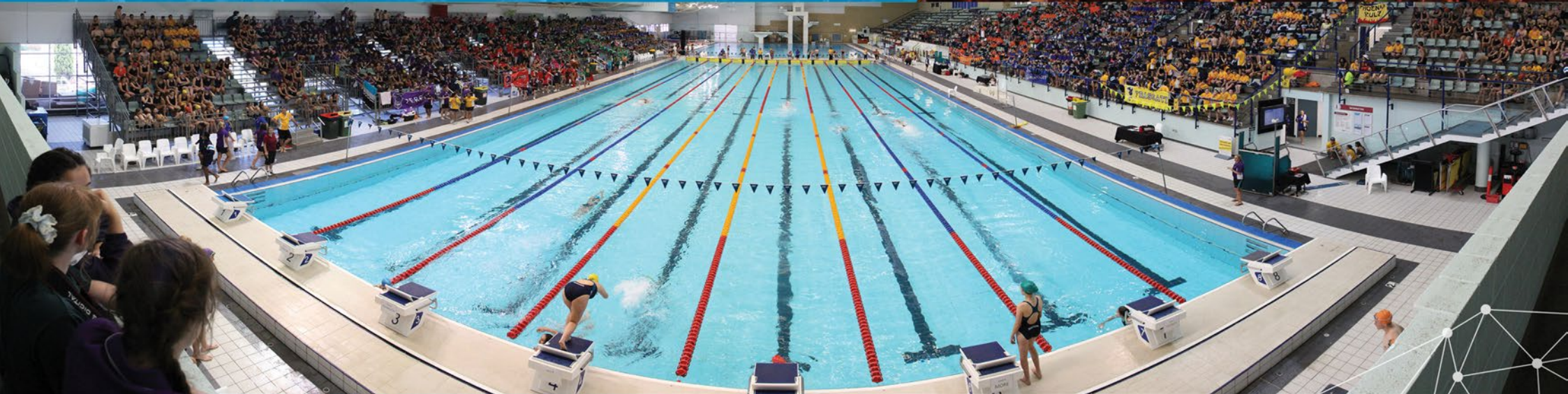


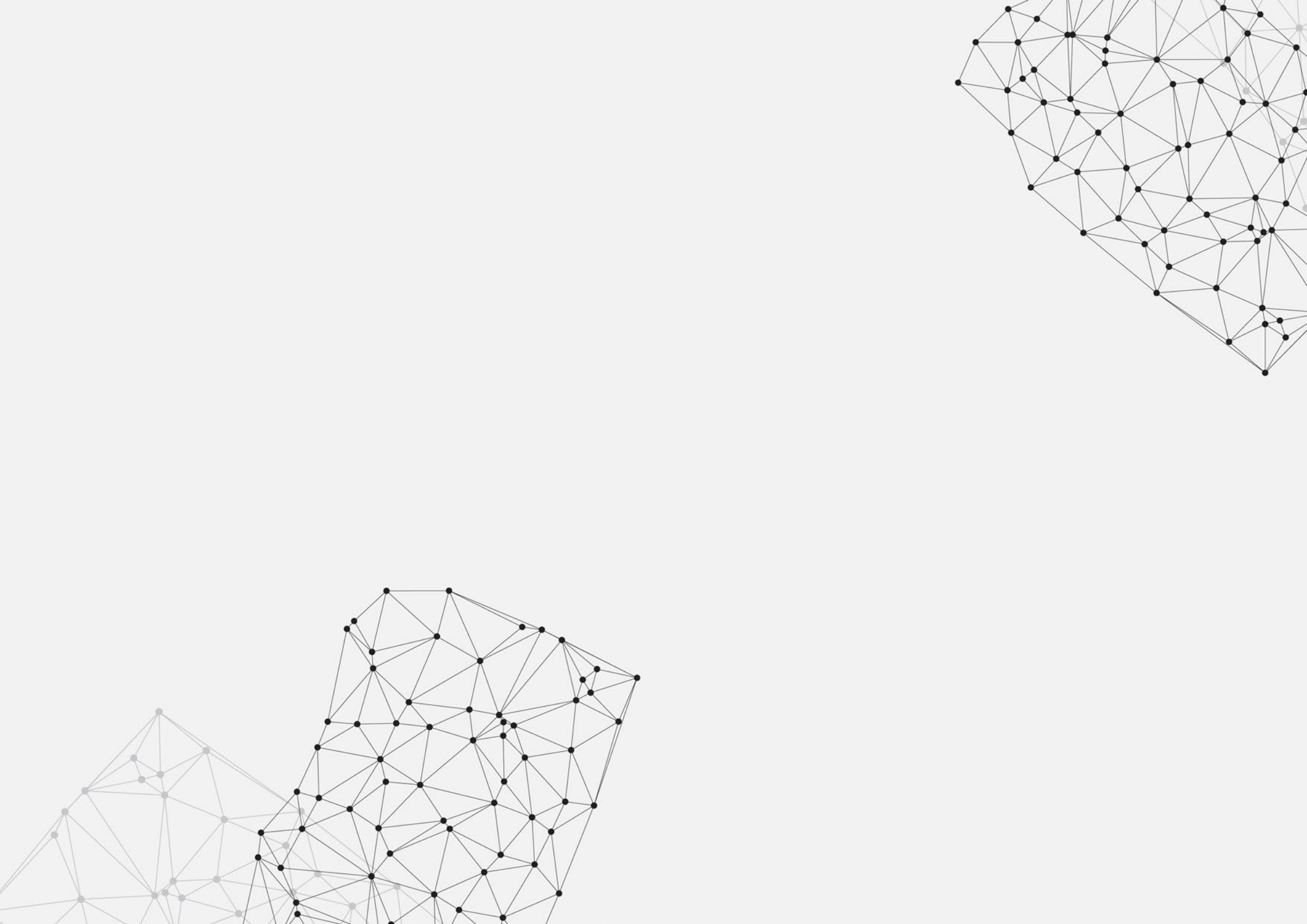
STRATEGIC PLAN 2016-2021

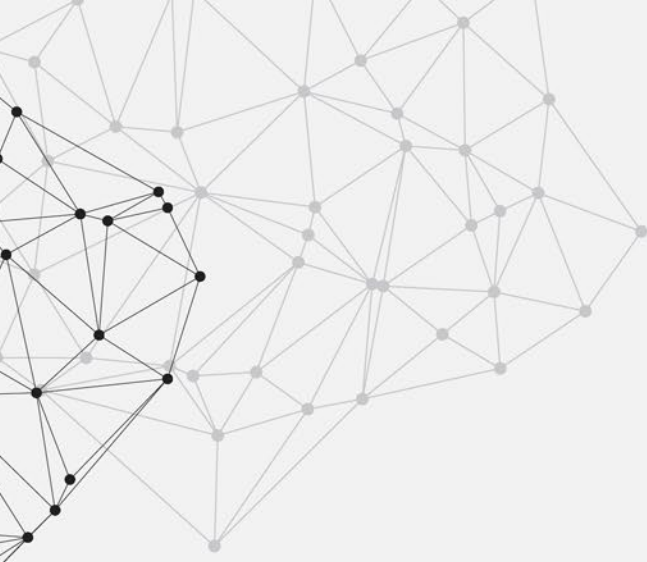
BIGGER THAN OUR BUILDINGS, FURTHER THAN THE FINISH LINE.



VENUES WEST







FOREWORD

We are pleased to present VenuesWest's Strategic Plan 2016-2021 - 'Bigger than our buildings, further than the finish line'.

It is our intent to maximise the benefits to the State from our portfolio of venues in order to position Perth as a vibrant and contemporary capital city, a destination of choice for sporting excellence and a city with impeccable event presentation credentials.

VenuesWest already plays a significant role in the sport and entertainment experiences of Western Australians. We currently service over 3.75 million customers per year and during the life of this five year Strategic Plan we expect this will increase to as many as six million customers. With our customer satisfaction levels currently at a historically high 91 percent, we will need the renewed commitment of our people and our third party service providers to maintain this high standard and deliver outstanding customer experiences, every time, at every venue.

Our venues are lively and active, from providing the community with grass roots sporting opportunities and fabulous entertainment experiences for families, to the support we provide our high performance sport athletes and teams. To ensure our assets are fit for purpose we will continue to proactively manage the investment and improvement of our facilities. We will do this by working closely with our strategic partners to develop a long-term, sustainable future and continued commercial success through the delivery of world class sport and entertainment experiences.

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 sporting success for all Western Australians.

