



# Strategic Plan 2022-2027

*Vibrant precincts connecting people to world class sport and entertainment experiences*



GOVERNMENT OF  
WESTERN AUSTRALIA

VENUES WEST



We acknowledge the Whadjuk Noongar people as the Traditional Owners of the land upon which our venues stand and recognise their continuing connection to land, waters and culture.

We pay our respects to Elders past and present.

**Artwork by J.D. Penangke**

Our vision is clear

**To be Australia's leading provider of sport and entertainment venues and precincts.**



# Foreword

We are proud to present VenuesWest's Strategic Plan 2022-2027: "Vibrant precincts connecting people to world class sport and entertainment experiences".

Our vision is to be Australia's leading provider of sport and entertainment precincts and venues, while fulfilling our purpose of supporting high performance sport and delivering world class experiences.

Our aspirations over this five year horizon are bold and purposeful and we have set our direction with confidence after a challenging period.

VenuesWest's direct support of high-performance sport is at the core of who we are. Through our High Performance Sport Strategy we aim to enhance the performance of current and future Western Australian athletes by facilitating their ability to compete and train in their home State.

Athletes are supported by VenuesWest in their pursuit of high performance sporting success through the investment in facilities to meet national and international compliance, prioritisation of training and competition activities, support of pathways for international competition, bidding for and delivering national and international competition events, substantial subsidisation of competition and training in our venues, and our athlete ambassador program.

Through the delivery of world class experiences, our precincts and venues showcase Perth as a vibrant and liveable capital city and a desirable destination to enjoy major sporting and entertainment events.

Last year VenuesWest venues hosted some of the most iconic events in Western Australia's history including the coveted AFL Grand Final, played at Optus Stadium to a crowd of over 61,000 thrilled fans.

The successful delivery of events of this calibre has confirmed VenuesWest's and its Partners' ability to attract, secure and deliver major events for Western Australians and visitors to our State. Our focus over the next five years is to attract more world class events to our State.

We will work closely with our strategic partners to progress our master planning visions and support the long-term investment in and improvement of our precincts and venues.

Our portfolio will have a sustainable future to ensure continued commercial success enabling us to directly reinvest into our venues and continue to subsidise high performance sport.

Over the last two challenging and uncertain years our people have embraced change, strengthened their resilience and sharpened their focus. We have emerged stronger and with a renewed desire to lead the way and achieve our bold ambitions.

We are confident in our people and believe in their capability to position us as Australia's leading provider of sport and entertainment precincts and venues.

We look forward to delivering on the vision, purpose and long-term direction outlined in this plan to ensure that all Western Australians will continue to experience iconic sporting and entertainment events at our precincts and venues, benefitting our State's vibrancy, social connections and economy.



**Mary Anne Stephens**

Chair



**David Etherton**

Chief Executive Officer

VenuesWest has a proud history of successfully delivering world class sport and entertainment experiences and hosting major events at our precincts and venues for Western Australians and visitors to our state.

**We will build on this success for future generations.**

## Who we are

VenuesWest owns and manages Western Australia's best sport and entertainment venues on behalf of the State Government. Established in 1986, under *the Western Australian Sports Centre Trust Act*, VenuesWest is governed by a Board appointed by and responsible to the Minister for Sport and Recreation.

VenuesWest delivers world class sport and entertainment experiences through the optimisation of its assets. Our entertainment venues, facilities and precincts host major national and international artists enabling Western Australians and visitors to the state to enjoy world class experiences.

We directly support high performance sport by providing training and competition facilities, direct subsidies to sports on venue and event costs, and through the provision of accessible high performance sport experiences for the community. VenuesWest's direct support of high performance sport is at the core of who we are; we pride ourselves on the delivery of high performance training and competition facilities, and inspiring and facilitating pathways to success for all Western Australians.



2021 AFL Grand Final  
Optus Stadium

# Our Portfolio

Our portfolio is valued in excess of \$1.6 billion, currently consisting of four precincts which are home to 13 venues located across the Perth metropolitan area including the 60,000 seat Optus Stadium and 16,500 seat RAC Arena situated in the heart of the entertainment precinct. The corporate office is located adjacent to HBF Stadium within the High Performance Sport precinct.

