



**WORLD RUGBY SEVENS SERIES
TENDER BID 2020-2023
LONDON**



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**TO ENCOUR
AND ITS VALUE
ACROSS I**

**AGE RUGBY
S TO FLOURISH
ENGLAND**

**THE
GAME
OF OUR
LIVES**



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INTROD

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UCTION



STEVE BROWN

RUGBY FOOTBALL UNION, CEO

We are delighted to bid once more to host a World Rugby Sevens Series tournament. The HSBC London Sevens event is an established fan favourite in the English rugby calendar, having been part of the circuit since the 1999–2000 season.

As a current host union, the RFU prides itself on delivering an excellent experience for visiting teams and unions from around the world, working with multiple stakeholders to market, promote and manage not only the HSBC London Sevens, but all major events, to world-class standards. We work in close partnership with World Rugby across all areas of the game, sharing many values, aims and objectives which are never more visible than when staging major tournaments together.

Twickenham Stadium is synonymous with rugby union worldwide and is becoming better equipped than ever to provide an exceptional HSBC London Sevens experience, with a new upgrade to the East Stand transforming the hospitality options available, an improved West Fan Village with a permanent extended perimeter, and a stadium smartphone app to help fans make the most of each tournament day. Our professional staff, working alongside our pool of enthusiastic volunteers and contractors, will also ensure that the fans, teams and unions enjoy a memorable event.

The RFU shares World Rugby's ambition to raise the profile of sevens rugby and take the sport to a wider audience. The HSBC London Sevens has continued to grow in popularity over the years and saw a Saturday crowd of over 77,000 in

2015. Although pulling in huge numbers of spectators, the RFU, police and local authority sensed that the tournament was losing its rugby focus. Consequently numbers were reduced in 2016 and we repositioned the event to attract a family audience as well as traditional sevens fans.

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The HSBC London Sevens event is an established fan favourite in the English rugby calendar having been part of the circuit since the 1999–2000 season.
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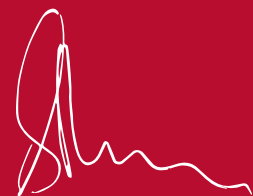
Although our spectator capacity has been temporarily stripped back, our longer-term ambition is to refresh and revitalise the tournament with rugby at its heart and a festival atmosphere that appeals to all. We have already seen a difference in the number of families enjoying the tournament and we hope this will in turn inspire more young people to take up the sport. Already, the crowd is noticeably more engaged and energised — responding more than ever to the action on the pitch. Capacity will be increased gradually year on year, and we hope to be given the opportunity to continue this momentum in the next four-year cycle.

As a non-profit making organisation, the RFU invests all revenue, including that raised from the HSBC London Sevens, into the game to ensure continued growth of the sport from grassroots to the elite level. In November 2017, the

RFU unveiled its new four-year Strategic Plan which includes a commitment to developing a new International Sevens Strategy, growing sevens at community level through our nationwide programmes, and continuing to deliver outstanding match day experiences.

We believe that any commercial model needs to facilitate and encourage further growth both for individual tournaments and collectively for the Series. World Rugby has proposed a new commercial model under the terms of the 2020–2023 Sevens Series Tender Documentation. The commercial leads from both parties are having a separate dialogue to find a mutually agreeable position to benefit the sevens game. I have no doubt that this will have a positive outcome.

With Twickenham Stadium renowned for its incredible event atmosphere and a big appetite for a World Rugby Sevens Series tournament in England, the RFU would be delighted for London to remain on the World Sevens Series circuit. We very much hope that we can continue to lend our expertise to raise the profile of the sevens game throughout England and the world and would very much welcome the opportunity to continue to provide a home for this exciting Olympic sport.



UK GOVERNMENT & LOCAL AUTHORITY SUPPORT

The UK government is supportive of major sporting events being hosted in the UK and is keen to encourage this as part of the legacy from the London 2012 Olympic and Paralympic Games.

The RFU has a dedicated International and Public Affairs team who will work closely with national and local government stakeholders to ensure that they are fully engaged throughout the bid, delivery and legacy phases.

Please find the Letters of Support as Appendix 1, page 99 and Appendix 2, page 101.

POTENTIAL ECONOMIC IMPACT

EMPLOYMENT AND EDUCATION

A major local employer, the RFU has over 500 permanent staff members and provides an additional 2,500 to 3,000 jobs on major event days such as the HSBC London Sevens tournament.

The RFU's joint venture company Twickenham Experience Ltd (TEL) employs around 2,500 staff for its bars and hospitality suites every match day and offers 37,500 single working days' employment across major matches.

CONTRIBUTION TO LOCAL ECONOMY

Based on an EY Report¹ published in August 2015, Twickenham Stadium contributes annual tax revenue of some £3m to the local authority, the London Borough of Richmond upon Thames, towards funding local services.

There are an average one million visitors to Twickenham Stadium in a typical year. The stadium's matches, concerts, conferences and events generate £23m gross value added to the local economy every year.

Twickenham Stadium generates around £96m of economic activity in Richmond upon Thames yearly, equating to around £1,250 for each household in the borough.

EVENT SPECIFIC

The HSBC London Sevens tournament encourages tourism to Richmond and Hounslow across the tournament weekend. The RFU is currently working with local businesses and the Chamber of Commerce to discuss how to maximise the footfall from the event for town centre shops and businesses. We are working with Visit Richmond to encourage people to stay in the borough for a long weekend and visit other attractions while here for the tournament.

¹The Economic Impact of Rugby World Cup 2015 – Post event study conducted by EY
[http://www.englandrugby.com/mm/Document/General/General/01/31/83/47/RugbyWorldCup-Postevent_FinalReport\(lowres\)_English.pdf](http://www.englandrugby.com/mm/Document/General/General/01/31/83/47/RugbyWorldCup-Postevent_FinalReport(lowres)_English.pdf)

ENGLAND RUGBY SEVENS DEVELOPMENT PLAN

Rugby sevens remains an important format of the game for the RFU, with full-time men's and women's sevens programmes based at The Lensbury and Bisham Abbey, respectively. Both teams play in the HSBC World Sevens Series and in 2018 have agreed key performance indicators as a part of the RFU Strategic Plan. The Union also runs two development teams and identifies sevens athletes through our National Sevens Academy programme.

In player development terms, sevens provides an opportunity for players who do not have full-time club contracts to play international rugby and, as a result, the RFU programmes are closely connected to a number of universities combining player development and education.

The HSBC London Sevens is an important event for rugby in England as it provides us with a vehicle to promote the game of rugby sevens in a traditional rugby 15s market, it enables us to promote our commitment and partnership with the British Olympic Committee/Team GB and provides an important revenue stream which helps to fund both our women's and men's sevens programmes.

RFU RUGBY DEVELOPMENT & LEGACY PLAN

A major focus of the RFU four-year Strategic Plan is to continue developing new ways to attract people to take part in all forms of rugby. The aim is to grow male and female full-pitch sevens opportunities from existing 15s and sevens players. The RFU is committed to developing and delivering a World Rugby approved adapted game, XRugby, alongside our own programme Secure Trading 24/Sevens

As part of the HSBC London Sevens, elements of the 24/Sevens and XRugby programmes would be showcased and development activity would be planned around the tournament.

COMMUNITY SEVENS

XRUGBY 7S



The RFU supports World Rugby's new XRugby initiative, which will be launched worldwide in 2018 and is seen as a key activation to engage new audiences to grow the game in England.

The RFU programme has been branded XRugby7s and will be used as a tool to actively seek out and encourage participation, both male and female, by attracting new players from other team sports and lapsed players to play a low-commitment, high-intensity, seven-a-side format.

XRugby7s can be utilised at a 24/Sevens event as the social tier of competition, or alternatively, can be organised as a stand-alone festival(s).





Sevens team visited West Middlesex Hospital at Christmas to meet staff and patients.

SECURE TRADING 24/SEVENS



Secure Trading 24/Sevens is the domestic, adult community sevens series for both men and women, with member clubs and teams of friends competing in a three-tier series. The series starts with 40 local qualifier tournaments, followed by four regional play-offs, concluding in a national final. The aim of Secure Trading 24/Sevens is to increase both female and male adult sevens participation across the country.

The RFU is currently considering running multiple competitions across the HSBC London Sevens weekend at local clubs, within an easy commute of Twickenham Stadium. Players would be encouraged to travel to the stadium once they have completed their competition. With vast growth targets being set, exposure of Secure Trading 24/Sevens at the HSBC London Sevens would benefit the programme and again demonstrate proactive support to the growth of sevens in both the male and female population.

COMMUNITY ENGAGEMENT

Positively engaging with our local community is part of our strategic plan objectives as a business. It helps to grow the game by encouraging more people to attend the tournament who would not normally do so, in the hope of inspiring them to try formats of the sevens game for themselves.

The RFU offers free tickets to all 22 local partnership schools, which in turn supports and complements the local schools' Physical Education provision and encourages rugby in schools.

We give local people the chance to meet senior sevens players and Olympic athletes by supporting local projects, in turn raising the sport's profile.

Local children are also given the opportunity of a lifetime to be involved in an international tournament – taking part as mascots or as part of the flag parade.

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TOURN MANAG

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A large crowd of people at a social event, overlaid with a red tint and white text. The text 'AMEN T' is on the top line and 'EMENT' is on the bottom line, with a space between them. Two white L-shaped corner brackets are positioned on the right side of the text.

AMEN T EMENT

RFU TOURNAMENT MANAGEMENT STRUCTURE & FUNCTIONAL AREAS

The RFU intends to centrally organise and run the tournament. The organising committee for the HSBC London Sevens will be made up of RFU professional staff, volunteers and contractors.

RFU EXECU

TOURNAMEN

TEAM SERVICES

TEAM & MATCH OFFICIALS
ACCOMMODATION

TEAM & MATCH OFFICIALS
FLIGHTS

VISA SUPPORT

HOTEL TOURNAMENT OFFICE

HOTEL CATERING

VOLUNTEERS & LIAISON OFFICERS

TRAINING VENUES/GYMS

EQUIPMENT LOGISTICS

HOTEL IT INFRASTRUCTURE

GROUND TRANSPORT

TOURNAMENT DELIVERY

MATCH MANAGEMENT – TEAMS & MATCH OFFICIALS

STADIUM TOURNAMENT OFFICE

TUNNEL SET-UP/MANAGEMENT

MATCH DAY VOLUNTEERS

BROADCAST ARRANGEMENTS

ON-PITCH SPORT PRESENTATION

POST-TOURNAMENT FUNCTION

TOURNAMENT SCHEDULING

VIP ARRANGEMENTS

STADIUM CATERING

ACCREDITATION

BALL TEAM

RUGBY SERVICES

MEDICAL
ANTI-DOPING
DISCIPLINE

COMMERCIAL PARTNERSHIPS

PARTNERS' ACTIVATIONS & PROMOTIONS

PARTNERS' HOSPITALITY & TICKETS

PERIMETER ADVERTISING

VENUE COVER-UP

PARTNER BRANDING

PLAYER APPEARANCES

SPONSOR RIGHTS DELIVERY

TIVE TEAM

T DIRECTOR

DIGITAL, MARKETING & COMMUNICATIONS

- MARCOMMS PLAN
- MEDIA PLAN
- SOCIAL MEDIA/DIGITAL PLAN
- LOOK & FEEL
- BRANDING
- COLLATERALS & ADVERTISING
- CRM MARKETING
- MATCH DAY EXPERIENCE/FAN ENGAGEMENT
- MEDIA MANAGEMENT
- STAKEHOLDER COMMUNICATIONS
- CRISIS COMMUNICATIONS

TICKETING

- TICKET PRICING STRATEGY
- GENERAL, GROUP, TEAM, PARTNER & WORLD RUGBY TICKETING
- CAR PARKING

STADIUM DELIVERY

- SECURITY & STEWARDING
- CONTROL ROOM OPS
- FACILITIES & HELP DESK & CLEANING
- STADIUM TRANSPORT LOGISTICS
- LIAISON WITH COUNCIL/POLICE
- COMMUNITY ENGAGEMENT
- HEALTH & SAFETY
- SUSTAINABILITY
- STADIUM IT INFRASTRUCTURE
- SPECTATOR MEDICAL SERVICES
- WEST FAN VILLAGE

BUSINESS OPERATIONS

- LEGAL
- HR
- FINANCE
- CHARITY PARTNERS
- GOVERNMENT RELATIONS

MOST SUCCESSFUL RUGBY WORLD CUP EVER



EVENT DELIVERY EXPERIENCE

In 2015, the RFU hosted the most successful Rugby World Cup ever, generating a £93 million surplus for World Rugby and a £26 million surplus to invest in developing rugby in England. The 48-day global celebration of rugby held across 13 venues was the best attended, most viewed, most socially engaged and most commercially successful of the tournaments to date. There were more than 406,000 international visitors during the tournament with a total attendance of over 2.47 million across the host stadia, with an additional 1 million visitors to the official Fanzones.¹

Twickenham Stadium's busy events calendar each season includes the RFU hosting the autumn international matches and the Six Nations tournament, both attracting crowds in excess of 81,000 (see 2016/17 attendance figures on page 57). We also host a number of age grade and domestic matches throughout the year such as Students Rugby Day, as well as stadium hires like the annual Army v Navy match and Aviva Premiership Final.

With its outstanding facilities and the RFU's in-house event management expertise, the stadium is not limited to hosting rugby, but is adaptable for other forms of entertainment and events. Over the past two years, Twickenham has hosted three NFL games involving a complete reconfiguration of the pitch and tunnel area. During the summer the stadium is often transformed into a live music venue and was most recently a two-day stop, and the only UK venue, on U2's Joshua Tree Tour in 2017.

As well as events at Twickenham, the RFU has a wealth of experience in marketing, planning and delivering matches and tournaments across England. In 2016 the RFU hosted the World Rugby U20 Championship in Manchester, welcoming 12 international teams for the three week tournament which spanned two venues and broke a number of attendance records. For the past four years England has also been a stop on the Rugby Europe's Sevens Grand Prix Series circuit, with the RFU tournament based in Exeter in July for the past three years.

Each year, the RFU also delivers U20s and women's matches off-site on concurrent weekends to the autumn international and Six Nations matches played at Twickenham.

Concert,
Twickenham



U20 Rugby World Cup
2016 Manchester

¹The Economic Impact of Rugby World Cup 2015 – Post event study conducted by EY
[http://www.englandrugby.com/mm/Document/General/General/01/31/83/47/RugbyWorldCup-Postevent_FinalReport\(lowres\)_English.pdf](http://www.englandrugby.com/mm/Document/General/General/01/31/83/47/RugbyWorldCup-Postevent_FinalReport(lowres)_English.pdf)



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A photograph of soccer players in action, overlaid with a red tint. The image shows several players in white jerseys with Adidas logos and dark shorts, running on a grass field. The text 'ANCE' and 'GAL' is overlaid in large white letters. There are also white L-shaped corner brackets on the right side of the image.

ANCE
GAL

ONLINE BUDGET TEMPLATE

Please refer to separate document uploaded to the portal.

UK TAX INFORMATION

Purchases by the teams, media and World Rugby employees/contractors will be subject to VAT. The RFU is not aware of any taxation in the UK which will apply to such individuals as a result of their simple presence in the UK.

Given the provisions of clause 2.1 of the draft HUA, including indemnity wording, the RFU can make no assurance in this regard, and therefore each individual would need to take his or her own tax advice.

It is not possible to categorically confirm that the teams, media and World Rugby employees/contractors will not be subject to taxation as a result of being in the UK. UK tax laws and international tax treaties are complex. However, the likelihood of taxation being charged is relatively remote given that there has been no history of this for the duration that the tournament has been running in London. In any regard there are exemptions to the rules which are covered in this response.

The two taxes that could possibly impact on these groups would be VAT and income tax. These are dealt with below.

VAT - 20%

IMPORT OF CERTAIN GOODS INTO THE UK

The impact should be minimal as there are reliefs from import VAT and duties for the temporary importation of certain goods into the UK.

In order for temporary importation reliefs to apply, there should be an intention to re-export the goods generally within two years (where this intention does not exist or the goods are put into free circulation in the UK, VAT and duties are likely to apply). There are two methods by which the exemption from VAT can be applied:

- *Nothing to declare channel*

No declaration is required and no VAT or duties will be due on: a traveller's personal effects reasonably required for a journey with a value of less than €10,000 OR goods for sports purposes with a value of less than €10,000. The traveller should reside outside of the EU.

- *Simplified authorisation*

To claim temporary importation relief for most other items a single administrative document Form C88 is required at the point of importation. This relief is claimed by completing Form C88 and quoting the relevant Customs Procedure Code (CPC) for the specific goods on which the relief is sought. A C88 is generally completed online. This is done by the freight

forwarder or alternatively by the importer itself. We would recommend using a freight forwarder, especially if the volume of imports is low/irregular.

Security is required on most temporary importations to cover the full amount of charges including customs duty and import VAT that could become due if any conditions for relief are not met or the goods are not re-exported. Security is provided by cash deposit or guarantee. This may be reclaimed when evidence is provided that the goods are re-exported.

Special relief for the importation of awards, trophies and medals may be available provided that the operations involved are not in any way of a commercial nature. Again, relief is generally claimed by completing the C88 on importation and quoting the relevant CPC. This is under the assumption that the awards, trophies and medals are imported using the services of a freight agent/customs broker in the UK. No security is normally required. However, HMRC can ask for a security if you cannot produce the necessary supporting documentation or evidence to show that you are entitled to the relief.

Relief from VAT and duties is available for goods imported that will be used up/consumed/destroyed/distributed free of charge at an exhibition, fair or similar event and are not in any way of a commercial nature. This includes samples of goods, printed matter and articles for advertising purposes intended to be distributed at an event free of charge. The relief is claimed by completing the C88 on importation and quoting the relevant CPC. No security is normally required. However, HMRC can ask for a security if you cannot produce the necessary supporting documentation or evidence to show that you are entitled to the relief.

INCOME TAX

PLAYERS

Under OECD Tax Treaty, Article 17², sportspersons' income, winnings or sponsorship/endorsement earnings can be taxed proportionally for time spent and competing in the country. If, however, as is likely, these earnings would be below the personal allowance thresholds set by HMRC, then no income tax will be payable, but only if they qualify for the UK personal allowance, although individuals may still be asked to complete self-assessment tax returns. As this has not been an issue before, again it seems unlikely but not impossible that income tax would become payable.

WORLD RUGBY EMPLOYEES/CONTRACTORS & MEDIA

There should be no issues for these categories, assuming the following conditions are met:

Under bilateral tax treaties employees should pay income tax in the country of work, unless when they remain employee in their country of residence, receive their salaries from that employer and work for less than 183 days in the other country. If so, only the residence country is allowed to tax the income (Article. 15 OECD Model)².

² Model Tax Convention on Income and on Capital: Condensed Version 2017
http://www.oecd-ilibrary.org/taxation/model-tax-convention-on-income-and-on-capital-condensed-version-2017_mtc_cond-2017-en

NATIONAL ANTI-DOPING AGENCY

The RFU identifies teamwork, respect, enjoyment, discipline and sportsmanship as the core values of rugby. Our aim is to protect the spirit of rugby from being undermined by doping and to protect a player's fundamental right to participate in doping-free sport.

UK ANTI-DOPING (UKAD)

UKAD is the National Anti-Doping Agency for the UK with jurisdiction over the RFU's players and competitions. UKAD is a signatory to the WADA Code and uses the London-based Kings College laboratory for testing the collected biological samples. It has an extensive network of testers and experience of testing large-scale events such as the 2012 Olympics and the 2014 Commonwealth Games.

UNESCO CONVENTION

The UK Parliament has ratified the UNESCO Convention against Doping in Sport.

REGULATION OF SPORTS BETTING

The RFU has had its own sports betting regulations in place since August 2013, which mirror those of World Rugby. The sporting regulations are in addition to and complementary to statutory legislation in the UK in the areas of gambling, corruption and proceeds of crime.

In addition, the RFU has a nominated anti-corruption officer and integrity function that sits within the Legal and Governance Department, as well as a tailored betting integrity working strategy and player education strategy. The RFU works closely with other stakeholders within England and beyond to ensure sports integrity is safeguarded.

INSURANCE DOCUMENTATION

Confirmation of Insurance Cover can be found as [Appendix 3, page 103](#).



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AMENITIES

ICES

TEAM TRAVEL

FLIGHT AVAILABILITY

Twickenham Stadium and the hotels benefit from easy access to both London Gatwick airport and the major international airport, London Heathrow, which served 204 destinations across 85 countries in 2017.³ High-speed Eurostar services between London and Paris are also accessible from St Pancras International, situated less than 8 miles from the current team

hotel. This is especially useful for our current pairing with the Paris Sevens tournament and can be a welcome change from flying; with shorter check-in times, no restrictions on baggage weight and the ability for players to stretch their legs during the journey.

The table below lists the current flight services available into a London airport for each currently participating London Sevens team, from their standard point of origin.

PARTICIPATING TEAM	POINT OF ORIGIN	LONDON AIRPORT	AIRLINE	FREQUENCY
Argentina	Buenos Aires (EZE)	London Heathrow (LHR)	British Airways (BA)	Daily service
	Buenos Aires (EZE)	London Gatwick (LGW)	Norwegian Air (DY)	Seasonal service (operating in May - Mon/Wed/Fri/Sat)
Australia	Sydney (SYD)	London Heathrow (LHR)	British Airways (BA)	Daily service
			Qantas (QF)	Daily service
			Emirates (EK)	Daily service
			Etihad (EY)	Daily service
	Sydney (SYD)	London Gatwick (LGW)	Emirates (EK)	Daily service
		Etihad (EY)	Daily service	
Canada	Victoria (YYJ)	London Heathrow (LHR)	Air Canada (AC)	No direct services Daily service
	Victoria (YYJ)	London Gatwick (LGW)	Westjet (WS)	No direct services Daily service
Fiji	Nadi (NAN)	London Heathrow (LHR)	Fiji Airways (FJ) / British Airways (BA)	No direct services Daily service
			Korean Air (KE)	No direct services
			Air New Zealand (NZ) / Emirates (EK)	No direct services Daily service
France	Paris (CDG)	London Heathrow (LHR)	British Airways (BA)	Daily service
			Air France (AF)	Daily service
	Paris (CDG)	London Gatwick (LGW)	Easyjet (U2)	Daily service
			Vueling Airlines (VY)	Daily service
Paris Gare du Nord	London St Pancras	Eurostar	Daily service	
Ireland	Dublin (DUB)	London Heathrow (LHR)	British Airways (BA)	Daily service
			Aer Lingus (EI)	Daily service
	Dublin (DUB)	Stansted (STN)	Ryanair (FR)	Daily service
	Dublin (DUB)	London Gatwick (LGW)	Ryanair (FR)	Daily service
Kenya	Nairobi (NBO)	London Heathrow (LHR)	Kenya Airways (KQ)	Daily service
			British Airways (BA)	Daily service
New Zealand	Auckland (AKL)	London Heathrow (LHR)	Air New Zealand (NZ)	Daily service
			Emirates (EK)	Daily service
	Auckland (AKL)	London Gatwick (LGW)	Emirates (EK)	Daily service

³Heathrow 2017 Facts and Figures http://mediacentre.heathrow.com/press_packs

Samoa	Apia (APW)	London Heathrow (LHR)	Air New Zealand (NZ)	Operating 4 days a week
			Air New Zealand (NZ) / Emirates (EK)	Operating 4 days a week
Scotland	Edinburgh (EDI)	London Heathrow (LHR)	British Airways (BA)	Daily service
			Flybe (BE)	Seasonal service (operating in May)
	Edinburgh (EDI)	London Gatwick (LGW)	British Airways (BA)	Daily service
	Edinburgh (EDI)	London City (LCY)	Flybe (BE)	Daily service
	Edinburgh (EDI)	Stansted (STN)	Easyjet (U2)	Daily service
South Africa	Cape Town (CTP)	London Heathrow (LHR)	British Airways (BA)	Daily service
			South African Airways (SA)	No direct services Daily service
Spain	Madrid (MAD)	London Heathrow (LHR)	British Airways (BA)	Daily service
			Iberia (IB)	Daily service
	Madrid (MAD)	London Gatwick (LGW)	Easyjet (U2)	Daily service
	Madrid (MAD)	Stansted (STN)	Easyjet (U2)	Daily service
Russia	Moscow (DME)	London Heathrow (LHR)	British Airways (BA)	Daily service
	Moscow (SVO)	London Heathrow (LHR)	Aerflot (SU)	Daily service
USA	San Diego (SAN)	London Heathrow (LHR)	British Airways (BA)	Daily service

FLIGHT PROCUREMENT

We plan to continue using a travel agent to assist teams with flight itineraries and bookings. Currently, we work with England Rugby Travel (ERT) in conjunction with the Fédération Française de Rugby (FFR) to organise flights for both the London and Paris Sevens. ERT are specialists in negotiating airline contracts for sporting teams. They provide dedicated tournament flight coordinators who are available to offer assistance to teams pre, during and post tournament regarding airline fares/routings/timings, naming and ticketing terms, baggage allowances and name changes. While travelling, ERT operate a 24-hour emergency service so that teams are supported should any problems arise. If tendering for a new travel agent, we would look to maintain these services to offer consistency and reliability.

When working with teams to determine the most suitable flights, every effort will be made to balance the best flight itineraries with the most favourable terms for teams (i.e. generous baggage allowance/pooling possibilities, flexible naming deadlines etc.)

ARRIVALS & DEPARTURES

Team buses will be booked to take teams to and from the airport/station. Where appropriate, two teams may share one large team bus with additional luggage trailer. An ERT or RFU representative will be at the airport for all teams on arrival into London should there be any concerns such as lost bags, and on their London departure to assist with check in. Our Liaison Officers will also be on hand to assist with luggage and guide their team to and from their bus.

GROUND TRANSPORT

Throughout their stay we provide each team with two dedicated vehicles, which are to be driven by our Liaison Officers. We permit these vehicles to be used at the discretion of the LOs not only for training and tournament days but also for Embassy visits and sightseeing etc.

Each team is assigned a 16 seater minibus and a 7 seater MPV as standard. Providing two vehicles gives flexibility to the team should they have multiple simultaneous engagements.

HOTEL ACCOMMODATION FOR TEAMS

TEAM HOTEL – MILLENNIUM & COPTHORNE HOTELS, CHELSEA FOOTBALL CLUB

For the past five years, accommodation for the teams and tournament staff has been based at the Millennium & Copthorne Hotels at Chelsea Football Club. Ideally located adjacent to one another, and based just a five minute walk from Fulham Broadway tube station, the hotels are situated in a central location with good transport links to the top attractions in London and an easy drive to Twickenham. Chelsea Football Club is currently scheduling redevelopment plans for Stamford Bridge Stadium. While the hotels and other facilities are unaffected, we propose to continue hosting teams at these hotels. In anticipation of a move, we have begun research and enquiries in order to source a hotel/s of a comparable standard.

STATISTICS

- 4 Star
- 278 bedrooms
- Complementary high speed Wi-Fi throughout with dedicated team log-in (**please refer to the Technology Compliance Statement, M&C Hotel Stamford Bridge for further details on hotel IT provisions – Appendix 4, page 108**)
- 24 hour concierge
- 24 hour room service
- A range of meeting rooms with TV, AV and Wi-Fi facilities
- 3 restaurants, 1 bar
- Complementary towels
- On-site parking



www.millenniumhotels.com/en/london/millennium-and-copthorne-hotels-at-chelsea-football-club

We provide teams with access to the on-site Chelsea Health Club & Spa, a private members club:

- Spacious gym floor with state-of-the-art Technogym equipment
- Dedicated strength and conditioning gym
- 2 studios with a diverse class timetable
- 25m O-Zone treated indoor swimming pool
- 175m suspended outdoor running track
- Plunge pool
- Sauna
- Steam room
- Jacuzzi
- 6 Spa treatment rooms
- Spacious changing rooms
- Club lounge and restaurant with complementary Wi-Fi

There are a number of other gyms located nearby including David Lloyd Fulham (0.3 miles) and Virgin Active Fulham Pools (1.2 miles).

SECURITY

The hotels benefit from a high level of security due to their situation within the stadium grounds. There is CCTV throughout the hotels and stadium and the hotels have 24/7 security on site, available by phone on a 24 hour line which is provided to teams. Patrols are regularly carried out throughout the hotels, car park and football stadium. Security personnel are SIA trained and accredited to the security industry of ISO and UKAS.

A security officer is assigned to man the reception area to discourage 'non-event pedestrian traffic' from entering team areas.

All vehicles are logged with security upon arrival and bag checks/sniffer dogs conduct checks at random.

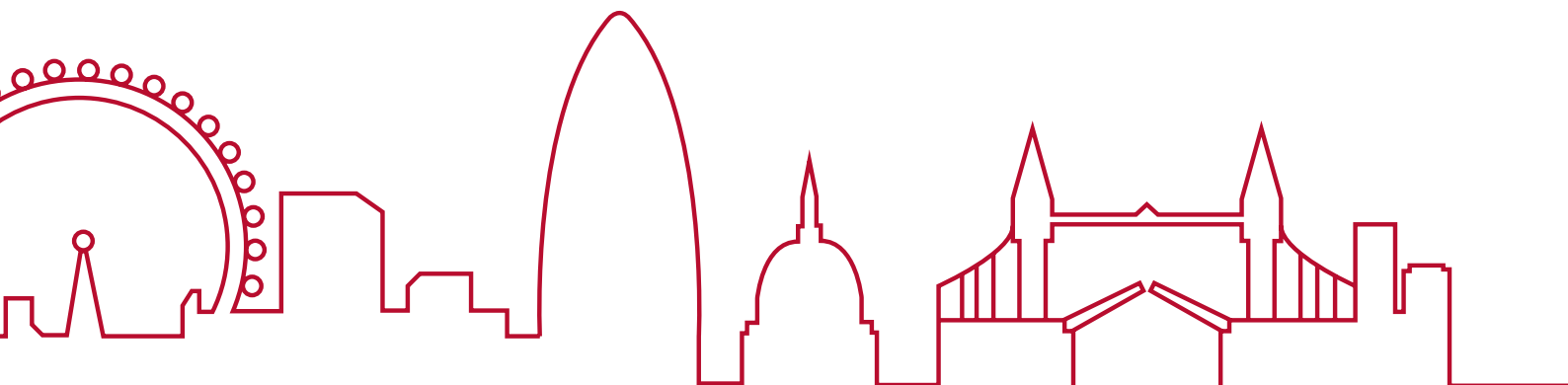




NEARBY PLACES OF INTEREST

	NATURAL HISTORY MUSEUM/ SCIENCE MUSEUM/V&A	HARRODS	BUCKINGHAM PALACE	PALACE OF WESTMINSTER	LEICESTER SQUARE	LONDON ZOO	TOWER OF LONDON
TEAM HOTEL (DRIVING)	1.4 miles 9 mins	1.8 miles 13 mins	3.4 miles 20 mins	3.9 miles 22 mins	4.8 miles 30 mins	5.9 miles 32 mins	7 miles 42 mins

Distances from training venues, stadium etc. can be found in [Estimated Travel Times on page 31](#).



TEAM CATERING

Team meals will be served buffet style in a private function room. For the past five years, meals have been served in an exclusive, spacious 330 seater event space with panoramic views of the Stamford Bridge pitch. Care is taken to ensure that the meals prepared are not only nutritionally appropriate for elite athletes but also cater to a wide range of palates and preferences. The menus are designed taking into consideration the World Rugby guidelines on nutrition provided within the Host Venue Operations Manual each year. We ask for any dietary requirements to be disclosed prior to the tournament so that we can cater to the needs of individuals.

Boiled & Po...
Org...
Scram...
Cumberland Break...
Grilled Back Ba...
Sautéed Mushrooms
Grilled Vine Tomatoes
Hash Browns
Toast
Tea/Coffee/Hot Chocolate
Butters/Flora
Tomato Sauce/Brown Sauce/Sweet Chilli Sauce/Mayonnaise/
Tabasco/English Mustard (On Each Table)

LUNCH
Training Days 12:00 – 14:30

Homemade Soup of the Day
Freshly Baked Bread Roll Basket
(Mixture of brown/white/wholemeal & sliced bread)

Build Your Own Sandwich Bar
(Including one hot pulled Meat Choice)

Daily Seasonal Salad Bar (Including avocados & boiled eggs,
low fat mayonnaise/yoghurt-based dressings)

Cheese Board
Sliced Cold Meats

Cajun Grilled Chicken Breast
Pasta Dish of the Day
Seasonal Market Vegetables
Steamed Brown Rice
Baked Potatoes
Chilli Con Carne
Grated Cheese

Tomato Sauc...
Tabas...

