



Central  
Coast  
Stadium



business  
implementation **plan**

MARCH 2021 - DECEMBER 2022

# CONTENT

About the Stadium	3
Stadium Facilities	3
Council's ambition for the Stadium	4
The purpose of the Stadium	5
Why this purpose?	5
Assessment of the Stadium and emerging issues	6
Strengths of the current Stadium model	6
Challenges within the current Stadium model	7
Opportunities for the Stadium	8
Emerging issues	9
Management Rights for the Stadium	10
The business case for the Stadium Plan	11
Key Facts	12
Other commercial revenue streams	14
Strategic priorities for the Stadium	15
Strategic Actions	16

# ABOUT THE STADIUM

The Central Coast Stadium (Stadium) is a unique location for sporting, entertainment and community events, overlooking the Brisbane Water. It is a 20,000 all-seated stadium, ideal for a regional population, and has been well-maintained over its history.

Council has developed a Business Implementation Plan (Plan) to ensure it remains a highly valued community asset, delivering significant economic benefits to the region and acting as a focal point for community pride and sense of place within the Central Coast.

This Plan provides Council with a strategic framework to improve the Stadium as the major sporting and entertainment facility in our region and harness commercial opportunities for the benefit of the community. The Plan seeks to build on the economic, social, sporting and financial value of the Stadium to the Central Coast.

The picturesque Stadium has a U-shaped design with permanent stands along the western, eastern and northern sides of the venue with an open southern end. The upper tiers on the west and east stands are roofed.

The Stadium is accessible via the main north/south rail line and major road networks, making the Stadium accessible for residents as well as key adjacent markets of Sydney and Newcastle.

The Stadium is owned by the Council and, since 2014, has also been managed by the Council.

## THE STADIUM



**Seating Capacity**  
20,059



**Build Date**  
The year 2000



**Home Ground**  
Central Coast Mariners



**Major Events Hosted**  
Football, NRL, Rugby Union,  
Boxing, Motorcross, Concerts  
& Carols



**Events Per Year**  
20-30

## FACILITIES



**Corporate/premium**  
Corporate/premium seating including  
3 corporate lounges, 39 premium suites,  
and 58 open-air corporate enclosures



**Food and beverage**  
6 food outlets / 6 bar areas  
Ability to set up mobile vendors on  
warm-up field and around concourse



**Wheelchair and carer seating**  
200 seats including carers



**Public toilets**  
10 toilet blocks



**Change rooms**  
2 home change rooms  
2 visitor change rooms



**Parking**  
Free parking for hirers and VIPs next to  
Stadium. Public parking available around  
Stadium



**Public transport**  
700m from Gosford Railway Station

# COUNCIL'S AMBITION FOR THE STADIUM

Council's ambition for the Stadium is to be recognised by patrons, event owners and the Central Coast community as a premier 'Tier 2' venue within NSW and Australia, delivering a vibrant and diverse event calendar and providing a high quality event day experience.

In NSW, Tier 2 venues are defined as those with a capacity between 20,000 and 40,000, the provision of corporate facilities and the ability to provide a home ground for national sporting teams.

The Council is focused on developing a refreshed plan for the Stadium to ensure it meets the community's and hirer's needs for major events facilities, supports the activation of the Stadium precinct, on a sound financial basis for Council. The strategic direction and business plan will build on the foundations of the Stadium's current strengths and recent significant investment to upgrade the change room facilities and video scoreboard.



## **For individuals and families**

More opportunities to participate in and view home-team, national and international sports at a local venue

Greater diversity of world-class entertainment and regional cultural events

High quality services and amenities at a reasonable price and proximity, e.g. food and beverage options, public transport and parking



## **For the Central Coast community**

A focal point for sporting, entertainment and community events

A sense of place and pride within the Central Coast

An activated Stadium precinct for event days and non-event days

Revenue generation for the region's economy



## **For hirers and businesses**

High quality infrastructure that attracts major events

Stadium amenities and services that encourage 'retained' spending from residents and 'in-bound' spending from visitors on event and non-event days

Sound commercial arrangements with a Stadium operator focused on hirer, business and supplier satisfaction



## **For Council as owner of the Stadium**

A clearly defined strategic plan for a substantial and valued community asset

An exciting events calendar that supports a sustainable business model

Management of risk, investment and operational issues

# THE PURPOSE OF THE STADIUM

The aim of the Stadium is to provide a fit-for-purpose major stadium facility to host elite sports and professional entertainment events for the benefit of the Central Coast community – enhancing liveability, delivering economic value, and providing exposure to national and international level competition and events within the region.

## WHY THIS PURPOSE?



The Stadium was purpose built for hosting major sporting and entertainment events. The Council owns a range of other spaces and facilities across the Central Coast that are sized and efficient for hosting many of the region's community events.



