




Bankwest Stadium Community Consultative Committee

2019 Annual Report

Bankwest Stadium Community Consultative Committee – 2019 Annual Report

Project: Bankwest Stadium Community Consultative Committee
Reporting Period: January – December 2019
Independent Chair: Darryl Watkins
Support: Anna Sessink, Project Manager

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Introduction

Bankwest Stadium

The new Bankwest Stadium is part of the NSW Government's \$1.9 billion stadium strategy to improve sporting infrastructure across the state. The 30,000 seat, rectangular stadium is located at the site of the previous Parramatta Stadium (Pirtek Stadium).

The project's construction stage was completed in March 2019 and has entered its operational phase. This has brought with it a significant cultural and economic boost to the local area. The stadium has brought a mix of sporting and cultural experiences to the area and the precinct as a whole has welcomed community social, sporting, and recreational activity.

This Report

The 2019 Annual Report covers four meetings, held over the 12 month period from January 2019 to December 2019, held on the following dates:

- Meeting 6, 4 February 2019
- Meeting 7, 3 April 2019
- Meeting 8, 26 June 2019
- Meeting 9, 22 October 2019

Committee Establishment

Following the introduction of new Community Consultative Committee guidelines by the NSW Department of Planning and Environment (the Department) in 2016, the Bankwest Stadium Community Consultative Committee (WSSCCC) was established in 2018.

Mr Darryl Watkins was appointed as the Independent Chair by the Department, and following a nomination period and interview process, a number of key stakeholders and local community members were appointed as committee members.

The WSSCCC provides a forum for discussion between the NSW Government and representatives of the community, stakeholder groups and City of Parramatta Council on issues directly relating to the Bankwest Stadium.

The committee first met on 12 March 2018, and has been in place for the construction period ending March 2019. The CCC has also continued its role into the operational period of Bankwest Stadium and will continue to do so for the first two years of operation.

The transition from construction phase to implementation phase necessitated a change in Committee Members with construction team members stepping aside and operational members stepping in. This allowed the CCC to better reflect the operational realities of the project and more effectively discuss these new challenges and opportunities with the community.

“Venues like this can't remain static so the CCC provides a rigorous and formalised way for Bankwest Stadium to review and adapt its procedures to better work with the community and remain dynamic in its practice.” Paul Doorn | CEO, Venues NSW

Committee Governance

The WSSCCC was established and operated in accordance with the Department's Community Consultative Committee Guidelines.¹

Code of Conduct and Pecuniary Interests

All committee members agreed to abide by a Code of Conduct (See) and declare pecuniary or non-pecuniary interests in the project.

Signed copies of both the Code of Conduct and the Declaration of Interest were collected prior to confirming appointment to the Committee.

¹ Guidelines available at <https://www.planning.nsw.gov.au/Assess-and-Regulate/Development-Assessment/Community-Consultative-Committees>

WSSCCC Membership

The below table lists Committee members and their representation on the committee.

WSSCCC Member	Representation
Christopher Brown	Resident
Paul Doorn	Venues NSW
Raymond Haddad	Resident
Anthea Hall	City of Parramatta Council
Daryl Kerry	VenuesLive
Brad Main	Parramatta Lions J AFC
Finbar O'Donoghue	North Parramatta Residents Action Group
George Perry	VenuesLive
Megan Phelps	Resident
Dianne Rigg	Venues NSW
Darryl Watkins	Independent Chair

Table 1: WSSCCC Membership

WSSCCC Meeting Attendance

The below table notes attendance records of Committee members.

WSSCCC Member and Representation	Meeting Attendance			
	4/2/19	3/4/19	26/6/19	22/10/19
Christopher Brown		✓		
Paul Doorn	✓	✓	✓	✓
Raymond Haddad		✓	✓	✓
Anthea Hall		✓		✓
Daryl Kerry		✓		✓
Brad Main	✓	✓	✓	
Angus Morten (resigned 4/4/19)	✓	✓		
Kiara Neasy (resigned 4/4/19)	✓	✓		
George Perry	✓	✓	✓	✓
Megan Phelps	✓	✓	✓	✓
Finbar O'Donoghue	✓		✓	
Dianne Rigg			✓	✓
Darryl Watkins – Independent Chair	✓	✓	✓	✓

Table 2: WSSCCC Meeting Attendance

2019 Committee Activities

Overview

As per the Department's Guidelines, the Committee is specifically established in an advisory capacity and not as a decision making or regulatory body (see **Appendix A**).

The WSSCCC met four times throughout 2019

WSSCCC Meetings

The WSSCCC meetings were held both at the Bankwest Stadium site and at Parramatta Library.

Meeting	Date and Time	Location
Meeting 6	4 February 2019	Macquarie Room, Level 1 Parramatta Library
Meeting 7	3 April 2019	Bankwest Stadium O'Connell St, Parramatta
Meeting 8	26 June 2019	Bankwest Stadium O'Connell St, Parramatta
Meeting 9	22 October 2019	Boardroom, Level 3 Bankwest Stadium, O'Connell St, Parramatta

Table 3: WSSCCC Meeting Schedule

Site Visit

A tour of the completed stadium was held onsite as part of Meeting 7. The committee discussed various aspects of the stadium's Operational Management and Event Management Plans, including service area, loading dock, flood emergency response and food and beverage operations.

Guest Speakers

A number of experts and stakeholders attended meetings in 2019 to deliver presentations about various aspects of the project. Details about their presentations can be found in Appendix B.

- Helen Jacq – Design Manager, LendLease (attended Meeting 6 and Meeting 7)
- George Perry – Project and Transition Manager, VenuesLive (attended Meeting 6 – 9)
- Steve Clarke – Principal Officer, Major Projects, Venues NSW (attended Meeting 7 – 9)
- Kristin Haynes – Chief Customer Officer, Venues NSW (attended Meeting 8)
- Lisa Cedres – Communications Manager, Venues NSW (attended Meeting 9)

Meeting Agenda Summaries

Committee meeting agendas were drafted in consultation with committee members, and designed to address topics of interest and focus areas. Some agenda items, such as the Stadium Tour or presentations from representatives or subject matter experts were arranged by the proponent in response to specific requests from community representatives on the committee.

Meeting	Agenda Summary
Meeting 6 4 February 2019	<ul style="list-style-type: none"> • Welcome & Acknowledgement of Country • Code of Conduct • Action Items from Meeting 5 • Construction Update • Operational Briefing • Learnings from Optus Stadium (Perth) opening • Communication with Broader Community • Final comments • Close Meeting
Meeting 7 3 April 2019	<ul style="list-style-type: none"> • Stadium Tour • Welcome & Acknowledgement of Country • Code of Conduct • Food and Beverage Strategy • Construction Update and Handover • Heritage Strategy Update • Operational Briefing – Operational Management Plan & Event Management Plan • Opportunities for Committee to Contribute • Q&A and Discussion • Communication with Broader Community • Final Comments • Close Meeting
Meeting 8 26 June 2019	<ul style="list-style-type: none"> • Welcome & Acknowledgement of Country • Code of Conduct • Meeting 7 – Action Items • Stadium Opening Report • Operational Briefing • Draft Operational Plans Update • Heritage and Archival Update – Items in storage • Opportunities for Committee to Contribute • Parramatta Pool Update • Q&A and Discussion • Communication with Broader Community • Next Meeting • Final Comments • Close Meeting
Meeting 9 22 October 2019	<ul style="list-style-type: none"> • Welcome & Acknowledgement of Country • Code of Conduct • Meeting 8 – Action Items • Bankwest Stadium Operational Report • Development Application Modification Submissions Update • Future Development Site Update • City of Parramatta Market Research Report • Boulevard of Legends Update • Heritage and Archival Update • Q&A and Discussion • Communication with the Broader Community • Next Meeting • Final Comments • Close Meeting

2019 Key issues

A number of key issues were the focus area of the committee meetings throughout 2019, with these matters featuring as recurring topics throughout the year.

All minutes and presentations are available on the Bankwest Stadium project website:
<https://bankweststadium.com.au/the-stadium/community-engagement/>

Issue	Actions Taken	Next Steps/Ongoing
Communication with the Broader Community	This issue has remained a recurring agenda item in each meeting with dialogue existing between the proponent and community representatives to provide clear and specific information to the broader community. Further, a Community Open Day was held on 14 April 2019 along with a number of start-up events. This has received widespread positive feedback from the community.	Ongoing discussion. The market research report published has received good public feedback. Proponent will continue to brief the Committee and work with CCC members to identify opportunities for community engagement.
Construction to Operational Handover	With construction finalised and operational ownership being transferred to Venues NSW, CCC focus has shifted to the operational life of the project. LendLease and INSW representatives have stepped away and representatives from VenuesLive and Venues NSW have been appointed on the committee.	Proponent will continue to inform CCC about rectification of defects at the stadium. However, CCC focus will be on the operational realities of Bankwest stadium going forward.
Heritage Collaborations and Opportunities	The proponent has presented a Heritage Interpretation Strategy as well as worked in collaboration with the University of Sydney to find solutions to showcasing the items from the previous stadium and the overall heritage of the site and surrounds e.g. Parramatta Pool, Boulevard of Legends. Collaborations with community and cultural organisations have also been initiated to provide internal art installations.	Ongoing updates and discussion. There will be updates on progress with the Heritage Strategy and work with collaborators.
Sound and Light Pollution	Venues NSW has provided the CCC with feedback it has received about light and sound pollution and steps it has taken to minimise these issues e.g. sharing scheduling with surrounding businesses, etc. and minimising screen/light operation time	Ongoing updates and discussion
Operational Management Plan	The proponent has developed plans relating to day-to-day operation of the precinct as well as event days, shared it with the CCC, and updated the CCC on experiential findings and feedback from test events and initial ticketed events. These plans outline safety, security, light, noise, access, parking, transport corridors, etc.,	The proponent will continue to update and discuss the OMP, their learnings, and its transport, safety, and business impacts to improve the plans. The proponent will continue to work with council and government departments to improve these transport corridors and minimise disruption

Feedback Avenues	The proponent has taken note of feedback given by community members through surveys, market reports, and through the CCC.	Ongoing discussion. Venues NSW is exploring and testing options for online, app-based feedback with potential for integration with hirer data.
Event Scheduling and DA Approval	The proponent has informed the CCC of an application to increase to the annual number of events at the stadium. This preliminary information outlines impacts to local communities and biodiversity. CCC members had input to this DA modification and the DA has been displayed on public exhibition.	Ongoing discussion on scheduling and balancing sporting to cultural events. Updates on the DA progress will be delivered along with more detailed examination of local impacts.
Food and Beverage Offerings	VenuesLive has presented and updated the CCC on the food and beverage strategy, inputs from health stakeholders, and its operational experience for foods, queues and learnings.	VenuesLive will continue to update on changes to its food and beverage strategy. The CCC will hear correspondence with various interest groups around the offerings.
Proximate Development Impacts	Discussion about the possibility of proximate developments onsite and nearby including sporting/education precinct as well as hotels being developed and their impact on the cultural and logistical strategy in the area	The proponent will continue to update the CCC on progress with the onsite sporting/education precinct as well as external hotel development.

