



Stakeholder Advisor Technical Document

June 2020

Confidential Draft



The London Resort

STAKEHOLDER ADVISOR TECHNICAL DOCUMENT

Visitor and Staff Arrivals & Departures

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CONTENTS

1	INTRODUCTION	1
1.1	INTRODUCTION	1
1.2	SUPPORTING INFORMATION	2
1.3	PROPOSED DEVELOPMENT DESCRIPTION	2
2	ASSESSMENT METHODOLOGY	5
2.1	ASSESSMENT YEARS	5
2.2	ANNUAL ATTENDANCE	6
2.3	OPERATIONS AND SEASONALITY	6
2.4	ASSESSMENT DAYS AND ANALYSIS	7
3	VISITOR DEMAND	11
3.1	VISITOR ATTENDANCE	11
3.2	CROSS VISITATION	13
3.3	SOLE PURPOSE VISITORS	14
3.4	ASSESSMENT DAY VISITORS	14
4	STAFF NUMBERS	17
5	VISITOR AND STAFF ARRIVAL AND DEPARTURES	19
5.1	ARRIVAL AND DEPARTURE PROFILES	19
	VISITORS	20
	STAFF	25
5.2	TOTAL PEOPLE ARRIVING AND DEPARTING	30
	85TH PERCENTILE DAY 2025	30
	85TH PERCENTILE DAY 2029	31

TABLES

Table 1	Total forecast number of annual visits in 2025, 2029 and 2038	6
Table 2	Annual Operating Hours and Seasonality (2025)	7
Table 3	Opening hours for the resort	7
Table 4	Daily Attendance by Day Type and Assessment Year	9
Table 5	Total forecast number of visits in 2025	11
Table 6	Total forecast number of visits in 2029	12
Table 7	Total forecast number of visits in 2038	12
Table 8	Total forecast number of sole purpose visitors, by Area of Resort, in 2025, 2029 and 2038 ¹⁴	
Table 9	85 th percentile day visitors, by Area of Resort, 2025	14
Table 10	85 th percentile day visitors, by Area of Resort, 2029	15
Table 11	85 th percentile day visitors, by Area of Resort, 2038	15
Table 12	Total forecast number of Staff	17
Table 13	Opening Hours by Area of The London Resort	19
Table 14	Visitor Arrival and Departure Profile, 85 th %ile Day, 2025	30
Table 15	Staff Arrival and Departure Profile, 85 th %ile Day, 2025	31
Table 16	Combined Visitor and Staff Arrival and Departure Profile, 2025	31
Table 17	Visitor Arrival and Departure Profile, 85 th %ile Day, 2029	32
Table 18	Staff Arrival and Departure Profile, 2029	32
Table 19	Combined Visitor and Staff Arrival and Departure Profile, 2029	33
Table 20	Visitor Arrival and Departure Profile, 85 th %ile Day, 2038	33
Table 21	Staff Arrival and Departure Profile, 2038	34
Table 22	Combined Visitor and Staff Arrival and Departure Profile, 2038	34

FIGURES

Figure 1 - The London Resort expected operational profile	5
Figure 2 Daily attendance trends throughout opening year 2029	8
Figure 3 Weekly attendance trends throughout opening year 2029	8

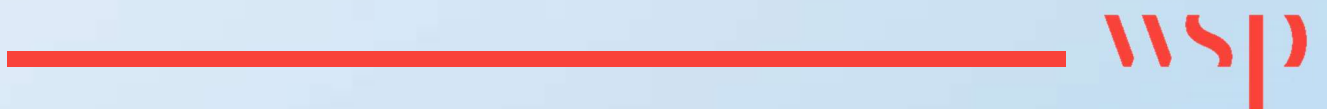
APPENDICES

No table of contents entries found.



1

INTRODUCTION



1 INTRODUCTION

1.1 INTRODUCTION

- 1.1.1. WSP has been appointed by London Resort Company Holdings Limited (LRCH) to advise on transport related matters in relation to the submission of a Development Consent Order (DCO) for The London Resort, located in Swanscombe, Kent.
- 1.1.2. As part of this on-going work, there has been and continues to be significant engagement with a wide range of stakeholders and third parties. WSP has been instructed by LRCH to prepare this Stakeholder Advisor Technical Document (SATD) which presents the forecast visitor and staff numbers and associated daily arrival and departure profiles for The London Resort. Further details on how this information will be used within the Transport Assessment will be presented within a dedicated Technical Note, however this SATD provides a useful tool in understanding how visitors and staff demand has been generated and how these people are likely to arrive and depart from the resort.
- 1.1.3. The primary data referenced in this SATD has been prepared by MR-ProFun (ProFun). ProFun are considered to be theme park and attraction sector experts, having worked with major theme park operators Universal and Disney. ProFun have also been involved in managing some of the world's largest entertainment attractions and destinations, including Ferrari World, Abu Dhabi, Yas Island Water Park, UAE and the Gandia Water and Adventure Park in Spain.
- 1.1.4. Supplementary data has also been used, from WSP's own research and that prepared by Leisure Development Partners (LDP). LDP are a leading consulting firm specialised in the feasibility, review and performance improvement of visitor attractions and leisure real estate. LDP's approach relies upon detailed market analysis and the application of carefully chosen real world benchmarks from existing comparable projects. This approach came out of the original feasibility work for Disney and LDP has developed this further over the past 50 years.
- 1.1.5. It is important to note at this stage that daily attendance varies greatly throughout the year due to the type of day and events that might be taking place; ultimately many different impact assessments could be undertaken depending on the day of week, season and opening hours. WSP have taken a considered approach to assessing the impacts, taking a typical day and therefore balancing the attendance at the Resort against the likely volumes already on the existing highway and public transport network in a forecast year.
- 1.1.6. WSP have prepared this SATD therefore to outline the data and proposed methodology to be used in determining the likely forecast visitor and staff numbers at The London Resort. The main data sets used are as follows and are contained within **Appendix A**;
- LDP Preliminary Attendance and Physical Planning Analysis
 - MRPF_London Resort 2025 Attendance Distribution Model
 - MRPF_London Resort Attendance Distribution Model 2029
 - MRPF_London Resort Attendance Distribution Model 2038
 - MRPF_London Resort 2025, 2029&2038 Staffing Model
- 1.1.7. The datasets mentioned above will be summarised throughout the SATD paper, and more detailed extracts contained within the Appendices. Certain data is considered to be commercially sensitive, however where possible data will be released to support various documents.

1.2 SUPPORTING INFORMATION

1.2.1. This SATD will cover the following:

- Sets out overall attendance forecasts for numerous operational days including a Peak Day, Peak Weekday, 85th percentile day and Average Day. It should be noted that WSP will be assessing the 85th percentile day for 2025, 2029 and 2038
- Total visitor and staff numbers, focusing on arrival and departure profiles across various operation days. It does not contain details on visitor and staff origins or mode of travel as these will be dealt with in subsequent Technical Notes; and
- WSP will consider the Peak Visitor attendance for Site operation considerations, such as the car park accumulation.

1.2.2. The information detailed within the SATD will be expanded upon and analysed further within subsequent Technical Notes to understand the number of vehicles expected to / from the resort. This SATD references a number of other Technical Notes or data provided by other consultants. This section provides a short summary on each of these referenced throughout this report:

- **Technical Note 1 (TN1) Trip Generation:** TN1 presents a methodology to determine the likely multi-modal trip generation for visitors and staff, and the travel demand expected based upon the forecast annual and daily visitor figures calculated by MR-ProFun and Leisure Development Partners;
- **Technical Note 2 (TN2) Trip Distribution:** TN2 forecasts the trip distribution from The London Resort based on the distribution from existing developments of a similar nature. The report presents a breakdown of the origin of all visitors against the time of travel to The London Resort;
- **Technical Note 3 Mode Share:** TN3 outlines the methodology used to determine visitor and staff modal splits. This included a first principles exercise to determine the car park accumulation and a review process to identify sites/resorts that were applicable for a more in-depth review for use in the analysis of visitor and staff modal splits. The final modal split for Cars has been applied to the trip distribution; and
- **Technical Note 4 Current and Future Mobility:** The Technical Note is split into three parts. Part A summarises the Future Mobility megatrends and technology timeline. Part B maps and describes the visitors trip origin on day of travel. This has been derived from Technical Note 2 Trip Distribution. Part C looks at the mode shift opportunity – or the estimated range of visitors that could access the site by modes other than private vehicle. This is based on the trip distribution and undertaken at a local authority level. In this part of the report, the estimated number of people that could arrive by active travel, direct local bus services, ferry and rail was calculated. The mode shift opportunity identifies a range of mode shares – with actual mode share determined by factors such as car parking availability and pricing on-site, ticketing strategies and other behaviour change initiatives.

1.3 PROPOSED DEVELOPMENT DESCRIPTION

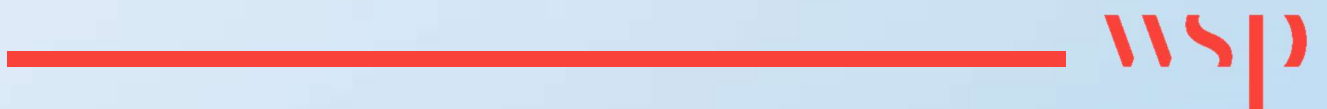
1.3.1. The proposals of the site are indicatively set out as follows;

- A multi-IP global resort including leading brands related to film television, electronic gaming and toys;
- Phased approach delivering two unique parks;
- The leisure core will comprise a range of events space, themes rides and attractions, entertainment venues, theatres and cinemas;
- The Main Gate and Second Gate will have entrance plazas offering ancillary retail, dining and entertainment facilities;
- Approximately 3,550 suites across four hotels providing family, upmarket, luxury and themed accommodation;
- A Waterpark incorporated within one of the on-site hotels;

- A 'conferention' centre, combined conference and convention facilities capable of hosting a wide range of entertainment, sporting, exhibition and business events;
- A linked building hosting a range of eSports, video and computer gaming events;
- Approximately 2,000 single units contained within 500 on-site dwellings for Resort workers; and
- People mover and transport interchange between Ebbsfleet International, the pier and the main entrance

2

ASSESSMENT METHODOLOGY



2 ASSESSMENT METHODOLOGY

2.1 ASSESSMENT YEARS

- 2.1.1. The London Resort is expected to become operational in 2024 with the opening of the main park alongside the RDE element and 2,300 Hotel rooms. The visitor attendance is taken from the LDP Attendance & Physical Planning (enclosed in **Appendix A**) report and forecasts the total attendance across the various stages between Main Gate opening and Park Maturity. The opening of the Second gate is expected to approximately 2029. The timeline in **Figure 1** outlines the expected profile.



