

VISION & GOALS

WHO WE ARE

Sydney Opera House is a global landmark, part of our nation's DNA and provides a central element of the emotional heart of the city of Sydney. The focal point of our magnificent harbour, it is a place of excitement and of warmth, of welcome and wonder, where art and architecture uniquely combine to enchant and enliven artists, audiences and visitors.

As one of the busiest performing arts centres in the world, Sydney Opera House provides over 1,600 performances each year. With seven primary venues: the Concert Hall, Opera Theatre, Drama Theatre, Playhouse, The Studio, Forecourt and Utzon Room, 'the House' offers audiences an opportunity to experience the best from every performing art form.

The experience is broadened with a 'must-visit' harbour-side precinct that offers dining, shopping and entertainment opportunities.

One of the most popular visitor attractions in Australia sees more than 7 million people visiting the site each year. Some 1.2 million people attend performances and over 329,000 people take a guided tour to explore the magic inside of one of the most recognised buildings in the world. Sydney Opera House is State, National and World Heritage listed.

As a performing arts centre, Sydney Opera House promotes and supports many performing arts companies, including the four key resident companies Sydney Symphony, Opera Australia, Sydney Theatre Company and The Australian Ballet as well other many other important Australian companies and artists.

Sydney Opera House also has increased the profile and reach of its own programs, with more than 700 performances a year that offer an eclectic mix of artistic and cultural activities for all ages from the educational through to the experimental.

VISION, MISSION, VALUES AND GOALS

Vision

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

Mission

To be a home for international calibre performing artists, whose works resonate with audiences around the world.

To be the best host, welcoming, engaging and inspiring every visitor through compelling experiences, each and every day.

Values

The following organisation values will guide our efforts to deliver 'live performance every day': Leadership, Teamwork, Imagination, Integrity, Excellence and Sharing Success.

Goals

Sydney Opera House has four key goals:

1. Expand and internationalise our horizons in performing arts. Take a leadership position by leveraging our brand and capabilities.
2. Achieve a sustainable enterprise, which secures the appropriate government support and operational freedom to grow commercial and philanthropic returns.
3. Complete the interiors of Sydney Opera House to Utzon's designs. Achieve a funding solution to the Opera Theatre project, venue renewal priorities and ongoing maintenance.
4. Nurture a performance culture, which utilises our resources and skills more efficiently and which explicitly values and acknowledges our people.

KEY DATES

- 1957 Jørn Utzon wins Sydney Opera House design competition (January)
- 1959 Work begins on Stage 1 – building the foundations despite Utzon's protest that plans were not finalised (March)
- 1966 Jørn Utzon resigns (February)
- 1973 First guided tours of Sydney Opera House (July)
- 1973 First performance in Sydney Opera House – Australian Opera performed Prokofiev's War and Peace in the Opera Theatre (September)
- 1973 Opening Ceremony and Royal Concert with Queen Elizabeth II and the Duke of Edinburgh (October 20)
- 1979 Concert Hall Grand Organ completed (May)
- 1999 Opening of The Studio – new venue for contemporary performing arts (March)
- 1999 Jørn Utzon is re-engaged and appointed design consultant to the Sydney Opera House (August)
- 2000 Sydney Opera House Producers Unit established (October)
- 2002 Sydney Opera House Utzon Design Principles published (May)
- 2003 Sydney Opera House Conservation Plan published (June)
- 2003 State Heritage Listing achieved (December)
- 2004 Backstage Tour launched (April)
- 2004 Utzon Room opened – first venue at Sydney Opera House designed by Jørn Utzon (September)
- 2004 Recording Studio opened (October)
- 2005 National Heritage Listing achieved (July)
- 2006 Asian Language Tour launched in Japanese, Korean, Mandarin (January)
- 2006 Colonnade opened by HM Queen Elizabeth II – designed by Jørn Utzon, it is the first change to the exterior of the building since its completion in 1973 (March)
- 2007 World Heritage Listing achieved (June)
- 2007 The Essential Tour launched (October)

