

Transport Use Forecast and Management Plan

Stardust Festivals 2023

Great Lines Heritage Park

26th, 27th, 28th, 29th May 2023

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Document Scope

This document provides details of the expected transport impact associated with events planned to be held in Great Lines Heritage Park on the 26th, 27th, 28th and 29th May 2023. This document should be read in conjunction with the Event Safety Management Plan (ESMP) and Traffic Management Plan. All forecasts are indicative for planning purposes and will be continually reviewed and updated based upon:

- A regular analysis of current ticket sales data
- The results of customer travel surveys
- Postcode data from current ticket sales

This version of the document focuses on the assumed transport impact associated with the events, with the forecasts assumed based upon the information available at the date of issue.

Details of the transport management measures will be included in a future version of this document, provisions may include but are not limited to:

- The provision of wayfinding signage for pedestrians
- The provision of crowd management and security personnel on the key ingress and egress routes planned to be used by persons accessing and exiting the events
- The provision of customer welfare facilities at transport hubs and coach loading areas

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1. STAKEHOLDERS

TABLE 1 : STAKEHOLDERS		
Agency	Role	Representative
The Last Mile	Traffic and Transport Management Consultant and Principal Contractor	[REDACTED]
Stardust Festivals	Event Organiser	[REDACTED]
Slammin Events	Event Producer	[REDACTED]
Ensign Bus Company	Coach Operator	[REDACTED]
Medway Council	Highway Authority	[REDACTED]
Medway Council	Highways Maintenance	[REDACTED]
Medway Council	Events	[REDACTED]
Medway Council	Parking Services	[REDACTED]
Medway Council	Sports and Heritage	[REDACTED]
Medway Council	Tourism	[REDACTED]
Medway Council	Public Transport - Buses	[REDACTED]
National Highways	National Highways	To be added
Ministry of Defence (MOD)	Land Owner	[REDACTED]
Rail Operator	Southeastern	[REDACTED]
Transport for London (TfL)	Surface Events Team Transport for London Road Network	[REDACTED]
Transport for London (TfL)	London Underground	[REDACTED]
Transport for London (TfL)	Buses	[REDACTED]
Kent Police	Emergency Service	Various
Medway Maritime Hospital and South East Coast Ambulance Service	Hospital and Ambulance Service	To be added
Kent Fire and Rescue Service	Emergency Service	To be added

2. EVENT OVERVIEW

TABLE 2 : EVENT OVERVIEW				
Item	Information			
Venue	Great Line Heritage Park Brompton Road Gillingham ME7 5HB			
				
Event Name	TBC	Dream Valley	TBC	TBC
Event Type	Opera and Classical Music Event	Music and Arts Festival	80's&90's Music Festival	Family Festival
Event Date	Friday 26th May	Saturday 27th May	Sunday 28th May	Monday 29th May
Maximum Attendance	5,000	25,000	15,000	15,000
Event Timings	17.00 - 21.45	11.00 - 22.00	14.00 - 21.30	10.30 - 18.00

Event Overview

Various different types of events are proposed to take place over the course of the weekend. Due to the varied nature of programming for the events, each day is expected to attract a different demographic of ticket holders that are expected to travel differently to and from the events:

Event Day 1 - Opera and Classical Music Event

This event is expected to attract a local audience. It is expected that more persons are likely to wish to walk or drive to this event than for the events on Saturday and Sunday, with less usage of the rail network.

Event day 2 - Dream Valley Music and Arts festival

This event is expected to attract a regional audience of predominantly persons under the age of 40. It is expected that due to the nature of the event persons will choose to travel by means that do not involve driving and therefore it is expected that the most prevalent modes of transport used will be trains, buses and taxis.

Event day 3 - 80's&90's Music Festival

This event is expected to attract a regional audience of predominantly persons under the age of 50. It is expected that due to the nature of the event persons will choose to travel by means that do not involve driving and therefore it is expected that the most prevalent modes of transport used will be trains, buses and taxis.

Event day 4 - Family Festival

This event is expected to attract a local audience, primarily consisting of family groups. Persons are expected to arrive and depart throughout the course of the day, with a shorter dwell time on-site than on the other event days. It is expected that more persons are likely to wish to walk or drive to this event than on the other event days.

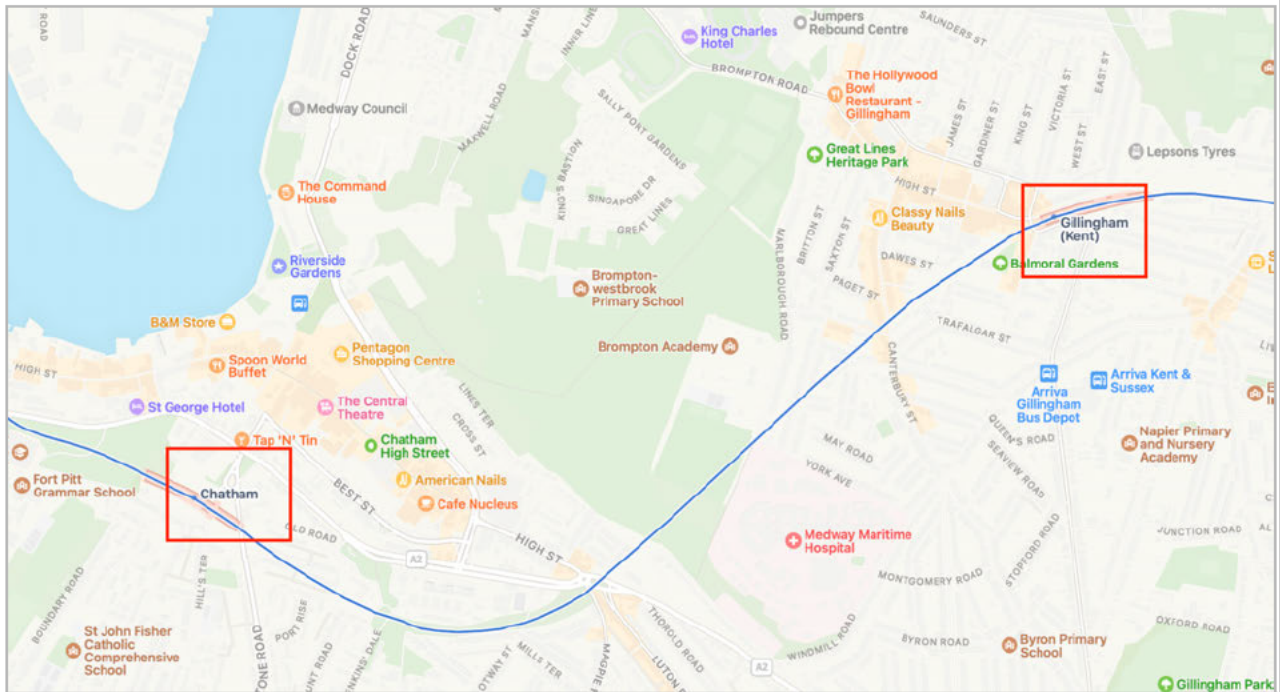
3. TRANSPORT NETWORK

The event site is located in Gillingham, Medway. The site is located in a built up area in close proximity to a large number of residential properties, an army barracks, school and hospital. The site is accessible via the following modes of transport:

- Rail - The nearest train station to the event site is Gillingham Rail Station
- Local Buses
- Special Event Buses - The event organiser will implement various special bus services to ensure the event site is accessible for ticket holders, details of the special bus services are included below.
- Car - The event organiser will ensure sufficient park and ride facilities are available to cater for persons wishing to drive to the events and park. Suitable drop-off and pick-up facilities will be available for those arriving or departing via taxi
- Walking - From residential properties and hotels in the local area

Rail Network

TABLE 3 : RAIL HUBS



Station	Rail Operators
Gillingham	Southeastern Railway
Chatham	Southeastern Railway

Rail engineering works are planned to take place that will restrict services on the section of the rail network shown in the image below in pink. These works will take place from 0210 on Saturday the 27th May until 0300 on Tuesday 30th May. Rail replacement bus services will operate to replace the rail service, details of the route plans for these services will be included in a future version of this document once available from the train operating company.

