

Minutes

Meeting:	Western Sydney Stadium CCC - Meeting 5
Date:	Monday, 3 December 2018
Location:	Macquarie Room, Level 1, Parramatta Library 1-3 Fitzwilliam St, Parramatta
Time:	5.00 – 6.45 PM
Independent Chair:	Darryl Watkins

Attendees	
Christopher Brown (member)	Angus Morten (Lendlease)
Paul Doorn (Venues NSW)	Kiara Neasy (Infrastructure NSW)
Raymond Haddad (member)	Finbar O'Donoghue (North Parramatta Residents Action Group)
Anthea Hall (City of Parramatta Council)	Megan Phelps (member)
Rhys Haynes (Parramatta Light Rail)	Marc Snape (Project Manager)
George Perry (VenuesLive)	Darryl Watkins (Independent Chair)
Brad Main (Parramatta Lions J AFC)	
Apologies	
Daryl Kerry (VenuesLive)	

Subject	Actions
1. Welcome & Induction The Chair welcomed members, and gave an acknowledgement of country.	➤ No actions.
2. Code of Conduct The Chair reaffirmed the code of conduct.	➤ No actions.
3. Meeting 4 – Action Items The Action Items from Meeting 4 were reviewed by the Chair. All of the action items have been concluded.	



<p>It was agreed that a link would be circulated to committee members once the final minutes of a meeting are posted online.</p> <p>Megan Phelps advised that the minutes are difficult to locate on the Infrastructure NSW project website, and made a number of suggestions that would make the minutes more accessible. Kiara Neasy committed to investigate possible changes to the website, including a link on the project home page to latest minutes</p>	<p>➤ Action: Chair to circulate.</p> <p>➤ Action: Kiara will investigate website changes.</p>
<p>4. Construction Update</p> <p>Angus Morten briefed the Committee with an update on the progress of the stadium construction. This was followed by a Q&A Session with the Committee.</p> <p>Chris Brown asked if the site will close down over Christmas.</p> <p>Angus advised that the team will work as many days as possible, so they will close down on allocated days, but otherwise will be working through the break.</p>	<p>➤ No actions.</p>
<p>5. Operational Briefing</p> <p>George Perry presented an operational briefing to the Committee. Darryl Watkins asked what the procurement process is for the Stadium, and whether it is Sydney, Australia wide, or a broader process.</p> <p>George advised that the process is as per the NSW Government's procurement guidelines. The geographic area is dependent on the existing market, but the looking for Western Sydney providers.</p> <p>Megan Phelps asked about the Furniture, Fixtures, Equipment procurement process.</p> <p>Paul Doorn advised there are three procurement processes. The hard, bolted down items are sourced by Lendlease. Anything brought in to the stadium is the responsibility of the operator. There has been earlier discussions about Populous interior designers.</p> <p>George noted that the procurement process has received good, positive attention from corporate providers.</p> <p>Megan observed that media coverage of the stadium has been relatively quiet recently.</p> <p>Ray Haddad noted that not many people are aware that the stadium will open soon, with the general impression that there is still a lot of work to go.</p> <p>Paul noted that this will change quickly once the landscaping and external work starts post-Christmas and New Year break. Currently still very much looks like a construction zone from the outside.</p> <p>During the phase between the operators taking ownership of the stadium and the first game, the stadium will hold events with Western Sydney</p>	



