

Our People and Culture

We are creating a workplace where our staff are customer focused, inspired to achieve outstanding results and supported to realise their potential.

Five Year Comparison of Staff

	02/03	01/02	00/01	99/00	98/99
Total Permanent Staff	246	226	239	242	214
Total Non-Permanent Staff	388	412	377	397	378
Equivalent Full-Time					
Permanent Staff	237	218	230	234	208
Equivalent Full-Time Non-Permanent Staff	141	125	137	107	101
Total Equivalent Full-Time	378	343	367	341	309

A 5 year Strategic Plan was developed and launched, giving us clear and focused direction and a new portfolio structure to support the key business outcomes that we have identified. Our people provided performing arts leadership in lighting and audio design and services to other national and international performing arts centres. Our successful re-registration as a Training Organisation for the Entertainment Industry will ensure that we continue to be proactive in developing industry skills.

HIGHLIGHTS

Helping us deliver on our promise of 'inspiring experiences', we launched a 5 year strategic plan, with tangible initiatives commenced throughout the organisation (Strategic Plan 2003/8).

Getting ready to serve our customers better, our new organisation structure came into effect. A new CEO and 80% of a new Executive Team were recruited and 4 of the 6 business portfolios were restructured providing newly defined roles and a breadth and depth of skills.

The foundations of a new performance management culture were established with the introduction of a formal scheme, the first time that a single scheme has been implemented for all staff (*Performance Planning and Review Scheme*).

Customer benefits from a review of our work practices resulted in greater efficiencies and predictability in our guided tours and more staff during performance intervals. To streamline operations, a single loading dock was identified to improve operations and service the needs of multiple food and beverage operators.

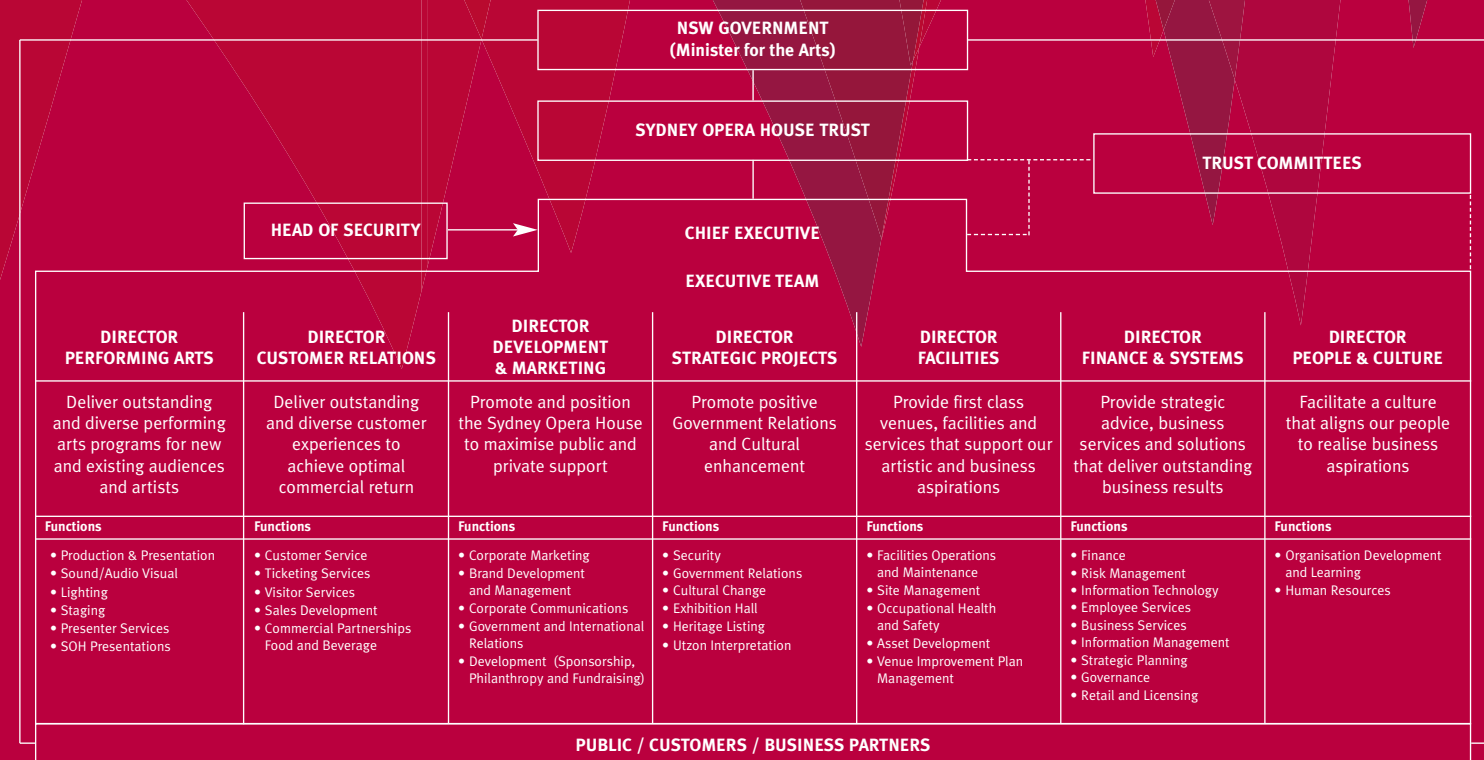
Honouring our commitment to the development of Indigenous Performing Arts, the second intake of Indigenous trainees was completed, with 2 of them gaining the nationally recognised qualification of Certificate II in Entertainment. A further 3 high calibre candidates commenced in May 2003.