Focus for 2020

The focus for the 2020 meetings will be the augmentation of Bankwest Stadium’s operational procedures – informed through learnings and input from initial operational experiences and external reporting. The proponent has expressed a desire to continue to receive prompt feedback through the CCC from members and their community network to inform these plans.

The committee will also discuss the auxiliary developments supporting the stadium precinct, including the sporting/education precinct in the early stages of planning onsite, the DA approval process, the Boulevard of Legends, and transport links such as the Parramatta Light Rail.


The Committee will continue to discuss the key issues of concern as raised by representatives of the community, and design meeting agendas in collaboration with committee members to ensure the meetings remain relevant and informative.

The Independent Chair will continue to liaise with committee members to ensure a forum is provided for discussion between the proponent and representatives of the community, stakeholder groups and the local council on issues directly relating to the Bankwest Stadium.



Figure 1: Completed Bankwest Stadium

Signatory

Signature of Chair:	
Date:	13/12/2019

Appendix A | Codes of Conduct

Code of Conduct Agreement – Independent Chairperson

As a condition of engagement, the independent chairperson of a Community Consultative Committee must agree to adhere to the following code of conduct.

Accepted behaviour

As the independent chairperson of the Bankwest Stadium Community Consultative Committee, I understand I am expected to:

- personally chair all committee meetings, or if I can't be present, get the Planning Secretary of the Department to appoint an alternate chairperson for the meeting from its pool of independent chairpersons
- oversee the appointment of community representatives to the committee
- ensure that all matters dealt with by the committee fit within the purpose of the committee
- act as a convener, facilitator, mediator and advisor for the committee to ensure that members can put forward views and that they are not interrupted
- be independent and impartial with respect to all members of the committee
- create an atmosphere of open and constructive participation by the members of the committee where they can communicate relevant concerns, interests and ideas and express their reasons for any disagreement
- actively work with the members of the committee to try and resolve any disputes that may arise during the committee's activities
- ensure confidential matters handled by the committee are kept confidential
- be the key contact between the committee and the Department and other external parties
- advise the Department as soon as possible of any potential or actual conflict of interest that may affect my ability to fulfil my role on the committee
- ensure members of the committee comply with the code of conduct, and issue warnings to members who do not comply with this code
- review the performance of the committee from time to time and refer any matters of concern to the Department.

Signed declaration

As the independent chairperson of the committee, I agree to abide by this code of conduct.

I further declare that I have no conflicts of interest in relation to my appointment to this committee.

Code of Conduct Agreement – Members

As a condition of engagement, all members of Community Consultative Committees must agree to adhere to the following code of conduct.

Accepted conduct

As a member of the Bankwest Stadium Community Consultative Committee, I understand I am expected to:

- attend committee meetings, at dates and times set by the committee's independent chairperson
- advise the independent chairperson in advance if I am unable to attend meetings
- respectfully engage with other members of the committee
- contribute to an atmosphere of open and constructive participation
- openly communicate relevant concerns, interests and ideas and make reasons for any disagreement clear in a constructive and thoughtful manner
- put forward views but also remain committed to open and shared dialogue
- actively work with the members of the committee to try and resolve any disputes that may arise during the committee's activities
- ensure confidential matters handled by the committee are kept confidential, and refrain from discussing these matters with other parties outside meetings
- not interrupt when another member is speaking
- not speak publicly on behalf of the committee
- not misrepresent the views of other members of the committee outside meetings
- immediately advise the independent chairperson during meetings of any potential or actual conflict of interest relating to matters under discussion
- abide by the directions of the independent chairperson.

I understand that if I miss three consecutive meetings I may be replaced on the committee.

Signed declaration

As a member of the committee, I agree to abide by this code of conduct.

Appendix B | Meeting Minutes

Meeting 6 | 4 February 2019

Meeting:	Bankwest Stadium CCC - Meeting 6
Date:	Monday, 4 February 2019
Location:	Macquarie Room, Level 1, Parramatta Library
Time:	5.00 – 7.00 PM
Independent Chair:	Darryl Watkins, KJA (DW)

Attendees	
Brad Main, Parramatta Lions JAFc (BM)	Angus Morten, Lendlease (AM)
Finbar O'Donoghue, North Parramatta Residents Action Group (FO)	Kiara Neasy, Infrastructure NSW (KN)
Megan Phelps, Community Member (MP)	George Perry, VenuesLive (GP)
Paul Doorn, Venues NSW (PD)	Marc Snape, KJA (MS) – <i>Independent Minute Taker</i>
Helen Jacq, Lendlease (HJ)	Darryl Watkins - <i>Independent Chair</i>
Apologies	
Chris Brown, Community Member (CB)	Anthea Hall, City of Parramatta Council (AH)
Raymond Haddad, Community Member (RH)	Daryl Kerry, VenuesLive (DK)

Minutes

Subject	Actions
<p>Welcome (DW)</p> <p>The Chair welcomed members, and gave an acknowledgement of country.</p>	Note
<p>Code of Conduct (DW)</p> <p>The Chair reaffirmed the code of conduct.</p>	Note
<p>Meeting 5 - Action Items (DW)</p> <p>The Action Items from Meeting 5 were reviewed by the Chair.</p> <p>The food and beverage strategy will be presented to the CCC at Meeting 7.</p> <p>Opportunities for CCC to contribute to the operation of the stadium still not finalised, and will be added to Meeting 7. PD noted that they currently do not have authorisation to discuss a number of policies. MP requested that authorisation be sought to discuss these policies with the CCC.</p> <p>All other actions from Meeting 5 were completed.</p>	<p>Action (KJA)</p> <p>Action (KJA)</p> <p>Action (PD)</p>

<p>Construction Update (AM)</p> <p>AM presented the Construction Update. The Heritage Interpretation Strategy should be finalised within a week, with ongoing consultation with the Heritage Council, Parramatta Park Trust, and City of Parramatta Council.</p> <p>The Boulevard of Legends will honour the past and future uses of the site, and the Ray Price statue will return.</p> <p>AM will circulate the Heritage Strategy once finalised.</p> <p>VenuesLive will manage the Heritage Interpretation Strategy once finalised.</p> <p>FO asked if there's any intention to use landscaping and trees to screen the stadium from Old Government House.</p> <p>AM advised that landscaping and screening is being used, and that the stadium design was approved on the basis of meeting all heritage requirements.</p> <p>AM noted there are no light towers, and no naming rights signs on the southern side of the stadium to minimise light spill.</p> <p>Construction is progressing on schedule. The roof is finished, the lighting is finished, and LendLease is starting to test the sports lighting. The process of installing the turf is well advanced and turf will be going down in the next few weeks.</p> <p>There have been no complaints registered about the project since the last CCC meeting.</p>	<p>Action (AM)</p>
<p>Operational Briefing (GP)</p> <p>GP gave an Operational Update. Bankwest has been announced as naming sponsor of the stadium. Security, medical, and cleaning services have all been procured, and furniture, fixtures and equipment are nearly finalised.</p> <p>Corporate hospitality sales are already in the market and have made some considerable sales already, including on non-game days.</p> <p>Currently working on post-handover of the stadium from LendLease. Planning what needs to be done between taking ownership and the first official event.</p> <p>New events continue to be announced, with Western Sydney Wanderers playing Leeds United, and Parramatta Eels tickets going on sale next week.</p> <p>Undertaking consultation phase of the operational plans, with a presentation tonight on traffic, transport, pedestrian and parking plan</p> <p>GP gave a presentation on traffic, transport, pedestrian and parking.</p> <p>As the stadium begins to operate, CCC Members will be able to provide immediate feedback via the Chair. PD is also investigating a digital feedback tool that was previously used in Newcastle to register comments on issues during early stages.</p>	
<p>Learnings from Optus Stadium (Perth) opening (GP & PD)</p> <p>GP noted that the Optus Stadium has won 27 awards since opening, including Best New Stadium London in 2018.</p> <p>The stadium was delivered on time and on budget, used local suppliers for food and beverage where possible, and undertook a lot of external consultation.</p> <p>It took some time to develop an experienced, high quality staff pool, with many existing VenuesLive staff working in the Optus Stadium for the first few events.</p> <p>Lessons learnt include, the involvement of an operator earlier in the planning process to help with design and development of the project can assist with ensuring the Stadium will operate well.</p> <p>Recruitment, training, and onboarding takes a long time. For Bankwest Stadium, a 'one team, two venues' approach is being used, with the same group of staff across the two stadia. New staff will be hired for Bankwest Stadium, but will have experience at ANZ Stadium prior to working in Parramatta.</p>	

<p>Ensuring enough of a timeframe is built into the project plan for government processes, was a lesson from Optus Stadium that was incorporated into Bankwest Stadium.</p> <p>Community stakeholder engagement is a very important part of this process.</p> <p>MP asked whether venues managers weren't involved early on in the Optus Stadium design.</p> <p>PD advised the project brief for these projects are done at a very early point in time, and are very hard to make changes to post-handover. VenuesLive takes that experience and figures out what is going to be best practice and best suited for our operations.</p> <p>FO asked how good attendance can be maintained following the opening.</p> <p>GP advised it is a different sporting culture in Perth, with far less teams compared to Sydney. On field performance of teams also has a large impact as well.</p>	
<p>Communication with Broader Community (ALL)</p> <p>PD noted that the CCC members need some key facts and talking points to be able to communicate to the broader community, and will have those at the next meeting.</p>	Action (PD)
<p>Final comments (ALL)</p> <p>DW thanked CCC members who completed the annual survey. Feedback has been taken on board, including that minutes be less detailed.</p> <p>DW also noted that one survey response felt some concerns were not being discussed in the CCC, and asked for feedback.</p> <p>FO and MP advised they felt the Parramatta Pool can't be disconnected from the stadium and is a valid topic of discussion.</p> <p>PD noted that the Terms of Reference for the CCC are clearly focused on the construction and operation of the stadium.</p> <p>DW reminded CCC Members that they had agreed to abide by the Code of Conduct, and that a complaint had been received in relation to previous behaviour. DW reminded the CCC that it is expected fellow members and guest speakers of the CCC are treated with respect.</p> <p>It was agreed to schedule the next meeting for Monday, 25 March 2019, to allow briefing of CCC members and to provide feedback prior to the stadium entering operational phase. Meeting will be held in Parramatta Library as this will be the final week of construction at the Stadium.</p>	Action (AH)
<p>Close Meeting</p> <p>Meeting was closed at 7pm.</p>	

Actions

Action	Responsible
Food and beverage strategy to be presented to the CCC at Meeting 7.	VenuesLive & KJA
Opportunities for CCC to contribute to the operation of the stadium will be discussed at Meeting 7.	VenuesLive & KJA
Venues NSW to seek authorisation to discuss operational policies with the CCC.	Venues NSW
Bankwest Stadium Heritage Strategy to be circulated once finalised.	LendLease, KJA
CCC members to be provided at the next meeting with some key facts and talking points to be able to communicate to the broader community.	Venues NSW
Meeting 7 will be held Monday, 25 March 2019, to allow briefing of CCC members and to provide feedback prior to the stadium entering operational phase. Meeting will be held in Parramatta Library.	City of Parramatta Council, KJA