The achievement of the objectives and initiatives outlined in this Strategic Plan is only possible with the right people on board. VenuesWest will continue to harness its peoples' capability and develop a culture based on 'The VenuesWest Way' which continues to support and recognise our people who bring the values to life.

We look forward to delivering on this Strategic Plan and continuing to provide Western Australia with world class sport and entertainment experiences.

Richard Muirhead
Chairman

David Etherton
Chief Executive Officer

Established in 1986, the Western Australian Sports Centre Trust, now trading as 'VenuesWest', is the entity which manages Western Australia's major State-owned sport and entertainment facilities. Our asset portfolio consists of 13 venues worth in excess of \$2 billion, including the Perth Stadium which will open during the life of this Plan.

VenuesWest delivers world class sport and entertainment experiences through the optimisation of its assets. 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. For every dollar invested by the State Government, VenuesWest more than doubles this investment in high performance sport through its commercial success.

WHO WE ARE

VenuesWest uses four management models across its portfolio of State-owned facilities. Each venue adopts the management model that will deliver our objectives in the most effective and efficient way.

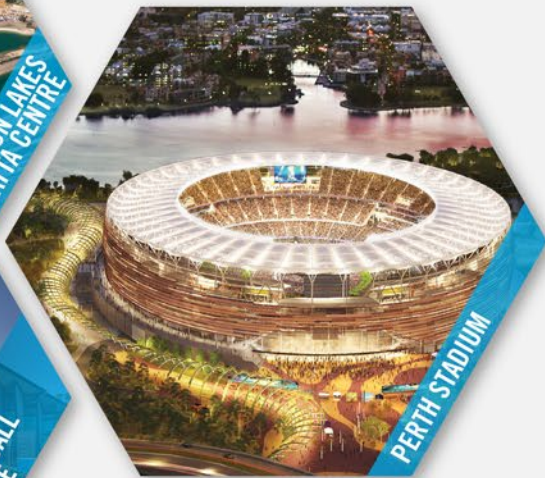
VenuesWest Managed - This model is suitable for use in venues where VenuesWest has the necessary knowledge, experience and capacity to manage venue operations and directly support high performance sport. Under this model, VenuesWest regularly partners with private sector suppliers to deliver services such as ticketing, cleaning, turf management, catering and security.

Partner Managed - This model is suitable for use in venues hosting a variety of different events involving multiple hirers. As the governance agency, VenuesWest engages an external party through an open tender process to manage the venue operations.

Co-Managed - This model is suitable for use in venues where there is a primary tenant responsible for the majority of usage. The model provides the tenant with priority use of the facility whilst also ensuring it is appropriately maintained.

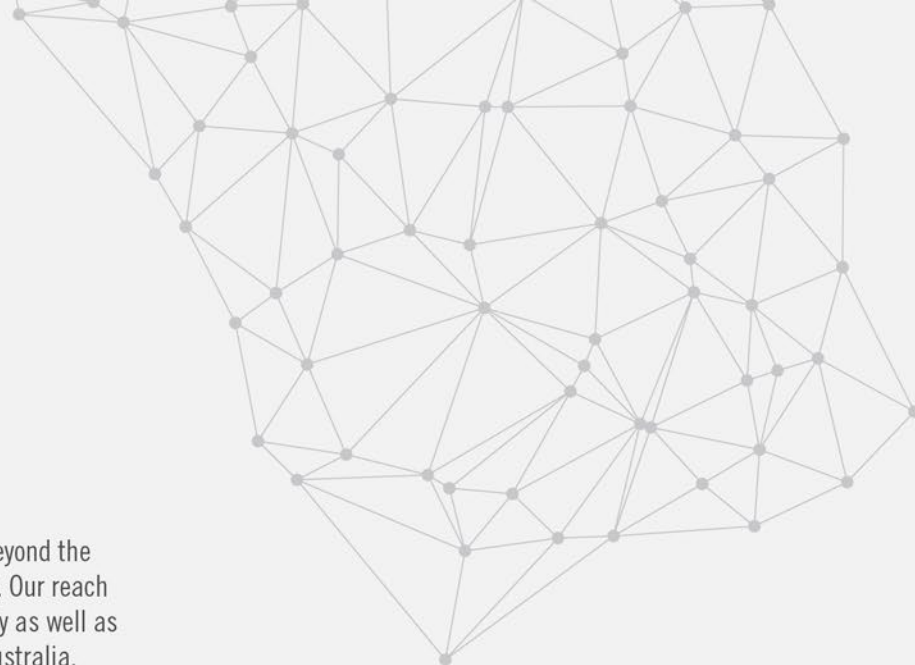
Lease Agreement - This model is suitable for use in single purpose venues with a sole tenant. As the governance agency, VenuesWest leases the venue to the tenant for their quiet enjoyment in line with the objectives that the venue was built for.