Image - Overview of Rail Works:



* Provided by network rail

Local Bus Network

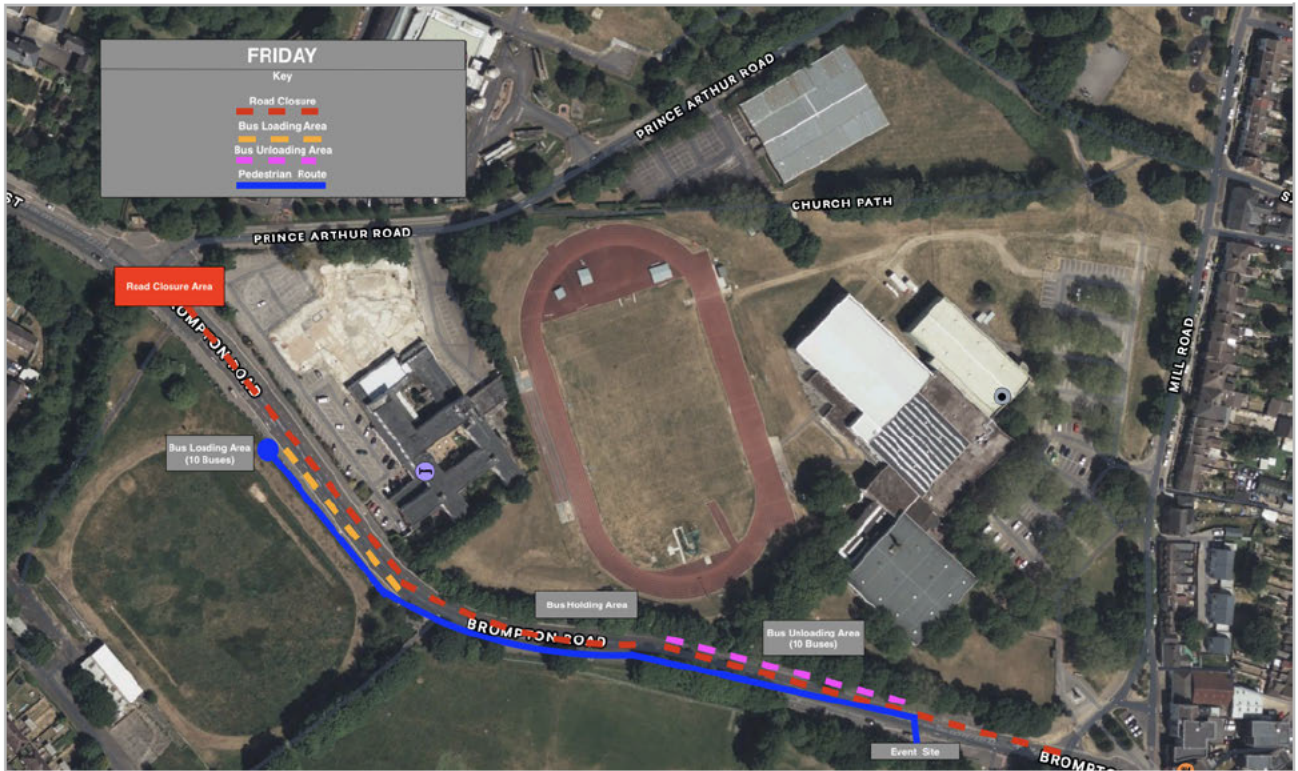
TABLE 4 : BUS SERVICES	
Bus Number	Route Information
101	Gillingham - Maidstone
116	Chatham - Hampstead
326	Chatham - Sittingbourne
327	Chatham - Sittingbourne
182	Chatham - Twydall
121	Chatham - Rainham

Special Bus Services for the Events

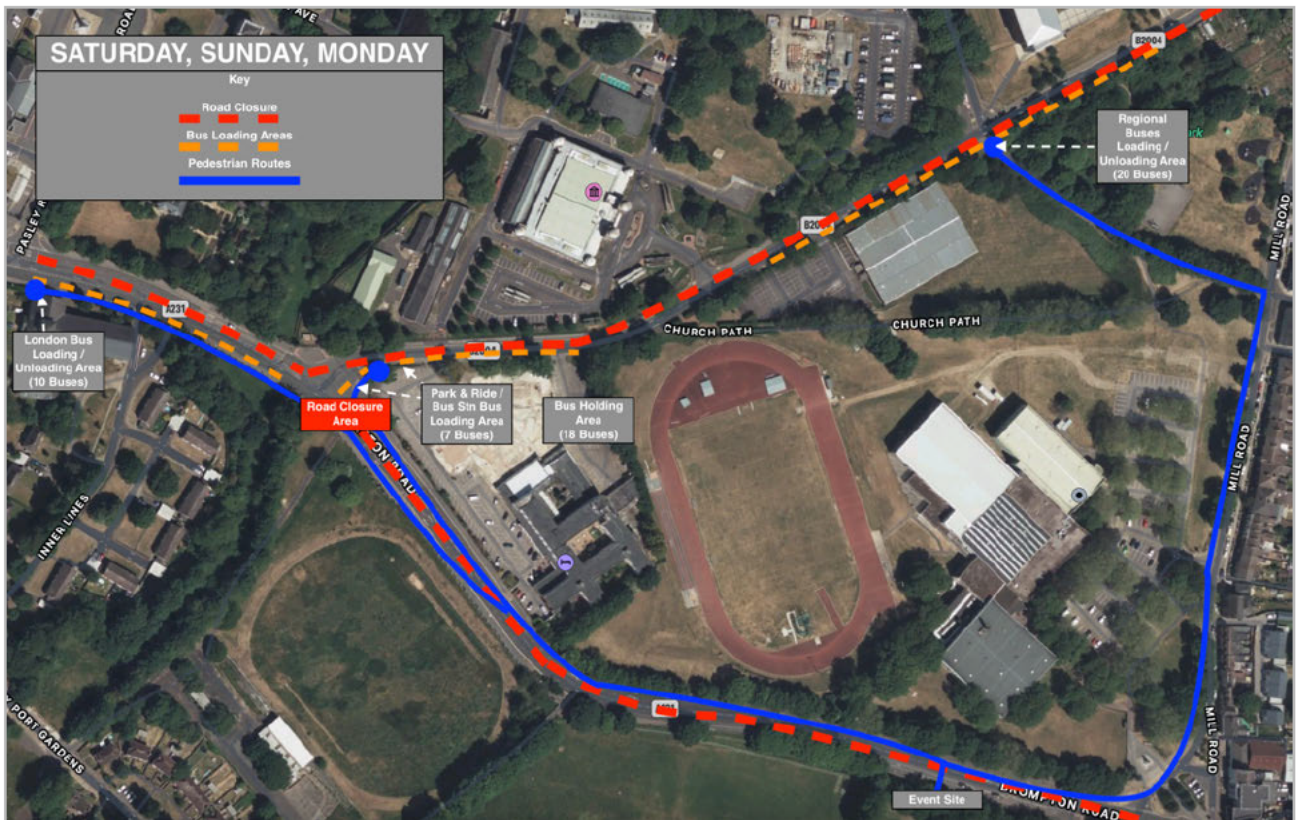
Various special bus services are proposed to be implemented as detailed in the table below. Ensign Bus Company has been appointed as the designated provider for special bus services for the event.