Local sportspeople can be inspired by the world-class sporting events at the Stadium and see their pathway from grassroots participation to elite sports, all within their home region of the Central Coast.



The Stadium is a key driver of economic activity within the region, both inbound spending from across NSW and interstate, and retained spending within the Central Coast area that might otherwise be spent outside of the region if sporting and entertainment options are not available locally.



The Stadium needs to contribute to the quality of life of individuals, families and businesses in the region, and the broader community, and this contribution is acknowledged so that the Stadium is widely valued.



# ASSESSMENT OF THE STADIUM AND EMERGING ISSUES

Economic analyses and initial stakeholder consultation have shown the Stadium to be a valuable asset with strong potential. By harnessing this potential in a strategic and efficient way, the Stadium can address existing challenges and create even more value for the Stadium precinct and the Central Coast community.

## STRENGTHS OF THE CURRENT STADIUM

The Stadium has core strengths that provide a strong foundation for the venue. Overall, the Stadium is a valuable community asset, delivering significant economic benefits to the region and acting as a focal point for community pride and sense of place within the Central Coast.

The **vista and view** of the Stadium is unique, providing a key defining feature of the venue, along with three stands.

The **physical infrastructure** of the Stadium is of good quality and fit-for-purpose. The turf playing surface is regarded as being of high quality and is a major attraction for sports hirers.

The **scale** of the Stadium is a strength for a regional venue, with an ideal size of 20,000 all-seated capacity.

The **location** of the Stadium between Sydney and Newcastle allows the venue to service two large population centres in addition to the Central Coast community.

Events held at the Stadium make an important contribution to the Central Coast **economy**. For example, Central Coast Mariners events in 2018-2019 were estimated to have increased Gross Regional Product by up to approximately \$2.1 million.

There are **existing events** in place, including the Mariners games, which prove the amenity and use of the Stadium. In particular, the Stadium is in a rugby league and sporting heartland which is attractive to hirers.

**Hirers** indicate that the Stadium can give them easy access to all their requirements including storage, transport links and access to the warm up field.

**Parking and public transport** are located within relatively close proximity.

The **venue management** team is experienced, stable and has a reputation for dedication to working with and supporting hirers.



# CHALLENGES WITH THE CURRENT STADIUM

There are always opportunities to improve facilities, services and engagement with businesses, the Stadium precinct, and broader Central Coast community. As well, the expectations of users and hirers of major events facilities are increasing over time.

While the Stadium has been well maintained over 20 years and there are no major issues with the building or current uses of the venue, the following have been identified as challenges within the current arrangements for the Stadium:

## Infrastructure

- The food and beverage facilities are limited. A large commercial kitchen could service the corporate/premium facilities and support additional offerings for General Admission spectators such as a BBQ deck.
- The size of the function space is currently limiting the ability to host large functions.
- Match day parking is perceived as an issue for spectators.
- Turf maintenance can impact hosting large events such as concerts with close timing to sporting events which require the highest quality turf standards.

## Precinct

- Pre-event and post-event spending at the Stadium or within the Gosford central business district is limited by a lack of precinct activation.
- Accommodation in the area is limited, impacting the ability to leverage potential economic contribution from large-scale events attracting out-of-area visitors.

## Strategy and operations

- Since management rights reverted to Council in 2014, the direction was to focus on financial performance which limited the effectiveness of the management of the Stadium. Now that Council amalgamation is embedded, Council's focus has turned to reinvigorating the Stadium's strategic direction.
- The opportunities for scale in operations is challenged by the Stadium's status as a stand-alone venue (i.e. not part of a privately owned or NSW Government owned group of stadia).
- For the Stadium to maintain its relevance to the region, the state and the nation it needs an anchor tenant and the obvious, and only available, option is the Central Coast Mariners. With around half of all events provided by the Mariners, the success of the venue is pinned on the longevity and performance of the club. If the club was to fold or move location, this would create a loss in revenue to the Stadium which would decrease funds available for ongoing maintenance and capital works. This loss would have a knock-on effect to the local economy (i.e. hospitality and accommodation) who also rely on the regular event days.

# OPPORTUNITIES WITH THE CURRENT STADIUM

Opportunities for the Stadium present an exciting vision for the future of the venue, to help meet the Stadium's purpose of enhancing liveability, delivering economic value, and providing exposure to national and international level competition and events within the region.

Opportunities have been identified to address the growing needs of the community and hirers for venues like the Central Coast Stadium:

## Infrastructure

- Improve the corporate/premium product offering at the Stadium by refurbishing the corporate lounge spaces and adding a commercial kitchen.
- Expand capacity for game day functions and non-event day conferences and events by providing a larger dining and conference facility, e.g. up to 400 people.
- Increase event day amenity by establishing new seating and food and beverage products within the Stadium, e.g. a BBQ deck.
- Increase the profile of the Stadium by replacing existing static signage with LED signage, and exploring additional advertising signage opportunities.
- Support hirers by establishing a merchandise outlet.
- Improve connectivity and technology at the Stadium, e.g. WIFI, mobile apps for event days, digital signage, video walls, event space screens, menu boards for screens near food and beverage stands.