“We deliver world class sport and entertainment experiences.”





Our assets attract a customer base well beyond the immediate catchment areas of our venues. Our reach includes the Western Australian community as well as leisure and business visitors to Western Australia.

OUR CUSTOMERS

During the life of this Plan we will service up to six million customers per year across our portfolio of venues and our customers will include:

- Children learning new skills
- People of all ages participating in sporting activities
- Families and friends enjoying live sport and entertainment experiences
- Locals as well as visitors to Western Australia attracted to major events and world class venues.



RUGBY
UNION

RUGBY
LEAGUE

TRIATHLON

ATHLETICS

OUR PURPOSE

During 2016-2021, VenuesWest will directly support high performance sport through the optimisation of its venues. We will strive to meet world class competition standards for our 18 targeted sports and provide sporting subsidies to ensure that Western Australia is a suitable home-base for high performance athletes. We champion dreams by promoting high performance sport and facilitating pathways to sporting success for community participants. Our portfolio of venues will be effectively managed to ensure we attract world class sport and entertainment events providing all Western Australians with the opportunity to be inspired.

FOOTBALL
AFL

NETBALL

CANOEING

VOLLEYBALL

CRICKET

DIVING

SOCCER

ROWING

BASKETBALL

SWIMMING

TENNIS

WATER POLO

INDOOR CYCLING

GYMNASTICS



The purpose of the VenuesWest Strategic Plan 2016-2021 is to ensure the organisation is focused on achieving its vision to deliver world class sport and entertainment experiences. The Plan explains who we are, how we work and outlines the direction for sustainable success as we move towards 2021.

WE CHAMPION DREAMS

Whether it's performing in top level competition, watching your child score their first goal or seeing your idol live, we make it possible.

WE FIND A WAY TO MAKE IT HAPPEN

We work together and go the extra mile to make our customers' experience truly exceptional.

THE VENUESWEST WAY

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

TOGETHER WE WIN

By working collaboratively and supporting each other we will achieve our objectives.

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.

WE CELEBRATE SUCCESS – BIG AND SMALL

We celebrate our achievements no matter how small and ensure we learn from any challenges.

OUR VISION

To deliver world class sport and entertainment experiences

OUR PURPOSE

To directly support high performance sport and optimise use of our venues

Delivery of high performance training & competition facilities and subsidising the costs thereof

Promoting high performance sport and facilitating pathways to sporting success for community participants

Enabling opportunities to watch / experience high performance sport and be inspired

Managing a portfolio of world class venues for high performance sports and entertainment

THE VENUESWEST WAY

We champion dreams

We find a way to make it happen

Together we win

We act like owners

We celebrate success - big and small

OUR STRATEGIC OBJECTIVES

Deliver outstanding customer experiences

Ensure our portfolio of sport and entertainment venues is fit for purpose

Engage a workforce that is aligned, highly capable and adaptable

Realise commercial success to subsidise high performance sport and enable reinvestment into our venues

Secure world class events



MEASURING SUCCESS

This Strategic Plan outlines the strategic objectives that will ensure we deliver world class sport and entertainment experiences over the next five years. In order to ensure we are on track we will set targets and measure our performance against the following metrics, supported by regular reporting to the Executive and Board.

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DELIVER OUTSTANDING CUSTOMER EXPERIENCES

OUTCOME

We are renowned for delivering outstanding customer experiences

OUTSTANDING EVERY TIME AT EVERY VENUE

At VenuesWest, we want our customers to enjoy every experience at every venue. Our diverse portfolio combined with the use of third party providers means that the need for consistency and reliability of customer service practices is critical. Defined service standards will ensure we get the quality right every time.

The growing diversity of consumer demands as well as constant pressure to reduce the cost of attending events is a challenge for the organisation. Services, programs, events and catering will need to be delivered at the right price to ensure growth in patronage. To do this we will deliver high quality services whilst balancing the need for efficiencies.

