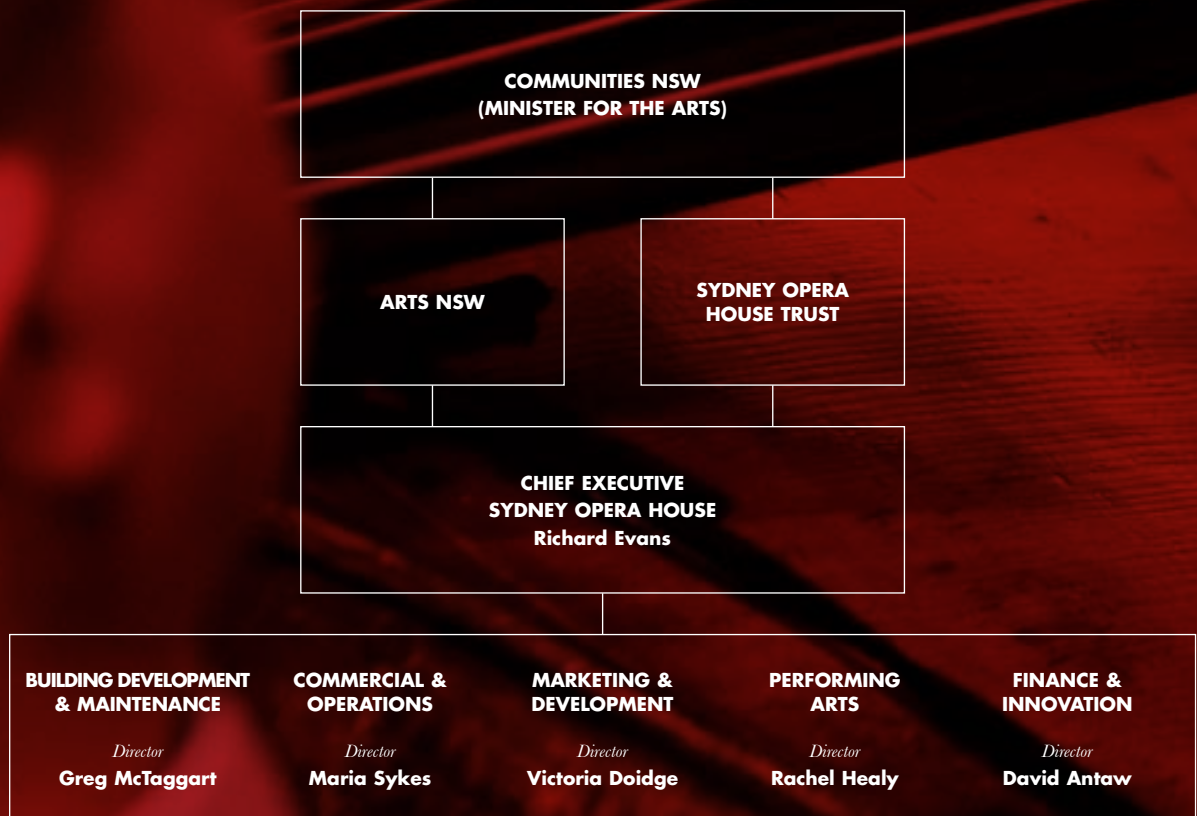


## *The Trust's Objectives and Conduct*

*Sydney Opera House is operated and maintained for the Government of New South Wales by the Sydney Opera House Trust, which is constituted as a body corporate under the Sydney Opera House Trust Act, 1961.*

*The Trust's objectives are: to administer, care for, control, manage and maintain the Sydney Opera House building and site; to manage and administer the site as an arts centre and meeting place; to promote artistic taste and achievement in all branches of the performing arts; to foster scientific research into and to encourage the development of new forms of entertainment and presentation (excerpt from Sydney Opera House Trust Act, 1961).*

## *Organisation Chart*



## *Trust Committees, Memberships, Attendances*

### **The Trust**

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 for no more than three consecutive terms. The Trust must include at least two persons who have knowledge of, or experience in, the performing arts.

Trustees reappointed to the Trust for a further three year term from 1 January 2009 to 31 December 2011 were Mr Evan Williams AM and Ms Sue Nattrass AO.

Two new Trustees, Ms Catherine Brenner and Rev Dr Arthur Bridge AM were appointed from 13 May 2009 and 1 January 2009 respectively, replacing Ms Barbara Ward and Ms Jacqueline Kott. On the request of the Trust, Ms Barbara Ward continues on as an external specialist to the Risk Management Committee. Meeting attendance figures for the period 1 July 2008 to 30 June 2009 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.

With key strategic and business items on the agenda the Trust met six times. Agenda items encompassed: Overall Business Performance Monitoring; Annual Budget and Three Year Business Plan; Strategic Asset Management Program; Three Year Access Strategic Plan; Opera Theatre Renewal Project; Enterprise Agreement and Performing Arts and Commercial projects. Attendance at Trust: Kim Williams AM 5 (6), John Ballard 6 (6), Catherine Brenner 1 (1), Arthur Bridge AM 1 (1), Wesley Enoch 3 (6), Renata Kaldor AO 6 (6), Jacqueline Kott 3 (3), Robert Leece AM 5 (6), Sue Nattrass AO 3 (4), Leo Schofield AM 4 (6), Barbara Ward 4 (5), Evan Williams AM 4 (4).