Figure 1 - The London Resort expected operational profile

- 2.1.2. The proposed infrastructure will be operational from 2024 including the junction upgrade on the A2, the people mover from the Thames to Ebbsfleet International via The London Resort and the enhanced bus services. The London Resort is proposed to open Easter of 2024 and as 2025 therefore forms the first full operational year, this is the year that will be assessed. 2029, the year in which the Second Gate and remaining 1,250 hotel suites open, will also be assessed. The 2025 and 2029 forecast years will form the primary assessment years of which the resort will be mitigated against.
- 2.1.3. The increasing digitisation of society, and the emergence of connected and autonomous technologies, zero emission vehicles, shared service models and new forms of electronic payment, are already causing disruption and blurring the boundaries of traditional transport modes. In addition, global megatrends – including demographic challenges, social change, environmental focus, economic shift and the political landscape – influence how, when and where people will travel to. How these changes are reflected within the planning of new development is paramount, particularly as the build-out timeline will be realised as these changes come to fruition. In the case of The London Resort, the development build-out timeline (2038, year of maturity) means it is imperative scheme proposals reflect new and future mobility interventions.
- 2.1.4. There is a level of uncertainty assessing as far forward as 2038 regarding key strategic infrastructure within the South East and the potential change in how people travel. Additionally, it is difficult to predict travel behaviour and patterns, especially when there will be a continuing push for sustainable travel modes alongside improvements to local bus, rail and river networks. 2038 will therefore form an additional sensitivity assessment within the transport impact assessment.

2.2 ANNUAL ATTENDANCE

2.2.1. Using ProFun's' visitor datasets, the summary of yearly attendance (in visits) for 2025, 2029 and 2038 is shown in **Table 1** below.

Table 1 Total forecast number of annual visits in 2025, 2029 and 2038

Area of Resort	Year 2025	Year 2029	Year 2038
Main Gate	5,288,899	5,747,375	8,392,975
Second Gate	-	2,873,687	4,196,488
Retail, Dining and Entertainment (RDE)	2,053,479	3,604,440	44,812,735
Waterpark	621,604	765,578	804,039
Events	284,021	410,000	581,131
Total	8,248,003	13,401,080	18,787,368

- 2.2.2. The distinction between visits and corresponding visitors is an important one, as whilst the area as a whole for 2029 is forecast to generate almost 13 million visits, a large number of these are made up of people already at the resort (i.e. visiting RDE before or after visit to Main/Second Gate), or those that have gone into the resort from the on-site hotels.
- 2.2.3. In addition to the above, the resort will benefit from a total of 4,000 hotel rooms. The total number of visitors at the resort will therefore include an element of those staying in the on-site hotels. Whilst the number of visitors at the hotel will vary depending on season and day type, for an 85th percentile day, the number of hotels stays has been calculated based on a 95% occupancy rate, an average 1.5-night stay and an average of 2.11 persons per room.
- 2.2.4. Adjustments are therefore required to understand how the above numbers correspond to numbers of visitors on the selected assessment days. As the resort will be open year-round, the influence of seasonality will also have an impact on forecast numbers. These factors will be described further in the supporting technical notes, but a summary below will include;
- Influence of season and operational day;
 - Influence of visitors travelling from the main gate to the second gate;
 - Influence of visitors travelling to the RDE or Waterpark area from the main gate and second gate; and.
 - Visitors attending the resort that have come from the on-site hotels.

2.3 OPERATIONS AND SEASONALITY

- 2.3.1. As outlined above, the resort will be open year-round, providing an unparalleled attraction and resort complex. As would be expected, the resort will experience peaks and troughs in terms of visitor demand due to seasonality and the influence of weekdays versus weekends.
- 2.3.2. **Table 2**, extracted from the ProFun data set outlines the indicative operating pattern and hours across the year and day for 2025. It is considered that the seasonality patterns will largely be the same in 2029 and 2038, with minor changes in start and end date of each season reflective of the calendar year.

Table 2 Annual Operating Hours and Seasonality (2025)

Dates	Season	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
1st – 5th Jan	Peak	9am – 11pm						
6th Jan – 14th Feb	Low	9am – 8pm			9am – 9pm		9am – 8pm	
15th Feb – 17th April	Medium	9am – 9pm						
18th April – 14th Sept	Peak	9am – 11pm						
15th Sept – 17th Oct	Low	9am – 8pm			9am – 9pm		9am – 8pm	
18th Oct – 2nd Nov	Peak	9am – 11pm						
3rd Nov – 19th Dec	Low	9am – 8pm			9am – 9pm		9am – 8pm	
20th Dec – 31st Dec	Peak	9am – 11pm						
Public Holidays	Holiday	9am – 11pm						

Table 3 Opening hours for the resort

Season		Opening Time	Closing Time
Peak	Peak	09:00	23:00
Medium	Medium Peak	09:00	21:00
Low	Low - Weekday	09:00	20:00
Low	Low - Weekend	09:00	21:00

- 2.3.3. **Table 3** sets out the expected opening hours at The London Resort. Across the year it is envisaged that the leisure core will open at 9:00am for on-site hotel guests only, with additional visitors able to access from 10am. The arrival and departure profiles, shown later in this SATD demonstrate that visitors begin arriving at the site from 9am, this is expected to be visitors arriving in advance of the gates opening at 10am. It should be noted that this is later than the traditional peak commuting period along the M25 and the A2 and as such will have less impact on the surrounding network. The closing time is expected to vary across the year, to coincide with seasons and special events

2.4 ASSESSMENT DAYS AND ANALYSIS

- 2.4.1. The resort is expected to experience a variety of day types, ranging from a low weekday to a peak level of demand. As identified above the different days will have different attendance profiles, and as such will have varying arrival and departure profiles. The details of the varying arrival and departure profiles have been attached to this report as **Appendix A**.
- 2.4.2. WSP have undertaken analysis of the ProFun annual attendance figures on a daily and weekly level; this has been done for 2029 when all aspects of The London Resort, including the second gate and full build out of the hotels, will be open. This has been undertaken to demonstrate why the 85th percentile day has been chosen for detailed assessment.
- 2.4.3. **Figure 2** and **Figure 3** show daily and weekly attendance trends for the opening year of the second gate, 2029. The annual visitor trends at The London Resort have been compared against the 85th percentile day, Monday 9th July 2029. The 85th percentile day has been chosen as the most appropriate primary assessment day as it is considered to represent attendance that is significantly higher than the majority of days across the year and will allow the most robust assessment of The London Resort trips alongside average peak hour trips already forecast to be on the highway network.

Figure 2 Daily attendance trends throughout opening year 2029

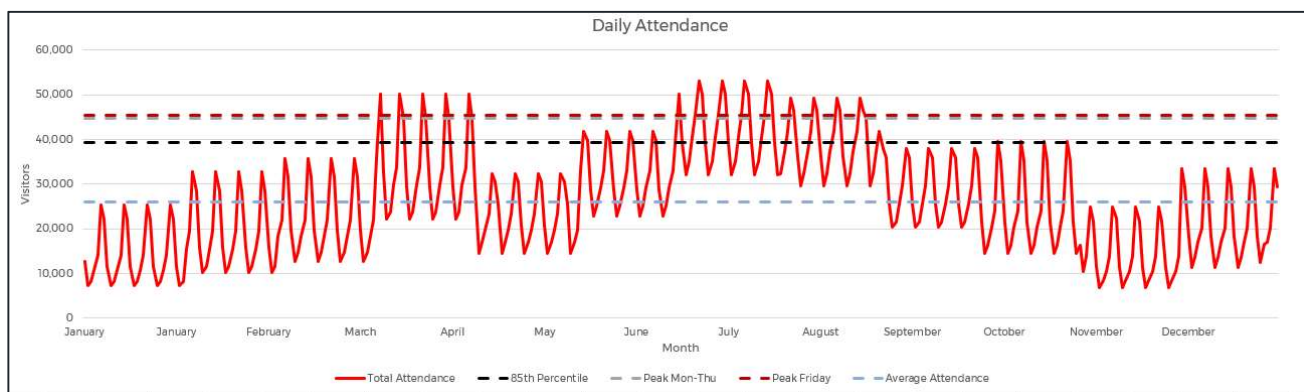
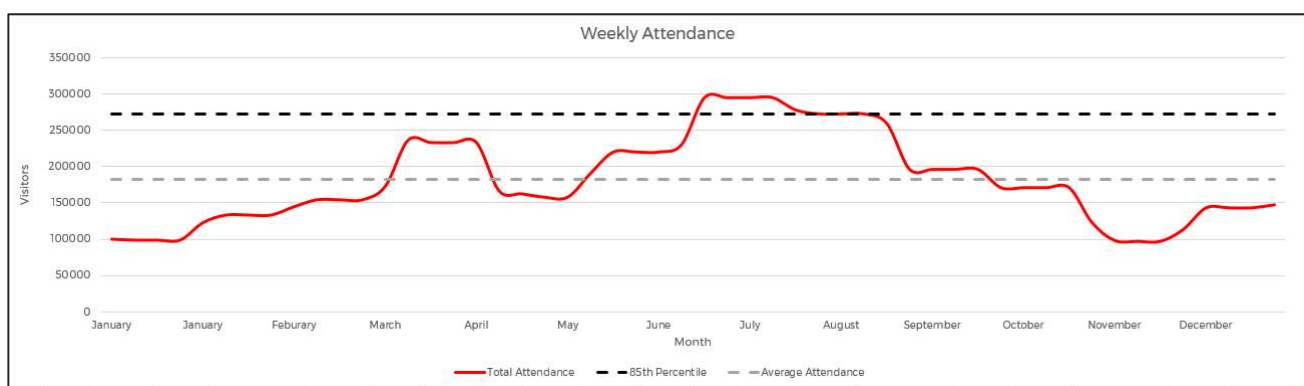


Figure 3 Weekly attendance trends throughout opening year 2029



- 2.4.4. **Figure 2** shows the daily attendance trends to The London Resort, with daily peaks above the 85th percentile during the Easter school holidays (towards the end of March and early April) and the summer school holidays from July through until August.
- 2.4.5. It is acknowledged that the 85th percentile day has lower projected attendance than the ultimate peak days; however, peak days generally occur during school holidays or across bank holidays when traffic flows tend to be lower during the standard network peaks. In terms of vehicle traffic to the site, the peak day will not ultimately be very different to the 85th percentile day; however, there is a likelihood that during the peak times there will be more hotel attendances. The operational demand of the site, such as the car parking accumulation, will be assessed using peak day attendance and this will directly inform the visitor and staff mode shares to ensure that the site can operate efficiently on all days.
- 2.4.6. WSP consider the assessment of the 85th percentile park attendance to be a defensible and robust analysis of the possible traffic impacts of the resort; balancing the likely peaks on the existing highway network during traditional peaks with high resort attendance.
- 2.4.7. **Figure 3** shows the total weekly attendance across the year of 2029; this is useful in highlighting that July demonstrates the consistently highest weekly attendance for the whole month. Whilst a number of peak days fall in August and across the Easter bank holiday weekend, it is useful to see that the peak weekly attendance is in July. Assessing Monday 9th July, the 85th percentile day, means that we are also assessing a day outside of the school holidays or any bank holidays which would be considered unrepresentative of existing network vehicle volumes.
- 2.4.8. The daily attendance on the peak day, a peak weekday, the 85th percentile day and the average day have been presented in **Table 4** for each of the assessment years. In addition to **Figure 2**, this demonstrates where the daily attendance on the 85th percentile sits in the range of possible day types.

