



CEO's Message



Customer Service

This year we launched a whole-of-organisation set of service objectives. *Commitment to Our Customers* is designed to engender the spirit of Sydney Opera House through the organisation and provide the means through which we will deliver on our promise of an inspiring experience at every touch-point.

Performing Arts

A total of 1,134,881 people were attracted to 1,543 performances this year offered by quality Australian and international presenters. Sydney Opera House continued to play a key role in the development of new artists and diverse arts forms through Sydney Opera House Presents. Expenditure on these activities was increased by \$300,000 this year to \$5.8m, resulting in a net investment of \$3.0m (\$2.9m in 2003/04).

Raising our sound recording capability to equal the best in the world, we opened our new Recording Studio in October 2004. With fully integrated technical facilities that link all venues and broadcast points, it now provides us with the means to commercially record any performance, the first of which was the opera *Madeline Lee* in October 2004. This was followed by *The Love for Three Oranges*, with the recording to be released worldwide.

Tourism and Visitor Experience

Guided Tour patronage rose to 246,953 people. 'Roll up' tours were the largest generator of income, representing 65% of total tour revenue. A compelling vision for the future visitor experience was developed this year, following a major tourism review. The aim is to transform the Sydney Opera House visitor experience into the "must do" for every Sydney visitor, with a reputation for excellence that is recognised by the whole tourist industry.

Food and beverage recorded another successful year. Guillaume at Bennelong has positioned itself as one of Sydney's finest dining experiences and has continued to win awards. Opera Bar has grown its customer base, which has resulted in increased sales. Retail sales continued to grow and plans are underway to revitalise the stores and to explore new retail opportunities designed to enhance the customer experience.

Building Program

On 16 September 2004, the Utzon Room was officially opened by the Premier, The Hon. Bob Carr. This represents a major milestone for Sydney Opera House as the first Utzon-designed interior and the first major project to be completed following the re-engagement of Jørn Utzon in 1999.

Foundations were laid and work commenced on a spectacular 45-metre colonnade also designed by the master architect. When opened next year it will link the western foyer with the Harbour, which will become the focal point for all venues, as he had originally envisaged. The loggia, with its nine new openings, will flood the foyers with natural light, giving patrons views of Sydney Harbour and the city.

People and Culture

To make employees an integral part of decision making and action, a survey was conducted to measure employee opinion on a broad range of issues.

Facilitating the opportunity for staff to give back to the community, in November 2004 a Workplace Giving Program was implemented, led by volunteers from all areas of the organisation.

Delivering a number of workplace benefits to the organisation, to staff and to presenting companies, a new two-year Enterprise Agreement was certified in August 2004.

Raising the bar on training and qualifications, in our 6th year as a Registered Training Organisation, we extended the scope to include Security and Frontline Management qualifications.

Thank You

There are a great many people and organisations who contribute to the success and ongoing development of Sydney Opera House. I offer my heartfelt thanks to our business and presenting partners for their participation in and ongoing support of our quest to provide customers with the best possible experience; to our sponsors HP, Lexus, LG, Country Energy, Euphonix and Four Seasons for their invaluable contribution to our business success; to my executive team and the Trust for their unceasing support and leadership; but most of all, I thank the entire staff for their willingness to engage with issues and their firm commitment to get things done.

Norman Gillespie
Chief Executive