

Minutes

Meeting:	Western Sydney Stadium CCC - Meeting 3
Date:	Monday, 2 July 2018
Location:	Macquarie Room, Level 1, Parramatta Library 1-3 Fitzwilliam St, Parramatta
Time:	5.00 – 7.00 PM
Independent Chair:	Darryl Watkins

Attendees	
Christopher Brown (member)	Kiara Neasy (Infrastructure NSW)
Raymond Haddad (member)	Finbar O'Donoghue (member)
Daryl Kerry (VenueLive)	Marc Snape (Project Manager)
Brad Main (Parramatta Lions JAFC)	Darryl Watkins (Independent Chair)
Angus Morten (Lendlease)	Pat Wilson (Venues NSW)
George Perry (VenuesLive)	
Apologies	
Paul Doorn (Venues NSW)	Megan Phelps (member)
Anthea Hall (City of Parramatta Council)	

Subject	Actions
<p>1. Welcome & Induction</p> <p>The Chair welcomed members, and gave an acknowledgement of country. Paul Doorn, Anthea Hall and Megan Phelps' apologies were noted.</p>	➤ No actions.
<p>2. Code of Conduct</p> <p>The Chair reaffirmed the code of conduct.</p>	➤ No actions.
<p>3. Meeting 2 – Action Items</p> <p>The Action Items from Meeting 2 were reviewed by the Chair. All of the action items have been concluded.</p> <p>The operational briefing is included on the Meeting 3 agenda.</p>	➤ No actions.



<p>Digital versions of the project newsletter were circulated to all committee members.</p> <p>The City of Parramatta Council briefing on the Western Sydney Stadium is booked for 6 pm, 15th August 2018.</p>	
<p>4. Construction Update</p> <p>Angus Morten gave the Committee a brief update on the progress of the stadium construction was given.</p> <p>The construction of the stadium is still on target and on track to be completed at the end of March 2019.</p> <p>Land works is underway with the landscaping of the site being prepared.</p> <p>On the main concourse level, the public will start seeing a pod under construction in the southern area. Construction activity will include stairs, bulk excavation, the southern carpark and construction of an access road along the southern end. There will still be 350 parking spots. Lendlease is currently working with the Parramatta Park Trust to minimise disturbances during the construction process.</p> <p>Most of earthworks have now been completed, with a little bit of backfilling still to be done. Progress has been made up through to the north towards finishing the car parking and landscaping.</p> <p>By October the roof will be finished, and the turf and playing field will be completed after that.</p> <p>Angus advised the roof fabric gets installed with quite a yellow colour, however the sun bleaches the material quite quickly to white.</p> <p>Clear plastic fabric will also be installed on the roof to allow sunlight through to the pitch.</p> <p>Chris Brown asked if anyone is notifying the commuters of upcoming disturbances in the carpark.</p> <p>Angus responded that Lendlease are working with Parramatta Parklands Trust to develop 2 or 3 stages, staging timing and gaining access to lease line. Timing will be planned so that the construction team can get access and the stages are best designed around Parramatta Park events such as Parramasala, through to the end of January and February.</p> <p>Angus noted that the carpark is open to anyone, and that it is a paid carpark.</p> <p>The Chair asked if any notices will be or had been developed in relation to the carpark users.</p> <p>Angus advised that yes, notices and flyers will be distributed prior to changing anything.</p> <p>Kiara Neasy asked about the total number of car spaces actually being occupied in the southern carpark during construction.</p> <p>Angus Morten advised that approximately 100 carpark spaces will be occupied.</p> <p>The Chair asked a question on behalf of Megan Phelps, concerning two ball courts that appear in the artist impressions of the stadium.</p> <p>Angus Morten advised that all of the play equipment and the public café, will be activated on days when games are not occurring.</p>	



