

WestpacTrust Stadium Governance Structure

Committee Terms of Reference

Board

1. Approve overall policy.
2. Approve contracts.
3. Approve any variations to contracts.
4. Approve annual budget.
5. Approve any variation in the operational budget over \$10,000.00.
6. Monitor performance.

Operations Committee

The prime objective of the Operations Committee is to successfully oversee, on behalf of the Trust Board, the transition of the Regional Stadium project into a fully operational facility in accordance with the needs of users and spectators and the Business Objectives of the Trust.

The Operations Committee will oversee the day-to-day running of the development stage of the project on behalf of the Board of Trustees.

In doing this, it will:

- Prepare a detailed Master Plan and critical path of all tasks required to be completed prior to opening to ensure objective is completed.
- Act as the central liaison point for sub-committee chairs to ensure that their activities are co-ordinated.
- Where there is an overlap in the responsibilities of any sub-committees, ensure there is adequate communication between the groups and clarity in the decision-making process.
- Act as a final arbiter in cases of disagreement between sub-committees.
- Ensure that sub-committees are meeting their objectives and remain within their financial delegations.
- Recommend policy, budget or contract variations to the board.

Delegations

1. Final approval of capital expenditure already in budget up to \$500,000.00 or as delegated by the Board.
2. Discretion to spend \$5,000.00 per month in addition to Chief Executive discretion to cover extraordinary items. This must be reported to the board for endorsement.

Chief Executive Delegations

The Chief Executive has discretion of \$5,000.00 per month to cover extraordinary operational items.

Finance and Risk Management Sub-Committee

The role of the sub-committee is to work with the operations Committee and CEO to ensure that the project is delivered according to the budget and that financial risk is minimised.

Specifically, the sub-committee will:

- Regularly update risk assessments and sensitivity analyses.
- Monitor cash flow and budget for the balance of the construction period and for the first year of operation.
- Establish on going financial accounting systems and integrate with other operating systems.
- Integrate the resource demands of other committees.
- Manage banking arrangements.
- Meet Wellington Regional Council and Wellington City Council financial reporting requirements.
- Complete leasing of tenancy space

Budget

Systems Installation	25,000.00
Computer purchase	25,000.00
 Legal	 10,000.00
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	\$60,000.00
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Opportunity

Sponsorships of computers
and software

Compaq or
Workflow Solutions

Venue Sub-Committee

The role of the sub-committee is to ensure that the Stadium is ready to operate efficiently with a capacity crowd of 34,500 by 31 December 1999.

Specifically the sub-committee will develop or complete the following:

- Membership services, including the completion of seat allocation.
- Ticketing, including joint ticketing with **TranzRail**.
- Traffic management and parking on the site, on port land and in the general vicinity of the stadium.
- Noise control.
- Waste disposal.
- Telecommunications.
- Security.
- Ushers and general operational staff.
- Medical services.
- Turf protection.
- Merchandising.
- Museum and retail shop.
- Replay screen operation.
- Interface with caterers.
- Stadium smart card.
- Basin Reserve issues.

Budget Allowance

Machinery	150,000.00
Port Entry, Bus Parking	200,000.00
Property consultant	25,000.00
Other	50,000.00
Legal	37,000.00
	\$462,000.00

Opportunities

- Ticketek offered to pay for Turnstiles in return for the Ticketing contract. Turnstiles are not included in the design because they would slow down the people flows.
- The Port company have agreed to offer car parking for 500 cars, subject to satisfactory financial arrangement.
- 20/20 Vision has an interactive museum proposal. We are supporting their discussion with a potential investor. This could include operation of the Stadium shop.
- Eptpos NZ are investigating the establishment of a Stadium smart card in conjunction with Wellington City Council, WestpacTrust and Visa.

Sales and Marketing Sub-Committee

The role of the sub-committee is to manage the fund raising programme by the instigation and delivery of initiatives that will ensure targets are met.

