

BUILDING AND ENVIRONMENT

This year, Sydney Opera House was awarded World Heritage status and is uniquely now as the youngest cultural site in the world; a new accessibility project is being led by Master Architect Jørn Utzon; Customs House became the venue for new staff accommodation and a new lighting project was designed with an holistic approach. An industry excellence award was achieved and works were in progress to maintain our commitment to waste reduction and energy reduction and sustainability.



KEY OUTCOMES 2006/07

Achieving status as the youngest cultural site ever to be included, Sydney Opera House was awarded World Heritage Listing on 28 June 2007, 18 months after its official nomination. In a wonderful tribute to the genius of Master Architect, Jørn Utzon and to those who engineered and built it, the expert evaluation report from the World Heritage Committee stated 'it stands by itself as one of the indisputable masterpieces of human creativity, not only in the 20th century, but in the history of mankind'.

Designed to greatly improve accessibility and services for visitors, work began in January 2007 to completely refurbish the western foyer interiors and to connect many more areas of the site. The Accessibility and Western Foyers Project is led by Jørn Utzon and is the third project to be undertaken by the Master Architect since his re-engagement. Due to be completed in 2009, the project will provide more food and beverage service areas, better toilet, cloakroom and box office facilities; it will see new lifts installed to link three levels and escalators that will connect the Box Office to the Southern Foyers of the Concert Hall and Opera Theatre.

Answering the demand for offsite office space as a result of the continuing expansion and diversification of Sydney Opera House, space was leased on Level Three of Customs House at Circular Quay. A perspex model of Sydney Opera House, that is 4.5 metres long by 3 metres wide, is now on display there for public viewing.

Ensuring a holistic approach to lighting design, a new Lighting Master Plan was developed with the assistance of Utzon Architects, Johnson Pilton Walker and Steensen Varming. As well as providing for safety, security and an aid to way-finding, the Master Plan reinforces the unique identity of Sydney Opera House. Lighting of the concrete beams on the Vehicle Concourse will be the first step of implementation and is due for completion in July 2007.

Renewal of our Place of Public Entertainment (PoPE) Licence was successful, extending until June 2008. Conditions of the licence include continuation of a number of works, consisting of a fire services and smoke management system upgrade. This has commenced and is required to be completed by June 2011 at a total estimated cost of \$25.5 million.

Building information modelling earned an Industry Excellence Award. The FMA Australia and Rider Hunt Terotech Industry Achievement Award was presented to the Cooperative Research Centre for Construction Innovation for their work on developing Building Information Modelling standards, using Sydney Opera House as the example. This research on building information modelling has the potential to create new

Australian standards for integration of 3D design, construction and through-life facility management data, in an easily shared and integrated data management environment.

Delivering a range of maintenance works, upgrades and renewal projects, our Total Asset Management Program for 2006/7 included activities focussed on air-conditioning efficiency and fire safety improvements as required by our Place of Public Entertainment (PoPE) licence. Of the \$20.2 million allocated for maintenance works, \$9 million was spent on fire services upgrades. Key maintenance contracts for stage automation, fire services and air-conditioning were renewed at an annual cost of \$2.8 million. Other key projects included replacement of economy air dampeners, a new cloakroom to support our new audio-visual tours and preparation of a new energy savings action plan. Our focus in 2007/8 will be on PoPE fire services upgrades, a new sewer pit, a second sea water intake, air-conditioning chiller overhaul, upgrades to emergency and exit lighting and replacement of hot water thermostatic valves.

Improving the building condition and care year on year, we continued to make this a priority, following introduction of a range of Building Condition Indices in 2005. 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 84% achieved for the BFI (78% 2005/6) and 82% for the BPI (82% 2005/6). The target for next year continues to be 80%.

Implementing a three-year Information Systems Strategic Plan that was approved by the Trust in August 2006, a range of initiatives helped the aim to increase system stability and capability and to maximise business advantage including:

- training of all IS Staff in the IT Infrastructure Library (ITIL) service delivery standards and an extension of Service Desk Hours
- working with business partner HP on planning and design of disaster recovery solutions for core business systems, with implementation to commence in 2007/8
- design and installation of a new satellite office at Customs House, including a box office facility in the foyer
- refresh of the network and HP server infrastructure and selection and installation of a content management system to support the new version of sydneyoperahouse.com, which is to be launched in 2007/8
- new desktop facilities for operational staff



- extension of the UCSS Consortium to include Bell Shakespeare and the Australian Brandenburg Orchestra
- design and trial of a new secure remote access system to enable staff to work remotely
- ongoing leverage of Tessitura to support the Annual Giving Fund and sales of tour product through the online channel.

Sustained energy management and savings continues to be an important commitment. This year, 6% of our energy usage was green. Replacement of economy outside air dampeners, hot water use assessment, chiller performance review, glass shading trials, and development of a lighting master plan helped our energy usage to remain static, in spite of increases in tourist patronage and building usage. We re-assessed our energy use profile this year, identifying initiatives which could potentially see our CO2 output reduced by 4,300 tonnes per annum. These will be progressively evaluated and, where possible, implemented. Other planned projects include review of air-conditioning performance, focussing on open spaces and replacement of thermostatic mixing valves in the hot water supply system.

Improvements in waste collection, removal and procurement this year were made possible through the continued use of waste management audits. Positive changes in the ratio of recyclable to putrescible waste were achieved through a variety of measures, including:

- increased separation of cardboard and paper from general waste, through provision of more recycling bins
- increased separation of building works waste materials from general waste with recycling, where possible
- separation of loose waste, such as fruit and vegetable foam containers, with recycling where possible
- reduced rates of contamination in separate waste streams, such as glass, cardboard and paper.