, which has been reflected within the overnight mode share. The line distribution has been amended to derive the overnight line distribution. The resultant overnight line distribution is shown below:

<table>
<thead>
<tr>
<th>Station</th>
<th>Line</th>
<th>Link</th>
<th>Line Distribution</th>
<th>Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stratford Station</td>
<td>Jubilee</td>
<td>West</td>
<td>47.0%</td>
<td>4,548</td>
</tr>
<tr>
<td></td>
<td>Central</td>
<td>East</td>
<td>3.0%</td>
<td>290</td>
</tr>
<tr>
<td></td>
<td>Central</td>
<td>West</td>
<td>50.0%</td>
<td>4,837</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>100.0%</strong></td>
<td><strong>9,675</strong></td>
</tr>
</tbody>
</table>

4.3 Guest arrivals and departures using London Underground

Underground services are expected to transport around 70% of guests to and from MSG Sphere. All of these guests will arrive at Stratford Regional station via the Central Line, Jubilee Line or Elizabeth Line.

Those arriving on the Jubilee Line will arrive via the Southern Mezzanine Ticket Hall and approach MSG Sphere from the TCLB and Bridge 3.

Those arriving on the Central Line or Elizabeth Line can exit the station via any of the three ticket halls. Those arriving via the Southern Mezzanine or Southern Main Ticket Hall will approach via Bridge 3, while those arriving via the Northern Ticket Hall will be expected to arrive via the steps of Bridge 2.

On egress, guests traditionally aim to use the same route that they used for ingress. However, the exit door that they use will influence this, for example, those exiting adjacent to Angel Lane may be encouraged to use the Angel Lane route to return to Stratford station.

4.4 Guest arrival and departure using London Overground

The London Overground will only carry approximately 1.5% of guests. These will arrive via Stratford Regional station and use the Northern Ticket Hall and Bridge 2.

On egress, the same factors discussed for London Underground users will apply.

4.5 Guest arrival and departure using Rail and DLR

Abellio Greater Anglia users are expected to make up about 2% of guests. These will arrive via either the Main Southern or Northern Ticket Halls at Stratford Regional station.
The DLR will carry approximately 1% of guests. These will arrive at Stratford Regional station and use the Main Southern Ticket Hall, TCLB and Bridge 3 to arrive at MSG Sphere.

Approximately 5% of guests are expected to arrive at Stratford International Station. The most direct route from this station is via Hitchcock Lane, however this is a service road for Westfield and is not a pedestrian friendly route. Therefore, it is likely that guests will ascend the steps into Westfield and arrive either via Bridge 2 or the TCLB and Bridge 3.

The egress route to Stratford International Station will again depend on the exit door that they leave from. The egress route to Stratford International can be defined, to some extent, by wayfinding and signage.

Again, Hitchcock Lane would likely be avoided and when Westfield is closed the egress route would be via International Way.

4.6 Highway network distribution

The venue operational planning must also deal with those guests who arrive by other means than public transport. The Transport Assessment details the planning assumptions and informs how these guest will be accommodated. The expected visitor vehicle routes to Westfield Car Park C and Stratford MSCP, as well as MSG Sphere vehicle routes to Westfield Car Parks A and B are shown below.
Figure 4.6, vehicle routes
No road closures are required in the day to day operation of MSG Sphere. The exception to this is in an evacuation scenario when guests will egress MSG Sphere and walk to either Angel Lane, Montfichet Road or Meridian Square. In this scenario, Montfichet Road and Angel Lane will have to be closed.

A controlled pedestrian crossing will be implemented on Montfichet Road between Bridge 2 and the Northern Ticket Hall in order to pulse the egress crowd flow into the station. This management will be necessary for approximately 30 minutes after an event finish until the flow dissipates. The crossing will be managed by MSG employed stewards in coordination with TfL station staff and if there is a coinciding event, London Stadium stewards. The details of this operation are set out in the section on crowd management and in Appendix 2.

### 4.7 Guest car parking

With the exception of the 37 operational car parking spaces on-site, no other car parking is proposed. The venue will not promote car driving, but if guests do choose to drive they will have to park in existing public car parking spaces. Car parking within the vicinity of MSG Sphere is set out below.

<table>
<thead>
<tr>
<th>Name of Car Park</th>
<th>Distance from the Site</th>
<th>Number of Spaces</th>
<th>Cost of Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Westfield Multi-Storey Car Park</td>
<td>480m</td>
<td>4,127 spaces (approx. 5% disabled spaces)</td>
<td>£2.80 - £6.70</td>
</tr>
<tr>
<td>Stratford Multi-Storey Car Park</td>
<td>645m</td>
<td>430 spaces (25 disabled spaces, 1 charging point)</td>
<td>£2.00 - £25.00</td>
</tr>
<tr>
<td>Stratford International</td>
<td>350m</td>
<td>850 spaces (30 charging points)</td>
<td>£4.50 - £6.00</td>
</tr>
</tbody>
</table>

In addition to the car parks stated there are on-street Pay and Display (P&D) car parking spaces within the vicinity of the site. These include Waddington Road, Carpenters Road, Gibbins Road, Kennard Road, Windmill Lane, and others.

Residential Parking Zones (RPZs) are in place across Newham, in force between Mon-Sat 08:30 – 18:30. These mean that only permit holders or those using P&D bays are permitted to park in these periods.

The assumed mode share suggests 12.2% of guests will travel using private car. As no parking is provided on site, they will likely park in either Westfield or the Stratford Multi-Storey Car Park.
4.8 Blue Badge Parking and Mobility Strategy

For full, 21,500 capacity events a minimum of 155 wheelchair seats will be provided within MSG Sphere with an associated companion seat. A further 155 seats will be suitable for ambulant disabled guests. This equates to a total of 465 guests who may need to use an element of the mobility service, with 155 of these being companions. It is expected that the mode share of these guests will be as follows:

<table>
<thead>
<tr>
<th>Mode</th>
<th>Share</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Car</td>
<td>35%</td>
<td>109</td>
</tr>
<tr>
<td>Public Transport</td>
<td>47.5%</td>
<td>147</td>
</tr>
<tr>
<td>Taxi/Adapted Minibus</td>
<td>17.5%</td>
<td>54</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td><strong>310+companions (155)</strong></td>
</tr>
</tbody>
</table>

It is proposed to provide a free of charge mobility assistance operation between the Blue Badge parking location and MSG Sphere. There will be at least 109 Blue Badge parking spaces. The mobility assistance operation is also proposed to connect Stratford Regional station with MSG Sphere. The outline Mobility Assistance Operation is shown at Appendix 5.

A shuttle drop off for guests has been designed at the top of the ramp that ascends to podium level from Angel Lane. Enough space has been provided here to ensure that a vehicle can turn around and descend the ramp safely. Enough space has also been provided to accommodate guests who may be waiting for the vehicle after an event.

4.9 Guest Cycle Access and Parking

The Applicant is keen to encourage the use of cycles by guests and staff alike, with access and parking designed into the development and incorporated into the venue operational planning.

The Montfichet Road improvement scheme, which is detailed elsewhere in the planning submission, retains the LBN plans to introduce a cycle lane along the length of Montfichet Road. Cycling on the site itself would create a safety risk and impinge on the enjoyment of other users. Cycling will therefore be prohibited on the site and pedestrian access bridges. Cyclists will be encouraged to use the cycle parking noted below.

The proposed highway changes significantly improve the cycle infrastructure on Montfichet Road by providing a segregated cycleway for the length of the scheme. The cycle infrastructure is also improved on Angel Lane by designing to reduce vehicle speeds and discourage overtaking.

Cycle parking provision has been based on forecast mode shares. The trip generation exercise shows that the site will generate 102 cycling trips (22 guests and 80 staff) for a full capacity event. In order to futureproof the site for any increased uptake in cycling, a total of 150 cycle parking spaces have been proposed.
50 Sheffield stands will be provided on Montfichet Road for guests, located underneath Bridge 2. The impact of a maximum of 102 additional cyclists spread across the afternoon and evening on the cycle network is negligible. It should be noted that the positioning of cycle parking will not interfere with safe crowd movement.

No cycle parking is provided within MSG Sphere due to the security and safety implications of allowing all staff to access the basement level of the building.

4.10 Guest Coach Parking

Only 1.2% of guests are expected to travel by coach, which equates to around five or six coaches at a full capacity event. The majority of coach demand is expected to be charter coaches arranged by private groups and tour operators, although some may use the scheduled services which already stop in Stratford. Anticipated coach demand is set out below.

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Coach Mode</th>
<th>Demand</th>
<th>No. Coaches</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evening and Matinee Events</td>
<td>1.2%</td>
<td>258</td>
<td>5-6</td>
</tr>
<tr>
<td>Overnight Events</td>
<td>4.0%</td>
<td>860</td>
<td>17-18</td>
</tr>
</tbody>
</table>

No dedicated coach parking has been planned for MSG Sphere. However, a drop-off and pick up facility is available for charter coaches on International Way using the yellow lines in the vicinity of bus stop C or F, with coaches circulating away to available coach parking facilities during the event, detailed below.

Guests arriving on scheduled coach services such as National Express services and those to and from Stansted Airport will be dropped off and picked up at the existing coach bays on Montfichet Road. From the drop-off point, guests will reach MSG Sphere via International Way and Bridge 1.

TfL provide up to date information on the location of coach parking bays throughout London and this currently indicates the following spaces are available for coaches to park during events at MSG Sphere.

<table>
<thead>
<tr>
<th>Location</th>
<th>Restrictions</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Way/Westfield Unite - Coach Park</td>
<td>Pre-book only</td>
<td>18 spaces</td>
</tr>
<tr>
<td>Queen Elizabeth Olympic Park Coach Park</td>
<td>Up to: 2hrs £13, 4hrs £25, 6hrs £35, 10hrs £48, 24hrs £55</td>
<td>29 spaces</td>
</tr>
<tr>
<td>Discover Centre, New Mount Street off Bridge Terrace E1</td>
<td>Free, max stay - 4 hours, no return. 30mins. Mon-Fri 0900-1600</td>
<td>1 Space</td>
</tr>
</tbody>
</table>
There is sufficient capacity for the anticipated level of coach demand to park during events.

### 4.11 Shuttle Bus Operations for Overnight Events

In order to accommodate the maximum demands from the proposed Overnight Events, with finish times between 0030 and 0500, it may be necessary to operate a shuttle bus service to supplement the capacity available on the night tube (for weekend events) and other modes.

Any shuttle bus operation would need to be designed in detail, agreed in advance of delivery and captured in the specific Event Management Plan. The detailed operation would be developed with the full coordination of the Safety Advisory Group and transport stakeholders, including TfL and LBN.

### 4.12 Taxis and Private Hire Vehicles (PHV)

Some guests will choose to use taxis and private hire vehicles for one or both legs of their journey to and from the venue. This will vary by event type, timing and audience demographic. The table below sets out the estimated taxi demand for MSG Sphere and the Music Club in different event modes, as well as for staff.

<table>
<thead>
<tr>
<th>Land Use/Event Scenario</th>
<th>Mode Share</th>
<th>Demand (ppl)</th>
<th>Demand (veh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSG Sphere Evening/Matinee Event</td>
<td>3.2%</td>
<td>668</td>
<td>362</td>
</tr>
<tr>
<td>MSG Sphere Overnight Event</td>
<td>6.0%</td>
<td>1,290</td>
<td>679</td>
</tr>
<tr>
<td>Music Club Friday/Saturday</td>
<td>5.0%</td>
<td>75</td>
<td>39</td>
</tr>
<tr>
<td>Music Club Sunday-Thursday</td>
<td>22.5%</td>
<td>338</td>
<td>178</td>
</tr>
<tr>
<td>Staff</td>
<td>1.0%</td>
<td>10</td>
<td>10*</td>
</tr>
</tbody>
</table>

*Average Taxi Occupancy for Staff assumed to be 1.0

The split between PHV and Taxi is assumed to be 50:50. The average taxi occupancy is assumed to be 1.9 people.

### 4.13 Taxi drop off and pick up operation

#### 4.13.1 Taxis

There are two official taxi ranks within the vicinity of MSG Sphere: Montfichet Road adjacent to the Northern Ticket Hall and Meridian Square adjacent to Stratford Bus.
Station. Drop-off of guests will occur on street in various locations. Additional temporary taxi ranks will be required during Stadium Event coincidences.

4.13.2 Private hire vehicles (PHV)

PHV, including ride share operators such as Uber, will pick up passengers at numerous undesignated kerb-side locations ensuring their impact is dispersed across the wider area.

Discussions will be entered into with PHV operators to influence pick up locations through geo-fencing where possible. Drop-off will occur on street in various locations. Consideration of providing a designated Uber drop off and pick up point will be made closer to opening the venue, in conjunction with other local businesses.

4.14 Assessment of likely bus usage

The Transport Assessment sets out the analysis of bus usage. Guests travelling to MSG Sphere from the Stratford area may choose to use the existing bus network, the number of venue staff using this option is likely to be a much higher proportion.

4.15 Impact Assessment

The Transport Assessment details the studies undertaken. In each scenario sufficient bus capacity is available to accommodate guests from MSG Sphere along with Stadium guests and background users.

The proportion of staff using buses is anticipated to be higher. Existing bus stops within Stratford City and Stratford Town Centre bus stations will be available throughout any event.
5. Crowd Modelling and Assessment

The Crowd Modelling undertaken by Momentum Transport is extensive and the methodology, analysis and key findings are set out in the TA. The content is too extensive and interlinked to summarise effectively in this document, instead the focus is on the operational plans that derive from the analysis undertaken.

The following sections on co-ordination and contingency planning across Stratford, the management of guests on arrival and departure and on station operations are directly informed by the modelling undertaken.
6. Stratford Wide Co-ordination and Contingency Planning

The Applicant will undertake a series of contingency planning exercises in order to develop robust plans for all foreseeable circumstances. These contingency plans will include extensive liaison and interaction with the neighbouring businesses so that the reality of the circumstances MSG Sphere will face are known to all parties in advance and the contingency plans reflect this shared intelligence.

The crowd modelling includes detailed analysis of MSG Sphere in full evacuation mode and establishes the parameters in which this can be safely achieved. The VOM will detail all of the operational components required to evacuate MSG Sphere in all configuration modes and in all foreseeable circumstances. The impacts of evacuating MSG Sphere on neighbouring businesses and the coincidence of evacuations from those neighbouring businesses will be a priority for Stratford-wide planning and co-ordination in advance of opening MSG Sphere.

The operational detail of the contingency plans will be captured in the VOM where appropriate or, in some cases, secure documents shared on a much more restricted basis.

Underpinning the shared contingency planning is the co-ordinated Command, Control and Communication system (C3) which the Applicant is fully committed to supporting alongside MSG Sphere's neighbours.