TABLE 5 : SPECIAL BUS SERVICES	
Route	Details
S1 - North Greenwich - Event Site	Special bus service for customers travelling to the venue from destinations to the west, including London. This service will be implemented as a result of planned engineering works impacting services between Gravesend and Gillingham, and will operate on the 27th, 28th and 29th May only. Details of the arrangements to be implemented in North Greenwich will be included in a future version of this document.
S2 - Gravesend - Event Site	Contingency service to support rail replacement bus operations on the 27th, 28th and 29th May only. This service will be implemented as a result of planned engineering works impacting services between Gravesend and Gillingham.
S3 - Park and Ride - Event Site	Special bus service connecting the venue with various park and ride locations as detailed in table 6 of this document. This service will operate on all event days.
S4 - Chatham Bus Station - Event Site	Special bus service connecting the venue with Chatham Bus Station. This service will operate on all event days.
S5 - Regional Bus Services - Event Site	Regional buses will operate for the events on the 27th and 28th May, with destination coaches from nearby towns and cities.

Special Bus Service Loading and Unloading Area - Friday (to be viewed in conjunction with appendix 1.1 and 1.2)

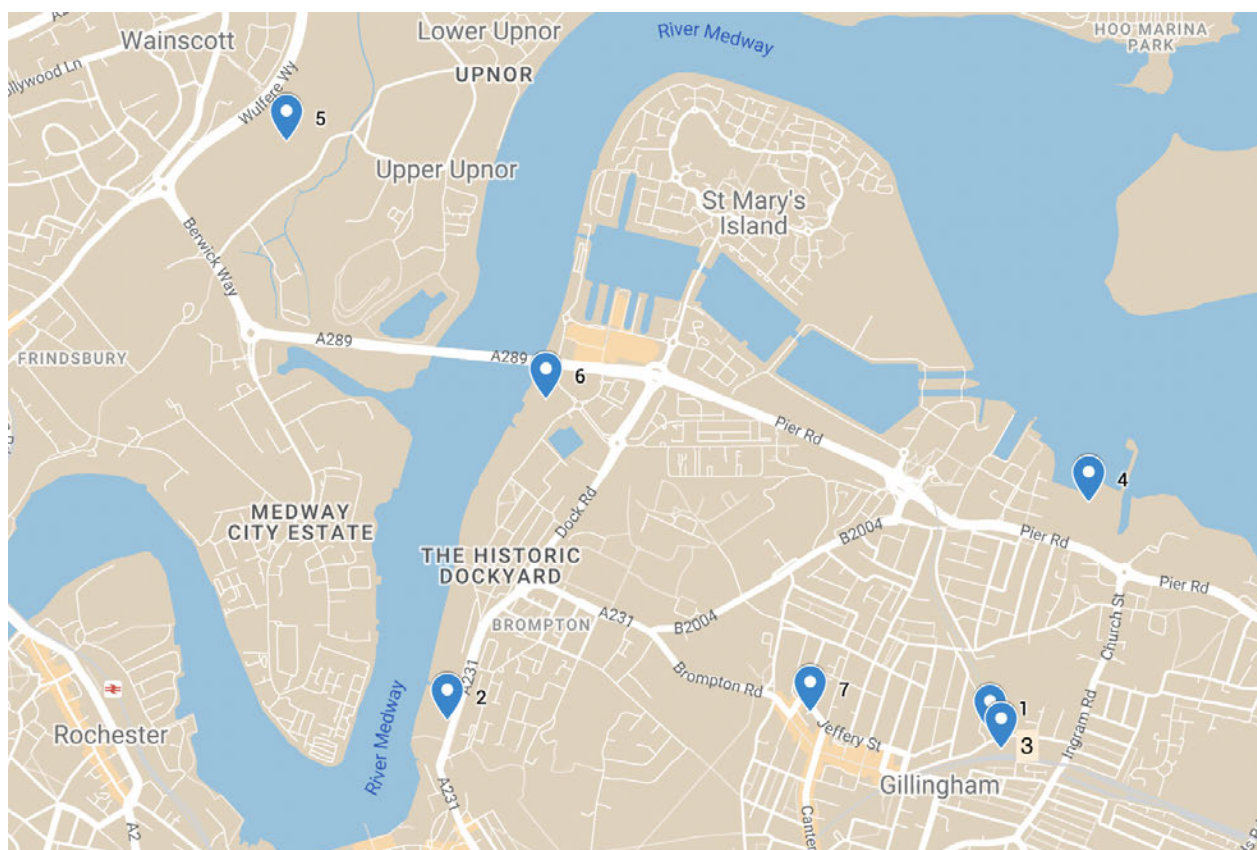


Special Bus Service Loading and Unloading Area - All Other Days (to be viewed in conjunction with appendix 2.1 and 2.2)



Park and Ride, Park and Walk and Pick-Up & Drop-Off Locations

TABLE 6 : PARK AND RIDE / PARK AND WALK / PICK-UP AND DROP-OFF LOCATIONS



Car Park	Type	Capacity	Owner	Usage	Status
1. Croneens	Park and walk	69	Medway Council	Unadvertised, marshalled car park with event parking only sign	Agreement confirmed
2. Gun Wharf	Park and ride	209	Medway Council	Unadvertised, marshalled car park with event parking only sign	Agreement confirmed
3. Rainside (Gillingham)	Pick-up and drop-off facility	77	Medway Council	Pick-up and drop-off facility	Agreement confirmed
4. Gillingham Marina	Park and ride	150*	Private Landlord	Unadvertised, marshalled car park with event parking only sign	Subject to contract
5. Greenfields Boot Fair - Green Field	Park and ride	2,285	Private Landlord	Advertised park and ride location, tickets to be pre-sold and available for purchase on the day	Agreement confirmed
6. The Historic Dockyard, Chatham - Brownfield Site (H1)	Park and ride	400*	Private Landlord	Unadvertised, marshalled car park with event parking only sign	Subject to agreement

7 .Britton Farm (Available Saturday, Sunday and Monday Only)	Pick-up and drop-off facility	47	Medway Council	Pick-up and drop-off facility	Agreement confirmed
Total Spaces	3,113 - Not including Railside (3) and Britton Farm (7), as these locations are being considered for usage as a pick-up and drop-off facility. Based on an average occupancy of 2.4 persons per car, 3,113 spaces provide capacity for 7,471 persons.				

* Estimated Parking Capacity

Sufficient park and ride capacity will be provided in line with the transport use forecasts contained within this document. Additional sites will be procured as required.

4. TICKET SALES STRATEGY AND CUSTOMER COMMUNICATIONS

The event organiser will implement a customer communications strategy to influence travel choices, the following objectives will be promoted:

- Promoting use of the various special bus services
- Promoting the use of available rail services
- Discouraging persons from driving to the venue, whilst encouraging the use of park and ride facilities for those that do choose to drive

Transport options will be available to purchase in advance of the event, which will provide accurate information regarding the number of persons travelling to the event by special bus service, or wishing to utilise the park and ride facilities.

5. TRANSPORT USE FORECAST

The transport use forecast contained within this section of the document is indicative and will be updated following a review of postcode ticket sales data. The forecast used is based upon observed transport usage from the 2022 event at Lydd Airport as well as data from events of a similar nature.

It is accepted that the forecast below is an estimate, and that resilience needs to be built into the planning to accommodate shifts in transport usage on the day of the events.

The forecasts contained within this document are based upon all events reaching a full capacity, however it is noted that this is unlikely.