As we move towards 2021, we will need to focus on personalising experiences and meeting customers' growing expectations including the ability to self-serve, be informed at all times, provide feedback in real time and feel confident that personal safety concerns are addressed instantly. This

necessitates investment in effective and efficient technology systems and the use of social media and technology applications.

Relationship management of stakeholders and third party providers will be critical to our success. A deliberate and coordinated approach is required to balance the competing priorities of our customer groups.

VenuesWest will service as many as six million customers per year during the life of this Strategic Plan. Expectations will vary and change and it is important that we continuously seek and act on feedback from our customers.

VenuesWest will focus on enhancing the customer experience through the following key initiatives:

- 1.1. Consistently implement outstanding customer service practices across all venues**
- 1.2. Deliver value for money experiences**
- 1.3. Enhance customer experiences through the use of technology**

1.4. Work with stakeholders to optimise our customers' experiences

1.5. Seek and act on feedback to understand our customers and continuously improve offerings

Our measures of success are:

- Increased patronage across all venues
- Highly satisfied customers
- Highly satisfied stakeholders
- Increased ticket sales
- Increase in spend per patron
- New products that meet customers' expectations

ENSURE OUR PORTFOLIO OF SPORT AND ENTERTAINMENT VENUES IS FIT FOR PURPOSE

STRATEGIC
OBJECTIVE

OUTCOME

Venues capable of hosting world class sport and entertainment events

WORLD CLASS SPORT AND ENTERTAINMENT VENUES

During 2016-21, VenuesWest will encounter periods of asset growth, consolidation and/or divestment. We must actively influence and manage any growth or divestment and its timing to ensure it is aligned with our vision of delivering world class sport and entertainment experiences.

Our portfolio of assets is diverse, from the brand new through to ageing facilities. Consideration of how capital investment should be applied to maintain national and international standards and commercial capacity is essential. Due to the forecasted economic climate and resource constraints there will be challenges in improving our assets. We will need to work closely with our strategic partners to develop and implement a long-term investment strategy that ensures a sustainable future.

Each venue requires the right management model to optimise utility and viability. We will need to understand the unique attributes of our facilities and customers to determine the

best management model for each venue. With a number of different management models in place we will need to ensure expectations in regard to service standards are clear and systems for monitoring and continuously improving performance are in place.

By 2021, we will be a sought after venue partner and be recognised for our world class experiences. Our enhanced facilities will see an increase in patronage to over six million per year.

To ensure we have the right fit for purpose portfolio we will implement the following key initiatives:

- 2.1. Ensure our venues are safe and well maintained**
- 2.2. Develop our venues to meet world class (national and international) standards**
- 2.3. Work collaboratively with strategic partners to implement a long-term investment strategy**

2.4. Utilise the right management model for the right venue at the right time

2.5. Invest in our venues to make them accessible and cost competitive

Our measures of success are:

- Highly satisfied customers
- Highly satisfied stakeholders
- Increased high performance training and competition hours
- Venues that meet world class sporting requirements
- Capital Budget spend on target
- Operating revenue to expenses ratio

ENGAGE A WORKFORCE THAT IS ALIGNED, HIGHLY CAPABLE AND ADAPTABLE

STRATEGIC
OBJECTIVE

OUTCOME

A highly aligned and responsive workforce

WORKING TOGETHER TO ACHIEVE

The success of VenuesWest in achieving its vision is highly dependent on the quality and performance of our people. VenuesWest staff are the interface with our customers, the managers of our third party providers, partners and venues, the promoters of high performance sport and the enablers of our commercial success. To deliver world class sport and entertainment experiences requires our people to continuously improve, innovate and perform.

To harness our peoples' capability and develop an intentional culture we will set high standards for recruitment and ensure we recognise our people who demonstrate and live 'The VenuesWest Way'.

To build an environment focused on alignment and performance there will be a strong emphasis on the vision, business objectives and values, supported by measurement and reporting, to ensure everyone understands the role they play in meeting our objectives.

Many of our customer service staff are casuals or contractors, which presents its own unique challenges for staff alignment. By ensuring goals are aligned and expected outcomes are clear during recruitment and induction, we can work together to deliver high quality services.

To maximise our staff's capability and responsiveness we will ensure that the right business systems and processes are in place to support them.

