

# WESTERN AUSTRALIA'S LEADING STADIUM MANAGER





## VISION AND GOAL FOR STADIUM MANAGEMENT

The WAFC has a clear, customer focused vision for its management role at Patersons Stadium:

- To provide a positive experience unmatched by any other venue, that generates significant benefits for the community.

The goal of the WAFC's dedicated Stadium Management Team is also clear:

- Provide world-class management services for the operation of the stadium, whilst meeting stakeholder expectations and the financial objectives of the WAFC.

## ABOUT PATERSONS STADIUM

Patersons Stadium is a 43,500 seat stadium that welcomes approximately 1 million visitors each year. It is Western Australia's largest sports and entertainment venue in terms of fixed spectator seating.

The WAFC was established in 1989 and over the past two decades has successfully managed significant redevelopment of the venue to meet the changing needs of players and the public. While Patersons Stadium hosts a range of events, it is also known as the 'Home of Football'.

The stadium is open for business all year and hosts up to 30 major events and hundreds of business, Government and community functions. The stadium also houses the administrative offices of the WAFC and AFL team the West Coast Eagles.

While the primary user of the stadium is the AFL, in recent years the venue has been hired for A-League soccer matches, NRL matches, Rugby Union test matches, concerts and music festivals.

The income generated by the WAFC in its role as stadium manager is reinvested into football in Western Australia to ensure the sport is self-sustaining. This model provides a strong incentive for the WAFC to provide effective and cost-efficient stadium management services.

As a result of this work the Stadium Management Team has built strong relationships with:

- AFL
- West Coast Eagles and Fremantle Dockers
- State and Local Government
- Transport providers
- Promoters
- Local residents
- Key service providers



## LEADERS IN STADIUM MANAGEMENT

The Stadium Management Team is the most experienced major event team in Western Australia. The Stadium Management Team includes individuals with high-level expertise in event management, venue logistics, marketing and promotion, stakeholder engagement, customer services, turf management, human resources and incident and crowd control.

## SKILLED AND EXPERIENCED STAFF

During major events more than 350 casual staff support permanent staff to successfully deliver a quality customer experience. Many of these staff members have worked at Patersons Stadium for a number of years and are highly skilled in the requirements of their role.

A comprehensive training and induction program is provided to all staff to ensure the highest level of customer service, health and safety protection, and knowledge of emergency management procedures.

The Stadium Management Team focuses on continual improvement in customer service at Patersons Stadium. The most recent customer service results for 2012 showed the overall match day customer satisfaction rating improved by 5.2%.

## RISK AND EMERGENCY MANAGEMENT

A full risk analysis is undertaken prior to all special events. A standard risk analysis procedure is in place for AFL matches. An emergency management plan is in place for the venue. The plan is AS3745:2002 compliant. The Emergency Management System is kept updated with current requirements and staff are fully trained to handle event day and non-event day evacuations.

## MARKETING AND PROMOTION SUPPORT

Working with Australia's key sporting codes and other national and international event promoters, the Stadium Management Team successfully attracts major sports and music events to Patersons Stadium throughout the year.

The Stadium Management Team provides a range of communications and promotions assistance to support the marketing efforts of stadium users. A detailed promotional plan is included as part of the venue hire for major events. The Team also has access to one of the largest customer databases in Western Australia. Access can be provided for onsite print media, digital media and traditional media including television and radio.



## KEY STADIUM MANAGEMENT SERVICES

### Hospitality

There are a wide range of corporate facilities and function rooms at Patersons Stadium offering first class comfort and seating. The total dinner seating capacity of the 7 function rooms is 1,300 people. The function rooms are used extensively for up to 150 corporate and community events throughout the year. In addition, there are 59 corporate suites which can host approximately 900 guests and an additional 176 private boxes which host a further 1,270 guests. A full catering service is provided to each of the corporate suites, before, during and after sporting events.

### Catering

The Stadium Management Team supervises a catering contractor that operates the 38 food and beverage outlets within the venue. There are 12 retail food outlets and 26 bars within Patersons Stadium. The food outlets are supplemented by 18 mobile vending units.

### Cleaning

A contract cleaner ensures the venue is cleaned immediately after each event and this ensures rapid turn around times can be achieved.

### Security

At events a full security presence is provided inside and outside the stadium. All security personnel are coordinated via a specialist team located in an Incident Control Centre within the venue.

An innovative SMS system allows patrons to send an SOS direct to Incident Control. Close liaison is maintained with the Western Australian Police and railway transport guards, who are located at nearby train stations.

### Turf Management

Patersons Stadium is one of the highest utilised playing surfaces in Australia. This makes turf management and maintenance one of the most important services provided by the Stadium Management Team. As a result the WAFC has become the leading turf manager in Western Australia and consistently meets the playing requirements of the AFL, NRL, ARU and A-League. The Team is currently achieving 96% compliance with AFL 'preferred range' standards for turf maintenance.

### Media Facilities

Full TV broadcast capability is available at Patersons Stadium using a full-service commentators box and the ability to locate cameras at ground level. Media facilities are available to TV, radio, press and online organisations.

### Ticketing

Patersons Stadium works in partnership with Australia's leading ticketing organisation Ticketmaster to provide a 24/7 service to sell tickets to major events at the stadium. Tickets can be purchased via the Ticketmaster website, telephone or at the stadium. The partnership with Ticketmaster provides the Stadium Management Team with access to a wide range of important data about consumers and their event and ticketing preferences.



## MAJOR SPORTS EVENTS

Patersons Stadium hosts a range of major sports events each year. The majority are AFL games, but other sports also hire the venue for high profile games that draw large crowds.