Current Transport Use Forecast

TABLE 7 : TRANSPORT USE FORECAST								
Transport Type	Event Day 1 5,000 capacity		Event Day 2 25,000 capacity		Event Day 3 15,000 capacity		Event Day 4 15,000 capacity	
	Mode Share Forecast	Number of Persons	Mode Share Forecast	Number of Persons	Mode Share Forecast	Number of Persons	Mode Share Forecast	Number of Persons
Rail - Gillingham - West (London) / Special Bus Service from North Greenwich	10%	500	35%	8,750	25%	3,750	10%	1500
Rail - Gillingham - East	10%	500	10%	2,500	20%	3,000	10%	1500
Taxi / Private Drop & Collect	15%	750	15%	3,750	15%	2,250	15%	2250
Walk / Local	40%	2,000	20%	5,000	20%	3,000	40%	6000
Park & Ride	25%	1,250	10%	2,500	15%	2,250	25%	3750
National Coaches / Other	0%	0	10%	2,500	5%	750	0%	0
Totals	100%	5,000	100%	25,000	100%	15,000	100%	15,000

Overview of Expected Transport Use**Event Day 1 - Friday 26th May:**

Rail: Gillingham - West (London) - 10% of the audience are expected to utilise rail services at Gillingham Station using services to and from London.

Rail: Gillingham - East - 10% of the audience are expected to utilise rail services at Gillingham Station heading eastbound .

Taxi / Private Drop & Collect: Other: 15% of the audience are expected to use taxi services to access and exit the area.

Walk / Local: 40% of the audience are expected to walk to and from the events.

Park & Ride: 25% of the audience are expected to drive to and from the event and make use of the parking facilities provided.

Event Day 2 - Saturday 27th May:

Special Bus Service: North Greenwich - Prince Arthur Road - 35% of the audience are expected to utilise special bus services to and from North Greenwich.

Rail: Gillingham - East - 10% of the audience are expected to utilise rail services at Gillingham Station heading eastbound.

Taxi / Private Drop & Collect: Other: 15% of the audience are expected to use taxi services to access and exit the area.

Walk / Local: 20% of the audience are expected to walk to and from the events.

Park & Ride: 10% of the audience are expected to drive to and from the event and make use of the parking facilities provided.

National Coaches / Other: 10% of the audience are expected to use alternative coach services provided by the event organiser.

Event Day 3 - Sunday 28th May:

Special Bus Service: North Greenwich - Prince Arthur Road - 25% of the audience are expected to utilise special bus services to and from North Greenwich.

Rail: Gillingham - East - 20% of the audience are expected to utilise rail services at Gillingham Station heading eastbound.

Taxi / Private Drop & Collect: Other: 15% of the audience are expected to use taxi services to access and exit the area.

Walk / Local: 20% of the audience are expected to walk to and from the events.

Park & Ride: 15% of the audience are expected to drive to and from the event and make use of the parking facilities provided.

National Coaches / Other: 5% of the audience are expected to use alternative coach services provided by the event organiser.

Event Day 4 - Monday 29th May:

Special Bus Service: North Greenwich - Prince Arthur Road - 10% of the audience are expected to utilise special bus services to and from North Greenwich.

Rail: Gillingham - East - 10% of the audience are expected to utilise rail services at Gillingham Station heading eastbound.

Taxi / Private Drop & Collect: Other: 15% of the audience are expected to use taxi services to access and exit the area.

Walk / Local: 40% of the audience are expected to walk to and from the events.

Park & Ride: 25% of the audience are expected to drive to and from the event and make use of the parking facilities provided.

6. INGRESS AND EGRESS FORECASTS

Details of the expected arrival and departure profile for all event days will be included in a future version of this document.

Dream Valley Music & Arts Festival - Saturday

Ingress - Ingress is expected to be dispersed between 11:00 and 18:00, with a peak in arrivals estimated between 14:00 - 16:00.

Egress - Talent programming and staggered stage closing times will be used to influence the time people leave the event site. The insert below shows the current planned stage finish times.

Insert from Egress Management Plan (Contained within ESMP):

Stardust Festival 2023 Draft Crowd Management & Egress Plan V1.1 - For consultation	
Event Timings	
Activity	Saturday 27th May
Production Gate opens	08:00
ELT Site walk	09:30
ELT 1st Meeting	10:00
Published Opening Time	11:00
Last Entry	18:00
Stage 2 Close	22:00
Stage 1 (Main Stage) Close	21:00
Stage 3 Close	21:30
Stage 4 Close	22:00
Stage 5 Close	21:30
Stage 6 Close	21:45
All Bars Close	22:00
All Food Close	21:50
All Music Off	22:00
Site within steel shield to be swept clear by	22:30
Main stage 1 will close 60 minutes before the last entertainment option on Saturday to encourage staggered departure.	
Control measures will be in place to prevent the audience from simply moving to a later venue, but instead to then depart. These times may be subject to dynamic changes to manage customer egress flow rates (see Egress Plan). The closure or retention of smaller venues such as 5 and 6 can be dynamically assessed to assist in promoting or slowing egress.	

Saturday Indicative Egress Profile

TABLE 8 : INDICATIVE EGRESS PROFILE - DREAM VALLEY							
Time	% Egress	London Special Bus Service	Rail Gillingham - East	Taxi / Private Pick-Up	Walk / Local	Park & Ride / Bus Station	Regional Coaches
Time Block	%	35%	10%	15%	20%	10%	10%
Before 20:30	5%	438	125	188	250	125	0
20:30-21:00	5%	438	125	188	250	125	0
21:00-21:30	20%	1750	500	750	1000	500	0
21:30-22:00	40%	3500	1000	1500	2000	1000	0
After 22:00	30%	2625	750	1125	1500	750	2500
Totals	100%	8750	2500	3750	5000	2500	2500

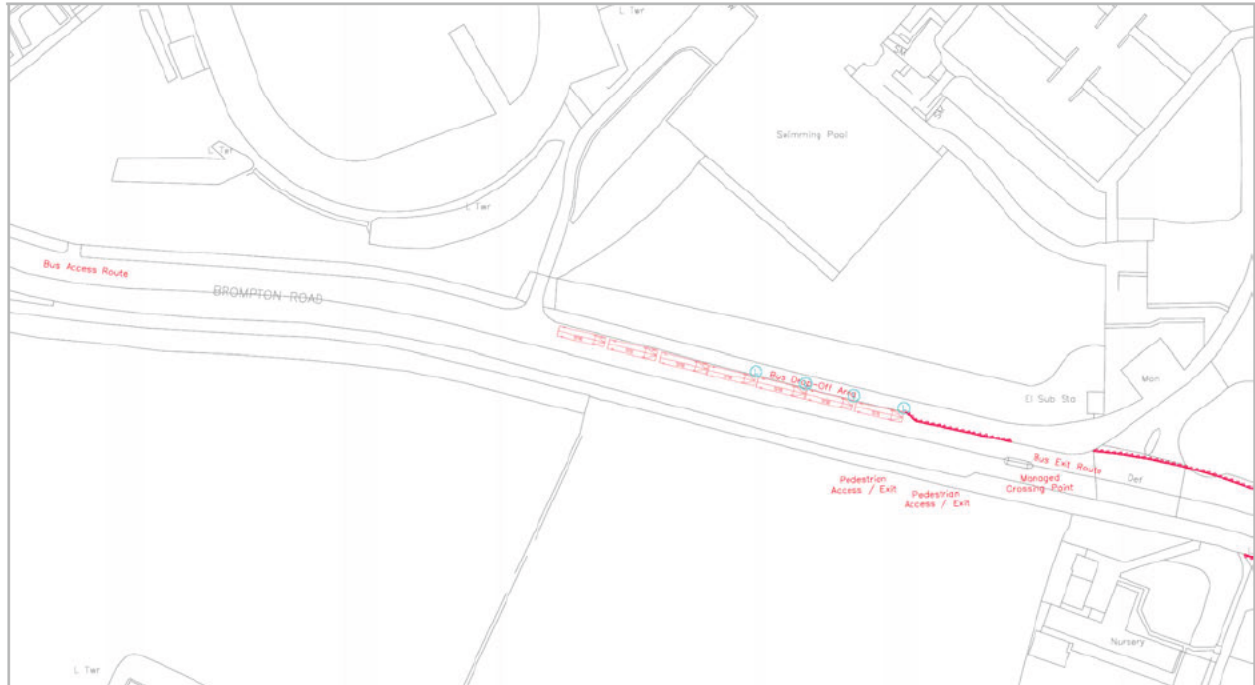
** This egress profile has been informed by the planned stage closure timings and egress strategy as outlined in the Egress Management Plan. Stage closures will begin at 21:00, with further closures at 21:30, 21:45 and 22:00 in order to promote a staggered egress. This technique has been implemented successfully at other events.