During the consultation process the need to work collaboratively with neighbouring businesses was cited as being critical. The crowd modelling undertaken for MSG Sphere establishes the operating parameters of the venue in ingress, egress and evacuation modes. It also models event coincidences. All parties consulted agreed that in the period prior to opening, extensive contingency planning for the wider estate is imperative. The Applicant is fully committed to this collaboration and see this as essential to the effective planning for the safety and security of all visitors to the Stratford area.

The outcomes of these planning exercises will be a series of contingency planning documents which the Applicant will incorporate into the suite of venue planning documents and work with neighbouring businesses to ensure these plans are updated and tested in desk top scenarios.
7. Management of Guest Arrivals and Departures

The location of MSG Sphere and the adjacency of Stratford Regional Station, Westfield, The London Stadium, The Queen Elizabeth Olympic Park, along with the addition of visitor attractions, more residential and office development in the area, require careful and ongoing consideration of how people will use the space.

The number of event coincidence variations is significant: these are captured in the Event Coincidence Matrix shown in Appendix 1. Some coincidences share characteristics, these have been clustered into the following scenario groups:

- **Scenario A** – MSG Sphere departures (22:30 – 05:00) coincide with other park venue events departure.
- **Scenario B** – MSG Sphere departures coincide with Stadium Football Departure.
- **Scenario C** – MSG Sphere departures coincide with Stadium Concert Departure.
- **Scenario D** – MSG Sphere departures during busy background flow.
- **Scenario E** – MSG Sphere departures from a weekend matinee event, coinciding with Stadium departure.
- **Scenario F** – MSG Sphere departures during substantial background flow, coinciding with Stadium Arrival.
- **Scenario G** – MSG Sphere arrivals coincide with park venue events.
- **Scenario H** – MSG Sphere arrivals coincide with Stadium (football and concert) arrivals.
- **Scenario I** – MSG Sphere arrivals coincide with Stadium (football and concert) departure.

The Applicant has created outline crowd management plans for each of the foreseeable event scenario groups, from “business as usual” to multiple event coincidences.

These plans are captured in Appendix 2, where each scenario and the key locations are shown in pictorial form, alongside a descriptive narrative and helpful operational and guest experience summaries. Two scenarios, D and E, are described in more detail in order to convey crowd management operations which are common to other scenarios.

The outline crowd management plans have been shared with key stakeholders, rigorously tested and reflect the feedback and input from these workshop sessions. Critically, the outline crowd management plans are consistent with the approach of MSG Sphere's neighbours and ensure the current safety and security provision is maintained.

The format of the plans also allows the Applicant to transfer the plans into the VOM and to build out the detailed crowd management plans, with supporting Policies, Standard Operating Procedures and Training manuals in anticipation of opening the venue. It also makes it simpler to track any agreed amendments and, importantly, to build additional scenarios and solutions as the Stratford area develops between the planning submission and venue opening.

The crowd management plans cover the key locations around MSG Sphere, including Meridian Square and steps. Crowd management within the wider area will follow the principles of providing safe, simple and consolidated routes between MSG Sphere and
key transport nodes in the local area. The Applicant has also considered the routes taken by local residents, alongside visitors to the Stratford area.

The following section provides the key development design considerations to support the safe movement of guests and other users, as well as the commitments the Applicant is making to ensure the crowd management plans are delivered to a consistently high standard in all circumstances.

The TA provides the Applicant with a sound understanding of the dynamics of local rail capacity, local station capacity, local highway capacity and the impact of local event coincidences. As a result of the TA, the Applicant has been provided with indicators on optimising event timings and event capacities for this dynamic set of scenarios. These are set out in the tables below.

MSG is a highly experienced venue operator with a keen interest in providing a consistently excellent guest experience as well as being a good neighbour to local residents and businesses. The Applicant will use the data from the TA to guide the programming of event timings, both start and end times, according to the format and capacity of the event.

As detailed elsewhere in this CONOPS, the Applicant is requesting event start and end times parameters that support this programming intention. The tables below help ensure a rich and diverse event programme, with event formats, capacities and timings that reflect the unique qualities of the venue and the needs of MSG Sphere's audiences.

It is imperative that guest experiences are positive at each stage of their journey, that these events are delivered safely and to the high standards the Applicant strives for, informed by the local operating environment and mindful of the needs of neighbours. The Applicant will use additional management measures including tailored guest communication, promotions and incentives, to encourage early or late arrival, higher or lower guest retention as befits the specific circumstance, to support the effective programming of MSG Sphere.

The mitigation measures proposed in this chapter are relevant to all reasonably foreseeable event coincidences at the London Stadium where a significant impact related to either transport or crowd movement is expected. When there is an unforeseen event coincidence, for example if an event is booked at MSG Sphere when there was no contracted, deposit paid event in the London Stadium event calendar, it will be the responsibility of the relevant venue owners and area stakeholders to implement a coordinated strategy to manage this situation.

7.1 Transport capacities, event coincidences and event timings

7.1.1 Finish times

The tables below summarise each potential finish time across the week for events which do not coincide with those at the London Stadium, events that coincide with football events at the London Stadium, and those which coincide with concert events at the London Stadium, respectively. Where maximum capacity events can be held, the maximum capacity of 21,500 is stated. This capacity could be comprised of solely MSG Sphere, or of the combined capacity of MSG Sphere and the Music Club where they have
the same event start and finish times. Due to their frequency, all event timings assume that there is a simultaneous event held at the O2 Arena.

A number of the coincidence scenarios mitigated in this chapter are based on full capacity events at the London Stadium. When events at the London Stadium are known in advance to be less than full capacity e.g. a concert with a stage set up designed for a 60,000 capacity crowd, it will be possible for the capacity at MSG Sphere to increase accordingly compared to if there was a full 80,000 capacity concert. The extent to which it can be increased will be confirmed on an event by event basis through the licensing process and in communication with the London Stadium. When London Stadium events are configured to be at full capacity, MSG Sphere events will be mitigated where reasonably foreseeable.

7.1.2 The Music Club

Where the Music Club has different event timings to MSG Sphere, these venues are able to operate simultaneously taking the overall site capacity above 21,500. Staff are not included in the 21,500 limit as they have different travel patterns which sit outside of the peak times. Simultaneous operations at the Music Club and MSG Sphere (although with different start and finish times), in addition to a full contingent of 1,000 staff would reach the overall limit of 25,000 people on the site.

7.1.3 Maximum capacities

Where the results of one of the assessments indicates that a maximum capacity event could not be accommodated without a significant impact on the transport network, the maximum capacity before this significant impact occurs has been stated.

In the case where more than one assessment requires capacity to be limited, the worst-case assessment has been considered. Where capacity limits are stated a key is used to identify which assessment determines the limiting factor; crowd management (C), Rail/Underground (R), Station (S) or Highways (H).

7.1.4 Coincidence with London Stadium

Where event capacity is limited to zero on the basis of Crowd Management, this indicates that the management of London Stadium crowds would preclude major event crowds arriving or departing MSG Sphere during that period. However, it will be possible to hold events at the Music Club and continue to operate other uses on the Site during these periods by using alternative exits and entrances from the site.
### Event Finish Times – No Event Clashes

<table>
<thead>
<tr>
<th>Event Finish Time</th>
<th>Monday – Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00 – 16:15 inclusive</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>16:30</td>
<td>15,000 (H)</td>
<td>15,000 (H)</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>16:45 – 18:30 inclusive</td>
<td>0 (S)</td>
<td>0 (S)</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>18:45 - 23:00 inclusive</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>23:15</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>19,936 (R)</td>
</tr>
<tr>
<td>23:30</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>11,860 (R)</td>
</tr>
<tr>
<td>23:45</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>CLOSE</td>
</tr>
<tr>
<td>00:00</td>
<td>18,859 (R)</td>
<td>21,500</td>
<td>21,500</td>
<td>CLOSE</td>
</tr>
<tr>
<td>00:15</td>
<td>CLOSE</td>
<td>21,500</td>
<td>21,500</td>
<td>CLOSE</td>
</tr>
<tr>
<td>00:30</td>
<td>CLOSE</td>
<td>CLOSE</td>
<td>CLOSE</td>
<td>CLOSE</td>
</tr>
</tbody>
</table>

(H) – Highways, (R) – Rail/Underground, (C) – Crowd Management, (S) – Station

### Event Finish Times - London Stadium Football Clashes

<table>
<thead>
<tr>
<th>Event Finish Time</th>
<th>Monday – Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00 – 15:45 inclusive</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>16:00</td>
<td>8,600 (S)</td>
<td>8,600 (S)</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>16:15</td>
<td>4,300 (S)</td>
<td>4,300 (S)</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>16:30 – 18:30 inclusive</td>
<td>0 (S)</td>
<td>0 (S)</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>18:45 - 23:00 inclusive</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>23:15</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>19,936 (R)</td>
</tr>
<tr>
<td>23:30</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>11,860 (R)</td>
</tr>
<tr>
<td>23:45</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>CLOSE</td>
</tr>
<tr>
<td>00:00</td>
<td>18,859 (R)</td>
<td>21,500</td>
<td>21,500</td>
<td>CLOSE</td>
</tr>
<tr>
<td>00:15</td>
<td>CLOSE</td>
<td>21,500</td>
<td>21,500</td>
<td>CLOSE</td>
</tr>
<tr>
<td>00:30</td>
<td>CLOSE</td>
<td>CLOSE</td>
<td>CLOSE</td>
<td>CLOSE</td>
</tr>
</tbody>
</table>

(H) – Highways, (R) – Rail/Underground, (C) – Crowd Management, (S) – Station

### Event Finish Times - London Stadium Concert Clashes

<table>
<thead>
<tr>
<th>Event Finish Time</th>
<th>Monday – Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00 – 15:45 inclusive</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>16:00</td>
<td>8,600 (S)</td>
<td>8,600 (S)</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>16:15</td>
<td>4,300 (S)</td>
<td>4,300 (S)</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>16:30 – 18:30 inclusive</td>
<td>0 (S)</td>
<td>0 (S)</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>18:45 - 21:45 inclusive</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>22:00</td>
<td>14,387 (R)</td>
<td>14,387 (R)</td>
<td>20,418 (R)</td>
<td>5,148 (R)</td>
</tr>
</tbody>
</table>
Concept of Operations

<table>
<thead>
<tr>
<th>Event Start Time</th>
<th>Monday - Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>19:00</td>
<td>6,500 (H)</td>
<td>6,500 (H)</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>19:15</td>
<td>9,500 (H)</td>
<td>9,500 (H)</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>19:30</td>
<td>18,000 (H)</td>
<td>18,000 (H)</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>19:45</td>
<td>19,000 (H)</td>
<td>19,000 (H)</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>20:00</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
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</tr>
<tr>
<td>20:15</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>20:30</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>20:45</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>21:00</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>21:15</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>21:30</td>
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<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>21:45</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>22:00</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
</tbody>
</table>

(H) – Highways, (R) – Rail/Underground, (C) – Crowd Management, (S) – Station

It should be noted that the thresholds are not intended as absolute limitations on the capacity of MSG Sphere, but benchmarks under which overall demand should be kept through mitigation, including where appropriate, limitation on demand. Thresholds represent the maximum capacity of MSG Sphere, above which significant impacts will occur without further mitigation. In order to ensure these thresholds will not be exceeded, MSG will work with the London Stadium through the SAG forum.

7.1.5 Event Starts

The table below shows the maximum capacity at each potential start time for MSG Sphere when there are no clashes with events at the London Stadium. When there are no clashes with events at the London Stadium, it is possible to host full capacity events starting from 20:00 onwards.

It should be noted that the profile shown in the table below assumes that doors for the event will open at 18:00, with the main event start at 20:00. These profiles have been used throughout this assessment. For events that start between 11:00 and 17:00, visitor arrivals would occur outside of the peak hours and therefore a full 21,500 capacity event could be accommodated between 17:00 and 18:45.

Event Start Times - No Event Clashes
7.1.6 London Stadium Football

The table below shows the maximum capacity at each potential start time for MSG Sphere when there are clashes with football events at the London Stadium. When events clash with midweek football matches at the London Stadium there will be significant congestion in Stratford Station. However, if the MSG Sphere event start time was moved back by 30 minutes to 20:30, there would be no significant impact.

<table>
<thead>
<tr>
<th>Event Start Time</th>
<th>Monday - Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>19:00</td>
<td>3,250 (H)</td>
<td>3,250 (H)</td>
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<td>22:00</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
</tbody>
</table>

(H) – Highways, (R) – Rail/Underground, (C) – Crowd Management, (S) – Station

7.1.7 Weekend start times

For all weekend events, even those which clash with events at the London Stadium, it will not be necessary to change MSG Sphere start times.

7.1.8 London Stadium Concerts

The table below shows the maximum capacity at each potential start time for MSG Sphere when there are clashes with concert events at the London Stadium. When events clash with midweek concerts at the London Stadium it will be necessary to move MSG Sphere event start time back by 60 minutes to 21:00 to avoid congestion in Stratford Station.
**Event Start Times - London Stadium Concert Clashes**

<table>
<thead>
<tr>
<th>Event Start Time</th>
<th>Monday - Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
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<tbody>
<tr>
<td>19:00</td>
<td>0 (S)</td>
<td>0 (S)</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>19:15</td>
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<tr>
<td>19:30</td>
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<tr>
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<td>4,300 (S)</td>
<td>4,300 (S)</td>
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<td>21,500</td>
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<tr>
<td>20:00</td>
<td>7,500 (H)</td>
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<tr>
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<td>10,500 (H)</td>
<td>10,500 (H)</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>20:30</td>
<td>12,900 (S)</td>
<td>12,900 (S)</td>
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<td>20:45</td>
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<tr>
<td>22:00</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
<td>21,500</td>
</tr>
</tbody>
</table>

(H) – Highways, (R) – Rail/Underground, (C) – Crowd Management, (S) – Station

### 7.2 Local Context

*Figure 7.2 Arrival and departure routes*
The arrival and departure routes for ticketed guests for a full capacity event are set out below:

The number of ticketed guests using pedestrian routes between the Stratford Regional station ticket halls and MSG Sphere is the main focus of attention, the pedestrian route to Angel Lane via the Stratford gyratory to a lesser extent.

This peak activity is expected to be concentrated over short periods of time during the ingress and egress periods of an event, the matrix of event coincidences and outline crowd management plans at Appendices 1 and 2.

The new bridges linking the Site to the existing Town Centre Link Bridge and Montfichet Road are detailed in the planning submission.

The Montfichet Road modification proposal is detailed elsewhere in the submission. The scheme widens the footway on the eastern side of the highway to allow for the lifts and stairs from the two bridges to land and create space for guests to progress to and from their transport route, as well as space to create crowd management “reservoirs”, where guests can be held comfortably in order to optimise the flow of guests into the transport hub.