Supporting the broader industry and developing industry skills, our staff provided lighting and audio design and technical services to other national and international performing arts centres and performing companies, including The Esplanade, a new centre in Singapore, for their opening season for whom we also hosted crew work experience.

To enable us to continue to deliver nationally recognised training qualifications, we successfully re-registered with the NSW Training Authority as a Registered Training Organisation to 2007. 3 staff gained Certificates this year, 2 in Entertainment and 1 in Lighting, bringing the total issued to 79.

We also monitored training and assessment of 4 Sydney Convention and Exhibition staff trainees for Certificates I and II in Entertainment.

Supporting our development of responsive and efficient work practices, an extension of one year to the Enterprise Development Agreement 2000 was registered. This slightly amended Agreement will see us through to a new EDA, which will address all work practices, to be finalised by November 2003.





JOSEPH SKRZYNSKI, AM, CHAIRMAN, appointed 1996, is Managing Director of the investment funds manager Castle Harlan Australian Mezzanine Partners. His past positions include President of the Australian Venture Capital Association Limited, Deputy Chairman of the Major Organisations Fund of the Australia Council, Chairman of the Australian Film & Television School, and member of the Boards of Sydney Dance Company, Belvoir Street Theatre and Aboriginal Arts and Crafts. Joseph is the Chair of the Sydney Opera House Trust and Performance Review Committee and a member of the Risk Management Committee and Building Committee.



JOHN BALLARD, appointed 2000, is currently Chief Executive Officer and Managing Director of Southcorp, one of the world's largest premium branded wine companies. A former Director of Woolworths Limited, CSR Limited and Chairman of Wattyl Limited, John also previously held several managing director roles, and worked in Europe and Asia for many years. John has an MBA from Columbia University in New York with a major in Marketing and International Business.



GAIL BURKE, appointed 2000, is Managing Director and Head of BNP Paribas Securities Services Australasia, a leader in international investment operations and outsourcing. Previously Gail was Executive Director at Macquarie Bank where she was the Chief Information Officer for 11 years and the Chief Operating Officer for the Financial Services Group. Gail provides support regarding e-environment initiatives and IT infrastructure and is a member of the Sydney Opera House Risk Management Committee.



DIANE GRADY, appointed 1996, is a Director of Woolworths Limited, BHP Steel Limited, Wattyl Limited and Lend Lease US Office Trust. Diane was previously a global leader in the organisation and change management practice of McKinsey & Co. and headed the firm's retailing and marketing practice in Australia. Diane previously has been involved in the food and beverage transition and cultural change initiatives at the Sydney Opera House and is a member of the Sydney Opera House Performance Review Committee.



JACQUELINE KOTT, appointed 2002, has a long and illustrious involvement in theatre, film and television as an actor, teacher and committee member. Jacqueline is a former member of the Australia Council, Board of Management of the Seymour Centre, Board of NIDA and advisory panel for the theatre department at the University of Western Sydney. Jacqueline brings her invaluable venue management experience to the Sydney Opera House.

Sydney Opera House Trust Committees, memberships, attendances

The Sydney Opera House Trust consists of 10 members appointed by the Governor on the nomination of the Minister. A Trustee holds office for three years and is eligible for reappointment. A Trustee is not to hold office for four consecutive terms. The Trust must include at least two persons who have knowledge of, or experience in the performing arts.

New Trustees appointed as of August 2002 were Robert Leece and Jacqueline Kott.

Membership of committees, frequency of meetings and attendance figures for the year are set out below.