7. BUS LOADING AND BARRIER PLANS

TABLE 9 : BUS LOADING AND BARRIER PLANS

The images in the table below should be viewed in conjunction with appendix 1.1, 1.2, 2.1 and 2.2.

Friday - Ingress Phase



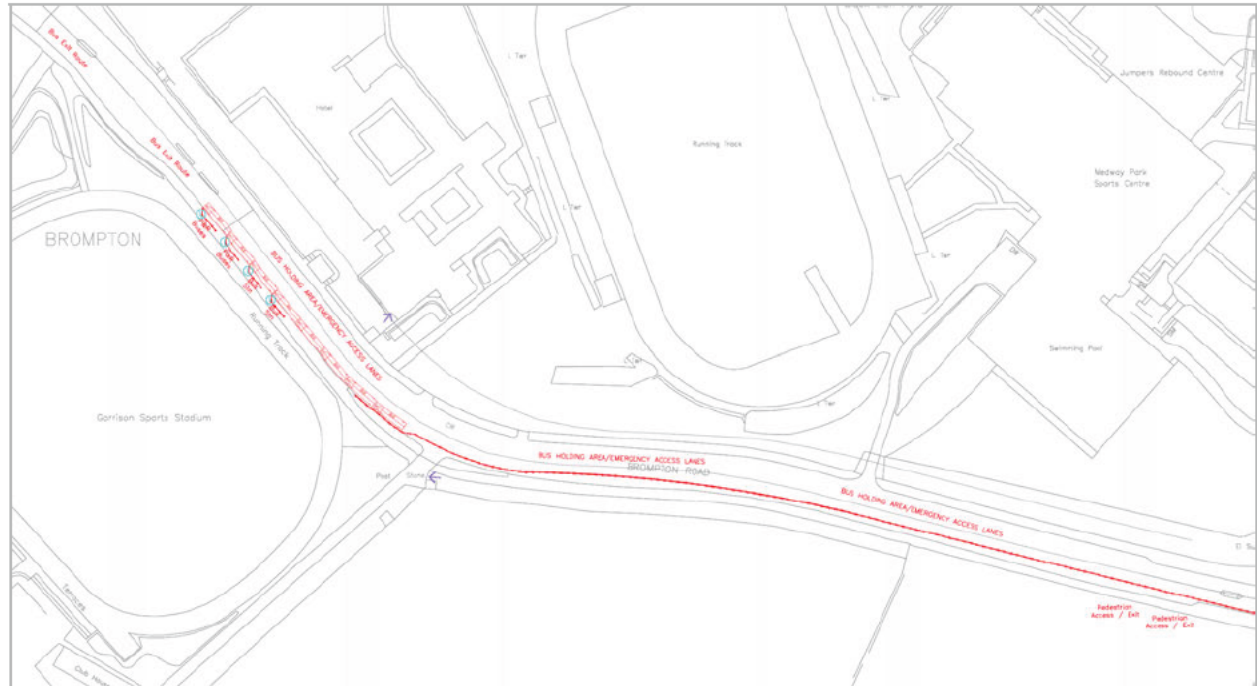
Details

During the ingress phase of the event on the Friday only, due to the reduced attendee numbers and Prince Arthur Road remaining open, buses will access the closure area of Brompton Road in order to drop-off passengers.

Buses will access via the junction of Brompton Road and Wood Street, dropping off passengers within the closure in the suspended parking bays opposite the park.

There will be x4 dedicated coach unloading points, allowing for 4 buses to unload at any one time. Additional stacking space will be available within the road closure area on Brompton Road prior to the drop-off location.

Friday - Egress Phase



Details

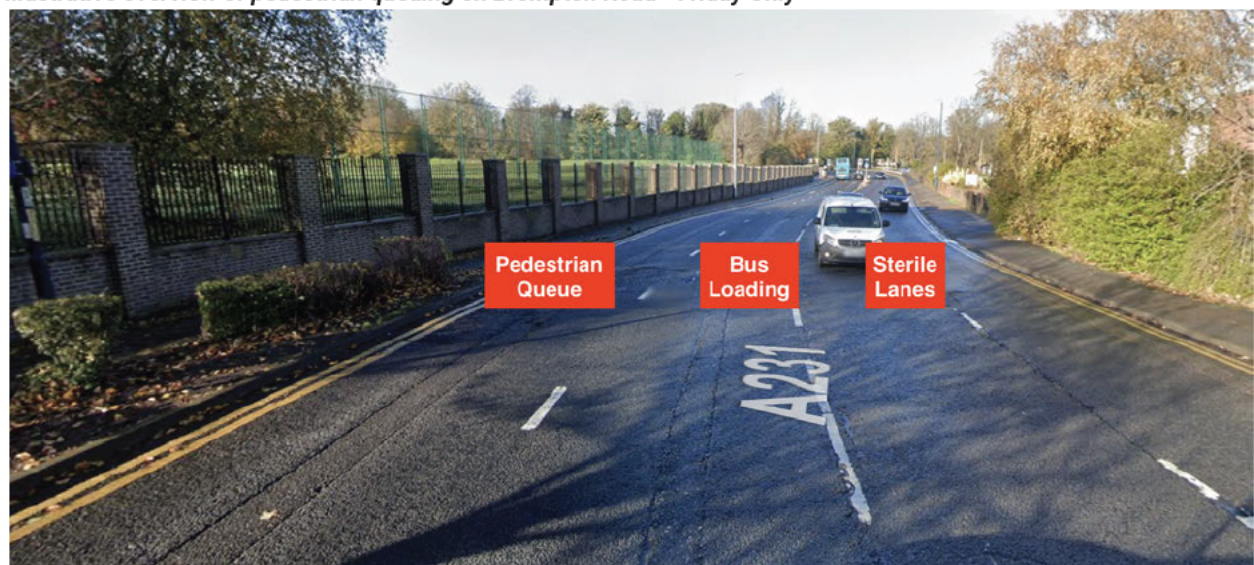
All buses will collect passengers on Brompton Road, within the closure area. The pick-up area will be located to the west of the event site exit. Crowd control barriers will be used to channel pedestrians to the designated loading points.

All buses will access Brompton Road by travelling via Skinner Street and then westbound on Jeffery Street to reach Brompton Road.

For the Friday event, buses will only operate to Chatham Bus Station and the Park and Ride facilities only.