Meeting 7 | 3 April 2019

Meeting:	Bankwest Stadium CCC - Meeting 7
Date:	Wednesday, 3 April 2019
Location:	Bankwest Stadium, O'Connell St, Parramatta
Time:	5.00 – 7.30 PM
Independent Chair:	Darryl Watkins, KJA (DW)

Attendees	
Chris Brown, Community Member (CB)	Brad Main, Parramatta Lions JAFc (BM)
Steve Clark, Venues NSW - <i>Guest Speaker</i> (SC)	Angus Morten, Lendlease (AM)
Paul Doorn, Venues NSW (PD)	Kiara Neasy, Infrastructure NSW (KN)
Raymond Haddad, Community Member (RH)	George Perry, VenuesLive - <i>Guest Speaker</i> (GP)
Anthea Hall, City of Parramatta Council (AH)	Megan Phelps, Community Member (MP)
Helen Jacq, Lendlease - <i>Guest Speaker</i> (HJ)	Marc Snape, KJA (MS) – <i>Independent Minute Taker</i>
Daryl Kerry, VenuesLive (DK)	Darryl Watkins - <i>Independent Chair</i>
Apologies	
Finbar O'Donoghue, North Parramatta Residents Action Group (FO)	

Minutes

Subject	Actions
<p>Stadium Tour (Venues NSW & VenuesLive)</p> <p>The committee was taken on a tour of the completed Bankwest Stadium, discussing various aspects of the stadium's Operational Management and Event Management Plans, including service area, loading dock, flood emergency response and food and beverage operations.</p>	
<p>Welcome</p> <p>Following the stadium tour, the Chair welcomed committee members to the meeting, gave an acknowledgement of country, and noted apologies for the meeting.</p>	
<p>Code of Conduct</p> <p>The Chair reaffirmed the code of conduct.</p> <p>Meeting 6 - Action Items</p> <p>The Action Items from Meeting 6 were reviewed by the Chair.</p> <p>All other actions from were completed.</p>	
<p>Food and Beverage Strategy</p> <p>DK presented the Food and Beverage Strategy for the stadium.</p>	

<p>Venues NSW commissioned independent research to inform the strategy which spoke to venues, venue hirers, vendors, spectators and more.</p> <p>The results reemphasised what VenuesLive believed would be important to customers, but did put a keener focus on the deliverables for customers.</p> <p>Key feedback was that people wanted familiar food and value for money, but also a variety of good quality stadium food and beverages, providing good value for money to suit everyone.</p> <p>Across the food and beverage offering, VenuesLive has endeavoured to reduce all standard stadium prices by 15-18%. People will also be able to bring their own food.</p> <p>As well as traditional stadium food, there will also be a range of healthy food on offer including sushi, sandwiches, wraps, noodles, poke bowls, pizza and gozleme, in a variety of sizes.</p> <p>The benefits of the how the strategy has been designed is to improve overall customer experience, and address the common view that food and beverage prices in stadiums/venues are too high and not good value for money. This will remove one of the key barriers for people not attending events at a stadium.</p> <p>Further testing will be undertaken before the first event to ensure the food and beverage service can operate under full load.</p> <p>MP asked if there will be people advising and wayfinding visitors on event days.</p> <p>PD advised that there would be staff helping visitors find their way to the stadium all the way from Parramatta Station to their seat.</p> <p>RH commented that the quality of the food quality is very good, and price point is great. Especially when compared to other stadiums.</p> <p>MP asked if there will be opportunities for the head chef and staff to speak to media to tell their stories as good human stories.</p> <p>DK advised that this is certainly being considered as they settle into the stadium.</p> <p>AH asked what healthy food offerings would be available for children.</p> <p>PD advised that there were multiple healthy options, including sushi. The more typical stadium food however would also be available in smaller portions as well.</p> <p>PD will circulate the food and beverage strategy to the committee.</p> <p>Correspondence</p> <p>The Chair tabled a letter received from Caroline Raunjak from the Western Sydney Cancer Advocacy Network in relation to the Food and Beverage Strategy, and advised that it would be most appropriate for Venues NSW to respond directly to Ms Raunjak.</p> <p>PD advised that Venues NSW had received a similar letter, and had responded directly and gave a brief overview of the response. In particular, noting that the food and beverage strategy for the stadium has been designed as a 'sometimes' food.</p>	<p>Action (PD)</p>
<p>Construction Update and Handover</p> <p>AM gave a brief Construction Update to the committee, and advised that the ownership of the stadium has now been handed over to Venues NSW.</p> <p>KN advised that minutes and committee related documentation previously hosted on Infrastructure NSW's website, will be transferred to the Bankwest Stadium website in coming weeks.</p>	<p>Action (KN, SC)</p>

<p>PD advised that the commencement of the operational phase of the project changes the focus of the committee from input into build process, into operation of the stadium.</p> <p>PD nominated three representatives from the proponent for the committee going forward into the operational phase:</p> <ul style="list-style-type: none"> - Paul Doorn, Chief Executive officer, Venues NSW - Daryl Kerry, Chief Executive officer, VenuesLive, and - Dianne Rigg, Chief Operating Officer, Venues NSW <p>On behalf of the committee, the Chair thanked AM and KN for their work with the committee throughout the construction phase.</p>	
<p>Heritage Strategy Update</p> <p>HJ thanked the committee for its feedback on the draft Heritage Strategy, and advised that the strategy had been amended to incorporate the feedback from the CCC.</p> <p>Feedback covered a range of topics, including the Parramatta Pool, inclusion of rugby union, and the boulevard of legends.</p> <p>HJ noted that this document is a strategy, and that it will evolve into a plan with more detail, however this will require further consultation.</p> <p>PD advised that there is also an opportunity to include artefacts from the previous stadium and area that Venues NSW is now considering how to integrate into the stadium.</p> <p>The priority for Venues NSW has always been to take ownership of the stadium. Now that they have access to the stadium, they will investigate how those artefacts can be integrated into the stadium.</p> <p>Venues NSW will also have further discussions with the Heritage Council about what else can be done with any artefacts that aren't able to be incorporated into the stadium.</p> <p>HJ will circulate the final Heritage Strategy to the committee via MS.</p>	<p>Action (HJ & MS)</p>
<p>Operational Briefing - Operational Management Plan & Event Management Plan</p> <p>DK outlined that there will be further opportunities for broader consultation on these plans. The committee will receive a briefing tonight, and then have an opportunity to give feedback. On the stadium open day on 14 April, the general public will also have a chance to comment on the plans.</p> <p>SC presented the Operational Management Plan and Event Management Plan to the committee.</p> <p>CB asked whether the loading dock has enough room for a truck to turn around.</p> <p>SC advised that yes they can, and that is outlined in the full plan.</p> <p>DW asked a question in relation to landscaping, noting that the presentation stated the view lines from Old Government House aren't affected by vegetation</p> <p>SC advised the visual impact had been completely minimised, and the plan includes photos of what vegetation and landscaping was there previously, and what is there now. You don't want to see the stadium from Old Government House, and in 10 years' time as the trees mature, they will completely obscure the stadium.</p> <p>SC advised that the landscaping is all as per the EIS, with 270 trees planted, replacing 190 that were taken out in construction.</p> <p>MP asked whether any of the trees that were removed impact the plan.</p>	

<p>SC advised that the plan is not aiming to completely cover the stadium. It is to minimise the visibility of it.</p> <p>MP noted that because the light towers had been removed the view from Old Government house is much improved anyway.</p> <p>MP asked whether the access road has a name.</p> <p>SC advised it is referred to simply as loading dock or Gate 1.</p> <p>CB asked whether the plan to evacuate during a flood is to evacuate on site to a higher point, or to evacuate the stadium completely.</p> <p>SC advised that the flood emergency response plan dictates that if there is a flood, VenuesLive will assess the risk and follow appropriate evacuation steps, depending on where the flooding is occurring.</p> <p>CB asked whether the noise notice mailbox drops for concerts, as outlined in the presentation, occurs at ANZ stadium.</p> <p>SC advised that there is a notification, but the 1km radius at ANZ Stadium doesn't cover much residential. The stadium also operates through Sydney Olympic Park Authority, so it's a different operating structure.</p> <p>MP asked about an Emergency Response Plan, and whether there is one.</p> <p>SC advised that there is, and it has been developed with NSW Police, Ambulance, and Fire Brigade. The plan is confidential due to the sensitive security environment we operate in, at the request of the NSW Police.</p> <p>SC advised the committee that VenuesLive will be able to discuss these plans with you on an ongoing basis.</p> <p>These plans will be hosted on the Bankwest Stadium website, and committee members can provide feedback either through the Chair, or alternatively via the comment option on the website.</p> <p>VenuesLive committed to updating the committee on how the plans have changed from feedback and lessons learnt through operating.</p>	<p>Action (SC)</p> <p>Action (DK)</p>
<p>Opportunities for Committee to Contribute</p> <p>Venues NSW is still investigating an online feedback tool, but intends to use one to collect feedback.</p> <p>The committee will be able to comment on the operational and event management plans.</p>	
<p>Q&A and Discussion</p> <p>MP asked whether the changes in the government following the NSW Election will impact the Operational Plans.</p> <p>PD responded that he doesn't think there will be any operational impact. Venues NSW is moving from the Department of Industry, to the Family and Community Services stream. Venues NSW are still working through the Machinery of Government changes, but need to let the dust settle. The biggest change will be a new Minister.</p> <p>MP asked who is responsible for the volume of music during games.</p> <p>PD advised that is the responsibility of the hirer.</p> <p>MP noted that there is a proposal for a hotel on the Parramatta Leagues Club site, and asked whether that would have any impact on the stadium.</p> <p>PD advised that Venues NSW put a submission in to that proposal. Venues NSW is supportive of the concept of vitalising of the precinct, however has some concerns around the operational aspects, primarily around access to the hotel. It would be very difficult to manage a high volume event day with taxis and guests arriving and leaving the hotel as well.</p>	

<p>AH noted that council has been working very closely with all partners to try and make the opening a big success. The city will be shiny and sparkling, with cleaning teams out to make sure wayfinding is looking as good as it can.</p> <p>Council is really trying to make the most of this exciting opportunity and is working collaboratively with everybody to revitalise the city. They have put in place activations in Centenary Square, hoardings, and various efforts encouraging people to connect with the city.</p> <p>PD advised the committee that there will be an integrated transport ticket for bus and train travel, for all games for the first full season.</p>	
<p>Communication with Broader Community</p> <p>PD advised there will be a Community Open Day on Sunday 14 April 2019. Once finalised, the feedback tool will provide an opportunity for community feedback.</p> <p>GP advised that there will be a load event for a Parramatta Eels training event, 'Wednesday Night Lights' prior to the open day.</p> <p>GP will circulate email information and fact sheets that the committee can send out to their networks.</p> <p>DW requested an update on the Parramatta Pool from KN.</p> <p>KN advised that the previous Sports Minister announced that INSW would be responsible to deliver a \$30M like-for-like replacement.</p> <p>The project team at INSW has been doing initial design work and the pool will be one of the first conversations we have with the new minister to confirm next steps.</p> <p>MP noted that Parramatta Council have stopped their process, and they believe that a like-for-like pool can't be provided for that funding.</p> <p>KN advised that the INSW project team has considered the Council's survey work.</p> <p>AH confirmed that any of the work the Council has completed, has been provided to INSW.</p> <p>CB sought clarification that Parramatta Council will effectively have nothing more to do with the pool construction.</p> <p>KN confirmed this was the case.</p> <p>DW committed to get an update on the pool from KN for the next meeting.</p>	<p>Action (GP)</p> <p>Action (KJA)</p>
<p>Final Comments</p> <p>The Chair thanked Venues NSW and VenuesLive for providing the committee with a tour of the stadium so soon after taking ownership.</p> <p>The Chair thanked AM and KN once again for their work with the committee during construction of the stadium.</p>	
<p>Close Meeting</p> <p>The meeting was closed at 7.30 pm.</p>	