7.3 Crowd management of arriving and departing guests

Initial crowd modelling has been undertaken to inform the outline plans presented in this document. Further studies will be used to shape and inform the strategy prior to implementation and the details captured in a detailed VOM and the related policies and standard operating procedures.

The management of arriving and departing guests will evolve over time and will be the subject of extensive consultation with relevant stakeholders. Moreover, this strategy will continue to be discussed and agreed with the relevant stakeholders before being implemented, tested and adapted once the venue is operational. This allows for the on-going development of Stratford prior to the venue becoming operational.

Established best practice wayfinding principles have been incorporated into the design, considering all user types and event modes, and considering event day, non-event day and general approach routes. The three main routes include general admission, hospitality and back of house operational areas, for both event and non-event purposes.

Wayfinding measures include easily interpreted signage, regular and easily identifiable placement of signage, lighting and landmark cues. The wayfinding design is influenced by the ticketing strategy and has determined how entrances, circulations, and egress routes are named. The information on individual ticket design will inform visitors to the route they are required to take through the site to their seat.

The Applicant will create and promote “meeting points” on the Site and discourage guests from meeting around the entrances to the local stations, reducing the number of people congregating around these key locations.

7.4 Principles of effective crowd management

In each of the crowd management scenarios detailed in Appendix 1 a consistent approach has been adopted by the Applicant, to ensure the safety of guest, staff and
other users of the space can be maintained and the operation is readily repeatable. The approach is summarised below.

7.4.1 Assessing risks

The process of identifying, categorising and assessing hazards and prioritising the allocation of resources in order to mitigate those risks, considering audience type, environmental conditions and the interaction with other users of the space. The Applicant has already engaged with local businesses to understand their operations and will continue to do so up to and beyond opening as the local environment evolves.

7.4.2 Preventative actions

Setting out practical, well proven operational measures, including effective communication to crowd management personnel and guests, well trained people, appropriate temporary infrastructure and management oversight to address identified risks and the documents that set out the Applicant's plans to mitigate them.

7.4.3 Event planning

Gathering data and background information specific to the event scenario in order to assess risks and to develop or modify plans. Proactively liaising with key stakeholders and delivery partners to ensure clarity on event details, roles, responsibilities, resources and expected actions. Prioritising the safety and security of guest, staff and other users and documenting accurately the specific event management plan well in advance.

7.4.4 Communication methods

Putting in place robust, simple and effective communication systems, processes and protocols across the development and testing these regularly. Ensuring communication to guest and other users is consistent with the operating plans but flexed to reflect the event environment. Establishing and maintaining highly effective operational communication between the Applicant and key neighbouring businesses.

7.4.5 Emergency planning and procedures

Identifying foreseeable circumstances, considering and recording the impacts on existing plans of an emergency situation. Pre-planning responses and reinforcing or amending roles and responsibilities in a developing environment, in conjunction with the emergency services, local businesses and relevant agencies. We envisage a series of desk top exercises with the emergency services, local authority and neighbouring businesses.
7.4.6 Monitoring operations

Measuring the actual outcomes of operational plans against expectations and ensuring that plans are being executed as intended, collating feedback from staff, guests and other users of the space. The experience of other users, including local residents, shoppers, people using the coach station, people with accessibility needs and cyclists are all central to this monitoring and the subsequent reviews.

7.4.7 Reviewing operations

Checking operational measures are still effective, identifying areas for improvement and modifying plans when appropriate, taking input and sharing findings with key stakeholders.

7.4.8 Management structure and decision making

The outline management structure relating to crowd management is provided below. It demonstrates both the authority invested in the local teams to respond to circumstances quickly and effectively as well as the oversight provided by the Director of Operations, via the constant monitoring role undertaken by the Control Room. The Designated Event Director is responsible for event planning and co-ordination with neighbouring businesses, the police and the relevant local authority agencies.
7.5 Coincidence of events with neighbouring activities

MSG Sphere will operate events when other activities are taking place in the vicinity. The prime issues to consider relate to:

- Westfield Stratford City activity
- London Stadium activity
- Queen Elizabeth Olympic Park activity
- Copper Box activity
- Lee Valley Venues activity

From the preliminary assessments of MSG Sphere ingress and egress patterns, observations of London Stadium events and Westfield activity, the Applicant is confident that with professionally planned and implemented crowd management measures, MSG Sphere can operate fully in all of the event coincidence scenarios covered in the Event Coincidence Matrix at Appendix 1. Included in the analysis are the anticipated impacts on the London Stadium egress times where an impact is discernible.

For both the arrival and departure of MSG Sphere guests during busy shopping periods, coordination with Westfield will be enhanced and any micro crowd management plans agreed in advance in order to safely accommodate all visitors to the area.

The Applicant is committed to providing the resources, in terms of both quality and quantity of people, guest communication, signage and crowd management infrastructure to achieve this consistently and to a high standard of safety and comfort to guests.

7.6 Guest arrivals

The key pedestrian routes to MSG Sphere will be:

- Across the Town Centre Link Bridge to Bridge 3, either from Westfield or from Stratford Station
- Across Montfichet Road onto Bridge 1 or 2
- From Angel Lane

Based on the anticipated arrival point of guests in the local area, the following arrival patterns at MSG Sphere are expected:
The number and likely timing of guests using pedestrian routes during the arrival period for any event is not anticipated to be sufficient to require segregated guest routes or road closures. This is set out in the table below:

<table>
<thead>
<tr>
<th>Route</th>
<th>Origin</th>
<th>Percentage of Guests</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stratford Station Mezzanine  Town Centre Link Bridge  Bridge 3</td>
<td>Jubilee Line, DLR, Central Line, Stratford Bus Station, Stratford Centre parking</td>
<td>25%</td>
</tr>
<tr>
<td>Stratford Station Northern Ticket Hall  Bridge 2</td>
<td>Elizabeth Line, Central Line, Rail, Overground</td>
<td>53%</td>
</tr>
<tr>
<td>Westfield  Bridge 3</td>
<td>Westfield Parking, Hotels, Westfield Shops and Restaurants (link trips)</td>
<td>15%</td>
</tr>
<tr>
<td>Montfichet Road  Bridge 1</td>
<td>Stratford International Station, Stratford City Bus Station, Drop-Off</td>
<td>6%</td>
</tr>
<tr>
<td>Angel Lane</td>
<td>Walking Routes, Maryland Station</td>
<td>1%</td>
</tr>
</tbody>
</table>

Stewarding will be provided on key routes during the ingress period to welcome and provide information to guests. The use of Hitchcock Lane as a pedestrian route will be discouraged. Mobile teams will be deployed to pre-empt or respond to any local need for additional crowd management.

An MSG Sphere Safety Officer will be responsible for the management and stewarding of all key routes to MSG Sphere during the ingress period. They will be based in the Control Room and utilise CCTV, PA systems and Radio Communications to direct and oversee the operation.

Guests will be directed to a specific set of entry points, detailed on their ticket, based on the location of their seat within MSG Sphere, although they will be free to use any of the pedestrian connections to access the site. The use of pre-event guest communication, intelligent ticketing systems, mobile applications, variable signage and the deployment of well-trained staff will support the guest arrival operation.

This will be reinforced by signage and wayfinding totems on the site and information provided with event tickets. The plans below show guest ingress at Levels 1, 2 and 3:
Figure 7.6 a, L01 Ingress Plan
Figure 7.6 b, L02 Ingress Plan
7.7 Guest departures

Guest egress has been crowd modelled and assessed with a particular focus on:

- Pedestrian entrance and exit points
- Routes towards Stratford Regional Station
- Routes towards Stratford International Station
- Routes towards Maryland Station, which may be used more extensively in contingency plans rather than normal operations

The crowd management team will operate within the pre agreed plans set out in Appendix 2, but will also have a number of prepared micro contingencies to adapt to the specific needs of each event circumstance. These will be co-ordinated from the control room. The landscape design will provide observation points which, combined with variable message signage and local PA will allow for refinements to the plans and reassurance to departing guests.
During egress periods from the largest events, routes back to local transport modes will be fully managed. Guests will be encouraged through stewarding and signage to leave the podium via their nearest exit that leads to their destination after exiting MSG Sphere. Full crowd modelling has been undertaken of MSG Sphere internal layouts and this has informed the estimated exit profile and distribution. The exit routes by bridge are summarised below:

<table>
<thead>
<tr>
<th>Bridge</th>
<th>Guests</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bridge 1</td>
<td>1,527</td>
<td>7.1%</td>
</tr>
<tr>
<td>Bridge 2</td>
<td>6,902</td>
<td>32.1%</td>
</tr>
<tr>
<td>Bridge 3</td>
<td>11,524</td>
<td>53.6%</td>
</tr>
<tr>
<td>Angel Lane</td>
<td>1548</td>
<td>7.2%</td>
</tr>
</tbody>
</table>

On occasions when the crowd management of stadium visitors restricts access to the Town Centre Link Bridge and Bridge 3, we will manage an alternative pedestrian route for guests for the ancillary venues, using the Angel Lane connection.

Whilst peak egress is underway for MSG Sphere, guests requiring access to the ancillary venues on the Site will also be managed via the Angel Lane route.

During peak stadium egress periods, guests from MSG Sphere departing via Stratford International will be directed via Westfield rather than Montfichet Road and International Way to ensure they join the station queuing system in the optimal location.

### 7.7.1 Egress times

Egress times from the local area will depend on a number of factors:

- Background demand within the Station
- Coordination with crowd management from other events, including the London Stadium
- Background demand within Westfield and on surrounding footways and station entrances
- Available transport capacity at Stratford Station

In scenarios when limited transport capacity increases egress times, guests will be held outside the station and allowed to enter at a rate the station can accommodate. This will require close communication and coordination with TfL.

For events with very little background demand in the local area egress is expected to take around 20 minutes. During periods when the station is busy this is expected to increase to up to 30 minutes.

When crowd management is being undertaken in coordination with the management of London Stadium crowds into Stratford Station, egress times may increase to around 45 minutes.
7.8 Integration with Westfield, London Stadium and Queen Elizabeth Park activities

The Applicant will plan events, communicate key event parameters and coordinate with the Westfield Operations Team, London Stadium Operations Team and the Park Safety Officer as part of the agreed event management co-ordination protocols.

The Applicant will mutually share details of events taking place across Stratford, the proposed arrangements for the use and coordination of venues and the public areas of the site and, in particular, the management of guest travel, access and egress to the local stations when multiple events are taking place.

The Event Scenarios Matrix (Appendix 1) and Outline Crowd Management Plans (Appendix 2) cover the various scenarios and operational responses for operational interactions with neighbours.

During the construction and fit out stages leading up to opening, the Applicant is committed to participating in a programme of contingency planning events with neighbours and relevant agencies to establish and test how incidents across the Stratford area impact on each business and how individual and collective responses can be refined. This contingency planning will pay particular attention to the dispersal of the public in circumstances where one or more of the local businesses are in evacuation mode.

To support this integrated planning, the Applicant will join the established forum and commit to supporting the sharing of intelligence and placement of operational managers in neighbouring control rooms when this is appropriate. The Applicant is committed to the sharing of CCTV images on a reciprocal basis with our neighbours.
8. Local Stations Operations

The Transport Assessment details the crowd modelling of Stratford Regional Station, including coincidences with events at neighbouring businesses and peak period of station usage.

The TA clearly identifies that the station is already congested at some periods and requires crowd management inside the station by TfL. The TA identifies periods when it is highly preferable to avoid additional passenger loading in the station.

The TA is extensive and the following section only sets out the outline management responses. These will be developed further in the VOM.

8.1 Queue management resources

Where crowd modelling predicts that queues will form at stations, these will be managed through a combination of queue barriers, signage and event staffing, including trained crowd marshals.

The queue management systems detailed in Appendix 2 contain 'break points' where stewards are able to hold guests from moving any further forward in case of an issue or capacity constraint within the station. These break points will be discussed and fixed in consultation with London Underground Limited (LUL) and LBN and with the approval of the Station Manager.

8.2 Requirements for queue management at stations

The event coincidence matrix (Appendix 1) and the corresponding Outline Crowd Management Plans (Appendix 2) set out the occasions when queue management will be necessary and where and how this will be delivered.

8.3 Background demand

During the creation of the crowd management plans, consideration has been given to local users gaining access during the busiest periods, with dedicated entrances or lanes for background users. Station management plans will seek to ensure gate line capacity will be made available to non-guests.

8.4 Station entrances

In order to ensure that the guest departure times can be achieved, it will be necessary for TfL to allocate sufficient gates at the two key station entrances for MSG Sphere guest egress.
8.5 Station management

TfL, LUL, DLR and TOCs will implement their event day Operational Plans to enable safe and efficient operation of their lines at Stratford International and Stratford Regional stations.

It is likely that a joint communication plan will provide consistent and current messages regarding station and service restrictions, as well as the best services and routes to use on event days. This Operational Plan is subject to regular review and will be amended as TfL, LUL, DLR and the TOCs gain an improved understanding of passenger demand and travel patterns in the months following the opening of MSG Sphere. For security reasons, the details of this plan will not be made publicly available.

Wayfinding and signage regimes will require updating to best utilise pedestrian routes within the stations and in recognition of MSG Sphere guests’ specific routing requirements to and from the venue.

As step free access is better via the Northern Ticket Hall route this will be advised in advance to all guests. The Applicant will co-ordinate closely with station management on accessibility provision and specifically mobility assistance provision.

8.6 Redundancy

The loss of one or more underground line will result in queuing times for local transport being extended. The extent to which these delays are extended will depend entirely on the extent and time of disruption. It is important to state though that the range of rail services operated through the Stratford stations provide a very high level of resilience in response to disruption.