### AFL

The two Western Australian AFL teams – West Coast Eagles and Fremantle Dockers – play all their home games at Patersons Stadium. Crowds for the West Coast Eagles regularly sold out, while Fremantle Dockers crowds are steadily increasing.

Each year 25 games of AFL football are played at Patersons Stadium with an average of nearly 36,000 fans attending each match. The utilisation of the venue against capacity is 82%, making it one of the busiest AFL venues in Australia.

Patersons Stadium also houses the West Coast Eagles administrative, player and support facilities. These operations are run by the West Coast Eagles and the Stadium Management Team supervises the lease arrangements. Both West Coast Eagles and the Fremantle Dockers have retail outlets within the venue.

### Soccer

FFA – A-League premiership matches have been played at Patersons Stadium for many years, with grand finals at the venue being played in front of capacity crowds.

In 2013, the matches have included Perth Glory vs Brisbane Roar and Perth Glory vs Western Sydney Wanderers.

The Stadium Management Team set up an eastern end pitch to create a unique ‘soccer’ atmosphere for fans

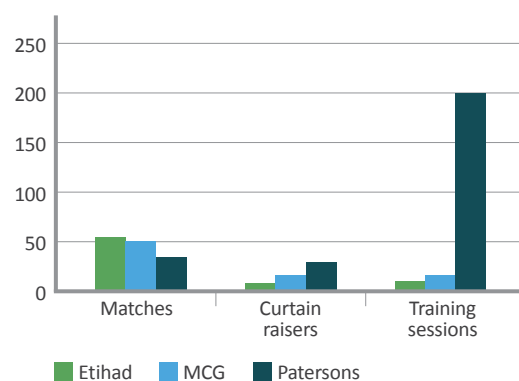
at the venue. There was significant positive feedback for this innovative and flexible approach from the Clubs that used the eastern end pitch and from the fans who attended the match.

### Rugby

Patersons Stadium is used by Australia Rugby Union (ARU) for International Rugby Union test matches. In 2012, the venue hosted Australia vs South Africa in front of a crowd of 34,000, as well as the Manly Sea Eagles vs New Zealand Warriors before a crowd of 20,000. In 2013, the scheduled fixtures are Australia vs British Lions and Australia vs Argentina.

For a number of years following the establishment of the Western Force, Patersons Stadium was the rugby team’s home ground. The Stadium Management Team worked closely with their Western Force counterparts to successfully stage rugby home ground matches each season.

### Patersons Stadium utilisation comparison 2012





## CONCERTS

As the largest fixed seat venue in Western Australia, Patersons Stadium has hosted major touring music acts since the 1970s. Since 2005, the Stadium Management Team has negotiated hiring agreements with the promoters of the world's largest rock bands.

By combining the fixed seating with the sports field, bands can play to audiences of between 15,000 and 60,000 music fans. The Stadium Management Team works with promoters and bands to design the optimum seating plan for their staging and performances. A variety of plans have been implemented in recent years. Set plans are in place for audiences of up to 18,000, 30,000, 40,000 and 50,000.

The concert season occurs outside the AFL season. Concerts can be staged at Patersons Stadium from September through to March and can take place during the day or the evening.

### Festivals

Patersons Stadium has a multi-stage festival capacity of up to 70,000 people. This can be achieved by using both the stadium and Kitchener Park, which is adjacent to the venue. In January 2013, the Summadayze festival was successfully staged with multiple acts performing on different stages, including headline act The Chemical Brothers.

## TOURING ACTS

Recent major acts to play at Patersons Stadium include:

- U2 – 105,000 fans over 2 nights
- AC/DC – 90,000 fans over 2 nights
- Robbie Williams – 85,000 fans over 2 nights
- Bon Jovi – 30,000 fans
- Eagles – 28,000 fans

## HERITAGE AND TOURS

In its traditional role as the 'Home of Football', the Patersons Stadium site has been in continuous use for more than a century and the venue now houses much of the sport's important and iconic heritage items. The Stadium Management Team is keenly aware there is considerable public interest in both the history of football and seeing 'behind the scenes' of a stadium operation, including where the players and media operate. AAMI Heritage Tours of the venue are conducted for groups of 10 or more from March to October.



## SUSTAINABILITY

The Stadium Management Team is focused on improving the sustainability of Patersons Stadium through implementation of a range of policies and procedures, targets and improvement projects.

Among the key policies and procedures are:

- Environmental management policy (EMP)
- Environmental management system (EMS)
- ISO 14001 accreditation
- Hazardous material assessments

### Energy

The Stadium Management Team has an energy management plan in place that is focused on achieving a 5% saving on energy costs each year by implementing measures to reduce power consumption.

These measures include monthly monitoring and reporting on usage. Specific activities include live updates on energy usage in key staff areas such as the lunch room, online reminders of energy efficiency initiatives and engaging contractors in energy wise work practices.

### Waste Management

Patrons at Patersons Stadium generate considerable waste, primarily through the consumption of food and beverages. The Stadium Management Team has a focus on waste management, which emphasises reduction in packaging to minimise waste materials and recycling of waste wherever possible. The percentage of waste diverted from landfill is now 30% and increasing each year.

### Emissions

The Stadium Management Team has introduced an active program to reduce greenhouse gas emissions from the venue. Between 2008 and 2012, a range of improvements resulted in a substantial reduction in CO<sub>2</sub> emissions from 3.3 million tonnes down to 1.9 million tonnes.

## TRANSPORT

The Stadium Management Team is successfully encouraging patrons to make greater use of public transport to attend events at Patersons Stadium. The public transport options for reaching the venue are rail and bus. The percentage of patrons using public transport to attend events at Patersons Stadium has steadily increased from less than 10% in the 1990s to close to 40% in 2013.



Photographs of U2 concert by Matthew Thompsett and WA Today.

**WAFU STADIUM MANAGEMENT**

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