Actions

Action	Responsible
Operational briefing presentation will be circulated with minutes.	SC & DW
Operational Management Plan and Event Management plan to be hosted on the Bankwest Stadium website and opened for committee feedback.	SC

Committee to provide feedback on Management Plans.	ALL
Food and beverage strategy to be circulated to the committee.	PD
Committee minutes and related documentation to be transferred from Infrastructure NSW's website to the Bankwest Stadium website.	KN & SC
VenuesLive to update committee at Meeting 8 on how the plans have changed from feedback and lessons learnt through event days.	DK
Information about the Community Open Day and Parramatta Eels 'Wednesday Night Lights' training session will be circulated.	GP
The Chair will report on the Parramatta Pool at Meeting 8, with an update from Infrastructure NSW.	DW

Appendix B.1 | Operational Plans



Introduction

- The purpose of today's presentation is to provide the CCC the opportunity to view the Operational Plans for Bankwest Stadium and surrounding public domain.
- These Plans have been developed with Council, NSWPF, TfNSW, Parramatta Park Trust and NSW Fire and Rescue.



Operational Management Plan

OPERATIONAL ARRANGEMENTS FOR TYPICAL DAILY NON-EVENT MODE:

The operational arrangements for typical daily non-event modes are as follows:

Non-Event Mode

This covers typical weekday activities.

- Offices are staffed, Venue Security is on-site, contractors may be on-site, one or more functions of varying size may be underway but the Stadium is not hosting any sporting or entertainment events.
- Operating times are primarily between 7am and 7pm.

After-Hours Mode

This reflects those times, typically overnight between the hours of 7pm and 7am, when:

- The only predictably located venue personnel on-site are members of the Venue Security team.
- Usually there will be no human activity.
- There will be occasions when events could be bumping-in or bumping-out with resultant people and vehicular movements.
- For such activities there will be an increase in on-site Stadium resources.

Operational Management Plan

OPERATIONAL ARRANGEMENTS FOR FUNCTION SPACES:

Functions will be subject to the following limitations:

- restricted to internal function space only;
- restricted to a maximum of 700 patrons across the function spaces;
- Sunday to Thursday 9am to 10pm and Friday / Saturday 12 noon to midnight.

Stadium management will actively promote and market the use of the three function centre spaces to the public for non-event mode activities (refer above), for meetings and special events (MASE) such as conferences, exhibitions, functions etc. Bookings and enquiries can be at: bankweststadium.com.au

Stadium staff will be on-site to manage activities within the function spaces, including but not limited to MASE personnel, catering staff, security, cleaners etc.

Guests attending functions within the function spaces will park in the northern and western carparks. Access to the carparks will be via Gate 2 on O'Connell Street. Parking arrangements will be coordinated by Stadium management (e.g. approved parking only), with access control to the carparks being managed by Stadium personnel.

Functions will operate between the hours of Sunday to Thursday (9am to 10pm) and Friday and Saturday (12 noon to midnight).

For functions undertaken in the evening, patrons leaving the Stadium at the conclusion of such activities will be reminded by staff to leave the venue quietly and promptly.

Operational Management Plan

MAINTENANCE ARRANGEMENTS FOR THE STADIUM AND PUBLIC DOMAIN

- The maintenance of the Stadium and public domain will be managed by the Stadium's in-house Asset Management department and any specialist contractors engaged to maintain the Stadium's systems, equipment and infrastructure.
- Management will also have a close working relationship with the Parramatta Park Trust (PPT) in terms of the maintenance of those PPT areas (O'Connell Place) which are located within the public domain.
- The maintenance of the Stadium and public domain will also include the Stadium's Grounds department as it relates to the public domain's landscaping and the Stadium's nominated Cleaning Services Contractor to ensure that the venue and the public domain maintains an outstanding standard of presentation.
- A formal maintenance program and cleaning schedule will be developed to ensure that the Stadium and the public domain are maintained to an optimum standard and meet all legislative, warranty and safety obligations.

Landscape and Vegetation Plan

LANDSCAPING AND VEGETATION MANAGEMENT PLAN

A comprehensive Landscaping & Vegetation Management Plan has been prepared for the Stadium. The Plan has addressed the relevant landscaping detail for the design and construction of the Stadium.

The key objectives of the Plan amongst other matters are to ensure that:

- The identified riparian offset area provides appropriate planting on the site to offset any area of works which encroach into the outer 20m (20-40m from river edge) riparian corridor to a corresponding square metre value;
- It provides an acceptable revegetation methodology for the riparian corridor including soil types;
- It ensures that landscaping and public domain elements proposed for the Stadium have been designed having regard to the Urban Design and Public Realm Guidelines approved under the Stage 1 approval for the Stadium.
- That these landscaping elements have been developed having regard to the historic view lines from Old Government House and the Domain noting that existing screening of the Stadium is to be supplemented with further screening to integrate the surrounding parkland aesthetic; and
- To ensure that the day to day management of the landscaped and vegetation areas within the Stadium are adequate to maintain overall objectives.

Service Area and Loading Dock Management Plan

SERVICE AREA AND LOADING DOCK MANAGEMENT PLAN

- Within the Stadium perimeter, there is only one loading dock, with positions for two (2) semi-trailers, situated in the south western corner of the Stadium.
- Its location is adjacent to the entry of the Level 0 circulation zone underneath the western stand.

The loading dock is in close proximity to the:

- main production kitchen;
- the kitchen cold store;
- the Hazardous Store;
- two (2) goods lifts; and
- opposite the Security Control Room

Service Area and Loading Dock Management Plan

Access to the service area and loading dock will be via the Stadium's southern vehicle entry point from O'Connell Street via Gate



Service Area and Loading Dock Management Plan

SERVICE AREA AND LOADING DOCK MANAGEMENT PLAN

- Deliveries will be carefully managed via the Stadium's on-line delivery / visitor access management system.
- There will be a particular focus on scheduling and staggering delivery times to ensure that O'Connell Street and its traffic flow is not negatively impacted by vehicles waiting to access the vehicle entry point.
- For major events, where delivery drop-offs will be significant (particularly for concerts), traffic management plans will be developed with the event Hirers to have vehicles staged at an off-site

Flood Emergency Response Plan

FLOOD EMERGENCY RESPONSE PLAN

- The Flood Emergency Response Plan (FERP) was developed by Molina Stewart (Environment & Natural Hazards) in consultation with NSW Fire and Rescue, SES and Council
- The FERP uses available flood and Bureau of Meteorology data to address the likelihood of flooding area the Bankwest Stadium precinct and Parramatta CBD.
- The plan addresses pedestrian movement, response times and suitability of areas for evacuation

Operational Noise Management Plan

OPERATIONAL NOISE MANAGEMENT PLAN

Stadium management will encourage the use of the venue for community purposes. Such activities will be procured by the Stadium's Commercial team and the planning and management of the event will be managed by the Stadium's Event & Venue Operations department.

Stadium management will also liaise closely with the local agencies such as Parramatta Park Trust and City of Parramatta Council, and provide them with regular updates of all Stadium events.

This will be particularly important as it relates to any conflicting events / activities within the City, which will require a coordinated planning process between the key stakeholders.

As soon as an event is contracted, the Council will be formally advised of all pertinent details relating to the event, including but not limited to:

- date;
- event type (e.g. sporting, concert, community etc);
- key timings (e.g. gates open, event commencement, event conclusion);
- projected attendance; and
- activation of precinct (if applicable)

Operational Noise Management Plan

OPERATIONAL NOISE MANAGEMENT PLAN

- As part of the event planning process and as information comes to hand, Stadium management will work with the Council to communicate event details with the Parramatta community, including local businesses and residents.
- This will be undertaken with the assistance of the Council and its existing communication channels and connections with the community.
- Such information will include any elements of the event which could have an impact on the local community as it relates to timings, noise (particularly sensitive receivers), traffic congestion or any other activities deemed to cause concern or disruption and what mitigation strategies have been put in place to limit such impacts / disruptions.
- For all major concerts residents and business that are within a one (1) Kilometre radius of the Stadium will be notified via a mail drop of the event details.

QUESTIONS

THANK YOU

Meeting 8 | 26 June 2019

Meeting:	Bankwest Stadium CCC - Meeting 8
Date:	Wednesday, 26 June 2019
Location:	Bankwest Stadium, O'Connell St, Parramatta
Time:	5.00 – 7.00 PM
Independent Chair:	Darryl Watkins, KJA (DW)

Attendees	
Finbar O'Donoghue, North Parramatta Residents Action Group (FO)	Raymond Haddad, Community Member (RH)
Megan Phelps, Community Member (MP)	Paul Doorn, Venues NSW (PD)
Brad Main, Parramatta Lions JAFC (BM)	Anna Sessink, KJA (AS) – <i>Independent Minute Taker</i>
Dianne Rigg, Venues NSW (DR)	Steve Clark, Venues NSW - <i>Guest Speaker (SC)</i>
Kristin Haynes, Venues NSW – <i>Guest Speaker (KH)</i>	George Perry, VenuesLive - <i>Guest Speaker (GP)</i>
Darryl Watkins – <i>Independent Chair</i>	
Apologies	
Anthea Hall, City of Parramatta Council (AH)	Daryl Kerry, VenuesLive (DK)
Chris Brown, Community Member (CB)	

Minutes

Subject	Actions
<p>Welcome (DW)</p> <p>The Chair welcomed committee members to the meeting and gave an acknowledgement of country.</p> <p>Apologies for Anthea Hall, Chris Brown and Daryl Kerry were noted.</p> <p>New committee member Dianne Rigg was welcomed and introduced as representative from the proponent. Dianne is COO of Venues NSW.</p> <p>George Perry attended on behalf of new committee member Daryl Kerry.</p> <p>Guest speakers Steve Clark and Kristin Haynes were welcomed and will present during the course of the meeting.</p>	No actions.
<p>Code of Conduct (DW)</p> <p>The Chair reaffirmed the code of conduct.</p>	No actions.
<p>Meeting 7 - Action Items (DW)</p> <p>The Action Items from Meeting 7 were reviewed by the Chair.</p>	