## Precinct

- Create a vibrant precinct around the Stadium that people want to visit, by engaging with the local environment and connecting with local businesses through a local precinct strategy or plan.
- Develop new and complementary commercial opportunities such as hotels, gyms, pools, retail, training facilities, to further activate the Stadium precinct and generate economic returns.

## Strategy and operations

- Generate additional commercial revenue by securing a naming rights partner (noting there is value in potentially seeking to retain the name 'Central Coast' in some form if possible).
- Develop a strong relationship with Destination NSW to help attract hirers, events and visitors to the Stadium and region.
- Enhance the event day experience by transforming event day planning through better coordination across Council departments.
- Encourage visitation to the Stadium and precinct by improving wayfinding, e.g. making transport options more convenient to use on event days.
- Develop an events strategy for the Stadium events calendar.
- Consider management rights models and implement the most efficient and effective model for the Stadium with the greatest benefits for Council and the community.

# EMERGING ISSUES

**Owning and managing a major events asset like the Central Coast Stadium requires a clear and achievable strategy, taking account of the operating environment.**

Factors in the overall environment for stadia include the increasingly competitive market and rising expectations of hirers, businesses and users (participants and spectators). Other Councils and venue managers are competing aggressively for events and often include financial incentives above those on offer from Central Coast Council to attract events to their venues. The NSW Government is investing in government-owned stadia, which does not include the Central Coast Stadium. While the Stadium is well located between Sydney and Newcastle, these large population centres also have major venues.

Factors in the environment for Central Coast Stadium include the reliance on the Mariners hiring and attendance patterns, the current financial performance of the Stadium (which is an overall cost to Council), and the ageing of the asset.

These factors require careful consideration in the Stadium Plan.