<p>All matters concerning the Construction aspect of the project, including the courts, will be in the hands of Lendlease. Maintenance and management will be handled by VenuesLive.</p> <p>Raymond Haddad asked who he or others could speak to regarding building or leasing the café or other businesses in the stadium and surrounds.</p> <p>Pat Wilson advised that all of those business enquiries are to be directed towards VenuesLive. Pat also noted that they do have their own internal caterers, but can look to partner with local businesses on food offerings. Pat also noted that a section of O'Connell Street is under Parramatta Park land.</p> <p>Angus Morten advised that an agreement between Parramatta Park Trust and VenuesLive will be developed in relation to the maintenance of O'Connell Street land.</p> <p>Pat Wilson noted that obviously around events he and the other members will require that space for queuing and general operation uses etc.</p> <p>Raymond Haddad asked if the southern carpark would have the same access point being used as before, and whether traffic would be able to turn left or right out of the carpark.</p> <p>Angus Morten advised yes it would be the same access point, but they are looking at installing a set of traffic lights to better manage traffic flow. Angus advised he would take on notice the question of whether traffic would be able to turn left or right out of the southern carpark, and advise on the RMS agreement.</p> <p>Angus Morten advised that the southern carpark is currently 'left in, left out', and that the Lendlease team is looking at it currently, however ultimately it's subject to RMS approval.</p> <p>The Chair noted that there was a good article in the paper on the stadium.</p> <p>Angus Morten said that they had a topping off ceremony, which was a good milestone. Stuart Ayres was in attendance and they received good positive feedback.</p> <p>Daryl Kerry from VenuesLive then arrived at the meeting.</p>	<p>➤ Question on Notice: Lendlease to advise.</p>
<p>5. Operational Briefing</p> <p>Pat Wilson started the operational briefing, informing the group about the appointment of VenuesLive. Pat explained that Venues NSW have been working "hand in glove" with Daryl and his team on a daily basis.</p> <p>From a contract point of view, VenuesLive are required to supply 25 operational plans over next phase. These include: a procurement plan; WH&S plan; a staff training plan; and an emergency plan, among others.</p> <p>The formal handover working date is the 28th March 2019. Working back from that date, Daryl and his team have produced a chart of what needs to happen leading up to that handover.</p> <p>VenuesLive is now required to procure a number of things including naming rights, venue hire rights and user rights. The progress on this front will be monitored through fortnightly meetings with Daryl and his senior team.</p> <p>Pat Wilson informed the committee that from a Venues NSW perspective, everything is going to plan.</p> <p>Daryl Kerry then thanked the committee for the opportunity to brief them on the operation of the Western Sydney Stadium.</p>	<p>➤ No actions.</p>



Daryl advised that VenuesLive is an operating company that largely specialises in managing stadia or venues typically for a client that is primarily Government or Council.

VenuesLive is very familiar with the government arrangements that tend to work most effectively in these situations. For Western Sydney Stadium, Venues NSW ran a procurement process and VenuesLive were selected.

Daryl noted that obviously VenuesLive will need to do an incredibly good job of managing not just this venue on behalf of Pat Wilson and Paul Doorn and the community, but will also need to integrate well with all parts of the NSW Government's policy surrounding stadia.

Up until recently all projects have been run independently, but now VenuesLive is looking at a much more coherent strategy.

VenuesLive and the people that own and operate the organisation have been around for a long time, with some experience with the opening of new stadiums, most recently opening Optus Stadium in Perth.

The experience on the Perth stadium started about 18 months out from opening without a single employee. The stadium was completed and VenuesLive got it to the handover stage.

As an organisation, VenuesLive have got a huge amount of intellectual property and experience. This doesn't always make the process easier as these projects are challenging, but it's something VenuesLive loves doing and feels enormously privileged to do so.

Daryl noted that these projects live and die by whether they have been embraced by the community or not, and assured the Committee that the community can rest assured that is one of the key things in his mind.

Daryl advised that not having been involved in the early design and construction phases, VenuesLive have come in with the stadium half built and certainly all designed, so the first task was getting down to micro details of the intent of the design. The board was asked to allow 3-4 weeks to do a gap analysis on how VenuesLive usually like to operate a stadium, and how this stadium has been designed.

VenuesLive do not expect to find any major gaps, as all the people involved in the process are highly regarded.