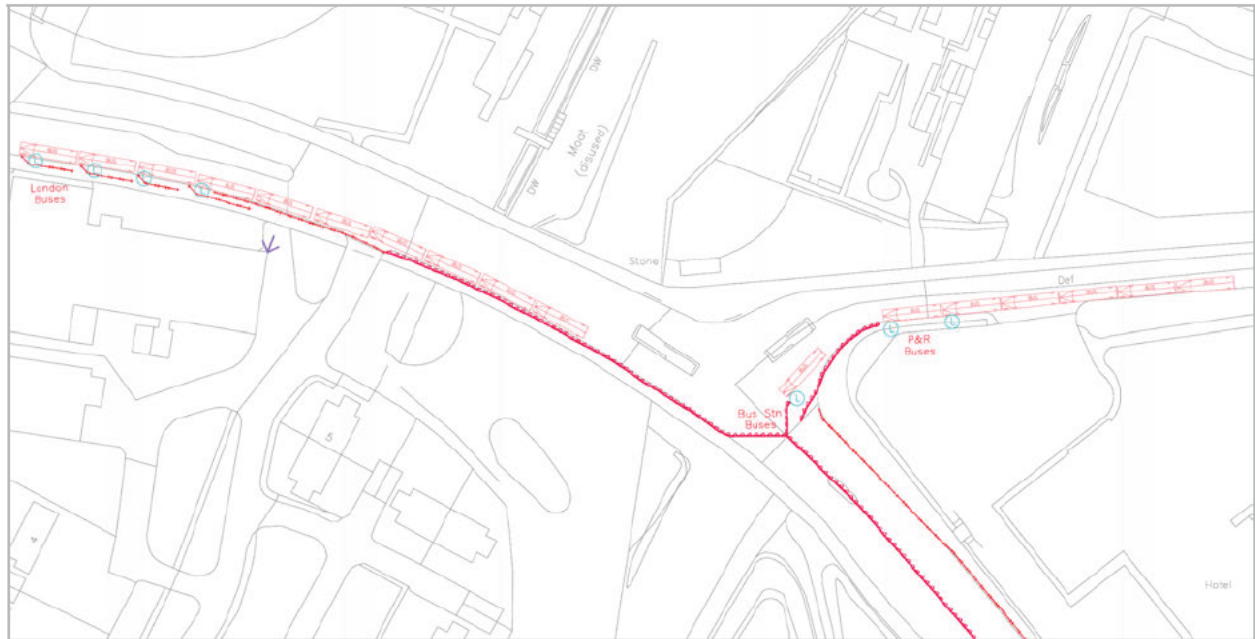
X4 bus loading points will be established as are indicated in the image above, allowing for 4 buses to load at any one time. In addition to the dedicated loading points, there is space for 23 buses to stack within the road closure area of Brompton Road, between the loading point and the junction with Mill Road.

Illustrative overview of pedestrian queuing on Brompton Road - Friday Only



Saturday, Sunday and Monday - Ingress

London Buses, Bus Station and Park and Ride

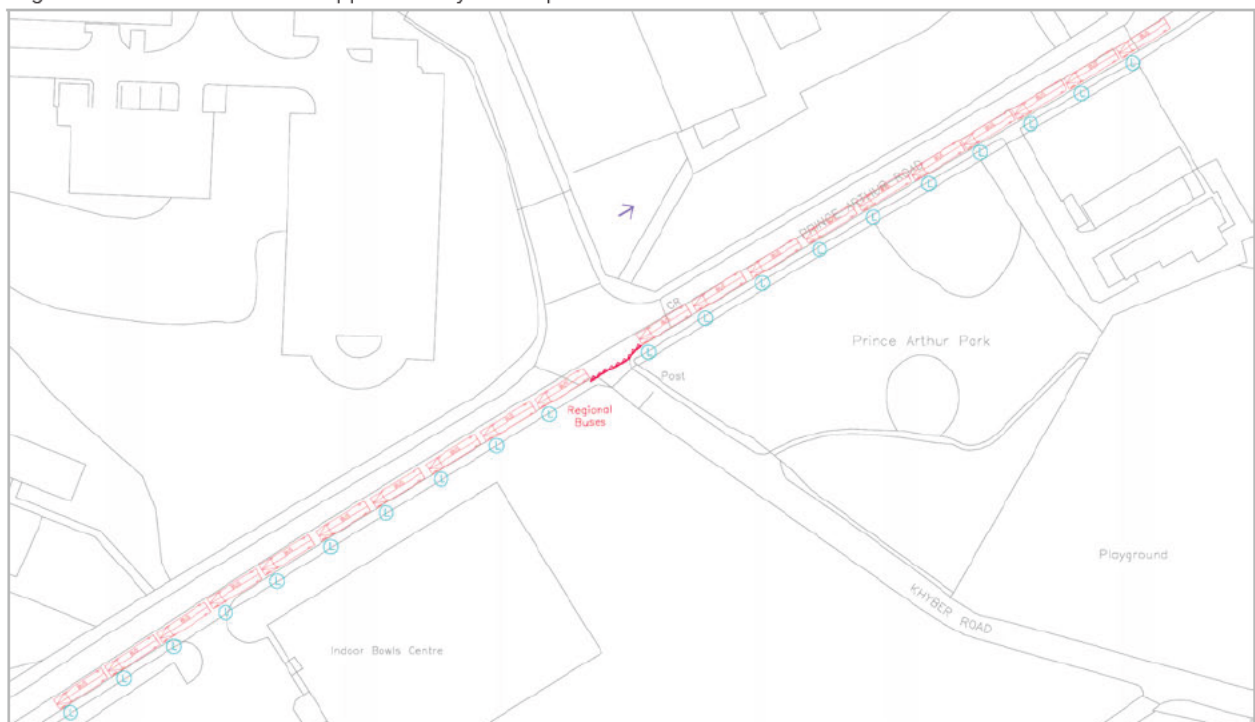
**Details**

Separate bus stops will be in operation for the various routes. All bus stops will be located within a managed road closure area. The following event bus unloading areas are shown in the image above:

- Wood Street - London Buses - x4 bus stops
- Prince Arthur Road - Park and Ride and Bus Station Buses - x3 bus stops