KEY OUTCOMES 2007/08

PERFORMING ARTS (page 12)

- ✓ 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 (81% achieved)
- ✓ Successful APEC event delivery
- ✓ Concert Hall Acoustics concept designs developed
- ✓ Restructure performing arts technical services delivery model

BROADENING THE EXPERIENCE (page 24)

- * Achieve 85% overall satisfaction - online customer survey (78% achieved)
- * Increase tour visitors by 6% (0.4% achieved)
- ✓ Tour bookings available online
- ✓ 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)

BUILDING AND ENVIRONMENT (page 26)

- ✓ Accessibility and Western Foyer project - complete works packages 1-4 and package 5 phase 2-3 of Accessibility and Western Foyer project
- ✓ New Vehicle Concourse lighting
- ✓ Place of Public Entertainment Licence renewal
- ✓ Achieve 80% for Building Condition Indices (80.5% achieved)
- * Develop environmental policy and management plan (Energy Plan developed)

GOVERNANCE (page 28)

- ✓ Strategic Plan review and endorsement
- * Corporate Social Responsibility - Decide approach (delayed until 2008/9 when new role appointed)
- ✓ Trustee Code of Conduct review and endorsement
- ✓ Australasian Reporting Award - Gold Award (Silver achieved)
- ✓ Implement expanded Conservation Council following World Heritage Listing

PEOPLE AND CULTURE (page 30)

- ✓ 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)

FINANCIALS (page 36)

- × Philanthropy Program – Capital Fund planning feasibility study (on hold)
- * Annual Giving Fund net contribution \$300,000 (\$245,000 achieved)
- ✓ Operating cash reserves maintained above \$4.5m (\$6.4m achieved)
- * Tourism contribution growth of 40% (10% achieved)
- * Food & beverage contribution growth of 13% (2% achieved)
- * Retail contribution growth of 14% (-14% achieved)

OBJECTIVES 2008/09

- New commissions of performing arts programs
- Increase audiences to performing arts programs
- Grow Public Program stream
- Increase international live performance productions
- Successful *The Famous Spiegelent* program delivery
- Successful *Adventures 08* performance program
- Successful *Ukzon Music Series*
- Achieve 85% overall satisfaction - presenter survey
- Successful *World Youth Day* events delivery

- Achieve 85% overall satisfaction - online customer survey
- Maintain tour visitors at 329,000
- Conduct feasibility study – expansion of tours to more Asian and European cultures
- Develop new 3-year Access Strategic Plan
- Disability Access Plan projects implementation (new Access Guide)
- 1,000+ \$5 tickets through The Balnaves Foundation Open House Program
- New online initiatives – 'select your own seat'
- Research into an enhanced digital strategy

- Complete the Accessibility and Western Foyer project
- Construct two sets of escalators – Concert Hall and Opera Theatre
- Access masterplan development – presenter and staff areas
- Develop Forecourt Masterplan
- Achieve 80% for Building Condition Indices
- Appoint Manager, Sustainability and Energy
- Develop and Implement energy management and sustainability initiatives
- Voice infrastructure planned replacement

- Strategic Plan review and endorsement
- Corporate Social Responsibility – Decide approach
- Trustee Code of Conduct review and endorsement
- Australasian Reporting Award - Gold Award
- Appointment of two new independent Trustees

- Implement Marker business excellence project
- Extend leadership training to all staff
- OH&S initiatives – Safety Week
- Review of corporate policies framework and streamline of policies
- Negotiate new Enterprise Agreement
- E-Learning Strategy development

- Annual Giving Fund net contribution \$225,000
- Operating cash reserves maintained above \$4.5m
- Tourism contribution held
- Food & beverage contribution growth of 8%

- ✓ Fully achieved
- * Partially achieved
- × Not achieved