Engla...
R...

MENUS

BREAKFAST

Training Days 07:00 – 10:00
Tournament Days 08:00 – 10:00

Fresh Fruit Platter
Low Fat Fruit Yoghurts
Sliced Charcuterie
Sliced Continental Cheese
Sliced Baked Bread Roll & Sliced Bread Basket
Selection of Low Sugar & Salt Cereals
Fruit Juice
Semi Skimmed Milk
Poached Eggs Cooked To Order
Fried Eggs
Fried Porridge
Fried Eggs
Fast Sausages

Baked Beans
Tuna Mayo

Sour Cream & Chives
Guacamole

Vine Ripened Tomato Salsa
Low Fat Yoghurts
Fresh Fruit Salad

Tomato Sauce/Brown Sauce/Sweet Chilli Sauce/Mayonnaise/
Tabasco/English Mustard (On Each Table)

DINNER

Training Days 17:30 – 21:30
Tournament Days 17:30 – 20:00

Homemade Soup of the Day
Freshly Baked Bread Roll Basket
(Mixture of brown/white/wholemeal & sliced bread)

Sliced Cold Meats
Cheese Board
Build Your Own Sandwich Bar

Daily Seasonal Salad Bar
(Including avocados & boiled eggs,
low fat mayonnaise/yoghurt based dressings)

Roast Leg of Lamb, Mint & Balsamic Jus
Chilli & Ginger Grilled Chicken Breast

Grilled Sea Bass Fillet
Roast Vegetable Lasagne

Mashed Potato
Seasonal Market Vegetables
Vegetable Rice

Baked Rice Pudding
Salted Caramel
Low Fat Yoghurts
Fresh Fruit Salad

ALL SALADS & DRESSING WILL BE MADE
WITH LOW FAT MAYONNAISE & YOGHURTS

Tomato Sauce/Brown Sauce/Sweet Chilli Sauce/Mayonnaise/
Tabasco/English Mustard (On Each Table)



TEAM SERVICES

MANUALS



Team management will receive an HSBC London Sevens manual prior to the tournament. To reduce the requirement for multiple versions and ensure all travel information and tournament scheduling is as up to date as possible, this is usually distributed one month prior to the tournament. This could be distributed eight weeks prior if required with some detail subject to change.

The manual will include:

- Contact details for tournament staff, services and Liaison Officers
- Flight timings
- Arrival procedure information
- Team vehicle guidelines
- Team hotel information
- Information on team provisions e.g. ice, towels, laundry
- An outline itinerary and key timings
- Details on training venues
- Competition schedule
- Match day information
- Match Official profiles
- Medical services and facilities
- Site maps
- Security information

The RFU will also produce a customised Liaison Officer manual to ensure that our LOs are prepared with all the relevant information. This manual contains all of the information that the teams receive, with added detail appropriate to their roles.

HOTEL TOURNAMENT OFFICE

A Tournament Office will be set up at the team hotel which will be the base for RFU Team Services personnel. Throughout the week, Team Services will be on hand to oversee accommodation and hotel catering and provide support with training facility, health club and meeting room bookings, accreditation and other tournament day queries, daily itinerary information, team printing and reprographic services and general troubleshooting.

MEETING SPACES

Meeting rooms will be booked for team use via the Tournament Office. Each meeting room will be equipped with a TV, Wi-Fi, HDMI cable and writing board.

LIAISON OFFICERS

We are proud to have the highest ranked Liaison Officers on the current Sevens World Series circuit who are prepared to go above and beyond to ensure teams have a smooth stay while in London. The RFU has a pool of dedicated volunteers, many returning each year to carry out Liaison Officer duties for the HSBC London Sevens as well as other events in our rugby calendar. For the HSBC London Sevens we will continue to provide two Liaison Officers per team and carry out a careful selection process each year to determine pairings and appropriate team allocations to best suit our volunteers' skill sets.

The role is varied and duties include, but are not limited to:

- Airport meet and greet
- Driving team vehicles
- Water and isotonic distribution
- Towel and ice collection
- Assistance with team luggage and training kit
- Laundry management
- Health club liaison
- Medical bookings
- Local knowledge and assistance with the planning of team extra-curricular activities
- Assistance with stadium acclimatisation
- Warm-up management
- Trophy presentation chaperones
- Managing accreditation and complementary ticket allocation
- General troubleshooting

Further information can be found in the Liaison Officer role description – Appendix 5, page 109.

HOTEL ACCOMMODATION FOR MATCH OFFICIALS

MATCH OFFICIALS HOTEL – THE LENSURY, TEDDINGTON

The 4-star Lensbury hotel is situated less than three miles from Twickenham Stadium on the banks of the River Thames.

We propose to continue to use this as the base for tournament Match Officials and would also recommend this hotel for World Rugby staff due to the excellent on-site facilities and proximity to the stadium.

STATISTICS

- 155 bedrooms
- Complementary Wi-Fi throughout
(please refer to the [Technology Compliance Statement, The Lensbury for further details on hotel IT provisions – Appendix 4, page 108](#))
- 2 restaurants and 1 bar
- 24 hour room service
- Conference Centre with 30 meeting rooms ranging in capacity from 2 to 225 people
- Complementary towels
- Free parking



www.lensbury.com

Match Officials will benefit from access to the on-site members' health club including:

- Spa with hydrotherapy bath and wide variety of treatments
- 2 heated indoor pools – 25m pool and learner pool
- Thermal Suite
- Watersports centre
- Racquet sports facilities – tennis, squash and table tennis

ON-SITE RUGBY PITCHES

The Lensbury has two on-site rugby pitches (advance booking required):

Riverside pitch – 120m x 69m including in-goal. Fibres and construction. Perennial ryegrass sward.

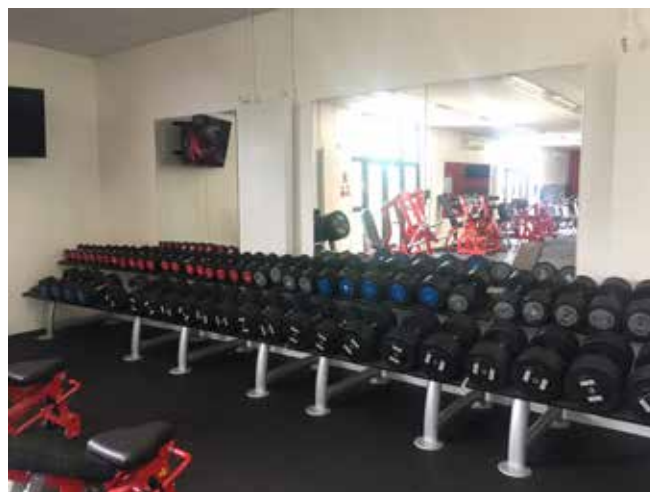


Broomwater pitch – 100m x 65m including in-goal. Extra grass hybrid construction. Perennial Ryegrass sward.



ON-SITE HEAVY WEIGHTS GYM

The Lensbury has a private on-site heavy weights gym (advance booking required):



Alternative facilities nearby include St Mary's University (1.3 miles – pitch and heavy weights gym) and Virgin Active Twickenham (2.5 miles – heavy weights gym).

MATCH OFFICIALS SERVICES

MATCH OFFICIAL COORDINATOR

A Match Official Coordinator will be appointed to work on the arrangements for the tournament and will also be situated at the Match Official hotel throughout tournament week and at the stadium on match days. They will be the first point of contact for any accommodation, training, travel or catering queries.

CATERING

The Match Officials and Disciplinary staff will be assigned reserved tables in their own area of the hotel's restaurant. An allergen guide is available upon request and the menu features a range of vegetarian dishes as well as dairy-free or gluten-free options.

FLIGHTS

Match Official flight procurement will be in line with that of the teams, including any deadlines, luggage allowances etc.

TRANSPORT

For Match Official arrivals we will assess the arrival schedule to determine appropriate transport. Any transport provided will allow for luggage as well as passengers. For travel to or from

the paired tournament, we would look to arrange for the Match Official team to travel as one group as recommended by World Rugby. In this case we would provide a minibus or coach.

Once on the ground we will arrange for vehicles to be available to transport Match Officials.

MEETING SPACE

A meeting room in the hotel's conference centre will be provided for Match Official use. This will be equipped with TV, AV and Wi-Fi facilities.

TOURNAMENT OFFICE

An office area will be provided at the Match Official hotel to act as a base for tournament staff.

SECURITY

The hotel reception is manned 24/7 and night security personnel are on patrol. CCTV is in operation at all times throughout the premises. Entry to all bedrooms and conference centre rooms are via key card entry.

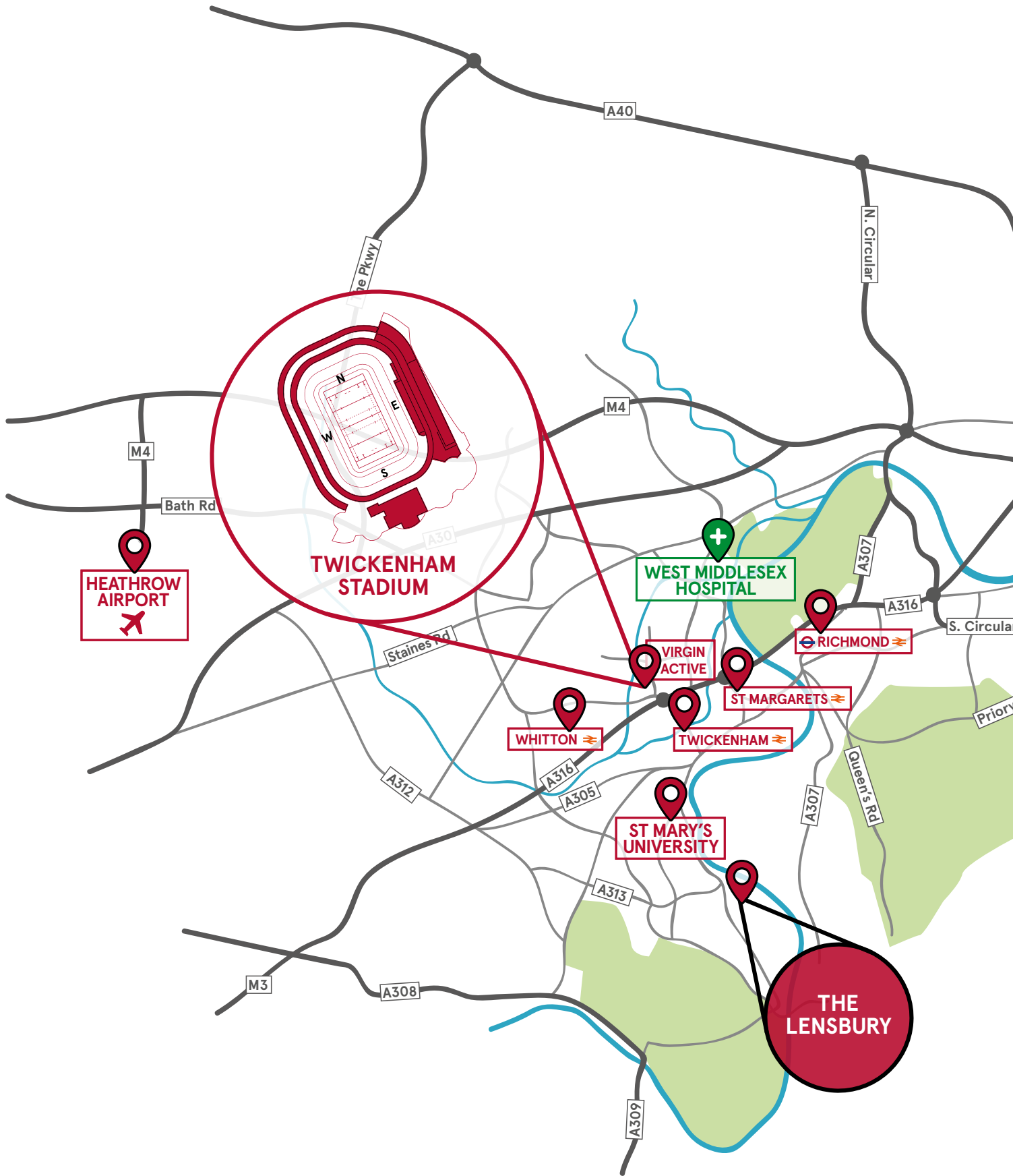
GYM AND PITCH BOOKINGS

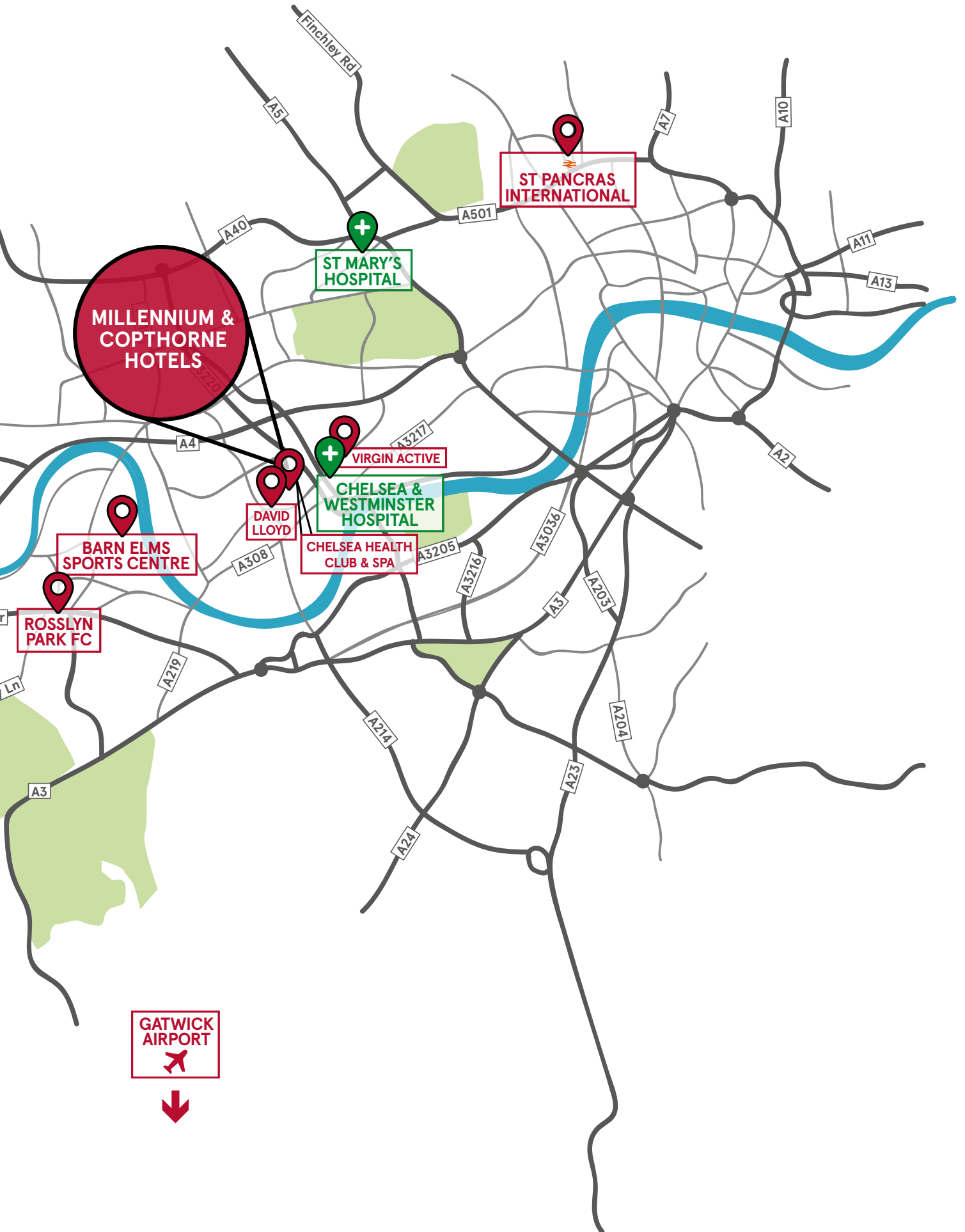
The private heavy weights gym and pitches at The Lensbury require pre-booking for training sessions. Hotel residents are permitted to use the health club gym for individual workouts on an ad hoc basis.

NEARBY PLACES OF INTEREST

	HAMPTON COURT PALACE & BUSHY PARK	RICHMOND THEATRE	RICHMOND PARK	SYON HOUSE	ROYAL BOTANIC GARDENS, KEW	LONDON WETLANDS CENTRE
THE LENSURY (DRIVING)	2.9 miles 12 mins	3.6 miles 15 mins	4.4 miles 17 mins	4.8 miles 22 mins	5.5 miles 21 mins	6.9 miles 28 mins

HOTELS, AIRPORTS & VENUES MAP





ESTIMATED TRAVEL TIMES

	HEATHROW AIRPORT	GATWICK AIRPORT	ST PANCRAS STATION	TEAMS'
HEATHROW AIRPORT				16.8 m 30 m
GATWICK AIRPORT				34.3 m 62 m
ST PANCRAS STATION				7.8 m 35 m
TEAMS' HOTEL	16.8 miles 30 mins	34.3 miles 62 mins	7.8 miles 35 mins	
MATCH OFFICIALS HOTEL	7.3 miles 26 mins	29.4 miles 52 mins	14.4 miles 61 mins	10.1 m 34 m
TWICKENHAM STADIUM	7.3 miles 21 mins	42.5 miles 46 mins	12.8 miles 54 mins	8.5 m 28 m
BARN ELMS TRAINING PITCH				3.3 m 20 m
ROSSLYN PARK TRAINING PITCH				3.4 m 22 m

Fastest driving route recommended by Google Maps. Mid-week timings, approx. 3pm.



HOTEL	MATCH OFFICIALS HOTEL	TWICKENHAM STADIUM	BARN ELMS TRAINING PITCH	ROSSLYN PARK TRAINING PITCH
7.3 miles 26 mins	7.3 miles 21 mins			
29.4 miles 52 mins	42.5 miles 46 mins			
14.4 miles 61 mins	12.8 miles 54 mins			
	10.1 miles 34 mins	8.5 miles 28 mins	3.3 miles 20 mins	3.4 miles 22 mins
		2.6 miles 12 mins	6.8 miles 26 mins	6.4 miles 25 mins
	2.6 miles 12 mins		5.2 miles 22 mins	4.8 miles 22 mins
	6.8 miles 26 mins	5.2 miles 22 mins		
	6.4 miles 25 mins	4.8 miles 22 mins		



UK VISA REQUIREMENTS

A visa will be required for athletes, officials and support personnel from countries which the UK Border Agency has categorised as visa nationals.

As individual visitors' circumstances will vary, we recommend that visa nationals visit the UK government website www.gov.uk/browse/visas-immigration/arriving-in-the-uk for information about the visa options available and, if in doubt, seek professional advice on the most appropriate visa option for them in order to avoid unnecessary delays.

If individuals meet the eligibility requirements, the UK Standard Visitor visa may be an option.

STANDARD VISITOR VISA ELIGIBILITY REQUIREMENTS AND CONDITIONS

The Standard Visitor visa permits holders to visit the UK for business-related activities, including specific sports-related events, under the proviso that the holder must not:

- Do paid or unpaid work
- Live in the UK for long periods of time through frequent visits
- Get public funds
- Marry or register a civil partnership, or give notice of marriage or civil partnership

In order to be eligible for this visa, applicants must show that:

- They will leave the UK at the end of their visit
- They are able to support themselves and any dependents for the duration of their trip
- They are able to pay for their return or onward journey and any other costs relating to their visit
- They have proof of any business or other activities they want to do in the UK, as allowed by the **Visitor Rules⁴**

Under the Standard Visitor visa⁴, a sportsperson is permitted to:

- Take part in a sports tournament or sports event as an individual or part of a team
- Make personal appearances and take part in promotional activities
- Take part in trials provided they are not in front of a paying audience
- Take part in short periods of training provided they are not being paid by a UK sporting body

Personal or technical staff of the sportsperson, or sports officials, may support the above activities if they are attending the same event as the sportsperson. Personal or technical staff of the sportsperson must be employed to work for the sportsperson outside the UK.

FEES & TIMESCALES

A Standard Visitor visa costs £89. Applicants usually receive a decision within three weeks of submitting their application. Many visa application centres offer an expedited service for an additional fee.

Further information on the Standard Visitor visa can be found on the UK government website: www.gov.uk/standard-visitor-visa

ASSISTANCE WITH VISA APPLICATIONS

Where a visa is required, the RFU will issue an official invitation to athletes, officials and support personnel from visiting Unions in order to support their applications. We encourage teams to be proactive with their applications to allow for the processing time and any unforeseen issues. If necessary, the RFU will liaise with the UK Border Agency and their overseas Embassies to assist with the process. However, the RFU is unable to influence the outcome of an individual's application.

STADIUM ACCREDITATION SYSTEM

Accreditation will be administered via the existing online RFU Stadium Accreditation system - created, securely hosted, and supported by a specialist

external accreditation provider. Accreditation will be issued to all tournament and operational staff, as well as any VIPs requiring accreditation credentials.

Operational areas of the stadium are divided into zones and allocated an access code. These codes are clearly shown on the central portion of individuals' accreditation passes, depending on the level of access required. Accreditation passes also either have a colour band top and bottom, determined by the Stadium Team administering the passes, or passes can be created using bespoke artwork designed to match the look and feel of the event or tournament, depending on the organiser's preference. As an additional security feature, ID photos can be included on the passes if desired.

Individuals apply for their passes online via a portal, with a nominated account manager for each group/contractor/stakeholder, selecting the areas they believe each individual requires access to in order to complete their duties. The system can also be set up to automatically allocate access codes to specific groups if the access requirements for that group are known in advance. Once applications are submitted, the accreditation administrator, based in the Stadium Team, manually reviews all applications in an approval process, during which each individual's access codes can be altered if required.

Vetting of player areas is completed in conjunction with the Match Manager to ensure access to player areas is strictly controlled and limited to essential operational staff and players.

Security personnel operate at all accreditation control points, between coded zones, to ensure only pass holders with the relevant code are granted access.

The Twickenham accreditation system is a well-tested, well-supported accreditation management system, which is utilised successfully on site at Twickenham for all major events.

For further details please refer to Tournament Stadium Operations and Stewarding Plan, Section 14 – submitted separately.

⁴Immigration Rules Appendix V: visitor rules

<https://www.gov.uk/guidance/immigration-rules/immigration-rules-appendix-v-visitor-rules>

SECURITY PLAN

Before each event, the RFU carries out a bespoke security risk assessment to highlight any specific risks and ensure adequate controls are in place to prevent issues of safety and security. Guidance will be taken from all relevant security and policing agencies and publications/updates.

The following is assessed:

- Staffing levels
- Safe methods of ingress and egress
- Emergency ingress and egress
- Public arrival points
- Screening of visitors, staff and customers to the site
- Ticket/access control systems
- Control of localised density
- Accurate accounting of capacity
- Audience profile
- Athlete/artist/event profiles
- Control of cultural behaviour
- Welfare services

- Lighting and identification of black spots or dimly lit areas
- Wayfinding and emergency signage identification of all fire points and the location of fire appliances
- Identification of any areas set aside for the treatment of first aid and related equipment

A sample Security Risk Assessment can be found in Appendix 6, page 114.

The Tournament Stadium Operations and Stewarding Plan has been submitted separately. This document covers a range of stadium security topics including the stewarding approach and training, event health & safety, accreditation and information regarding the searching plan.

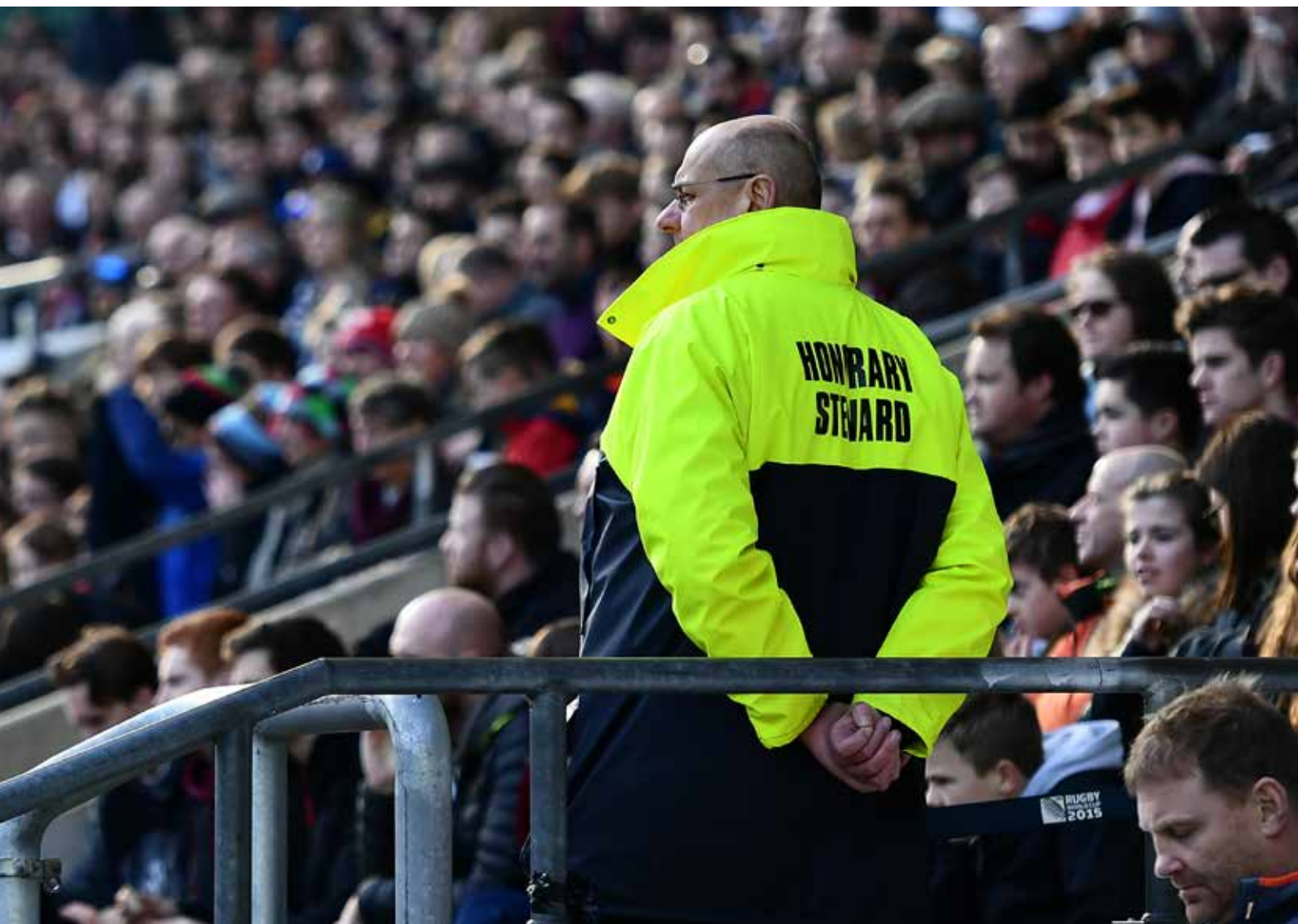
PROJECT GRIFFIN

Keeping people safe is always of paramount importance at the RFU, and we continue to work to provide the best possible security. Each year, all HQ employees must attend a Project Griffin awareness session which is run in conjunction with the Metropolitan

Police and National Counter Terrorism Security Office.

The aim of Project Griffin is to help understand the threat to the UK from terrorism, keeping in mind recent world events, guide individuals on what to do if they find themselves involved in a terrorist incident and enable people to recognise and report suspicious activity.

The awareness sessions are extremely valuable in highlighting the important role everyone can play in the security of the stadium and its visitors at all times.



TICKETING PLAN

The ticketing plan reflects the fact that London and Twickenham are national and global rugby destinations.

The RFU will deliver this alongside a fully integrated digital and marketing communications plan to promote the tournament and drive ticket sales.

OVERVIEW

Each year the communications team at the RFU develops a comprehensive communications plan to promote and sell the HSBC London Sevens event. Encompassing PR, social media and content development, the plan is closely integrated with the Union's marketing plan to ensure a consistent message and approach.

The RFU has appointed a PR agency for a number of years to build a robust communications campaign for the event and to ensure the HSBC London Sevens is profiled in a number of key publications leading up to the weekend with the core objective of selling tickets.

The RFU's internal communications team also works very closely with its Community Relations department to ensure key local stakeholders are considered throughout the duration of the campaign.

POSITIONING

Since refreshing the event's image in 2016, a key aim for the marketing and communications of the HSBC London Sevens is to focus less on the party and more on what happens on the pitch.

In the lead up, key events in the rugby sevens calendar are highlighted to put the sport at the heart of the campaign (Olympics, Commonwealth Games, Rugby World Cup Sevens).

The HSBC London Sevens is a family-friendly event that offers international, gourmet street food, live music and entertainment throughout the day, in addition to world-class rugby sevens.



COMMUNICATIONS OBJECTIVES

Key objectives for the communications plan are as follows:

- Generate media coverage and content that drives ticket sales for both the Saturday and Sunday
- Develop a campaign that puts sport at the heart of all communications output
- Generate excitement in the bespoke theme for each year's event
- Secure media coverage not only in the rugby media but more importantly outside the sports pages, such as listings and event guides as well as consumer lifestyle media
- Integrate a successful digital content plan into the wider campaign to reach audiences outside traditional media
- Deliver a unique captains' photo call opportunity the week of the event that will achieve national media coverage and generate engaging social media content

AUDIENCE

The HSBC London Sevens attracts a diverse audience and the aim of the communications plan is to continue trying to identify and reach new audiences.

Those we want to target through the communications campaign include:

- New rugby sevens fans – those who have been inspired by the Rio 2016 Olympics or the 2014 and 2018 Commonwealth Games
- Families – focusing on the family days out crowd
- Young professionals who appreciate good food and music, and love sport
- Women who may have heard about sevens for the first time during the Olympics or Commonwealth Games and are inspired to come along to see the sport in action
- Big eventers – people who attend one or two big sporting events a year
- Festival goers – whether food, music or arts
- The rugby family – clubs, schools, colleges, universities, debenture holders, England Rugby Club members and the RFU's commercial partners

COMMUNICATIONS PLAN – KEY ELEMENTS

Each year the communications plan for the HSBC London Sevens is unique to its theme, for example Star Wars, out of space, or the street food festival, to deliver a varied campaign year-on-year.



The following components are always included in the communications plan for the event:

- On-sale launch: a media sell-in (supported by social media) announcing that tickets are officially on sale for the event
- Campaign creative goes live: a secondary media sell-in to support the official creative marketing campaign going live
- Press office: a hardworking press office function is fundamental to the success of the campaign and will be in operation throughout its entirety to secure media coverage that will drive ticket sales
- England Sevens player appearance: access to at least three members of the England Sevens squad for four hours is provided to help promote the event. This time can be used for a variety of activities, including player media interviews and content capture



- Ticket competitions: an allocation of tickets is provided to the agency to secure ticket competitions in key national media outlets to drive further awareness of the event
- Captains' launch: the communications team at the RFU is responsible for delivering a unique captains' launch the week prior to the event. This occasion is used to generate social media content and media coverage



- Additional pre-tournament media events: The RFU has the facilities to host any additional pre-tournament media events should they be required to pre-promote the weekend.

PREVIOUS RESULTS

Since the repositioning of the HSBC London Sevens in 2016 the communications campaigns for the event have delivered some strong results.