Saturday, Sunday and Monday - Ingress

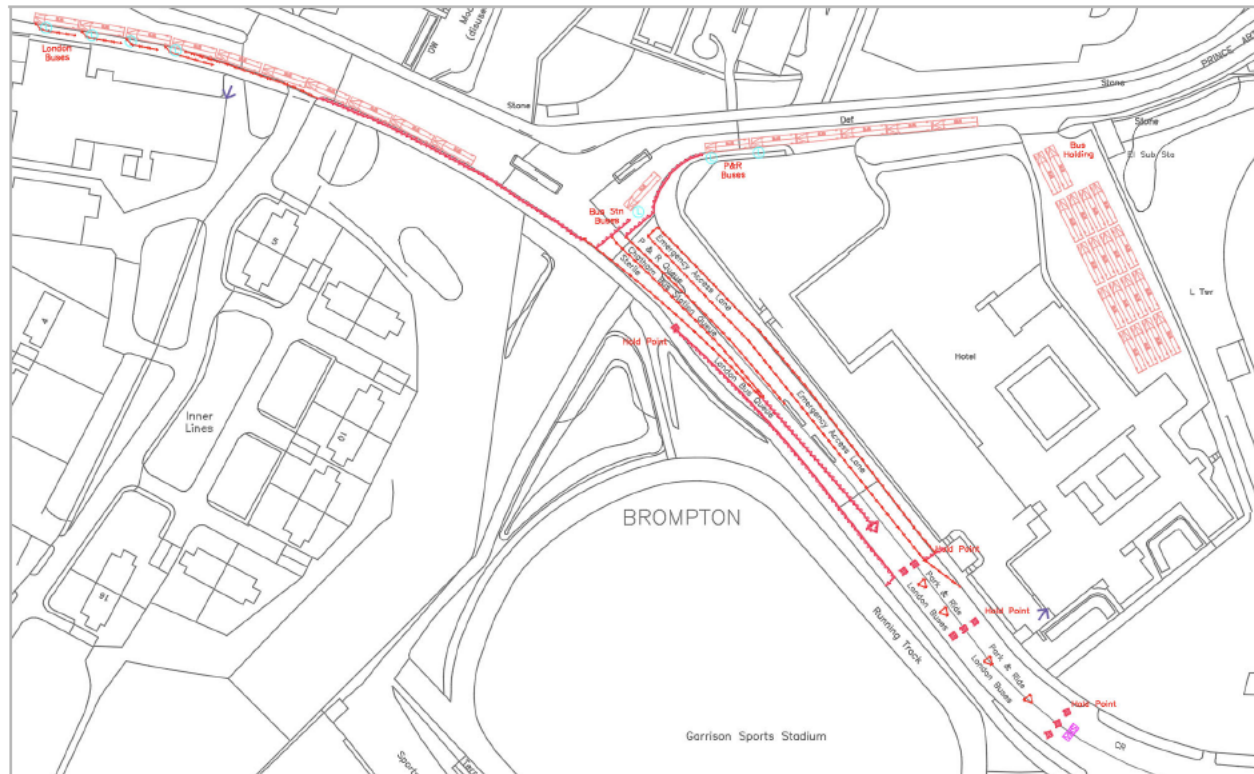
Regional Buses & Gravesend Supplementary Rail Replacement

**Details**

Regional buses will drop passengers on Prince Arthur Road, near to Khyber Road, to allow them to access the event via Khyber Road and Mill Road. There is space for x20 buses to unload at any one time.

Saturday, Sunday and Monday - Egress

London Buses, Bus Station and Park and Ride



Details

Crowd management arrangements will be implemented in order to control the flow rate of pedestrians towards the designated loading points. On Brompton Road, within the road closure area, three hold and release points will be established in order to pulse the flow of pedestrians into queuing systems for:

- London buses, loading on Wood Street, with x4 buses loading at any one time
- Bus station buses, loading at the junction of Brompton Road and Prince Arthur Road, with x1 bus loading at any one time
- Park and Ride buses, loading on Prince Arthur Road, with x2 buses loading at any one time

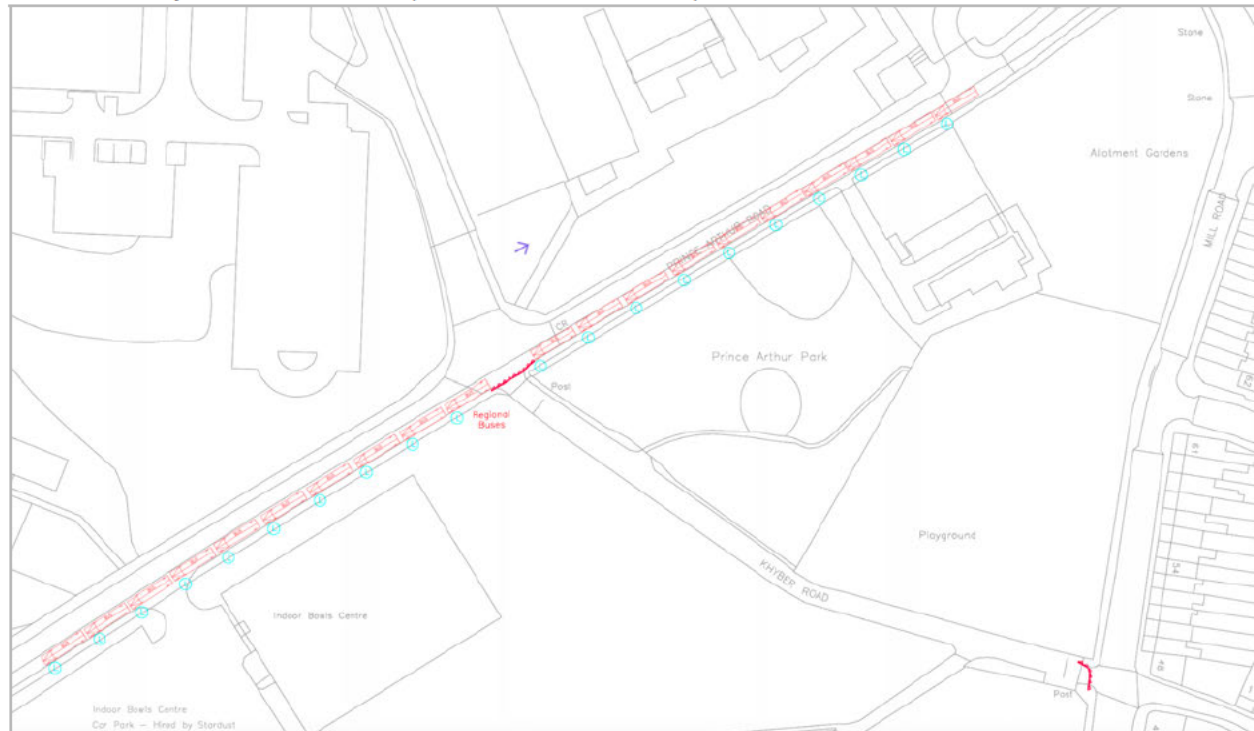
The rear car park of the King Charles hotel will be used as a standing area for buses, from which they will be called forwards to the designated loading points as and when required.

Illustrative overview of pedestrian queuing on Brompton Road



Saturday and Sunday - Egress

Regional Buses & Gravesend Supplementary Rail Replacement - Please note no regional buses are expected for the event on Monday, however some rail replacement services will be provided

**Details**

Regional buses will collect passengers on Prince Arthur Road, near to Khyber Road, to allow them to access the buses via Mill Road and Khyber Road. X20 buses will load at any one time with clear signage used to ensure customers can easily locate their coach.

8. EGRESS DEMAND MANAGEMENT

The following tools will be used to manage demand on the transport infrastructure during the egress phase of events

TABLE 10 : EGRESS DEMAND MANAGEMENT	
Item	Details
Staggered stage closure timings	Stages will be programmed to different finish times in order to manage a staggered egress profile for the events on Saturday 27th (Dream Valley) and Sunday 28th May (80s/90s Music Festival)
Managed exit widths	In order to ensure that available transport systems are not overwhelmed, the flow rate of persons leaving the event site will be managed by constraining the available exit width in line with the processing speed of the various transport options
Crowd management arrangements	Queuing systems will be implemented at the following locations: <ul style="list-style-type: none"> - Bus loading areas - The taxi pick-up areas - Gillingham Station
Bus Departure Times	Regional - Staggered bus departure times

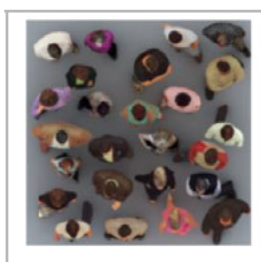
9. BUS LOADING AND QUEUEING - SATURDAY, SUNDAY AND MONDAY

TABLE 11 : WALKING TIMES TO BUSES		
Destination	Distance (Metres)	Walk Time @ 1.33mps
London Buses	595m	7 minutes
Park and Ride Buses	500m	6 minutes
Regional Buses	530m	6.5 minutes