Table 4 Daily Attendance by Day Type and Assessment Year

Day Type	2025	2029	2038
Peak Day	40,160	52,004	75,590
Peak Weekday	34,079	44,401	64,446
85th Percentile Day	29,292	38,380	55,330
Average Day	18,766	26,059	38,209

2.4.9. A full assessment will be undertaken for the 85th percentile day in 2029, Monday 9th July, and the closest weekday to the 85th percentile in 2025, Monday 14th July (equivalent to the 87th percentile). In 2038, the assessment will be undertaken for Monday 19th July, the closest neutral weekday to the 85th percentile. It is useful to note that the 85th percentile day represents 50% higher daily visitor attendance than the average day, demonstrating that the robust assessment. For each of these years, on the 85th percentile day, an impact assessment will be undertaken for:

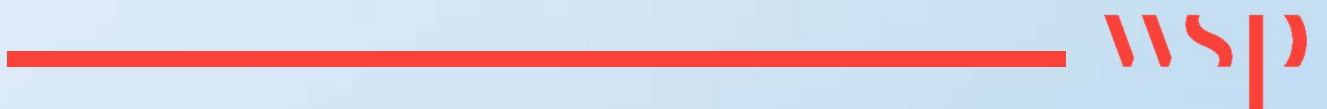
- AM Peak (08:00 – 09:00)
- Peak Arrival at the Resort (09:00 – 10:00)
- PM Peak (17:00 – 18:00)

WSP will access the operationally elements of The London Resort, such as the car park accumulation, using Peak Day visitor and staff numbers to ensure a robust assessment of capacity.



3

VISITOR DEMAND



3 VISITOR DEMAND

3.1 VISITOR ATTENDANCE

3.1.1. Using ProFun's updated visitor forecasts, the summary of yearly attendance for 2025, 2029 and 2038 are shown below in **Table 5** to **Table 7** respectively.

Table 5 Total forecast number of visits in 2025

London Resort Development Illustrative Annual Attendance to Parks Not Staying on Site - Year 2025						
	Main Gate	Second Gate	RD+E	Waterpark	Events	Combined Total
Annual Attendance to Parks	5,288,899	0	2,053,479	621,604	284,021	8,248,004
(Minus) Visits to Attractions From Hotel Visitors	-752,384	0	-1,469,627	-330,401	0	-2,552,412
Annual Attendance to Parks Not Staying on Site	4,536,515	0	583,852	291,203	284,021	5,695,591
Visitors Visiting Both Parks in Same Day / Park-Hopper	0%	20.0%	0%	0%	0%	
Annual Daily Park-Hopper Guests	0	0	0	0	0	0
Annual Attendance to Parks Factoring in Park-Hoppers	4,536,515	0	583,852	291,203	284,021	5,695,591
Number of Operating Days (Closed Christmas & New Years Day)	365	0	0	0	0	365
Peak Month Attendance to Parks Not Staying on Site						
Peak Month Attendance	680,477	0	70,062	43,680	36,923	831,143
Peak Month as a Percent of Annual	15.0%	15.0%	12.0%	15.0%	13.0%	14.6%
Average Peak Month Week Attendance to Parks Not Staying on Site						
Average Peak Month Weekly Attendance	153,107	0	15,764	9,828	8,308	187,007
Design Day Attendance to Parks Not Staying on Site						
Design Day Attendance	26,794	0	2,759	1,720	3,323	34,595
Design Day as a Percent Annual	0.59%	0.00%	0.47%	0.59%	1.17%	0.61%
As a Percent of Average Peak Week	17.50%	17.50%	17.50%	17.50%	40.00%	18.50%
Peak Day Attendance to Parks Not Staying on Site						
Peak Day	32,153	0	3,310	2,064	3,489	41,016
Peak Day as a % of Design Day	120%	120%	120%	120%	105%	119%
As a Percent of Average Peak Week	21.00%	0.00%	21.00%	21.00%	42.00%	21.93%

Table 6 Total forecast number of visits in 2029

London Resort Development						
Illustrative Annual Attendance to Parks Not Staying on Site - Year 2029						
	Main Gate	Second Gate	RD+E	Waterpark	Events	Combined Total
Annual Attendance to Parks	5,747,375	2,873,687	3,604,440	765,578	410,000	13,401,080
(Minus) Visits to Attractions From Hotel Visitors	-1,493,251	-1,493,251	-2,638,054	-494,522	0	-6,119,078
Annual Attendance to Parks Not Staying on Site	4,254,124	1,380,436	966,386	271,056	410,000	7,282,002
Visitors Visiting Both Parks in Same Day / Park-Hopper	0%	20.0%	0%	0%	0%	
Annual Daily Park-Hopper Guests	0	276,087	0	0	0	276,087
Annual Attendance to Parks Factoring in Park-Hoppers	4,254,124	1,104,349	966,386	271,056	410,000	7,005,915
Number of Operating Days (Closed Christmas & New Years Day)	365	365	365	365	213	365
Peak Month Attendance to Parks Not Staying on Site						
Peak Month Attendance	638,119	207,065	115,966	40,658	53,300	1,055,109
Peak Month as a Percent of Annual	15.0%	15.0%	12.0%	15.0%	13.0%	15.1%
Average Peak Month Week Attendance to Parks Not Staying on Site						
Average Peak Month Weekly Attendance	143,577	46,590	26,092	9,148	11,993	237,399
Design Day Attendance to Parks Not Staying on Site						
Design Day Attendance	25,126	8,153	4,566	1,601	4,797	44,243
Design Day as a Percent Annual	0.59%	0.59%	0.47%	0.59%	1.17%	0.63%
As a Percent of Average Peak Week	17.50%	17.50%	17.50%	17.50%	40.00%	18.64%
Peak Day Attendance to Parks Not Staying on Site						
Peak Day	30,151	9,784	5,479	1,921	5,037	52,372
Peak Day as a % of Design Day	120%	120%	120%	120%	105%	118%
As a Percent of Average Peak Week	21.00%	21.00%	21.00%	21.00%	42.00%	22.06%

Table 7 Total forecast number of visits in 2038

London Resort Development						
Illustrative Annual Attendance to Parks Not Staying on Site - Year 2038						
	Main Gate	Second Gate	RD+E	Waterpark	Events	Combined Total
Annual Attendance to Parks	8,392,975	4,196,488	4,812,735	804,039	581,131	18,787,368
(Minus) Visits to Attractions From Hotel Visitors	-1,713,275	-1,713,275	-3,522,393	-521,630	0	-7,470,573
Annual Attendance to Parks Not Staying on Site	6,679,700	2,483,213	1,290,342	282,409	581,131	11,316,795
Visitors Visiting Both Parks in Same Day / Park-Hopper	0%	20.0%	0%	0%	0%	
Annual Daily Park-Hopper Guests	0	496,643	0	0	0	496,643
Annual Attendance to Parks Factoring in Park-Hoppers	6,679,700	1,986,570	1,290,342	282,409	581,131	10,820,152
Number of Operating Days (Closed Christmas & New Years Day)	365	365	365	365	213	365
Peak Month Attendance to Parks Not Staying on Site						
Peak Month Attendance	1,001,955	372,482	154,841	42,361	75,547	1,647,186
Peak Month as a Percent of Annual	15.0%	15.0%	12.0%	15.0%	13.0%	15.2%
Average Peak Month Week Attendance to Parks Not Staying on Site						
Average Peak Month Weekly Attendance	225,440	83,808	34,839	9,531	16,998	370,617
Design Day Attendance to Parks Not Staying on Site						
Design Day Attendance	39,452	14,666	6,097	1,668	6,799	68,683
Design Day as a Percent Annual	0.59%	0.59%	0.47%	0.59%	1.17%	0.63%
As a Percent of Average Peak Week	17.50%	17.50%	17.50%	17.50%	40.00%	18.53%
Peak Day Attendance to Parks Not Staying on Site						
Peak Day	47,342	17,600	7,316	2,002	7,139	81,399
Peak Day as a % of Design Day	120%	120%	120%	120%	105%	119%
As a Percent of Average Peak Week	21.00%	21.00%	21.00%	21.00%	42.00%	21.96%

3.2 CROSS VISITATION

- 3.2.1. **Table 1** presents the total number of forecast annual visits to the Resort split by Main Gate, Second Gate, RD&E, Waterpark and Events, for both 2025, 2029 and 2038. When assessing the transportation impact of the Site, it is necessary to consider the total number of visitors making a unique trip to the Resort and thus discounting any visitors who make a visit to both the Main Gate and the RD&E, for example.
- 3.2.2. ProFun have made a number of adjustments to the attendance projections to account for cross-visitation between the various parts of the Resort. The assumptions behind these calculations have been discussed within this section.
- 3.2.3. Analysis presented by ProFun in **Table 5** demonstrates that in 2025:
- 14% of visits to the Main Gate (725,384 visits) are from those already staying on-site within Hotels and therefore this is considered to be an internal trip;
 - It is considered that many visitors to the RD&E will be day theme park visitors or guests staying within one of the on-site hotels. ProFun have calculated that in 2025 this makes up 72% of RD&E visitors; meaning that only 28% of RD&E total attendance are sole-purpose trips;
 - 53% of Waterpark visitors in 2025 will already be on-site either as a theme park visitor or staying in one of the on-site hotels. This means that in 2025, 47% of total waterpark visitors are considered to be sole-purpose visits and therefore unique trips to the site; and
 - All attendance at Events are sole purpose unique trips.
- 3.2.4. In 2029, as shown in **Table 6**, ProFun have calculated that:
- 26% of visits to the Main Gate (1,493,251 visits) are from those already staying on-site within Hotels and therefore this is considered to be an internal trip;
 - 52% of visits to the Second Gate (1,493,251) are from those already staying on-site within Hotel and a further 20% of the off-site visitors (276,087) are already visiting the Main Gate. Both of these are considered to be internal trips;
 - 73% of visitors to the RD&E are considered to already be staying on-site within a Hotel or combining their visit with a visit to the Main Gate or Second Gate. Only 27% of total RD&E visitors are making a unique visit to the resort;
 - ProFun have forecast that 35% of Waterpark visitors are sole-purpose trips; and
 - Similar to 2025, all attendance at Events forms sole purpose trips.
- 3.2.5. Analysis presented by ProFun in **Table 7** demonstrates that in 2038:
- 20% of visits to the Main Gate (1,713,275 visits) are from those already staying on-site within Hotels and therefore this is considered to be an internal trip;
 - 41% of visits to the Second Gate (1,713,275) are from those already staying on-site within Hotel and a further 20% of the off-site visitors (496,643) are already visiting the Main Gate. Both of these are considered to be internal trips;
 - 73% of visitors to the RD&E are considered to already be staying on-site within a Hotel or combining their visit with a visit to the Main Gate or Second Gate. Only 27% of total RD&E visitors are making a unique visit to the resort;
 - ProFun have forecast that 35% of Waterpark visitors are sole-purpose trips; and
 - In line with 2025 and 2029, all attendance at Events forms sole purpose trips.

3.3 SOLE PURPOSE VISITORS

3.3.1. **Table 8** below provides the total yearly forecast attendance for 2025, 2029 and 2038 respectively, taking into account reductions from on-site hotel users, park hopper guests and internal trips to the RD&E zone and Waterpark.