In 2016 these included:

- Total pieces of media coverage: 136
- Total opportunities to see: 679,019,449
- Total links to ticket website in coverage: 63
- Total times HSBC London Sevens mentioned in coverage: 153
- Total social media reach: 2,785,091
- Partnership with Urban Food Fest generated media coverage in key publications including Rugby World, Men's Health and The Sunday Telegraph
- April Fool's Day activity reached 1.3m on social and secured print coverage in Metro and Daily Star
- Ticket competitions placed in key London publications including ShortList, Stylist and Daily Express, among others
- Ticket listings coverage secured in key publications including TimeOut (x2), ShortList, Daily Mirror, Huffington Post, Esquire, Daily Express and ITV.com, plus others

In 2017 this included:

- April Fool's Day activity and content around Neil Rankin chef partnership achieved over 310,000 organic owned views on social media
- April Fool's Day activity also had over 680,000 reach and over 12,000 engagements with the content on social media
- 15 pieces of media coverage were achieved for the April Fool's Day story including: 3 x features with The Sun, The Daily Telegraph, Huffington Post, Sky News, Mail Online and Daily Star online
- 15 media attended a 'get sevens fit' training session with three England players, with strong fitness/lifestyle coverage achieved from it. Owned content scored 76,000 views from this session
- More than 20 other media pieces about the tournament achieved from competitions and listings
- Launched the HSBC London Sevens with the first ever illustrated captains' photo which was completely integrated into the creative look and feel of the event.

SOCIAL MEDIA CHANNELS AND CONTENT PRODUCTION

The RFU's social media team has a strong relationship with the social media managers at World Rugby and often cross-share content across respective channels.

The RFU uses the following social media channels to promote the HSBC London Sevens:

 twitter.com/EnglandRugby

 facebook.com/OfficialEnglandRugby

 instagram.com/englandrugby

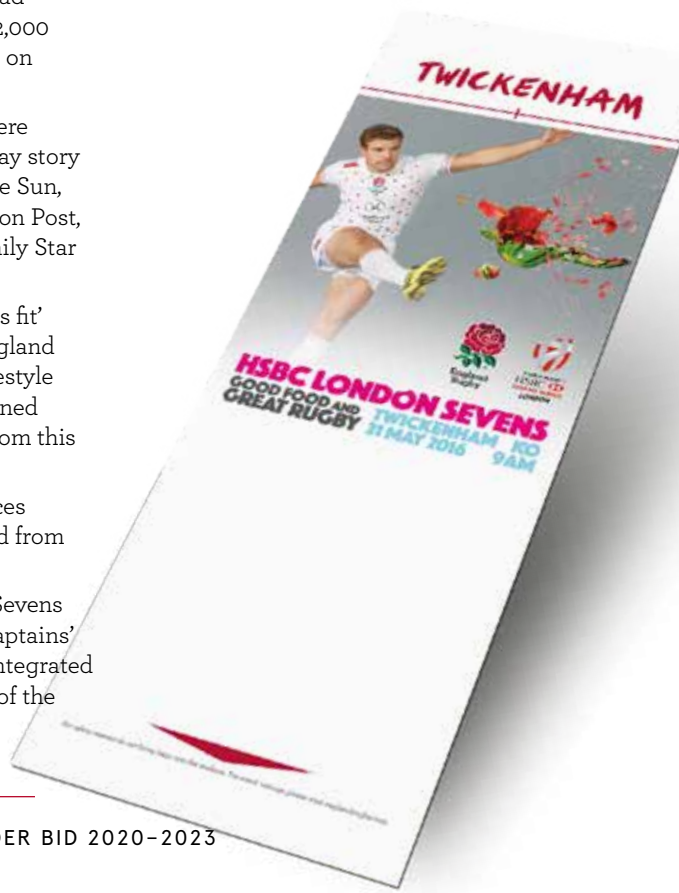
 [@EnglandRugby](https://snapchat.com/@EnglandRugby)

 youtube.com/englandrugby

 www.EnglandRugby.com

The RFU also has its own in-house production arm - England Rugby TV - which produces pre-tournament and match day video content to build awareness and engagement across England Rugby's digital channels.

For the tournament weekend, the RFU's content team will produce a printed tournament programme which includes features, news and useful event information for those visiting the stadium across the weekend of the event.



HSBC LONDON SEVENS SALES CAMPAIGN

The RFU's Customer Relationship Management (CRM) strategy has delivered significant results in recent years across all our ticketed events, not least the HSBC London Sevens. With an active database of 0.5 million, including 25,000 England Rugby First XV members - our core membership group - CRM is central to marketing efforts across the campaign.

Data shows that the HSBC London Sevens attracts a large number of ticket buyers who have either never bought a ticket before* or who have not bought a ticket in the last 12 months, providing us with a unique opportunity to (re)engage with new or lapsed customers, ultimately bringing them back into the game and growing the supporter base. Through CRM, we are able to better understand the Sevens audiences and provide tailored content, catering to their interest and demographic. Fans are directed to buy via EnglandRugby.com/Tickets which receives over 10 million unique views per year.

TICKET PRICING

The new pricing structure delivers an environment that promotes the sport and the athletes, while providing a friendly, fun and family crowd. The event works exceptionally well to close out the rugby season at Twickenham in late May/early June.

Traditionally, our pricing has performed well within the UK sporting market as shown on the graph.

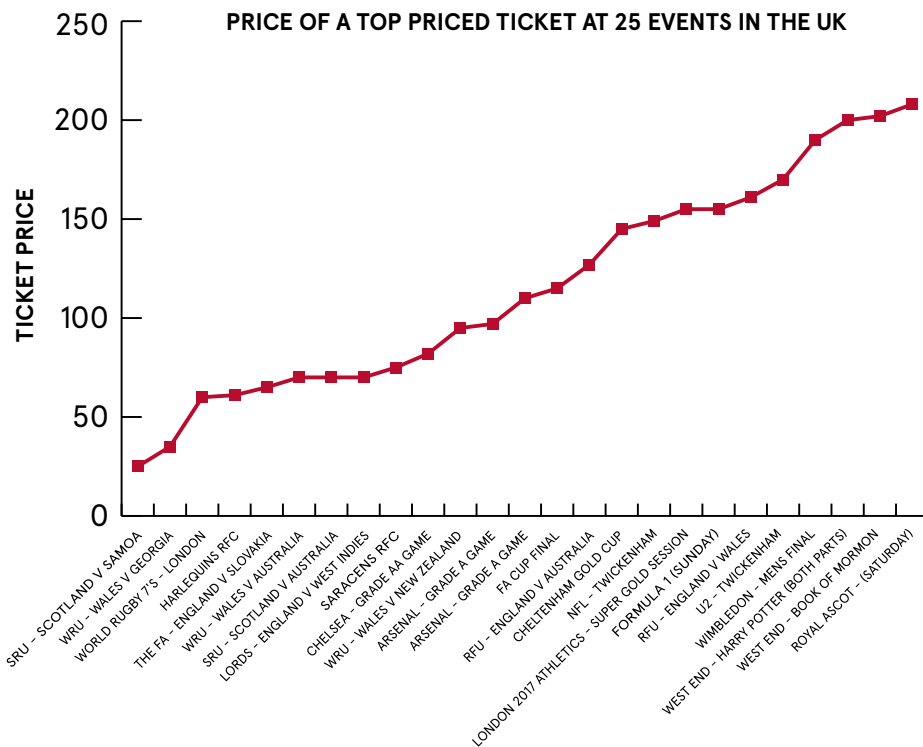
2018 TICKETING STRATEGY PLAN

The RFU continually reviews ticket pricing based on previous experience of hosting the HSBC London Sevens. This includes reviewing the key target audience for each day while balancing demand for tickets.

For our 2018 series event our ticket price structure includes and is based on:

SATURDAY

- Saturday has the greater demand so the plan is to maintain our level of pricing, which includes child discount tickets
- A new premium price category introduced for superfans
- Ticket pricing: Premium £50, Cat 1 £40, Cat 2 £30



- Juniors tickets (under 16 years of age) £10
- An allowance for early bird pricing - £40, £30, £20, to encourage early booking, and to welcome and reward our existing memberships (Debentures/Clubs/England Rugby Club First XV)

SUNDAY

- Sunday has become a family-orientated event and so we are looking to increase the number of families at the event
- A lower price compared with Saturday to encourage families to come and enjoy the rugby
- Ticket pricing: Premium £45, Cat 1 £35, Cat 2 £25
- Juniors tickets (under 16 years of age) £10
- A new premium price category introduced for superfans and to protect revenue
- An allowance for early bird/entitlement pricing - £35, £25, £15, to encourage early booking, and to welcome our memberships (debentures/clubs/England Rugby Club First XV)

TEAM, MEDIA, MATCH OFFICIAL AND STAFF TICKETING

- All tournament ticket requirements will be managed by the RFU Ticketing and Membership Team. All participating teams will be allocated 34 free tickets and 20 additional tickets to purchase for each day's play

- World Rugby Match Officials will be provided on request with two free tickets each for each day's play
- World Rugby will be allocated 30 free Premium category tickets to each day's play in addition to the tickets allocated to World Rugby as part of their sponsorship rights
- Teams and Match Officials will be requested to advise, in advance, if they wish to take up this allocation of tickets
- Tickets will be provided by the RFU on arrival at the tournament
- Team players and staff must be in possession of a valid ticket or accreditation to gain access to the venue (those wishing to sit in the bowl must be in possession of a valid ticket for each day)

TICKET OFFICE - COLLECTION AND SALES

The South East Ticket Office is outside the ticketed perimeter and staffed by the RFU Ticketing and Membership Team. It is open weekdays and match days from 9:30 am and is easily accessible to the public.

*51% in 2017 came from those who had never purchased a ticket before



FIJI
YOU BEAUTY



HSBC LONDON SEVEN

 20-21
MAY 2017

80K+
ATTENDANCE*
*2017 tournament reflects reduced capacity

♂ 70:30 ♀
MALE:FEMALE SPLIT

36%
AGES 21-30

625K
TOTAL VIEWS

114K
ENGAGEMENTS



NS 2017 STATISTICS



20M

IMPRESSIONS

49K
ENGAGEMENTS



25975

#LONDON7S
FEATURED IN TWEETS

15K
ENGAGEMENTS



50K
ENGAGEMENTS



178809
WEBSITE VISITS

HOME OF ENGLAND RUGBY





OWN ACTIVE
HEALTH CLUB

VIRGIN ACTIVE

「

RUGBY S

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ERVICES



MATCH OFFICIALS COMMUNICATION SYSTEM

VME is currently the appointed supplier for Match Officials communications systems for all RFU broadcasted matches at Twickenham Stadium and around the country.

VME have developed equipment specifically for the Match Officials communications systems and currently holds contracts with:

- Premiership Rugby Ltd (all Aviva Premiership matches, Anglo-Welsh Cup and Singha 7s)
- The Rugby Football Union (all televised RFU Championship matches, all internationals at Twickenham including HSBC London Sevens and all other ad hoc matches)
- All televised and non-televised European Professional Club Rugby (EPCR) matches in England, Scotland and Wales
- All televised EPCR matches in Ireland
- All televised and non-televised Pro-14 matches within Scotland and Wales
- All international games for Welsh Rugby Union and Scottish Rugby Union

EQUIPMENT AND FEED REQUIREMENTS

The RFU through its appointed supplier will provide the following equipment and feeds.

A radio microphone system suitable to cover the whole of the playing surface within the stadium and of broadcast quality audio:

- **Open radio microphone**
 - 8 x Match Referee
- **Push to talk radio microphone**
 - 10 x Assistant Referees
 - 4 x Sub Controllers

All Match Officials will be provided with their own individual equipment. This equipment is controlled by VME to ensure that only the officials relevant to the game being played are able to be heard through the communication system. All equipment worn can be put in either elastic belts around the waist or mounted inside a Ref Cam vest where applicable.

Through cabling provided by designated broadcaster:

- **Referee audio to broadcasters**
 - All eight referee microphones are passed to the broadcaster

through one feed. VME controls which microphone is fed during any specific match. Therefore the broadcaster only receives the audio relevant to the referee in charge for that match.

Through equipment and cabling provided by VME:

- **Fixed position microphone**
 - 1 x Time Keeper (situated either within the Royal Box or above the tunnel)
- **Listen only (radio)**
 - Performance Reviewers - quantity to be confirmed before the event
 - Citing Commissioners - quantity to be confirmed before the event
- **Listen only (cabled)**
 - Referee Audio supplied to stadium in-house broadcasting if required.

Through cabling supplied by the designated provider:

- **Listen only**
 - Ref Audio is available for Spectator Listening Provider if required.

As a minimum, the RFU will continue to provide this level of support via an appointed supplier.



PROPOSED TOURNAMENT DATE(S)

The RFU wishes to continue to host a Sevens World Series tournament in the May/June window (option 6) from 2020 onwards.

The proposed changes to the Global Structured Season and the impact on domestic leagues mean that negotiations are still ongoing and, at the time of submitting the tender, the domestic calendar is still to be agreed. Actual weekend dates within the window cannot be identified at this time.

May into early June works well from a climate perspective and the proposed pairing with Paris or another Europe-based host. The window is outside the traditional family holiday period of late July, August and early September, when the rugby ticket purchasing public and the corporate audience do not attend rugby events in high numbers. The shift in the domestic calendar should also make attending the HSBC London Sevens in May/June even more appealing. The Union is keen to build attendance on tournament days and this is the optimum window to achieve this ambition.

As part of the tender process the RFU will engage with World Rugby to see which other date options should be considered but at this time no second date option has been identified.

TOURNAMENT PAIRING

The RFU would look to pair the London tournament with that of another Europe-based Union, subject to the geographic, time zones, climate and transport connections being acceptable to all parties, especially from a player welfare perspective. Informal discussions have taken place with the FFR and Deutscher Rugby Verband (DRV).

Since 2016 the HSBC London Sevens has been paired with the FFR's recently revived Paris Sevens tournament. The RFU has shared knowledge and experience with our paired tournament and teams have benefited from the joined-up approach between the Unions. Prior to the Paris pairing, the RFU worked in partnership with the Scottish Rugby Union (SRU), paired with the Edinburgh/Glasgow Sevens.

The RFU will look to continue having regular conference calls and face-to-face visits with our paired tournament to discuss the flight booking process and logistical arrangements.

The RFU would also look to continue providing the overnight luggage truck service, currently in place between London and Paris. The truck transports excess team luggage, departing from the first tournament on the evening of the final tournament day and arriving at the second tournament early morning of the following day, before team arrival. This helps to take unnecessary stress out of the travel between events and excess baggage check-in etc.

The RFU intends to continue to share the cost of team and Match Official round flight tickets equally between paired unions. The current pairing with the Paris tournament is well suited logistically and in terms of player welfare, with only one hour's time difference and with the availability of a regular high-speed Eurostar train service from Paris to London.

The proposal is to continue providing the Eurostar service as a travel option for both players and match officials due to the many benefits it offers:

- Central London to central Paris in 2 hours 15 minutes
- 14 trains per day
- Check-in 1 hour before travel
- 2 pieces of luggage + 1 hand luggage per person included – no weight or liquid restrictions
- Electrical sockets at every seat
- Free Wi-Fi
- On-board café
- Immediate exit (travel with baggage, passport checks only on departure)

The option of flying would also continue to be offered, with daily services departing from Paris Charles de Gaulle, and indeed from all major European cities, into the UK's airport hub – London Heathrow and also nearby Gatwick.



BIDDING FOR A COMBINED MEN'S & WOMEN'S TOURNAMENT

In November 2017, the RFU launched a new four-year women and girls action plan, which forms an integral part of the overarching Strategic Plan.

The plan sets out proposals to grow playing numbers, improve the opportunities to play, ensure that those with talent can progress, increase the numbers of females engaging in coaching, refereeing and volunteering and improve the female-friendliness of rugby facilities. Underpinning all of this is a commitment to strengthening England Rugby's commercial partnerships in this area and changing perceptions of the game.

There are currently 512 women and girls teams in England and 27,500 existing players. By 2021 the RFU wants to grow these numbers, engaging 100,000 females in rugby and converting 25,000 of those into new players – almost doubling the current figure.

Alongside an increased commitment to growing grassroots rugby, the action plan also features an increased focus on enhancing opportunities and offerings within the professional game. The RFU continues to invest in the women's sevens programme, currently holding 17 full-time contracts within the England women's sevens team.

England's men and women both compete in the World Rugby Sevens Series and are currently performing well. The RFU is giving careful consideration to hosting both a men's and women's tournament in London over three days at Twickenham, highlighting the Union's further commitment to sevens rugby.

We would plan to host both tournaments on the Twickenham Stadium pitch. Based on the current pairing with Paris, initial discussions with the FFR have highlighted its desire to host a women's tournament in tandem with London which would benefit player welfare and logistical arrangements.

The RFU would need to make substantial financial investment in temporary structures to accommodate all teams and create a warm-up facility adjacent to the stadium which is fair and equitable. It will require significantly more research by the RFU based on a detailed proposal from World Rugby.

At the time of submission the RFU is not committing to hosting a combined men's and women's tournament but is keen to receive further information and to enter into discussions with World Rugby about the options.

Twickenham Stadium

Day 1 - Friday					Day 2 - Saturday					Day 3 - Sunday				
Match No	Pool	Fixture	Duration	Time	Match No	Pool	Fixture	Duration	Time	Match No	Pool	Fixture	Duration	Time
wMatch 1	C	C1 v C3	00:22	10:00	wMatch 19	Challenge Trophy SF1	3rd best 3rd v 3rd best 4th	00:22	09:00	Match 25	Challenge Trophy QF1	3rd Pool A v 4th Pool D	00:22	09:00
wMatch 2	C	C2 v C4	00:22	10:22	wMatch 20	Challenge Trophy SF2	Best 4th v 2nd best 4th	00:22	09:22	Match 26	Challenge Trophy QF2	3rd Pool C v 4th Pool B	00:22	09:22
wMatch 3	B	B1 v B3	00:22	10:44	wMatch 21	Cup QF1	1st Pool A v 2nd best 3rd	00:22	09:44	Match 27	Challenge Trophy QF3	3rd Pool D v 4th Pool A	00:22	09:44
wMatch 4	B	B2 v B4	00:22	11:06	wMatch 22	Cup QF2	2nd Pool B v 2nd Pool C	00:22	10:06	Match 28	Challenge Trophy QF4	3rd Pool B v 4th Pool C	00:22	10:06
wMatch 5	A	A2 v A4	00:22	11:28	wMatch 23	Cup QF3	1st Pool B v Best 3rd	00:22	10:28	Match 29	Cup QF1	1st Pool A v 2nd Pool D	00:22	10:28
wMatch 6	A	A1 v A3	00:22	11:50	wMatch 24	Cup QF4	1st Pool C v 2nd Pool A	00:22	10:50	Match 30	Cup QF2	1st Pool D v 2nd Pool B	00:22	10:50
Break (32mins)			00:32	12:12	Break (32mins)			00:32	11:12	Match 31	Cup QF3	1st Pool D v 2nd Pool A	00:22	11:12
wMatch 7	C	C1 v C4	00:22	12:44	wMatch 25	11th Place	Loser CT SF1 v Loser CT SF 2	00:22	11:44	Match 32	Cup QF4	1st Pool B v 2nd Pool C	00:22	11:34
wMatch 8	C	C2 v C3	00:22	13:06	wMatch 26	Challenge Trophy Final	Winner CT SF1 v Winner CT SF 2	00:22	12:06	Break (10mins)			00:10	11:56
wMatch 9	B	B1 v B4	00:22	13:28	Presentation (5mins)			00:05	12:28	wMatch 31	7th Place Final	Loser 5th Place SF1 v Loser 5th Place SF2	00:22	12:06
wMatch 10	B	B2 v B3	00:22	13:50	wMatch 27	5th Place SF1	Loser QF1 v Loser QF2	00:22	12:33	wMatch 32	5th Place Final	Winner 5th SF1 v Winner 5th SF2	00:22	12:28
wMatch 11	A	A2 v A3	00:22	14:12	wMatch 28	5th Place SF2	Loser QF3 v Loser QF4	00:22	12:55	wMatch 33	Bronze Medal Match	Loser Cup SF 1 v Loser Cup SF 2	00:22	12:50
wMatch 12	A	A1 v A4	00:22	14:34	wMatch 29	Cup SF1	Winner QF1 v Winner QF2	00:22	13:17	Anthems			00:05	13:12
Break (20mins)			00:32	14:56	wMatch 30	Cup SF2	Winner QF3 v Winner QF4	00:22	13:39	wMatch 34	Cup Final	Winner Cup SF 1 v Winner Cup SF 2	00:22	13:07
wMatch 13	C	C1 v C2	00:22	15:28	Break (10mins)			00:10	14:01	Presentation			00:10	13:39
wMatch 14	C	C3 v C4	00:22	15:50	Match 9	D	D2 v D4	00:22	14:11	Match 32	13th Place SF1	Loser CT QF 1 v Loser CT QF 2	00:22	13:49
wMatch 15	B	B1 v B2	00:22	16:12	Match 10	D	D1 v D3	00:22	14:33	Match 34	13th Place SF2	Loser CT QF 3 v Loser CT QF 4	00:22	14:11
wMatch 16	B	B3 v B4	00:22	16:34	Match 11	C	C2 v C4	00:22	14:55	Match 35	Challenge Trophy SF1	Winner CT QF3 v Winner CT QF4	00:22	14:33
wMatch 17	A	A3 v A4	00:22	16:56	Match 12	C	C1 v C3	00:22	15:17	Match 36	Challenge Trophy SF2	Winner CT QF3 v Winner CT QF4	00:22	14:55
wMatch 18	A	A1 v A2	00:22	17:18	Match 13	B	B2 v B4	00:22	15:39	Match 37	5th Place SF 1	Loser Cup QF1 v Loser Cup QF2	00:22	15:17
Break (10mins)			00:10	17:40	Match 14	B	B1 v B3	00:22	16:01	Match 38	5th Place SF 2	Loser Cup QF3 v Loser Cup QF4	00:22	15:39
Match 1	D	D2 v D3	00:22	17:50	Match 15	A	A2 v A4	00:22	16:23	Match 39	Cup SF1	Winner Cup QF 1 v Winner Cup QF 2	00:22	16:01
Match 2	D	D1 v D4	00:22	18:12	Match 16	A	A1 v A3	00:22	16:45	Match 40	Cup SF2	Winner Cup QF 3 v Winner Cup QF 4	00:22	16:23
Match 3	C	C2 v C3	00:22	18:34	Break (10mins)			00:10	17:07	Entertainment			00:35	16:45
Match 4	C	C1 v C4	00:22	18:56	Match 17	D	D3 v D4	00:22	17:17	Match 41	Match for 13th place	Winner 13th SF 1 v Winner 13th SF 2	00:22	17:20
Match 5	B	B2 v B3	00:22	19:18	Match 18	D	D1 v D2	00:22	17:39	Match 42	Challenge Trophy Final	Winner CT SF 1 v Winner CT SF 2	00:22	17:42
Match 6	B	B1 v B4	00:22	19:40	Match 19	C	C3 v C4	00:22	18:01	Presentation & Break			00:20	18:04
Match 7	A	A2 v A3	00:22	20:02	Match 20	C	C1 v C2	00:22	18:23	Match 43	Match for 5th Place	Winner 5th SF 1 v Winner 5th SF 2	00:22	18:24
Match 8	A	A1 v A4	00:22	20:24	Match 21	B	B3 v B4	00:22	18:45	Match 44	Bronze Match	Loser Cup SF 1 v Loser Cup SF 2	00:22	18:46
END:			20:46		Match 22	B	B1 v B2	00:22	19:07	Anthems			00:05	19:08
					Match 23	A	A3 v A4	00:22	19:29	Match 45	Cup Final	Winner Cup SF 1 v Winner Cup SF 2	00:22	19:13
					Match 24	A	A1 v A2	00:22	19:51	Presentation			00:10	19:35
					END:			20:13					00:10	19:45

Men's and women's combined match schedule example

CLIMATE CONDITIONS

LOCAL CLIMATE AVERAGES

The Met Office's nearest climate monitoring station to Twickenham Stadium is Kew Gardens (2.8 miles away).

MONTH	MAX. TEMP (°C)	MIN. TEMP (°C)	DAYS OF AIR FROST (DAYS)	SUNSHINE (HOURS)	RAINFALL (MM)	DAYS OF RAINFALL >= 1 MM (DAYS)	MONTHLY MEAN WIND SPEED AT 10M (KNOTS)
JAN	8.2	1.8	9.7	59.8	57.2	11.6	6.3
FEB	8.7	1.7	10.0	79.9	41.9	9.0	6.3
MAR	11.6	3.4	5.2	118.2	42.8	10.0	6.1
APR	14.4	4.7	2.5	173.3	45.3	9.1	6.1
MAY	18.0	7.9	0.3	205.3	48.8	9.0	5.5
JUN	21.0	10.8	0.0	203.6	49.3	8.5	5.3
JUL	23.5	13.0	0.0	218.4	46.8	7.7	6.0
AUG	23.2	12.7	0.0	211.1	51.2	8.1	4.6
SEP	20.0	10.3	0.1	146.4	52.2	8.5	4.4
OCT	15.8	7.4	1.2	117.2	69.7	10.7	4.5
NOV	11.3	4.1	5.6	70.6	60.6	11.1	4.9
DEC	8.5	2.1	10.1	49.6	56.6	10.6	5.2
ANNUAL	15.4	6.7	44.8	1653.3	622.5	113.7	5.4

Kew Gardens average climate conditions (1981–2010)⁵

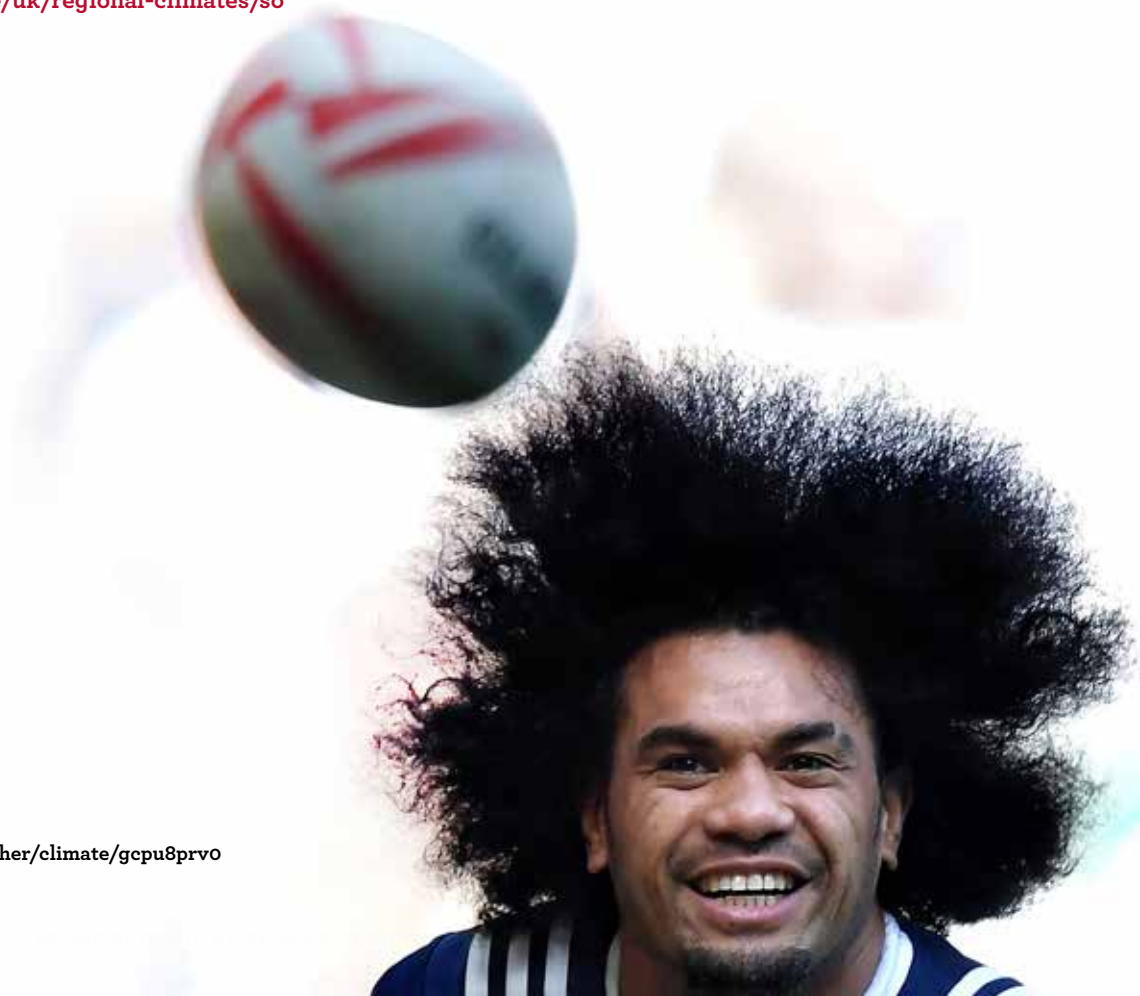
Maps, tables and graphs for additional climate variables at Kew Gardens can be found on the Met Office website:

www.metoffice.gov.uk/public/weather/climate/gcpu8prvo

Regional climate information for Southern England, including graphs for Heathrow Airport, can be found at:

www.metoffice.gov.uk/climate/uk/regional-climates/so

⁵ www.metoffice.gov.uk/public/weather/climate/gcpu8prvo



MEDICAL SERVICES

The nearest hospital with Accident and Emergency facilities to Twickenham Stadium is the West Middlesex Hospital (1.5 miles). Trauma and, in particular, potential spinal injury patients will be taken to St. Mary's Hospital (11.1 miles). Cardiac patients will be taken to an appropriate available PCI facility.

The nearest hospital facilities to the Match Officials hotel, in Teddington, would be the same as for Twickenham Stadium, the West Middlesex Hospital (3.9 miles).

The nearest hospital with Accident and Emergency facilities to the current team hotel, in Chelsea is the Chelsea and Westminster Hospital (0.5 miles).

[See hospital map on page 51.](#)

HEALTHCARE PROVISIONS FOR FOREIGN NATIONALS

NATIONAL HEALTH SERVICE

The NHS in England is free at the point of use for anyone who is ordinarily resident in the UK and to visitors from countries with a Reciprocal Healthcare Agreement with the UK government, (with the exception of some charges, such as for prescriptions, optical and dental services). Foreign Nationals should check with their Embassy on whether such a reciprocal agreement is in place with their country. Where no agreement is in place then the full cost of medical treatment will need to be met.

Visitors to the UK from within the EEA must bring their European Health Insurance Cards (EHIC) with them and have these and their passports available to show on any occasion when attending an NHS hospital or using another NHS medical service.

EMERGENCY SERVICES

Dial 999 on any phone in the UK (landline or mobile) and you will be connected to the emergency services (fire, police or ambulance). The call handler will ask which service you want and connect you to that service immediately. The Ambulance Service call centre will provide advice on what to do while waiting for the ambulance to arrive. They can usually identify your location when using a mobile phone but it is preferable to know and pass on your postcode and exact location on the site.

NON-EMERGENCY TELEPHONE ADVICE

111 is the free NHS non-emergency number. Call 111 and speak to a trained adviser, supported by healthcare professionals. They will ask you a series of questions to assess your condition and direct you to the appropriate medical care.

AMBULANCE SERVICE

The NHS provides the public emergency ambulances in the UK. These are free and can be called using the Emergency 999 Service.

There are a range of potential responses which can be deployed depending on your location and/or the severity of the casualty:

Standard Paramedic Ambulance – usually manned by a Paramedic highly trained in pre-hospital immediate care and an Emergency Medical Technician.

Rapid Response Paramedic manned car or motorbike – usually a single Paramedic highly trained in pre-hospital immediate care.

Air Ambulance – usually manned with an Immediate Care Doctor and Paramedic.

Immediate Care Car – usually manned with an Immediate Care Doctor and Paramedic.

(Please note that NHS ambulances called in emergency situations are provided free of charge. Ambulance transfers in non-emergency scenarios are likely to result in a fee.)

PRIMARY CARE

Primary care/family medicine/general practice services are provided free at the point of use for anyone who is a UK resident and visitors from countries with a Reciprocal Healthcare Agreement.

SECONDARY AND TERTIARY CARE

NHS hospitals provide the full range of medical specialties and services. These are free at the point of use but services may be charged for the case of non-European nationals where no reciprocal healthcare agreement exists.

PRIVATE HEALTH CARE

A broad range of private healthcare facilities are available in addition to NHS services. Private healthcare often utilises the same legislative framework and personnel as the NHS. Private specialists in sport and exercise medicine are often best placed to meet the needs of participants (players and management) visiting the UK for international sports competitions such as the World Rugby Sevens Series. All private healthcare treatments must typically be paid for at the time of consultation (in the form of cash, credit card or approved medical insurance).