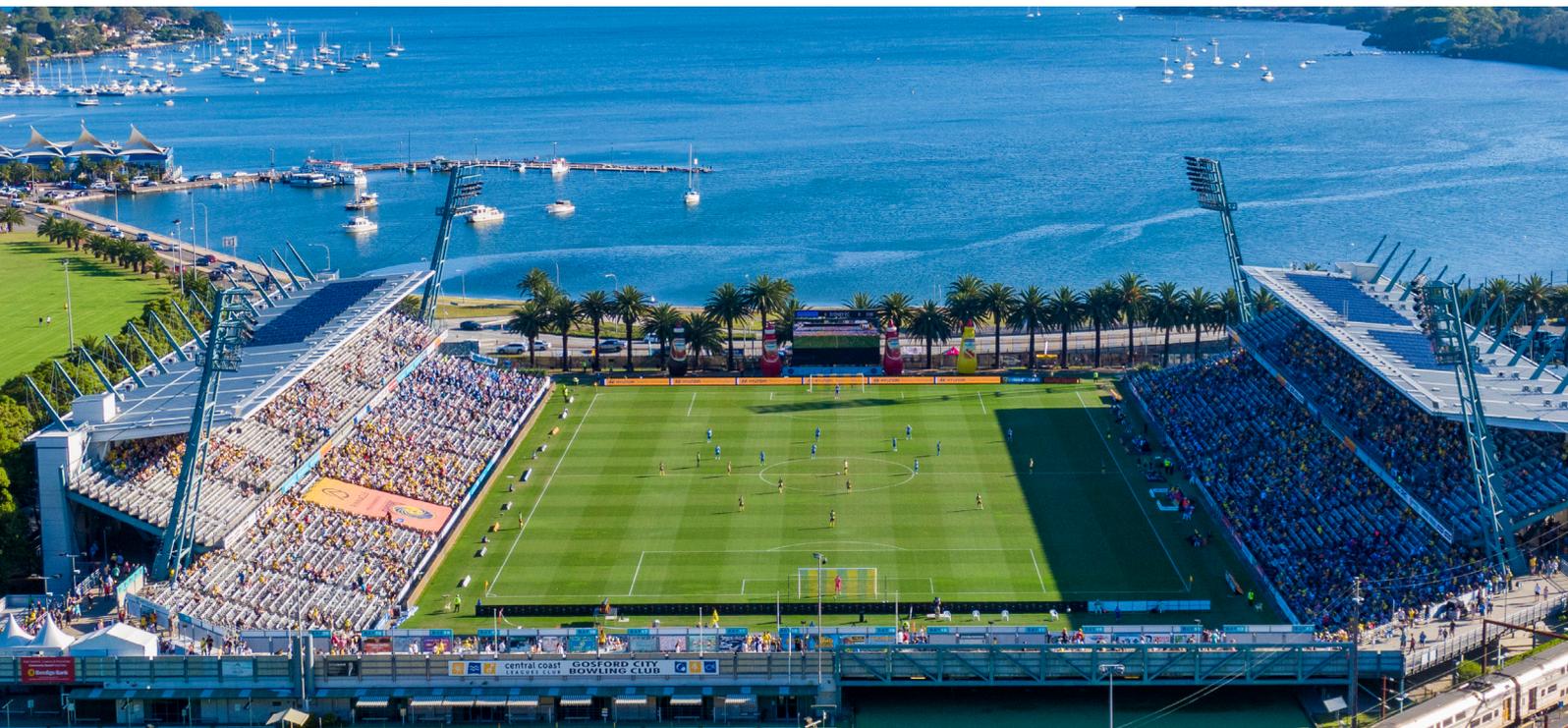
## Management rights for the Stadium

A crucially significant issue for the future of the Stadium is the management model for the venue. Between 2000 and 2014 Council out-sourced the management of the Stadium to a third-party venue manager, and the venue was operated autonomously of Council. Management responsibility for the Stadium reverted to Council in 2014, making Council both the owner and manager of the venue for the first time.

The current 'in-house' management model at the Stadium is like models at other regional stadia and could well continue into the future. However, Council is also aware of strong interest in the management rights for the Stadia. There are potential benefits for Council (and thus the community) if the Stadium was operated by a third party, including:

- Reducing the risk, financial and operational burden for Council of managing the Stadium.
- A third party may bring a stronger focus on revenue maximisation and commercialisation of the asset and quick, innovative decision-making in a competitive environment.

Venue management rights need to be addressed in the Stadium Plan and this issue will form a part of the strategic direction for the Stadium beyond 2021. Refer to priority 5.1 on page 19 which outlines the recommendation to go to an EOI for management rights.



# THE BUSINESS CASE FOR THE STADIUM PLAN

The Stadium Plan needs to provide a sustainable financial model for ownership and management of the venue. Implementation of an invigorated financial model will align to Council's ambition for the Stadium as a premier Tier 2 venue within NSW and Australia, delivering a vibrant and diverse event calendar and providing a high quality event day experience.

A detailed analyses of Stadium use, commercial revenue streams and capital investment needs forms the business case for the Stadium Plan. In summary, the challenging financial performance of the Stadium reflects a relatively common theme for regional venues with a single tenant. The Stadium has not been able to achieve 'break even' financial performance since its return to Council management in 2014. There are options to address these issues and improve the financial situation through the Stadium Plan.

## **Stadia can generate revenue through a variety of sources, including:**

- Gate/tickets
- Food and beverage
- Ticketing rights and fees
- Naming rights sponsorship
- Other signage rights
- 'Pourage' rights (alcoholic and non-alcoholic beverages)
- Other supplier rights (food, audio visual, etc.)
- Merchandise
- Non-event day functions and events
- Car parking
- Office/storage lease.

## **Stadia also incur management and operational expenses including:**

- Event day expenses, e.g. security, event cleaning, ushers, traffic management, event presentation.
- Venue expenses, e.g. employee expenses, regular repairs and maintenance, turf maintenance, insurances, promotion and marketing, legal and accounting and general administrative expenses.

# KEY FACTS

The Stadium is underutilised with a relatively limited event calendar both in quantity and diversity of events.

Council is not currently offering a competitive commercial arrangement for visiting sporting teams when compared with other similar venues, who often offer substantial financial incentives. This limits event 'content' able to be secured for the Stadium.

Events held at the Stadium make an important contribution to the Central Coast economy.

Currently the Stadium represents a net financial cost to Council, with annual operating losses between \$841,000 to \$1.4 million. Ongoing capital expenditure requirements are estimated in excess of \$1 million per annum on average.

The Stadium hosted 27 events in 2017/18 and 21 events in 2018/19, including 13 home A-League Mariners games and at least two other major events in each year.

Hosted events doubled in 2020 due to COVID-19 changes and meant that the Stadium hosted an additional 13 NRL games.

The Central Coast region is important for rugby league, with strong local fan bases and high junior rugby league participation. This could be a focus for development of the events calendar for the Stadium.

The event calendar is in line with that of the Wollongong Stadium and Newcastle Stadium, though the Newcastle Stadium had the highest number of events by reason of hosting two national sporting franchises.

# KEY FACTS

▶ Average attendance to Mariners fixtures declined from 6,795 to 5,032 between the 2017/18 and 2018/19 seasons.