<p>Business Council, Western Sydney Dialogue, Western Sydney University and other.</p> <p>There will be a period that we are giving a discounted rate for first events as there is a good chance of teething issues. The operators will need to test small, medium and large events, community events or forums to test the kitchens, test fittings, test evacuation drills etc.</p> <p>There are a range of community events and sporting days that are planning to test the venue, but this is about testing the venue. Rates for these events will be negotiable. Not free, but these are testing opportunities for VenuesLive, and will have significantly discounted rates.</p> <p>Paul suggested that over the next 2 weeks, committee members could suggest ideas for organisations or events that may be interested in hosted an early event at the stadium. Mostly looking to test events with 50-100 guests.</p> <p>The Chair suggested reaching out to disability groups to test accessibility. This is a good opportunity for committee members to reach out to their community groups and build some excitement around the stadium.</p> <p>Kiara Neasy suggested that a CCC meeting could be held at the stadium meeting in April.</p> <p>Megan suggested the Westmead Redevelopment event with approximately 120 people.</p> <p>George noted that most of the staff will be trained at the ANZ stadium so that their first event won't be at Western Sydney Stadium, but the early events are as much about load testing the stadium as training staff.</p> <p>George advised that once the food and beverage strategy for the stadium is finalised, VenuesLive will present the strategy to this group.</p> <p>Anthea hall asked a question relating to the evaluation of the stadium, noting that the stadium will have real time data technology.</p> <p>George advised VenuesLive are working with a customer experience agency, and an IT agency. Some data feedback will be post-events, but as much as possible the operators are aiming to have pre or live feedback.</p> <p>Chris Brown asked whether VenuesLive is investigating hosting NRL finals at Western Sydney Stadium, with the closure of Sydney Football Stadium. George confirmed that yes this is being looked into.</p> <p>The Chair asked if there are opportunities for the committee to be more involved.</p> <p>Paul advised there are a number of opportunities that the committee will be able to contribute to, but the work is not yet ready. This work will likely be ready for the first CCC meeting of 2019.</p> <p>George asked committee members to consider wayfinding from Parramatta station for a future discussion. What works, what doesn't work?</p>	<p>➤ Action: CCC members to advise.</p> <p>➤ Action: VenuesLive to present strategy to CCC.</p> <p>➤ Action: Paul Doorn to advise opportunities.</p>
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<p>Paul noted that they are interested in the little subtleties about how people travel from the stadium to Eat Street. Discussions are currently underway with RMS about road closures and how pedestrian flows work. The discussions and plans will aim to avoid everyone leaving and heading back to their parked cars in the CBD.</p> <p>Ray Haddad asked if there will be enough parking. The challenge won't be for people travelling from the north, will be more from south west.</p> <p>Megan asked if there will be red buses as there are in the Olympic stadium.</p> <p>Paul noted that yes there will be, but the preference from an integrated ticketing experience would be to use existing transport services, versus creating new services. VenuesNSW are working with TfNSW to identify possible existing services, but at a higher frequency on event days.</p> <p>Paul advised the project team believes Parramatta fans will be ok. The bigger challenge exists with providing wayfinding for fans that have never been to Parramatta or the stadium before. These are matters currently being worked through, looking at what the data looks like, and the smart part is how we communicate that to fans.</p> <p>George committed to report back to the committee with the data once it's collated, and would be interested in CCC members' experience with who does wayfinding well.</p> <p>Megan advised Sydney Theatre Company, who send emails with transport options.</p> <p>Ray advised Dalton House sends emails advising which carpark is most appropriate for the venue you're heading to.</p> <p>George noted that the team is currently working off historical data for a 20,000 stadium, but will be planning for 30,000 visitors from all around.</p> <p>Paul advised there are 237 permanent accessible seats in the stadium, 24 accessible toilets throughout the stadium, 7 permanent disability parking spots and a further 13 spots that can be made available depending on the event being held. The project team is also looking at gender diverse visitors – in many venues there are Male bathrooms for those who identify as male, female for those who identify as female, and then disabled and gender diverse bathrooms. The operator is still working to find the solution to how it will be implemented.</p>	
<p>6. Communication with the Broader Community</p> <p>The Chair asked whether the CCC minutes could be shared in other locations to get to more members of the community.</p> <p>Paul suggested to keep the minutes in the one location but have community groups share the link.</p> <p>Chris Brown noted there are a number of community boards that Parra Council manage, which could host something. Anthea noted this may risk of</p>	