PHARMACIES

Local pharmacies are readily available – there is usually at least one in every community, available 24 hours if needed. UK-registered doctors with a licence to practise can write private prescriptions to obtain prescription-only medicines (POMs). Basic non-prescription medicines, e.g. analgesics, can be purchased over the counter (OTC) at many shops and supermarkets.

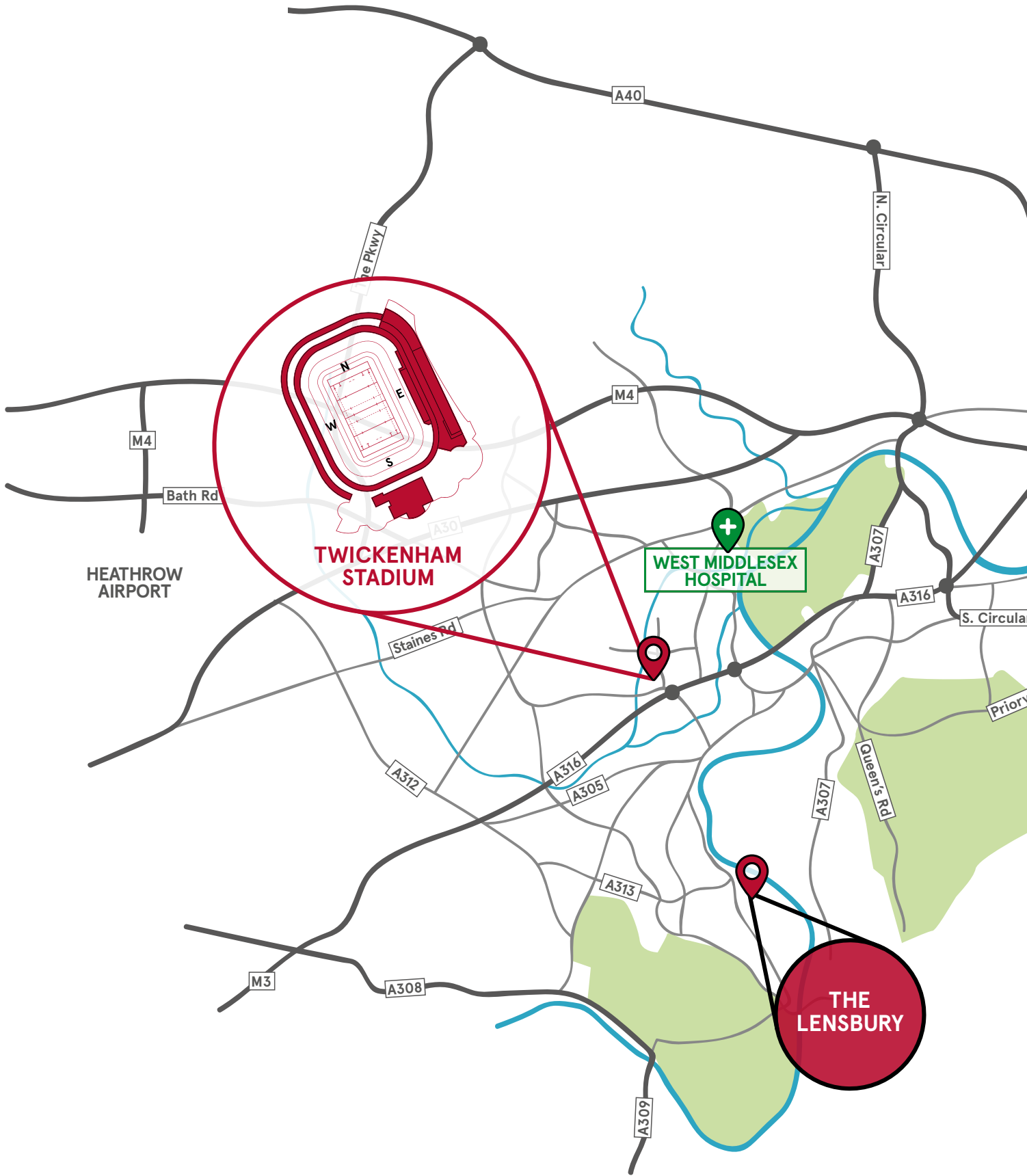
DENTISTRY

Dental services are private and the cost of these must be paid for at the time of consultation.

OPTICAL SERVICES

Opticians are readily available in most town shopping areas. Opticians are private and must be paid for at the time of consultation.

HOSPITAL MAP





STADIUM MEDICAL PROVISION

Pitch-side medical positions and ambulance areas in the stadium have been indicated on the overview stadium map on page 61.

MATCH DAY MEDICAL PERSONNEL

The pitch-side medical personnel will be seated next to the tunnel entrance with immediate access to the field of play and close to the team's technical areas. The pitch-side medical teams will be equipped in accordance with World Rugby tournament specifications.

There will be the following medical personnel in attendance:

Match Day Doctor – the MDD is responsible for enforcing all World Rugby laws, regulations, medical standards, guidelines, procedures, policies and protocols in relation to match-day medical management, including blood, concussion and substitution. Without limitation, the MDD will fulfil the role of “Match doctor” in accordance with World Rugby Regulation 15.3.

Medical Room Video Reviewer – will be appointed to assist the MDD with the identification of potential head injury events and clipping of video footage to assist with the HIA1 process. They will be based in the medical room with a large screen to review match footage.

Immediate Care Lead Doctor – who is trained in Pre-Hospital Immediate Care, Emergency Medicine and who also has postgraduate qualifications in Sport and Exercise Medicine, with experience of working in rugby. The ICLD will be responsible for the coordination of on-field immediate care services and the management of onward referral from the players' medical facility.

Immediate Care Doctor – who is trained in Emergency Medicine and/or Sport and Exercise Medicine with experience of working in rugby.

Medical Room Nurse

Paramedic Pitch Extrication Team – a team of Health Care Professional Council registered paramedics with experience of working in rugby will provide pitch retrieval. A medical buggy is utilised for extrications.

On-site specialists – typically consisting of an orthopaedic surgeon and a dentist available to assist with care in the medical room and, if required, facilitate reception at a secondary medical facility.

Radiographer – to staff the on-site digital X-ray facility.

Match Officials Physiotherapist



MATCH DAY MEDICAL FACILITIES

Players and Match Officials Medical Suite – Located in the tunnel in the West Stand the Players and Match Officials Medical Suite is a state-of-the-art stadium medical facility which consists of an open-plan reception area, a treatment area containing two fully equipped resuscitation bays with full patient monitoring facilities, two musculoskeletal bays, a private side bay and a fully equipped dental suite. The treatment bays are all curtained to create separate treatment cubicles. The medical suite also contains a digital X-ray room and private office space with telephone and internet access. The medical room is comprehensively stocked to enable the management of a full spectrum of injuries (including life and limb-threatening injuries) and/or illness to players and officials. The medical suite can be accessed by a medical buggy directly from pitch-side. Ambulance transfer is accessed directly from the West Stand tunnel area from the medical suite.

There are two separate medical rooms within the stadium for the treatment of spectators.

Video Replay Technology – the stadium is already set up to facilitate the use of video replay technology (both pitch-side and in the players medical suite) for matches where the World Rugby Head Injury Assessment (HIA) Protocol is used. Currently, Hawkeye provides the stadium with this facility for international matches and the HSBC London Sevens tournament.

Players Paramedic Crewed Ambulance – there will be two fully-equipped ambulances at the stadium to transfer players or officials to the emergency facilities. These are provided in addition to any ambulance services for spectators.

Match Officials Physiotherapy Provision – we are able to provide physiotherapy services to the Match Officials team at their hotel pre-match days and at the stadium on match days using fully qualified and HCPC registered physiotherapists.

RESTRICTIONS FOR FOREIGN DOCTORS IN THE UK

It is a legal requirement that a doctor must be registered with the General Medical Council (GMC) and hold a licence to practise before they can work in the UK.

Team or World Rugby doctors that are non-UK nationals will be required to register with the GMC in order for them to practise medicine in the UK for the duration of the tournament. The Special Temporary Registration process is straightforward and is free of charge. Doctors failing to register with the GMC before the start of the tournament will not be able to practise medicine while they are in the UK. Overseas doctors with Full Registration in the UK can provide all medical services, including prescribing. Overseas Doctors who have been given Special Temporary Registration by the GMC for the purposes of this tournament have limited practising rights; they may only treat members of their team and team management, and do not have prescribing rights.

The RFU understands that physiotherapists and other healthcare professionals are currently not required to register with the Health and Care Professions Council (HCPC) if they are part of, and only providing services to, a team attending the tournament. However, any person wishing to provide professional services to individuals outside the scope of their official team role will need to register with the HCPC to be able to practise in the UK.



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TWICKENHAM STADIUM

The RFU plans to continue hosting the HSBC London Sevens event at Twickenham Stadium, the home of England Rugby, owned by the Rugby Football Union. The stadium houses the RFU's head offices as well as the World Rugby Museum, the Rugby Store, a Virgin Active gym and the Marriott Hotel Twickenham.

The stadium is located in the Thames-side town of Twickenham, Greater London. Based less than a mile from Twickenham train station, visitors to the stadium benefit from regular fast trains to central London rail and underground tube terminus London Waterloo, as well as Clapham Junction, Reading, Windsor & Eton Riverside and Ascot.

On large event days the RFU also provides a free shuttle bus service to Richmond Station and Hounslow East Station and the stadium is also within easy walking distance of numerous public bus routes.

The A316, the main road to Twickenham Stadium, becomes the M3 motorway, which connects London to the South and South West of England. The M3 is also the nearest junction to Twickenham for the M25 motorway, also known as the London Orbital, which links London to other motorways that span the rest of the country, for example the M1 towards Yorkshire and M40 to the Midlands

Below is a list of events held in the stadium for the 2016/17 season and associated attendance figures.

In addition, please refer to the Event Delivery Experience section on page 12 for further details.

DATE	EVENT	ATTENDANCE FIGURE
Saturday 3 September	AVIVA Premiership Rugby – London Double Header	47,029
Saturday 8 October	The Rugby Championship – Argentina v Australia	48,515
Saturday 23 October	NFL New York Giants v LA Rams	74,121
Saturday 12 November	England v South Africa	81,211
Saturday 19 November	England v Fiji	81,409
Saturday 26 November	England v Argentina England Women v Canada Women	81,586
Saturday 3 December	England v Australia	81,787
Thursday 8 December	The Varsity Match – Oxford v Cambridge	23,087
Thursday 27 December	AVIVA Premiership – Big Game 9	77,567
Saturday 4 February	England v France England Women v France Women	81,902
Saturday 26 February	England v Italy	81,904
Saturday 11 March	England v Scotland	81,826
Wednesday 29 March	Schools Cup (non-ticketed)	2,000 estimated
Thursday 30 March	Students Rugby Day	2616
Saturday 8 April	The Clash: Bath Rugby v Leicester Tigers	61,868
Saturday 29 April	Army v Navy	81,577
Saturday 6 May	RFU Cup Finals and National U20 Final	5,326
Saturday 20 May	HSBC London Sevens – Day One	48,273
Sunday 21 May	HSBC London Sevens – Day Two	40,102
Sunday 27 May	AVIVA Premiership Rugby Final	79,657
Sunday 28 May	England v Barbarians County Championship Division 1, 2 and 3 Finals	51,636
Saturday 7 and Sunday 8 July	U2: The Joshua Tree Tour 2017	55,000 per day

CAPACITY

The table below shows the current capacity of Twickenham Stadium for rugby events.



WEST STAND	
West Upper including Level 6 Boxes	4736
West Middle	8508
Press Gantry	100
West Lower including Level 3 Boxes and Royal Box	9650
West Lower enclosure wheelchair spaces	168 (84 bays, 84 carers)
West Terrace wheelchair spaces	12 (6 bays, 6 carers)
TOTAL	23174



NORTH STAND	
North Upper including Level 6 Boxes	2815
North Middle	5118
North Lower including Level 3 Boxes	6800
North Lower enclosure wheelchair spaces	105 (51 bays, 51 carers)
TOTAL	14838



EAST STAND	
East Upper	4737
East Middle	8278
Press tribunes	116
East Lower including Level 3 Boxes, Obolenky's and Wakefields	10927
East Lower enclosure wheelchair spaces	166 (80 bays, 80 carers)
TOTAL	24224



SOUTH STAND	
South Upper	4473
South Middle including Marriott Hotel Suites	7106
South-East Middle wheelchair terrace	50 (25 bays, 25 carers)
South-West Middle wheelchair terrace	50 (25 bays, 25 carers)
South Lower including Level 3 Boxes	8414
South Lower enclosure wheelchair spaces	116 (58 bays, 58 carers)
TOTAL	20209

TOTAL CAPACITY FOR THE STADIUM	82445
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PITCH & TURF DETAILS

The pitch at Twickenham is a Grassmaster system (more commonly known as a Desso) and is compliant with current World Rugby Laws and Regulations. The pitch has 3% artificial reinforcement to give it stability and to help prevent any divots. It is capable of draining up to 125mm of rain water per hour.

The current pitch was laid in 2012 and plays host to at least 50 events per year. There is grass coverage all year round except during a four-week period at the end of each season when remedial work is carried out. The pitch is maintained throughout the year by an experienced full time Grounds Team.

FLOODLIGHTING

Twickenham has an LED floodlighting system providing an average exceeding 1900 Lux across the field of play with great consistency. Colour rendering and temperatures meet or exceed all broadcasters' requirements. The LED sport lighting system also facilitates flicker-free slow motion recording and LED's ability to turn off and on again rapidly reduces the risks associated with floodlighting failures. The Twickenham LED system also boasts reduced glare, improved uniformity and colour rendering together with the ability to sequence, dim and flash the lighting through DMX control.

Further documentation can be provided upon request.

POWER SUPPLY

Primary power to the stadium is provided from the National Grid infrastructure. Twickenham has two 11Kva supplies being fed to our own HV substation which in turn feeds the stadium. Both supplies are capable of providing power to the whole stadium, with the stadium load typically split between both supplies on a match day to even out supply capacities. Three phase supplies are available in all areas of the stadium.

Twickenham has 3 x 2.4 MVA backup diesel generators providing N+1 resilience to stadium electrical loads and this is connected to a SCADA automated power management system to reduce downtime in the case of a power failure. Twickenham's generators are synchronised with our mains supplies on match day to ensure resilience is in place and no critical systems will be dropped in the case of a mains power failure.

The stadium operates a load priority system in the event of a power outage, ensuring that event critical systems such as event control systems, outside broadcast, sports lighting and big screens are prioritised to maintain event systems.

The stadium has UPS backup on:

- Stadium IT systems
- Honeywell PAVA system
- Sysco in bowl system



- The SCADA power management system
- CCTV
- Primary and secondary control rooms

PA SYSTEM

Twickenham's match day PA system covers the entire stadium. Installed by Honeywell, the system is also integrated with the Sysco in-bowl system to ensure important announcements can take priority. The Honeywell system covers the seating bowl, hospitality areas, inner and outer concourses and is backed up by UPS and site generators to ensure resilience.

BIG SCREENS

The stadium was the first in Europe to install two 13mm pixel pitch HD jumbo screens (21m x 8m) with advertising sections at each end.

MID-TIER LED

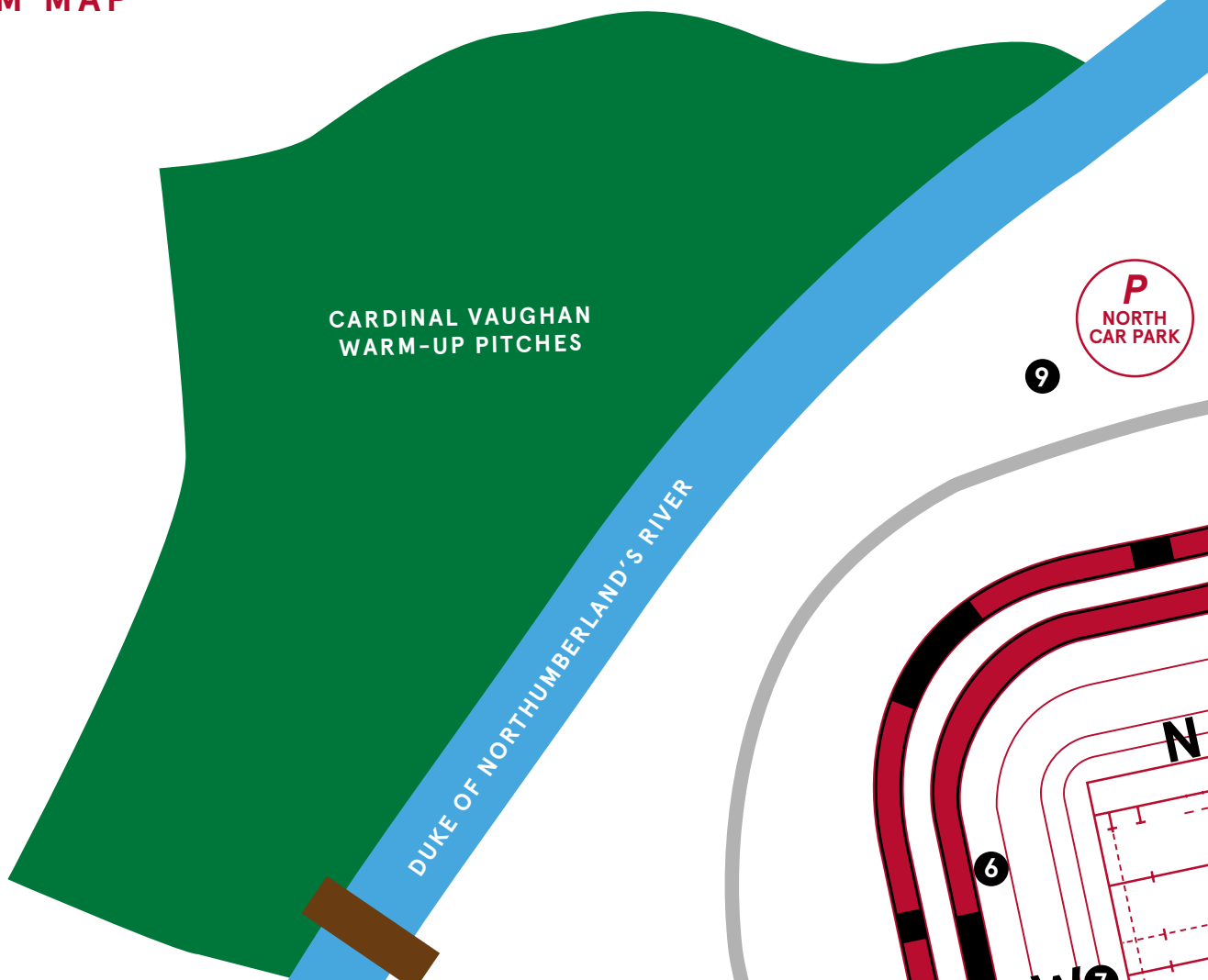
The stadium is the first in Europe to install a mid-tier level continuous LED ribbon, a versatile system able to change the look of the stadium in an instant to suit an event, a feature, or a moment. Principal commercial partners can be guaranteed air time at key points during the event. The match day system is able to integrate mid-tier presentation with pitch-side LED ribbon, big screens, sports lighting and sound system to create great theatrical sports presentation and entertainment moments.

CAR PARK FACILITIES

Spectators will be encouraged to travel by public transport however, there is limited parking available at the stadium to pre book as below:

- North Car Park has a capacity of 500 cars – World Rugby, teams and contractors
- Rosebine has a capacity of 1000 cars – limited for spectators
- Tesco has a capacity of 250 spaces – utilised if demand requires

STADIUM MAP



P
NORTH
CAR PARK

9

8

6

W7

ROSE &
POPPY
GATES

WEST
FAN
VILLAGE

+

GATE 1

1

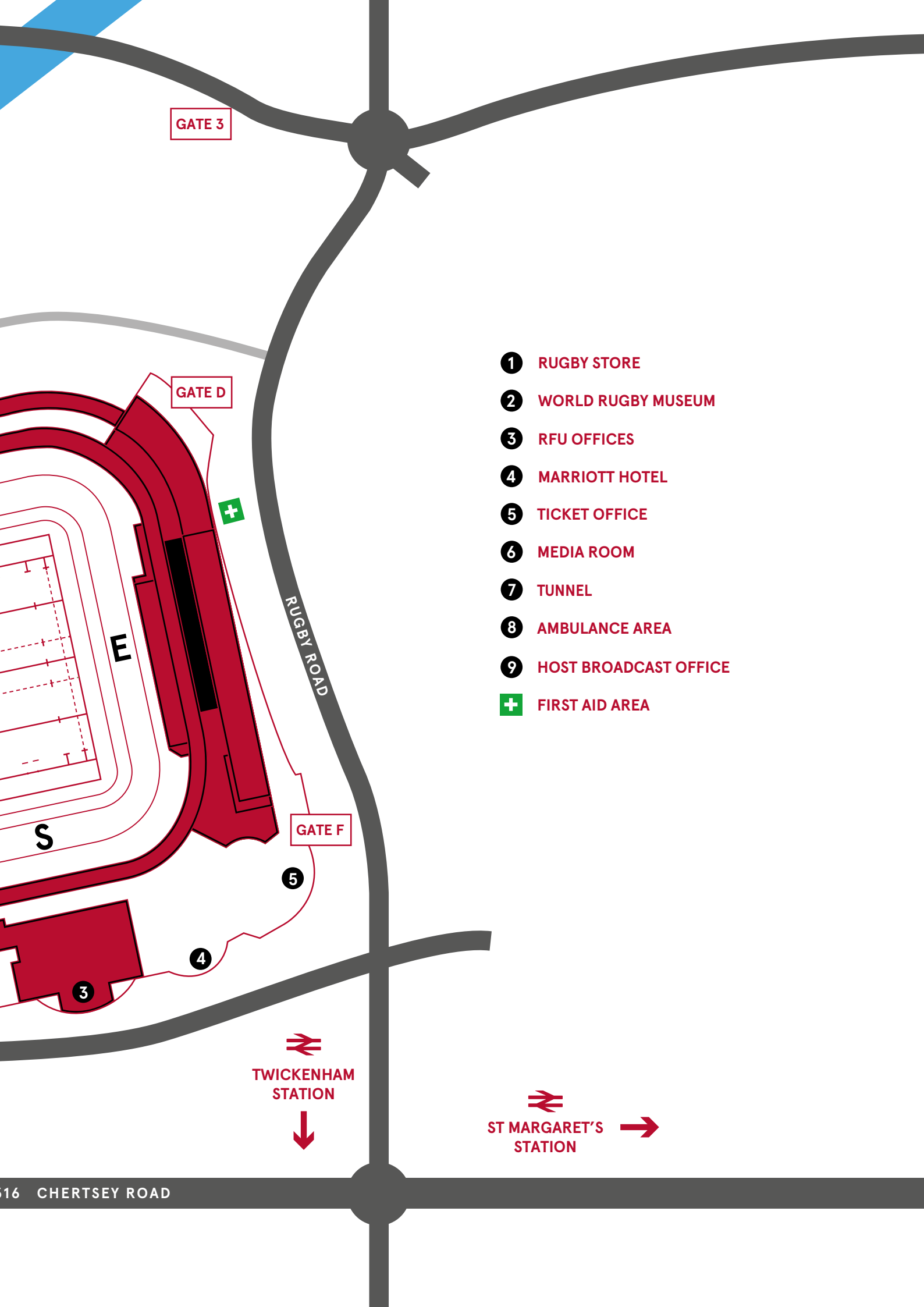
2

GATE 2

WHITTON ROAD

← 
WHITTON
STATION

P
ROSEBINE
CAR PARK



GATE 3

GATE D

GATE F

RUGBY ROAD

16 CHERTSEY ROAD

TWICKENHAM STATION
↓

ST MARGARET'S STATION
→

- 1 RUGBY STORE
- 2 WORLD RUGBY MUSEUM
- 3 RFU OFFICES
- 4 MARRIOTT HOTEL
- 5 TICKET OFFICE
- 6 MEDIA ROOM
- 7 TUNNEL
- 8 AMBULANCE AREA
- 9 HOST BROADCAST OFFICE
- + FIRST AID AREA

WEST FAN VILLAGE

The location for the Fan Zone is the West Car Park which on Twickenham Stadium match days becomes the West Fan Village. It is an area of approximately 10,000m², located directly adjacent to the stadium. It falls within the ticketed perimeter, allowing all spectators the opportunity to visit prior to entering the stadium and throughout the day.

The West Fan Village regularly hosts rugby activations on match days and provides a premium offering of rugby-themed activities, hospitality areas, food and beverage and a stage and large screen which host live bands, all of which improve the spectator experience.

A large percentage of ticket holders visit the West Fan Village on a match day, providing sponsors and partners with a prime opportunity to drive creativity, provide brand engagement, generate revenue and deliver world class rugby activation.

The West Fan Village will act as an extension of the World Rugby Sevens Series brand and extend the look, feel and atmosphere of the event as well as providing additional branding opportunities.

The presence of a stage in the area acts as a communication platform to engage the fans and build on the carnival atmosphere. It can provide key messaging from sponsors and partners and the opportunity for pre and post-match punditry, guest players and competitions etc. Under the local authority licensing requirements, the stage location is fixed and a noise management programme is in place.

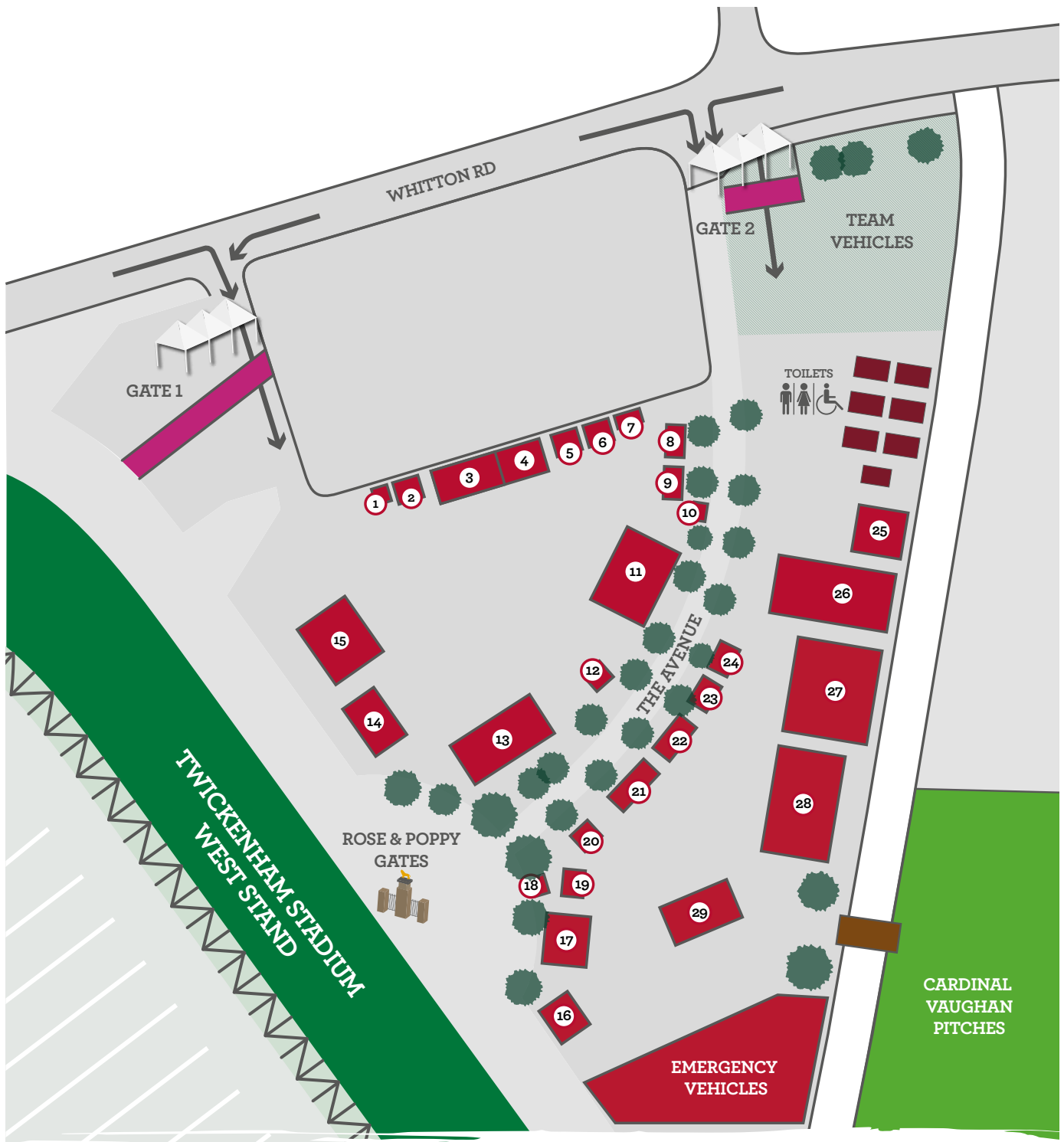
The area is key in assisting with an early ingress and helps to stagger the egress of the stadium if it remains open post the final match, relieving the pressure on local transport hubs and providing ticket holders with an enhanced spectator experience.

Twickenham Stadium has dedicated experienced staff who ensure all activations that take place within the West Fan Village adhere to all health & safety, Construction (Design and Management) Regulations and licensing requirements.

Many improvements continue to be made to the West Fan Village area and by the 2020-2023 World Rugby Sevens Series the area will have a new secure perimeter installed which will include state-of-the-art turnstiles to ensure a safe and secure site and groundworks profiling to standardised levels.



WEST FAN VILLAGE LAYOUT EXAMPLE



- | | | | | |
|--------------|----------------------|----------------------|-------------|----------------------|
| ① Food Unit | ⑦ Food Unit | ⑬ Bar | ⑲ Food Unit | ⑲ Hospitality |
| ② Food Unit | ⑧ Food Unit | ⑭ Partner Activation | ⑳ Food Unit | ⑳ Partner Activation |
| ③ Stage | ⑨ Phone Charging | ⑮ Bar | ㉑ Food Unit | ㉑ Partner Activation |
| ④ Big Screen | ⑩ Eco-Cup Returns | ⑯ Food Unit | ㉒ Food Unit | ㉒ Partner Activation |
| ⑤ Food Unit | ⑪ Partner Activation | ⑰ Bar | ㉓ Food Unit | ㉓ Partner Activation |
| ⑥ Food Unit | ⑫ Food Unit | ⑱ Cash Machine | ㉔ Food Unit | |

EXISTING IT FACILITIES AT TWICKENHAM

OVERVIEW

Twickenham Stadium has been the UK venue for the World Rugby Sevens Series since 2001 and in this time there has been a lot of change with regards to technology. Twickenham Stadium has had substantial investment in the past eight years, with technology being a focal part – from fan engagement, food and beverages, Wi-Fi to health & safety and security.

The stadium is now one of the leading stadiums for world-class technology provision which includes but is not limited to:

- Geographically diverse 1GB internet lines – for staff and core business activities
- Separate 1GB guest Wi-Fi in the majority of areas – for fan engagement
- 10GB highly secure core infrastructure with 10gb connectivity to the Edge network
- Broadcast cabling in all key areas, uplifted and significantly enhanced to cater for a Rugby World Cup final in 2015
- Pitch-side cabling for up to 150 wired photography positions – with the ability to use Wi-Fi if required
- Fully wired connectivity for written press and radio stations, with the ability to cross connect for internet ISDN or both
- LC single mode fibre and Cat6A Ethernet cabling hard wired throughout the stadium

MOBILE PHONE REQUIREMENTS

All sites have access to 50% or more network providers with the stadium having 100% availability. Mobile phones can be sourced for the event via our long-time key partner O2.

SUPPORT

All events will be supported via the incumbent IT support team working in each venue with the overall responsibility and set-up coming from the RFU technology support team.

For an in-depth analysis of the IT capabilities at the stadium and tournament hotels, see the Technology Compliance Statement – Appendix 4, page 106.