Table 8 Total forecast number of sole purpose visitors, by Area of Resort, in 2025, 2029 and 2038

Area of Resort	Year 2025	Year 2029	Year 2038
Main Gate	4,536,515	4,254,124	6,679,700
Second Gate	-	1,104,349	1,986,570
Retail, Dining and Entertainment (RDE)	583,852	966,386	1,290,342
Waterpark	291,203	271,056	282,409
Events	284,021	410,000	581,131
Hotels	752,384	1,493,521	1,713,275
Total	6,447,975	8,499,436	12,533,427

3.3.2. As shown above in **Table 8**, ProFun have undertaken adjustments to the total number of forecast visits to account for Hotel guests already staying on-site and thus making an internal trip, and visitors who might visit more than one area of the Resort.

3.4 ASSESSMENT DAY VISITORS

3.4.1. Within their analysis, ProFun have provided the sole purpose arrivals and departures to each area of the Resort, for every single day within 2025, 2029 and 2038. **Table 5** to **Table 7** show this breakdown for the Peak Day and Design day; ProFun consider a Design Day to be 85% of the Peak Day. WSP have extracted the total forecast sole purpose visitors, by area of the Resort for the 85th percentile days in all forecast years, shown in **Table 9** to **Table 11**.

Table 9 85th percentile day visitors, by Area of Resort, 2025

Area of Resort	87 th %ile Day* (Mon 14th July)	Peak Day (Sat 5th July)	Peak Weekday (Fri 4th July)	Average Day
Main Gate	21,046	27,281	24,943	12,474
Second Gate	-	-	-	-
Retail, Dining and Entertainment (RDE)	2,167	2,809	2,568	1,605
Waterpark	1,351	1,751	1,601	801
Events	445	3,559	445	785
Hotels	2,871	3,190	3,031	3,101
Total	27,880	38,590	32,588	18,766

**this is the day that will form the primary assessment for 2025. Note the 87th %ile is the closest neutral weekday to the 85th %ile.*

Table 10 85th percentile day visitors, by Area of Resort, 2029

Area of Resort	85 th %ile Day* (Mon 9th July)	Peak Day (Sat 7th July)	Peak Weekday (Fri 6th July)	Average Day
Main Gate	19,556	25,351	23,178	11,666
Second Gate	6,346	8,226	7,521	3,785
Retail, Dining and Entertainment (RDE)	3,554	4,607	4,212	2,650
Waterpark	1,246	1,615	1,477	743
Events	599	4,971	599	1,126
Hotels	7,078	7,414	7,414	6,089
Total	38,380	52,004	44,401	26,059

**this is the day that will form the primary assessment for 2029*

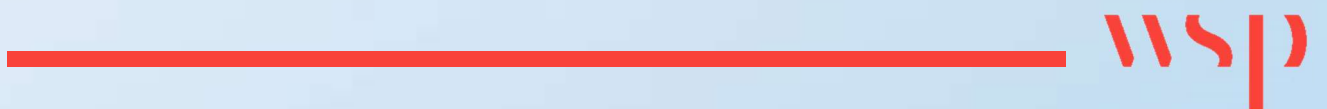
Table 11 85th percentile day visitors, by Area of Resort, 2038

Area of Resort	85 th %ile Day* (Mon 19th July)	Peak Day (Sat 3rd July)	Peak Weekday (Fri 2nd July)	Average Day
Main Gate	30,227	39,183	35,824	18,396
Second Gate	11,237	14,566	13,318	6,839
Retail, Dining and Entertainment (RDE)	4,671	6,055	5,536	3,551
Waterpark	1,278	1,657	1,515	778
Events	839	6,715	839	1,614
Hotels	7,078	7,414	7,414	7,028
Total	55,330	75,590	64,446	38,209

**this is the day that will form the primary assessment for 2038. Note the 87th %ile is the closest neutral weekday to the 85th %ile.*

4

STAFF NUMBERS



4 STAFF NUMBERS

- 4.1.1. The staff for the resort will vary according to the demand and operational day type and will have a different arrival / departure profile compared to typical resort visitors. The consideration of staff in the arrival and departure profiles and resulting transport modes on the local network is an important one and needs to be added to any analysis to ensure that all trips have been captured.
- 4.1.2. **Table 12** below shows the indicative forecast of staffing levels at the resort. For robustness, the Peak levels of staff have been used. It should be noted that the level of staffing will typically be lower throughout the year.
- 4.1.3. The weekday staff count will be used within the 85th percentile day analysis for all three assessment as the 85th percentile day is a Weekday (Monday 14th July, Monday 9th July and Monday 19th July respectively) for robustness. Any other sensitivity tests will adopt the correct forecast staff levels for that operational day / season.

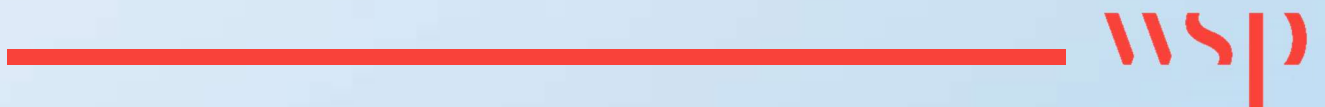
Table 12 Total forecast number of Staff

London Resort - Total Staffing Assumptions Weekday vs Weekend Staffing Levels						
Full-Time Staffing Estimates by Season	2025 Weekday vs Weekend		2029 Weekday vs Weekend		2038 Weekday vs Weekend	
	Weekday Staff Count	Weekend Staff Count	Weekday Staff Count	Weekend Staff Count	Weekday Staff Count	Weekend Staff Count
Theme Park (Main Gate + BOH Staff)						
Peak	4,227	5,355	4,487	5,683	4,762	6,032
Theme Park (Second Gate)						
Peak	0	0	1,476	1,869	1,566	1,984
Waterpark						
Peak	170	215	170	215	170	215
The Market / RD+E						
Peak	1,831	2,320	1,944	2,462	2,063	2,613
Hotels + Convention Centre						
Peak	2,362	2,501	3,467	3,671	3,467	3,671

- 4.1.4. For operational purposes, WSP will be considering the car park accumulation on a Peak Day; as the Peak Day falls on a weekday in all forecast years, the weekend staff count will be used for these assessments.
- 4.1.5. The London Resort development proposals include the provision of 2,000 single units within 500 dwellings allocated to staff on-site, reducing the need for travel to and from the site. During the peak season, it is considered that the single units will be at 90% capacity, thus providing accommodating for approximately 1,800 staff.
- 4.1.6. ProFun have considered the total number of operational staff required for the varying day types in each of the assessment years. As the 85th percentile day falls within the peak period of seasonal operation, the peak number of staff will be assessed.
- In 2025, it is estimated that there will be 8,591 weekday staff required during the peak season; with 1,800 staying on-site, the trip distribution therefore considered the arrival and departure of the remaining 6,791 staff;
 - In 2029, it is estimated that there will be 11,543 weekday staff; with 1,800 staying on-site, the trip distribution therefore considered the arrival and departure of the remaining 9,743 staff; and
 - In 2038, it is estimated that there will be 12,028 weekday staff; with 1,800 staying on-site, the trip distribution therefore considered the arrival and departure of the remaining 10,228 people.

5

VISITOR AND STAFF ARRIVAL AND DEPARTURES



5 VISITOR AND STAFF ARRIVAL AND DEPARTURES

5.1 ARRIVAL AND DEPARTURE PROFILES

- 5.1.1. The arrival and departure profiles have been provided by ProFun based on their experience and expertise on working at other resorts. The profiles have been split by each of the resort elements (Main Gate, Second Gate, RD&E, Waterpark, Events and Hotel) and also reflect the operational period for each day. The 85th percentile daily attendance that WSP are assessing, will be operating under the longest park opening times and as such their arrival / departure profiles will reflect the extended opening period.
- 5.1.2. The following arrival and departure profiles will be used in the analysis;
- Visitors:
 - Main Gate
 - Second Gate (2029 and 2038 only)
 - RD&E
 - Waterpark
 - Events
 - Hotels
 - Staff:
 - Resort
 - Hotel
- 5.1.3. The London Resort opening hours for the varying seasons in the operational year are presented in **Table 3** earlier in the SATD, demonstrating that in the Peak season the Resort is open 9am – 11pm; it is important to note that the 9am opening is exclusive to on-site hotel guests and that any off-site visitors arriving from 9-10am are doing so in advance of the gates opening at 10am.
- 5.1.4. As trips from the off-site hotel to other areas within The London Resort are considered to be internal trips, **Table 14** breaks down the opening hours of the London Resort for off-site visitors which will be key in assessing the transport impacts of the site. It is assumed that with the gates opening at 10am, visitors will only begin arriving from 9am and thus predominantly travelling outside of the traditional network peaks.

Table 13 Opening Hours by Area of The London Resort

The London Resort area	OPENING TIME	CLOSING TIME
Main Gate	10:00 AM	11:00 PM
Second Gate	10:00 AM	11:00 PM
RD&E	10:00 AM	11:00 PM
Waterpark	10:00 AM	08:00 PM
Event	10:00 AM	11:00 PM

Main Gate

Graph 1 Main Gate - Peak Arrival / Departure Profile

Main Gate Visitor Arrivals and Departures - Peak Season
9:00a - 11:00p

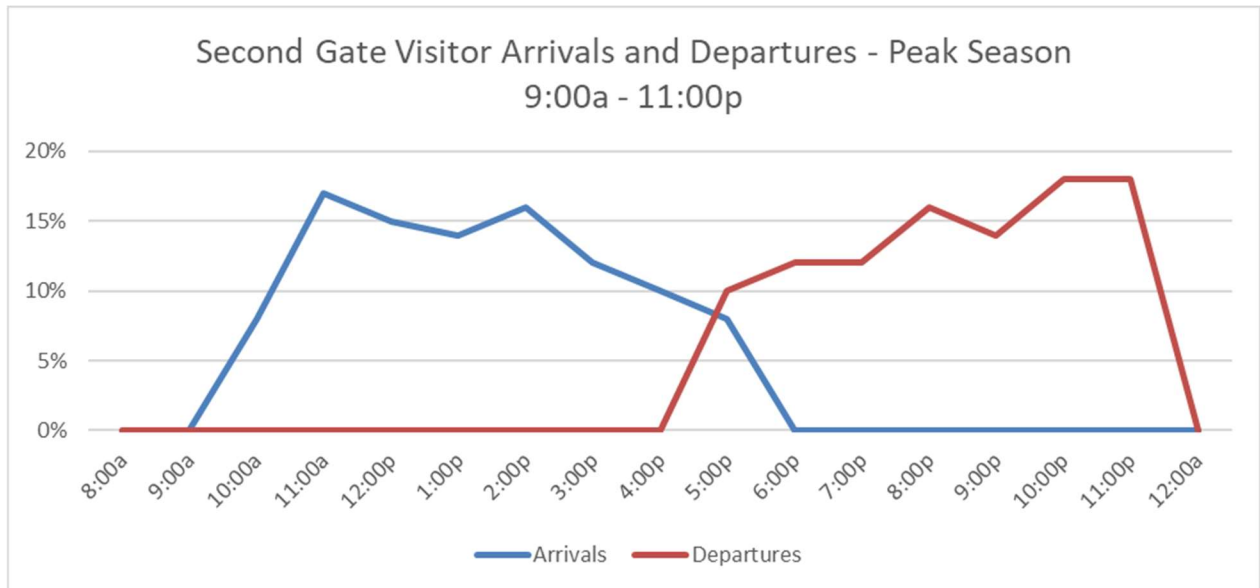
The graph displays the percentage of arrivals and departures over time. The Y-axis represents the percentage (0% to 20%), and the X-axis represents time (8:00a to 12:00a). Arrivals (blue line) start at 0% at 8:00a, rise to a peak of approximately 17% at 11:00a, and then decline to 0% by 6:00p. Departures (red line) remain at 0% until 4:00p, then rise to a peak of approximately 18% between 10:00p and 11:00p, before dropping to 0% at 12:00a.