<p>The event days and lessons learned will be presented on in this meeting, as well as an update on the pool by the Chair.</p> <p>Kristin Haynes is to publish the minutes of the April CCC meeting 7 on the Bankwest Stadium website.</p> <p>All other action items were completed, and the Questions on Notice Register is up to date.</p>	<p>Action (KH)</p>
<p>Stadium Opening Report (GP)</p> <p>GP presented the Stadium Opening Report. The presentation slides are available in Appendix B.2.</p> <p>SC outlined the defects process and reported that none of the defects recorded is severe or for customers to worry about.</p> <p>GP noted that there has been enormous demand for conferences and meetings at the stadium.</p> <p>MP asked if, apart from Elton John’s concert, any other concerts have been booked. PD answered there are cultural events booked, which are yet to be announced. PD noted the importance of balancing sport and cultural events to reduce the impact on the playing surface.</p> <p>The Community Open day was a huge success from the stadium’s perspective, with over 20.000 people attending the free event. They gained valuable insights from the transport and movements that day.</p> <p>The Wednesday night Lights event was spectacular and allowed testing the stadium in different circumstances. The 6000 people crowd was compressed in one area, and facilities were tested under pressure. It also allowed for light show testing.</p> <p>The Opening Event (Paramatta Eels – Wests Tigers) was officially sold out. One of the identified challenges – ensuring quality Food and beverages (F&B), received positive feedback. Queues were moving along, and Wi-Fi worked exceptionally well.</p> <p>SC noted that moving forwards, it is key to continue to work with the stakeholders and community to take full advantage of opportunities.</p> <p>In terms of operations – the stadium will continue to work with Parramatta council and Venue NSW to improve way-finding and services between the stadium and train station.</p> <p>MP asked for an example of stadium capital improvements. GP mentioned improvement of the parking premises and lighting in the production suite. SC also noted the improvement of CCTV to support operations.</p> <p>MP asked if CCTV covers the strip along O’Connell Street, which GP confirmed. GP also mentioned landscaping as part of capital improvements.</p> <p>RH commented that he was surprised about the steep landscaping in the play area.</p> <p>PD asked GP what F&B items have been bestsellers and what is least popular. GP answered that pies, hotdogs, burgers, pizza, chicken and chips have sold well. Salads and seafood have been less popular. Coffee carts are gaining popularity too.</p> <p>The Chair asked if there are opportunities for feedback from the community apart from the CCC meetings. MP answered that there is a mobile app for feedback. MP had used it successfully to give feedback about loud and disturbing music and received a reply. GP noted the app had a positive take up by fans. PD mentioned the future challenge regarding this type of technology is integration with data and apps from hirers.</p> <p>The Chair asked for feedback regarding opportunities for local businesses due to pedestrian traffic from and to the stadium. PD advised that they have had</p>	<p>➤ No actions.</p>

<p>positive feedback. The bright pink walking signs encourage pedestrian. GP noted the signage attempts to split the crowd along George St and Victoria Rd.</p> <p>RH enquired about the big trucks parked across the street when coming down O'Connell street on game days. PD advised that these heavy vehicles are the new standard for protecting crowds in places where mass gathering occurs.</p> <p>RH advised that not only visitors but also the locals are being obstructed. PD answered that the first priority is to keep people safe, and the second priority is to keep O'Connell St closed for the least amount of time possible.</p> <p>The Chair asked if there is any feedback from stakeholders that GP needs to know about.</p> <p>RH reaffirmed that locals would prefer for O'Connell St to remain open, which unfortunately is required for operation of the new stadium. GP advised that the new stadium comes with bigger crowds and thus new safety requirements.</p> <p>The Chair concluded the stadium has had positive feedback, and congratulated the team.</p>	
<p>Operational Briefing (KH)</p> <p>KH gave a presentation on customer feedback and lessons learned through initial stages of operation. The presentation slides can be found in Appendix B.3.</p> <p>KH explained that early 1-1 interviews with stakeholder groups and customer journey mapping had them well prepared for opening day.</p> <p>Feedback on the opening day and first game were very positive. Customers found the range of food and pricing excellent, and liked the amenities, the viewing experience, and roaring atmosphere.</p> <p>Opportunities for improvement are around signage and the steep pitch. People had trouble finding the shaded areas during a considerably hot day.</p> <p>No incidents were recorded during the open day or first game, which KH remarked to find incredible.</p> <p>MP asked if any medical emergencies were recorded so far, and how easy it would be to get somebody down from the steep chairs. PD advised that no incidents had occurred in the upper deck.</p> <p>FO enquired about any recorded emergencies in the lower level. PD advised that no incidences of critical nature were recorded.</p> <p>RH mentioned that he had noticed a spectator dropping a glass over a barrier, which was then handed back to him. DR advised that no glass is served at the stadium. Plastic containers are used. . They have great staff and take their liquor license obligations very seriously.</p> <p>The Chair asked if any feedback was given by people with disabilities. KH responded that a friend of one of the board members has been very complimentary of the stadium for people with a disability.</p> <p>PD explained that the stadium provides a great opportunity for people with disabilities to enjoy, as they get access to amazing seats on the concourse.</p> <p>KH concluded by demonstrating what has been done with the feedback given. The stadium is constantly working on improving F&B offerings, security comfort and PA volumes. PD added that their biggest operational challenges are in regards to the Southern end carpark, the pedestrian crossing, the kiss and drop area and disability parking.</p> <p>MP asked if any third-party hiring group data has been available to draw feedback from. GP answered that this data is not easily accessible but can be passed on. KH advised that ticketing data and other sources for customer feedback were integrated into their research.</p>	<p>➤ No actions</p>

<p>MP asked for clarification regarding taxi and Uber pickup points. PD answered that it is slowly coming together, and the routine will be improved over time. A geo-fence pushes Uber drivers further away, and busses drop people away from the stadium. Assisted transport is available for those who require the support.</p> <p>The Chair asked what survey method had been used. KH clarified that tablets were used, and 100% strike rate was reached of people wanting to answer the survey.</p> <p>MP asked for any demographic data to demonstrate where customers come from. KH replied that postal code-level data from Ticketek had been used to analyse who was purchasing tickets.</p> <p>PD advised that the stadium mobile app is most important for getting real-time input and monitoring feedback over time.</p> <p>The Chair thanked KH for her contribution and handed over to SC.</p>	
<p>Draft Operational Plans Update (SC)</p> <p>SC thanked the committee for reviewing the documents.</p> <p>The plans were well-received, and several operational questions were raised during the last meeting.</p> <p>SC noted that as part of engaging the wider community, an advertisement was published in the Sydney Morning Herald to direct people to the website and ask for feedback. Minimal response was received except for detailed operational questions. None of the comments required a change of plans, and plans were submitted to the Department for review.</p> <p>SC gave an update on the Event Management Plan. Some feedback was received from the O’Connell Public School Principal around sound checking times. Traffic management requires constant tweaking to ensure travel time is being reduced. By large, plans were submitted as they were.</p> <p>PD advised that the Catholic Diocese of Parramatta had asked for consideration on special religious days. In general, they see the stadium as a positive. PD said that the stadium may need to work with the Diocese around days such as Good Friday.</p> <p>SC advised that focus is on engagement with schools in the area. A couple of schools have been given tours, and the stadium is looking at canvassing student artwork.</p> <p>MP mentioned that she works at the Westmead children’s hospital and sees opportunities for collaboration as they have a long history of displaying art in the hospital. MP also suggested intern placement opportunities for students from the University of Sydney (masters of museum and heritage studies). PD requested MP provided contact details to enable following up with the University.</p> <p>PD advised that they can borrow artwork from the art gallery as well. PD explained that more time needs to be invested in exploring the available posters and artefacts that are in storage. A list has already been prepared by a curator, in collaboration with conservation specialists.</p> <p>RH asked if they considered displaying or selling them. PD said Venues NSW was still considering options.</p> <p>The Chair thanked Steve for his work.</p>	<p>Action (PD)</p>
<p>Heritage and Archival Update – Items in storage (PD)</p> <p>PD had covered this topic during the previous agenda item and clarified that the list would remain confidential when finished.</p> <p>MP asked if an assessment had been done on costs. PD answered costs are mainly for storage and not very high.</p>	<p>Action (PD)</p>

<p>PD committed to present an update on Heritage and Archival items next meeting.</p> <p>The Chair thanked Paul for taking feedback from the committee.</p>	
<p>Opportunities for Committee to Contribute (PD)</p> <p>PD took the opportunity to explain that the number of events and hours of operation is currently restricted. The stadium would like to put in a request from the Department of Planning and Environment to extend this. They would propose an increase to around 70 events per year, and more flexible opening times. This would not impact the local community much as noise levels will be controlled.</p> <p>MP asked if the modification will be advertised publically. PD answered they will if the change is significant enough. PD assured to keep the committee addressed.</p> <p>The Chair asked if the committee can assist in case it does go public and requires authorisation. PD committed to letting the committee know as soon as they receive feedback. PD said to anticipate this will not happen until the end of August 2019.</p> <p>PD said to happily respond to any questions, which can be raised via the app or via the Chair.</p>	<p>Action: (PD)</p>
<p>Parramatta Pool Update (DW)</p> <p>The Chair informed the committee on an update from Infrastructure NSW on the Parramatta Pool. The update is that Infrastructure NSW has begun work on an early concept design, pending further discussion between government and Parramatta Council.</p> <p>FO said to have heard the State had only committed \$30million, whereas a replacement pool would cost \$75million. Any extra costs will have to be paid for by the Parramatta Council.</p> <p>The Chair committed to pursuing an update from Infrastructure NSW. The Chair understands the importance of the issue to the CCC.</p>	<p>Action (DW)</p>
<p>Q&A and Discussion (ALL)</p> <p>RH asked why the big electronic screen (entry B) has not been working. PD advised that use of the screen is only permitted on game days and a day before.</p> <p>MP asked for information regarding the proposed plans by the Parramatta Leagues Club to build a hotel and function centre near the Bankwest stadium.</p> <p>PD said Venues NSW were supportive of the PLC Hotel but were working through a number of concerns with the PLC mainly related to operational challenges in an already congested area. PD is supportive of the game day experience but would prefer to work collaboratively to enhance the precinct and not develop anything that detracts or duplicates what already exists.</p> <p>MP advised that a 17-storey high building would be problematic for community members, and commented that nothing would fit well apart from trees and plants. MP expects community complaints regarding other options.</p> <p>FO commented that community interests regarding community space would be compromised.</p> <p>PD advised that land was still to be transferred back to Parramatta Park Trust, whom would gain a positive result from land swaps.</p> <p>MP asked Venues NSW for further information regarding the development of the Northeast corner of the Bankwest stadium.</p> <p>PD advised that it was always part of the original plan, and explained that it concerns (Stage 1) DA approval for a 5-storey building. PD noted that</p>	<p>No actions</p>

permission was granted for same or similar use to the plans proposed (e.g. gymnasium, medical facility, etc.).	
<p>Communication with Broader Community (ALL)</p> <p>The Chair thanked VenuesLive and Venues NSW for providing information at the meeting. The Chair then asked BM for any input from his stakeholders.</p> <p>BM noted that community members and opposition from all over Sydney are impressed by the improvements provided. BM elaborated on improved parking space and great improvement to the precincts.</p> <p>PD asked BM if any feedback was provided by the Parramatta Cricket Club, as he is interested in a collaboration on the Rugby Sevens days.</p> <p>MP answered to remain in contact with any stakeholders, such as the Save Forest Park action group, to bring up useful information during CCC meetings.</p> <p>The Chair asked the group if there is anything that can be done as a committee to improve the input they receive from the broader community.</p> <p>MP said to be happy with a specific website for the stadium.</p> <p>FO advised that the committee represents the community well. FO claimed that Parramatta seems too concerned about commercial opportunities instead of heritage. FO advised that UrbanGrowth overlooks two heritage listings in Parramatta; the Parramatta Female Factory and Parramatta jail (Parramatta Correctional Centre).</p> <p>The Chair asked FO if any stadium updates are shared with members of the NPRAG. FO replied that he does cover those sections. The Chair suggested to attempting to keep the NPRAG regularly updated as FO is their representative.</p> <p>RH received feedback from young community members, saying the stadium outside area, such as the basketball courts, are popular. He also received feedback from Council members regarding poor views of the field from part of the seating area. In general, RH received predominantly good vibes about the precinct.</p>	➤ No actions
<p>Next Meeting (DW)</p> <p>The committee agreed to meet next at the same venue on Monday 14 October 2019</p>	No actions
<p>Final Comments (DW)</p> <p>The Chair thanked Paul and the team for the venue, the catering and the hospitality on behalf of the committee.</p>	No actions
<p>Close Meeting</p> <p>The meeting closed at 7pm.</p>	No actions