<p>confusing people, as Council have had feedback previously that people get confused which part of government to approach to find information.</p> <p>Kiara noted that Infrastructure NSW can include a permanent section in the project newsletter.</p> <p>Megan asked when naming rights will be announced. Paul advised there would be an announcement soon.</p> <p>Megan noted a lack of social media presence for the stadium.</p> <p>George advised that it has been a deliberate strategy while awaiting the naming rights.</p> <p>Anthea advised that Australia Day in could be an opportunity for the project to have a presence.</p> <p>Paul and Kiara committed to discussing possible pop up stalls for Parramatta Council events – Australia Day, Parramassala, and Trop Fest.</p> <p>The Chair asked if the committee could be made aware of announcements or events when announced, so that they can promote any updates in the community.</p> <p>Paul agreed, subject to confidentiality requirements.</p>	<p>➤ Action: Kiara to include in INSW newsletter.</p> <p>➤ Action: Paul and Kiara to discuss opportunity with Anthea.</p>
<p>7. 2019 Work Plan</p> <p>Marc will circulate the CCC Annual Survey to committee members.</p> <p>Megan asked whether there will be a post-occupancy review once the stadium has been used for a while, where the original team returns to revisit the performance against the objectives.</p> <p>Paul advised that is something in our business that is very much part of the process. There are numerous points where the performance of the project against objectives is reviewed. Not necessarily the architect, but more the design theory behind the stadium. Lessons learnt are constantly fed back in a cyclical process.</p> <p>Angus noted that the project brief for example is updated constantly.</p> <p>Paul noted that the opening event at the Perth Stadium had teething issues, but now, they are winning multiple awards for 'best new venue'. The networks of the CCC members could assist in identifying those issues.</p> <p>The Chair suggested that Daryl Kerry could feedback 'learnings from Perth opening' for the first meeting in 2019.</p> <p>Paul advised that Perth is the most modern and accessible stadium in the country now. In 2019, the operator will be really keen to hear what the community is saying.</p> <p>Megan noted that with all the other changes (e.g. Parramatta Light Rail) there will be a long bedding down period.</p>	<p>➤ Action: KJA to circulate survey.</p> <p>➤ Action: KJA to include on agenda.</p>



<p>The Chair also suggested a report back on the assessment of the design later in the year. Could also invite Marg Prendegas from TfNSW.</p> <p>Paul advised that through the CCC group, the operator won't be looking for formal research, but for actionable feedback from each event from different communities.</p> <p>Anthea advised that Council would be interested to look at pedestrian impact and interaction with Eat Street. Could possibly invite Parramatta Chamber of Commerce to discuss impacts on shop keepers. Council is very keen to make sure the city itself is activated by the stadium. May also be an option to have someone from Council present on the activation.</p>	<p>➤ Note.</p> <p>➤ Note.</p>
<p>8. 2019 Meeting Date</p> <p>Tentative meeting dates were set for 2019: 4 February, 15 April, 15 July, 14 October, 2 December.</p>	<p>➤ Action: Anthea Hall to book venue.</p>
<p>9. Final comments</p> <p>Kiara asked whether it would be possible to for the group to review the updated Communication Engagement Plan as part of the Conditions of Consent. Megan asked if the Urban Park would be included in that document?</p> <p>Paul advised he will investigate the possibility of sharing that document.</p> <p>Megan asked whether the Boulevard of Champions would still be going ahead.</p> <p>Paul advised that yes it is still going ahead, but the details are still being worked through.</p> <p>Angus advised that the interpretation strategy is being finalised. The heritage consultant is currently putting forward a strategy and selection criteria process on how the individuals will be selected. The heritage consultant has been involved from the beginning, and that will turn into an interpretation strategy.</p> <p>Paul noted the challenge is that historically the area is related to people who played sport in that space, and historically by males. The project team is looking for a broader interpretation, and deciding what the best way to start the project is, so that it can continue to be added to in the future.</p> <p>Angus advised it won't be solely NRL players, but goes back to when it was a raceway, and goes back to Aboriginal history in the area, so not just NRL or football.</p> <p>Megan asked if there's anything in the internal fitout that represents the heritage of the area.</p> <p>Angus advised that it is very hard to do that internally. Lendlease is currently looking at a mural of current sporting clubs in Western Sydney.</p>	<p>➤ Action: Paul Doorn to investigate sharing the Community Engagement Plan.</p>



Megan advised that Parramatta Two Blues are now Western Sydney Two Blues.	
10. CLOSE MEETING The meeting was closed at 6.45 pm.	