Time	Arrivals (%)	Departures (%)
8:00a	0	0
9:00a	0	0
10:00a	8	0
11:00a	17	0
12:00p	15	0
1:00p	14	0
2:00p	16	0
3:00p	12	0
4:00p	10	0
5:00p	8	10
6:00p	0	12
7:00p	0	12
8:00p	0	16
9:00p	0	14
10:00p	0	18
11:00p	0	18
12:00a	0	0

Second Gate

Graph 2 Second Gate - Peak Arrival / Departure Profile

London Resort - Second Gate																					
Illustrative Non-Hotel Visitor Arrival - Departure Patterns																					
		before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	TOTAL	MAX	
Peak Season Operations - Monday Through Sunday																					
Opn. For Hotel	9:00 AM																				
Opening Time	10:00 AM																				
Closing Time	11:00 PM																				
Arriving	Peak 9p - 11p	0%	0%	8%	17%	15%	14%	16%	12%	10%	8%	0%	0%	0%	0%	0%	0%	0%	100%	17%	
Departing	Peak 9p - 11p	0%	0%	0%	0%	0%	0%	0%	0%	0%	10%	12%	12%	16%	14%	18%	18%	0%	100%	18%	
On-site	Peak 9p - 11p	0.0%	0.0%	8.0%	25.0%	40.0%	54.0%	70.0%	82.0%	92.0%	90.0%	78.0%	66.0%	50.0%	36.0%	18.0%	0.0%	0.0%	709%	92%	



- 5.1.8. The second gate matches the profile for the Main Gate and as such has similar peaks and troughs of visitor demand.

RD&E

- 5.1.9. The RDE element of the resort will typically attract later arrivals and departures due to the attractions on offer and entertainment available. As discussed above, the majority of visitors to the RDE zone will be made up of visitors from the Main and Second gates, so the zone will not attract a large number of sole-purpose external trips.
- 5.1.10. **Graph 3** below shows the arrival and departure profiles for the RDE Zone; the profiles are the same for all assessment years.

Graph 3 **RD&E - Peak Arrival / Departure Profile**

London Resort - RD+E																						
Illustrative Non-On-Site Visitor Arrival - Departure Patterns																						
		before	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p			TOTAL	MAX	
		8:00a	9:00a	10:00a	11:00a	12:00p	1:00p	2:00p	3:00p	4:00p	5:00p	6:00p	7:00p	8:00p	9:00p	10:00p	11:00p	12:00a				
Peak Period Operations																						
RD+E - Opening Time		10:00 AM																				
RE+E - Closing Time		11:00 PM																				
Arriving	Peak	0%	0%	0%	2%	7%	8%	2%	1%	2%	4%	17%	35%	20%	2%	0%	0%	0%	100%	35%		
Departing	Peak	0%	0%	0%	0%	0%	0%	2%	7%	8%	2%	1%	2%	4%	17%	35%	20%	2%	100%	35%		
On-site	Peak	0.0%	0.0%	0.0%	2.0%	9.0%	17.0%	17.0%	11.0%	5.0%	7.0%	23.0%	56.0%	72.0%	57.0%	22.0%	2.0%	0.0%	300%	72%		



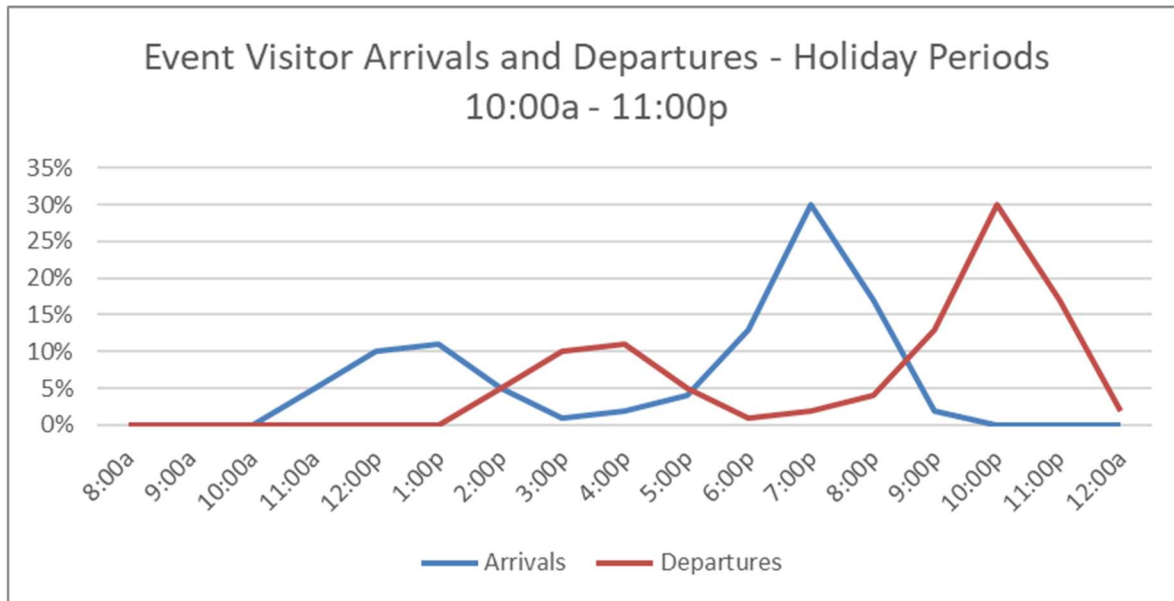
- 5.1.14. As observed, the Waterpark is forecast to have steady arrivals from opening at 10.00am followed by a peak arrival between 11.00am – 12.00pm; arrivals tail off during the latter part of the day. Visitors begin departing from approximately 2.00pm with a peak departure between 6.00pm – 7.00pm, shortly before the Waterpark closes.

Events

- 5.1.15. Events will not occur every day – for example, predominantly at weekends and not at all on weekdays between October and April – however when they do occur it is expected that they will attract a different visitor temporal profile. **Graph 4** outlines the Events arrival and departure profile.

Graph 5 Events - Peak Arrival / Departure Profile

London Resort - Event		Illustrative Non-Onsite Visitor Arrival - Departure Patterns																				
		before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	TOTAL	MAX		
Holiday Periods Operations																						
Event - Opening Time	10:00 AM																					
Event - Closing Time	11:00 PM																					
Arriving	Holiday	0%	0%	0%	5%	10%	11%	5%	1%	2%	4%	13%	30%	17%	2%	0%	0%	0%	100%	30%		
Departing	Holiday	0%	0%	0%	0%	0%	0%	5%	10%	11%	5%	1%	2%	4%	13%	30%	17%	2%	100%	30%		
On-site	Holiday	0.0%	0.0%	0.0%	5.0%	15.0%	26.0%	26.0%	17.0%	8.0%	7.0%	19.0%	47.0%	60.0%	49.0%	19.0%	2.0%	0.0%	300%	60%		



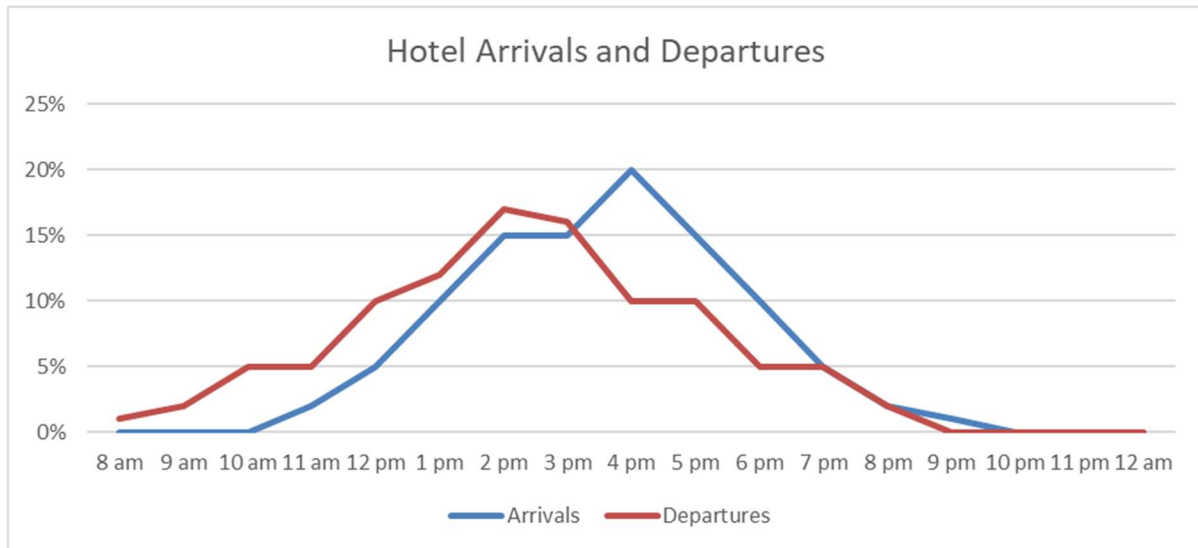
- 5.1.16. Similar to the RD&E zone there are two distinct arrivals and departure peaks throughout the day. The first is shown to occur for a lunchtime or similar event with a departure profile that follows three to four hours later. As with the RD&E however the peak arrivals for the Events are expected later in the day, with the majority of visitors arriving between 6:00 – 7:00pm and departing between 9:00pm – 10:00pm.

Hotel

- 5.1.17. It is important to note that as visitors to the on-site Hotel are staying overnight and therefore not arriving and departing on the same day and are influenced by the check in / check out times, the arrival and departure profiles shown below in **Graph 5** vary to the rest of the park. It is possible that some guest might be staying at the park in advance of a full day at the Resort, thus arriving the evening before, or that some guest might have visited the park prior to arriving at the Hotel.

Graph 6 Hotels - Peak Arrival / Departure Profile

London Resort - Hotels																					
Illustrative Arrival - Departure Patterns																					
		before 8 am	8 am - 9 am	9 am - 10 am	10 am - 11 am	11 am - 12 pm	12 pm - 1 pm	1 pm - 2 pm	2 pm - 3 pm	3 pm - 4 pm	4 pm - 5 pm	5 pm - 6 pm	6 pm - 7 pm	7 pm - 8 pm	8 pm - 9 pm	9 pm - 10 pm	10 pm - 11 pm	11 pm - 12 am	TOTAL	MAX	
Typical DAY																					
Arriving	Typical	0%	0%	0%	2%	5%	10%	15%	15%	20%	15%	10%	5%	2%	1%	0%	0%	0%	100%	20%	
Departing	Typical	1%	2%	5%	5%	10%	12%	17%	16%	10%	10%	5%	5%	2%	0%	0%	0%	0%	100%	17%	



- 5.1.18. The Hotel profile indicates a similar arrival departure profile, but with departures being higher at the earlier parts of the day before rooms changeover. The peak arrivals for Hotel guests are later in the day, at 4:00pm, highlighting the typical approach of staying before enjoying a full day at the resort.