Our Master Planning Framework provides a clear vision for investment and development to meet the needs of current and future generations.

**1. Portfolio** – meeting the existing and future high performance sport and entertainment needs of Western Australians

**2. Precinct** – four precincts each with a distinct vision

-  Home of **High Performance Sport precinct**
-  **Stadium precinct**
-  **Entertainment precinct**
-  Emerging **Urban Sports precinct**

**3. Venue** – specialist venues that provide specific and targeted facilities that allow WA based athletes to train and compete in WA.



# Our Culture and the Venueswest Way

The VenuesWest way guides the way we work, the values and behaviours are modelled by our leaders and provide guidance to our people on the way things are done at VenuesWest. They ensure that as an organisation we are focused on achieving our objectives together.



## We deliver safely

We ensure a safe and secure environment is in place for everyone in our precincts and venues, we respect and look out for each other.



## We act like owners

We are proud of who we are and what we do and believe that every customer contact is a chance to shine and create positive and memorable moments.



## We champion dreams

Whether it's competing at the highest level for your sport, cheering your child on at their first ever sports competition or being there, front and centre at a major concert, we make it possible and bring it to life.



## Together we win

By working collaboratively and supporting each other we will achieve success.



## We celebrate success

We celebrate our achievements, learn from challenges and continue to grow and evolve.



# Our Customers

We put our customers at the centre of everything we do and deliver exceptional experiences across our venues every day. Each year we welcome millions of people to our precincts and venues, including:



**HIGH PERFORMANCE ATHLETES**  
TRAINING TO BE THE BEST



**HIGH PERFORMANCE SPORTING TEAMS**  
COMPETING AT OR IN STATE AND NATIONAL COMPETITIONS



FAMILIES AND FRIENDS CONNECTING THROUGH  
**LIVE SPORT AND ENTERTAINMENT EVENTS**



PEOPLE OF ALL AGES PARTICIPATING IN  
**PHYSICAL FITNESS AND SPORTING ACTIVITIES**



STUDENTS OF ALL AGES  
**COMPETING WITH THEIR PEERS AND RIVAL SCHOOLS**



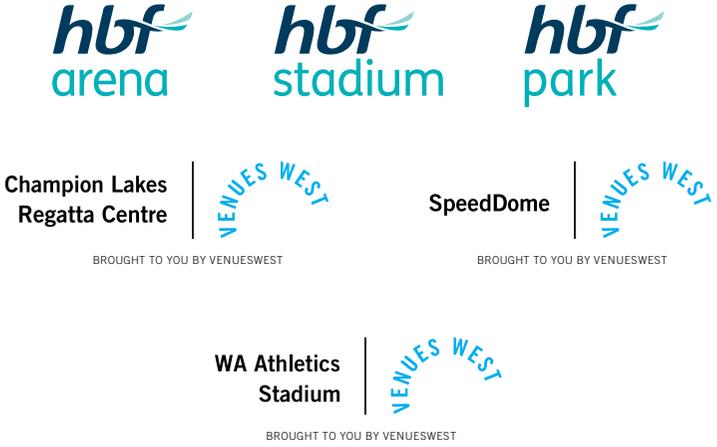
CHILDREN  
**DEVELOPING THEIR CONFIDENCE AND SKILLS**

Together with our state and national sporting associations we collaborate to ensure the ongoing development of our venues positions Perth to attract and host more state, national and international sporting events.

We recognise the important role state and national sporting associations, as well as local clubs, have in optimising the use of our venues and facilitating pathways to sporting success for all Western Australians.

# Our Business Model

VenuesWest uses four management models across its portfolio of venues and we adopt the model that best delivers on our strategic objectives in the most effective and efficient way.