Western Sydney Stadium

Community Consultative Committee - meeting five
December 2018



All structural work is now complete. The roof fabric will be complete before Christmas.



Fitout works are continuing with food and beverage outlets being finished progressively. The flooring and joinery installation is well underway.



The external precinct works have started and commissioning activities have also commenced.



What's been happening onsite?

- 4,300 tonnes of steel has now been lifted into place
- Seat installation started in mid-October and already 15,000 seats have been installed
- Around 400 people continue to be on site everyday, including roofers, plumbers, electricians, tilers, plasterers and carpenters.



What's happening next?

- Closure of northern pathway for one week (Wednesday 5 December to Wednesday 12 December)
- Pedestrians be diverted via the 'Eels Place'
- Fitout works will continue until March 2019.



Questions





**Presentation to Community Consultation
Committee – 3 December 2018**

**WESTERN
SYDNEY
STADIUM**

KEY ACTIVITIES SINCE LAST MEETING - EVENTS

- Agreed to terms with Parramatta Eels
 - 9 matches in 2019 at Western Sydney Stadium
- Waratahs to play three matches in 2019
- Announced NRL 9s, to be conducted in mid-October 2019
- Wanderers will play their first against Leeds United (English Championship team)
 - July 2019
- Marketing of our non-event day Meetings & Special Events opportunities

KEY ACTIVITIES - PROCUREMENT:

- Key services
 - Ticketing
 - Security
 - Medical
 - Cleaning & Waste Management
- Major suppliers
 - Beer
 - Non-alcoholic beverages
 - Pies
 - Chips
- Furniture, Fixtures & Equipment

KEY ACTIVITIES - PLANNING:

- Council approvals – DA Consent
- Commissioning and testing – “Operational Readiness”
 - Equipment
 - Systems
 - People
 - Processes
- Transport, Traffic & Parking
 - Meeting with all agencies
 - Integrated ticketing

KEY OBJECTIVES FOR ACHIEVING OPERATIONAL READINESS

- Understand how the Stadium works (eg. building systems)
- Purchase and deploy FFE – hardware and software
- Train casual workforce
- Suppliers to install equipment and Stadium to be stocked
- Stock stadium with product and consumables
- Test key functional areas (eg. premium product, staffing, kitchens, security and control rooms)
- Test sub-contractors and agencies (eg. ticketing, security, medical, cleaning, transport)

TESTING SYSTEMS, PROCESSES, PEOPLE

- 3 ways to test:
 - Desktop testing – a walkthrough of simulated exercises or scenarios
 - Isolated – testing systems, equipment in situ but on their own
 - Test Events – testing a combination of components at the same time looking to replicate 'real' scenarios

TEST EVENTS AND ACTIVITIES

- Propose to conduct a series of test events and activities during the pre-operational period to ensure that all functional areas and equipment have been tested to ensure a smooth operation for the first event.
- These will include:
 - Functions
 - Sports event(s)
 - Community Open Day

KEY ACTIVITIES - PLANNING:

- Transport, Traffic & Parking
 - Meeting with all agencies
 - Integrated ticketing
- Wayfinding signage

CUSTOMER EXPERIENCE WORK

- Research from different stakeholders
 - Venue owner and operator
 - Event partners
 - Fans
 - Service providers – police, transport
 - Community
- Highlighted opportunities and pain points
- Now identifying what we can control, influence to eliminate the pain points and take advantage of the opportunities
- Look to work with event partners and agencies and commence to roll out these initiatives