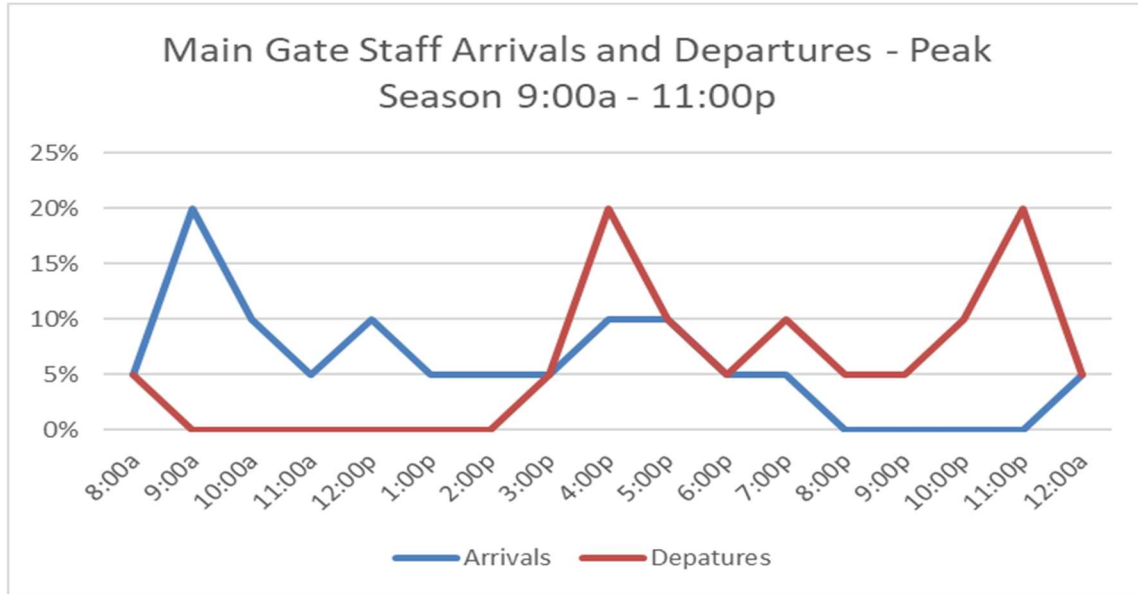
STAFF

Main Gate

- 5.1.19. The Main Gate arrival and departure profile is shown in **Graph 7**; the arrival and departure profiles are the same for all assessment years.

Graph 7 Main Gate - Staff - Peak Arrival / Departure Profile

London Resort																					
Main Gate Theme Park - Illustrative Staff Arrival - Departure Patterns																					
	before	8:00a	9:00a	10:00a	11:00a	12:00p	1:00p	2:00p	3:00p	4:00p	5:00p	6:00p	7:00p	8:00p	9:00p	10:00p	11:00p	12:00a	TOTAL	MAX	
Peak Season Operations - Monday Through Sunday																					
Opening Time	10:00 AM																				
Closing Time	11:00 PM																				
Arriving	Peak 9p - 11p	5%	20%	10%	5%	10%	5%	5%	5%	10%	10%	5%	5%	0%	0%	0%	0%	5%	100%	20%	
Departing	Peak 9p - 11p	5%	0%	0%	0%	0%	0%	0%	5%	20%	10%	5%	10%	5%	5%	10%	20%	5%	100%	20%	
On-site	Peak 9p - 11p	0.0%	20.0%	30.0%	35.0%	45.0%	50.0%	55.0%	55.0%	45.0%	45.0%	45.0%	40.0%	35.0%	30.0%	20.0%	0.0%	0.0%	550%	55%	



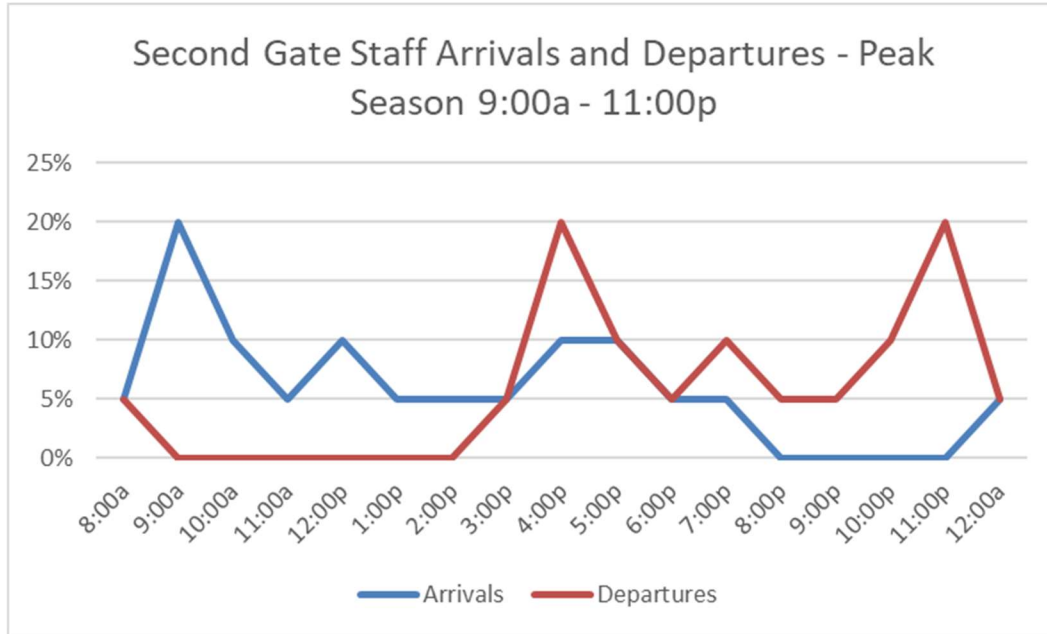
- 5.1.20. As observed in Graph 7, the resort is expected to have a peak arrival of staff between 08:00 – 09:00am, this corresponds with the park opening time of 10:00am. As expected, the staff arrivals start to tail off from 5:00pm, whereas departures staff departures peak during two time periods of 3:00 – 4:00pm and again at 10:00- 11:00pm, likely to reflect less staff demand as visitors depart towards the end of the day.

Second Gate

- 5.1.21. The Second Gate arrival and departure profile is shown in **Graph 7**; as the Second Gate is forecast to open in 2029, this is applicable to the 2029 and 2038 assessment years only.

Graph 8 Second Gate - Staff - Peak Arrival / Departure Profile

London Resort																					
Second Gate Theme Park - Illustrative Staff Arrival - Departure Patterns																					
		before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	TOTAL	MAX	
Peak Season Operations - Monday Through Sunday																					
Opening Time	10:00 AM																				
Closing Time	11:00 PM																				
Arriving	Peak 9p - 11p	5%	20%	10%	5%	10%	5%	5%	5%	10%	10%	5%	5%	0%	0%	0%	0%	5%	100%	20%	
Departing	Peak 9p - 11p	5%	0%	0%	0%	0%	0%	0%	5%	20%	10%	5%	10%	5%	5%	10%	20%	5%	100%	20%	
On-site	Peak 9p - 11p	0.0%	20.0%	30.0%	35.0%	45.0%	50.0%	55.0%	55.0%	45.0%	45.0%	45.0%	40.0%	35.0%	30.0%	20.0%	0.0%	0.0%	550%	55%	

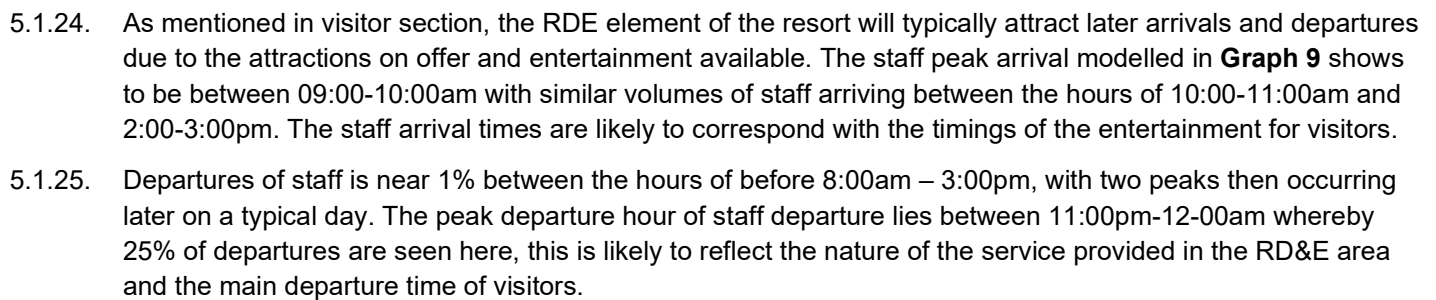


- 5.1.22. Graph 8 illustrates the second gate arrival and departure staff profile, one that is the same as the main gate, which is to be expected. Arrival of staff to the second gate peaks in the hour between 8:00-9:00am and peaks and troughs throughout the rest of the day.
- 5.1.23. Staff departures also follow the same trend to that of the main gate, with two main peaks of staff departure times between the hours of 3:00-4:00pm and 10:00-11:00pm.