Actions

Action	Responsible
Kristin Haynes to add last CCC meeting minutes to the Bankwest website	KH
Megan Phelps to provide contact details to Paul Doorn to facilitate collaboration opportunities with Westmead children's hospital and the University of Sydney regarding art display	PD

Paul to present on heritage and archival items at next CCC meeting.	PD
Paul Doorn to keep the committee informed regarding a request to the Department of Planning, Industry and Environment to extending the number of events and allowing more flexible opening hours	PD
Darryl Watkins to get update from INSW on the status of Parramatta Pool	DW

Appendix B.2 | Stadium Opening Report

Slides George Perry

<p>Bankwest Stadium For the Fans</p> <p>bankwest STADIUM</p>	<p>What has happened since we last met</p> <ul style="list-style-type: none"> • Handover – completion of operational readiness - just 23 days to complete all commissioning and testing activities prior to the first event. • Defects – INSW identified several thousand defects prior to handover. VL has identified more than one thousand more. Work is ongoing with INSW and the builder • FF&E – Selection, procurement, installation and commissioning of more than \$11m of FF&E • Operating Plans – Submission to VNSW a full set of over 25 Operating Plans that describes how the Operator's Services will be delivered. • Staffing - Completed the recruitment, training and induction of all relevant permanent and casual staff necessary for the management and operation of the Stadium. • Business Systems – Deployment and implementation of 3 main business software platforms including Ungerboeck USI (Event management and finance), Task Retail POS (Catering) and Time Target (staffing).
<p>What has happened since we last met</p> <ul style="list-style-type: none"> • Traffic and Transport – Integrate the cost of using public transport into the cost of each event ticket and successfully manage the closure of O'Connell Street at the end of large events. • Food and Beverage – Implementation of a new food and beverage model that introduces variety, choice, quality at a lower cost. • Market Position – Firmly entrenched its market position as a stadium that's for the fans that provides the best viewing experience in the country • Events - conducted six NRL matches, three Waratahs matches, one community rugby league event, over a dozen non-match day meetings/conferences/events • Fans First Initiatives – New fan experience has been introduced through a better food and beverage solution, allowing fans on field for all day games, introducing integrated ticketing, themeing the Stadium for the home team and allowing home teams to name different parts of the Stadium to incorporate their history and tradition. 	<p>Events</p> <ul style="list-style-type: none"> • Rugby League <ul style="list-style-type: none"> • Agreements with Eels, Tigers, Bulldogs • World Cup 9s – 18-19 October 2019 • Football/Soccer <ul style="list-style-type: none"> • Wanderers A-League matches • Wanderers v Leeds – 20 July • Rugby <ul style="list-style-type: none"> • Waratahs Super Rugby Matches • Wallabies v Samoa – 7 September • Sydney 7s – February 2020 • Community Rugby League and Rugby club matches • Concert – Elton John – 7 March 2020 • Non-event day meetings and special events – In excess of \$800k of function sales have been confirmed.
<p>Test Events – Community Open Day</p> <ul style="list-style-type: none"> • The Community Open Day was held on Sunday 14 April. • In excess of 20,000 patrons came through the turnstiles following the Official Opening by the Premier. • The Community Open Day was a free event and was the first time the Stadium was open to the public. • While the event provided an opportunity to test certain aspects of its operation, the day also provided an opportunity to showcase the Stadium and build a relationship with the community. 	<p>Test Events – Wednesday Night Lights</p> <ul style="list-style-type: none"> • The intent of Wednesday Night Lights was to provide a Test Event that replicated a sporting event. • All areas of the Stadium were tested including back of house elements, hire activities/plans, external stakeholder processes and procedures. The Event applied stress to certain functions of the Stadium, including turnstiles, catering/bar outlets and amenities. • It also provided the opportunity to showcase the Stadium at night and to build a deeper relationship with the Eels and their fans. • More than 6,000 patrons attended the event.
<p>Test Events – Premium Spaces</p> <ul style="list-style-type: none"> • Staged a series of test events in various premium spaces to test certain areas and systems throughout the week leading into the first event. • This included the Western Sydney Business Chamber function held on Tuesday 18 April in the Cumberland Lounge which essentially became the unofficial corporate opening. • The test events held in premium spaces also provided the opportunity to showcase the facilities of the Stadium to the business community. 	<p>Opening Event – Eels v Tigers</p> <ul style="list-style-type: none"> • Almost 27,000 patrons attended the first event between the Eels and Tigers. • While the event was a sell-out, a number of season ticket holders of the Eels and complimentary ticket holders did not attend. • The Event was a resounding success with the following key highlights: <ul style="list-style-type: none"> o The fantastic atmosphere created by a 'sea of blue and gold' cheering on the Eels to a 51 to 6 win. o The presentation of the Stadium including the playing surface, LED and other lighting and the PA system. o No issues with the food and beverage operation, with significant positive feedback regarding the range, quality, pricing and friendliness of staff. o No operational issues in relation to the operation of the business including power, Wi-Fi, Turnstiles, etc. o While the vast majority of patrons had their expectations met or exceeded, a few minor issues were raised, including the impact of the sun, a perceived lack of parking and a lack of awareness of how integrated ticketing works.

What Now?

- Continue to work closely with various stakeholders to ensure the full benefits of Bankwest Stadium are realised including working with:
 - Clubs to ensure they exploit the full value of the assets provided.
 - Sporting codes to ensure they understand the many opportunities that are provided by having such a high quality stadium available.
 - Local stakeholders to deliver various benefits and economic activity to the local area.

What Now?

- Work with INSW and the builder to resolve identified building defects
- Work with clubs, promoters to continue to build the event schedule
- Enhance the building with some minor capital improvements
- Improve our operations
 - Traffic and transport – closure of O’Connell Street
 - Catering – refine the menu offering
 - Directional signage – within Parramatta CBD
- Absorb any feedback from customers and continually improve the experience

Appendix B.3 | Operational Briefing

Slides Kristin Haynes



**BANKWEST STADIUM
CUSTOMER FEEDBACK OVERVIEW**



EXECUTIVE SUMMARY

To understand customer expectations, measure their first experience of the new Bankwest Stadium and seek out opportunities to improve fan satisfaction, Venus NSW, in partnership with Think Startup (formerly Future Reference), conducted interviews with patrons on:

- Bankwest Stadium Community Open Day, Sunday 14th April
- Parramatta Eels v Wests Tigers, Monday 22nd April

Key themes in the feedback that resulted from this process were overwhelmingly positive. At both events, customers particularly noted

- the great view from all parts of the stadium; and
- the excellent range and pricing of the available food and beverage options.



COMMUNITY OPEN DAY

Overall people loved the stadium with 96% of fans' expectations being met.

Highlights of Feedback

Spectacular viewing - Comfortable, cosy and a good vibe.

"The 'not a bad seat in the house' statement has now been proven!"

Lots of Amenities - Lots of toilets and food in a great open layout.

"It has so many food places in a sensible layout. It just feels so open and easy to access!"

Great range of reasonably priced food - Great range, and fair pricing compared to other stadiums.

"It's probably the cheapest stadium in NSW for food and drink."

Opportunities for Improvement

Game Day Nerves - Whilst everything was smooth for the Open Day, patrons wanted to wait to see how a real game day affects crowds, parking, and queues etc.

"It's magic today, and I am hoping it holds up on game day. Bit worried about the parking as I think its going to be chaos!"

Ingress / Egress Concerns - Patrons were worried about the steep stairs, potential for queuing on the stairs and the lack of lifts.

"I'm worried that the crowds on the steep stairs are going to be a bit dangerous. They will need good crowd control."

Signage - Some patrons felt that wayfinding signage could be improved for greater clarity.

"I didn't understand the seat numbering and how it worked."



INAUGURAL EVENT

Overall people loved the stadium with 95% of fans' expectations being met.

Highlights of Feedback

Roaring Atmosphere - Terrific feeling in a packed house, made for a great night out.

"I come from Queensland and this is better than SunCorp. Great atmosphere and view."

Spectacular viewing - Close to the action in comfortable seats.

"You can't miss the action even when ordering your food."

Lots of Amenities - Lots of toilets and food in a highly accessible layout.

"I'm shocked in a good way how many toilets they have, and no queues in the women toilets."

Great choice of reasonably priced food - Great range, and fair pricing compared to other stadiums.

"Great to see healthy options on the food for the kids."

Opportunities for Improvement

Unforgiving sun and long walks - The early game's exposure to the sun and long walks from the train/parking options frustrated fans.

"It took us 25 minutes to walk from the train in this sun. Is there not a shuttle bus?"

Crowd control nerves - Fans are watchful of how they and others are navigating the steep steps.

"I'm worried it won't take much when people drink for a person to topple over and have a domino effect."

Parking and Integrated Transport - Many patrons were unaware that integrated transport was available. Fans were also unsure what parking options were available due to the level of construction in the area.

"Parramatta traffic is a nightmare and that's not the stadium's fault. Its the bus. But I am worried they have not got enough car parks for the general public."





RECOMMENDATIONS

Following the customer survey results, Venues NSW and VenuesLive will review a range of areas for improvement.

Food, Beverage and Amenities

FOCUS: Consistently review food and beverage offering and pricing to ensure continual variety and price competitiveness.

ACTION: Monitor F&B pricing and range. Take customer feedback into account.

FOCUS: Review how we can improve signage for merchandise, food and beverage and toilets.

ACTION: VenuesLive to investigate the use of IPTV screens around the venue to complement wayfinding signage.

Safety, Security and Comfort

FOCUS: Ensure that the existing VenuesLive safety protocols in place for stairs continue to address fan concerns.