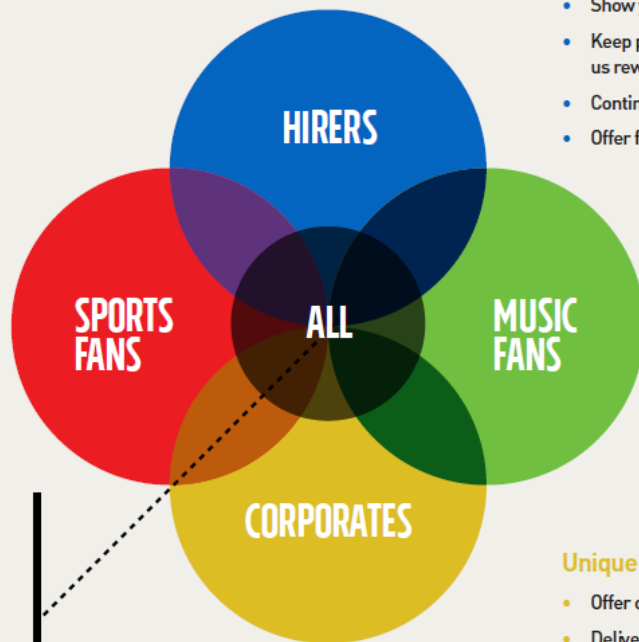
KEY LEARNINGS

Unique Sports Fan Key Needs

- Deliver a schedule that works for my family and I
- Make it feel like a packed home ground
- Involve me/my kids in creating lifetime memories
- Recognise my commitment & our traditions
- Help me not miss a minute of the game

ALL

- Make it easy to go/get home
- Give us familiar food & beverages at a fair price
- Help me make the most of the day/evening with a welcoming precinct
- Get me close to the action
- Reassure me you have safety & security covered



Unique Hirer Key Needs

- Help us create a family atmosphere
- Show you care about our fans with great customer service
- Keep pace with technology, making our fans lives easier and help us reward their loyalty
- Continue to build a trusting relationship with us
- Offer flexible commercial terms that help us all grow

Unique Music Key Needs

- Help me know what I'm getting with stress free ticketing
- Deliver a friendlier environment built for music and not a sporting facility in disguise
- Secure content I love

Unique Corporate Key Needs

- Offer our guests a premium and comfortable fit-out
- Deliver a consistent high quality service where they know us and what we like
- Enable greater choice to scale to our event goals and budget
- Continue to offer a supportive & flexible ops team
- Thoughtfully design for sharable moments from the tickets to the personalised merchandise

OUR OPENING YEAR INITIATIVES

Vision

To empower world class fan experiences

How we
will win

I BELONG HERE

'I was there' Moments

Get me on the Field

Get me Close to the Action

Scaled creative Fan Moments

Never Miss a Minute of the Action

Time saving Tech

Watch the Game Everywhere

For the Whole Family

Familiar and Affordable Food & Beverage

Passionate Knowledgeable Staff

Proactive Safety

WHERE MY TEAM THRIVES

Smarts to Grow with

Empower our event partners with data and
knowledge to grow

Sponsor Insights

Our Home Ground Advantage

Configure Stadium - Light, Sound, Smell

Athletes First

World Class Pitch

Enhancing Players' Experience

Better to be There

Member Advantage / Loyalty program

A 'MUST GO' DESTINATION

Celebrate What is Good about Western Sydney

Locally Sourced

Local Partnerships

Engagement & Branding

Signature West Only Food

An Enjoyable Pilgrimage

A Connected Journey

Integrated Transport

Ride Sharing Zones

A Great Day Out

Food Village

Kids Area creche, Kids activities , Grass Area

Enablers

Can Do People

+

Open Tech and Data

+

Scaled Stadia Operations



**WESTERN
SYDNEY
STADIUM**