In terms of process management, VenuesLive is currently working with everything around the process and starting to identify staffing structures as well as individuals, which is starting to take shape. A pre-operation plan is in place and that takes the VenuesLive team through to the 28th March.

Prior to that date there is not a lot of guaranteed access to the site, so VenuesLive are currently working to identify how long is needed after that date to ensure the stadium can be operating ASAP.

Daryl advised that at the core of pre-operation planning are the 25-50 operational plans that VenuesLive need to develop to embed the operation down. These are plans that are needed to operate the stadium.

VenuesLive is also working with a research company - Future Reference - to do some work over 4-6 weeks to better understand what the community, fans, and hirers actually want out of the stadium.

The operations team acknowledge they don't know everything from every single person. So before these plans are drafted, VenuesLive wants to get a really good, deep understanding of what people would like to get out of the stadium.



<p>As part of the work with Future Reference, VenuesLive will also be running an interview process with representatives of the CCC. This is a key piece of work to pick up the nuances of the stadium and what it means to this community. It is unique to this part of the world, so the operators are intent to make sure enough time is spent on it.</p> <p>Daryl advised that from speaking to fans of various clubs as well as stadium users, some community feedback has already been collated.</p>	
<p>6. Q&A and Discussion</p> <p>Finbar O'Donoghue asked how the community information would be gathered?</p> <p>Daryl Kerry advised that VenuesLive had identified individuals as well as organisations to engage, and have tried to get access to key stakeholders. Once those key building blocks are understood, it will be a case of working with the broader community and discussing issues about key user experience. The core question will be 'If you are going to the stadium, what do you want?'</p> <p>Pat Wilson advised that Venues NSW will be looking at a broader definition of the community. The teams of Parramatta Eels and the Western Sydney Wanderers provide a cross section for the community.</p> <p>Daryl Kerry noted that VenuesLive's job is to manage the stadium, so before that is bedded down, they want to take the time to really understand local stakeholders.</p> <p>VenuesLive must ensure they work with the community, and whatever community groups there are when it comes to this stadium. Need to look at how it fits in with the community, and how it delivers the things that the community wants.</p> <p>Daryl advised that VenuesLive are not privy to numerous more strategic incidents that may or may not have happened in the past, but one of the things they see as a success factor is whether the community embraces this, on the whole. There is no point in reporting back and saying "we're doing a great job", if the community doesn't embrace it.</p> <p>Darryl Watkins asked what VenuesLive wants from this committee and where is the best point for this committee to give you some advice in regards to the operational side. Darryl noted that Paul Doorn had previously advised he would want input from this committee.</p> <p>Daryl Kerry advised that over the next month the focus is on identifying the best user experience. Beyond that, the operational plans will be the focus for catering, traffic and parking, security plans etc. There are some elements of those plans that will need some form of consultation with people, for example public transport. VenuesLive wants to resist the temptation to just write what they already think, and instead wants to draft the plans with what we truly understand of what people require.</p> <p>From August onwards, there is planned to be a process for the right group and the right stakeholders, to be brought in to work with plans under design.</p> <p>Darryl Watkins noted that the committee could use operations as a standing agenda item and invite further discussion with VenuesLive. Darryl expressed appreciation for the offer for 3 members of the committee to speak with Future Reference.</p> <p>Finbar O'Donoghue noted by looking at a cross section of the community, many of the stakeholders VenuesLive will engage with used to have access</p>	<p>➤ Action: Chair to include on future agendas.</p>



to the aquatic centre and were pool users. Those people have been pushed aside, and they need to be considered. The State Government has rejected a request for further funding. If the operators are concerned about the community, that's a group you'll have to work with.

Darryl Watkins noted that the Parramatta Pool is not part of the remit of this Committee, and committed to discussing the pool with Finbar outside of the CCC setting. The remit of this committee is very clear that it doesn't cover the pool.

Christopher Brown advised that the design for the new Parramatta Pool is great and that it will be an amazing community asset. There is a pool of \$100 million of funding available to all Sydney Metro councils, to go back in to local recreational facilities.