<p><b>VenuesWest Managed</b></p>	<p>Suitable at venues where VenuesWest has the knowledge, experience and capacity to manage the operations and directly support high performance sport. Under this model, VenuesWest regularly partners with private sector suppliers to deliver services such as ticketing, cleaning, turf management, catering and security.</p>	 <p>Champion Lakes Regatta Centre   VENUES WEST BROUGHT TO YOU BY VENUESWEST</p> <p>SpeedDome   VENUES WEST BROUGHT TO YOU BY VENUESWEST</p> <p>WA Athletics Stadium   VENUES WEST BROUGHT TO YOU BY VENUESWEST</p>
<p><b>Co Managed</b></p>	<p>Suitable at venues where there is a primary tenant and/or sport responsible for most of the usage. It is also available to host a variety of events involving multiple hirers.</p>	 <p>Bendat Basketball Centre   VENUES WEST BROUGHT TO YOU BY VENUESWEST CO-MANAGED WITH BASKETBALL WA</p> <p>Gold Netball Centre   VENUES WEST</p>
<p><b>Partner Managed</b></p>	<p>Used where venues are best managed by experienced commercial partners in the industry. In this model the operator is responsible for securing content and meeting key performance indicators.</p>	 <p>RAC Arena   OPTUS STADIUM</p>
<p><b>Lease Agreement</b></p>	<p>This model is suitable for use in single purpose venues with a sole tenant. A lease is provided to the tenant in line with the objectives for that venue.</p>	 <p>WAIS High Performance Service Centre   VENUES WEST BROUGHT TO YOU BY VENUESWEST</p> <p>WA Rugby Centre   VENUES WEST BROUGHT TO YOU BY VENUESWEST</p> <p>PERTH Motorplex KWINANA BEACH AUSTRALIA</p>

# Our Strategic Framework

## VISION

**To be Australia's leading provider of sport and entertainment venues and precincts**

## PURPOSE

**To support high performance sport and deliver world class experiences**

We make a difference by:

Striving to meet world class competition standards for our venues

Ensuring our venues enable high performance athletes and teams to train and compete in Western Australia

Leveraging our position to bring world class sport and entertainment events to Western Australia

Making our precincts synonymous with Perth as a vibrant and lively capital city

## THE VENUESWEST WAY



**We deliver safely**



**We act like owners**



**We champion dreams**



**Together we win**



**We celebrate success**

## STRATEGIC OBJECTIVES

### 1. Support of High Performance Sport and its evolution in WA

We directly support high performance sport and facilitate national and international competition events in WA.

### 2. Exceptional Customer Experiences

We grow and evolve to keep pace with our customers' needs, and to inspire, delight and create memorable moments.

### 3. World Class Portfolio of Sport and Entertainment Precincts and Venues

Our Master Planning Framework and Concept Plans provide a clear vision for investment and development to meet the needs of current and future generations.

### 4. Achieve Financial Sustainability

Our focus is to grow capability and revenue to return to long term organisational sustainability as a result of robust financial management.

### 5. An Agile Organisation

Our people are supported to be the best they can be through embracing change, innovation and a growth mindset.

### 6. Safe and Secure Venues and Workplaces

We are dedicated to maintaining safe and secure environments for our people, stakeholders and patrons.

# 1. Support of High Performance Sport and its evolution in WA

**Desired outcome: By 2027 high performance sport will be the key driver for investment into our venues.**

High Performance Sport is at the core of why we exist; our venues are built to host national and international sporting competitions and play an important role in enabling Western Australian athletes to train and compete at home, providing access to high quality training and competition facilities and pathways for sporting success and for community participation.

At VenuesWest we host over 30 sporting and fitness activities at our venues and are continuously balancing the priorities of the various groups.

Together with our state and national sporting associations we will define shared goals and ensure that the ongoing development of venues, positions Perth well to attract and host an increased number of national and international sporting events.

## Opportunities

- Event owner changes for future Olympics, Paralympics and Commonwealth Games to decrease cost to host (event focus, mixed sport, gender equality, urban sports)
- Investment in youth sports
- Regional pathways are strong
- Potential to grow support of sports

## Strategic Initiatives

- 1.1. Build strategic relations with key stakeholders to maximise mutual benefits and outcomes.
- 1.2. Collaborate with partners to attract more national and international sporting events/competitions and facilitate increased high performance training hours.
- 1.3. Grow the capacity to support new and emerging sports as part of the targeted sports assessment and master planning to guide our long-term investment decisions.
- 1.4. Support our high performance targeted sports with the right infrastructure to meet their needs.

