

Building and Environment

This year revealed the first Utzon-designed interior and saw commencement of work on a spectacular Utzon-designed modification to the exterior; broadcast facilities became world-class and acoustics and lighting improvements were a major focus; plans for venue and asset management excellence were developed; national heritage listing this year we hope is the precursor to world heritage listing; improved security, once again, was a whole-of-organisation priority.

KEY OUTCOMES 2004/05

The first Utzon-designed interior was completed, opened and named in his honour on 16 September 2004. The versatile new Utzon Room features quality acoustics, Utzon's signature natural timber finishes and his dramatic creation, a 14-metre floor-to-ceiling tapestry.

Actioning another contemporary design, this time for the exterior, work commenced on a spectacular 45-metre colonnade. When opened in 2006 it will link the western foyer interior with the Harbour, which becomes the focal point for all venues, as 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.

Enabling Sydney Opera House live performances to be captured and broadcast, the new Recording Studio, featuring ground-breaking technology and links to all venues and broadcast points, was opened in October 2004. With digital audio technology designed by audio specialist Euphonix, in collaboration with our sound specialists, the new Recording Studio enables world-class recording of any Sydney Opera House performance, including those on the Forecourt. Not only can it produce DVD and CD recordings of the highest quality, the new Recording Studio will also facilitate superb sound for simulcast and webcast performances.

Continuing to action improvements on venue acoustics, this year trials with the Sydney Symphony using segments of horseshoe-shaped tiered stage risers in the Concert Hall were undertaken. Following the success of these trials, full-scale prototype testing of the proposed new orchestra geometry will be undertaken early in 2006.

Meeting our commitment to raise our visual profile through better lighting, we completed one major lighting project and developed two others. In time for Christmas 2004 the six north-facing roof shells were illuminated with 24 new spotlights, making the profile of Sydney Opera House shells visible from the city's north for the first time. An improved overall lighting solution for the western roof shells, which will enhance their curvature and remove horizontal shadow lines was also successfully developed. Implementation will be completed by December 2005. New optics were also designed for exterior broadwalk lighting, which will increase coverage of exterior pavements and further improve safety and security. These will be installed by October 2005.

Making building care and presentation a priority, a range of Building Condition Indices were introduced. The Building Fabric Index measures the condition of the building, the Cleanliness and Tidiness indices measure how well we present Sydney Opera House. With 100% representing "as new", a target score of 90% was established. During the trial this year, scores achieved an average of 80% which is reasonable given the available resources.

Enabling us to compare our facilities management with those of other iconic buildings, a two-year collaboration with the Cooperative Research Centre for Construction Innovation commenced. Three areas of research and planning are being undertaken. The first will investigate how to establish comparative benchmarks for unique buildings; the second will look at how to align maintenance procurement strategies with business functions to help select contractors with the right cultural fit. The third will establish documentation standards that will enable the building of an interactive model of the venue that is linked to technical and maintenance imperatives.

Sydney Opera House's outstanding heritage value and the vital role it plays in Australia's cultural life was officially recognised this year with National Heritage listing. State and Federal Governments are now working together for World Heritage listing of the site.

Providing better performance and a solid foundation for all business systems, the backbone of the IT network was upgraded by increasing bandwidth and replacing equipment that is no longer supported.

A dramatic increase in overall speed and more efficient processing of supplier and customer accounts were achieved after a major upgrade of the SUN financial system. A disaster provision was also implemented with the addition of a new, off-site server to house the accounting system.

In our continued focus on security, three new security initiatives were implemented. Following completion of security program upgrade last year a new lock and single key access system was installed this year, with 1400 door locking cylinders replaced. The security control room video recorders were converted from analog to digital format and the number of interior and exterior surveillance cameras was increased. The security reporting and communication was improved through the introduction of a new security incident reporting system.

A revised Energy Management Plan identified the major energy consuming operations as mechanical services (44%), generally lighting and power (21%) and chillers (20%). From September 2005, we will progressively implement a new metering, control and operation strategy to better understand and manage our energy consumption in the areas of mechanical services, lighting and power, which currently account for 85% of the energy consumption.

Our waste recycling program has been maintained in accordance with Government guidelines. Recycled waste consists of cardboard, paper, glass, plastic and metal containers, cooking oil and scrap metal, using a commingle system supported by Gallaway Environmental Waste Management. In the past 12 months, we have also successfully implemented construction material separation. Our last two waste audits have shown good recycling levels and our 2005 Waste Reduction and Purchasing Policy Report will highlight weaknesses and deficiencies and provide us with additional opportunities for recycling.



New lighting