TABLE 12 : BUS LOADING AND QUEUEING CAPACITIES - SATURDAY, SUNDAY, MONDAY			
Route	Queue Capacity *	Number of Load / Unload Points	Hourly Processing Capacity of Buses *
London	1,140 persons at any one time	4	Based on 4 buses departing every 4 minutes, the estimated processing capacity is 60 buses per hour. At 76 persons per bus, this equates to 4,560 persons per hour
Park and Ride	1,080 persons at any one time	2	Based on 2 buses departing every 4 minutes, the estimated processing capacity is 30 buses per hour. At 76 persons per bus, this equates to 2,280 persons per hour
Bus Station	780 persons at any one time	1	Based on 1 bus departing every 4 minutes, the estimated processing capacity is 15 buses per hour. At 76 persons per bus, this equates to 1,140 persons per hour
Regional Buses <i>** Saturday and Sunday Only</i>	N/A - Buses to be loaded to pre planned departure times in order to manage demand and capacity at the designated loading point, reducing the need for queuing. Bus destinations will be clearly signposted to allow for attendees to easily locate their pre booked bus	20	Bus departures will be staggered with 20 buses departing every 15 minutes, from 22:15 until the demand is clear

* Assumptions:

- A loading capacity of 76 persons per bus
- A loading time of 4 minutes per bus, with the processing capacity influenced by the number of buses loading at at one time
- A queuing capacity based upon a density of 2 persons per square metre, a visualisation of this density is included below for reference:

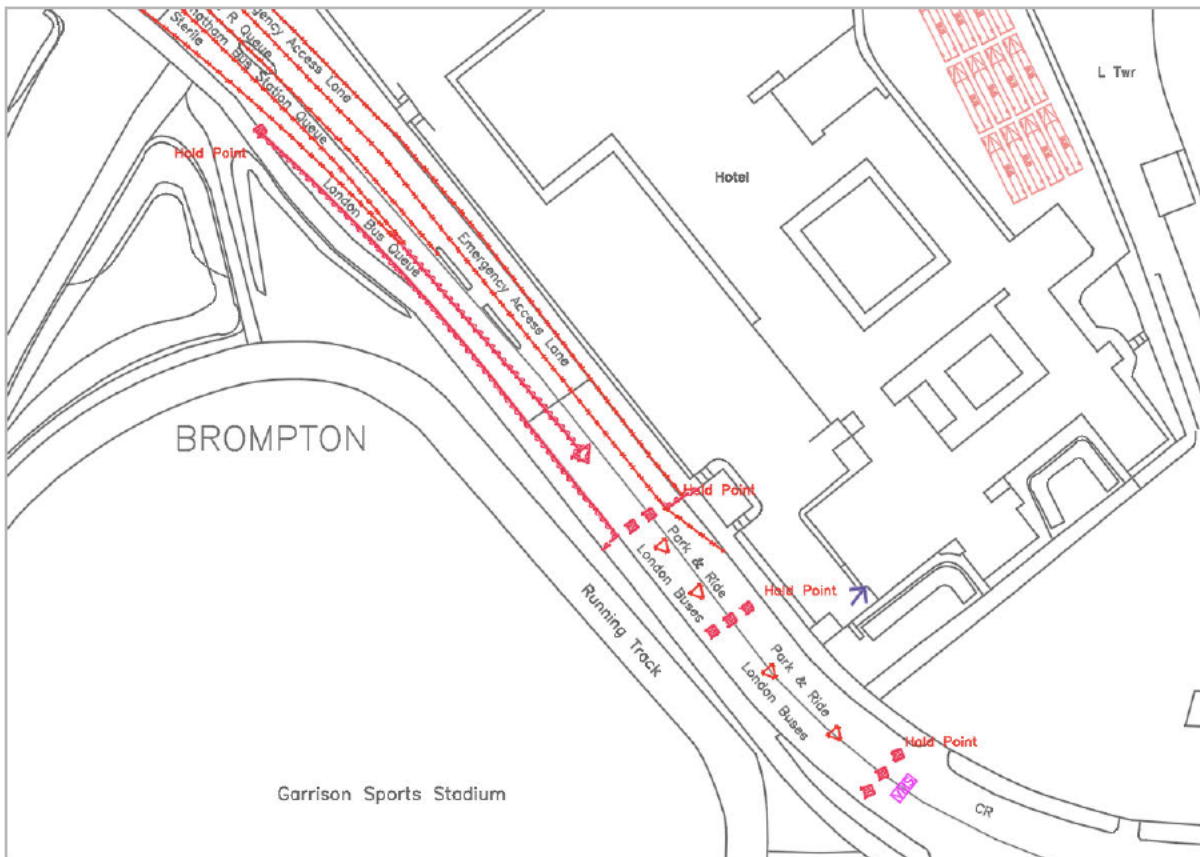


10. HOLD AND RELEASE POINTS

In order to manage the capacity of the queues for the bus services during the egress phase of events, the following mitigation measures will be implemented:

1. Managed exit widths from the event site and park - Reducing the available exit widths to control the flow rate of pedestrians leaving the event in accordance with the off site queuing and bus loading capacities
2. Hold and release points before queuing systems on Brompton Road - Three hold and release points are proposed to be implemented prior to the queuing systems in order to control the flow rate of pedestrians in accordance with the queue capacities, the hold and release points shown below have capacity to accommodate 3,080 people at 2 persons per square metre.

Insert from appendix 2.2 - Hold and Release Points on Brompton Road



11. ESTIMATED BUS NUMBERS - ESTIMATED

TABLE 13 : ESTIMATED BUS NUMBERS - ACCURATE AS OF 31/01/2023												
Transport Type	Event Day 1 5,000 capacity			Event Day 2 25,000 capacity			Event Day 3 15,000 capacity			Event Day 4 15,000 capacity		
	Mode Share Forecast	Number of Persons	Number of Buses	Mode Share Forecast	Number of Persons	Number of Buses	Mode Share Forecast	Number of Persons	Number of Buses	Mode Share Forecast	Number of Persons	Number of Buses
Special Bus Service from North Greenwich	N/A	N/A	N/A	35%	8,750	115	25%	3,750	50	10%	1500	20
Park & Ride / Bus Station Shuttle	25%	1,250	15	10%	2,500	20	15%	2,250	15	25%	3750	25
National Coaches / Other	N/A	N/A	N/A	10%	2,500	50	5%	750	15	N/A	N/A	N/A
Gravesend Contingency Rail Replacement Bus	N/A	N/A	N/A	N/A	N/A	8	N/A	N/A	6	N/A	N/A	5
Total Bus Use of Overall Mode Share	25%	1,250	15	55%	13,750	193	45%	6,750	86	35%	5,250	50

Bus numbers based upon Greenwich, Park and Ride and Bus Station services having capacity for 76 passengers, and regional buses having capacity of 50 passengers.

The number of buses is subject to change in line with amendments to the transport use forecast that may be made. It will be possible to track the number of pre-sales for the special bus services from North Greenwich.

12. WAYFINDING AND STEWARDING

TABLE 14 : WAYFINDING AND STEWARDING	
Item	Description
Wayfinding Signage	Wayfinding signage for pedestrians will be installed to direct pedestrians to and from all local transport hubs, including temporary bus stops and car parks
Wayfinding Stewards	Wayfinding stewards will be deployed to direct pedestrians towards the event site from the designated bus drop-off points

13. APPENDICES

TABLE 15 : APPENDICES	
Number	Description
1.1	Barrier and Bus Loading - Friday Ingress
1.2	Barrier and Bus Loading - Friday Egress
2.1	Barrier and Bus Loading - Ingress (Saturday, Sunday, Monday)
2.2	Barrier and Bus Loading - Egress (Saturday, Sunday, Monday)