Specifically, this will include:

- Delivery of the membership sales programme.
- Delivery of the corporate box sales programme
- Maximisation of the sale of sponsorship **signage** and other naming rights properties in the stadium.
- Facilitation of the above by developing and managing the marketing and public relations programmes for the stadium covering communications with
 - Members
 - Box holders
 - S takeholders
 - User groups
 - General public

Financial Targets

Sales

- 2500 memberships \$30m
- Quarterly target
 - March 1490
 - June 1700
 - December 2500
- 68 corporate boxes \$12.9m

Signage Total \$4.424m

BY	31 December 1999	1.328
	31 March 2000	0.663
	30 June 2000	0.663
	31 December 2000	1.770
		<u>\$4.424m</u>

Other Fund Raising Total \$3.000m

BY	31 December 1999	0.900m
	31 March 2000	0.450m
	30 June 2000	0.450m
	31 December 2000	1.200m
		<u>\$3.000m</u>

Budget Allowance

Fund Raising/Signage

Consultant (3 to 4 months)	40,000.00
David Panckhurst	12,000.00
Marketing	100,000.00
	<u>152,000.00</u>

Communications

Consultants	115,000.00
Marketing	195,000.00

Legal

	<u>19,000.00</u>
	<u>\$481,000.00</u>

Opportunities

Working with WestpacTrust/Fletchers.

Use of membership/boxes to enhance values to achieve sales targets in signage and other fund raising.

Programme Sub-Committee

The role of the sub-committee is to secure an opening-year programme and to target the organisers of major conferences and exhibitions that have a long lead time, which will optimise the use of the stadium to enhance revenue flows and ensure that the public of the region have a full and varied event schedule.

Specifically the sub-committee will:

- Arrange the opening event.
- Book four concerts in the period between opening day and March/April 2000 and ensure concerts do not compete in the same markets.
- Obtain additional sporting events, including rugby and cricket, rugby league and Australian Rules.
- Establish pricing policies for concert and exhibitions.
- Secure bookings for the first year for exhibitions, conferences, product launches and private hire.
- Manage 'soft' openings.
- Produce promotional material for the ongoing marketing of the stadium as a venue.

Financial Targets

• Six concerts - Jan to April	4	\$75,000.00 per event
- Nov to Dec	2	
• Opening event (30,000 @ \$7ph)		\$210,000.00
• Australian Rules		\$42,000.00
• Rugby		\$442,000.00
• Cricket		\$421,000.00
• Rugby League		\$77,000.00
• Exhibition/Trade Shows	5 @ \$10,000 each	
• Private hire		\$240,000.00

Budget Allowances

Opening event budget	150,000.00
WRC and WCC sponsorship	50,000.00
Stewart McPherson consultancy cost	20,000.00
Legal	4,000.00
	\$224,000.00

Opportunities

- Sponsorship – Opening event

- Caterers are responsible for marketing hospitality facilities for private functions, conferences and trade exhibitions.

User Groups Sub-Committee

The role of the sub-committee is to work with rugby and cricket to ensure contractual and other identified operating needs are satisfied.

Specifically the sub-committee will:

- Undertake the review of the operating agreements with rugby and cricket in accordance with the processes set out in the agreement.
- Work with other sports to identify and resolve any operational issues.
- Establish procedures for corporate hosting in Stadium.
- Deal with organisational issues around major concerts in conjunction with concert promoters.
- Appoint Turf Manager.
- Establish a process of booking events that meets the needs of all parties.

Budget

Legal	\$5,000.00
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WCC

WkC

TRUST
Fran Wilde*, Ron Scott, Bill Birnie, Paul Collins, Sue Elliott, Bryan Johnson, Ngatata Love, David Wales

Operations Committee
Ron Scott*, Fran Wilde, Paul Collins, Sue Elliott, Matene Love, Bryan Johnson

PROGRAMME

SALES AND MARKETING

FINANCE & RISK MANAGEMENT

VENUE

USER GROUPS

Trustees

Bryan Johnson*
Sue Elliott

Sue Elliott*
Bill Birnie

Paul Collins*
David Wales
Bryan Johnson
Bill Birnie

Ron Scott*
Matene Love
Ngatata Love

Matene Love*
David Wales

Coopted Members

David Gascoigne
Trevor Hall

James Hall
Peter Livingstone

Ron Diack

Cliff Condren
TePapa Executive (TBA)
David Brown
Ian Maskell

David White
Rodney Moore
Jock Hobbs

Staff

Mike O'Donnell

Chris Scott
Mike O'Donnell

David Smith

David Smith

Contractors/Consultants

Stewart McPherson

Iain Morrison
John Cameron
David Panckhurst

Linda Rieper

Gail Rapson
Linda Rieper

CEO

Project Control Group

* Chāir