▶ Total attendance fell in 2018/19 (101,215) compared to 2017/18 (174,310). This was due to the same number of NRL fixtures in the previous playing season being scheduled after the close of the 2018/19 financial year. In other words the same number of events were held but later in the calendar year, impacting on financial year calculations.

▶ NRL fixtures tend to record relatively strong attendances compared to A-League events, but overall there are more A-League attendances per annum.

▶ Attendances are influenced by several factors:

- On-field performance of sporting teams with regular fixtures at the Stadium
- Increased competition from other entertainment products
- Ongoing improvements to the 'in-home' entertainment experience
- Broader trends in sport attendance.



# OTHER COMMERCIAL REVENUE STREAMS

Other revenue streams that can be generated by the Stadium relate to sponsorship and supply rights. As with attendances, the value of these revenue streams is closely related to the strength of the events calendar.

- **Naming rights:** there is currently no naming rights partner at the Stadium. Council recently engaged a specialist to estimate the potential value of naming rights.
- **Ticketing rights:** The Stadium has an exclusive contract with Ticketek for all events at the Stadium. The Stadium receives a proportion of the Booking Fees of each ticket.
- **Sponsorship and supply rights:** There are existing contracts in place for non-alcoholic beverages, alcoholic beverages (wine and beer), food/beverage and signage.

## Capital investment

The nature of stadia means that significant capital replacement needs to occur over the life of the asset to maintain its quality and usefulness. As well, there is a constant need to match event day experiences in line with hirer and patron expectations. Since 2014 Council has made significant investments including:

- Corporate suite upgrades to the eastern and western sides.
- Two new screens and scoreboards on the southern side.
- Upgrade of the player change facilities, public amenities, sound system, food outlets and tunnel area.

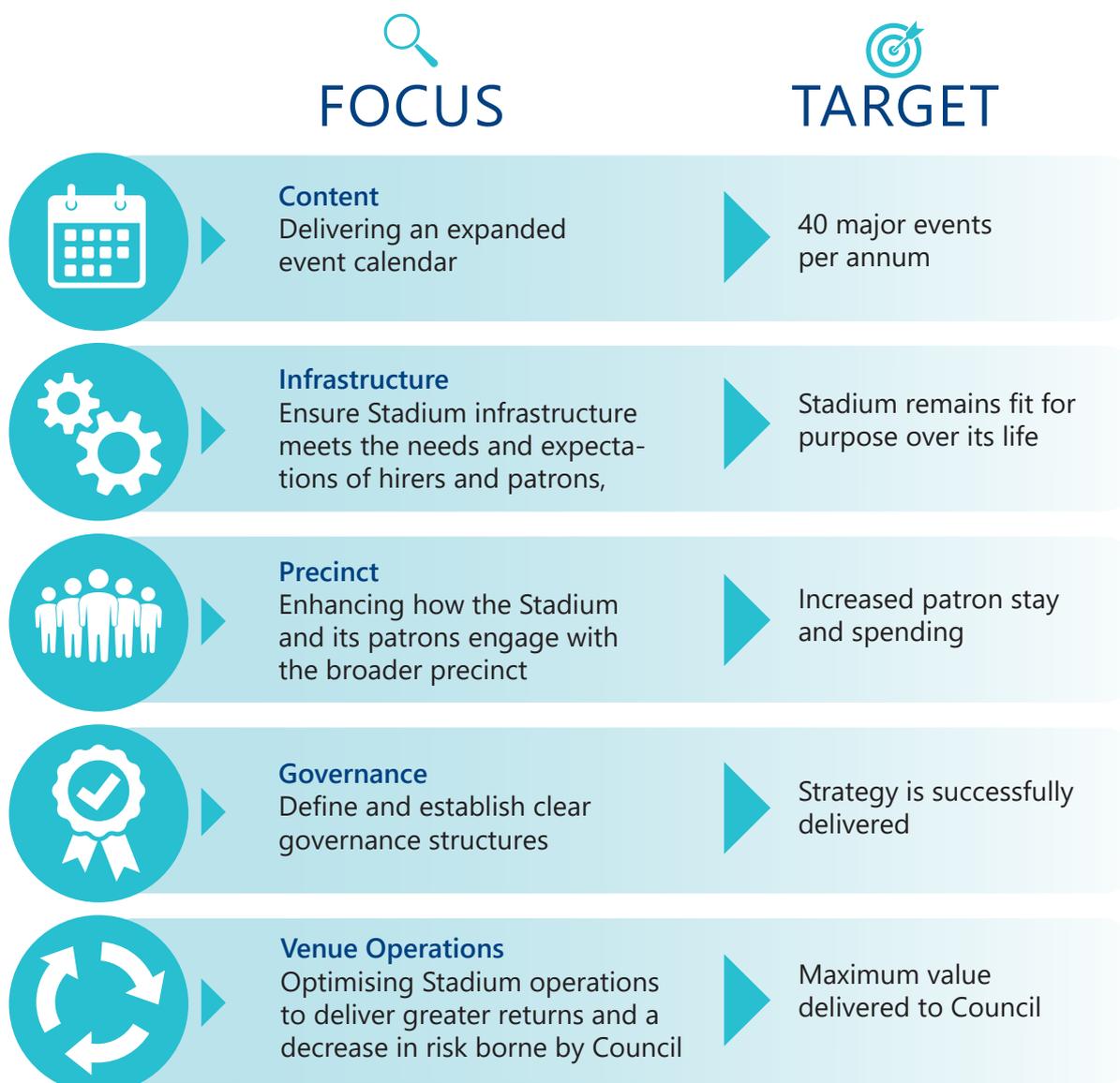
## Council has planned expenditure as follows:

### Maintenance

Project maintenance to 2038 is around \$1 million per annum, however this will need to be reviewed as part of a new Stadium Strategy

# STRATEGIC PRIORITIES FOR THE STADIUM

The Central Coast Stadium Strategy has five strategic priorities, with related focus areas and targets:



# STRATEGIC ACTIONS

## Strategic Priority 1 : Content

### 1.1 Continue to build a more productive relationship with our Hirers

The Mariners are the key tenant of the Stadium and the only national sporting franchise located on the Central Coast. Ensuring the Stadium and all Hirers are working together to achieve mutually beneficial outcomes is important to the success of both the Stadium and the Hirers

- 1.1.1 Continue to build a more productive relationship with all hirers and work collaboratively for the mutual benefit of both parties
- 1.1.2 Renew and re-energise existing meetings / forums between parties
- 1.1.3 Re-evaluate all hiring arrangements
- 1.1.4 Enact any approved changes to the current relationship as required



**Commencing immediately and on an ongoing basis**

### 1.2 Develop an events strategy

The Stadium will require a proactive and targeted events strategy to deliver a vibrant and diverse events calendar

- 1.2.1 Develop a desired annual calendar of events, including but not limited to:
  - Mariners (A-League and W-League)
  - NRL (pre-season and regular season)
  - Other sports content (e.g. women's sport, rugby union, elite training camps)
  - Concerts and music festivals
  - Entertainment events (e.g. Nitro circus)
  - Other events (e.g. outdoor exhibitions, food and beverage festivals)
  - Large-scale community events (e.g. Carols)
- 1.2.2 Develop an implementation plan to attract / develop the identified events
- 1.2.3 Develop a rights / content owner engagement strategy, defining who is responsible and how they will interact with 'content owners' of the events
- 1.2.4 Hold preliminary discussions with rights / event owners to understand appetite and requirements to attract content to the Stadium (e.g. hiring deals, scheduling)
- 1.2.5 Develop indicative forecasts for the event calendar, including, for example, event project returns, annualised impact on Stadium performance, event economic impact and annualised economic impact, 'attraction funding' and other incentives, and Council investment and return on investment



**Completed by November 2021**

### 1.3 Establish an event attraction fund / budget

Establishing a defined fund / budget and criteria for event attraction will allow the Stadium to more confidently enter negotiations with rights / content owners and to effectively manage available funding for maximum impact

- 1.3.1 Agree on an annual level of event attraction support from Council, based on the indicative forecasts
- 1.3.2 Agree the key criteria required to access the fund
- 1.3.3 Agree a governance structure for administering event attraction support funds



**Completed by December 2021**

## Strategic Priority 2: Infrastructure

### 2.1 Implement findings from the LED signage business case

The Stadium currently has limited LED signage opportunities, with hirers having to 'bump-in' LED signage as required. Implementing LED signage will likely reduce cost to hirers, and deliver a new revenue source for the Stadium

- 2.1.1 Finalise LED signage business case
- 2.1.2 Implement findings of LED signage business case, where the ROI is viable, in a staggered approach
- 2.1.3 Review external advertising opportunities



**Completed by December 2021**

### 2.2 Undertake a mid-life design review / master plan of the Stadium

The Stadium is entering its 20th year of operations, which represents the mid-point of its useful life. A design review would evaluate any opportunities to improve amenities throughout the Stadium focusing on efficiency, fan experience, hirer expectations and new revenue opportunities.