The extent of queuing at Stratford Regional Station, and hence the time taken for all guests to board rail services away from the local area, is likely to be defined by the crowd management operation in the local area rather than be a direct consequence of the available transport capacity. MSG will use the methods set out in the detailed crowd management strategy and implementation plans to ensure guest access to the station entrances is professionally managed.
8.7 Last trains

<table>
<thead>
<tr>
<th>Train Service</th>
<th>Direction</th>
<th>Monday - Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central</td>
<td>Westbound</td>
<td>00:12</td>
<td>Night Tube</td>
<td>23:22</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Eastbound</td>
<td>00:49</td>
<td>Night Tube</td>
<td>00:01</td>
<td></td>
</tr>
<tr>
<td>Jubilee</td>
<td>Westbound</td>
<td>00:11</td>
<td>Night Tube</td>
<td>23:37</td>
<td></td>
</tr>
<tr>
<td>Elizabeth Line</td>
<td>Westbound</td>
<td></td>
<td>Before 1:00 A.M.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Eastbound</td>
<td></td>
<td>Before 1:00 A.M.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DLR</td>
<td>Poplar</td>
<td>00:40</td>
<td>00:40</td>
<td>00:40</td>
<td>23:40</td>
</tr>
<tr>
<td></td>
<td>Eastbound</td>
<td>00:33</td>
<td>00:33</td>
<td>00:33</td>
<td>23:33</td>
</tr>
<tr>
<td>Overground</td>
<td>Westbound</td>
<td>00:15</td>
<td>00:15</td>
<td>00:15</td>
<td>23:00</td>
</tr>
<tr>
<td>Greater Anglia</td>
<td>Westbound</td>
<td>23:58</td>
<td>00:18</td>
<td>01:25</td>
<td>00:45</td>
</tr>
<tr>
<td></td>
<td>Eastbound</td>
<td>00:25</td>
<td>23:57</td>
<td>01:05</td>
<td>01:15</td>
</tr>
<tr>
<td></td>
<td>Eastbound</td>
<td>00:19</td>
<td>00:19</td>
<td>00:19</td>
<td>23:44</td>
</tr>
</tbody>
</table>

8.8 Other local stations

The use of Maryland station as a suggested ingress and egress route is being considered for a number of contingency scenarios. Where this is required, crowd management and safety resources plans will be developed accordingly.

We will develop plans to utilise other stations and how to communicate this to guests in circumstances where Stratford Regional Station has significant disruption.
9. MSG Sphere Operations

MSG is a very well-established venue owner and operator. The Applicant is committed to employing a highly professional management team, experienced and with a track record of delivering high quality events in a safe and secure venue.

The VOM will be developed throughout the construction, fit out and opening phases and will draw together all of the policies, procedures, contingency plans, along with the staff training plans, to form a suite of operational documents.

The draft contents page of the VOM is provided in Appendix 3. This demonstrates the holistic, integrated and detailed approach the Applicant will take to delivering a world class venue and a safe, secure and welcoming environment for all users.

Some specific operational details are required at this stage of planning to reassure key stakeholders. These are set out in the following section.

9.1 Safety infrastructure and systems

The venue has been designed to host events in a highly professional manner, with operational infrastructure in place to ensure standards of safety, security and customer service are consistently high. The full design specifications are set out in other documents submitted with the planning application. The design is mindful of the needs of personnel working at the venue as well as guests and members of the public accessing the Site. A brief overview of the critical guest safety components is provided below, with more detail to follow in the VOM.

9.2 Control room operations

The control room is the operating hub for the development. The control room also provides the key operational link with Stratford Regional and International stations, Westfield Stratford City and the London Stadium. The stakeholder engagement to date has clearly established a common interest in providing a joined up approach to managing safety and security across the neighbouring businesses. The VOM will capture how this agreed intention will be delivered in practical terms.

Planning for the functionality of the suite of rooms, procurement of equipment and supporting systems will continue through the construction stage ready for the fit out stage. Further details of all the points provided below will follow.

The CCTV coverage of the development will be extensive and is captured in the Security Strategy. All of the crowd management scenario locations will have either complete or partial CCTV coverage controlled by the Applicant, with the anticipation that neighbouring businesses will provide additional feeds to help us safeguard the movement of all users in the vicinity of the development. The Applicant will work with neighbouring businesses and the relevant agencies to coordinate CCTV coverage and identify areas where additional CCTV coverage is required.

Information for neighbouring businesses, updates on attendance, arrival numbers, amendments to planned show timings etc., will all come via the Control Room. This will
include social media updates. Similarly, updates from transport providers, local businesses and social media will be received and collated by the Control Room and utilised to optimise the operations for the event.

All radio communication for the development will be managed from the Control Room using proven protocols and methodology from operating similar venues. The Applicant will take care to use the same nomenclature as our neighbours and ensure clarity of messaging for radio users relating to the local environment outside the development. The alert messaging protocols will be cognisant of those used by neighbouring businesses.

### 9.3. Generic equipment

Staff uniforms will be distinct, practical, highly visible and appropriate for the location, weather and needs of the staff member.

Communication devices will be provided to key operational staff that ensure effective two way communication to the Control Room as well as live updates on transport, show timings and any operational changes for the specific event.

Barriers will comply with all relevant safety standards, be appropriate for the use intended, be well maintained, stored and transported in a safe manner. Barrier layouts will conform to the approved crowd management plans and will only be adjusted with authorisation from the Control Room.

Signage, whether permanently installed, variable or temporary will comply with best practice in terms of legibility and will reinforce the messages provided to guests via other communications and provide simple orientation and route guidance.

PA systems will be used to ensure guests are kept informed of the current situation, likely queue times, transport updates and safety messages. These messages may be from the Control Room or using local devices with bespoke messages for that particular audience.

### 9.4 Staff qualifications, training and briefing

All managers and staff will have the appropriate qualifications or accredited training and certification to undertake their role according to legislation and best practice guidance at the time of opening the venue. Records for each employee and contractor will be maintained to provide evidence of this when required.

Management and supervisory resources will be carefully assessed and planned prior to opening to ensure spans of control are appropriate and effective. Resource needs will be reviewed as part of the general performance monitoring processes.

Any services outsourced to external providers will be procured to deliver the standards expected by the Applicant and have safeguards to ensure the operational efficacy of the venue is not in any way compromised.

The Applicant is committed to extensive management, supervisory and general personnel training. The quality of the guest experience is a key business driver, with frontline staff critical to the consistent delivery of exemplary service, safety and security.
Training and briefing prior to the public opening of the venue will be extensive and will cover:

- Orientation around the venue
- Venue policies and procedures
- Role specific requirements
- Customer Service ethos and practice
- Safety and Security
- Role in an emergency situation

The training programme for crowd management personnel will include specific safety-based content, helping to explain the detail and importance of their role, why the operation is in place, the key issues to monitor and the best means of communicating with other team members and guests alike. The training will cover, in detail, the crowd management scenarios detailed at Appendix 2.

Irrespective of how Managers and Supervisors are employed, the Applicant will ensure a consistency of deployment at key locations along with managed rotation to build resilience and reduce attrition.

The Employment and Skills Strategy document provides the details of the Applicant’s approach. The Applicant fully recognises that the selection, recruitment, training and on-going development of operational staff is integral to creating a high performing venue team.

9.5 Integration with security plans

The crowd management plans have been developed in conjunction with the development security strategy and recognise the priorities and concerns of the Police and Counter Terrorism agencies.

Whilst the crowd management scenarios generally focus on high volumes of pedestrian movement, the Applicant is also aware of and planning for queue management across the Site. The VOM for these spaces will be consistent with the MSG Sphere Operations and Security strategies.

9.6 Sharing information with other control rooms

The Applicant is fully committed to supporting the operational success of neighbouring businesses and recognises the opportunity to improve visitor service, safety and security to the Stratford area by sharing intelligence. During the procurement phases, the interoperability of safety and security systems will be a selection criteria.

As well as systems, the need to have a good understanding of the neighbouring operations is paramount and supported by maintaining positive relationships between the respective control rooms and operational teams. The Applicant is committed to working closely with our neighbours and building a highly effective operating team across the wider Stratford estate, as well as providing exemplary service to our own guests and support for our own operating teams.
9.7 Integration with the fire strategy

MSG Sphere will be operated in accordance to the details sets out in the Fire Strategy submitted as part of the application. The VOM will incorporate the operational processes and procedures necessary to ensure adherence to the building design and fire strategy. The objectives of the fire-engineered solution are to:

- Prevent fires from occurring;
- Detect any fires quickly;
- Provide management with appropriate information so the actions to be taken can be determined;
- Protect occupants by giving early warning using an appropriate alarm system;
- Managed, controlled evacuation of occupants starting with those initially at risk;
- As appropriate, suppress and/or contain the fire;
- Limit business loss and operational disruption to the proposed development; and
- Protect the property.

A brief summary of the strategy relevant to the operation of the venue is set out below:

- MSG Sphere will include a digitally addressable, multi-zoned automatic fire detection system. The fire detection system will be linked to other systems such as the Building Management System, mechanical plant, lifts, smoke ventilation, fire shutters and security and communications systems to facilitate implementation of the fire and safety strategy.
- A Public Address and Voice Alarm (PAVA) system will cover the exterior podium areas and the bridges which lead from MSG Sphere to allow for the management team and, or Fire Services to issue instructions for occupant assembly or dispersal, as appropriate.
- The sprinkler / suppression system will be designed to suit a wide range of individual hazards involved with such a complex structure and use.
- Smoke management systems will be provided to support the evacuation strategy and prolong the period available for escape beyond the period required. Smoke clearance systems are also used in the back of house areas to aid internal firefighting operations.
- Providing appropriate number and means of escape has been integral to the venue design.
- Exit routes will be illuminated and clearly signed facilitating occupant movement through and away from the site.
- Dedicated evacuation lifts designed with fire safety features have been provided for use in emergency events, to provide for the egress of mobility impaired persons. Each floor will be provided with a suitably sized area of refuge for the anticipated number of wheel chair users.
- A dedicated fire control room will house the active fire system panels and will provide a central command centre to manage fire-fighting operations.
- Vehicle access for emergency services will be provided via a separate access point from the publicly available access. This location provides dedicated firefighting shafts, including a fire fighting lift and stair, enclosed in material providing 2 hours of fire resistance.
- Firefighting shafts will be provided within the internal structure of MSG Sphere to provide a safe route to all floors. The shaft includes a protected stair, ventilated lobby, firefighting lift and a wet main to provide water close to the seat of the fire.
- To facilitate the deliverance of considerable quantities of water for firefighting purposes, wet rising mains will be installed. Outlets will be placed at strategic locations within MSG Sphere to allow firefighters to either extinguish or prevent the spread of fire.
• A system of private pumped fire hydrants will be provided, in addition to the wet riser system, as no publicly available fire hydrants are located within acceptable distances of MSG Sphere.

The VOM will detail the fire safety management procedures that prevent and contain fires and maintain the occupant safety at all times, including circumstances where an evacuation is necessary. The VOM will include details of:

• On-going risk assessment and operational review.
• Housekeeping, maintenance and testing processes, including work control systems and routine checking, logging and auditing of fire safety management systems.
• Operation of fire related building management systems, including; fire alarm panels, smoke ventilation and extract, sprinkler or suppression systems, communication systems, CCTV and other detection systems.
• Staff training for raising the alarm, alerting the public, tackling local fires and evacuation roles, including specific procedures for assisting guest with any mobility impairment.
• Control and communication, with incident control based in Bronze Control, and communication protocols to ensure effective cascading and escalating of information throughout the venue operational team and with relevant external stakeholders, most particularly the Fire Service.
• Any variations to procedures to reflect the particular event audience demographics and their expected behaviour.
• The risk assessment and approval process for any temporary or permanent provision of event overlay, change to the venue layout, materials, furniture and fittings brought into the venue or alteration to safety systems.
• Managing access and assisting the attending emergency services.
• Contingency plans covering the potential causes or impacts of a fire related incident.

9.8 Operational contingency planning

For all of the crowd management scenarios a series of contingency plans will be developed and tested to accommodate variations in expected arrival and departure profiles and the impacts of travel disruption. Some of the major contingencies are detailed within the submitted plans, others will be developed as the planning evolves and will be captured in the VOM.

9.9 Incident management

Incident management plans will be developed for all foreseeable circumstances in advance of the opening of the venue and shared with key stakeholders and the relevant agencies. These will be tested using desk top exercises and practised when appropriate. The incident management plans will cover:

• Roles and Responsibilities
• Authority levels and decision making protocols
• Communications, internally within MSG Sphere, externally with key stakeholders and with guests and the neighbouring public
• Personnel and vehicle access routes and RVP’s
9.10 Access control and accreditation

All managers, staff and contractors will enter the venue through the prescribed access point, where, without exception, their personal security accreditation will be checked, either by visual inspection or using an accreditation reader and access device. Stringent security measures will be in place at all times to ensure only suitably accredited people enter the venue and that appropriate background checks have been undertaken in advance of such accreditation being issued. Accreditation rights can be withdrawn remotely, at any time, with the accreditation invalidated.

The number of event staff for each functional area, their deployment, start and finish times, details of equipment issued and uniforms will all be detailed in the VOM. The draft contents of the VOM are shown in Appendix 3 and will cover all personnel working at the venue, including:

- Control Room Personnel
- Supervision
- Stewards
- Security Officers
- Cleaners
- Caterers
- Medical Staff
- Fire Officers
- Maintenance engineers

9.11 Policies and procedures

Extensive policies, procedures and training material will be produced leading up to the opening of the venue, applying industry best practice to the specific requirements of MSG Sphere. Examples of the procedures include:

- Venue opening and closing
- Command, Control and Communication (C3) protocols
- Crowd management at designated external locations
- Guest arrival and departure processes
- Guest for other attractions
- Talent arrival and departure
- Visitors to the site
• Full and partial venue evacuation
• Contingency plan implementation
• Closing the site
• Event communications protocols
• Reporting an incident or need for assistance
• Accessibility assistance
• Searching guests and items in their possession
• Ejection of guests
• Dealing with a medical incident
• Monitoring no smoking areas and designated smoking areas
• Staff Briefing

A full list and link to all the operating procedures for MSG Sphere will be developed and incorporated into the VOM.

9.12 MSG Sphere inspections

MSG Sphere will operate under the terms of the relevant Premises Licences at all times and will be subject to regular inspection. The Applicant fully understands its obligations to provide a safe and secure venue for staff, ticketed guests and visitors.

9.13 Non-event day operations

“Non-event” refers to times when MSG Sphere does not have an active event within the venue open to guests. The tenanted spaces or ancillary venues: the Music Club, the restaurant/members’ lounge/nightclub, the restaurant/bar and retail spaces may still be operating during non-event days. When the remainder of the Site is closed, access to these ancillary venues will be via the Town Centre Link Bridge and Bridge 3. Staff, barriers, lighting and signage will be deployed to provide a safe and discernible route for guests to and from these venues.

The safety and security of people using the site on non-event days remains the Applicant's highest priority. Section 10 of the CONOPS covers the management of the open space. The levels of activity and specific needs of the various other tenanted spaces will be captured in the VOM and the corresponding and consistent operations manuals for the specific units. Reflecting this commitment, the Applicant will maintain operational cover for the following:

• The Control Room, ensuring operational staff are supported and have access to information updates, effective means of communication and decision making and additional response capability in dealing with any incidents.
• Mobile Patrols will be deployed to provide both vigilance, information to the public and as a deterrent to anti-social behaviour.
• CCTV coverage of the site will be 24 hours and will be utilised to ensure the effectiveness of the mobile patrols and the response times to any incidents.

• Gate opening and closing operations, to ensure procedures to prevent inadvertent trapping of public or staff within the site are followed.