Raymond Haddad asked who should be approached in regards to interest from Harry's Café de Wheels on operating in the stadium.

Pat Wilson replied that VenuesLive will take the catering plan back to Venues NSW for discussion, however it is probably too early in the process for that discussion yet.

Daryl Kerry advised that the whole discussion about subcontractors, who supply pies and chips etc, is a process VenuesLive will be running, but obviously they need to work on that plan.

Pat Wilson noted that there needs to be a tactical discussion about what are the optimum opportunities for subcontractors.

Raymond Haddad asked about access points coming out of the southern end car park and what the traffic plans would be for people coming into the stadium. He also asked how a traffic plan will be developed for people leaving the stadium, noting the committee was briefed very early on about using the light rail along Church Street and the likelihood that if you've got a young kid and it's raining, you're may choose not to come to the stadium.

Daryl Kerry responded that absolutely these are things that need to be considered. This is within the top 3 plans for every facility like this, and it is in progress. Quite often the plans aren't perfect, because they need to be able to scale and arrival patterns may differ to departure. This is one of the priorities for VenuesLive to get a feel for how this will work pre event and post event.

Finbar O'Donoghue noted that there is an old shuttle bus service that could pick up people and drop them at commuter hubs.

Daryl Kerry advised that they are broadly aware of the challenges. What is not completely familiar, is the broader knock on effect. George Perry explained that it is very different having the stadium in a CBD location. VenuesLive have already started with an engagement process in regards to contacting Transport NSW, RMS etc. The distance to O'Connell Street is now a lot smaller so there are pedestrian access issues to deal with, as this is basically a bigger stadium on a smaller footprint.

Brad Main noted that if someone attends a large event at ANZ Stadium for example, you may not park in P1, but there are shuttle buses from other parking facilities.

George Perry noted that Westmead Station is also a nearby transport option.

Daryl Kerry explained that the location of the stadium in the city is amazing, but it comes with its own challenges. VenuesLive's job and philosophy, is that they need to ensure people can get to the stadium, love the events at

➤ Action: Chair to discuss with Finbar.



<p>stadium, and get home – a door to door service. If a family can't have a reasonable experience from the time they leave home to the time they get home, this will have an impact of them returning. VenuesLive is acutely aware that they don't have all the answers today, and that it will take a little time to get across. For example, there is no doubt all the local bars and restaurants will want to be involved, but that may not matter for mums and dads who have kids attending with them.</p> <p>Darryl Watkins raised a questions on behalf of Megan Phelps, who is very passionate about healthy food options.</p> <p>Daryl Kerry acknowledged that VenuesLive will be providing healthy food options. Healthy food is important, but it is about having options. If you want to eat Option A, you can. If you want Option B you can.</p> <p>Darryl Watkins suggested VenuesLive be invited back to the next Committee meeting to update the committee.</p> <p>Darryl Watkins asked about the progress of designing the Boulevard of Legends.</p> <p>Kiara Neasy responded that they are still working out how and what that will be.</p> <p>Angus Morten noted that it is part of the heritage interpretation to integrate the finds during construction. It is probably a matter to revisit in 6 months.</p> <p>Christopher Brown asked how long the contract is for VenuesLive.</p> <p>Daryl Kerry advised that the contract concludes at the end of 2023 (5 years).</p> <p>Darryl Watkins noted that the committee is for the construction period and then 2 years of the operational period as well, so the committee is looking forward to building a strong working relationship.</p> <p>Daryl Kerry noted that he would love to come back to brief the group, advising that even if everyone doesn't agree on everything, it's better to talk about it and share these plans before they're implemented so we have an opportunity to test the plans.</p> <p>Raymond Haddad raised the issue of the stadium's name as everyone is still calling it Parramatta Stadium.</p> <p>Pat Wilson advised that identifying with the stadium is an integral part of the process for the local community. The Ministerial directive states it is Western Sydney Stadium because it is a Western Sydney regional stadium. VenuesLive as part of their contract will need to take naming rights to the market. The remit as a government steward for these situations, includes that this venue has to pay for itself and also generate a sufficient surplus to be reinvested back into the venue. VenuesLive is not looking to generate extreme surpluses, but there will be some harder commercial decisions that need to be made that forms a key part of the revenue stream.</p> <p>Darryl Watkins confirmed Committee participants in the Venues NSW interview process. Megan Phelps, Chris Brown, and a proxy for Brad Main were confirmed as participants.</p> <p>Marc Snape will send names and contact details through to Paul Doorn.</p>	<p>➤ Action: Chair to include on future agendas.</p> <p>➤ Action: Chair to include on future agendas.</p> <p>➤ Action: Marc Snape to advise Paul Doorn.</p>
<p>7. Communication with the Broader Community</p> <p>Kiara Neasy raised the Winterlight festival that was suggested as an opportunity to engage with the community at the previous meeting. Kiara noted that INSW sees the next stages of community events as opportunities</p>	