MEDIA FACILITIES

MEDIA WORKROOM

The Media Briefing Room is 169m² and situated in the West Stand. It features:

- 40 individual workstations with capacity to create more if required (based on previous years this is sufficient). We also have an overflow facility in the East Stand if required).
- Printer/scanner/photocopiers
- Two TVs
- Wall available for notices
- Refreshments station available. Fridge can be installed if required
- One power outlet per workstation
- Wireless and Ethernet internet facility

PHOTOGRAPHERS' WORKROOM

The Colin Elsey Photographers Room is 113m² and situated in the North Stand. It has the following features:

- 60 individual workstations
- Printer/scanner/photocopiers
- Three TVs
- Noticeboard
- Refreshment station and fridge
- One power outlet per workstation
- Wireless and Ethernet internet facility

PHOTOGRAPHERS' MATCH POSITIONS

Positions will be available in a dedicated area behind the advertising hoardings around each in-goal area, plus on the west and east side of the stadium. Wireless and Ethernet internet access is available, as well as stools of varied heights.

FLASH INTERVIEW AREAS

Six indoor flash rooms are available situated just inside the tunnel mouth, plus super flash positions.

MEDIA TRIBUNE

Media seating is available on the West Commentary Gantry; this is on Level 4 of the West Stand with the work room on Level 2 of the West Stand. The gantry is one row which runs the length of the West Stand.

The media tribune is on the east side of the stadium but we would encourage only the west to be used, as given the nature of the tournament and speed of players departing to prepare for their next game, it is logistically smoother if media are based on the west side where the teams are also situated.

Each location incorporates a desk and power outlet and is equipped with both wireless and Ethernet internet facility.

WORLD RUGBY COMMUNICATIONS TEAM

Capacity will be available in the Media Briefing Room and on the Commentary Gantry for use by World Rugby communications staff.

PRESS CONFERENCE AREA

This will be incorporated in the Media Workroom. We will provide the following:

- Seating for 60
- Top table with facility for a backdrop
- Camera platform with the capability of plugging into a DA splitter to take the sound from the top table
- Fridge can be installed if required
- PA system with five top table microphones and two radio microphones

MIXED ZONE

The Mixed Zone is available underneath the Media Workroom. It has a direct link to the tunnel area and barriers are available.

The RFU is currently reviewing the use of the areas within the tunnel to best service the teams' match day requirements. In 2018, we will look at the potential to use the Mixed Media Zone for team services and move all media activity into the press conference area.

MEDIA ACCREDITATION PROCESS

- Media accreditation should be applied for via the RFU's online system: www.englandrugby.com/pressaccreditation

- Media accreditation will open approximately two months prior to the tournament date and the deadline for applicants is 15 days prior to the first day of the tournament.
- Media will be informed when the system is open via electronic press release. This will form part of a generic Twickenham fixtures accreditation release for that season.
- All photographers, written media and non-rights holders must apply through this system. Further details on how to use the system will be included in the press release.
- Limited media parking is available; this must be requested upon application.
- The RFU Media Operations Manager will be the point of contact for all media operations and accreditation enquiries

BROADCAST INFRASTRUCTURES

Twickenham has a hard wired OB cabling system installed which provides plug and play facilities to the numerous camera positions around the stadium back to the OB compound.

For Schematic Layouts of the OB Cabling System see Appendix 7, page 118.



WARM-UP AREAS

On each tournament day, teams will be provided with a bespoke schedule which will detail their allocated blow-out and warm-up areas and timings. The Cardinal Vaughan pitches will be available for blow-outs two hours prior to a team's first match on both days. These pitches are conveniently situated just a short walk from the tunnel and entry is controlled by stadium security staff.



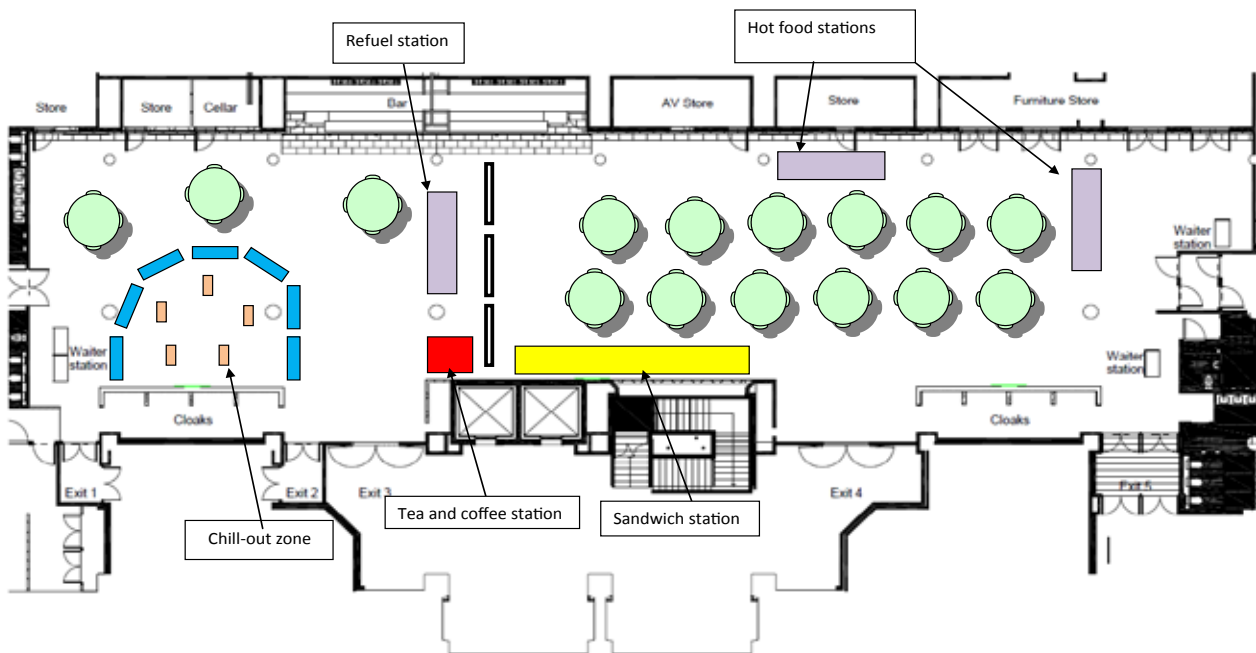
For warm-ups prior to each match, teams are allocated a 30-minute warm-up slot and may either use Cardinal Vaughan or an allocated area behind the dead ball zone. The latter is usually the preferred option.



We narrow the dead ball area for sevens to 6.5 metres with a 1 metre divide left for toblerones to be placed for demarcation. 6.5 metres is then available for warm-up (shown above in red).

TEAM CATERING

Spirit of Rugby Room – Sevens 2017



Level 2 of the West Stand features the Spirit of Rugby Restaurant, a versatile event space with a stand-up capacity of 900 people and dinner capacity of 362, which is currently used as the team dining and relaxation area. The restaurant also features a spacious lobby area with a further 200 person standing capacity. This area is well suited to team dining due to its proximity to the tunnel and containment within an accreditation controlled area.

In addition to the above chill-out zone, and to provide the teams with a private lockable area, the RFU would look to continue to provide individual box facilities on Level 6 of the West Stand for each team. However, this is always subject to contractual obligations to our existing Box holders. Each box comes with assigned, private in-bowl seating area separated from the general public.

WEST STAND OPERATIONAL AREAS

The tunnel at Twickenham Stadium is purpose built for 15-a-side rugby. It is an accreditation-controlled zone and no access is afforded to the general public or spectators.

Situated in the West Stand of the stadium on Level 1 (ground floor), the tunnel has 10 purpose-built dressing rooms, each with their own toilets, sinks and shower facilities:

- 2 team changing rooms (8m x 20m including coaching area)
- 4 team changing rooms (14.5m x 5m)
- 1 match official changing room (6m x 7m)
- 1 female match official changing room (3.25m x 8.5m)
- 2 ball team changing rooms (7m x 6m)

Also situated on the ground floor and directly accessible via the tunnel are:

- State-of-the-art medical facility (11m x 5.5m) **(further details on page 54)**
- Purpose-built anti-doping room – two internal office rooms and two WCs (6m x 9m)
- 1 heavy weights gym, indoor running track and cardio machine mezzanine (17.5 x 13.5m)
- Match operations room (6m x 3.5m)
- Match stewards rest room
- ERIC (England Rugby Internationals Club) room (25.5m x 13m) (stand-up capacity for 263 people, dinner capacity of 123 people)
- Mixed Media Zone (14m x 9m)
- 2 tunnel WCs (1 accessible)
- 6 flash rooms

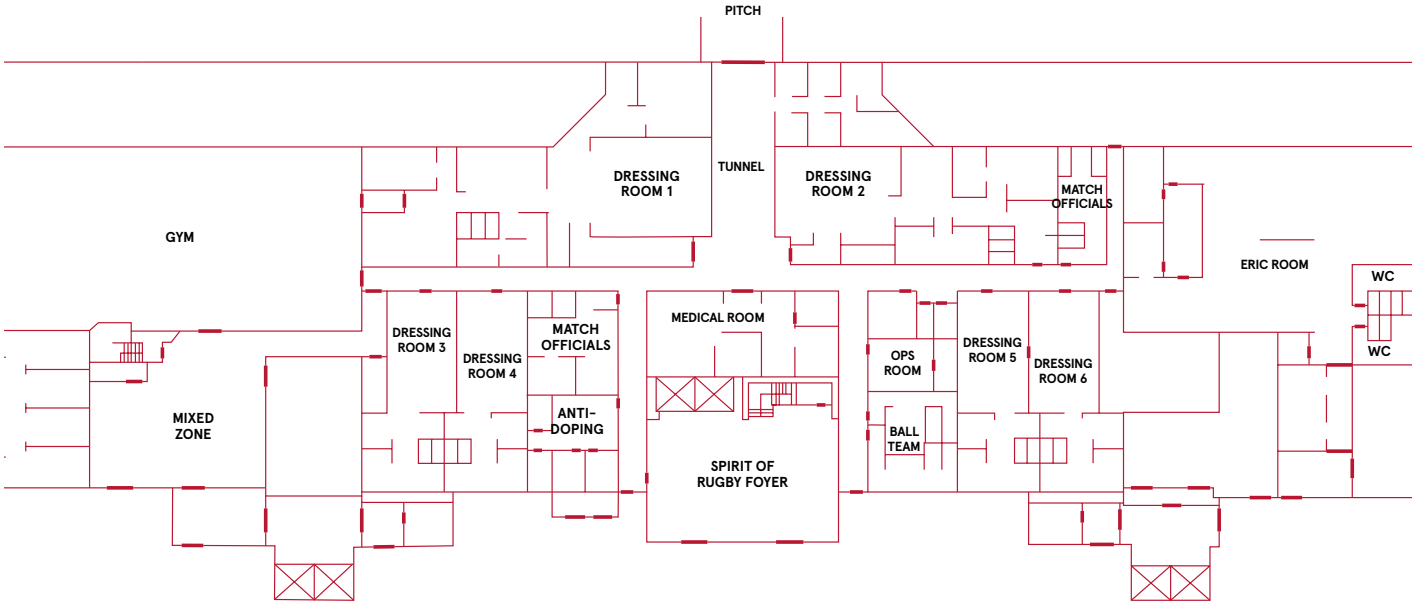
Level 2 features the Spirit of Rugby Restaurant (as described above) and, accessible via a separate accreditation-controlled entrance, the **Media Briefing Room**.

Level 3 is divided into three separate event spaces. The **Members Lounge** is a 319 standing and 149 seated capacity room with pitch views, which is currently used as a base for the Match Day Tournament Office, Disciplinary/Citing and World Rugby agents such as Hourglass. The President's Suite holds 60 standing/seated and also features an ante room, both again with pitch views. Currently, this room is used to host RFU, World Rugby and participating union VIPs.

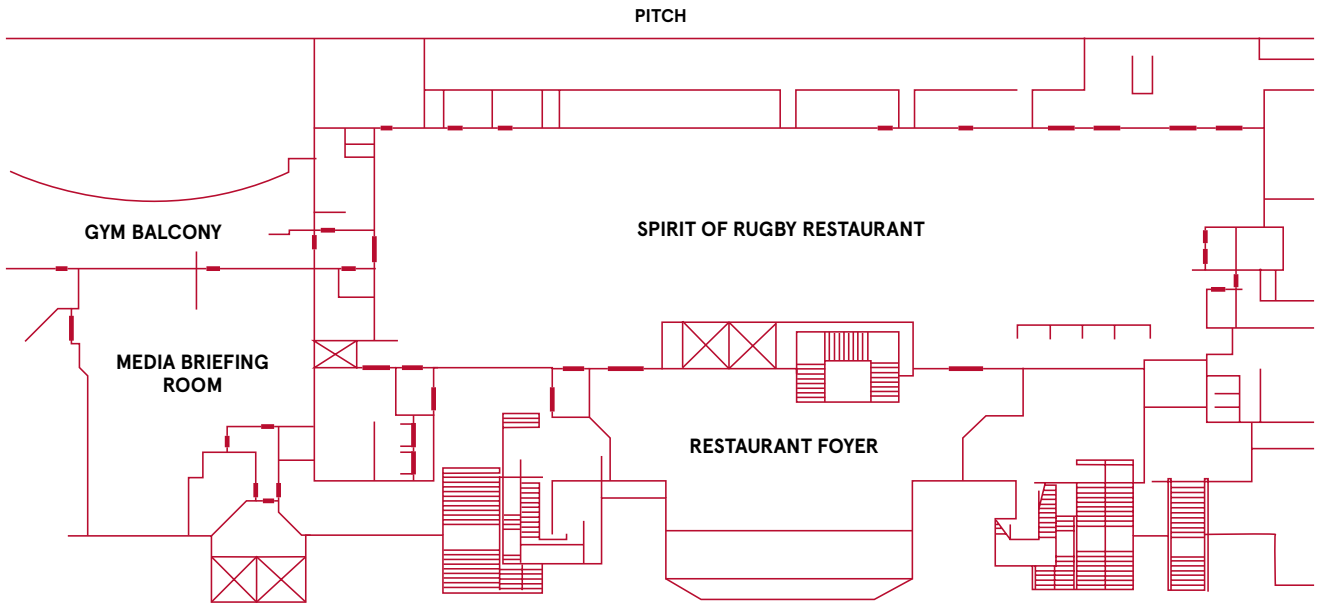
When staging previous HSBC London Sevens tournaments we have used either the **Mixed Media Zone** or the **ERIC room** as a shared team Warm-up and Recovery Zone. In this zone, we usually provide watt bikes, mats, foam rollers, stretch bands and massage beds for player and match official use. The RFU hires qualified sports massage therapists for team and match official use. The space is also suitable for team physiotherapists to use as required.

WEST STAND OPERATIONAL AREAS

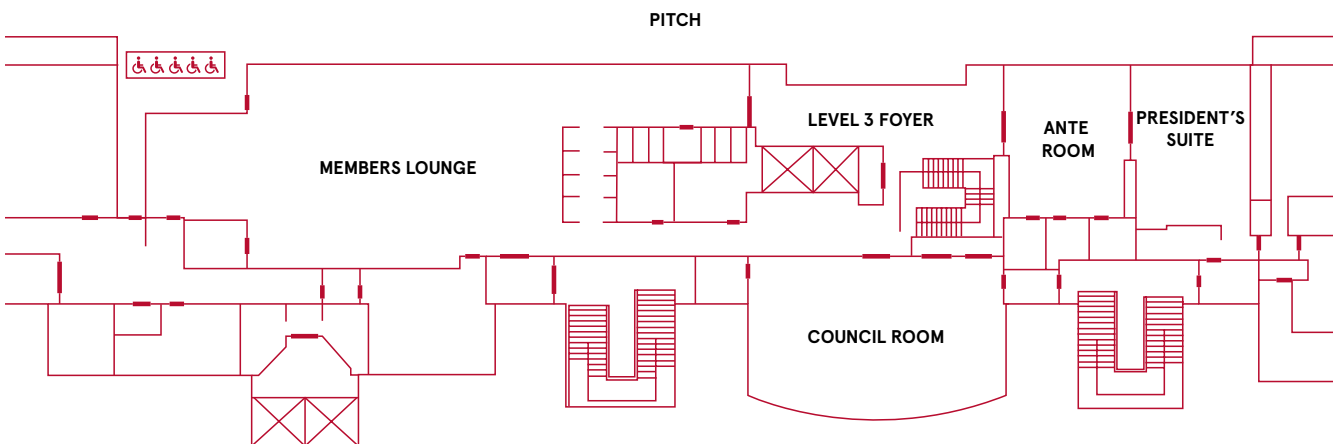
LEVEL 1



LEVEL 2



LEVEL 3



TEAM CHANGING ROOM ALLOCATION

The RFU is investigating the feasibility of a number of options at present:

- Option of introducing in-tunnel holding areas for teams
- Option of utilising Mixed Media Zone as team changing areas for up to four teams, using Dressing Room 3 as a shared shower, WC and ice bath area.

In conjunction, utilising ERIC room as a team changing area for up to four teams, using Dressing Room 6 as a shared shower, WC and ice bath area.

Every effort will be made to ensure that teams do not share a room with teams they are playing or likely to play in the knock-out phase. On Tournament day 2 there is a possibility that a clash may occur, in which case both teams will be given the option of swapping to an alternative space.

ANTI-DOPING FACILITIES

TWICKENHAM STADIUM'S DOPING CONTROL STATION (DCS)

There are extensive facilities within the stadium to conduct anti-doping testing. A dedicated lockable DCS will be available in close proximity to the player changing rooms and pitch. The DCS will not be shared with any other functional event day area.

The DCS will comprise the following areas:

- Waiting room
- 2 processing areas
- At least one toilet

The waiting room will contain the following equipment:

- At least 10 chairs
- A fridge containing sealed drinks
- A large TV (showing the match feed)
- At least six power outlets
- Wi-Fi access

Experienced anti-doping liaison staff can be made available to World Rugby to facilitate the smooth running of the competition.



DISCIPLINARY FACILITIES

The RFU can comply with all provisions set out in points 4.2.1 and 4.2.2 of the World Rugby tender document.

On tournament days, the Citing Commissioners are based in a section of the Tournament Office (Members Lounge) with a full view of the pitch. Their area is secluded and privacy boards are in place. Hawkeye operatives are seated next to the Citing Commissioners and will operate the replay screens over the weekend.

The Judicial Officers have a separate Disciplinary Hearing Room with video audio facilities (RFU Boardroom) which is private and away from the stadium bowl.

The Citing Commissioners have full communications kits to listen to the match officials during the game.

The RFU provides a Host Union Disciplinary Representative to provide support for the Citing Commissioners and Judicial Officers.

HOSPITALITY

The HSBC London Sevens is a contractual game within the Executive Box Holders' Licence Agreements and therefore these box holders must be given first right of refusal to attend the matches in their boxes on Levels 3 and 6. Match attendance must be confirmed four months prior to the event.

Boxes are available in configurations of 10, 12, 15, 20, 26 across the stadium and, therefore, the request for box capacity of 24 will not be possible. However, to date, the RFU has worked with World Rugby to accommodate requirements. The RFU will use best endeavours to give first right of refusal on any available box facilities on West Stand Level 3.

Boxes are opened in conjunction with hospitality box demand and uptake and are allocated by the RFU in order of six key areas - West Stand Level 3, South Stand Level 3, East Stand Level 3, North Stand Level 3, West Stand Level 6 and North Stand Level 6.

If box uptake is limited to 90 boxes or below, Level 6 boxes will be used as tournament operational space for teams and match officials.



TOURNAMENT GUEST PROGRAMME

The RFU will continue to offer recommendations and support with the booking of accommodation and transfers for tournament VIP guests.

Under the current system, nominated VIP guests from World Rugby and representatives from the participating Unions and the Ambassador or High Commissioner from that country, are invited for all day hospitality hosted by the RFU President or Presidential team. This includes a match ticket with car park pass, buffet lunch and an all-day account bar. The number of guests permitted per Union is restricted according to room capacity.

SEATING PLAN FOR THE WORLD RUGBY COMMERCIAL INVENTORY

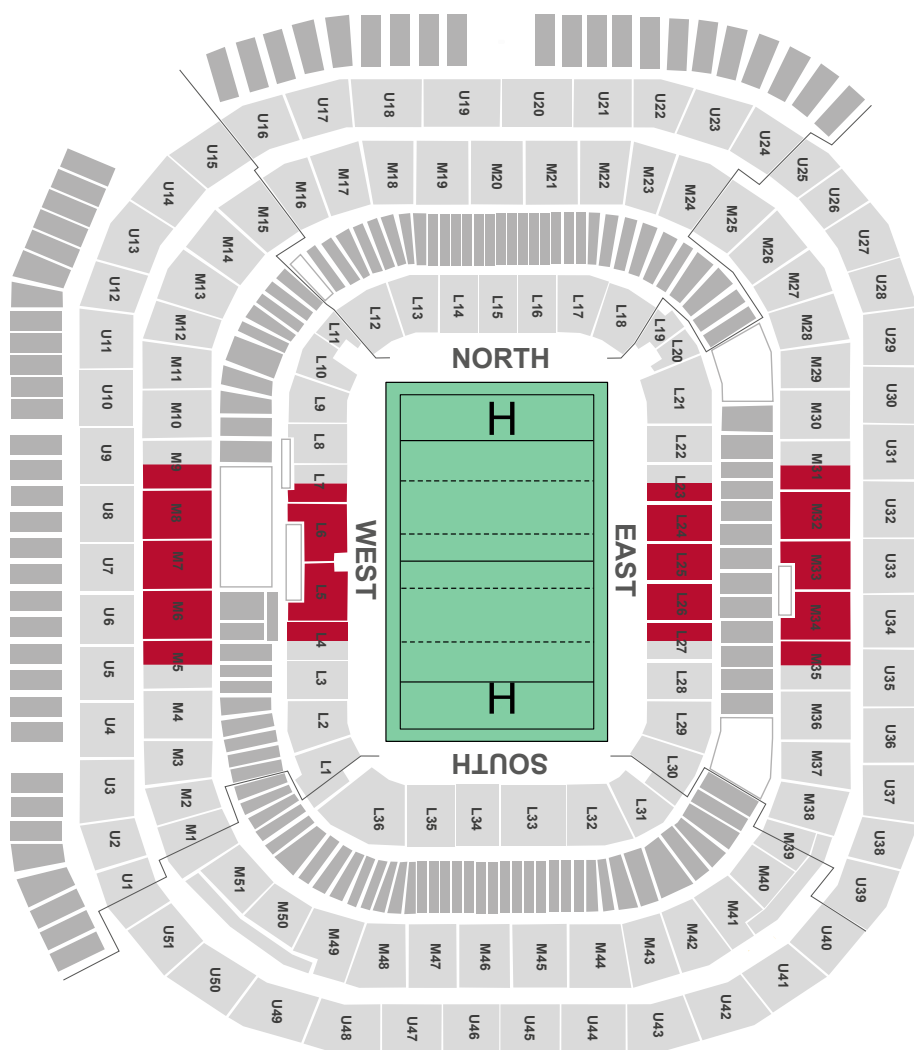
World Rugby will be allocated best available category tickets. The diagram below shows the areas in which World Rugby's allocation of seats will be for 2018. The exact location of future ticket allocations will be subject to RFU contractual obligations.

CURRENT COMMERCIAL RESTRICTIONS & COMMERCIAL BRANDING

The RFU has a well-resourced team dedicated to successfully delivering World Rugby's sponsorship programme. This will include a clearly set out rights delivery timeline, fully supported by operational status calls and necessary site visits as well as adherence to approval processes. By way of showcasing our sponsorship programme delivery capabilities.

For further details please refer to the Partnership Activation Showcase – submitted separately.

World Rugby seating allocation



Above perimeter level, the stadium currently has the following inventory available:

- Mid-tier LEDs which are used for fan engagement messaging, call to actions and event enhancements rather than brand messages
- Big screen which can host various creative video content
- Stadium vomitories which can be changed for sponsor-branded panels
 - **Number of sites:**
 - Lower tier – 35
 - Middle tier – 51
 - Upper tier – 51
- Players tunnel on which external high-resolution graphics can be applied to the sides and upper fascia
- Upper tier static perimeter boards on which sponsor messaging can be applied

Please refer to the Standard Series Sponsorship Inventory Breakdown – Appendix 8, page 121.

SPECTATOR PROVISIONS & SERVICES

CATERING OUTLETS

Catering within the stadium is provided by a number of fixed and mobile bars, food concessions and hawking offering a variety of traditional stadium fare such as pies, hotdogs, burgers, coffee and beer. The stadium has the ability to serve circa 350,000 pints of beer during an international match and we pride ourselves on the quality and efficiency of the products and services offered. Over the last two years, Twickenham has also invested in contactless payment technology which now realises almost 80% of our match day concessions

revenue. This technology and investment has helped improve the transaction time and allowed us to increase our point of sale locations to circa 650 points.

The catering in the West Fan Village and on the stadium concourse would be managed by Twickenham’s outside event catering partner, currently Freemans Event Partners, who manage a large database of hand-picked concessionaires. Freemans can tailor the food and beverage provision to each specific event and guarantee excellent quality whether it’s traditional British food-to-go, artisan delights, gourmet coffee or bohemian street food.

For the 2017 HSBC London Sevens tournament, with a food festival theme, catering in the West Fan Village aimed

to provide a mix of authentic street food tented outlets with an international blend, bringing exciting new menus to the stadium as well as providing coffee, ice cream and confectionery. Each year, our Event Managers will work to create a bespoke guest experience, which will be in keeping with the tournament’s theme and tailored to the crowd demographic.

SPECTATOR MEDICAL SERVICES

The stadium has two dedicated and purpose-built first aid posts. They are located in the North East and South West corners of Level 1 concourse. The stadium has crowd doctors on duty, ambulances based on site and a quota of St John Ambulance first aid staff posted around all areas of the venue.

Please see the stadium map on page 61.

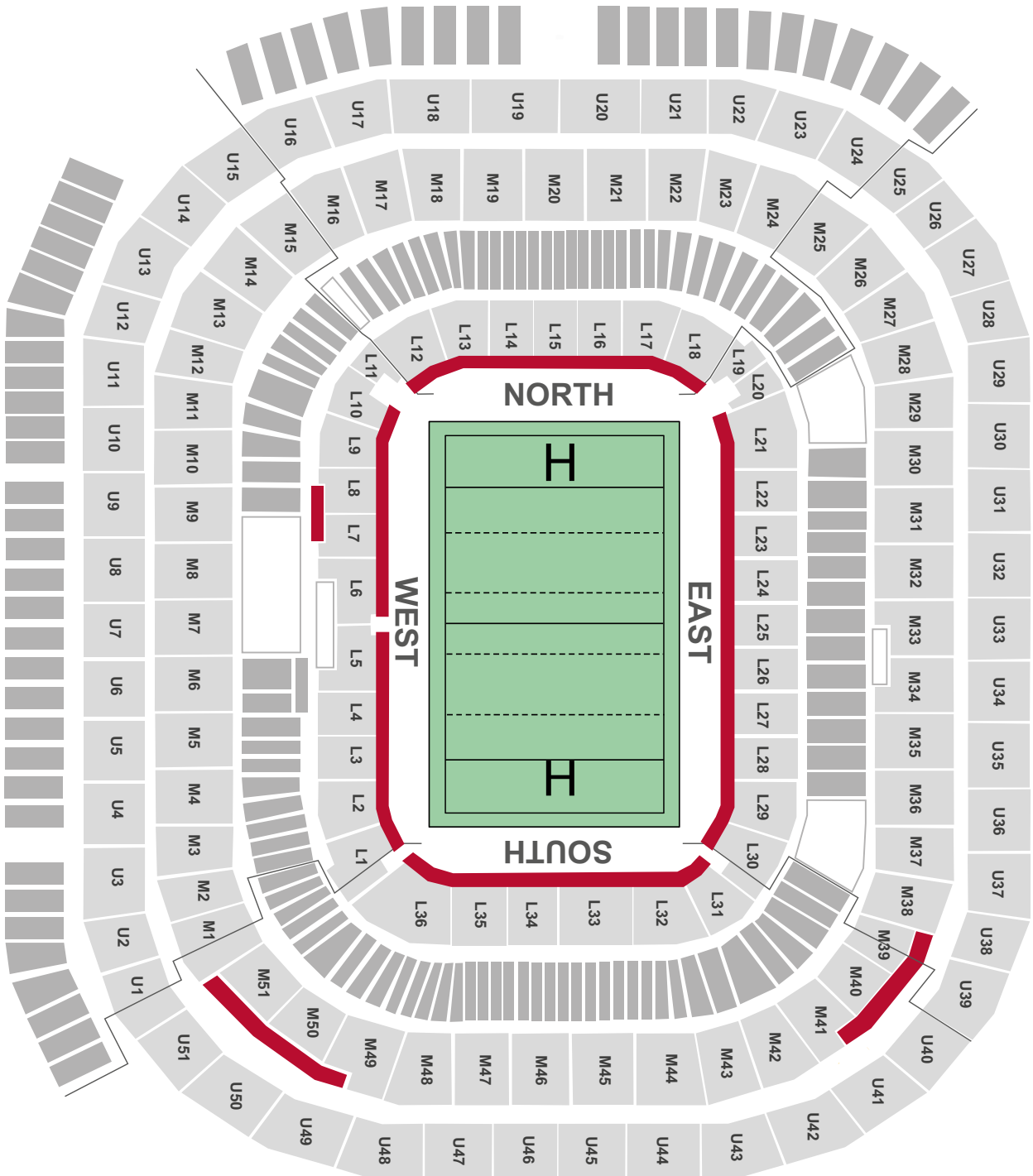
STADIUM PUBLIC TOILET FACILITIES


	LOWER TIER		MIDDLE TIER		UPPER TIER	
	GENTS	LADIES	GENTS	LADIES	GENTS	LADIES
SOUTH STAND	2 separate blocks totalling: 12 WC 88m urinal	3 separate blocks totalling: 44 WC	2 separate blocks totalling: 11 WC 50m urinal	6 separate blocks totalling: 62 WC	2 separate blocks totalling: 6 WC 24m urinal	4 separate blocks totalling: 42 WC
	4 individual accessible toilets		1 individual accessible toilet			
WEST STAND	2 separate blocks totalling: 20 WC 120m urinal	3 separate blocks totalling: 50 WC	7 separate blocks totalling: 25 WC 100m urinal	3 separate blocks totalling: 27 WC	5 separate blocks totalling: 7 WC 48m urinal	4 separate blocks totalling: 12 WC
	2 individual accessible toilets					
NORTH STAND	2 separate blocks totalling: 12 WC 80m urinal	2 separate blocks totalling: 56 WC	4 separate blocks totalling: 16 WC 44m urinal	2 separate blocks totalling: 6 WC	4 separate blocks totalling: 4 WC 44m urinal	2 separate blocks totalling: 2 WC
	2 individual accessible toilets					
EAST STAND	2 separate blocks totalling: 20 WC 120m urinal	3 separate blocks totalling: 56 WC	7 separate blocks totalling: 22 WC 72m urinal	4 separate blocks totalling: 30 WC	5 separate blocks totalling: 7 WC 60m urinal	4 separate blocks totalling: 12 WC
	2 individual accessible toilets					

ACCESSIBLE FACILITIES

- 272 wheelchair spectator bays – pitch-side
- 64 wheelchair bays in three covered terraces
- Easy access seating throughout the lower tiers
- All 82,000 seats have ability to receive a dedicated assistive hearing commentary during media broadcasted events
- Accessible toilets are located at all 4 corners of the stadium and in all 3 wheelchair terraces, fitted with RADAR key systems
- A mobile fully accessible facility (Mobiloo) is hired in for event days complete with hoist, changing table and WC facility

Wheelchair accessible seating plan for the stadium



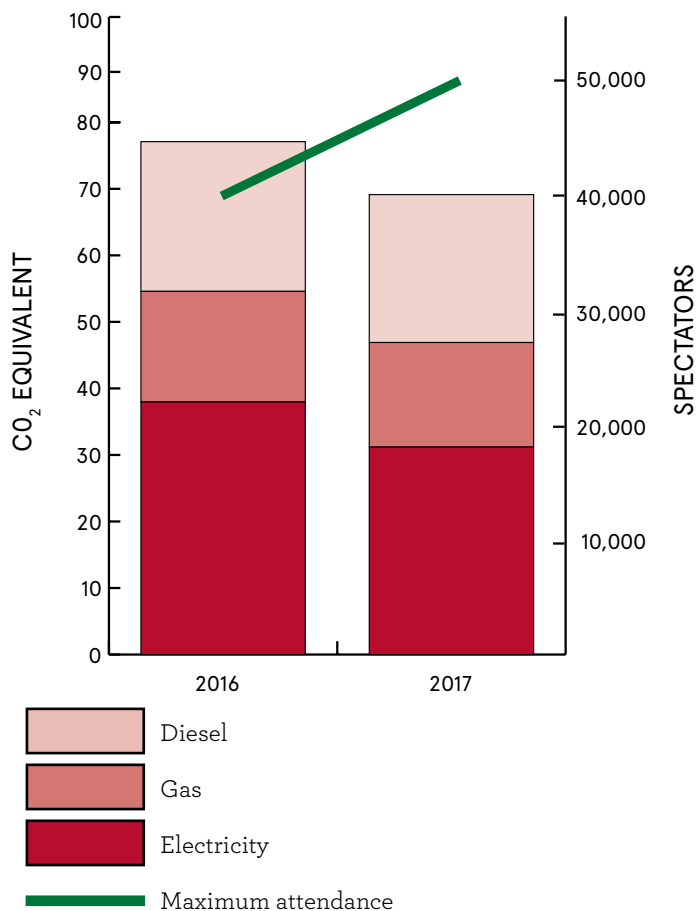
 Wheelchair accessible seating areas in the stadium



STADIUM SUSTAINABILITY

Twickenham Stadium has achieved ISO20121 accreditation and hosts all stadium events in accordance with the required measures. **Please see ISO 20121:2012 Accreditation Certificate – Appendix 9, page 124. The RFU’s Sustainable Development Strategy is available upon request.**

POWER AND CARBON MANAGEMENT



Twickenham Stadium has consistently improved the efficiency of its operations over the past few years, identifying excessive energy consumption and implementing reduction plans to reduce waste, improve efficiency and generate energy as sustainably as possible.