RD&E

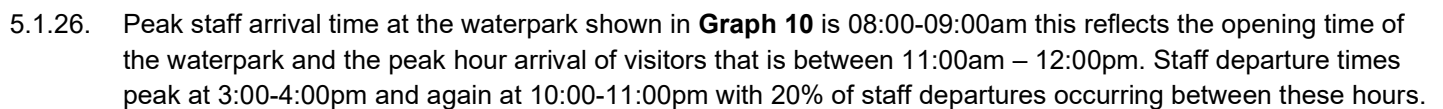
Graph 9 RD&E - Staff - Peak Arrival / Departure Profile

London Resort		RD+E / "The Market" Illustrative Staff Arrival - Departure Patterns																					
		before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	TOTAL	MAX				
Peak Periods Operations																							
RD+E - Opening Time	10:00 AM																						
RD+E - Closing Time	11:00 PM																						
Arriving	Peak	15%	5%	19%	18%	1%	1%	1%	18%	1%	1%	1%	2%	8%	1%	5%	1%	2%	100%	19%			
Departing	Peak	1%	1%	1%	1%	1%	1%	1%	1%	13%	18%	1%	1%	18%	1%	2%	13%	25%	100%	25%			
On-site	Peak	14.0%	18.0%	36.0%	53.0%	53.0%	53.0%	53.0%	70.0%	58.0%	41.0%	41.0%	42.0%	32.0%	32.0%	35.0%	23.0%	0.0%	654%	70%			



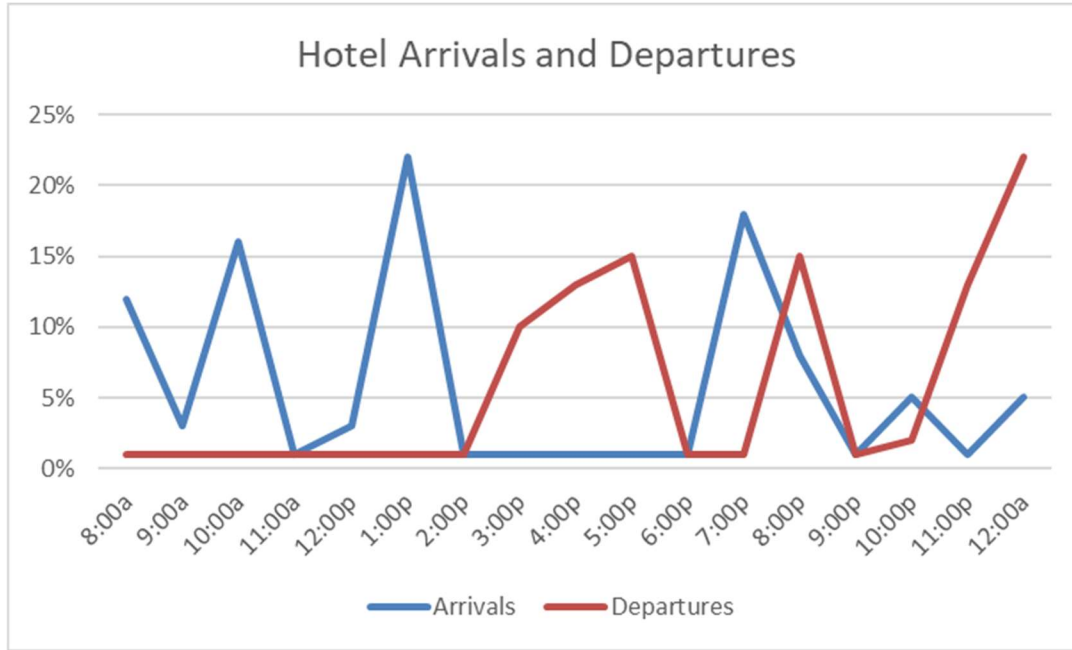
Graph 10 **Waterpark - Staff - Peak Arrival / Departure Profile**

London Resort																					
Waterpark - Illustrative Staff Arrival - Departure Patterns																					
		before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	TOTAL	MAX		
Peak Periods Operations																					
Waterpark - Opening Time		10:00 AM																			
Waterpark - Closing Time		8:00 PM																			
Arriving	Peak	5%	20%	10%	5%	10%	5%	5%	5%	10%	10%	5%	5%	0%	0%	0%	5%	100%	20%		
Departing	Peak	5%	0%	0%	0%	0%	0%	0%	5%	20%	10%	5%	10%	5%	5%	10%	20%	100%	20%		
On-site	Peak	0.0%	20.0%	30.0%	35.0%	45.0%	50.0%	55.0%	55.0%	45.0%	45.0%	45.0%	40.0%	35.0%	30.0%	20.0%	0.0%	550%	55%		



Graph 11 **Hotel - Staff - Peak Arrival / Departure Profile**

London Resort																				
Hotel - Illustrative Staff Arrival - Departure Patterns																				
		before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	TOTAL	MAX
Typical Operating Day Sunday Through Thursday																				
MG - Opn. For Hotel	9:00 AM																			
MG - Opening Time	10:00 AM																			
MG - Closing Time	8:00 PM																			
Arriving	Typical	12%	3%	16%	1%	3%	22%	1%	1%	1%	1%	1%	18%	8%	1%	5%	1%	5%	100%	22%
Departing	Typical	1%	1%	1%	1%	1%	1%	1%	10%	13%	15%	1%	1%	15%	1%	2%	13%	22%	100%	22%
On-site	Typical	11.0%	13.0%	28.0%	28.0%	30.0%	51.0%	51.0%	42.0%	30.0%	16.0%	16.0%	33.0%	26.0%	26.0%	29.0%	17.0%	0.0%	447%	51%



5.1.27. The Hotel profile illustrated in **Graph 11** for staff arrival highlights many peaks and troughs throughout the day, likely to reflect the varying nature of services provided within the hotels. The peak hour for staff arrival is between 12:00-1:00pm and peak departure hour falling between 11:00pm-12:00am, this likely reflects a 12-hour shift pattern followed.

5.1.28. There is another peak in arrivals of staff between 6:00pm – 7:00pm whereby 18% of daily staff arrive and between 7:00 – 8:00pm a similar peak in staff departures whereby 15% of staff leave. Again, the timing of these arrivals and departures likely reflect the handover from the dayshift to nightshift staff.

5.2 TOTAL PEOPLE ARRIVING AND DEPARTING

85TH PERCENTILE DAY 2025

5.2.1. Using the arrival and departure profiles for each of the elements of the Resort and applying them to the 85th percentile forecast visitors, a daily profile for total people can be calculated. The arrival and departure profile for visitors on Monday 14th July 2025 is shown in **Table 14**.

Table 14 Visitor Arrival and Departure Profile, 85th %ile Day, 2025

London Resort		Illustrative Non-Hotel Visitor Arrivals																TOTAL	MAX
	Total Arrivals	before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	
Main Gate	21,046	0	0	1684	3578	3157	2946	3367	2525	2105	1684	0	0	0	0	0	0	21046	3578
RD&E	2,167	0	0	0	43	152	173	43	22	43	87	368	758	433	43	0	0	2167	758
Waterpark	1,351	0	0	0	270	324	203	189	149	122	95	0	0	0	0	0	0	1351	324
Events	445	0	0	0	22	44	49	22	4	9	18	58	133	76	9	0	0	445	133
Hotels	2,871	0	0	0	57	144	287	431	431	574	431	287	144	57	29	0	0	2871	574
All Visitors		0	0	1684	3971	3821	3658	4053	3131	2853	2313	713	1035	566	81	0	0	27880	4053

London Resort		Illustrative Non-Hotel Visitor Departures																TOTAL	MAX
	Total Departures	before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	
Main Gate	21,046	0	0	0	0	0	0	0	0	0	2105	2525	2525	3367	2946	3788	3788	21046	3788
RD&E	2,167	0	0	0	0	0	0	43	152	173	43	22	43	87	368	758	433	2167	758
Waterpark	1,351	0	0	0	0	0	0	0	54	95	203	257	378	365	0	0	0	1351	378
Events	445	0	0	0	0	0	0	22	44	49	22	4	9	18	58	133	76	445	133
Hotels	2,978	30	60	149	149	298	357	506	476	298	298	149	149	60	0	0	0	2978	506
All Visitors		30	60	149	149	298	357	572	727	615	2671	2957	3105	3896	3373	4680	4297	27986	4680

5.2.2. The peak arrival time for visitors in 2025 is between 10am and 11pm, with the peak departure 7-8pm.

5.2.3. Similar to the analysis undertaken for visitors, the arrival and departure profile for staff working at the Resort and the Hotels can be applied to the total number of staff expected to work on a peak day to calculate the daily profile for total people, shown in **Table 15**.

Table 15 Staff Arrival and Departure Profile, 85th %ile Day, 2025

London Resort Illustrative Staff Arrivals		before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	TOTAL	MAX
Total Arrivals																				
Main Gate	3,342	167	668	334	167	334	167	167	167	334	334	167	167	0	0	0	0	167	3342	668
RD&E	1,448	217	72	275	261	14	14	14	261	14	14	14	29	116	14	72	14	29	1448	275
Waterpark	134	7	27	13	7	13	7	7	7	13	13	7	7	0	0	0	0	7	134	27
Events	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hotels	1,867	224	56	299	19	56	411	19	19	19	19	19	336	149	19	93	19	93	1867	411
All Visitors		615	824	921	453	418	599	207	453	381	381	207	539	265	33	166	33	296	6791	921

London Resort Illustrative Staff Departures		before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	TOTAL	MAX
Total Departures																				
Main Gate	3,342	1052	0	0	0	0	0	0	167	668	334	167	334	167	167	334	668	167	21046	4209
RD&E	1,448	14	14	14	14	14	14	14	14	188	261	14	14	261	14	29	188	362	1448	362
Waterpark	134	7	0	0	0	0	0	0	7	27	13	7	13	7	7	13	27	7	134	27
Events	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hotels	1,867	19	19	19	19	19	19	19	187	243	280	19	19	280	19	37	243	411	1867	411
All Visitors		1171	33	33	33	33	33	33	375	1126	888	207	381	714	207	414	1126	947	27541	5148

5.2.4. In 2025, the peak arrival staff for staff is between 9-10am, with peak departures 3-4pm and 10-11pm.

Table 16 Combined Visitor and Staff Arrival and Departure Profile, 2025

London Resort Illustrative Total Arrivals		before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	TOTAL	MAX
Total Arrivals																				
Main Gate	24,387	167	668	2,018	3,745	3,491	3,113	3,534	2,693	2,439	2,018	167	167	0	0	0	0	167	24387	3745
RD&E	3,614	217	72	275	304	166	188	58	282	58	101	383	787	549	58	72	14	29	3614	787
Waterpark	1,485	7	27	13	277	338	209	196	155	135	108	7	7	0	0	0	0	7	1485	338
Events	445	0	0	0	22	44	49	22	4	9	18	58	133	76	9	0	0	0	445	133
Hotels	4,739	224	56	299	76	200	698	449	449	593	449	306	480	207	47	93	19	93	4739	698
All Visitors		615	824	2605	4424	4239	4258	4260	3584	3233	2694	920	1574	832	114	166	33	296	34671	4424

London Resort Illustrative Total Departures		before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	TOTAL	MAX
Total Departures																				
Main Gate	24,387	1,052	0	0	0	0	0	0	167	668	2,439	2,693	2,860	3,534	3,113	4,122	4,457	167	42091	7997
RD&E	3,614	14	14	14	14	14	14	58	166	362	304	36	58	347	383	787	622	405	3614	787
Waterpark	1,485	7	0	0	0	0	0	0	61	121	216	263	392	371	7	13	27	7	1485	392
Events	445	0	0	0	0	0	0	22	44	49	22	4	9	18	58	133	76	9	445	133
Hotels	4,845	48	78	168	168	316	376	525	663	541	578	168	340	19	37	243	411		4845	663
All Visitors		1201	93	182	182	331	390	605	1102	1741	3559	3164	3486	4611	3580	5094	5423	999	55527	9445

5.2.5. Combining the resort visitors and staff indicates that the peak arrival time period is between 10-11am and peak departures are between 10-11pm as presented in **Table 16**.

85TH PERCENTILE DAY 2029

5.2.6. The same exercise has been undertaken for the predicted 85th percentile day in 2029 using the same arrival and departure profiles, with the addition of second gate, and applying them to the forecast visitors to calculate a daily profile for total people. The arrival and departure profile for visitors on Monday 9th July is shown in **Table 17**.