- 2.2.1 Agree scope of design review / master plan, potentially including:
  - Food and beverage infrastructure (e.g. outlets, commercial kitchen, kitchenettes)
  - Corporate facilities (e.g. dining / lounge facility, product mix such as BBQ deck)
  - Merchandising outlet
  - In-stadium technology and connectivity (e.g. WIFI and wayfinding)
  - Access and accessibility (e.g. circulation space, entry points, ticket booths)
  - Longer-term solutions (e.g. car park, roof extension, development over the bowls club)
- 2.2.2 Undertake the review, including engagement of specialists as required e.g. architects



**Completed by December 2021**

## 2.3 Develop a turf maintenance strategy

An expanded event calendar will require a revised turf maintenance strategy to manage the impacts of additional events at the Stadium

- 2.3.1** Engage specialist consultants to develop a turf maintenance strategy that aligns to the event strategy, also considering the feasibility of investing in protective coverings to minimise impact of other events on turf quality, and opportunities to partner with Venues NSW or others to achieve economies of scale with respect to turf replacements



**Completed by March 2021**

## Strategic Priority 3: Precinct

### 3.1 Develop a precinct master plan

A precinct master plan will help to improve connectivity between the City and the Stadium, lead to better activation of event days, and enhance the overall event and non-event day experience of the Stadium. This is expected to lead to greater community, economic, and financial impacts of events held at the Stadium, to both the Stadium and surrounding businesses

- 3.1.1** Council will develop the scope of the master plan, including consideration (at a minimum) of:
- Connectivity to transport links, CBD and local businesses
  - Engagement with Brisbane Water and Leagues Park
  - Parking
  - Non-event day activation
- 3.1.2** Engage a specialist consultant to deliver the master plan in partnership with Council and key stakeholders



**Completed by December 2021**

## Strategic Priority 4: Governance

### 4.1 Develop an Inter-Council Panel focused on delivering the ambition of the Stadium

Consultation identified the need for strategic direction and coordination from Council for the Stadium. An Inter-Council Panel will assist the Strategy is delivered effectively to achieve the ambition for the Stadium

- 4.1.1** Identify the most appropriate governance structure / mechanism within Council's existing frameworks to deliver the Strategy
- 4.1.2** Identify appropriate personnel from across Council to form the Panel, including representatives from Connected Communities, Environment and Planning, and Finance

- 4.1.3** Define and document the Charter for the Committee, including but not limited to:
- Primary governance responsibility for the Event Attraction Fund
  - Accountability for delivering the Stadium Strategy
  - Promoting a 'one-Council' approach to operations at the Stadium
  - Streamlining broader Council policies and procedures with respect to operations at the Stadium
  - Ongoing governance and accountability for the Stadium Strategy



**Completed by December 2021**

## Strategic Priority 5: Venue Operations

### 5.1 Go to market for the venue management rights for the Stadium

Council has identified sufficient interest and potential benefit to pursue an Expression of Interest (EOI) for the management rights of the Stadium (but retaining full ownership). Council can participate in the EOI to provide a public sector comparator. Council may still decide to retain management of the Stadium if the EOI shows this to be the most appropriate model.

- 5.1.1** Develop EOI documenting including summary of the venue, statement of requirements and summary of key terms (e.g. term, financial structure)
- 5.1.2** Develop evaluation plan for the EOI responses, including criteria and weightings. These may include but are not limited to:
- Mandatory compliance (e.g. insurances)
  - Compatibility of organisation to manage the Stadium
  - Capability (e.g. experience and business capability)
  - Financial strength
  - Management approach and methodology
  - Proposed commercial terms and arrangements

Go to market for venue management rights  
Assess responses in line with evaluation criteria  
Decide whether to proceed to Request For Proposal stage



**Completed by June 2021**

### 5.2 Agree approach to naming rights and pursue Expression of Interest (EOI)

The Council has commissioned a report into the potential value of naming rights for the venue. Pursuing an EOI for naming rights will deliver new revenue sources for the Stadium.

- 5.2.1** Confirm Councillor parameters regarding naming rights for the Stadium. Council will ensure that the naming rights align with the purpose and ambition for the Stadium. A key issue in naming rights is ensuring a commercial arrangement reflects increased exposure levels as events and attendances increase as planned under this Strategy.
- 5.2.2** Undertake EOI for naming rights - subject to 5.2.1



**Completed by June 2021**

### 5.3 Create scale across operation through internal or external partnerships

Council has a number of venues within its portfolio that could be 'bundled' to create scale in procurement and commercial rights (e.g. ticketing). There is also an opportunity to explore partnerships with external bodies to generate scale and efficiencies

- 5.3.1** Develop a strategy to generate benefits for the Stadium through scale, especially for supplier rights and procurement opportunities. This could include:
- Aggregating commercial rights from across Council's portfolio (e.g. ticketing and pourage rights at the Stadium and Laycock Street Theatre)
  - Aggregating similar assets within the same business unit of Council
  - Partnering with a third party that has already achieved scale



**Completed by December 2021**

### 5.4 Develop a marketing and promotions strategy for the Stadium

To promote the reinvigorated approach to the Stadium, Council should develop an integrated marketing and promotions strategy for the venue