ACTION: VenuesLive to regularly review the Stadium Safety Protocols.



RECOMMENDATIONS

Safety, Security and Comfort

FOCUS: For afternoon games on hot days be aware that some customers may require access to shade.

ACTION: The entire concourse area is shaded. As customers become familiar with the venue, VenuesLive expect that customers will make use of this area. Staff to be trained to direct customers to areas of the concourse where required.

FOCUS: Review PA volume levels balancing atmosphere and ability for fans to talk.

ACTION: The operators of the PA system will continue to tweak volume levels on an event by event basis to ensure the best result.

Transport and Parking

FOCUS: Increase patron messaging on parking options in the area.

ACTION: Improve visibility of parking options on Bankwest Stadium website and other event communications.



RECOMMENDATIONS

Transport and Parking

FOCUS: Increase patron messaging on how integrated transport ticketing works in practice.

ACTION: Include prominent integrated transport messaging in all event communications, including social media and on the Bankwest Stadium website when applicable.

FOCUS: Work with other stakeholders, such as the hirer and Transport NSW to discuss possibility of providing shuttles from the train station for major events, and review the operation of the Church Street Drop Off zone.

ACTION: Event organisers will determine the provision of shuttle buses on an event by event basis and will be encouraged to provide them for major events. Customers will also be encouraged to use Eat Street facilities before and after events to reduce traffic and congestion in the area.



NEXT STEPS

It is the intention to conduct on-going check-ins on the Bankwest Stadium fan experience. These insights will provide visibility of what is and is not working for the fans. It will also allow a baseline level of performance to be determined to enable a fan engagement KPI.

Next Steps

Line of Enquiry: Capture feedback on all touchpoints along the customer journey. Identify "owned" moments (for example the F&B experience within the venue), and those we can only influence (for example the ticketing and transport experience).

Audience: Attendees at major sporting events and concerts.

Frequency: Bi-annual surveys across each of the sporting codes (Rugby League, A-League and Rugby Union) and where possible, a minimum of two concerts. The frequency will be reviewed once a baseline has been determined.

Method of data collection: Continue with face to face surveys conducted before, during and on exit from events. In the second year, with benchmark in place, Venues NSW anticipates that the approach will evolve to digital post-event surveys.



Meeting 9 | 22 October 2019

Meeting:	Bankwest Stadium CCC - Meeting 9
Date:	Tuesday, 22 October 2019
Location:	Bankwest Stadium, O'Connell St, Parramatta Boardroom, Level 3
Time:	5.00 – 7.00 PM
Independent Chair:	Darryl Watkins (DW)

Attendees	
Anthea Hall, City of Parramatta Council (AH)	Steve Clark, Venues NSW - <i>Guest Speaker (SC)</i>
Daryl Kerry, VenuesLive (DK)	George Perry, VenuesLive - <i>Guest Speaker (GP)</i>
Dianne Rigg, Venues NSW (DR)	Lisa Cedres, Venues NSW - <i>Guest Speaker (LC)</i>
Megan Phelps, Community Member (MP)	Dee Brock, Venues NSW – Strategic Project Manager (DB) - <i>Observer</i>
Paul Doorn, Venues NSW (PD)	Anna Paton (AP) – <i>Independent Minute Taker</i>
Raymond Haddad, Community Member (RH)	Darryl Watkins - <i>Independent Chair</i>
Apologies	
Brad Main, Parramatta Lions JAFc (BM)	Finbar O'Donoghue, North Parramatta Residents Action Group (FO)
Chris Brown, Community Member (CB)	

Minutes

Subject	Actions
<p>Welcome (DW)</p> <p>The Chair welcomed committee members to the meeting and gave an acknowledgement of country.</p> <p>Apologies for Brad Main, Chris Brown and Finbar O'Donoghue, were noted.</p> <p>Observer Lisa Dee Brock was welcomed, along with guest speaker Lisa Cedres, Steve Clark and George Perry.</p>	Note
<p>Code of Conduct (DW)</p> <p>The Chair reaffirmed the code of conduct.</p>	Note

<p>Meeting 8 - Action Items (DW)</p> <p>The action items from Meeting 8 were reviewed by the Chair. All actions were agreed as being completed. Meeting 8 action items listed below:</p> <ul style="list-style-type: none"> – Kristin Haynes to add last CCC meeting minutes to the Bankwest website – Megan Phelps to provide contact details to Paul Doorn to facilitate collaboration opportunities with Westmead children’s hospital and the University of Sydney regarding art display – Paul to present on heritage and archival items at next CCC meeting. – Paul Doorn to keep the committee informed regarding a request to the DPIE to extending the number of events and allowing more flexible opening hours. Report <p>The Chair to get update from INSW on the status of Parramatta Pool</p>	<p>Note</p>
<p>Item 1. Bankwest Stadium Operational Report (GP)</p> <p>GP provided general operations update on stadium. 22nd October represents 6 months of full operation mode. Presentation slides available in Appendix B.4.</p> <p>GP provided updates on upcoming events held at Bankwest Stadium.</p> <p>GP outlined major operational changes for Wanderers matches. The first being the introduction of the ‘Safe Standing Zone.’ GP advised the safe standing zone trial went smoothly and was well received by Wanderers fans.</p> <p>AH asked if attendees stand up the entire time. GP answers yes.</p> <p>DW enquired as to the purpose of the standing zone. PD replied that it increases atmosphere, supporters love it, and that it is for home ground Wanderer games and supporters only.</p> <p>MP asked how long the set-up takes to convert in and out of seating arrangement. PD advises the process is quick and efficient.</p> <p>GP detailed second operational change for Wanderers games is the introduction of separate entries for visitor’s vs red and black box.</p> <p>GP outlined Cold Chisel concert overlay</p> <p>MP asked if ticket pricing is up to the hirer. PD confirmed yes.</p> <p>The Chair asked who designs the concert seating layouts for concerts. DK advised that seating design is done by the event promoter.</p> <p>GP provided an update on items since committee last met in June including defects, FF&E, minor capital works, traffic, transport, food and beverages. GP notes the major outstanding defect is the large lantern at the front of the stadium. GP confirmed the Lantern is still under the defects liability period where rectification costs are covered by builder.</p> <p>PD commented on the success of beer kegs on wheels which can be easily transported.</p> <p>PD advised on the purchasing of additional coffee machines in order to minimise queues. PD noted the demand for coffee during events is hugely variable</p> <p>GP acknowledged the high uptake of sporting equipment use around the perimeter of the Bankwest Stadium.</p> <p>AH commented on the market research report titled ‘Bankwest Stadium Bolstering the Economy’ where findings have shown an increase in spending both inside and outside the venue. AH advised that council is confident of strong economic impacts to the area and positive media coverage.</p> <p>The Chair noted further discussion regarding this report is included in Item 4 below.</p>	<p>No actions</p>

<p>PD noted the successful trial of 20,000 re-usable cups.</p> <p>RH enquired on VenueLive's involvement in the Parramatta Liquor accord. PD confirms the venue has appropriate liquor licensing and was part of the accord discussions.</p> <p>MP asked if there has been an emergency situations where venue safety procedures/protocols has been tested. GP advised that no emergency situation has occurred yet.</p>	
<p>Item 2. Development Application Modification Submissions Update (SC)</p> <p>PD introduced topic and SC to outline further details.</p> <p>SC walked through why a DA is required and what the application is seeking to amend.</p> <p>SC noted the proposed increase in number of events should not be seen a giant leap from what is currently being offered. Venue currently hosts 49 events per year, less than 1 event a week. The proposed increase is to 1.3 per events week. From April to September this year the stadium has already hosted 27 events.</p> <p>SC noted the DA also proposes to permanently increase operational hours for non-event days. SC advises that the venue can currently only host events with a maximum of 700 at any one time which means they are unable to run concurrent events. SC notes breakfast events with a 9am start as an example.</p> <p>SC advised these changes have no impacts on local bat communities. An ecological study shows no impacts on bat roost and the population have in fact increased since the previous study.</p> <p>SC advised that changes will meet the noise impact and management conditions for external stakeholders.</p> <p>PD noted there was an issue with noise at a concurrent function being held at the nearby Our Lady of Mercy College. PD confirmed this issue has been rectified and the venue now shares calendar access to better co-ordinate concurrent events.</p> <p>PD noted there is a small convent of nuns living near the stadium which Venues NSW were not aware of until recently.</p> <p>SC advised that the DA is currently on exhibition and is open to public submissions.</p> <p>The Chair apologised for not sending out the relevant DA documentation prior to the proposal going out on public exhibition.</p> <p>PD responded by noting that he was not given prior warning by the Department of the date for public exhibition.</p> <p>MP asked about turf management given the proposed increase in event numbers. PD advised there is sufficient budget for a turf replacement strategy and new turf can be rolled out within a few days.</p> <p>MP enquired how turf works with concert stage construction. PD advised that turf under the stage will have a plastic overlay and the stages are designed to sit over turf.</p> <p>The Chair asked is if VenuesLive are aware of concerns regarding DA from the Department of Planning. SC confirmed that Department reps walked through the spaces to get a 'look and feel' and seemed generally ok with the proposal.</p> <p>SC advised that the main concern from EPA is noise and light from venue/ function rooms spilling out to surrounding areas.</p> <p>PD noted that the light pollution impacts on the park is less than the existing stadium.</p>	<p>No action</p>

<p>RH comments on minimal light spillage.</p> <p>MP asked if there any other environmental concerns in addition to the bats. SC advised there are no other biodiversity impacts and that the new stadium sits further away from the bat roost than the previous stadium.</p> <p>MP enquired on the interplay between events in park and events in stadium.</p> <p>PD advised that a Memorandum of Understanding (MOU) has been made with Venues NSW and Parramatta Park Trust to co-ordinate events. SC confirmed there will be concurrent events. This issue is currently under discussion with all parties involved.</p>	
<p>Item 3. Future Development Site Update (SC)</p> <p>SC introduced the topic and describes the location of development site.</p> <p>PD advises that Colliers International has been engaged by the Department to conduct a market sounding for the site. This market sounding has recently gone to market by invitation only. PD notes an interim report is expected by the end of October 2019.</p> <p>PD confirmed that Venues NSW owns the land. The DA condition states the site is required to accommodate a facility that relates to a sporting, entertainment and/or education precinct. PD provided a number of possible examples; bowling club, indoor music venue, mini theatre, leagues club, PCYC.</p> <p>MP noted the land was historically part of the park.</p> <p>DW advised this topic this will remain up for discussion in future meetings.</p>	No actions
<p>Item 4. City of Parramatta Market Research Report (PD)</p> <p>AH confirmed market research report was undertaken by Micromex Research. The official report name is '<i>Bankwest Stadium – Bolstering the local economy</i>'.</p> <p>LC to email copies of the market research report to committee members</p> <p>PD noted key takeaways from the report:</p> <ol style="list-style-type: none"> 1. Report not just about spending but about public perception 2. Predominately people travel in 2x plus. How can council leverage this increase in group foot traffic? 3. Active integration with station, buses shops and restaurants <p>AH advised that report demonstrates an opportunity to engage with lightrail development.</p>	Action (LC)
<p>Item 5. Boulevard of Legends Update (LC)</p> <p>LC outlined the development of a framework for nomination criteria.LC advised the team is collating information on how similar projects have been done in the past</p> <p>LC noted a draft document '<i>Criteria for nomination of athlete members to the Bankwest Stadium Boulevard of legends</i>' will be emailed for review by the committee.</p> <p>DK asked the committee to review to be submitted in 2 weeks from receipt.</p> <p>PD advised that the nomination criteria will be issued to Sport NSW, to confirm formal process, selection committee etc. PD noted Sport NSW is a non-government organisation, a 'traditional' peak body unaffiliated with any sport or club.</p> <p>PD noted the importance of a robust criteria needs to be right including clarity on:</p> <p>How many per year? Gender split?</p>	<p>Action (LC)</p> <p>Action (ALL)</p>