London Resort																					
Illustrative Total Arrivals																					
	Total Arrivals	before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	TOTAL	MAX	
Main Gate	23,343	189	757	1,943	3,514	3,312	2,927	3,318	2,536	2,334	1,943	189	189	0	0	0	0	189	23343	3514	
Second Ga	7,592	0	0	508	1,079	952	888	1,015	762	635	508	0	0	0	0	0	0	0	6346	1079	
RD&E	5,195	246	82	312	366	265	301	87	331	87	159	621	1,277	842	87	82	16	33	5195	1277	
Waterpark	1,389	7	29	14	256	313	194	182	144	126	102	7	7	0	0	0	0	7	1389	313	
Events	599	0	0	0	30	60	66	30	6	12	24	78	180	102	12	0	0	0	599	180	
Hotels	7,656	351	88	468	124	324	1,117	739	739	975	739	502	763	329	77	146	29	146	7656	1117	
All Visitors		794	956	3245	5369	5227	5493	5371	4517	4170	3474	1397	2416	1273	176	228	46	376	44528	5493	
London Resort																					
Illustrative Total Departures																					
	Total Departures	before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	TOTAL	MAX	
Main Gate	23,343	189	0	0	0	0	0	0	189	757	2,334	2,536	2,725	3,318	2,927	3,899	4,278	189	23343	4278	
Second Ga	7,592	0	0	0	0	0	0	0	0	0	635	762	762	1,015	888	1,142	1,142	0	6346	1142	
RD&E	5,195	16	16	16	16	16	16	87	265	498	366	52	87	437	621	1,277	924	481	5195	1277	
Waterpark	1,389	7	0	0	0	0	0	0	57	116	201	244	363	344	7	14	29	7	1389	363	
Events	599	0	0	0	0	0	0	30	60	66	30	6	12	24	78	180	102	12	599	180	
Hotels	7,872	79	128	277	277	524	623	870	1,084	875	934	277	277	538	29	59	380	644	7872	1084	
All Visitors		292	145	293	293	540	639	987	1655	2312	4500	3876	4226	5677	4551	6570	6855	1334	44745	6855	

- ## 85TH PERCENTILE DAY 2038

- Table 20** **Visitor Arrival and Departure Profile, 85th %ile Day, 2038**

London Resort																					
Illustrative Non-Hotel Visitor Arrivals																					
			before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	TOTAL	MAX
	Total Arrivals																				
Main Gate	30,227		0	0	2418	5139	4534	4232	4836	3627	3023	2418	0	0	0	0	0	0	0	30227	5139
Second Gate	11,237		0	0	899	1910	1686	1573	1798	1348	1124	899	0	0	0	0	0	0	0	11237	1910
RD&E	4,671		0	0	0	93	327	374	93	47	93	187	794	1,635	934	93	0	0	0	4671	1635
Waterpark	1,278		0	0	0	256	307	192	179	141	115	89	0	0	0	0	0	0	0	1278	307
Events	839		0	0	0	42	84	92	42	8	17	34	109	252	143	17	0	0	0	839	252
Hotels	4,714		0	0	0	94	236	471	707	707	943	707	471	236	94	47	0	0	0	4714	943
All Visitors			0	0	3317	7534	7173	6934	7656	5878	5314	4334	1375	2122	1171	157	0	0	0	52966	7656
London Resort																					
Illustrative Non-Hotel Visitor Departures																					
			before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00a	TOTAL	MAX
	Total Departures																				
Main Gate	30,227		0	0	0	0	0	0	0	0	0	3023	3627	3627	4836	4232	5441	5441	0	30227	5441
Second Gate	11,237		0	0	0	0	0	0	0	0	0	1124	1348	1348	1798	1573	2023	2023	0	11237	2023
RD&E	4,671		0	0	0	0	0	0	93	327	374	93	47	93	187	794	1,635	934	93	4671	1635
Waterpark	1,278		0	0	0	0	0	0	0	51	89	192	243	358	345	0	0	0	0	1278	358
Events	839		0	0	0	0	0	0	42	84	92	42	8	17	34	109	252	143	17	839	252
Hotels	4,930		49	99	246	246	493	592	838	789	493	493	246	246	99	0	0	0	0	4930	838
All Visitors			49	99	246	246	493	592	973	1251	1048	4963	5520	5690	7298	6708	9350	8540	110	53182	9350

- 5.2.12. It can be seen that the peak arrival for total visitors in 2038 is between 1-2pm, which is primarily due to hotel arrivals, and the peak departure is between 9-10pm. The arrival and departure profile for staff working at the Resort and the Hotels can be applied to the total number of staff expected to work on a peak day to calculate the daily profile for total people, shown in **Table 21**.

Table 21 Staff Arrival and Departure Profile, 2038

London Resort Illustrative Staff Arrivals		before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00p	TOTAL	MAX
Total Arrivals																				
Main Gate	4,019	201	804	402	201	402	201	201	201	402	402	201	201	0	0	0	0	201	4019	804
Second Gate	1,322	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RD&E	1,741	261	87	331	313	17	17	17	313	17	17	17	35	139	17	87	17	35	1741	331
Waterpark	143	7	29	14	7	14	7	7	7	14	14	7	7	0	0	0	0	7	143	29
Events	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hotels	2,927	351	88	468	29	88	644	29	29	29	29	29	527	234	29	146	29	146	2927	644
All Visitors		821	1007	1215	551	521	869	255	551	463	463	255	770	373	47	233	47	389	8831	1215

London Resort Illustrative Staff Departures		before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00p	TOTAL	MAX
Total Departures																				
Main Gate	4,019	201	0	0	0	0	0	0	201	804	402	201	402	201	201	402	804	201	4019	804
Second Gate	1,322	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RD&E	1,741	17	17	17	17	17	17	17	17	226	313	17	17	313	17	35	226	435	1741	435
Waterpark	143	7	0	0	0	0	0	0	7	29	14	7	14	7	7	14	29	7	143	29
Events	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hotels	2,927	29	29	29	29	29	29	29	293	380	439	29	29	439	29	59	380	644	2927	644
All Visitors		255	47	47	47	47	47	47	518	1439	1169	255	463	961	255	510	1439	1287	8831	1439

5.2.13. Peak staff arrival in 2038 is 9-10am, with peak departures equal 3-4pm and 10-11pm; this represents the shift patterns for staff.

Table 22 Combined Visitor and Staff Arrival and Departure Profile, 2038

London Resort Illustrative Total Arrivals		before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00p	TOTAL	MAX
Total Arrivals																				
Main Gate	34,246	201	804	2,820	5,339	4,936	4,433	5,037	3,828	3,425	2,820	201	201	0	0	0	0	201	34246	5339
Second Ga	12,559	0	0	899	1,910	1,686	1,573	1,798	1,348	1,124	899	0	0	0	0	0	0	0	11237	1910
RD&E	6,412	261	87	331	407	344	391	111	360	111	204	812	1,670	1,074	111	87	17	35	6412	1670
Waterpark	1,421	7	29	14	263	321	199	186	148	129	104	7	7	0	0	0	0	7	1421	321
Events	839	0	0	0	42	84	92	42	8	17	34	109	252	143	17	0	0	0	839	252
Hotels	7,641	351	88	468	124	324	1,115	736	736	972	736	501	763	328	76	146	29	146	7641	1115
All Visitors		821	1007	4532	8085	7694	7803	7910	6429	5777	4797	1629	2892	1545	204	233	47	389	61797	8085

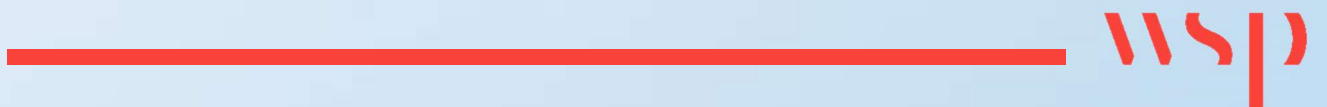
London Resort Illustrative Total Departures		before 8:00a	8:00a - 9:00a	9:00a - 10:00a	10:00a - 11:00a	11:00a - 12:00p	12:00p - 1:00p	1:00p - 2:00p	2:00p - 3:00p	3:00p - 4:00p	4:00p - 5:00p	5:00p - 6:00p	6:00p - 7:00p	7:00p - 8:00p	8:00p - 9:00p	9:00p - 10:00p	10:00p - 11:00p	11:00p - 12:00p	TOTAL	MAX
Total Departures																				
Main Gate	34,246	201	0	0	0	0	0	0	201	804	3,425	3,828	4,029	5,037	4,433	5,843	6,245	201	34246	6245
Second Ga	12,559	0	0	0	0	0	0	0	0	0	1,124	1,348	1,348	1,798	1,573	2,023	2,023	0	11237	2023
RD&E	6,412	17	17	17	17	17	17	111	344	600	407	64	111	500	812	1,670	1,161	529	6412	1670
Waterpark	1,421	7	0	0	0	0	0	0	58	118	206	250	372	352	7	14	29	7	1421	372
Events	839	0	0	0	0	0	0	42	84	92	42	8	17	34	109	252	143	17	839	252
Hotels	7,856	79	128	276	276	522	621	867	1,081	873	932	276	276	538	29	59	380	644	7856	1081
All Visitors		304	145	293	293	540	638	1020	1769	2488	6135	5775	6153	8259	6963	9860	9980	1398	62012	9980

5.2.14. Combining the resort visitors and staff in 2038 indicates that the peak arrival time period is between 10-11am and for peak departures is between 10:00-11:00pm; presented in Table 22.

5.2.15. Overall trends show that the peak arrival and peak departure times are the generally the same for both 2025 and 2029, when peak arrivals tending to be in the hour after The London Resort open to off-site visitors and peak departures tend to reflect changes in staff shifts and the closing of the leisure core. When specifically looking at visitors, it is noticed that the opening of the Second Gate brings forward the peak visitor departure hour to 9-10pm, from 10-11pm in 2025.

6

ASSUMPTIONS / NOTES



6 ASSUMPTIONS / NOTES

- 6.1.1. This SATD has been compiled to provide a high-level review of the information and numbers that will be used within the analysis of The London Resort. Whilst the data provided above is not an exhaustive list of the information used, it does provide a starting point to understand how total visitor and staff numbers have been compiled.
- 6.1.2. The information used within this note will be taken forward to be applied against the mode share and occupancy information outlined in TN3 and against the trip distribution in TN2 to ultimately determine the number of vehicles arriving and departing at The London Resort on our assessment day.
- 6.1.3. A number of key assumptions / notes have been applied and are as follows;
- The numbers above are total people only and do not take into account, buses / coaches / motorcycles or other modes of travel;
 - The total number of vehicles will be calculated using the mode share forecast within the supporting TN3; and
 - A reduction in the total number of staff has been applied to reflect The London Resort on-site housing capacity for approximately 1,800 staff in each assessment year.
- 6.1.4. WSP will assess the 85th percentile day in all assessment years, equivalent to Monday 14th July 2025, Monday 9th July 2029 and Monday 19th July 2038. It is noted that the 85th percentile day in 2025 and 2038 doesn't fall on a weekday and so the closest neutral weekday to the 85th percentile day has been chosen as this is considered to be robust when analysing the transportation impacts of The London Resort vehicle demand in addition to the existing highway network projections for the forecast years.
- 6.1.5. For on-site operational purposes, such as the management of car park demand and accumulation, WSP will consider the Peak Day attendance for both visitors and staff. The 85th percentile day is considered to be a robust assessment of transport impacts on the highway network and is representative of higher daily attendance than the average day.



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