

KEY OUTCOMES 2005/06

Sydney Opera House was nominated for World Heritage listing and the new Colonnade was formally opened by The Queen; new lighting now dramatically illuminates the sails at night and a new Multi-Media Suite complements the new Recording Studio. Backstage improvements enhanced the experience for all and the main electrical switchboard was completely rebuilt and 'future proofed'. Safety, security and energy management remained major priorities and a new ticketing system was introduced.

Citing Sydney Opera House as a work of 'human creative genius' the nomination for World Heritage listing was submitted by the Australian Government in early 2006, following National Heritage Listing in July 2005. With UNESCO's decision expected by mid 2007, the complete nomination can be viewed online at sydneyoperahouse.com/corporate/about.us.

Marking the first change to the exterior of the building since 1973, Her Majesty Queen Elizabeth II formally opened the new Colonnade in March 2006. Flooding the foyers with natural light and affording patrons city and harbour views, the 45-metre-long Colonnade offers nine new openings into the Playhouse and The Studio foyers. Next year, work will commence on renewal of the foyers with special focus on improved access.

Dramatically illuminating the sails' sculptural qualities, three new roof shell lighting poles and lamps were installed on the Western Broadwalk. The new, smaller light fittings are almost invisible by day and provide a subtle even coverage at night.

Complementing the development of new recording facilities, a new Multi-Media Suite was completed, providing an array of services to both internal and external clients. Staff are now able to access world class video and audio dubbing facilities, create presentation materials and marketing material for onsite plasma screens provided by LG Electronics.

Greatly enhancing the experience for all stakeholders, four major technical improvements to backstage facilities were completed. A moveable stage extension to the Playhouse now allows for three different stage configurations, with supporting changes to light and sound; new audio consoles have enhanced the audio capabilities of the Playhouse theatre and The Studio, allowing for greater versatility in performance program development; new follow spotlights in the Concert Hall afford better lighting for artists; and the Opera Theatre's wired-in talkback system was completely replaced with a digital model.

Updating the critical hub of all our operations, the main switchboard and all electrical components, deemed to be at the end of their life cycle, were replaced over 12 months without any disruption to business. Power monitoring facilities and flexible technologies provided by Commercial Energy Services have 'future proofed' the new system for the next 20 to 30 years.

Extending a higher level of building security, the new controlled locking system was completed for all areas this year, offering tracking and control of usage to every lock in the facility, now programmed with access privileges for each user. The Emergency Warning and Intercommunication System was extended to outdoor areas and new CCTV cameras were installed to monitor the new Colonnade.

Making building care and presentation an ongoing priority, a range of Building Condition Indices were introduced last year. The Building Fabric Index (BFI) measures the condition of the building, the Cleanliness and Tidiness indices (BPI) measure how well we present the building and site, with inspections carried out on a daily basis. With 100% representing "as new", a target score of 80% was established for this year, with an average of 78% achieved for the BFI and 82% for the BPI. The target for next year has been raised to 85%.

Enabling the alignment of future surveys and for three-dimensional plans, 165 survey markers were installed throughout the site. These were co-ordinated with the Map Grid of Australia, with precise east, north and vertical co-ordinates.

Effectively overhauling all building contract management, three major changes were effected this year after maintenance contracts were brought into line with the Australian Standards maintenance contract (AS4920), supported by a revised set of specific conditions. Two new major contracts for Building Maintenance and Cleaning were awarded, with both new contractors making a good start: back-of-house areas were deep cleaned, Orchestra Pit was refurbished, dressing rooms redecorated and the domestic hot water system overhauled, all contributing to improved feedback on facilities from the presenter satisfaction monitoring process; the electricity supply contract was renewed for a further two years with Country Energy.

Using information technology to provide future stability and enhance our business, a number of initiatives were undertaken this year:

- the Tessitura system, implemented in partnership with Hewlett Packard, combines ticketing, marketing and fundraising tools. In its first year, it is already servicing a range of partners that includes Opera Australia, Australian Chamber Orchestra, Seymour Theatre Centre and the Australian Brandenburg Orchestra
- a server room was completed, purpose-designed to provide for all current and future IT requirements
- some major corporate systems were upgraded, including Events Management (EBMS) and Voice Mail
- a 100Mbps fibre link, capable of transmitting voice and data, replaced the unreliable wireless link between Sydney Opera House and our satellite offices at the Arts Exchange.

Looking to the future of our information technology, an Information Systems Strategic Plan for the next three years was developed following a strategic review with our business partner, Hewlett Packard. It is designed to increase stability and capability of systems, solution orientated, and maximise business advantage. Next year will see the introduction of industry standards; disaster recovering and business continuity for all core business systems; rationalisation of business systems; installation of a content management system; planning for a new finance system and expansion of the functionality of the new Tessitura consortium.

Maintaining increased efficiencies in waste management, we presented our third progress report on waste reduction to the NSW Environment Protection Authority. Highlights from our actions include:

- higher recovery rates of commingled recyclables resulting from the requirement for all on-site catering companies to use in-house recycling and compaction systems
- take-back agreements implemented with our business partner HP and with the provider of photocopiers, scanners and facsimile machines
- direct waste disposal to the most beneficial environmental outcome provided for in the new cleaning contract
- recycled paper used in 21 out of the 23 tonnes of A4 and A3 paper purchased
- recycling of 195 used toner cartridges.

Committing ourselves to sustained energy management, audits on energy and water consumption was completed. Our 'green power' component increased from 5% to 6%, energy efficiency increased as a small, low load 24-hour air-conditioning unit was installed negating the requirement for reliance on the large central plant for all uses, trials of motion detectors to control usage of office lighting were also implemented. Substantial planning and investigation commenced this year on further possible efficiencies that can be achieved in building services.