## Challenges / Risks

- Key competitors actively pursuing funding in other jurisdictions
- Competition for talent in WA
- Evolving standards for high performance sports at training and competition levels
- Low availability of infrastructure to invest in youth sports
- Decline over next decade if current levels of funding are retained
- Ethical considerations for youth sports

## Measures

- High performance training and competition hours
- The subsidy that VenuesWest provides to high performance sport for training and competition
- Number of high performance sporting competitions hosted
- Number of targeted sports supported
- High performance user satisfaction

## 2. Exceptional Customer Experiences

**Desired outcome: By 2027 VenuesWest will be renowned for its exceptional customer experience and putting the customer at the centre of the venue experience.**

At VenuesWest, we want our customers to have outstanding experiences, every time at every venue. As we move towards 2027, we will ensure a seamless and personalised experience to meet the growing expectations of our seven million plus annual customers, including the ability to interact and self-serve in real time. To do this we will understand our customers' journeys through our venues and engage with them and our hirers to co-design customer centric experiences. Investment in digital platforms and supporting technology will enhance the venue experience and bring increased efficiencies into our operations.

The growing diversity of consumer demands and the pressure to contain the cost of attending sport and entertainment events is a challenge that we will address. As expectations change, we will continuously seek and act on feedback from our customers and stakeholders. Ongoing collaboration with our partners, providers and stakeholders will be critical to our success.

### Opportunities

- Digital interactions
- Creating an experience, not just an event
- Growing audiences/attendance in existing (BBL, A-League, Super Netball League, AFLW, Rugby Union, AFL, NBL, WNBL) and new franchises (NRL).
- Increased site attractions to draw in customers outside of large events
- Urban sport growth

### Strategic Initiatives

- 2.1. Continuously improve customer satisfaction and customer advocacy for our venues, events, programs and services.
- 2.2. Continuously strengthen internal customer service performance utilising customer research feedback.
- 2.3. Adopt digital strategies and technologies to enhance the venue experience, operations and customer experience.
- 2.4. Engage our hirers and customers to design innovative customer centric experiences.
- 2.5. Ensure our commercial product offerings are relevant, profitable and continuously evolving.
- 2.6. Identify, generate and celebrate sustainability and environmental commitments implemented.

### Challenges / Risks

- Casual staff shortages and retention of permanent staff
- Uncertainty around borders and changes in consumer buying patterns
- Need for ongoing capital investment
- Attraction of entertainment events/acts in current climate
- Environmental challenges – net zero goals
- Event and infrastructure funding from the State to match funding for competitors
- Artist residencies in other states

### Measures

- Patron numbers
- External customer satisfaction
- Internal customer satisfaction
- Stakeholder satisfaction

# 3. World Class Portfolio of Sport and Entertainment Precincts and Venues

**Desired outcome: By 2027 VenuesWest’s portfolio, precincts and venues will create city defining destinations and will have sustainable investments for its world class venues.**

Over the next five years, VenuesWest must secure additional investment to ensure it can deliver world class venues that meet the needs of diverse audiences and talent. Our portfolio, precincts and venues are diverse, and consideration of how capital investment should be applied to maintain training and competition standards and commercial capacity is essential.

Master planning will guide investment and development decisions across the portfolio and ensure that all venues are accessible, safe and secure.

VenuesWest will work closely with our strategic partners to ensure investment in our venues attracts new opportunities to host world class events through the development and implementation of a venue-led strategy.