• Overseeing Public Activities and monitoring the public and any activations on site.

• Maintenance inspections and remedial works.

• Cleaning operations, to maintain standards and provide another level of vigilance and incident reporting.

• Liaison and coordination with the police and neighbouring businesses.

**10. Open Space Management**

The current connections to site and the connections created by MSG Sphere are illustrated in the images below.

**10.1 Public access**

The site is generally intended to be used as an open space with public access. The layout, facilities and landscaping of the open space is set out in the planning application.

The following details set out MSG's broad intentions for the site.

The Site will be open until midnight whenever there are any premises open to the public at the development (including not only the main entertainment venue but also the music club, bars, restaurants etc.). Between midnight and 06.00, the Applicant will be entitled to refuse access to the Site to members of the public if they are not intending to visit premises that are open to the public at the development at that time. Pedestrian
connections to the Site may be closed with entry to and exit from the Site controlled via a single pedestrian connection (with no through route across the Site).

The Applicant will be entitled to close the site at any time in the case of emergency or in the interests of security or public safety, for the purposes of maintenance, repair, cleansing, renewal or resurfacing, where necessary for the purpose of carrying out works of construction on the Site or the adjacent land, including any railway works, where necessary to ensure that no more than 25,000 people are present on the site, for the holding of private events at the development or events on the Site for which an attendance fee is payable, for a maximum of two days per year to assert rights of proprietorship preventing public rights from coming into being by means of prescription or other process of law, at times when there are no premises open to the public at the development, where reasonably required to avoid or prevent any crime or disorderly or antisocial behaviour or for any other reasonable and proper purpose.

The plans for management of the open space will evolve over time and will be the subject of extensive consultation with relevant stakeholders.

10.2 CCTV

CCTV Operation will be managed and controlled by the MSG Sphere Safety Officer. The MSG Sphere Event Control Room will have primacy over these cameras and will work closely with the Metropolitan Police Service in providing access to these cameras when required for the purpose of incident management and crime prevention.

10.3 Open space cleaning

The VOM will set out the details of the cleaning operation for the open space.

10.4 PA systems

The Applicant has designed adequate PA for the site to ensure guests can hear key messages but without causing a nuisance to neighbours, this is covered in Chapter 7 of the Environmental Statement submitted as part of the application.

10.5 Security patrols

A safety and security team will be deployed 24 hours per day, to maintain vigilance and provide an obvious deterrent to crime or anti-social behaviour, as well as rapid reporting of any incident. The Security Strategy contains more details of the provisions for event and non-event day security.

10.6 Site access gates

The Applicant has included the provision of secure gates for the site access points to ensure the Site can be closed when required.
10.7 Policy on smoking

Public opinion and expectations of how venues and open spaces deal with ticketed guests, visitors and staff smoking are evolving. The Applicant is mindful that by the time of opening the venue public opinion and expectations are likely to have moved further towards wider prohibition.

As part of the Premises Licence applications for MSG Sphere, the Music Club, restaurants, bars, cafés and possibly the retail spaces, the approach to smoking, for guests, visitors and staff will be detailed. This will be fully explored with LBN, the licensing authority, and relevant parties, including the police, as part of the pre application process.

The Premises Licence applications will clarify which areas of the site are strictly no smoking areas in accordance with current legislation and how this will be managed and supervised. The Applicant will adhere to any subsequent changes in legislation and reflect this in updated operating plans.

The Applicant will also highlight areas that could be set aside as designated smoking areas, again with details of how such designated smoking areas will be managed, for MSG Sphere and each of the ancillary venues.

The VOM will detail how the no smoking policy and operation of any designated smoking areas will be managed and the resources, procedures and contingencies put in place to do so effectively.
11. Security Plans

A detailed security operating plan will be developed during the building construction and fit out stages, founded on the Security Strategy provided. This will be a restricted document. Relevant content will be incorporated into the VOM where this does not compromise the security of the site.

A Security Strategy for the development is included in the planning submission. The Security Strategy covers:

- Design and Access Statement
- Threat and Risk Assessment
- Secured by Design® Principles
- Security of External Spaces and Public Realm
- Security Zoning
- Vehicle Access and Hostile Vehicle Mitigation Measures
- Search and Screening
- Access Control
- CCTV
- Intruder Detection System
- Lighting
- Waste Management protocols
- Security Control Facilities
- Void Certification
- Staff

The security strategy has the primary objective of creating a safe environment, maintaining the safety of people and the protection of assets, proportionate to the threats and level of risk to which MSG Sphere may be vulnerable. The threat and risk assessment included in the security strategy has identified a number of threats, detailed in the Security Strategy, with mitigations set out for each, which will be reflected in the VOM.

The security strategy will provide mitigation that will reduce the likelihood of criminal activity taking place at MSG Sphere. This will be achieved by the deployment of trained, accredited and competent security personnel supported by protective measures and security systems. The personnel will be supported by the inclusion within the design of physical features including security rated door-sets, glazing which will delay forced access alongside security technology, which will comprise CCTV, electronic access control and intruder detection systems.

The efficient delivery of security screening operations is key to the successful operation of MSG Sphere. The guest arrival sequence has been factored into the allocation of space, to accommodate security operations without undue delay.

A cyber security strategy has been developed with the following provisions for architectural, operational controls and technologies to be incorporated into the design and operation of MSG Sphere. These include:
- industrial control systems - automated light control, physical access control systems, heating, ventilation, and air conditioning (HVAC), physical video monitoring, fire and emergency management systems, moveable architecture and elevator controls, water systems;
- enterprise systems - venue operations, point of sale, television (including IP television), audio and video board/scoreboard, networking (routers and switches); and
- communications - media / broadcast network, corporate wireless internet access, public access internet access.

The cyber security strategy is broken down into the following three functions and corresponding design measures: “Identify, Protect and Detect”. Additional measures to Respond and Recover will continue to evolve with the design and operational arrangement of MSG Sphere and will be captured in the security planning documentation.
12. Noise, Vibration and Light Management

The Environmental Statement and associated technical reports submitted as part of the application provide detail on these subjects:

- Chapter 7: Noise and Vibration;
- Chapter 10: Daylight, Sunlight and Overshadowing;
- Chapter 11: Light Intrusion and Upward Sky Glow; and
- Chapter 12 Solar Glare.

The chapters set out the relevant legislation, planning policies and other relevant standards and guidance to which the venue design, construction and operation will adhere. The sections below summarise some key points to demonstrate the holistic approach being taken to managing MSG Sphere.

12.1 Acoustic properties of the venue

The full acoustic properties of the venue are set out in the Design and Access and Environmental Statements. The following is a brief summary relevant to the operation of the venue.

The main design of the building envelope comprises two layers. The primary layer will be constructed of 400 mm thick precast concrete, with the second layer independently supported 1.5 – 3 m away and formed of material with a surface weight of 50 kg/m². The design of the envelope will provide a high amount of sound insulation, and crucially includes a lot of mass/weight that attenuates low frequency sound effectively. This structural "decoupling" improves the sound isolation performance of the system by mitigating the potential for structure-born vibration to pass between the two layers.

Other areas that comprise part of the envelope design that have been reviewed include the following:

- Building services duct penetrations;
- Loading bays access routes; and
- Concourse envelope.

The sound insulation provided between the venue’s auditorium and the concourse is rated to be $R_w$ 55 dB in all locations. The sound insulation is maintained by the use of acoustically rated lobbied entrance doors. The noise level in the concourse is predicted to be in the region of $L_{Aeq}$ 60 dB during an event, which is the equivalent of conversational speech.

The venue design has been developed to limit the potential of noise “breaking out” of the building and impacting neighbouring properties. The audio system within the seating bowl utilises beamforming technology, which allows sound to be precisely aimed to the audience while minimising sound sent to areas where it is not needed. Acoustic shutters in the backstage areas also minimise noise break out.

Environmental noise breakout from the concourse has been considered on the basis that the main doors will be closed. This has been found not to have a significant effect on the level of music audible at the receptors.
The following sections provide a brief summary of the key operational commitments which will maintain the sound, light and vibration levels agreed as part of the planning and licensing processes. These will be further defined and refined in the VOM and included in the Premises Licence applications to LBN.

12.2 Residential areas

The Applicant is committed to being respectful neighbours and have set out to design, construct and operate the venue mindful of the occupants of the neighbouring residential properties.

Noise breakout from building services and music will be controlled to meet the limits agreed with the planning authority. The objective is to avoid complaints from the nearby noise sensitive residential properties, accordingly any noise emissions will be appropriately low.

Very little vibration is expected to be produced by the operation of MSG Sphere. All building services plant associated with MSG Sphere will be appropriately isolated so that vibration from the plant will be insignificant within the adjacent properties.

The assessment and impacts of light on residents is set out in sections 12.1.2 to 12.1.6 below.

The VOM will set out how any complaints from residents regarding the operation of MSG Sphere are recorded and acted upon. Any necessary operational changes and the responses to residents will be captured to inform the on-going improvements to the operation of the venue.

12.3 Back of house usage

The back of house area has been acoustically designed to minimise sound leakage. The entrance to the loading bay is to be acoustically rated to achieve a sound insulation in the region of $R_w$ 50 dB. The partitioning separating the loading bay to the stage is acoustically rated to achieve a sound insulation in the region of $R_w$ 50 dB. These two doors are separated by over 35 m, with acoustically absorbent material included on the loading bay soffit. The noise transmission via the loading bay has been assessed to have little effect on the level of music at the nearby receptors.

A series of operational measures will be put in place and recorded in the VOM to reduce noise in this area of the venue. Some examples are provided below:

- no vehicles will be permitted to stack around HS1 box between midnight and 7am;
- vehicles will be held off site and, on arrival, progress directly into the appropriate internal service area;
- vehicle reversing will only be permitted when absolutely necessary;
- during this period no idling engines will be permitted;
- external lighting for the vehicle routes into the service areas will be dimmed in order to minimise impact on the surrounding areas;
**12.4 Access and egress of guests**

The dispersal of guests has been included in the noise assessments in order to predict the increase and change in noise climates at receptors closest to the venue. The predictions indicate that there will be a minor temporary increase in ambient noise level at all receptors and mostly no or slight increases in maximum noise levels.

The exception is the increase in maximum noise levels predicted at the Windmill Lane receptors. Mitigation measures will be put in place within the VOM and crowd management plans to reduce the potential impact. Windmill Lane is not intended to be a primary dispersal route, but would be used in some contingency plans.

Crowd management personnel will be deployed to remind guests to be sensitive to local residents, with local signage also used to reinforce this message on all access and egress routes.

The Applicant will use internal announcements and signage to remind guests to be respectful of neighbours when entering and leaving the venue, as is common practice in urban venues.

Additional crowd management measures, as required, will be identified through monitoring of crowd dispersion when in operation.

**12.5 Public address system**

The public address systems inside and outside the venue will be carefully designed and calibrated to ensure they are effective in providing important messages, but do not cause a nuisance to local residents. The volume of announcements over the PA system will be kept as low as possible whilst ensuring they can clearly be heard over the ambient noise of the crowd.

The testing of the public address system for regular event management and site security will only be carried out for a limited period during the daytime, i.e. a maximum of 15 minutes.

Operation of MSG Sphere external public address system will be in accordance with the relevant conditions of the MSG Sphere planning permission and will only be used as necessary in advance, during and after any event and for system testing at other times.

**12.6 Amplified music**

The design, construction and operation of the venue will conform to legislation, best practice and guidance with regard to events using amplified music. These are detailed in the Design and Access and Environmental Statements, along with the methods of noise
impact assessments that have been utilised. The music noise levels used for the assessment are based on those typically experienced in popular music venues in London.

Specific details on the levels of amplified music and the sound insulation provided across the venue can be found in Environmental Statement Volume 3: Appendix Noise and Vibration – Annex 8. The review of the embedded acoustic design measures indicates that even when reasonable worst case assumptions are applied amplified music will be controlled to acceptable levels at the nearby noise sensitive receptors.

The use of amplified music will be covered extensively as part of the premises licence application to LBN. During this licensing process consideration may be given to conditions that ensure that noise or vibration does not emanate from the premises so as to cause a nuisance to nearby properties.

All-night events are proposed to occur at the venue upon occasion. These events will be agreed in advance with the LLDC and will be subject to a specific Event Management Plan and relevant premises licence conditions, which will consider measures to appropriately manage potential impacts arising from an all-night event.

The VOM will reflect all operational mitigation factors required to adhere to the planning consent and premises licence conditions. During the operation, monitoring will be undertaken to determine whether additional measures to reduce effects are required.

12.7 The Music Club and restaurant/bar

The Music Club is positioned sufficiently within the building envelope to control music noise emissions so they have no impact on local receptors. The noise emissions associated with the Music Club relate to the noise produced by patrons queuing for entry. The queues will be formed on the podium level (Level 02), before moving onto the plaza level (Level 01) and into the Music Club.

The noise emissions from the Music Club queue have been assessed to result in a negligible effect at all residential receptors. Nevertheless, there are assumptions made about the behaviour of the people in the queue and the number waiting at any one time. The VOM will include specific sections on queue management and noise monitoring will be undertaken to determine whether any mitigation measures are required to reduce the potential effects experienced at the receptors.

The queues are expected to contain 100 people at any one time. There will be an operational mechanism in place for managing queues during operation. The crowd and queue management procedures will facilitate good patron management, so that noise associated with the queue will be limited to people talking with raised voices.

The restaurant/bar will operate as a public house, with the noise sources associated with its operation consisting of deliveries, accounted for in general traffic, building services plant and patrons.

Any comments or complaints regarding sound emissions related to the Music Club and the restaurant/bar from local residents or businesses will be captured and a process put in place and detailed in the VOM, to ensure the Applicant provides a response in a timely manner and takes action where necessary.
12.8 The Restaurant/Members’ Lounge/Nightclub

The restaurant/members’ lounge/nightclub, as well as the Music Club, the restaurant/bar, the café and the retail spaces are likely to be operated by third parties. Further details of exactly how these venues will operate will be included in the MSG Sphere VOM once the third party agreements have been concluded.

The Applicant will ensure any contract with third party operators includes mechanisms to ensure compliance with any relevant conditions of the planning permission. The Applicant will employ a senior operational executive with oversight of each of the ancillary venues to co-ordinate operations across the site. The executive will also be mandated to manage the operational performance and compliance with the operational stipulations and parameters set out in this CONOPS and subsequent Premises Licences for each third party operator.

Premises Licence applications to LBN for each of the ancillary venues will be independent of MSG Sphere but sought simultaneously, demonstrating the interoperability of each venue. Details of the operations for each venue will be captured in the respective venue operations manuals which will be submitted as part of the Premises Licence application. MSG anticipate extensive pre application dialogue with LBN to go through the operation of each venue and ensure compliance with the four main premises licensing objectives as well as any other conditions that may subsequently be applied by LBN.