The figure directly following the Trustee's name is the number of meetings attended during the year and the figure in brackets indicates the number of possible attendances.

The Trust and Business Committee met 9 times. Attendance figures were Joseph Skrzynski 9 (9), John Ballard 7 (9), Gail Burke 8 (9), Diane Grady 9 (9), Jacqueline Kott 8 (8), Robert Leece 8 (8), Tim McFarlane 6 (9), Rhoda Roberts 6 (9), Barbara Ward 7 (9), Dennis Watkins 9 (9).

The Trust Risk Management Committee met 11 times. Attendance figures were Tim McFarlane 10 (11), Joseph Skrzynski 11 (11), Gail Burke 7 (11).

The Trust Infrastructure Committee met twice and in June 2003 merged with the Building Committee. Attendance figures for the Infrastructure Committee were Joseph Skrzynski 0 (2) and Barbara Ward 2 (2). Attendance figures for the Building Committee were Robert Leece 6 (6), Joseph Skrzynski 5 (6) and Dennis Watkins 6 (6).

The Top Team Committee met 3 times and in May 2003 changed its name to Performance Review Committee and increased membership from two to four. Attendance figures were Joseph Skrzynski 2 (3), Diane Grady 2 (3), Gail Burke 1 (1) and Jacqueline Kott 1 (1).

All absences were formally noted and Trustees were excused from attending the specific meetings.

The Sydney Opera House Appeal Fund with membership identical to the Trust met once.

A new Code of Conduct for Trustees was developed and endorsed by the Trust in February 2003.

A Trust Planning Session was held in April 2003 attended by Trustees and the Executive team. The focus of the session was on the role of Trustees and Management and the Strategic Plan 2003-2008. The session also included a briefing by the Ministry of the Arts on Government Boards and Trusts, the legislative framework of the Sydney Opera House Trust and the key Government relationships and reporting requirements.



ROBERT LEECE, appointed 2002, is currently Chairman of EWT Pty Ltd, a waste management technology company and Director of the Sydney Olympic Park Authority, and Director of Parramatta Rail Link. Robert, as Deputy Director-General of OCA was responsible for development and construction of all Olympic venues, the City Festival and was Chief Executive of Olympic Roads and Transport Authority during the 2002 Sydney Olympic Games. Robert is Chair of the Sydney Opera House Building Committee which will oversee the implementation of the Sydney Opera House's Venue Improvement Programme over the next four years.



TIM MCFARLANE, appointed 1997, is Managing Director of The Really Useful Company Asia Pacific Pty Ltd, the Australian subsidiary of Andrew Lloyd Webber's Really Useful Group. He is also Regional Director, responsible for Asia, New Zealand and South Africa. He sits on the executive council of the Entertainment Industry Employer's Association and is also on the national councils of Musica Viva and the Adelaide Festival. Tim is Chair of the Sydney Opera House Risk Management Committee.



RHODA ROBERTS, appointed 1998, a member of the Bundjalung Nation, Wiyebeal Clan of Northern NSW and South East Queensland is a partner in the Public Event Group and is the Artistic Director for Sydney Dreaming, an international annual indigenous festival. Rhoda who was previously Co-Creative Director of the Awakening Segment of the Opening Ceremony for the Sydney 2000 Olympic Games is currently Co-Creative Director Rugby World Cup 2003 Opening Ceremony Earth Segment as well as a Journalist for ABC Radio National AWAYE program and a Presenter/Reporter for the national weekly music program Deadly Sounds. Rhoda's background in programming has been of particular value to the Sydney Opera House, especially through the Message Sticks program.



BARBARA WARD, appointed 1999, is Chairman of Country Energy and a Director of the Commonwealth Bank of Australia, Rail Infrastructure Corporation and Lion Nathan Limited. Barbara is also a member of the Board of Allens Arthur and Robinson and the Australia Day Council of NSW. Barbara's balance of corporate and community experience reflects the Sydney Opera House's goal to deliver financial results without compromising our cultural and community objectives.



DENNIS WATKINS, appointed 1996, is a writer, producer, director, broadcaster and actor and has worked at the Sydney Opera House in his various roles since 1974, including work for Opera Australia, Sydney Symphony, Sydney Theatre Company, ABC Radio and the Trust itself. A former Mardi Gras Festival Director, Commissioning Editor of ABC TV Comedy and Creative Consultant to Fox Studios Backlot, Dennis also wrote the libretto for the widely acclaimed opera about the Sydney Opera House, The Eighth Wonder. Dennis is dedicated to promoting the contemporary performing arts in Australia and is Chair of the Sydney Opera House Conservation Council.