## Opportunities

- Master Plans that guide long term investment decisions by the State
- Further activation of Stadium Park – water-based tours, outdoor concerts, go-karts
- MASE – Improve arrival experience at Optus Stadium
- Investment in capital improvement and innovation to generate commercial outcomes

## Strategic Initiatives

- 3.1. Substantially increase investment and capital spend in alignment with SAIP and master plan visions.
- 3.2. Ensure facilities are fit for purpose, inclusive and safe physically and culturally.
- 3.3. Drive a venue-led strategy to attract world class sport and entertainment events and visitors to Perth.
- 3.4. Build capacity to assess and implement changes to the portfolio (as a result of growth and change in the nature of assets and functions managed).

## Challenges / Risks

- Optus Stadium site conditions
- Global terrorism threats
- Increased mental illness threats
- Insufficient funds to address capital maintenance
- Construction boom causing struggle to get labour, resources and materials

## Measures

- World class training and competition venues
- Number of world class entertainment events hosted
- Capital spend ratio
- Unscheduled downtime
- Environmental efficiency rating

## 4. Achieve Financial Sustainability

**Desired outcome: By 2027, VenuesWest will be recognised for its dynamic capabilities, financial and organisational sustainability and reinvestment into State-owned venues.**

The sport and entertainment industry has been hardest hit by the pandemic. During the life of this Plan, the State will establish a new normal and a stabilisation of conditions is expected. Perth will then compete with destinations that actively pursue sport and entertainment events with significant major event funding. Event organisers will demand more value for money along with a superior customer experience. To attract high quality events, we will need to be active and responsive to the requirements of the marketplace. Creativity and innovation in exploring and growing commercial revenue across all areas of the business will be required.

Targets will be set and monitored to ensure we are on track to remain sustainable, and any commercial success will enable reinvestment into our venues and the direct support of high-performance sport.

We will continue to be fiscally responsible and optimise the maintenance expenditure across the portfolio.

### Opportunities

- Desire by performing artists to return to touring
- Stabilisation of sporting seasons and fixtures
- Pent up demand
- Support of industry recovery
- Return to profitable outcomes and a reduction in the reliance on government support.

### Strategic Initiatives

- 4.1. Maximise commercial opportunities, through high profile and world class events.
- 4.2. Optimise the use of venues, facilities and precincts to support high performance sport and maximise return to the portfolio.
- 4.3. Invest to realise cost savings and maximise revenue opportunities.
- 4.4. Ensure new additions to the portfolio of venues are appropriately planned and resourced.

### Challenges / Risks

- Rebuilding consumer confidence
- Rebuilding promoter/event organiser confidence
- A flood of content may overwhelm market and its capacity to pay
- Simultaneous events at different venues during workforce shortages

### Measures

- Revenue
- Appropriation to revenue ratio
- EBITDA
- Commercial expense ratio
- Spend per patron

## 5. An agile organisation

**Desired Outcome: By 2027, VenuesWest will be a place where the very best people will aspire to work.**

Workforce agility is needed now more than ever. Our ability to alter direction or adjust our operations to remain successful is essential. Our workforce needs to swiftly adapt to the changing needs of customers, employees and the marketplace – change is constant and will continue to occur at pace.

VenuesWest is deliberately embracing a growth mindset. Our agile workforce offers opportunities to grow and learn and we will be known to be outcome driven, creative, adopters of new technologies and dedicated to a culture of trust and continuous learning and innovation.

The roles of our people will change over the course of the next five years, as will our operating environment, and our commitment to development will lift our capability and ensure VenuesWest is equipped more than ever to respond to the ever-changing environment.

### Opportunities

- Recruit and develop talent in the WA sport and entertainment industry
- Post pandemic environment provides access to new people/skills

### Strategic Initiatives

- 5.1. Drive a culture focused on wellbeing, collaboration and achievement.
- 5.2. Develop the core capability and skills of our people in an ever-changing environment.
- 5.3. Pursue continuous improvement and innovation.
- 5.4. Realise enhanced organisational capability and sustainability over time.
- 5.5. Develop and implement a five-year Workforce Plan.
- 5.6. Continue to build a physically and culturally safe and inclusive workplace.