The VOM will include key references to the operation at each venue and detail how the venues will co-operate, the shared services, communication systems and processes, and the programming protocols for each venue. The MSG Sphere VOM is the master document and the respective venue operations manuals will adhere to this prime document.

The respective venue operations manuals will also cover a number of scenarios including part and full evacuations of each or all of the venues, access routes for guests to each venue and a full set of contingency plans.

Each ancillary venue will have a Designated Premises Supervisor (DPS) and a management team charged with upholding the conditions of their particular Premises Licence.

12.9 The Podium and Plaza

At night, the Music Club will be open within the plaza level (L01). In addition, the restaurant/bar and retail uses may also be open. Therefore, the Music Club queue on the podium combined with the maximum occupancies of the restaurant/bar and retail uses have been considered.

The Music Club is situated within the development’s envelope such that general music and noise emissions will be controlled by virtue of the sound insulation incorporated into the building’s envelope.

The assessment of night time operations considers 100 people in the Music Club queue with 50 of those 100 people talking (50% of the queue) with a raised vocal effort on the podium level (L02). The maximum capacity of the retail unit has been defined as being 50 people; the assessment of night time operations accounts for 25 of those 50 people talking (50% of the retail capacity) with a raised vocal effort, again on the podium.
The maximum capacity of the restaurant/bar has been defined as being 400 people. The assessment of night-time operations considers the restaurant/bar to be at its maximum capacity with 200 of the 400 people talking (50% of the total capacity) with a raised vocal effort. Therefore, in combination this equates to 275 people talking with a raised vocal effort on the podium at night time which is considered to be the predicted worst-case in terms of noise potentially generated from people travelling to and from these uses (Music Club queue, restaurant/bar and retail) at night.

The likely night-time noise from people on the podium, plaza and terraces associated with the Music Club queue, restaurant/bar and retail uses, has been assessed to be at worst moderate adverse (significant), local, permanent and irreversible at the closest receptors to the plaza openings and the podium (Stratford Central (Telford Tower) and Angel Lane Tower). The night-time noise level has been assessed to be either minor adverse or negligible (not significant), local, permanent and irreversible at the remaining surrounding receptors and similar effects will be experienced at receptors further away.

It is unlikely that the above described worst case scenario will eventuate in reality as the assessment assumes that the maximum occupancy of these uses will be moving around the plaza or on the podium at one time in conjunction with the full capacity of the Music Club queue. It is more likely that people will be moving to and from these uses at various times throughout the day and night. Therefore, an additional assessment has been completed which considers 50% of each use in combination with the Music Club queue at its peak of 100 people on the podium as a more realistic scenario. A total number of up to 163 people in the podium and within the plaza talking with a raised vocal effort has been considered.

The likely noise from the operation of the podium and plaza during the night-time has been assessed to be minor adverse to negligible (not significant), local, permanent and irreversible at the closest receptors to the site. Similar effects will be experienced at receptors further away.

The VOM will set out measures to manage the numbers of guests using the spaces and the crowd and queue management measures to be in place to mitigate the effects on local receptor sites.

12.10 Road traffic

Noise levels from the expected volumes of vehicles arriving and departing the venue have been included in the noise assessments submitted as part of the proposal. A computer model of the site and surrounding roads has been developed. The computer model takes into account road geometry, gradients and average traffic speed and accounts for the existing noise from surrounding train lines and road traffic. The environmental statement sets out the anticipated impact of additional vehicles associated with the venue.

The analysis completed indicates a slight increase in ambient noise level is anticipated at the closest residents to the venue. The increase in ambient noise level will be just perceptible though would not change behaviour or affect quality of life. Consequentially, no mitigation is proposed to reduce road traffic noise.

12.11 Building services plant noise

The environmental statement includes assessments of the noise levels from the building services plant equipment. Criteria for the assessment are set in accordance with BS
4142. The baseline noise levels recorded at positions representative of the sensitive receptors have been used to set noise limits for the building services plant.

The building services plant will be designed and procured to the limits set out in the environmental statement and plant monitored and maintained to ensure these levels are within the agreed limits.

The building services penetrations into the venue for ventilation and smoke extract will include acoustically rated hatches, thick internal absorbent linings and lagging material around the ductwork. These measures have been assessed to represent a small reduction in the overall sound insulation performance of the building envelope.

All mechanical and electrical services are vibration isolated to limit structural vibration transmission into the venue. The air supply system has been designed to limit noise disturbance from operation so as not to disturb patrons during a performance.

Reviews of the expected building services plant indicates that the proposed building services plant noise limits are achievable, and, on this basis, no further mitigation measures are currently proposed. The residual effects are anticipated to be negligible. Plant noise will be monitored and controlled to ensure that it will not have an effect on nearby noise sensitive premises.

12.12 Enhanced event lighting

The landscape lighting strategy uses lighting to achieve the required lux levels for safe movement, accessibility and security monitoring. The safety by design lux levels requirements have been applied, along with consideration of accessibility needs, lighting to assist way finding and feature lighting to create a unique and appealing space when lighting is required. Where appropriate these areas will be lit from the ground plane providing low-level walkway light for visitors.

Along bridges and stairs, low level colour up lighting walls will be set to suit the show or event. Where the bridge interfaces with the podium, high level floods will be used to assist with lux levels and security.

Apart from system testing, the MSG Sphere enhanced lighting on the grounds of the Site will only be used before, during and after events when required due to poor natural light conditions.

It is likely that the MSG Sphere enhanced lighting will be used when required from up to 2 hours before an event until all guests have left the venue and all necessary post event activities and safety checks have been completed.

12.13 External display design, lighting and imagery

The lighting assessment undertaken as part of the environmental impact assessment, using a realistic moving image scenario, did not identify any likely significant effects relating to light intrusion and upward sky glow. All lighting will be provided and operated in accordance with the Institute of Lighting Engineers guidelines on the reduction of light pollution for Zone E4. Lighting will be maintained and regularly checked.

Any comments or complaints regarding lighting from local residents or businesses will be captured and a process put in place and detailed in the VOM, to ensure the Applicant provides a response in a timely manner and take action where necessary. These responses and actions will be captured in order to inform the on-going improvement to the operation of the venue.
12.14 Controls over light emissions

The level of light emitted from MSG Sphere will be fully controllable, can be regulated in intensity at an LED or panel level and will vary with content. Management systems will be in place to record and monitor light emittance.

The façade will have differing light intensities applied to the LED lights to control light emissions to surrounding properties and the adjacent railway lines. The Applicant will abide by the planning conditions at all times.

12.15 Hours of operation

The hours of operation, and brightness of the LED will be controlled by conditions to mitigate any impacts on sensitive receptors. The Applicant will ensure adherence to the hours agreed.

12.16 Advertising

An application to display advertisements is submitted alongside the planning application. This includes the display of advertisements on the external surfaces of the MSG Sphere and in other locations within the Site, necessary for branding, displaying public information and details of forthcoming events and commercial advertisements. The Applicant will comply with the terms and conditions of any advertising at all times.
13. Guest and Neighbour Communication

13.1 Communications Strategy

The Applicant fully appreciates that providing the local community, guests and neighbouring businesses with relevant, accurate and timely information is key to the success of the venue and being a responsible neighbour.

The operational communications strategy as set out in this section will evolve over time and will be the subject of extensive consultation with relevant stakeholders. The VOM will include sections on communication in event mode as well as setting out the differing needs in various contingency scenarios.

13.1.1 Operation

The objectives of the communications strategy are:

- to take a multichannel approach to communicating relevant travel information relating to journeys to and from the venue, to reflect real-time changes in the travel situation; and
- to ensure local residents and local businesses have access to accurate event details, including event timings, as well as any impact on their local transport network.

The communications strategy will align with current GDPR regulations and will incorporate the following channels:

- The venue website
- Email communications
- Mobile communication
- App alerts/notifications
- Social media channels
- Digital Out Of Home (DOOH) channels
- Print media

The venue website will be central to the communications strategy, being common to all users, whether they be event visitors, local businesses or the local community. The website can be accessed by all, offering ease of mass communication, and can provide real-time updates of varying length according the communication need. This central information hub can be used to link to from all other channels to ensure consistency of message and ease and speed of communication. With any core content edited for the website, concise messaging via the app, text, or email can link back to the site for more details as needed.

More targeted channels, including the venue mobile app can provide guests with real-time updates and relevant decision-making prompts, assisted by the value-adding access to technology within MSG Sphere itself. We anticipate a very high uptake of such apps by guests.

This will be a key element of the crowd management strategies detailed, providing guests with information to help plan their journey, timings, arrival and departure routes and links to onward journeys.

Other communication channels may include:
Concept of Operations

- The extensive digital media screens which are integral to the MSG Sphere design
- Variable messaging signage
- Print including press releases for media outlets, newsletters, fanzines, leaflets
- Digital media; including local DOOH sites as well as all social media channels
- On-street signage and posters
- In station signage and posters
- Press coverage gained through radio/TV interviews, news items, travel information

The Applicant anticipates that the strategy will integrate with all general marketing and community relations delivered through the LLDC and LBN, utilising existing information and resources wherever this is possible. The strategy will also integrate with the communication provided by the rail and station operators and the Applicant will work closely with Westfield, the London Stadium and any other local organisation where the opportunity to improve communication by coordinating efforts is apparent.

With an emphasis on public transport to and from the venue, media channels may be used to communicate in real-time on:

- Travel updates for all modes of transport
- Travel disruption alerts
- Alternative travel options
- Services available for guests with assistance needs
- Other events taking place in the area
- Suggested arrival times
- Suggested routing to and from local stations
- Walking routes and timings
- Transport provision after the event including times of last train and bus services in the area
- Services, including food and beverages, available before and after the event

Should there be circumstances where the local community are impacted, either directly by MSG Sphere operations or indirectly through events at neighbouring businesses, such as parking restrictions, road closures and temporary coach parking, these will also be publicised through the established channels. This assumes the Applicant is privy in advance to such impacts.

The communications strategy will also include:

- Active and reactive media communications between MSG, LLDC, LBN, TfL, the police and other emergency services
- On street signing
- Liaison with the station operators regarding station signing, information displays and passenger announcements in local and strategic stations
- Pre-opening campaign to familiarise local residents and businesses with the various ways information is available
- Use of a feedback mechanism allowing local residents and businesses to raise issues, which can be tracked by MSG Management and inform on-going venue operations and communication.
13.1.2 Implementation

The Applicant will establish links and protocols with all the organisations cited in the strategy well in advance of opening the venue and test systems and procedures in a number of soft tests and desk top exercises. The MSG Communications department will take a proactive role in ensuring these systems, processes and relationships are maintained and build on the capabilities established. All communications systems will be kept under review with the intention of making continuous improvements.

The Applicant will also work with TfL and LU to ensure the integration of MSG Sphere travel information within the TFL Journey Planner and ensure information regarding the operation of local stations is communicated out in a timely fashion.

The Applicant will continue discussions with TfL and LU regarding event day announcements in stations and within the underground network regarding any disruption to travel to and from MSG Sphere.

13.1.3 Communication management

The Applicant will ensure communications can be managed and released throughout all operational hours and days via updates from the operational control centre. Templated, standard communication can be scripted and composed in advance for ease of live deployment and consistency of message. A clear hierarchy of communication beginning with the website and filtering across all other channels as relevant will be planned and communicated via the communications team from the outset.
14. Stakeholder engagement

This CONOPS has been drafted using the feedback received from extensive consultation, addressing the issues raised during the pre-planning submission period. This consultation and co-ordination will continue through to and beyond the opening of the venue.

14.1 Community Involvement Programme

MSG takes great pride in significantly contributing to local communities in the United States and is committed to doing the same in Stratford. The Applicant will invest in the future of Newham and surrounding boroughs and continue to engage with the community and local organisations to develop a long-term Community Involvement Programme (CIP).

The CIP will identify and prioritise the key needs of the community, enabling the Applicant to target those who would benefit the most from additional support. The CIP is being prepared with the goal of "truly making a difference". It will also outline the anticipated outcomes and impacts we expect to achieve.

The CIP will be informed by the feedback from a wide variety of local groups, including;

- Local Schools, Colleges and Universities to engage and develop training programmes to suit our employment criteria
- Local Residents and area based groups
- Youth Groups
- Groups requiring distinct engagement plans, such as young and older people, minority groups, socially excluded groups and the disabled
- Faith, racial, ethnic and cultural groups
- Local community voluntary and charity groups

Any commitments made within the CIP related to the operation of the venue will be integrated into the operational management plans, including the VOM, management and staff training manuals and operating policies and procedures.

14.2 Regular meetings

The Applicant is committed to playing an active role in building and maintaining positive relationships with neighbours and stakeholders. To support this, the Applicant will continue with the open dialogue that has provided inputs into the CONOPS and subsequent VOM through the construction, fit out, launch and on-going operation of the venue.