Over 250 sub-meters have been installed throughout the stadium, allowing the RFU to monitor real-time consumption across all major systems and services. This system allows for the identification of areas of energy wastage so that actions can be taken to reduce consumption.

The aim is to focus on improving facilities through efficient asset replacements such as LED sports lights, automated lighting controls and efficient air handling equipment. The stadium sets minimum standards for all stadium projects to ensure that overall efficiency continues to improve.

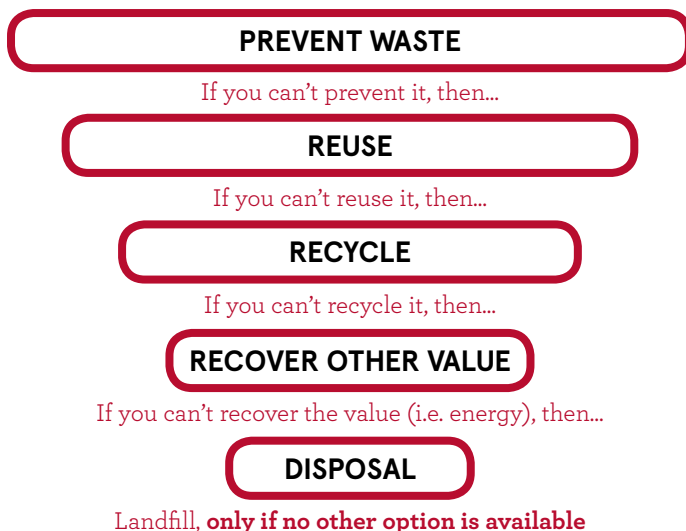
The new East Stand development will feature a combined heat and power efficient turbine system to provide both heat and power to the building. The South Stand also has a small solar array, reducing the stadium’s demand for grid electricity.

WASTE MANAGEMENT

Twickenham Stadium operate a zero waste to landfill policy and looks to maximise opportunities to recycle waste streams by segregating recyclable items. Plastic waste generated within the stadium has been dramatically reduced by utilising high grade plastic Eco-cups. The cups cost an extra £1 with a first drink and then can be exchanged for a new cup on return to a bar, or returned for a £1 refund. The returned cups are washed using industrial washing processes and reused at the next event. The cups are of sufficient quality that many people take them away as souvenirs.



Twickenham Stadium operates a waste management system based on the waste hierarchy, prioritising waste reduction and reuse over disposal. **The model for this is as follows:**



The main aims of Twickenham’s waste management strategy are to:

- reduce waste generation and, where waste is produced, ensure that it is managed and ultimately disposed of in the most sustainable method practicable;
- maximise the availability of appropriate waste management to all stadium users;
- provide measures to improve sustainability and reduce vehicle movements where possible.

Twickenham Stadium aims to send zero waste to landfill and to facilitate this has a dedicated waste management area at the north of the site which houses 2 compactors (1 general waste, 1 mixed dry recyclables) and 2 bailers (one for cardboard, one for plastics). The stadium segregates all waste back of house, glass and food are segregated in bars and kitchens respectively, with cardboard and plastic sorted at the waste management area.

Waste is moved from the point it is discarded to the waste management area by 120x1100L euro bins providing substantial waste capacity and the waste management is located outside the main concourse to facilitate compactor removals if necessary.

FOOD SOURCING

Food at Twickenham Stadium is sourced and procured by Twickenham Experience Limited, the RFU's joint venture with Compass Group.

Twickenham Experience Limited operates under Compass Group's food sourcing policy which includes commitment to:

- Use 100% cagefree eggs by 2025
- Ensure 100% of tea, coffee and hot chocolate is ethically sourced by 2020
- Map the soy supply chain and collaborate with industry and NGOs
- Only source certified sustainable palm oil in specified categories by the end of 2017
- Buy 100% ethically-sourced bananas and 100% British or Fairtrade sugar
- Partner with experts to refresh sourcing standards on pork and poultry
- Avoid endangered species of fish, buy more certified fish each year, and use line and pole caught tuna in packaged sandwiches
- Support British and Irish dairy farmers and only buy British milk from Red Tractor assured farms

TRANSPORT SYSTEMS

Existing transport networks would be optimised to maximise public transport options to and from the stadium throughout the tournament.

South Western Railway operates an enhanced rail service from Twickenham Station when there are matches at the stadium. These services operate for approximately two hours before and two hours after matches and consist of ten trains per hour towards London and two out of London.

There are two London underground lines able to serve the stadium, with the District line terminating at Richmond and Piccadilly line calling into Hounslow East. To help facilitate these options, the RFU runs a shuttle bus service before and after matches. The service is provided by 33 double decker buses on demand for up to three hours after a match.

MERCHANDISING OUTLETS

There are various possible options for working with World Rugby to maximise retail opportunities at the venue. Currently, the RFU has a Retail Partner, Fanatics International Ltd, who operate in-venue and e-commerce retail operations on behalf of the RFU. The Union would require further clarification and discussion to understand World Rugby requirements in full before committing to item 6.1.3 of the tender document.

Physical match day units:

- **Main store**
South Stand (operates match day click-and-collect service for online pre-match sales)
- **Mobile units x 2**
Standard locations are Marriott Turning Circle and West Fan Village (both are driveable units)
- **Concourse units x 3**
(these are rapid retail units in fixed locations on the concourse)
Poppy Gate
North West Concourse
North Concourse

If demand dictates, England Rugby Store can run a 'deliver-to-you' service within corporate hospitality/boxes and can introduce a pop-up store in the West Fan Village (walk-in store approx. 20x20m).



VENUE FACILITY LOCATIONS

FACILITY	LOCATION	IDEAL LOCATION
Event Control room	North West Corner, Level 6	Clear unobstructed view of pitch
PA/DJ area	West Stand, seating above players tunnel	Very close to FOP entrance
Team changing rooms	West Stand, Tunnel, Level 1 (Ground)	Very close to FOP entrance
Match Officials changing rooms	West Stand, Tunnel, Level 1 (Ground)	Very close to FOP entrance
Ball team changing rooms	West Stand, Tunnel, Level 1 (Ground)	Very close to FOP entrance
Entertainers changing rooms	West Stand, Level 6	Very close to FOP entrance
Sponsor activity changing rooms	West Stand, Level 6	Very close to FOP entrance
Doping Control station	West Stand, Tunnel, Level 1 (Ground)	Close to players changing rooms
First Aid room	South West Corner, Level 1 (Ground) North East Corner, Level 1 (Ground)	Near concourse
Medical rooms with HIA	West Stand, Tunnel, Level 1 (Ground)	Very close to FOP entrance
Ambulance area	West Car Park	Very close to FOP entrance
Physiotherapist room	West Stand, Tunnel, Level 1 (Ground)	Close to players changing rooms
Pitch-side medical facilities	West Stand, Operation seats	Pitch-side
Stadium catering - Teams/Match Officials	West Stand, Spirit of Rugby Restaurant, Level 2	
Stadium Tournament Office	West Stand, Members Lounge, Level 3	Room in stadium
Match venue meeting room	Various options available within stadium	Room in stadium
Match Day Communications Operations room	West Stand, Tunnel, Level 1 (Ground)	Close to match officials changing rooms
Match Analysis room	West Stand, Members Lounge, Level 3	Room in stadium
Citing Commissioners room	West Stand, Members Lounge, Level 3	With clear unobstructed view of pitch
Hearing room	South Stand, Boardroom, Level 3	Room in stadium
Match Officials Reviewer room	West Stand, Coaches Box (South)	With clear unobstructed view of pitch
TIS room	West Stand, Members Lounge, Level 3	With clear unobstructed view of pitch
Player registration area	West Stand, Members Lounge, Level 2	Area near players changing rooms
World Rugby Communications Team room	West Stand, Members Lounge, Level 2	Position in stadium/access to pitch
Photographers match position	Pitch-side, behind LEDs in specified positions	Behind signage
Flash Interview areas	West Stand, Tunnel, Level 1 (Ground) or pitch-side	Pitch-side
Post-match interviews	West Stand, Tunnel, Level 1 (Ground)	Near exit from FOP
Media workroom	West Stand, Media Briefing Room, Level 2	At stadium with access to tribunes
Photographers' workroom	North West Corner, Level 1 (Ground)	At stadium with reasonable access to pitch
Press Conference area	West Stand, Media Briefing Room, Level 2	At stadium and hotel (if required)
Mixed Zone	West Stand, Tunnel, Level 1 (Ground)	Near exit from FOP
OB Compound	North Car Park	Area in stadium
Host Broadcast Office	North Car Park	Room or position in stadium
World Rugby highlights crew room	North, Broadcast Studio, Level 3	Area in stadium
TV commentary position	West Stand, Gantry, Level 4	With clear unobstructed view of pitch
Radio commentary position	West Stand, Gantry, Level 4	With clear unobstructed view of pitch
Sponsor activation facilities	West Car Park, West Fan Village	
Merchandising outlets	South West Corner, Mobile Units (various)	Fan Zone

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LONDON VISIT

40 MILLIO

WE WELCOME



An aerial photograph of London, England, taken during the golden hour of sunset. The River Thames flows through the center of the frame, with the iconic Big Ben clock tower and the Houses of Parliament on the left bank. The city's dense urban landscape, featuring a mix of historic stone buildings and modern skyscrapers, is bathed in the warm, golden light of the setting sun. The sky is filled with soft, colorful clouds. Two white L-shaped corner brackets are positioned in the upper right and lower right corners of the image, framing the text.

S TO SURPASS
N IN 2018,
E THE WORLD

TRAINING VENUES

The RFU will appoint a Logistics Coordinator who will work with the training venues, organise training and ice bath equipment and be on call should there be any problems throughout the week. Selection of venues may vary year on year, dependent on maintenance of pitch standards. A member of Twickenham Stadium's Grounds Team will visit each venue prior to the tournament to check the quality of the pitches. The RFU is currently looking to expand its training pitch portfolio to offer a wider selection for teams, which it hopes to trial for the 2018 HSBC London Sevens tournament.

BARN ELMS SPORTS CENTRE – GRASS PITCH

The RFU will look to provide up to 5 grass pitches at Barn Elms Sports Centre, situated just 3.4 miles from the team hotel. If the training pitch portfolio expands, the number of rugby pitches at Barn Elms will reduce.



FACILITIES

- Rugby pitch dimensions – 100m x 60m
- Changing facilities, showers and toilets, on-site parking, freezer for ice storage, ice bath area
- No floodlighting, but sunrise time of approximately 03:44 and sunset time of 20:12⁶ in the May and June window would mean that this would not be an issue

SAFETY & SECURITY

Evacuation instructions will be displayed clearly on site in the event of a fire.

Team changing rooms will be on the ground floor of the building. This will allow immediate access to the front door in case of an emergency.

In the event of a **fire or a serious security concern, teams must call 999 (UK emergency services)**.

Teams will be provided with contact details for on-site staff who can be contacted for **non-urgent** issues while at the venue.

ROSSLYN PARK – 3G PITCH

The home ground of National League One team Rosslyn Park is 3.4 miles away from the current team hotel. The pitch surface installed is a state-of-the-art, artificial pitch created specifically for rugby union, using a soft but durable 65mm yarn with sand and rubber infill. An identical surface has also been installed at Aviva Premiership rugby clubs Saracens and Newcastle Falcons.



FACILITIES

- Pitch – 1 artificial pitch, 100m long, 68m wide, 10m dead ball zone
- Changing facilities, showers and toilets, freezer for ice storage, ice bath area and on-site parking
- Floodlights available

SAFETY & SECURITY

Evacuation instructions are displayed on site in the event of a fire.

CCTV is in operation across the site.

Entrance and exit points are monitored and the site perimeter is fenced off.

Schools/gym members may also be on site during team booking slots.

In the event of discovery of a **fire or a serious security concern it is essential to call 999 (UK emergency services)**.

Teams will be provided with contact details for on-site staff who can be contacted for **non-urgent** issues while at the venue.

⁶http://astro.ukho.gov.uk/data/kp_cal/pdf/oc_cam_jun_2020.pdf





COMMENT

A group of soccer players in white kits standing on a field, with a red overlay and a white L-shaped graphic.

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WORLD RUGBY COMMERCIAL TERMS & BUSINESS MODEL

London is a well-established key market for global brands and prospective sponsors. The city is recognised as the world's top financial centre according to the Global Financial Centres Index (GFCI)⁷. An iconic city, with a strong sense of heritage coupled with innovation, enables London to provide a perfect platform to help secure and attract prospective partners to the World Rugby Sevens Series. There are in excess of 22 million rugby fans across our nation, all passionate about our sport and potential customers for both global and local partners of the HSBC London Sevens. We believe that London can play an active role in helping to ensure the long term commercial success of the Series.

Concurrent with the tender process, discussions are ongoing with World Rugby around the Commercial Model and Broadcast Rights.

The RFU acknowledges that World Rugby is proposing a new commercial model under the terms of the 2020-2023 Sevens Series Tender Documentation. The RFU believes that any commercial model needs to be equitable and structured so that it facilitates and encourages further growth, both individually for the tournaments and collectively for the Series. The commercial leads from both parties have entered into a separate dialogue around the proposed commercial terms to find a mutually agreeable position.

It is important to note that the RFU currently has two committed commercial partners that support the sevens rugby programmes – Secure Trading and Mitsubishi Motors. The ambition would be to ensure that these two brands can continue to be positioned as local tournament sponsors at the London event without undermining World Rugby's global sponsorship strategy and process. The RFU proposes that the global sponsor Financial Services protected brand category is clearly defined to ensure that it does not incorporate business to consumer online payment processing services.

Please refer to the Standard Series Sponsorship Inventory Breakdown – Appendix 8, page 121.

⁷http://www.longfinance.net/images/GFCI22_Report.pdf



canterbury



ENGLAND SEVENS

ire // trading
ONLINE PAYMENT EXPERTS

HSBC

GILB

SERIES CHAMP

PRINCIPAL PARTNER

GLOBAL



COMMUN



► SERIES CHAMP

CHAMPIONS 2016-17

PARTNER

OFFICIAL TIMEKEEPER



CHAMPIONS

CHAMPIONS 2016-17

P

The RFU will provide communications and social media leads for the HSBC London Sevens:

Communications Manager – responsible for tournament communications, commercial partner communications and England Sevens team communications

Media Operations Manager – responsible for all accredited media on site and management of media facilities

Social Media Manager – responsible for England Rugby social media channels and content output

Photography Agency – event photography (currently provided by Getty Images)

There will also be a senior member of the Communications team present who will be the stadium and event communications lead in the event of any major issues.

SPORTS PRESENTATION PLAN

The HSBC London Sevens sports presentation at Twickenham Stadium continues to expand year-on-year and the RFU aims to continue to deliver unique and bespoke experiences for both existing and new fans of sevens.

Each year the sports presentation reflects the overarching event theme via numerous touchpoints including big screen, LED, on-pitch activities, celebrity ambassadors, merchandise and the West Fan Village. Previous integrated HSBC London Sevens themes have included Disney's Star Wars, Safari, 70s and most recently the Feast of Rugby food festival in partnership with celebrity chefs and street food providers.

Sevens rugby is a non-stop, high-octane, blink-and-you-will-miss-it extravaganza and we aim to apply the same sense of excitement, action and choice off the field from the interactive experiences, entertainment and music to the vast array of themed food and beverage choices. A sevens weekend has rugby at the heart but is so much more, offering non-stop excitement for both the avid and emerging fan.

THE VISION

To offer a unique world-class match day experience for fans and players – a best in class blueprint for other Series tournaments.

OBJECTIVE

To broaden the event's appeal, attracting new audiences, in particular families and females.

SPORTS PRESENTATION KEY ELEMENTS

Our sports presentation reflects the RFU's assigned theme of the weekend, via an extensive range of in-bowl and fan experiences and touchpoints, including:

- Use of in-stadia assets such as LEDs, internal IPTV screens and big screen
- Partner activations across the West Fan Village and in bowl
- Community sevens matches held on the pitch
- Celebrity hosts
- Big screen layouts such as kiss cam, emoji cam, and dance cam
- Branded eco-cups
- Novelty rugby balls designed in the theme of the year

- Guest DJs throughout the weekend
- Guest performers (musicians and artists)
- On-pitch challenges, such as hamster ball runs, doughnut races, kicking challenges etc.
- Drum lines
- Crowd catapults
- Guard of honour
- Pyrotechnics
- In-game stats

All of these elements will be branded and designed to match the weekend's theme.

WEST FAN VILLAGE

The action continues outside the bowl all weekend. The West Fan Village has capacity for 12,000 spectators and hosts a secondary show in the build-up to, during and following the on-pitch action. Partner activation is central to the West Fan Village experience, with big screen and on stage activity included as a channel for partners to showcase their support of the weekend, alongside a variety of interactive experiences and challenges, largely rugby focussed, for both the adult and mini fan. In what is traditionally good weather, the West Fan Village is the ideal place for fans to experience some rugby themselves, as well as to listen to music, legends and pundits or to enjoy food.

TROPHY PRESENTATION

The RFU has extensive experience in operating professional and impactful trophy presentations, with focus on attention to detail and timings. A well-drilled and rehearsed team is in place to ensure incident-free operation. A large stage is constructed for the HSBC London Sevens winners' presentation, which consists of winners header and footer board complete with HSBC World Series branding. The trophy lift is complemented by pyrotechnics, fireworks, music and public announcement.

In recent years, the HSBC London Sevens tournament has been the last in the Series. The platform has been adapted to accommodate the Series winner in addition, with the header and footer changed to reflect the presentation.

POST TOURNAMENT FUNCTION

The RFU has hosted a World Series end of season awards ceremony on the final day of the HSBC London Sevens tournament for the past four years and is well versed in World Rugby's requirements for event timings, layout and equipment. If London continues to be the final tournament in the Series, we will continue to hold a function for teams, Match Officials and World Rugby/RFU/contracted staff.

In the current format we host the ceremony on-site in the stadium's Rose Room. With a dining capacity of up to 900 people, the room has plenty of space for the ceremony's large presentation stage, big screens and AV control centre whilst still offering ample room for a sit-down meal.

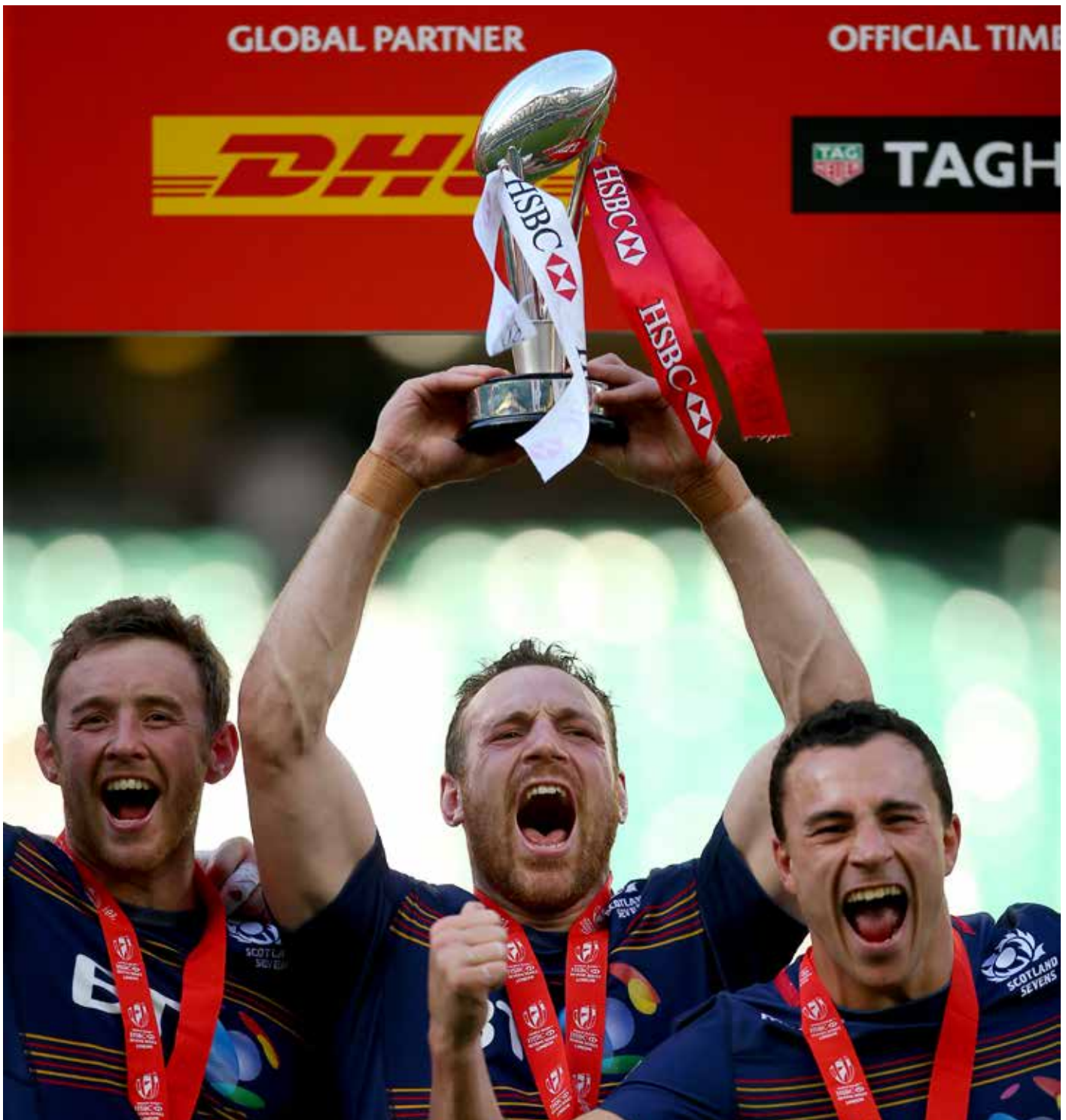
Hosting the ceremony inside the stadium itself can offer a stress-free experience for World Rugby, agency and RFU staff working on the tournament as well as teams and VIPs. Just a short walk from the tunnel, the Rose Room is managed by our in-house catering and hospitality team, Twickenham Experience and entry is controlled by our stadium security personnel. In addition, the Rugby Events and Competitions team will work alongside World Rugby with details such as VIP arrangements, seating plans and meet and greet.

When it comes to food, we have found that a 'help yourself' mentality is best suited to the function so large sharing plates such as beef and vegetable chilli with sides of rice, nachos and sauces are served in the centre of each table. Team arrival times are staggered depending on their final match's finish time so

food can be delivered to each team's table as they arrive and refreshed as required – helping to keep food hot and fresh for all and catering for varying post-tournament appetites.

To assist World Rugby and its agents with staging the award ceremony itself, Twickenham Stadium can offer the assistance of our AV and Event Production partner AVC Live Ltd. With an in-depth knowledge of the design and layout of the stadium, its experienced technical team can install a fully integrated, premium AV solution.

Our function offering can be adaptable based on World Rugby's vision for the ceremony moving forward, for example our brand new East Stand hospitality areas may be able to provide an exciting new setting and atmosphere.





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SUPPORT DOCUMENT

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SPORTING EVENTS

CITY AUTHORITY DEED

The RFU have reviewed the City Authority Deed, and whilst we understand that the local Borough Councils (Richmond upon Thames and Hounslow) will have a key role in ensuring the successful delivery of the tournament at Twickenham, we feel it unnecessary for the Councils to enter into the Deed as it is currently drafted. Many of the obligations on the “City Authority” (as defined in the Deed) will actually be performed by the RFU or its subcontractors. For example, the RFU will be responsible for the performance (at its own cost) of obligations relating to health & safety, security, transport, insurance, event-related promotions and marketing. In relation to the protection of commercial rights, our commercial team will work to ensure that the commercial interests of World Rugby are both promoted and also protected before, during and after the HSBC London Sevens. We will work with local councils where necessary to achieve this, but it would not be a primary obligation on the councils to carry out this activity.

The RFU will work closely with the local borough councils, as it has done over many years, to ensure that the London Sevens is delivered to the standards expected from World Rugby. To this end, we attach letters from both Richmond upon Thames and Hounslow Borough Councils which show the support of both councils to the RFU’s bid for the HSBC London Sevens. We trust that these provide assurance to World Rugby that we will work in close collaboration with the local borough councils to put on the best HSBC London Sevens tournament possible.

STADIUM OWNER DEED

As the RFU is the stadium owner, as well as the host union, we question whether the RFU should enter into the Stadium Owner Deed in the form it is drafted. There are certain provisions which may be conflicting when read in conjunction with provisions of the Host Union Agreement (such as indemnity and commercial rights). One possible solution is to include the applicable provisions from the Stadium Owner Deed in the Host Union Agreement. We would be happy to discuss this further.

TERMS & CONDITIONS SIGNED

Uploaded separately to the World Rugby portal for review.

TOURNAMENT STADIUM OPERATIONS & STEWARDING PLAN

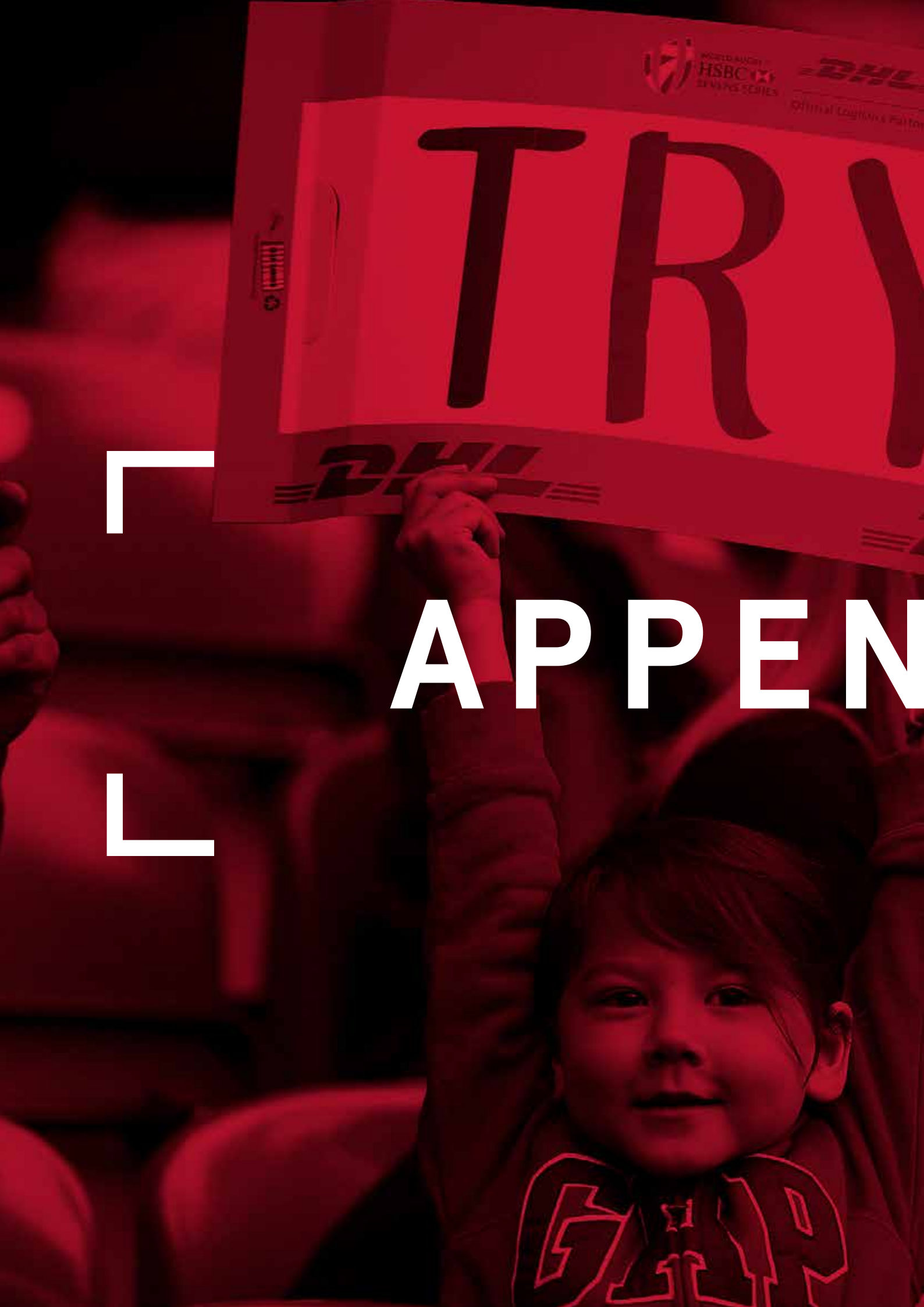
This document covers a range of stadium security topics including the stewarding approach and training, event health & safety, accreditation and information regarding the searching plan.

PARTNERSHIP ACTIVATION SHOWCASE

Uploaded separately to the World Rugby portal for review.







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APPEN





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INDICES



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Steve Brown
Chief Executive
Rugby Football Union
Rugby House
Twickenham Stadium
200 Whitton Road
Twickenham
TW2 7BA

26 January 2018

Dear Steve

World Rugby Sevens

We very firmly support the bid being made by the RFU for the continuation of their hosting of the World Rugby Sevens Series at Twickenham Stadium.

The Sevens is a key fixture in our local event calendar which, along with the Six Nations and Autumn Internationals allows Twickenham to truly continue to be the home of English Rugby. The retention of it here allows both the RFU and Richmond Council to maximise the benefits of the fans coming here and helps sustain our joint working on infrastructure improvements and regeneration, including for example the changes put in place at Whitton railway station.

Its retention will also assist in the continuation of our working together to spread the benefits beyond the stadium to local businesses, such as through working with Visit Richmond and the local business associations in Twickenham and Whitton.

We are always impressed by and supportive of the community work that the RFU have done around the tournament which has in the past involved:

- Pupils from local schools being mascots and taking part flag parade
- Free tickets for each of our 22 local partnership schools to attend the event
- Tickets for a Tenner for local residents

We know about and support their aim to do this community work again and more, including:

- Working with local businesses and the Chambers of Commerce to discuss how to maximise the footfall from the event for town centre shops and businesses.
- Working with Visit Richmond to encourage people to stay in the borough for the weekend and visit other attractions.
- Probable use of the local police cadets to help steward the event and take part in it.
- Extended free tickets to the local youth centres.
- Having players visit local projects which we are supporting.

