

# VISION & GOALS

## VISION

To be the most distinguished and prominent performing arts centre in the world.

The essence of the Sydney Opera House vision is *Live Performance Every Day* and in delivering this we aspire to be the best. Our visitors will come to enjoy some of the best live performance experiences in the world, from one of the best hosts, and in one of the world's best buildings.

### GOAL 1

Be Australia's pre-eminent showcase for performing arts and culture and an international leader in the presentation and development of artists and their work.

### GOAL 2

Attract and engage a broad range of customers and provide compelling experiences that inspire them to return.

### GOAL 3

Maintain and enhance the Sydney Opera House as a cultural landmark, performing arts centre and architectural masterpiece.

### GOAL 4

Create a customer focused workplace where people are recognised for their contribution, realise their potential and are inspired to achieve outstanding results.

### GOAL 5

Invest in the performing arts, cultural activities and audience development by maximising business results of the Sydney Opera House and leveraging its assets, resources and brand.

## KEY OUTCOMES 2006/07

## OBJECTIVES 2007/08

### GOAL 1 PERFORMING ARTS (page 10)

- ✓ Enhance Sydney Opera House Programs
- ✓ New Commissions of performing arts programs
- ✓ *Adventures 07* performance program planned
- \* Implement Public Program (a number of free concerts and events were held, however a more strategic approach will be undertaken in 2007/8)
- ✓ Implement live broadcasts of performances
- ✓ Increase commercial strategy activity (100%)
- ✓ Concert Hall Acoustics ceiling reflector feasibility study
- \* Achieve 85% overall satisfaction - presenter survey (76% achieved)

- New commissions of performing arts programs
- Successful *Adventures 07* performance program
- Implement strategic and broad ranging Public Program stream
- Achieve 85% overall satisfaction - presenter survey
- Successful APEC event delivery
- Concert Hall Acoustics concept designs developed
- Restructure performing arts technical services delivery model

### GOAL 2 BROADENING THE EXPERIENCE (page 22)

- \* Achieve 85% overall satisfaction - online customer survey (81% achieved)
- ✓ Increase tour visitors by 17% (21% achieved)
- ✓ Tour bookings available online
- ✓ Revitalise English language tour experience
- ✓ New Opera Tea experience
- ✓ Disability Access Plan projects implementation (public access brochure, *AART.BOX* exhibition support)
- ✓ Increase partners for Unified Customer Support System consortium (2 new members)
- ✓ Renovate SOH Stores and tour desk
- ✓ New functions operator and business refresh
- ✓ New Strategic Web Plan

- Achieve 85% overall satisfaction - online customer survey
- Increase tour visitors by 6%
- New 'Host Team' commences
- New 'The Essential Tour' launched
- New website launched
- Disability Access Plan projects implementation (staff access brochure, *AART.BOX* exhibition, new website achieving Priority 1 standards)

### GOAL 3 BUILDING AND ENVIRONMENT (page 24)

- ✓ New offsite office accommodation (Customs House)
- ✓ Commence refurbishment work on the Western Foyer and new lift
- ✓ World Heritage Listing July 2007
- ✓ New Total Asset Management Plan
- ✓ Update Strategic Building Plan
- ✓ New Information Systems Strategic Plan
- ✓ Develop Lighting Masterplan
- ✓ Smoke Management System upgrade
- ✓ Forecourt Infrastructure Upgrade
- ✓ Achieve 80% for Building Condition Indices (84% and 82% achieved)

- Accessibility and Western Foyer project - complete works packages 1-4 and package 5 phase 2-3 of Accessibility and Western Foyer project
- Vehicle Concourse lighting
- Place of Public Entertainment Licence renewal
- Achieve 80% for Building Condition Indices
- Develop environmental policy and management plan

### GOAL 4 PEOPLE AND CULTURE (page 32)

- ✓ Enterprise Agreement 2006 finalised
- ✓ Successful Safety Week
- \* Reward and recognition program developed
- ✓ Successfully complete three traineeships
- ✓ Master of Arts Management collaboration with AIM
- ✓ Conduct Employee Opinion Survey

- Establish Live Performance Every Day as the centre of the culture of the organisation
- New OH&S Committee established and trained
- Information Systems Team restructure (from 5 to 7 day service)
- Broadened use of CHRIS21 system (OH&S, Human Resources, Training & Development)

### GOAL 5 GOVERNANCE (page 26)

- ✓ Strategic Plan review and endorsement
- \* Achieve targets in Enterprise Measures scorecard (training hours 18% less than target of 8,500 hours)
- ✓ Trustee Code of Conduct review and endorsement
- ✓ Australasian Reporting Award Gold Award

- Strategic Plan review and endorsement
- Achieve targets in Enterprise Measures scorecard
- Corporate Social Responsibility - Decide approach
- Trustee Code of Conduct review and endorsement
- Australasian Reporting Award - Gold Award
- Implement expanded Conservation Council following World Heritage Listing

### FINANCIAL OVERVIEW (page 34)

- ✓ Philanthropy Program - implement Annual Giving Fund
- \* Philanthropy Program - implement Capital Fund (planning commenced)
- ✓ New Business Case training program

\* Partially achieved

- Philanthropy Program - Capital Fund planning (feasibility study)
- Annual Giving Fund net contribution \$300,000
- Operating cash reserves maintained above \$4.5m
- Tourism contribution growth of 40%
- Food & beverage contribution growth of 13%
- Retail contribution growth of 14%