<p>for Venues NSW and VenuesLive to promote the stadium's operational stage. Given Winterlight is two weeks, the timing did not work, however INSW remains very keen to hear of other community events that could host a pop up style presence for 1 or 2 days. Kiara committed to investigate any events that committee members become aware of in Parramatta during September or October.</p> <p>Christopher Brown suggested asking Anthea Hall to review Council's major events calendar.</p> <p>Kiara Neasy advised that while the project is still in construction stage, INSW can provide someone to go along and answer construction questions, but really the main opportunity in future will be for the operational phase with VenuesLive.</p> <p>Christopher Brown asked whether there will be a walk through before the opening day.</p> <p>Pat Wilson advised that this is certainly something they are looking at. This will happen in the commission stage, probably post-28th March.</p> <p>Raymond Haddad noted that they could also engage with the local sporting clubs. Could do a couple of smaller walkthroughs to get the community to start talking to each other, then lead up to the big community walk through.</p> <p>Darryl Watkins advised the Committee that INSW and Venues NSW are briefing the City of Parramatta Councillors.</p> <p>Kiara Neasy noted that the purpose of the briefing will be to give Councillors a construction update, introduce them to VenuesLive and offer a high level briefing on the operations. VenuesLive will be required to put together a communications plan for operations, and the briefing with the Council will feed in to that plan.</p> <p>Brad Main noted that there are only 2 remaining opportunities to engage with local sporting clubs - 22 July and 5 August, where Parramatta Lions J AFC will have 6 home matches at Old Kings against various teams from across Western Sydney. He also noted that there will be a large spread of people there, involving 180 kids and potentially 150 families.</p> <p>Kiara Neasy noted that there is a meeting on Wednesday with VenuesLive Communications team so Kiara Neasy will raise that. Kiara will report back to the committee via email.</p> <p>Brad Main suggested engaging with the schools across the road from the stadium.</p> <p>Angus Morten responded that LendLease are talking to the schools from a construction point of view. Kiara Neasy noted that it may be the sort of thing that VenuesLive don't have resources and collateral for currently.</p> <p>Pat Wilson noted that if VenuesLive engages too early without enough information, it runs the risk of the interest dropping. The intention is to hit the market with substance ideally.</p>	<ul style="list-style-type: none">➤ Action: Chair to include on future agendas.➤ Action: Anthea to advise any upcoming major events.
<p>8. Agenda Items for Meeting 4 – 15 October 2018</p> <p>Suggested Agenda items for Meeting 4 included: Construction Update, Operations (standing item), Communication with broader community, and report from Council on briefing (Anthea Hall).</p> <p>Transport for NSW guest speaker on the Parramatta Light Rail, possibly Tim Poole, possibly Transport Management Centre. Kiara Neasy will report back on best person to approach.</p>	<ul style="list-style-type: none">➤ Action: Kiara to report back to committee via email. <ul style="list-style-type: none">➤ Action: Kiara to advise on Transport speaker.



<p>9. Final comments Kiara Neasy noted that INSW haven't received any construction complaints since November 2017.</p>	
<p>10. CLOSE MEETING The meeting was closed at 6.30 pm.</p>	

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