<p>Sport Split? Retired/ working? Is it sportspeople, administrators, coaches, support staff? Which region, just this stadium? How to define Western Sydney boundary? Do they need to be born in Western Sydney? Maybe just contributed to the area?</p> <p>AH noted that the selection committee needs to be demographically & culturally specific.</p> <p>The Chair confirmed the Boulevard of Legends to be made standing agenda item</p> <p>MP suggested that nominations to and the selection criteria could have a heritage focus.</p> <p>AH asked how many members are proposed within what time frame.</p> <p>SC advised the brief states 41 members in total with no time frame, however more paving strips can be added in at any time.</p> <p>PD noted 5-6 members will be announced in line with the venue's 12 month birthday, around the 13th April.</p> <p>AH noted her concern that the looser the criteria, the more submissions and the time required to assess.</p> <p>LC advised that this is the first stage of a long process.</p>	
<p>Item 6. Heritage and Archival Update (LC)</p> <p>LC noted number of items collected and stored from previous stadium</p> <p>LC advised that Venus NSW have engaged a professional conservator to process, store and display items.</p> <p>LC briefly runs through categorisation process and methodology.</p> <p>LC confirmed photos in presentation were taken prior to placement of item in storage or on display.</p> <p>PD advised VenueLive is in conversation with Stadium Australia regarding possible alternative locations for the display of some items.</p>	No action
<p>Item 7. Q&A and Discussion (ALL)</p> <p>Aquatic Centre</p> <p>AH advised the Aquatic Centre was announced on 10th Sept in a joint announcement with NSW Government. Project is still in master planning stage. AH noted a key objective of the design is to limit visual impact on park,</p> <p>AH advised the DA will be lodged sometime in 2020 with construction estimated to be completed in 2023.</p> <p>MP noted the proposed plan is not a 'like for like' replacement, however it is great to see progress.</p> <p>AH advised the design was an international design competition, and is limited by what can fit within budget envelope.</p> <p>The Chair asked if there has been any community consultation on the project. AH confirmed yes.</p> <p>MP noted there is no diving tower. AH advised Council cannot commit to all features at the moment, given the budget constraints.</p> <p>PD noted council is now responsible for pool planning and design moving forward. AH agreed and notes she is happy to keep committee informed on pool development.</p> <p>PD to provide link on pool development on Stadium website.</p>	

<p>The Children's Hospital at Westmead</p> <p>MP enquired on progress with The Children's Hospital at Westmead relationship. DR advised on community concerns with ANZ relationship, still a work in progress along with sponsorship funding options.</p> <p>PD noted there is an opportunity for school & charity involvement in lead up to the 12 month anniversary.</p> <p>Engagement with USYD Master students to assist with archaeology and heritage items</p> <p>LC advises this had been followed up. Students would need a supervisor and a study curriculum. Conversations still in progress.</p>	Action (PD)
<p>Item 8. Communication with Broader Community</p> <p>The Chair asked community members to keep filtering information back to wider community</p> <p>MP noted it was great to see public publication of the market research report and it has a positive pick up on social media.</p>	
<p>Item 9. Next Meeting (DW)</p> <p>The committee agreed to meet next at the same venue on Monday February 10th 2020.</p> <p>PD requested members to obtain feedback on pedestrian and car traffic, parking in order to report back.</p> <p>PD suggested Chair organise Anand Thomas, Project Director at Transport for New South Wales to speak at next meeting about Parramatta Light rail development</p>	<p>Actions (ALL)</p> <p>Actions (DW)</p>
<p>Item 10. Final Comments (DW)</p> <p>The Chair thanked Paul and the team for the venue, the catering and the hospitality on behalf of the committee.</p>	
<p>Item 11. Close Meeting</p> <p>The meeting closed at 6:50PM</p>	No action



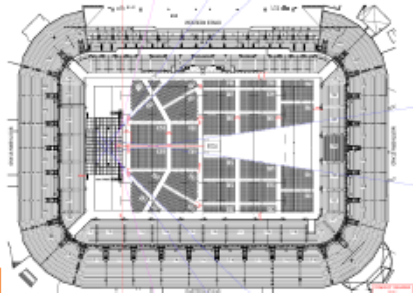
Actions

Action	Responsible
Lisa Cedres to email copies of the market research report titled ' <i>Bankwest Stadium Bolstering the Economy</i> ' to committee members via the Chair	LC
The Chair to arrange for Anand Thomas, Project Director at Transport for New South Wales to speak at next meeting regarding Parramatta Light rail development	DW
Lisa Cedres to email draft document ' <i>Criteria for nomination of athlete members to the Bankwest Stadium Boulevard of legends</i> ' to committee members via the Chair	LC

All committee members to review draft 'Criteria for nomination of athlete members to the Bankwest Stadium Boulevard of legends' and provide comments to the Chair within 2 weeks of receipt.	ALL
Paul Doorn to provide link on pool development on Bankwest Stadium website.	PD

Appendix B.4 | Bankwest Stadium Update

Slides George Perry

<p>Bankwest Stadium For the Fans</p> 	<p>Six months since first sporting event</p> <ul style="list-style-type: none"> Conducted 27 events <ul style="list-style-type: none"> NRL matches Super Rugby matches NSW RL and Football NSW finals Wallabies Test Match Wanderers exhibition match against Leeds and first A-League match Rugby League World 9s Nearly 500,000 people have attended Bankwest Stadium for events An additional 27,000 people have visited the stadium for meetings, functions, conferences and tours Announced two concerts: <ul style="list-style-type: none"> Cold Chisel – 24 January 2020 Eiton John – 7 March 2020
<p>Upcoming Events</p> <ul style="list-style-type: none"> Wanderers v Sydney FC – 26 October 11 further Wanderers matches Matidas v Chile – 9 November Cold Chisel – 24 January 2020 Sydney 7s – 1-2 February 2020 Super Rugby – Waratahs v Lions – 28 February 2020 	<p>Wanderers matches – operational overlay</p> <ul style="list-style-type: none"> Safe standing area
<p>Wanderers matches – operational overlay</p> <ul style="list-style-type: none"> Separate entries for each team's supporters 	<p>Cold Chisel – Concert overlay</p> 
<p>What has happened since we last met</p> <ul style="list-style-type: none"> Defects – Work is ongoing with INSW and the builder with substantial progress into resolving the defects FF&E – Selection, procurement, installation and commissioning of more than \$11m of FF&E Minor capital works - ongoing Traffic and Transport – Further improvement of traffic and transport operations including car parking and O'Connell Street closure Food and Beverage – Further refinement of menu offering 	<p>Impact on Parramatta</p> <ul style="list-style-type: none"> Community Impact – high uptake on local amenities including basketball courts, outdoor gym, kids' playground Economic Impact <ul style="list-style-type: none"> Surveys and economic analysis over three sporting events held at Bankwest Stadium showed that the three events generated \$2.92m into the Parramatta Local Government Area. Some businesses have reported a 50% increase in turnover on event days as compared to normal weekend trade Impact on experience – 88% of visitors said the Stadium had positively influenced their perception of Parramatta, 96% of fans highly rated their event experience at the Stadium

More to do

- **Operations** – continuous improvement of operations
- **Modification of DA Conditions** – Increase the number of events, and operating hours for non-event day functions
- **Resolution of remaining defects**
- **Food and Beverage** – further refinement of menu and operations to improve experience
- **Content** - continue to build content for Stadium and community



Appendix B.5 | Heritage Update and DA Modification

WSSCC Meeting – October 2019

verues
NEW SOUTH WALES

verues
NEW SOUTH WALES

HEADLINE GOES HERE

We have safely stored a number of items collected from the old Parramatta Stadium.

Some of the items in storage include:

- Official plaques
- Trophy
- Sculpture
- Jerseys, shirts and a blazer
- A number of framed posters, licence certificates and photographs

Venues NSW engaged a professional conservator who has helped us create a register which lists all of the items (approximately 100), and includes recommendations, current condition and preventive conservation treatment reports.

We are working with our operator, VenuesLive, to identify opportunities and locations in the Stadium where we may be able to display some of the items.

There is some work involved in identifying what we display in the immediate future and how best to display particular items.

verues
NEW SOUTH WALES

ITEMS IN STORAGE

Trophy in fair condition
Category A

Brass plaque in a royal blue velvet lined box
Category A

Piretek Stadium Polo
Category B

Piretek Stadium Business Shirt
Category B

verues
NEW SOUTH WALES

ITEMS IN STORAGE

Raymond Currie Rowe Blazer
Category A

Soccerbox Jersey
Category A

Historical photos including Paul McCartney concert and Baseball Parramatta Stadium
Category A

Festival of the Dreaming - 1996 Poster
Category C

Camp Quality certificate
Category D

Certificate presented to Parramatta Tels and Legends of Parramatta - Category C

Bankwest Stadium – DA Mod

verues
NEW SOUTH WALES

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Bankwest Stadium DA Modification

Why a modification to the DA is required?

- The Sydney Football Stadium is currently being redeveloped, whilst the redevelopment of Stadium Australia is scheduled to commence in June 2020.
- This program of stadium network redevelopment means that Bankwest Stadium will be the only Stadium available in the network for approximately two (2) years.
- To ensure the State maintains a competitive edge in the national and international sporting and event market.

The modification application seeks to amend the following:

- temporarily increase the number of major sporting events permitted at Bankwest Stadium each year from 49 to 80 until such time as the stadium redevelopment program is complete;
- permanently increase the number of major sporting events permitted at Bankwest Stadium each year from 49 to 65 following the completion of the stadium redevelopment program;
- permanently increase the number of concert events permitted each year from 3 to 5; and
- permanently extend operational hours for non-event day functions from Sunday to Thursday 9am to 10pm and Friday / Saturday 12 noon to midnight to Sunday to Saturday 7am to midnight.

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The modification process?

- Venues NSW have developed a Statement of Environmental Effects (SEE) and submitted the document to the Department of Planning, Industry and Planning (DPIE).
- DPIE has reviewed the documents and has placed them on public exhibition for 14 days (from 17 October to 30 October 2019)
- During this period interested parties can make submissions to DPIE and raise any concerns or provide any feedback.
- DPIE will forward any submissions to Venues NSW for response.
- Once the exhibition period is complete DPIE will review all response to submissions and make judgment of the application.