More broadly we also strongly support the RFU's strategic plan objectives in terms of the local community, including:

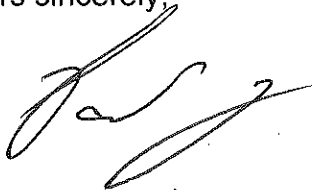
Growing the game by encouraging more people to attend who would not normally do so, and try out touch rugby over the summer

- Encouraging local people to visit the stadium at low cost and interact with us as a business
- Giving local children the opportunity of a lifetime to be on the pitch here during a match
- Bringing benefits to the local economy by encouraging tourism to Richmond and Hounslow
- Supporting and complimenting the local schools PE curricula
- Giving local people the chance to meet senior Sevens players and Olympic athletes by supporting local projects and maintaining the sport's profile.
- Providing a popular event in one of the strongest areas of rugby union in England

In a nutshell, we very much hope the RFU's bid is accepted.

If you require any more comments or information then please do not hesitate to contact me directly or my Director of Environment and Community Services, Paul Chadwick whose contact details are...

Yours sincerely,



Cllr Paul Hodgins
Leader of the Council



Leader of the Council

**Democratic Services
London Borough of Hounslow
The Civic Centre
Lampton Road
Hounslow
TW3 4DN**

Mr Steve Brown
CEO Rugby Football Union
200 Whitton Road
Twickenham
TW2 7BA

Your contact: Councillor Steve Curran
Mobile: 07785 722190
E-mail: Steve.Curran@hounslow.gov.uk

Date: 24th January 2017

Dear Steve,

I am writing in support of your bid to continue to host the World Rugby Sevens Series at Twickenham.

The London leg of Sevens Series is a long-established fixture at the stadium, and it is one of which many of the residents in Hounslow attend and value. As a former Rugby player and supporter, myself, I fully understand the importance of our residents being involved in sports, and anything that encourages participation in sport is to be welcomed.

I note that the Hounslow Chamber of Commerce are supportive of the tournament continuing to be held at the stadium, and I am pleased that our recent meetings, including that with our Chief Executive, Mary Harpley, focussed on how the RFU intend to spread the economic benefit of the tournaments held at Twickenham. There is no question that the stadium has a large, positive impact on the economy in the south of the borough, especially the Isleworth and Hounslow wards, and employs many local people both full time and on match days. In particular, the events held at Twickenham provide a fantastic opportunity for local people to gain experience and skills working at a world class venue, which is something the Council supports as ensuring a skilled workforce will also have the benefit of encouraging businesses to both locate and remain in the borough.

The Sevens see many fans travel to the area and use the hotels, restaurants and bars of Hounslow and Isleworth, and visit our historic houses and parks, Osterley and Syon Park to name a few. Hounslow has the second highest number of hotel rooms in West London, and contributed around £209 million to our borough's economy in 2010. The development of tourism goes hand in hand with events such as the Sevens and as a Council we are very supportive of this opportunity.

The RFU has been proactive in encouraging local residents to attend and become involved in the Sevens which has had the effect of growing the game in South West London. There have been investments in floodlighting and new artificial grass pitches at clubs in Hounslow as part of a multi-agency drive to promote sport in the borough, which makes Hounslow an even more desirable place to live and work, and we look forward to this partnership continuing.

Yours sincerely



Cllr Steve Curran
Leader of the Council

c.c. Chris Donnelly

28th June 2017

To Whom it May Concern

Dear Sirs,

CONFIRMATION OF INSURANCE – Rugby Football Union, Rugby Football Development Limited, Twickenham Experience Limited, England Rugby Travel Limited, Rugby Football Foundation, RFF Trading Ltd, Rugby Reflink Limited, RFU Hotel Ltd, RFU Health & Leisure Limited, Injured Players Foundation, IPF Trading Limited, Rugby Sure Limited.

As requested by you, we are writing to confirm that we act as your Insurance Broker and that we have arranged insurance on your behalf as detailed below. A copy of this letter may be provided by you to third parties who have a legitimate need to receive confirmation of your insurance cover.

TYPE OF INSURANCE	PUBLIC/PRODUCTS LIABILITY
INSURER:	Royal & Sun Alliance Insurance plc
POLICY NUMBER:	RKK756642
PERIOD OF INSURANCE:	1 ST JULY 2017 TO 30 TH JUNE 2018 INCLUSIVE
SUM INSURED:	GBP5,000,000 (PRIMARY)
DEDUCTIBLES:	GBP500



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Authority.

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TYPE OF INSURANCE	EXCESS PUBLIC/PRODUCTS LIABILITY
INSURER:	Royal & Sun Alliance Insurance plc & Tokio Marine Kiln
POLICY NUMBER:	RKK756642
PERIOD OF INSURANCE:	1 ST JULY 2017 TO 30 TH JUNE 2018 INCLUSIVE
SUM INSURED:	GBP45,000,000 Excess PRIMARY GBP5,000,000

TYPE OF INSURANCE	EXCESS PUBLIC/PRODUCTS LIABILITY
INSURER:	QBE INSURANCE EUROPE LIMITED
POLICY NUMBER:	YO15105QBE0017A
PERIOD OF INSURANCE:	1 ST JULY 2017 TO 30 TH JUNE 2018 INCLUSIVE
SUM INSURED:	GBP100,000,000 Excess GBP50,000,000

We have placed the insurance which is the subject of this letter after consultation with the client and based upon the client's instructions only. Terms of coverage, including limits and deductibles, are based upon information furnished to us by the client, which information we have not independently verified.

This letter is issued as a matter of information only and confers no right upon you other than those provided by the policy. This letter does not amend, extend or alter the coverage afforded by the policies described herein. Notwithstanding any requirement, term or condition of any contract or other document with respect to which this letter may be issued or pertain, the insurance afforded by the policy (policies) described herein is subject to all terms, conditions, limitations, exclusions and cancellation provisions and may also be subject to warranties. Limits shown may have been reduced by paid claims.



We express no view and assume no liability with respect to the solvency or future ability to pay of any of the insurance companies which have issued the insurance(s).

We assume no obligation to advise yourselves of any developments regarding the insurance(s) subsequent to the date hereof. This letter is given on the condition that you forever waive any liability against us based upon the placement of the insurance(s) and/or the statements made herein with the exception only of wilful default, recklessness or fraud.

This letter may not be reproduced by you or used for any other purpose without our prior written consent.

This letter shall be governed by and shall be construed in accordance with English law.

Yours faithfully,

A handwritten signature in black ink, appearing to read "Rayama", enclosed within a large, hand-drawn oval.

Marsh Ltd

Twickenham Stadium – Technology requirements compliance statement

Data Networks

NETWORK ID	INTERNET CONNECTIVITY REQUIRED	LAN (WIRED) BANDWIDTH REQUIRED	INTERNET BANDWIDTH	INTERNET BANDWIDTH DEDICATED OR SHARED	DHCP REQUIRED	ESTIMATE NUMBER OF CONNECTED DEVICES	WIRED(CAT 5/CAT 6)	WIFI	PURPOSE	RFU RESPONSE
TIS PROVIDER	Yes	100MB/PS	10MB/PS	Dedicated to TIS provider	No	20	Yes	No	TIS provider network	COMPLIANT
WORLD RUGBY	Yes	100MB/PS	50MB/PS	Dedicated to World Rugby	Yes	40	Yes	Yes	World Rugby Admin	COMPLIANT
RNS	Yes	100MB/PS	50MB/PS synchronous	Dedicated to RNS	Yes	20	Yes	Yes	World Rugby Media/Web Operations	COMPLIANT
VIDEO	Yes	100MB/PS	50MB/PS synchronous	Dedicated to Video highlights	Yes	5	Yes	Yes	Video Highlights	COMPLIANT
OPS	Yes	100MB/PS	50MB/PS	Dedicated to Operations	Yes	20	Yes	Yes	Operations	COMPLIANT
MEDIA	Yes	100MB/PS	100MB/PS	Dedicated to Media	Yes	100	Yes	Yes	Media	COMPLIANT
ANALYSIS	Yes	100MB/PS	20MB/PS	Dedicated to Game Analysis	Yes	10	Yes	Yes	World Rugby Game Analysis	COMPLIANT
PHOTO	Yes	100MB/PS	100MB/PS	Dedicated to Photographers	Yes	50	Yes	Yes	Photographers	COMPLIANT
TEAMS	Yes		100MB/PS	Dedicated to teams	Yes	100		Yes	Teams	COMPLIANT

Twickenham Stadium – Technology requirements compliance statement by area

Broadcast Equipment

AREA	RFU EQUIVALENT AREA	TV	FEED	ISDN LINE	2 WAY RADIO	AUDIO RECORDER	VIDEO CONF	HDD RECORDER	DVD DUPLICATOR	RFU RESPONSE
Screens, scoreboards & clocks			World Feed							COMPLIANT
Doping Control Room	Media Briefing	1	World Feed							COMPLIANT
Player Registration	Members Lounge	2	EVS and Dirty Feed							COMPLIANT
World Rugby Highlights Crew Room	Broadcast Studio	1	World Feed							COMPLIANT
Tournament Staff Office	Members Lounge	1	World Feed		8			1	1	COMPLIANT
Judicial Officers Room	Members Lounge	1	World Feed		1	2	1	1		COMPLIANT
Dining Room	Spirit of Rugby	2	World Feed						1	COMPLIANT
Ball Kids Room	Ball Team 1 & 2	1	World Feed & Camera 1							COMPLIANT
Match Analysis Room	Members Lounge	1	World Feed **					1	1	COMPLIANT
Citing Commissioners Room	Members Lounge	1#	World Feed					1		COMPLIANT
Match Officials Reviewer Room	OB compound	1#	Clean Feed							COMPLIANT
RNS Workspace	Members Lounge	1	World Feed							COMPLIANT
TV Commentators	West Gantry	1#	World Feed							COMPLIANT
Radio Commentators	West Gantry	1	World Feed	TBC						COMPLIANT
Host Union Broadcaster Offices	OB compound	1#	Dirty Feed							COMPLIANT
Press Conference Room	Mixed Media Zone	1	World Feed							COMPLIANT
Media Work Room	East stand Media room	3	World Feed							COMPLIANT
Photographers Work Room	Same	3	World Feed							COMPLIANT
Media Tribune	Same			TBC						TBC

Twickenham Stadium – Technology requirements compliancy statement by area

Hardware

WR AREA	RFU EQUIVALENT AREA	POWER SOCKETS SINGLE PHASE	POWER 3 PHASE	DATA NET WIRED	DATA NET WIFI	PRINTER/ MFD	PHONE FIXED	PHONE MOBILE	LAPTOP PC	RFU RESPONSE
Screens, scoreboards & clocks	Same		1 per							COMPLIANT
Team Changing Rooms	DR 1,2,3,4,5,6	20			TEAMS					COMPLIANT
Match Officials Changing Room	Match officials and Anti-doping	10			WORLD RUGBY					COMPLIANT
Doping Control Room	Media Briefing	12		WORLD RUGBY	WORLD RUGBY					COMPLIANT
Medical Room	Same	20		WORLD RUGBY	WORLD RUGBY	1	1		2	COMPLIANT
Physiotherapy Room	ERIC	12								COMPLIANT
Bath Area	DR's	8			TEAMS					COMPLIANT
Match Officials' Comms Op Room	OPS Room	15			WORLD RUGBY	1	1			COMPLIANT
Player Registration	Members Lounge	6		TIS PROVIDER						COMPLIANT
World Rugby Highlights Crew Room	Broadcast Studio	8		VIDEO	VIDEO		1	4		COMPLIANT
Tournament Staff Office	Members Lounge	20		WORLD RUGBY	WORLD RUGBY	1	2	8		COMPLIANT
Judicial Officers Room	Members Lounge	8		WORLD RUGBY	WORLD RUGBY	1	1	1	1	COMPLIANT
Dining Room	Spirit of Rugby				TEAMS/WORLD RUGBY					COMPLIANT
Ball Team Room	Ball Team 1 & 2	30			TEAMS					COMPLIANT
Match Analysis Room	Members Lounge	8		WORLD RUGBY & ANALYSIS	WORLD RUGBY & ANALYSIS					COMPLIANT
Citing Commissioners Room	Members Lounge	8			WORLD RUGBY			2		COMPLIANT
Match Officials Reviewer Room	OB compound	16		WORLD RUGBY	WORLD RUGBY		1	2		COMPLIANT
TIS provider Room	Members Lounge	16		TIS PROVIDER						COMPLIANT
RNS Workspace	Members Lounge	10		RNS	RNS	1	2	2		COMPLIANT
PA/DJ Room	Control Room	4			OPS					COMPLIANT
Entertainers Changing Room	TBC – if required				OPS					TBC
Sponsor Activity Changing Room	Beaumont Room				OPS					COMPLIANT
TV Commentators	West Gantry	10		TIS PROVIDER	TIS PROVIDER/OPS	1 (TIS PROVIDER)	5			COMPLIANT
Radio Commentators	West Gantry	10		TIS PROVIDER	TIS PROVIDER/OPS		5			COMPLIANT
Pitch-side Presentations	Above Tunnel				OPS		1			COMPLIANT
Host Union Broadcaster Offices	OB compound	20		TIS PROVIDER	OPS	1	4	8		COMPLIANT
Broadcast Production Room	OB compound	20		TIS PROVIDER	OPS		2	2		COMPLIANT
OB Van Compound	OB compound		1 per van		OPS					COMPLIANT
Photographers Work Room	Same	100		PHOTO	PHOTO/MEDIA	2				COMPLIANT
Media Tribune	Same	1 per seat		MEDIA	MEDIA/PHOTO					COMPLIANT
Mixed Zone	Mixed Media Zone				MEDIA/PHOTO/ WORLD RUGBY					COMPLIANT
Photographers Match Position	Pitch Side			PHOTO	PHOTO					COMPLIANT
Ticket Collection Booth	Ticket Office	32		OPS	OPS		10			COMPLIANT
Box Office Booth	Ticket Office	32		OPS	OPS		10			COMPLIANT
VIP Areas	Presidents Suite + L3 Boxes				WORLD RUGBY					COMPLIANT

M&C Hotel Stamford Bridge – Technology compliance statement

The M&C Hotel at Stamford Bridge will be used for the teams and Liaison Officers as well as some RFU and World Rugby personnel. The hotel will be almost solely used by the tournament, therefore all internet connectivity will be set up for the use of the teams, and associated World Rugby staff. This currently sits at 70Mb per team as well as 100mb for key areas. The internet bandwidth currently is 1GB/PS.

	WIRED INTERNET ACCESS (DEDICATED)	WIFI INTERNET ACCESS (DEDICATED)	PRINTER/COPIER/SCANNER	POWER	TV	HARD DRIVE RECORDER/PLAY BACK	RFU RESPONSE
Teams	Yes (100MB/PS)	Yes		Yes	Yes	Yes	COMPLIANT
Video Highlights 2 x bedrooms	Yes (20MB/PS upload and download)	Yes		Yes			COMPLIANT
World Rugby Digital 2 x bedrooms	Yes (20MB/PS upload and download)	Yes	Yes	Yes	Yes	Yes	COMPLIANT

The Lensbury Teddington – Technology compliance statement

The Lensbury hotel located in Teddington will be used for Match officials and some World Rugby staff. The Lensbury has a dedicated internet access of 300mb/Ps and has Wi-Fi throughout.

	WIRED INTERNET ACCESS (DEDICATED)	WIFI INTERNET ACCESS (DEDICATED)	PRINTER/COPIER/SCANNER	POWER	TV	HARD DRIVE RECORDER/PLAY BACK	RFU RESPONSE
Match Officials	Yes (20MB/PS)	Yes	Yes	Yes	Yes	Yes	COMPLIANT
World Rugby Staff	Yes (20MB/PS upload and download)	Yes		Yes	Yes		COMPLIANT

Additional Hardware Requirements

DEVICE TYPE	NETWORKED	PERFORMANCE	COLOUR/MONO	RFU RESPONSE
Networked Printer/Copier/ Scanner – colour (A4/A3)	Yes	35 pages per minute	Colour	COMPLIANT
Networked Printer – mono	Yes	45 pages per minute	Mono	COMPLIANT



ROLE DESCRIPTION

Role: TEAM LIAISON OFFICER – LONDON 7s
Nature: HONORARY POST
Reports to: RUGBY EVENTS LEAD

NATURE & SCOPE OF THE ROLE

On behalf of the RFU, each Liaison Officer will support and aid the visiting team to which he/she has been appointed. Working closely with the visiting Team Manager, the Liaison Officer will ensure that the team has an enjoyable and successful stay in England whilst preparing for and undertaking the tournament, and that they have a smooth departure from the country at the end of the tour.

The role of the Liaison Officer requires strict confidentiality to be observed whether in respect of team matters (such as team preparation, selection and tactics), personal issues or any other matters that may come to the attention of the Liaison Officer. It is essential that the team has absolute trust and confidence in the Liaison Officer in the discharge of his/her duties.

In advance of the team's arrival, each Liaison Officer will receive a comprehensive briefing which will include, but not be limited to:

- i) The planned itinerary of their team with arrival/departure arrangements
- ii) The composition of the visiting team management;
- iii) The hotel arrangements;
- iv) Transport arrangements;
- v) Training facilities and anticipated team requirements;
- vi) Tournament playing schedule.

Whilst each Liaison Officer will use the visiting Team Manager as his/her primary interface, he/she must be aware of the needs of all the management team and be prepared to manage potential conflicting requirements amongst them.

PRINCIPAL RESPONSIBILITIES

General

- 1 Each Liaison Officer is appointed as a representative of the RFU for the duration of stay of the incoming participating team. He/she is required, on behalf of the RFU, to work **with** the manager and team management of his allotted team and **not for him**. He/she will serve as host and will assist in whatever way is necessary to ensure that all reasonable needs of the team are met.
- 2 No policy decisions and any decision which will adversely affect any pre-organised arrangements should be made without first checking with the tournament office.
- 3 A Liaison Officer may be required to be present at all daily team management meetings. Attendance at other meetings will be by invitation of the Team Manager.

- 4 The Liaison Officer will be responsible for the provision of RFU property and equipment such as match balls and pump, ice, water, towels and transport provision for the duration of stay.
- 5 The Liaison Officer will be expected to complete an expense claim form at the end of the tournament for any out of pocket expenses accompanied by appropriate receipts.
- 6 It will be necessary to attend a Liaison Officers' pre-briefing meeting prior to the commencement of duty.

Hotel

- 7 Each Liaison Officer will be required to reside in the team hotel for the duration of the team's stay and share a room with their assigned Liaison Officer partner
- 8 The Liaison Officer must not leave the hotel or team without prior arrangement with the Team Manager as he/she should be readily available to the team and management at all times.
- 9 The Liaison Officer will check that all members of the team are comfortable in their rooms and ensure that all arrangements for the welfare of the team and management at the hotel are highly satisfactory. Any changes should be made through the tournament office, including meal/training/leisure facilities.

Luggage

- 10 Each Liaison Officer may be asked to fulfill the duties of a "baggage master" and maintain control of all luggage at all times if necessary. If there is a large amount of luggage, check that suitable arrangements have been made to transport it from and to the airport.

Playing gear and outfitting

- 11 The Liaison Officer will:
 - i) Arrange via the tournament office for the despatch, collection and distribution of laundry, completing the necessary forms with accuracy;
 - ii) Ensure that the required number of quality rugby balls is available at every training session;
 - iii) Ensure adequate supplies of towels and soap are available.

Training grounds

- 12 Each Liaison Officer will be provided with their allocated team's training schedule prior to arrival.
- 13 Ascertain from the Team Manager the requirement for refreshments (bananas, other fruit, soft drinks, etc.) during and after training sessions and ensure their availability (in conjunction with the training ground or by other means). **This is a team cost.**
- 14 The Liaison Officer should not accept responsibility for team valuables.
- 15 The Liaison Officer will direct all requests for the signing of rugby balls, posters, apparel and the like to the Team Manager and assist him in arranging such requests at an allocated team signing session.
- 16 The cost of treatment or any illness or any injury sustained by a member of the team at any time during their visit must be notified to either the physician at the team hotel or the match doctor at the stadium and in accordance with the contractual arrangements provided.

Leisure/Social

- 17 The Liaison Officer will respond positively to requests from the team for leisure activities, e.g. golf, swimming, visits to places of interest and recommend a range of activities (e.g. films, theatres etc.) for consideration by the team. **This is a team cost.**
- 18 Discuss with the Team Manager any social functions which the team management have to attend and ensure proper transportation to and from the appropriate venues are confirmed.
- 19 Ensure that transport is provided to and from any official RFU functions to which the visiting team and its management or VIPs may be invited.

Acclimatisation at the stadium prior to match day

- 20 Acclimatisation to take place at Twickenham Stadium on the Thursday prior to the tournament. This is for acclimatisation only with no walk-through pitchside.

Match day

- 21 The Liaison Officer will maintain absolute confidentiality of the team's preparations, tactics, selections and all other related and confidential matters.
- 22 Incoming touring teams' demands are usually very high, and the Liaison Officer will carry out his/her duties as required by the Team Manager to his/her utmost capability, except in any case where any demands or requirements are contrary to the prior agreement entered into with the visiting team's contract or involve any unauthorised payment of monies being made.

Disciplinary proceedings

- 23 Details will be found in LO and Manager's Handbook

RFU LIAISON OFFICER**PERSON SPECIFICATION**

Role:	TEAM LIAISON OFFICER
Nature:	HONORARY POST
Reports to:	RUGBY EVENTS LEAD

QUALIFICATIONS

- Would be preferable to speak, to a good degree of fluency, the first language of the visiting team's country of origin.
- Must be on the RFU's approved list of Liaison Officers.

REQUIRED EXPERIENCE

- Must have at least 3 years' experience in a position of responsibility in rugby – either in a professional or volunteer role.
- Must have a good all round knowledge of rugby and will preferably have some prior experience in liaising/working with touring rugby teams.
- Must demonstrate an understanding and affiliation with the demands of international rugby players.

BACKGROUND

- Must be able to devote all his/her time to duties with the visiting team whilst they are in England
- Must be able to reside in the team hotel for the duration of their stay.
- Must have a current valid driving licence and demonstrate competent and reliable driving skills (including people carrier/minibus vehicles).
- Must have a good geographical and cultural knowledge of the London area.

SKILLS & PERSONAL ATTRIBUTES

- Will convey a professional demeanour and ambassadorial qualities.
- Must demonstrate tact and diplomacy.
- Must be aware of the cultural and political environment of the country whose team he is hosting.
- Must be able to speak the first language of the team that he is hosting.
- Must demonstrate a flexible, "hands-on" approach to work – prepared to carry out duties in support of his team at any time of the day.
- Will be extremely trustworthy.
- Must be highly personable.
- Will be dependable and demonstrate effective personal time management skills.
- Must be able to communicate effectively with a wide variety of people in different roles, and be able to present a highly professional image, and command the respect of others.
- Will be able to build effective working relationships quickly.
- Will be an effective problem solver
- Must have excellent organisational skill
- Must demonstrate a thorough approach to work, showing attention to detail and work accuracy.
- Show a good sense of humour and able to share this with team members whilst sustaining a professional demeanour.
- Will be sensitive to and aware of outside factors and influences which may impact on the security of the team.
- Must be "customer service" driven, with an orientation towards serving the needs of others.

RFU LIAISON OFFICER**TERMS AND BENEFITS**

Role: TEAM LIAISON OFFICER
Nature: HONORARY POST
Reports to: RUGBY EVENTS LEAD

SALARY

This is a voluntary, honorary post for which no remuneration is paid.

HOURS OF WORK

Whilst in support of the team, the Liaison Officer will be on duty and available to the visiting team management for whatever hours are required, including evenings and nights. The Liaison Officer's duties end when the team has departed the country.

DRESS CODE

The Liaison Officer will be provided with suitable kit that must be worn at all times for the duration whilst in situ.

BENEFITS

Notwithstanding that the position of Liaison Officer is an honorary one, the following are the benefits that a position holder enjoys from undertaking the role:

- Working with international team management and elite rugby athletes.
- Residence in the visiting team hotel.
- Four complimentary weekend match tickets per Liaison Officer.
- Reimbursement of essential expenses including travel expenses, meals and general hotel expenses.
- Providing match day assistance to the visiting team.
- Watch international matches as part of visiting team party (dependent on team duties).
- Attendance at official post-match social functions.

TIMELINE FOR APPOINTMENT

- Timeline for appointment of Liaison Officers will be no later than February prior to May/June tournament in the same year.

TWICKENHAM

EVENT SECURITY ASSESSMENT

World Rugby Sevens Series

Event Profile

This is a competitive international sevens rugby tournament that is a regular fixture in the Twickenham Stadium event calendar.

The matches will be sold to agreed capacities with potentially ticket sales on the day. All areas of the stadium will be available, including all the wheelchair bays and hospitality areas.

It is probable that the event will be live on TV.

There will be a fan village which will be accessed via the ticketed turnstile gates. Therefore only ticket holders will be permitted to access this area.

Crowd profile

The crowd demographic will be made of a diverse group of rugby and non-traditional fans representing all the international teams taking part but with a large number of England fans in attendance.

There will be licenced bars open for the event for public use. The licensing hours will be determined by the licensing authorities but will provide adequate opportunity for social drinking and entertaining.

Security Operations

The general security threat for Twickenham Stadium is Low as intelligence suggests there is no specific threat aimed towards the stadium or events held here. This is assessed by the stadium, the Police and security services for every match.

However, for the reasons highlighted below, the stadium will work to a MODERATE threat level for these events.

- The high profile nature of the event
- The stadium and environs are 'crowded' places
- Twickenham stadium is an iconic venue
- The match being live on TV
- Previous activity on web sites discussing sporting venues being legitimate targets for terrorism, albeit specifically referring to sports other than rugby.
- Previous terrorist events which clearly show that sporting venues are considered legitimate targets.

TWICKENHAM

Current Threat Level to the UK - Severe



The threat level is currently at Severe in relation to International terrorism, particularly relating to Syria and Iraq.

SEVERE : means that a terrorist attack is highly likely.

MODERATE: means an attack is possible but not likely

The threat level in relation to Irish terrorism to the UK is substantial.

SUBSTANTIAL: means that an attack is a strong possibility.

The UK has been on this current threat level since August 2014. It was raised to Critical in May 2017 for a short period before returning to Severe. Security measures that are implemented on a match day at Twickenham are tried and tested but we are not complacent and the security regime is regularly reviewed and audited to ensure its effectiveness.

The increase in the Irish terrorism threat to the mainland shows that this area of terrorism is still a risk and needs to be included in the security plans.

As there will be a large Fan Village in place for this event, the external search regime leading up to the stadium will be operational to ensure that everyone entering the village has been through a search regime of 100 % bag searches and body pat downs and observations. This area will only be open to ticket holders and not general public.

Security Measures

The RFU increase their security patrols and checks on the week leading up to the match with overnight patrols and full vehicle checks and searches on the days prior to the event. Any staff requiring access onto site leading up to the event (TV crews, riggers, caterers, etc) will be entered into the RFU's visitor security system and issued with accreditation authorising entry to site.

These measures are in addition to normal security regime in place for an event day, which consists of:

- 24hr security cover of the stadium
- Access control
- Over 100 CCTV cameras monitored 24hrs
- Visitor/contractor register and access control
- Vehicle and staff searches
- 100 % Bag searches at all entrances to the stadium
- 100 % spectator searches with the option to reduce to random and targeted pat downs at all entrances to stadium depending on crowd dynamics
- RFU staff security passes
- Event day accreditation

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- Ticket security features
- Ticket checkers on stadium and seating bowl entrances
- Intruder alarms
- Checks remaining to enforce the Ground Rules at all the turnstiles.
- Road closures around the stadium at specific times to create vehicle free areas.
- Including the west fan village into the turnstile ticketed perimeter and a search at the turnstiles. People accessing the west fan village will therefore need to be a ticket holder.

The following measures are additional options available depending on the threat assessment to the event.

- The only vehicles entering the west area will be teams and match officials.
- Maintaining a high level of stewarding at all the turnstiles, with search regimes enhanced by the use of wands.
- Deploying 'spotters' at the search areas, turnstiles and public areas outside the turnstiles, to identify potential targeted people to search.
- Experienced search advisors providing advice, training and auditing of security on the day.
- Full search of all areas of the stadium prior to gates being opened to the public.
- All area managers and staff will search their own areas when they take up occupancy on the day.
- Search trained dogs available for deployment.

Team Security

The teams will be locating in pre-determined hotels. An assessment of the hotel security will be undertaken by the stadium and if the threat assessment dictates, security staff may be deployed to the hotels prior to the event day.

All teams will have their own liaison officer, appointed by RFU, who will have contact with Event Control in case any assistance is required. All teams will travel to the stadium in arranged transport and will park within a secure area of the west car park.

Once inside the stadium security staff will remain with the teams throughout the day.

Unless the threat assessment dictates, it is not anticipated that a Police escort or coach piloting will be provided.

Protected Person(s)

Should there be any protected persons attending the event, a specific security plan will be developed to accommodate their visit to the stadium.

Metropolitan Police

The deployment of Police Officers at Twickenham events will depend on the threat assessment however generally for events at the Stadium, Metropolitan Police Officers are not posted on duty inside the stadium. Police Officers and Safer Neighbourhood team staff will however, be patrolling the surrounding streets concentrating on crime prevention, disorder and anti-social behaviour.

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Other Police Officers (including Counter Terrorist and armed officers) will be patrolling in the South London region and will be available at short notice if required.

A Police Liaison Officer from the Metropolitan Police and British Transport Police will be posted into the Event Control room along with other representatives from the emergency services.

Briefings

There will be a pre event briefing for this event which will include transport providers, emergency services and local authorities. There are also numerous briefings on the event day, including the main Chief Stewards briefing for all managers, who will then cascade this down to the remainder of their staff.

In respect of the current security situation, staff have been briefed in accordance with current advice from the UK Government, NaCTSO and the Metropolitan Police.

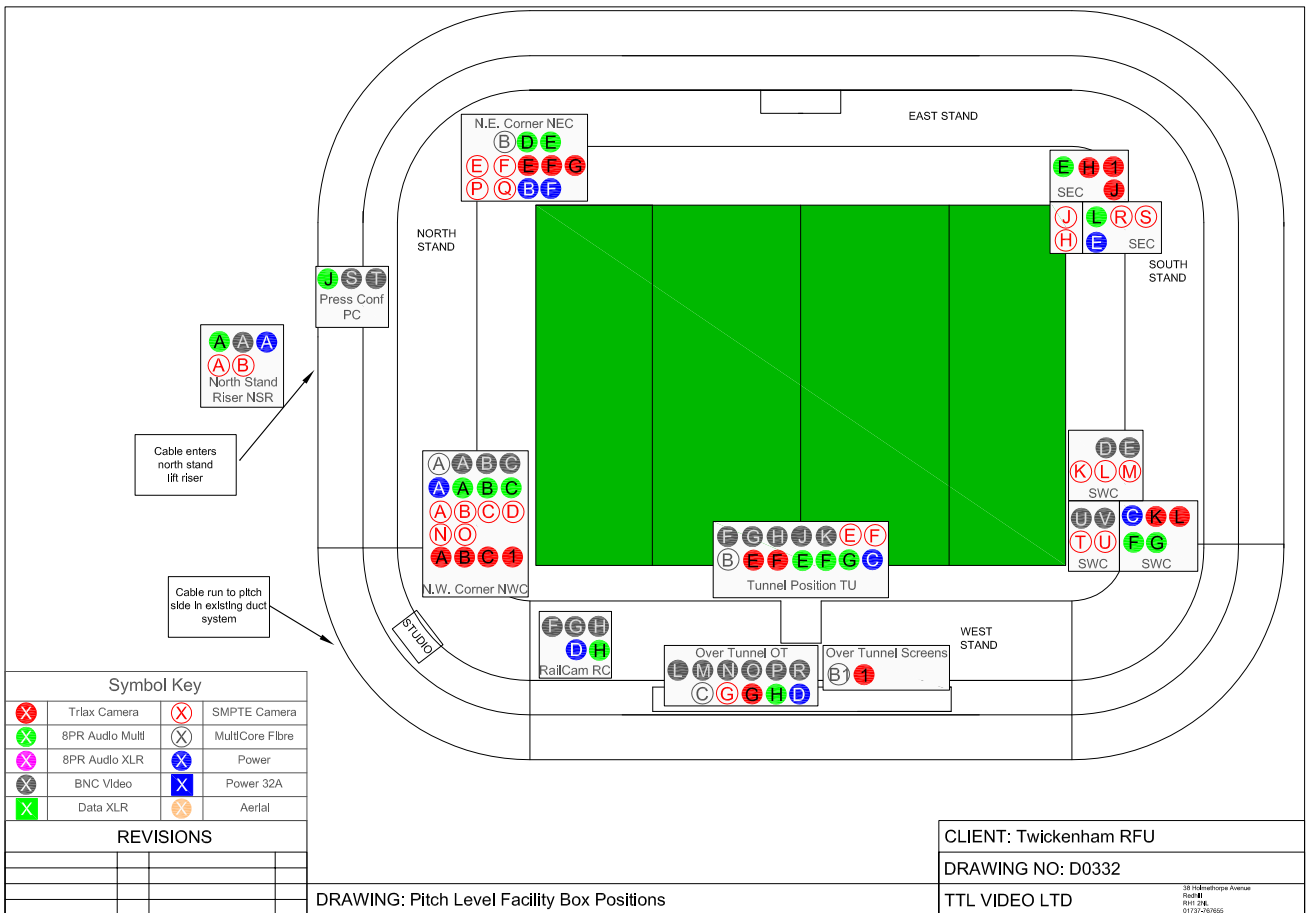
Attention has been drawn to the 'Stay Safe' DVD and information regarding **Run, Hide, Tell** has been disseminated to all staff.