14.3 Reporting lines and communications

The Applicant will explore how best to create links between the Control Rooms at Westfield, London Stadium, QEOP and Stratford Stations to ensure operational communication between the venues is effective, with particular focus on the safety and security of all visitors.
14.4 Monitoring of progress

The Applicant will participate in and support the process of regular performance monitoring and the creation of and response to on-going performance reports as well as co-ordination meetings with our neighbouring businesses and TfL.
### Appendix 1 – Event Coincidence Matrix

<table>
<thead>
<tr>
<th>Scenario Number</th>
<th>Categories</th>
<th>Scenario Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A</td>
<td>Crowd Departing on an Evening Event Finish (22:30 - 00:30)</td>
</tr>
<tr>
<td>2</td>
<td>B</td>
<td>Clashes with Stadium Football Departure</td>
</tr>
<tr>
<td>3</td>
<td>C</td>
<td>Clashes with Stadium Concert Departure</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>Clashes with O2 Departure</td>
</tr>
<tr>
<td>5</td>
<td>A</td>
<td>Clashes with Other Events Departure</td>
</tr>
<tr>
<td>6</td>
<td>G</td>
<td>Crowd Arriving for an Evening Event and Clashing with PM Peak</td>
</tr>
<tr>
<td>7</td>
<td>H</td>
<td>Clashes with Stadium Football Arrivals</td>
</tr>
<tr>
<td>8</td>
<td>H</td>
<td>Clashes with Stadium Concert Arrivals</td>
</tr>
<tr>
<td>9</td>
<td>G</td>
<td>Clashes with O2 Arrivals</td>
</tr>
<tr>
<td>10</td>
<td>G</td>
<td>Clashes with Other Events Arrival</td>
</tr>
<tr>
<td>11</td>
<td>A</td>
<td>Crowd Departing on a Late Finish Event (00:30 - 04:00)</td>
</tr>
<tr>
<td>12</td>
<td>G</td>
<td>Crowd Arriving for a Weekend Matinee Event Outside PM Peak</td>
</tr>
<tr>
<td>13</td>
<td>H</td>
<td>Clashes with Stadium Football Arrivals (12:30 kick off)</td>
</tr>
<tr>
<td>14</td>
<td>I</td>
<td>Clashes with Stadium Football Departure (15:30 kick off)</td>
</tr>
<tr>
<td>15</td>
<td>G</td>
<td>Clashes with Arrivals from Other Venues</td>
</tr>
<tr>
<td>16</td>
<td>G</td>
<td>Clashes with Departures from Other Venues</td>
</tr>
<tr>
<td>17</td>
<td>G</td>
<td>Crowd Arriving for a Weekday Conference Clashes with the AM Peak</td>
</tr>
<tr>
<td>18</td>
<td>G</td>
<td>Crowd Arriving for a Late Finish Event (after 19:00)</td>
</tr>
<tr>
<td>19</td>
<td>I</td>
<td>Clashes with Stadium Football Departures</td>
</tr>
<tr>
<td>20</td>
<td>I</td>
<td>Clashes with Stadium Concert Departures</td>
</tr>
<tr>
<td>21</td>
<td></td>
<td>Clashes with O2 Departures</td>
</tr>
<tr>
<td>22</td>
<td>G</td>
<td>Clashes with Departures from Other Venues</td>
</tr>
<tr>
<td>23</td>
<td>D</td>
<td>Crowd Departing from a Weekend* Matinee Event</td>
</tr>
<tr>
<td>24</td>
<td>F</td>
<td>Clashes with Stadium Football Arrivals</td>
</tr>
<tr>
<td>25</td>
<td>E</td>
<td>Clashes with Stadium Football Departure</td>
</tr>
<tr>
<td>26</td>
<td>F</td>
<td>Clashes with Stadium Concert Arrivals</td>
</tr>
<tr>
<td>27</td>
<td>D</td>
<td>Clashes with Arrivals from Other Venues</td>
</tr>
<tr>
<td>28</td>
<td>D</td>
<td>Clashes with Departures from Other Venues</td>
</tr>
<tr>
<td>29</td>
<td>D</td>
<td>Crowd Departing on PM Peak</td>
</tr>
<tr>
<td>30</td>
<td>F</td>
<td>Clashes with Stadium Football Arrivals</td>
</tr>
<tr>
<td>31</td>
<td>F</td>
<td>Clashes with Stadium Concert Arrivals</td>
</tr>
<tr>
<td>32</td>
<td></td>
<td>Clashes with O2 Arrivals</td>
</tr>
<tr>
<td>33</td>
<td>D</td>
<td>Clashes with Arrivals from Other Venues</td>
</tr>
</tbody>
</table>
Appendix 1 sets out the multiple event coincidences. These can be distilled down to the following distinct scenarios that share similar challenges and optimal solutions.

- **Scenario A** – MSG Sphere departure (22:30 – 05:00)
- **Scenario B** – MSG Sphere departure coincides with Stadium Football departure
- **Scenario C** – MSG Sphere departure coincides with Stadium Concert departure
- **Scenario D** – MSG Sphere departure during busy background flow
- **Scenario E** – MSG Sphere departure from a weekend matinee, coinciding with Stadium Football departure
- **Scenario F** – MSG Sphere departure from a weekend matinee, coinciding with Stadium arrival
- **Scenario G** – MSG Sphere arrival
- **Scenario H** – MSG Sphere arrival coincides with Stadium arrivals
- **Scenario I** – MSG Sphere arrival coincides with Stadium football departure

Two of the scenarios, scenarios D and E, have been given further consideration as they represent the worst-case scenarios in terms of the impacts of background demands.

**Scenario D – MSG Sphere departure during busy background flow**

In Scenario D, and all other scenarios where there is no coordination required with other venue crowd management, guests will be managed along the following routes:

- From Bridges 1 and 2, guests will be managed along the eastern side of Montfichet Road after leaving the bridge and across a managed crossing of the road towards the station.
- Those heading towards Stratford Station will then enter the Northern Ticket Hall and those wishing to access Westfield will use the Stratford Place stairs.
- Guests exiting Bridges 1 and 2 requiring Stratford International Station will travel north on Montfichet Road, crossing at Hitchcock Lane and continuing towards the station on International Way.
- From Bridge 3 guests will continue to the Town Centre Link Bridge.
- Those guests heading to Stratford Station will turn left towards the Mezzanine Station Entrance, and those for Westfield or Stratford International will turn right and continue into the Street.
- From Angel Lane, smaller numbers of guests will either travel onwards to Stratford or Maryland Stations using the available footways.
A series of primary and secondary crowd hold points will be implemented to manage the flow of guests. These will combine the deployment of trained staff, use of local PA systems, appropriate barriers, signage and lighting to create a reservoir area and manageable release “gates”. These will be developed and detailed in the VOM.

The outline crowd management strategy for Scenario D is shown below.

**Scenario E – MSG Sphere departure from a weekend matinee event, coinciding with Stadium departure**

In Scenario E, and all other scenarios where there is coordination required with London Stadium crowd management, guests will be managed along the following routes:

- From Bridges 1 and 2, guests will be managed along the eastern side of Montfichet Road after leaving the bridge and across a managed crossing of the road towards the station.
- They will then be routed up the Stratford Place stairs to the Town Centre Link Bridge (note, those with mobility needs will be permitted to enter the Northern Ticket Hall).
- At the head of the stairs, those wishing to access Westfield will continue into the Street, whilst all other guests are routed across the Town Centre Link Bridge towards Stratford Station Mezzanine.
- Guests wishing to head North on Montfichet Road (for example to access Stratford International) may do so as soon as they leave the Bridges.

- Guests exiting Bridges 1 and 2 requiring Stratford International Station will be able to use International Way, but any that choose to access the station via Westfield, will also be routed up the Stratford Place Stairs and through the Street to ensure they can coordinate with the crowd management in place at the station.

- From Bridge 3 guests will continue to the Town Centre Link Bridge.

- All guests will turn left towards the Mezzanine Station Entrance, and those for Westfield or Stratford International will walk to the Mezzanine level, and, once the pedestrian barrier on the bridge is lifted, turn back and continue across the Town Centre Link Bridge in the opposite direction towards the Street.

- The flow towards the station will merge with the flow arriving from Bridges 1 and 2.

- From Angel Lane, smaller numbers of guests will either travel onwards to Stratford or Maryland Stations or the bus stops and car parks using the available footways.

- A series of primary and secondary crowd hold points will be implemented to manage the flow of guests.

The outline crowd management strategy for Scenario E is shown below.
**Scenario A MSG Sphere departure (22:30 – 05:00)**

- Primary & secondary hold points used to pulse steady flow into station, holding on bridges where necessary
- Montfichet Road will be open with a managed crossing
- Crowds held on bridges if necessary to avoid holding next to live road
- Taxi rank on Montfichet Road to remain open
- Space retained for station and/or Westfield Z7 evacuation
- Lane management on TCLB to allow two-way movement

**Scenario B MSG Sphere departure coincides with Stadium Football departure**

- Road closures will be in place
- Stadium crowd uses the Northern Ticket Hall only
- Primary & secondary hold points used to pulse steady flow into station, holding on bridges where necessary
- Space retained for station and/or Westfield Z7 evacuation
- Internal Westfield movements encouraged to circulate inside mall
- Lane management on TCLB to allow two-way movement
- For smaller capacity events, all arena crowds can be routed towards TCLB on podium
Scenario C MSG Sphere departure coincides with Stadium Concert departure

Scenario F MSG Sphere departure from a weekend matinee, coinciding with Stadium arrival
Scenario G – MSG Sphere arrival

- Northern Ticket Hall
- 1 of 24. Clipboards
- Kev collected
- Arena Crowd Flow
- Marshall
- Background Demand
- Ped barrier

- Wayfinding required outside NTH
- Widths of TCLB and Bridge 3 will prevent blocking back to station
- Lane management on TCLB
- Wayfinding required outside NTH
- Many spectators will spend time in Westfield before entering arena

Scenario H – MSG Sphere arrival coincides with Stadium arrivals

- Northern Ticket Hall
- Arena Crowd Flow
- Stadium Crowd Flow
- Background Demand
- Other Venue Demand
- Marshall
- Ped barrier

- Wayfinding required outside NTH
- Widths of TCLB and Bridge 3 will prevent blocking back to station
- Lane management on TCLB
- Many spectators will spend time in Westfield before entering arena
Scenario I – MSG Sphere arrival coincides with Stadium football departure

- Wayfinding required outside NTH
- Widths of TCLB and Bridge 3 will prevent blocking back to station
- Lane management on TCLB
- Many spectators will spend time in Westfield before entering arena
- Road closures will be in place
Appendix 3 - MSG Sphere Indicative Venue Operations Manual Contents

The Venue Operations Manual will be developed using the framework provided by the CONOPS and other submitted documents. The VOM will also be a key document used in the Premises Licence application, provided in draft form for the application and with an updated pre-opening version submitted shortly before opening. The VOM will continue to be updated once the venue is open.

An indicative table of contents is provided below to demonstrate the scope and detail of the document once drafted.

INTRODUCTION

1. Purpose and Usage of the Venue Operations Manual
2. Overview of the MSG Sphere Development
   - Bridges and External Spaces
   - MSG Sphere
   - The Music Club
   - Restaurant/members’ lounge/nightclub
   - The Restaurant/Bar
   - Cafés and Retail
3. MSG Sphere Premises Licence Schedule and Conditions
4. Venue Rules, Regulations and Relevant Legislation
   - Planning Conditions
   - Rules of Management & Technical Regulations
   - Terms & Conditions for Ticketed Events
   - Civil Aviation Authority Regulations
   - Accessibility and Inclusion Commitments
   - Applicable Legislation
5. MSG Sphere Management
   - The Senior Management Structure
   - Operational Management Team
   - Roles and responsibilities
   - Contracted Support Team
6. Health and Safety Management
   - Health and Safety Policy
   - The Health & Safety Management team
   - Health & Safety Committee
   - Health & Safety Information Guidance and Training
   - Health & Safety Documentation
   - Staff Inductions and Orientation
• Occupational Health and Access to Medical Treatment
• Reporting Accidents
• Fire and Evacuation Strategy
• Contingency Planning
• Business Continuity Planning
• Liaison with Medical Service providers
• Contacting Key Health and Safety personnel

7. Facilities and Services Overview
8. MSG Sphere, Bridges and Stations Interface Operation
   • Event Coincidence with Neighbouring Activities
   • Information Shared with Neighbouring Businesses
   • Information Received from neighbouring Businesses

9. Welfare Provision for Operational Staff

10. Fire Safety

11. Accident Reporting and Recording

12. Emergency Procedures
   • Site Control Room
   • Fire Safety
   • Contingency Planning
   • Major Incident Planning
   • Evacuating MSG Sphere
   • Partial Evacuation
   • In-vacuation
   • Audience led evacuation
   • Interaction with Neighbouring Businesses

13. Non Event Day Operations

14. Event Configurations
   • Drawings and Capacities for Each Variant
   • Guest Circulation
   • Access to Facilities
   • Seated Events
   • Floor Seating Layouts
   • Standing Events
   • Hospitality Space Variations
   • The Atrium
   • Signage Variations
   • Operational Variations

15. Event Safety and Crowd Management
Roles and Responsibilities Overview
Staffing Types
Crowd Management Plans
Staffing Deployment and Levels
Booking on and Off Procedures
Orientation and Training
Staff Uniforms
Equipment Provided to Staff
Equipment storage and deployment
Communication
Incident Reporting
Guest Ingress
Guest Egress
Pre-approved Contingency plans e.g. use of Maryland Station
Management of cycle lanes and pedestrian movement during ingress and egress

16. Guest Services
- Pre Event Communication
- Enquiries, Information Requests and Complaints
- Communication on Arrival and Departure Recommendations
- Specific Support to Guest with Additional Needs
- Feedback Capture
- Guest Early Arrival Mode
- Guest Retention Mode

17. Back of House Facilities Overview

18. Auditorium Infrastructure Overview

19. Event Equipment, Permanent and Demountable Structures

20. Building, Infrastructure, Plant and Equipment Maintenance

21. IT Infrastructure, Maintenance and Support

22. Security Operations Overview
   Restricted

23. Ticketing Operations
   - MSG Sphere Box Office
   - Event Ticketing Manager Role
   - Terms and Conditions
   - Ticket Scanning
   - Fast Track Access
   - Guest Enquiries
24. **Front of House Management**
   - Queue Management
   - Guest Orientation
   - Access management to seating areas
   - Facilities inspections
   - Reporting cleaning or maintenance needs

25. **Backstage Security**

26. **Stage Pit Crowd Management**

27. **Protection of Children and Vulnerable Adults**

28. **Facilities for Guests and Staff with Special Needs**
   - Mobility Assistance Operations (External and Internal)
   - Location of Dedicated Wheelchair Spaces and Accessible Seat Locations
   - Location and Operation of Accessible Facilities
   - Safeguarding Policies and Procedures

29. **Public Catering Overview**

30. **Hospitality Catering Overview**

31. **Use of Hospitality Areas Outside Auditorium Events**

32. **Cleaning and Waste Management**

33. **Medical and First Aid Facilities**

34. **Merchandising Operations**

35. **Non Event Day usage of MSG Sphere**

36. **Internal Traffic Management**

37. **Production Load In and Out**

38. **Service Area Management**

39. **Event Production Management**

40. **Pre Event Processes**
   - Event Contract
   - Artist and Audience Profiling
   - Ticketing Manifest
   - Term and Conditions of Purchase
   - Event Marketing Material
   - Event Planning across the Site
   - Event Planning Across Stratford Area
   - Communication with Relevant Authorities
41. Event Planning

42. Event Day Procedures
- Production Access to the Building
- Staff Briefing
- Admission Policy
- Prohibited Items
- Smoking Policy
- Readmission Policy
- Food and Drink
- Pre-opening building checks
- Staffing of routes
- Customer Access
- Queue Management
- Customer Movement Within the Concourses and Auditorium
- Access Routes to Auditorium Floor
- Ticket Checking
- Antisocial behaviour
- Reporting drunkenness or suspected influence of drugs
- Dealing with conflict
- Customer ejection procedures
- Radio Usage

43. Hospitality Areas Event Day Procedures

44. VVIP Management

45. Outside Broadcasting, TV & Media

46. Noise and Light Management
- Noise Management Plan
- Special Effects, Fireworks, Pyrotechnics
- Permitted Levels and Monitoring

47. Transport Management
- Transport Plan
- Stratford Regional Station
- Stratford International Station
- Stratford Bus Station
- Taxis and Private hire
- Westfield Car Parks
- Coach Parking Facilities
- Transport Information
• Contingency Plans

**Venue Operations Manual Appendices**

A  List and Link to Venue Policies
B  List and Link to Venue Standard Operating Procedures
C  Event Checklist
D  Production Meeting Checklist
E  Event Management Plans for Each Configuration (EMP)
F  Supervisors Event Briefing Document
G  Stewards and Security Event Briefing Document
H  Pre Doors Check Sheets
I  Pre Egress Check Sheets
J  Event Summary
K  Risk Assessments
Appendix 4 - Accessibility and Inclusion Management Statement (AIMS)

The Applicant commissioned the creation of a draft AIMS in order to link the design of the building, the Applicant's determination to offer all guests a consistently high standard of service and a great experience with the operational planning for the venue. The statement is provided below.