During the life of this Strategic Plan, we will be recognised for excellence in customer service, staff professionalism, achievement and responsiveness in an ever changing environment. Most importantly, we will be recognised as world leaders in sport and entertainment experiences.

The engagement of our people is critical to our success and over the life of this Strategic Plan we will implement the following key initiatives:

3.1. Attract and retain high quality people

3.2. Staff are aligned and work together to achieve organisational priorities

3.3. Invest in staff induction and development

3.4. Increase capability and responsiveness through improved business systems

3.5. Support organisational learning and continuous improvement

Our measures of success are:

- Staff who are highly aligned and engaged
- Improved spend on training
- New products that meet customers' expectations
- No 'Lost Time' injuries
- Improved employee expense ratio

REALISE COMMERCIAL SUCCESS TO SUBSIDISE HIGH PERFORMANCE SPORT AND ENABLE REINVESTMENT INTO OUR VENUES

OUTCOME

Commercial success to enable reinvestment in venues and high performance sport

OUR SUCCESS ENABLES HIGH PERFORMANCE SPORT

The provision of venues for high performance sport is woven into the fabric of our organisation. Along with our stakeholders we deliver high performance training and competition facilities and provide pathways to high performance sport for all Western Australians. VenuesWest makes this happen through its venues, the delivery of programs and services, direct financial support, sponsorship and promotion of high performance sport. This is only possible and sustainable as a result of our continued commercial success.

The current economic environment is a challenge for our commercial events. The number of venues hosting sport and entertainment events in Perth has increased which has resulted in hirers demanding cost competitiveness along with a superior customer experience. The value of the Australian dollar has impacted the ability for promoters to attract

high quality performers, so we will need to be proactive and responsive to the requirements of the marketplace. Targets will be set and monitored to ensure we realise commercial success enabling reinvestment into our venues and high performance sport. Our success will be acknowledged and we will celebrate the contribution VenuesWest makes to high performance sport.

During the life of this Strategic Plan we will implement the following key initiatives to ensure our success in subsidising high performance sport:

- 4.1. Support pathways to high performance sport for Western Australians**
- 4.2. Directly support high performance athletes and teams**
- 4.3. Pursue commercial success to develop and enable high performance sport**
- 4.4. Celebrate and communicate the support we provide to high performance sport**

Our measures of success are:

- Increased patronage
- Highly satisfied customers
- Highly satisfied stakeholders
- Increased high performance training and competition hours
- Venues that meet world class sporting requirements
- Positive operating revenue to expenses ratio
- Sustained subsidy delivered to high performance sport
- Increased tickets sold
- Increase in spend per patron
- Reduced cost per patron
- New products that meet customers' expectations

SECURE WORLD CLASS EVENTS

STRATEGIC
OBJECTIVE

OUTCOME

Our venues host world class sport and entertainment events that make Perth a vibrant destination.

ABILITY TO ATTRACT WORLD CLASS ACTS AND COMPETITIONS

Our diverse portfolio includes the award winning Perth Arena and the redeveloped nib Stadium. We will also open the Perth Stadium and its surrounding precinct in the first half of this Strategic Plan. These venues are world class and provide an opportunity for Western Australians to experience international sporting events and world class entertainment acts. To ensure this happens we must work actively with our partners and leverage our strengths.

It is challenging to attract high quality performers and events at times due to economic factors and the travel distance to Perth which is often viewed as a barrier. We will respond by ensuring a strong value proposition for hirers and showcasing our assets in order to secure a vibrant event calendar that can be delivered across the portfolio.

To ensure success we will work closely with partners such as Tourism Western Australia in order to attract major events to our venues. We will work with stakeholders and partners to

deliver a program of venue events and precinct activities all year around.

The significant investment by the State to deliver the Perth Stadium represents a once in a generation opportunity. This latest addition to the portfolio will provide a platform from which to celebrate and showcase what Perth has to offer.

To ensure the success of our venues and Perth as a vibrant destination we will:

- 5.1. Actively pursue world class sport and entertainment events**
- 5.2. Work collaboratively with partners to secure major events to Western Australia**
- 5.3. Activate venues and precincts to support and celebrate world class events**
- 5.4. Inspire pride and community participation by making high performance sport accessible to Western Australians**

Our measures of success are:

- High quality world class events held at our venues
- New products that meet customers' expectations
- Highly satisfied customers
- Highly satisfied stakeholders
- Increased tickets sold