The overall message will be to advise all staff on this event remain vigilant and report any suspicious activity, no matter how trivial. Be alert, not alarmed.

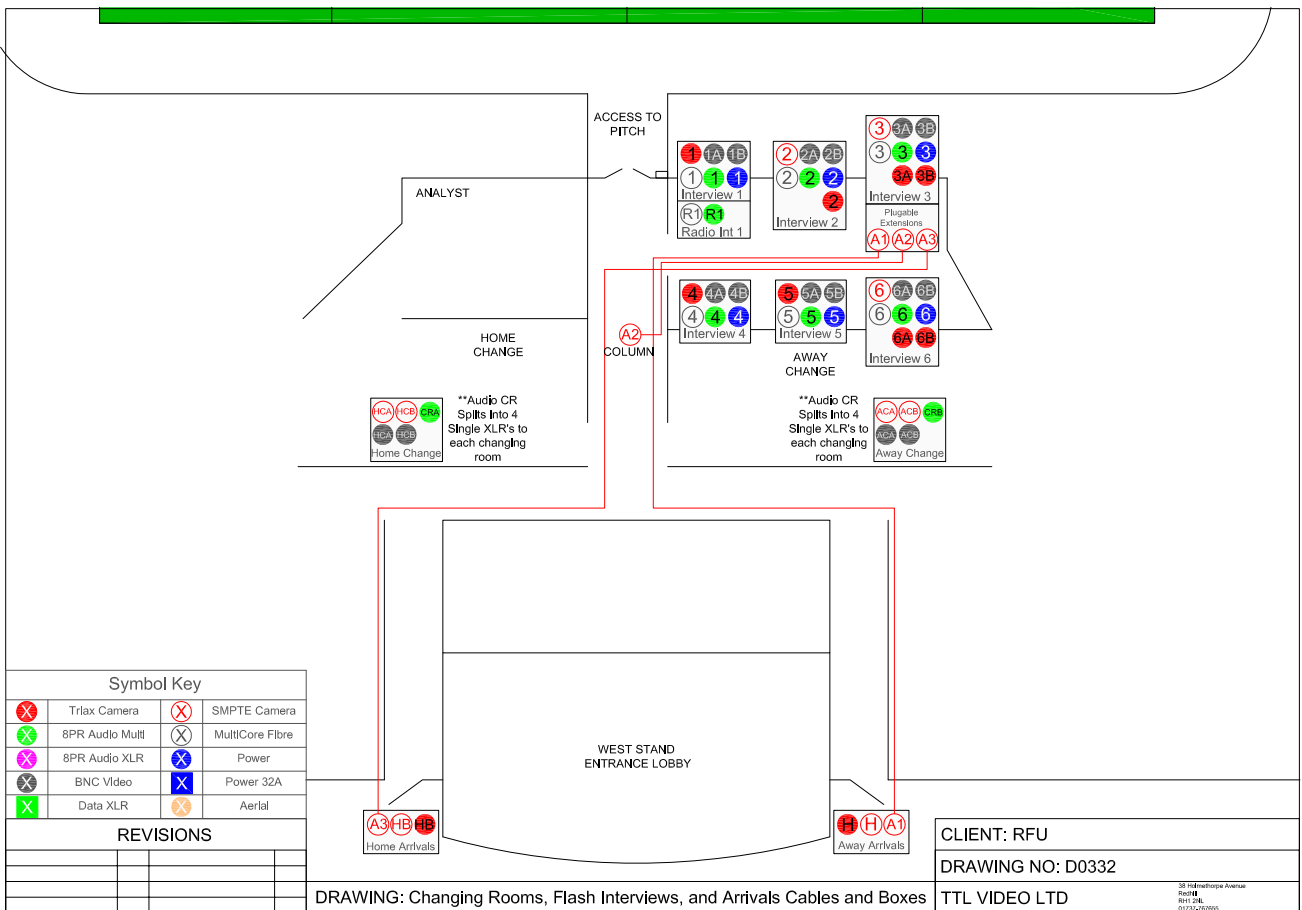
Nigel Cox
Head of Stadium Events



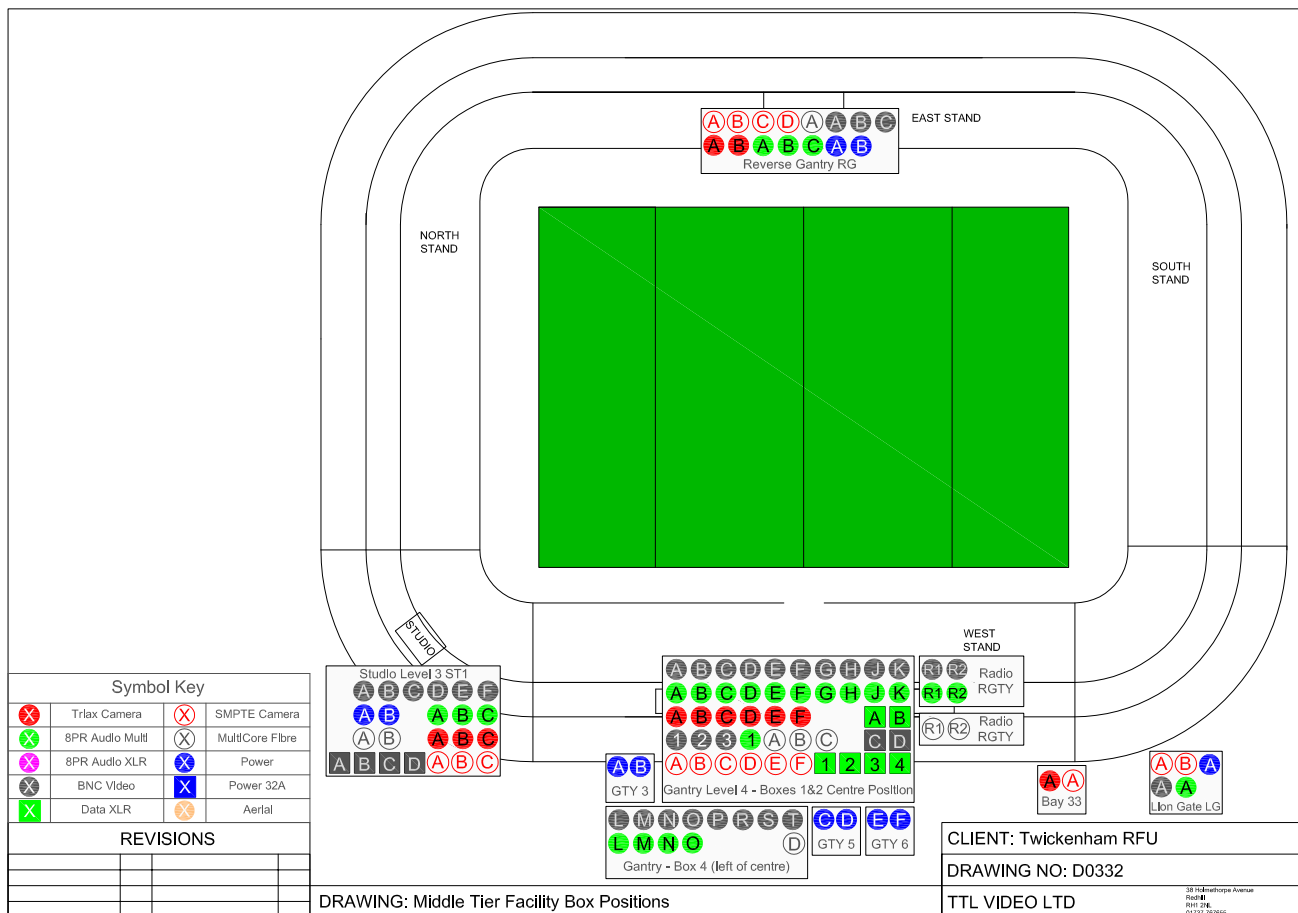
PITCH LEVEL



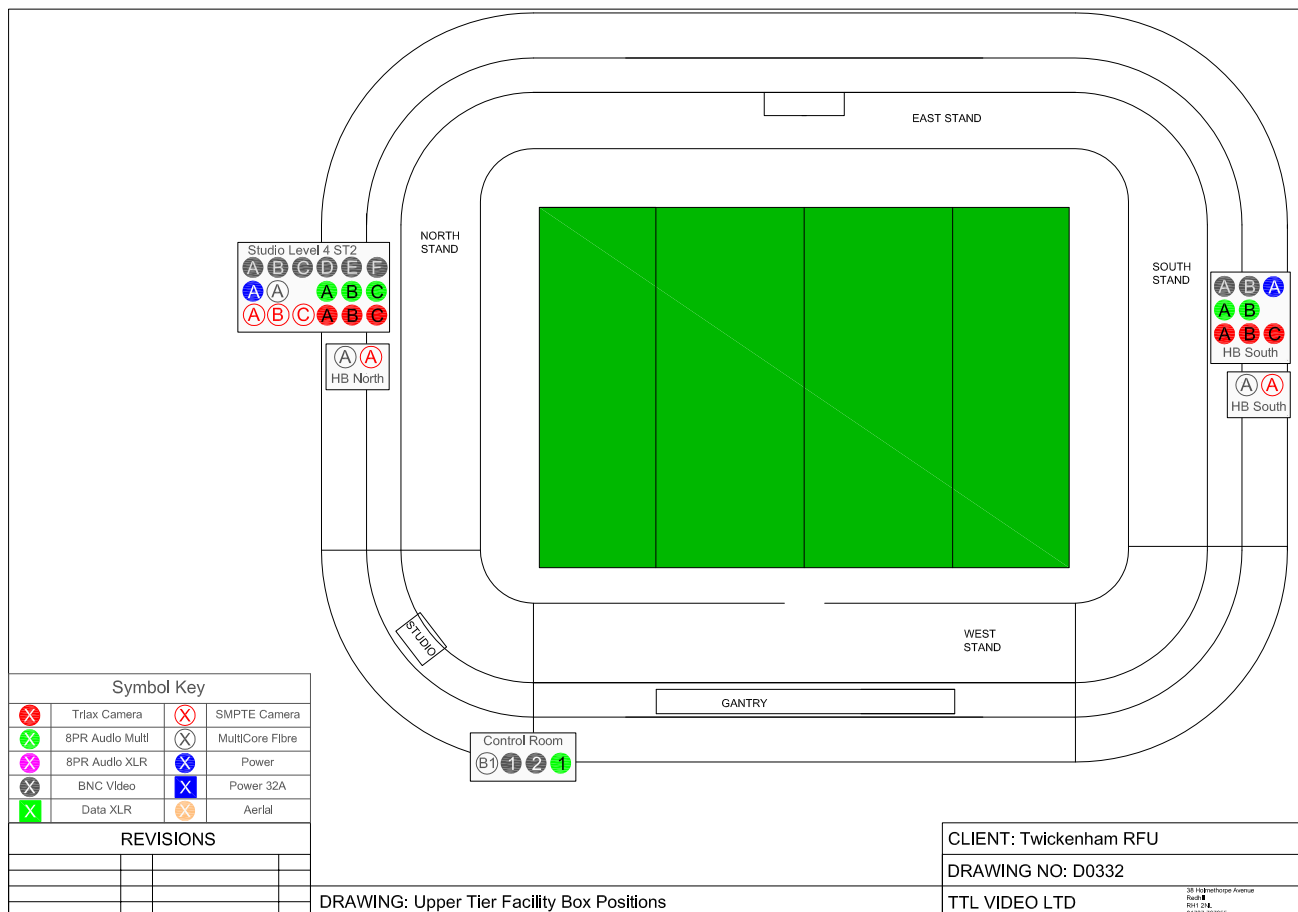
TUNNEL



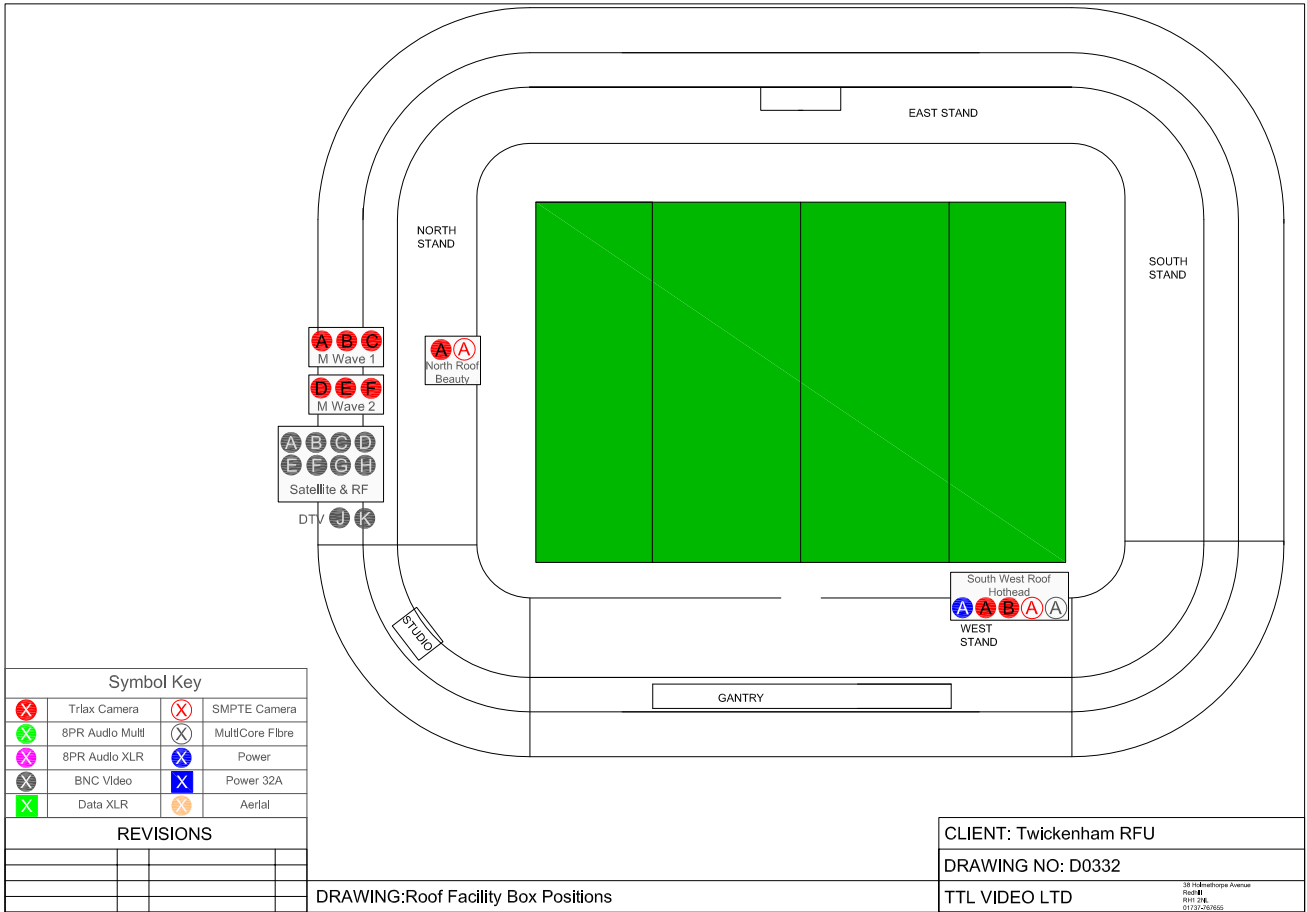
MIDDLE TIER



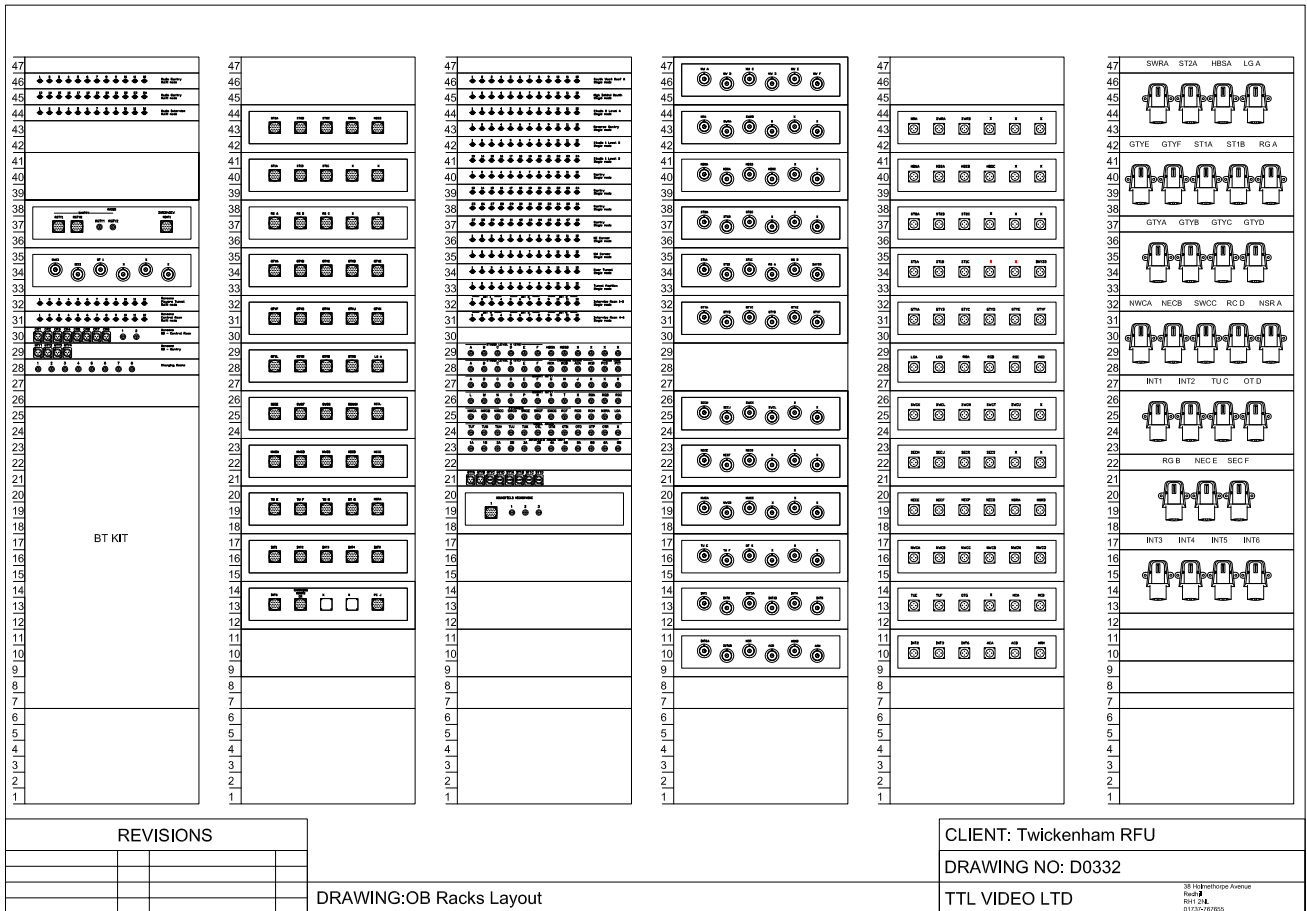
UPPER TIER



ROOF



OB RACKS



STANDARD SERIES SPONSORSHIP INVENTORY BREAKDOWN

INVENTORY RETAINED BY WRT		
COMMERCIAL CATEGORY	WRT RETAINED INVENTORY	RFU Feedback
Tournament Naming Rights & Tournament Designations	Series Title Sponsor (STS) will receive right to Tournament Naming (i.e. HSBC London Sevens) and the Tournament marks.	
	STS will have right to such designations as: Title Sponsor/Sponsor of [local] Tournament Official Sponsor/Partner of [local] Tournament	
Grass Signage (on field branding)	All grass signage positions are retained by WRT excluding one pitch logo which will be ceded back to each Host Union and is located in the in-goal area as directed and approved by WRT.	Would need to agree a maximum number of logos
	WRT has exclusive right to appoint supplier(s) to carry out grass signage application – pitch painting or virtual	In consultation with Head Groundsman to approve on application
Perimeter Signage – TV facing and Non-TV facing	75% of in game LED inventory retained by WRT	
	· LED time outside of match time – retained by WRT	
	· 2 x isolated LED panels for specific use by the timing supplier to show match clock/conversion countdown clock/actual time (potentially located outside of perimeter arc). Centre board will feature the Series mark and the event destination (design will be provided by WRT and will be considerate of destination marketing objectives).	Integrated clock and scoreboard panel only. Option to use big screens to be agreed by RFU & World Rugby
	In the event that Static boards are approved by WRT a separate board configuration plan will be provided by WRT. In such a case perimeter boards will typically be 9m in length for TV arc boards and 6m in length for blindside boards.	
	WRT to retain full control and approval of quality of boards, all signage plans and runlists	
Second (and above) Tier Branding	In stadia where a second tier of advertising is available at pitch (or near pitch level), the same percentage split will apply (typically this refers to branding under 1.5 metres high). Full details to be finalised at site visits	
Exclusivity	Branding which conflicts to WRT sponsors to be removed/covered	O2 vomitory branding will remain. Cost of cover up to be discussed between RFU & World Rugby
Tunnel (and player bench areas)	100% of available branding space retained by WRT	
Toblerones	All toberones (of any size)	Will need to position these to not interfere with LED camera lines of sight
	Quantities and positions determined by WRT	
Post pads	All post pads	
Perimeter & corner flags and all pitch level marking flags	All to feature Series branding, inventory retained by WRT	
Ball branding	Ball category retained by WRT All ball branding rights with WRT	
Toblerones	All toberones (of any size)	Will need to position these to not interfere with LED camera lines of sight
	Quantities and positions determined by World Rugby	
Presentation podiums & winners' boards	75% of all branding space	
	WRT to retain full control and approval of quality of presentation branding	
Stadium clocks	100% branding with WRT	Facility not available
Welcome branding	Full Tournament name and Series mark	
Series map board (or similar)	Supplied by WRT	
Flags	50% of all available flags	
Backdrops & press events	75% of branding space on all tournament backdrops or branding (these include press conference backdrops and table branding, any other press event backdrops, mixed zone backdrops, on pitch interview backdrops)	
	Exclusive right to place sponsor products on press conference tables 75% of logo rotation of any microphone/iPad/electronic branding Design to be supplied by WRT	
Big screen	990s Big screen seconds per day	
	(300 for Title, 150 for each GP, 60 for TP, 60 for DP, 60 for BS, 60 for WRT)	
	Holding logo – Series mark	
	'Thank you sponsor' slide to be included	
Big screen perimeter branding	Retained by WRT	Facility not available
Pre-match countdown on big screen (up to 10s prior to top kick-off)	100% with WRT (this includes any countdown clock)	
Matchball delivery	100% with WRT	
Players' sleeves	Series mark to appear on all players' sleeves as approved by WRT	
Officials' Sleeves	Series mark to appear on all Officials' sleeves as approved by WRT	
Tournament trophies & medals	Tournament and Series marks to appear on all trophies and medals Ribbon branding – 100% with WRT	
Series trophies & medals	Series mark to appear on Series trophy and all medals Ribbon branding – 100% with WRT/STS	
Tournament presentation parties	Tournament trophies handed to winning teams by STS representative STS representative present in all presentations	
Player of the Tournament	100% with WRT	

Player of the Cup Final (all matches)	100% with WRT	
Ball carriers	100% with WRT	
Mascots	100% with WRT	
Ball kids	100% with WRT	
Hospitality	The following facilities and access to be provided free of charge by Hosts: 4 x exclusively private hospitality facilities per day (hospitality suite for Title Sponsor and 3 Global Sponsors). Each hospitality suite/box to cater for 24 people per day (F&B costs will be selected and paid for by each sponsor) and must have 24 seats attached to the box located either directly in front of the box or close by	Refer to Hospitality page 70 within main bid document
	40 x places in the highest level shared hospitality per day (level determined by WRT) – includes F&B	Refer to Hospitality page 70 within main bid document
	Each hospitality ticket should include parking spaces	Parking capacity will not allow for this. Agreement will have to be reached with RFU & World Rugby in advance of tournament
Ticketing	Free Of Charge: 300 Best category tickets per day (seated in a central location and to be agreed by WRT during site visit)	Refer to Seating Plan for World Rugby Commercial Inventory page 71 within main bid document
	This allocation is based on 40 tickets for each sponsor (Title, 3 x GP, WRT) & 20 per supplier + reserve for broadcasters, competitions etc	
	Right to Purchase: 500 x Best category tickets per day – seated together (location and level determined by WRT) 100 x GA tickets per day – seated together (location and level determined by WRT)	
Matchday programme (or equivalent)	1 x Welcome Message from WRT	
	1 x Welcome Message from the STS	
	10 x pages for World Rugby & Sponsors (positions determined by WRT) Series Sponsors included in 'Thank you sponsors' page (or equivalent) Tournament mark and Series mark on front cover	
	Right to purchase further pages	
On field promotions and other unique promotional platforms	5 x Unique promotional platforms	To be agreed in advance of tournament between RFU & World Rugby
In venue activation	5 x In venue activations	To be agreed in advance of tournament between RFU & World Rugby
Premiums/giveaways	Right to distribute 'premiums' and or 'giveaways'	Subject to RFU H&S stadium regulations
Money can't buy opportunities	5 x Money can't buy opportunities	To be agreed in advance of tournament between RFU & World Rugby
	All MCBO opportunities to be discussed and approved by WRT	
Fan village activation	5 x fan village activations	Space and size allocation to be reasonably agreed in advance of tournament between RFU & World Rugby
Accreditation	Unlimited and at WRT's discretion	
Tournament publicity & promotional material	Tournament mark, Series mark and sponsor solus marks (as determined by WRT) on inventory such as but not limited to:	
	Match tickets, hospitality passes, official documentation & letterheads, all posters, billboards, digital banners, flyers, accreditations, official Tournament communications, fan villages, satellite events	
Ticket/hospitality pass/ all accreditations	Tournament mark, Series mark and Sponsor solus marks (as determined by WRT)	At cost to World Rugby
Tournament websites	Tournament mark, Series mark and sponsor solus marks (as determined by WRT) Pages/sections for all Series sponsors	
Merchandise & licensing	Right to Series merchandising and licensing (includes right of sale at all the Match Venues and online)	
Team – promotional access* (player and or coaching staff appearances) *where a tournament has a team in the tournament	Up to 5 x Series Sponsor hospitality drop-in per Series	Series Sponsors are aligned to the Tournament and not the team. Only RFU sponsors can align themselves to and access the team.
	Right to access players from the Team for Tournament Launches, Series Launches and Series Sponsorship Launches	
World Rugby ambassador appearances	World Rugby owned	
	Tournament to facilitate any necessary accreditations where appropriate	
Series archive footage	100% with World Rugby	
Player/team imagery	Right to grant Series sponsors access to imagery (subject to approval regulations) Players and teams sign up to grant image use to help promote the Series (no direct commercial association)	Series Sponsors are aligned to the Tournament and not the team. Only RFU sponsors can align themselves to and access the team.
Stadia imagery	Right to grant Series sponsors access to imagery (subject to approval regulations)	

Web banners on Tournament website	Right to 50% of total impressions for WRT and or Series sponsor usages	RFU do not have a tournament website and cannot grant rights to 50% of total impressions on EnglandRugby.com. RFU would look to offer some banner space for a set period of time in the lead-up to tournament. To be agreed in advance of the tournament by RFU & World Rugby
Series digital fantasy game	Right retained by WRT	
Posts on Tournament's social media accounts	Right to 18 x posts per each of the Tournament's Social Media Channels	RFU to retain editorial control over all posts
Eshots/Enewsletters to Tournament database(s)	Right to 12 x Eshots/Enewsletter inclusions	
World Rugby staff kit	100% with WRT	
Series grassroots programmes	100% with WRT	
Tournament grassroots programmes	Right for WRT sponsors to explore grassroots programme sponsorships with the Tournament	
ATM machines or digital/POS equivalent	Right for WRT sponsor to brand ATM machines or digital/POS equivalent	
TOURNAMENT SPONSOR INVENTORY		
DESIGNATION		
Designation/mark	Right to use tournament mark and ability to associate to Tournament (as per the brand guidelines) e.g. Official Sponsor of the <Tournament> No association to the Series possible	
Use of images, content	WRT will make available audiovisual footage to each Host Use of such inventory will be subject to being compliant with broadcaster contractual agreements	
Category exclusivity	Exclusivity granted within category	Refer to Commercial & Broadcasting page 85 within main bid document
MEDIA FACING INVENTORY		
Perimeter boards	A total of 25% of LED branding during game time is granted to the Hosts (LED running order to be defined by WRT)	
TV facing and blindside boards	In the event that WRT approve use of static boards for the Tournament a separate board configuration plan will be agreed the board positioning is to be determined by WRT	
Pitch logos	One pitch logo in try zone - in a position to be defined by WRT	
Interview backdrops	25% of available inventory ("branding area" of backdrop) Tournament marks will be incorporated into the design by way of promotional support to the Tournament - this % is not include in the area defined for branding purposes Design and layout to be provided by WRT	
Ability to present a prize or award at the tournament	This right is retained by WRT for utilisation by Global Sponsors	
DIGITAL & SOCIAL PLATFORMS		
% of digital inventory	Host Unions may grant Tournament sponsors access to digital inventory and activation on the Tournament site No inventory on World Rugby platforms is granted	
Content series	Host Unions may grant access for Tournament sponsors to access Tournament footage for use in content series, promotions etc (this use is subject to WRT's approvals process)	
Social media usage	Content usage to be approved by WRT (and must be compliant with broadcaster contractual agreements)	
TICKETING & HOSPITALTY		
Hospitality box	Available as defined by Host Unions to sponsor	
Tickets & hospitality	Available as defined by Host Unions to sponsor	
Right to purchase	Available as defined by Host Unions to sponsor	
Merchandise & premiums	May be granted subject to WRT approval	
EXPERIENTIAL		
Sampling and onsite activation rights	Granted to all sponsors (local & global)	
Satellite events	All sponsors may have access to events staged in conjunction with the Series Tournament	
BUSINESS DRIVERS		
Access to World Rugby database	Opted in data contacts which are compliant with respective data protection laws	
WIDER HOST UNION ASSETS		
Ability to include wider assets than the Series to Host Union, local grassroots programmes, volunteer clothing etc		

 Able to deliver
  Further discussion required
  Undeliverable




By Royal Charter

Certificate of Registration

EVENT SUSTAINABILITY MANAGEMENT SYSTEMS - ISO 20121:2012

This is to certify that:

Rugby Football Union
200 Whitton Road
Twickenham
TW2 7BA
United Kingdom

Holds Certificate Number:

SEMS 591636

and operates a Sustainability Management System for Events which complies with the requirements of ISO 20121:2012 for the following scope:

The management of events organised with the Rugby Football Union conducted at Twickenham Stadium including sporting events and customer defined events utilising in house and 3rd party staff.

For and on behalf of BSI:



Frank Lee, EMEA Compliance & Risk Director

Original Registration Date: 06/02/2014

Latest Revision Date: 03/01/2017

Effective Date: 07/02/2017

Expiry Date: 06/02/2020

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