- 5.4.1** Develop an annual, integrated marketing and promotions strategy and plan for the venue
- 5.4.2** Develop materials and collateral to support the strategy (e.g. brochures, website)
- 5.4.3** Monitor the performance of the strategy, including through a community survey and refine as appropriate



**Ongoing**

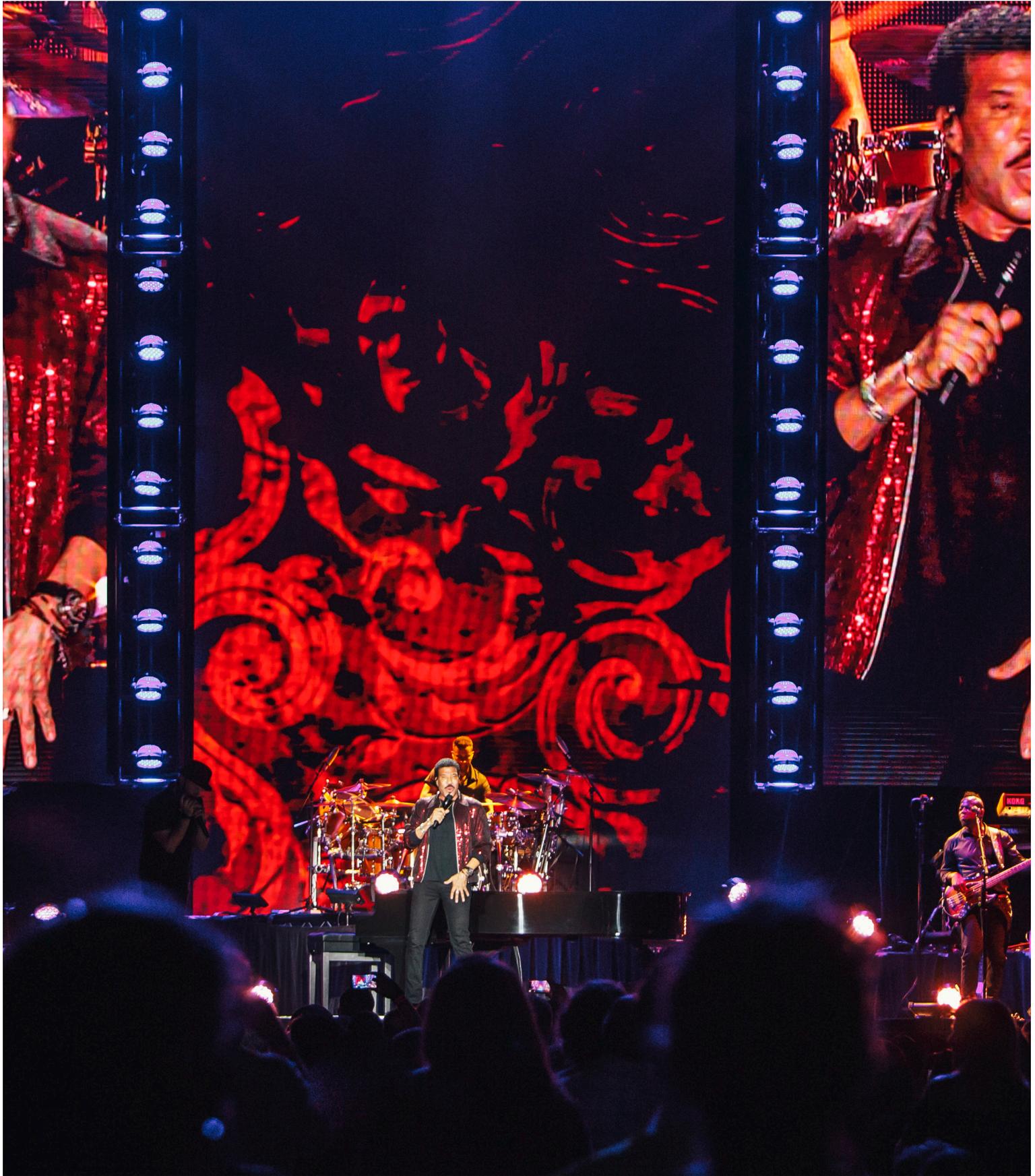
### 5.5 Develop a staff capability plan

Staff capability is a critical component of operational success. A staff capability plan will help ensure that Stadium staff skills and expertise continue to support the operations of the venue, including investing in new business development / sales capability for the venue and considering succession planning for key roles.

- 5.5.1** Undertake a skills and capability assessment of Stadium staff; upskill and train staff where necessary, and recruit to fill capability gaps as necessary
- 5.5.2** Based on the above, identify any need to invest in dedicated business development / sales capability to deliver the events strategy
- 5.5.3** Undertake succession planning to mitigate the risk of loss of key staff and institutional knowledge



**Completed by January 2021**





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