### Challenges / Risks

- Casual staff shortages and retention of permanent staff is a global issue.
- Difficulties attracting skilled migrant workers

### Measures

- Culture score
- Skills growth measures

# 6. Safe and Secure Venues and Workplaces

**Desired Outcome:** VenuesWest remains dedicated to protecting the health, safety and welfare of patrons, staff and stakeholders by maintaining a safe and secure environment and employing the highest professional standards across our policies, procedures, systems and infrastructure.

## Opportunities

- Building stakeholder and patron confidence in VenuesWest’s safe and secure precincts and venues.
- Technological advances that enhance security capabilities
- Developing the workforce’s knowledge of the Workplace Health and Safety Legislation
- Continual improvement of risk and safety practices
- Maintaining and leveraging relationships across the public and private sectors to access both support and expertise.

## Strategic Initiatives

- 6.1. Ensure venues are fit for purpose, physically and culturally safe for patrons, stakeholders and staff.
- 6.2. Drive a public safety and security focus within the organisation.
- 6.3. Develop an organisation wide training program targeted at improving public safety and security.
- 6.4. Leverage available technology to improve public safety and security outcomes.

## Challenges / Risks

- Adequate resourcing with a focus on expertise and capability
- Right technology and skill set
- Being ahead of evolving threats
- Ongoing capital and operational investment to support the strategic objectives
- Long term planning and prioritisation

## Measures

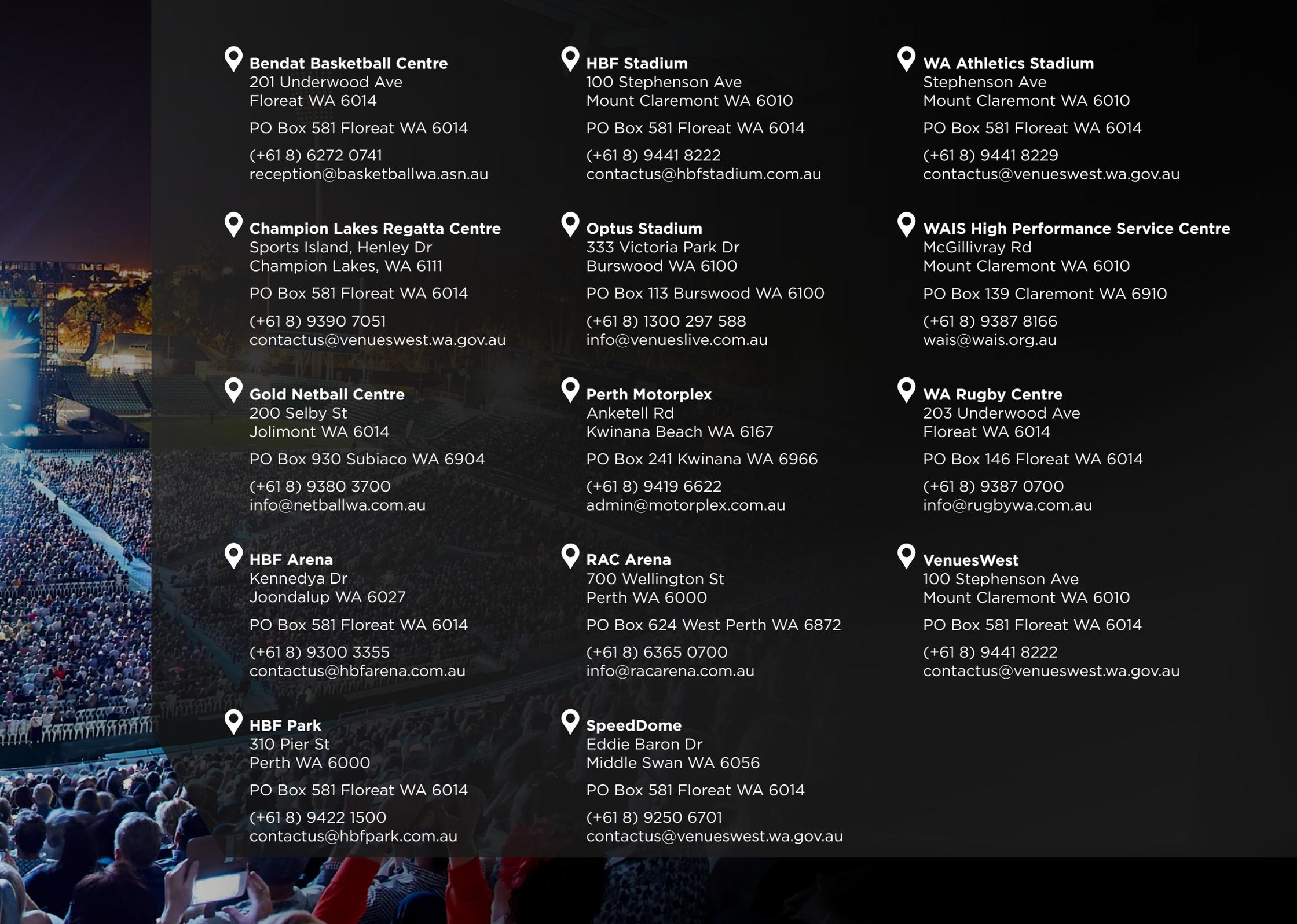
- Safety measures
- Preparedness measure