1. Introduction

The Applicant is committed to designing, constructing, fitting out and operating a venue that actively encourages people from the broadest spectrum of society to enjoy MSG Sphere on equal terms.

The following AIMS sets out how the Applicant will deliver such an inclusive environment in broad terms and links the relevant planning submission documents.

The A&I Design Statement describes the Applicant's approach to ensuring accessibility and inclusion in the built environment, the AIMS is tied to this, it broadly sets out how, in operational practice, the ambitions of the development will be achieved, in part by linking the related management documents.

The CONOPS provides general details of how the development will be operated and contains more detailed plans for how guest transport, guest access to the development and crowd management in and around the development will be safely managed. The outline plans for Blue Badge Parking and a mobility assistance programme are included as an appendix to the CONOPS.

The needs of all guests and background users has been explicitly included in the transport and pedestrian flow analysis. The scenarios developed for different event capacities and the various activities at our neighbouring businesses and transport hubs have been scrutinised to ensure a safe and welcoming environment is provided for all the potential users of the spaces in and around the development.

The VOM will be developed as a live document, capturing the more detailed descriptions of all the activities at the development as the construction and fit out stages progress. The VOM will detail and link to the Policies, Procedures, Contingency Plans, Staff Training, Staff Briefing, Maintenance Schedules and the roles and responsibilities of the management team, including ensuring the development is an inclusive environment for guests, staff members and the visiting public. The VOM will be consistent with and support the Security Plans for the development which will also reflect MSG’s commitments to inclusivity.

The VOM will be used for the Premises Licence application in due course, and continue to evolve through to and beyond the public opening of the venue. The Premises Licence will include specific references to the Applicant’s obligations to protecting minors and vulnerable adults from harm.

The Applicant will conform to the following relevant legislation and guidance in design, construction and operation of the development, including;

- Building Regulations
- LLDC Inclusive Design Standards
The Applicant has also identified the following reference venues as exemplars of good practice in selected elements of their design and operation;
- Queen Elizabeth Olympic Park – The Aquatics Centre, The Copper Box and The Velodrome
- The O2 Arena

The Applicant will recruit a Community Engagement Officer to act as the focal point for local liaison and communication between the residents and neighbouring businesses. MSG will also maintain the existing connection with the LLDC and as the project evolves and form relevant focus groups to sense check the progress of the A and I program.

The Applicant is committed to hosting a variety of cultural activities on site, particularly on the site, as examples, this may include public art displays, performances and recreational activities. These are specifically intended to attract the local communities.

The Applicant fully acknowledges that in order to create an inclusive environment we must work effectively with our neighbouring businesses and transport hubs. The Applicant has already started to foster very positive relationships in this regard and will proactively pursue opportunities with neighbours to improve accessibility and inclusion.

The remainder of the AIMS provides specific examples of how we plan to manage the development. The AIMS will evolve and more operational details will be captured in the VOM.

2. Accessible and Inclusive Design

The Applicant is committed to including the needs of the widest range of people into the design, management and operation of MSG Sphere, removing unnecessary barriers to enable everyone, regardless of age, faith or disability to use and enjoy the environment on equal terms.

The Applicant is committed to the Commission for Architecture and the Built Environment (CABE) five principles of inclusive design:
- place people at the heart of the design process;
- acknowledge diversity and difference;
- offer choice where a single design solution cannot accommodate all users;
- provide for flexibility in use;
- provide buildings and environments that are convenient and enjoyable for everyone to use

The Applicant is also committed to on-going dialogue with representatives of user groups, including LLDC BEAP and to achieving the Attitude is Everything Gold Standard for venue management.

3. Information and Communication

The Applicant will utilise the services of Accessibility and Inclusion (A&I) consultants and communications and operational experts to create communication media and content that is appropriate to all potential development users, including people with sensory and cognitive impairments. Where necessary, this will include specifically tailored communication for users where a more generic approach is inappropriate.
This approach will be adopted throughout each users “Journey”, from pre event information, booking a seat or wheelchair user space, transport advice, routing and assistance from transport hubs to the venue, moving around and using venue facilities, to egress and support in all scenarios.

The following examples illustrate our commitment and intent;

- Accessibility information for guests when registering an interest in the event
- Tailored specific information for individual needs, for example people with vision, hearing, mobility or cognitive impairments and people whose first language is not English.
- Objectively describing the positive features of the venue whilst being honest about any limitations, to allow people to make informed decisions.
- Using multi-media to provide more information to plan a visit to a venue in order to understand the likely barriers and make use of all of the available facilitates;
- Dedicated website pages with audio translation
- Apps and social media including Twitter and Facebook
- Communicate by phone, with dedicated numbers and trained operatives
- Dedicated email addresses and use of SMS text messages
- Information and communication en-route to the venue, including directional information, signage and variable message electronic wayfinding, adhering to legibility guidance.
- Emergency egress communication with individuals who require assistance to evacuate.

4. Employment Policy

The Applicant's employment commitments are set out in the Employment and Skills document submitted as part of the application, with commitments to;

- Employing disabled people and others with protected characteristics under the terms of Equality Act
- Making reasonable adjustments for disabled members of staff
- Providing opportunities for local young people and unemployed people

5. Staff training

The Applicant is committed to providing extensive training to managers and staff. It is core to the Applicant's business success that the guest experience is consistently at the highest standard. Management and Staff training will include enhanced diversity and equality training and regular refresher and rebriefing sessions. The selection and recruitment of managers and staff will include A&I criteria. The following are examples of our training provision;

- Equality Training
- Training on the specific features of MSG Sphere and the management/operational procedures, including those for disabled people
- Manual handling training
- Specific training for different types of staff, e.g. cleaners or customer service staff

The remainder of the Management Statement links very closely to the Inclusive Design Statement submitted as part of the planning application.

6. Transport and pedestrian routing to and from the Development
The Applicant is committed to providing safe, secure and welcoming routes from all the potential arrival points surrounding the development. The locations of arrival and departure points and the routes to and from the development will be subject to careful assessment and adaptation where necessary. These access routes, including lifts and ramps, will be designed to the relevant guidance and legislative framework. Priority routes will include those from the public transport hubs, blue-badge parking and the accessible set down/pick up point.

The Applicant has commenced studies to assess how best to provide mobility assistance to guests once the Blue Badge parking spaces and pick up, drop off locations can be confirmed.

Once the development is open we will have resources; trained staff, signage, barriers and response capability to safeguard these routes. Specific attention will be paid to guests with any specific accessibility needs, as defined in the broadest terms.

The Applicant is also conscious of the need to protect the accessibility routes for other users in the vicinity of the development and will liaise with neighbouring business to ensure amenities are available in all event scenarios. The following are examples of the focus of the Applicant's attention, which will develop over the course of the project:

- Pedestrian access including from Stratford High Street, Stratford bus, Stratford Regional and International Stations
- Crowd modelling on these routes demonstrating appropriate capacity for peak flows, including the existing and expected increase in demand
- Vehicle set-down and pick up arrangements – taxis, private cars, coach, adapted mini buses, higher vehicles
- Blue Badge parking
- Mobility Assistance arrangements
- Security management – dealing respectfully and professionally with disabled people
- Assistance dog spending location and staff arrangements

7. **Guest Experience**

Once at the development, the Applicant's priority is that all guests are able to fully enjoy the event experience. Operational procedures will be put in place for guests with particular needs, including:

- Management and allocation of the wheelchair user spaces and amenity seats, including flexibility to accommodate families/groups with a disabled member, groups of disabled people and policy on concessions for companions/disabled people.
- Management and allocation of spaces for guests, and their helpers, with limited mobility, sensory impairment and guests requiring service dogs.
- Accommodating disabled and older people in different MSG Sphere modes, including floor standing mode
- Managing equipment, such as audio head-sets for people with hearing impairments Testing induction loops at counters included within planned maintenance
- Closed captioning, sign-language and audio described performances?
- MSG's policy on Braille and tactile signage
- Mobility Scooter storage arrangements within the venue
- Queue management – including at cloakrooms, box office and concessions
- Service counters at the Box office and at bars and self service areas
- Access to a prayer room and a quiet room for nursing mothers and people who are neurodiverse
• Adult changing room

The Applicant will also provide effective guest feedback mechanisms, to ensure our performance against these A&I commitments can be assessed and improvement measures quickly put in place when required.

8. Performers

The Applicant will ensure the needs of performers, production crew, technical and support staff are reflected in the facilities, routing and operational practice of all back of house areas. Personal Emergency Evacuation Plans will be provided for performers.

9. Emergency Egress Planning

In the event of any emergency situation operational staff will be pre allocated and dedicated to supporting the safe egress of guests with any form of disability. This procedure will be included in training, briefing and mock exercises.

10. Progress Checking of Accessibility and Inclusion Planning and Delivery

In order to maintain focus and visibility of A and I provision throughout the lifetime of the development, the Applicant will establish an oversight board made up of key senior managers and invite membership and attendance from relevant experts and representatives from the community.
Appendix 5 – Outline Mobility Assistance Operation

The Mobility Assistance Operation (MA) is being formulated based on the current understanding and application of relevant legislation and best practice. The MA will evolve and be refined throughout the evolution of the venue up to and beyond opening. The Applicant's strategy for MA has been shared with the Build Environment Accessibility Panel (BEAP) and we plan to maintain a dialogue with experts in this field to ensure the best possible levels of service.

The MA will be driven by a pre arrival booking system, so that guests have the reassurance that a place has been provided and the operation can service the demand effectively. Additional capacity will be available, but priority will be with those guests that have pre booked.

Assessing the likely demand for the service is challenging, work is underway to research comparable reference sites and to develop a full operational plan which will be included in the VOM. As well as securing sufficient Blue Badge spaces MSG will either procure or design appropriate vehicles for the shuttle service, refine pick up and drop off locations and identify the best way to provide a pre-booking service.

Policies and procedures will be developed to ensure the staffing of the service is at the highest level and in keeping with the Applicant's expectations of guest service. Staff training will be extensive and the operation kept under constant review to ensure a flexible service which meets consistently high standards.

The outline mobility assistance provision with each mode of transport and existing services is summarised below.

1. Stratford Regional Station

A MA service for wheelchair using guests and their companions as well for ambulant disabled guests and their companions will be provided. This is likely to include a shuttle pick up point near to the Main Ticket Hall and a drop off stop at podium level on near Angel Lane.

Stratford Station provides step-free access from platforms to the Northern, Main and Mezzanine Ticket Halls. Once a guest has reached either the Main or Mezzanine Ticket Hall, they may ascend to the Town Centre Link Bridge using one of the two lifts. These lifts are suitable for two wheelchairs and two companions. It is then approximately 65m to reach the start of Bridge 3. It is then approximately a 70m distance to cross Bridge 3 and reach the podium level of the site. The travel times will be communicated to guest in advance so they can make informed choices about whether to use the MA shuttle instead.

2. Stratford International Station

Stratford International Station provides step-free access from platforms to the Ticket Hall. Guests can travel along International Way and access the podium via the lift at Bridge 1. This lift is suitable for two wheelchairs and two companions. Alternatively, guests can interchange onto the DLR to arrive at Stratford Station and travel from there. MSG Sphere is approximately 100m from the Bridge 1 lift.
3. Taxi and Private Vehicle Hire

There are two taxi ranks in close proximity to the site. Those guests who are dropped off at the taxi rank at the Stratford Bus Station may reach the site via the step free access to the TCLB or using the lift at Bridge 1.

Guests who are dropped off at the Northern Ticket Hall taxi rank can travel the 135m to the lift at Bridge 2. This lift is suitable for two wheelchairs and two companions. It is approximately 100m to travel from the Bridge 2 lift to MSG Sphere.

4. Bus

Those guests arriving by bus are likely to either arrive at the Stratford or Stratford City Bus Station. Those arriving at the Stratford Bus Station may either use the lifts to access the site via the TCLB or make use of the mobility service. Those arriving at the Stratford City Bus Station will use the lift at Bridge 2 and then travel the 100m to MSG Sphere.

5. Private car

5.1 Disabled Drop-Off

A drop-off bay with enough space for five vehicles is proposed on Montfichet Road, immediately north of the junction with Hitchcock Lane. Guests may then exit the vehicle and cross Montfichet Road using the proposed signalised pedestrian crossing before entering the Bridge 1 lift. The lift is approximately 60m from the drop off point. It is proposed that the MA shuttle stops at these five spaces. Additional drop-off facilities may be provided depending on which of the Blue Badge parking options set out below is selected.

5.2 Blue Badge Car Park

The MA service will be defined following further studies and confirmation of which option detailed below is selected.

Blue Badge parking cannot be accommodated within the MSG Sphere, the 37 parking spaces are in a secure back of house area and priority has to be for the operational need to service the venue.

The Applicant has been negotiating two options for guests with Blue Badge permits who wish to drive. The first is to utilise the Westfield Car Park. The Applicant envisages guests using a pre-event booking system to secure their space in advance of the event day. Guests can use the internal lifts to descend to either Ground Level or Level 1 and then travel to MSG Sphere via the TCLB or the lift at Bridge 2.

The second option is to make use of the HS1 car park on International Way. The Applicant has been in detailed discussions with the owners to provide sufficient spaces to accommodate the peak levels of Blue Badge permit holders anticipated to attend events, including multiple event days.

The HS1 option is the Applicant's preferred option, as it allows greater flexibility on how a mobility shuttle could be utilised to link the Blue Badge car parking to MSG Sphere, whilst also providing a straightforward route to the Bridge 1 lift. This option also provides capacity to create a drop off location for those guests with mobility issues who choose to be driven to the venue. Irrespective of event activity at neighbouring venues and the level of visitation, the HS1 option provides more than enough dedicated Blue Badge parking.
The HS1 option does require permission to change the conditions of use of the car park by LLDC. If the Applicant is unable to secure a deal on HS1 and vary the consent, it will fall back on the Westfield option.

Both options are illustrated below, with the Westfield option shown first, followed by the HS1 option.