



Strategic Plan 2022-2027

Vibrant precincts connecting people to world class sport and entertainment experiences



VENUES WEST

VISION

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

PURPOSE

To support high performance sport and deliver world class experiences

We make a difference by:






Striving to meet world class competition standards for our venues

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

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

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

THE VENUESWEST WAY

-  We deliver safely
-  We act like owners
-  We champion dreams
-  Together we win
-  We celebrate success

STRATEGIC OBJECTIVES

1. Support of High Performance Sport & its evolution in WA

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

2. Exceptional Customer Experiences

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

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

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

4. Achieve Financial Sustainability

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

5. An Agile Organisation

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

6. Safe and Secure Venues and Workplaces

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

STRATEGIC INITIATIVES

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

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

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

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

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

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

MEASURES

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

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

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

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

- > Culture score
- > Skills growth measures

- > Safety measures
- > Preparedness measures