A wide-angle, high-angle photograph of a massive crowd at a concert at night. The audience is seated in a large stadium, filling the foreground and middle ground. In the background, a city skyline is visible under a dark sky, with several tall buildings illuminated. A large stage structure is visible on the right side of the image, with bright lights emanating from it. The overall atmosphere is vibrant and energetic.

# Our people define our success.

We will provide an open and agile environment enabling our people to lead the way and collectively make a difference to the lives of Western Australians.

2019 Elton John Farewell Yellow Brick Road Tour  
HBF Park



**Bendat Basketball Centre**  
201 Underwood Ave  
Floreat WA 6014  
  
PO Box 581 Floreat WA 6014  
  
(+61 8) 6272 0741  
reception@basketballwa.asn.au

**HBF Stadium**  
100 Stephenson Ave  
Mount Claremont WA 6010  
  
PO Box 581 Floreat WA 6014  
  
(+61 8) 9441 8222  
contactus@hbfstadium.com.au

**WA Athletics Stadium**  
Stephenson Ave  
Mount Claremont WA 6010  
  
PO Box 581 Floreat WA 6014  
  
(+61 8) 9441 8229  
contactus@venueswest.wa.gov.au

**Champion Lakes Regatta Centre**  
Sports Island, Henley Dr  
Champion Lakes, WA 6111  
  
PO Box 581 Floreat WA 6014  
  
(+61 8) 9390 7051  
contactus@venueswest.wa.gov.au

**Optus Stadium**  
333 Victoria Park Dr  
Burswood WA 6100  
  
PO Box 113 Burswood WA 6100  
  
(+61 8) 1300 297 588  
info@venueslive.com.au

**WAIS High Performance Service Centre**  
McGillivray Rd  
Mount Claremont WA 6010  
  
PO Box 139 Claremont WA 6910  
  
(+61 8) 9387 8166  
wais@wais.org.au

**Gold Netball Centre**  
200 Selby St  
Jolimont WA 6014  
  
PO Box 930 Subiaco WA 6904  
  
(+61 8) 9380 3700  
info@netballwa.com.au

**Perth Motorplex**  
Anketell Rd  
Kwinana Beach WA 6167  
  
PO Box 241 Kwinana WA 6966  
  
(+61 8) 9419 6622  
admin@motorplex.com.au

**WA Rugby Centre**  
203 Underwood Ave  
Floreat WA 6014  
  
PO Box 146 Floreat WA 6014  
  
(+61 8) 9387 0700  
info@rugbywa.com.au

**HBF Arena**  
Kennedy Dr  
Joondalup WA 6027  
  
PO Box 581 Floreat WA 6014  
  
(+61 8) 9300 3355  
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**RAC Arena**  
700 Wellington St  
Perth WA 6000  
  
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**HBF Park**  
310 Pier St  
Perth WA 6000  
  
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(+61 8) 9422 1500  
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**SpeedDome**  
Eddie Baron Dr  
Middle Swan WA 6056  
  
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VENUES WEST

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