In addition, a Trust Planning Session was held in February 2009. The focus was on Trust and senior management evaluation and objectives; review of Trust committee charters and membership; economic environment impacts and budget assumptions; precinct and venue renewal project and relationships central to organisational success.

In February 2009, the Trust reviewed and individually signed a Code of Conduct for Trustees.

### **Risk Management (Audit) Committee**

The Risk Management Committee monitors financial performance, internal controls and risk management. It ensures compliance with all relevant laws, regulations and ethics. The Risk Committee Charter was revised in February 2009 to strengthen monitoring of the Sydney Opera House Philanthropy Program.

Six meetings were held this year with key agenda items including: Review of Business Performance; internal audit reports – Entertainment Expenses Review; Systems Security Review; Philanthropy Health Check and Opera Point Events Contract Compliance. Agenda items also included: Annual Budget and Three Year Business Plan; Enterprise Agreement; Treasury Risk Management Policy; a variety of performing arts and commercial business cases approval and evaluation; approval of the Annual Accounts 2007/08; and a variety of business monitoring reports. Attendance at Risk Management Committee meetings: Trustees: Barbara Ward 5 (6), Catherine Brenner 1 (1), Sue Nattrass AO 4 (4) and Kim Williams AM 6 (6).

### **Building Committee**

The Building Committee provides guidance to the Trust on the implementation of building development and maintenance projects. It ensures that proper controls are in place during all stages of project development and execution, and that construction is in synergy with the Utzon Design Principles and Conservation Management Plan.

Six meetings were held this year, with key agenda items including: Accessibility and Western Foyers Project; Opera Theatre Renewal Project; Lighting Masterplan; POPE Program; Risk Management Plans; updates on the progress with building works; Strategic Asset Management Program; Concert Hall Acoustics and Forecourt Masterplan. Attendance at Building Committee meetings: Trustees: Robert Leece 6 (6), Kim Williams 4 (6), Evan Williams AM 4 (4). Management: Richard Evans 4 (6), David Antaw 6 (6), Greg McTaggart 6 (6).

### **Conservation Council**

The Conservation Council provides advice to the Trust on conservation and heritage matters and includes monitoring and reporting on National and World Heritage values.

Three meetings were held this year, with key agenda items including Conservation Management; Accessibility and Western Foyers Project; Gold Book Overview; Lighting Masterplan; Concert Hall Sound System Upgrade and Parapet Wall, Handrail, Membrane and Roadway Project. Attendance at Conservation Council Meetings: Trustees: Evan Williams AM 3 (3), Jacqueline Kott 2 (2). Management: Richard Evans 3 (3), Greg McTaggart 3 (3), Maria Sykes 3 (3). External Specialists: Sheridan Burke 3 (3), Hugo Leschen 1 (3), Rajeev Maini 3 (3), Peter Mould 2 (3), John Nutt 3 (3), Jason Perica 2 (3).

### **Philanthropy Committee**

The charter of the Committee was revised in February 2009 to separate the financial approval and monitoring functions, which now fall under the role of the Risk Management Committee. The focus for the Philanthropy Committee is on leading the fundraising campaign as well as the development of a fundraising culture within Sydney Opera House. The Committee was expanded to include an external fundraising specialist.

Three meetings have been held with key agenda items including the Annual Giving Program; Naming Rights and fundraising events. Attendance at Philanthropy Committee Meetings: Trustees: John Ballard 3 (3), Kim Williams AM 2 (2), Renata Kaldor 3 (3), Leo Schofield AM 2 (2). Management: Richard Evans 2 (3), David Antaw 2 (3), Victoria Doidge 2 (2), Louise O'Donnell as Acting Director, Marketing and Development 1 (1). External specialists: Danita Lowes 1 (1).

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

# The Trust



**KIM WILLIAMS AM**  
B.Mus, CHAIRMAN

Appointed 2005, is Chief Executive of FOXTEL and a member of the Business Council of Australia. His previous roles have included positions such as Senior Executive at the Australian Broadcasting Corporation, Chief Executive of Southern Star Entertainment, Chief Executive of the Australian Film Commission, Chairman of Musica Viva Australia and Chief Executive of Fox Studios Australia. Kim founded the Australian Film Finance Corporation in 1988 as well as being its inaugural Chairman and was also a Director on the Zoological Parks Board of NSW. Kim brings to Sydney Opera House diverse management, board and committee experience in the commercial and public sectors. Kim is Chair of the Sydney Opera House Trust and a member of the Risk Management Committee and Building Committee.



**JOHN BALLARD**  
MBA, FAICD

Appointed 2000, is a Director at Fonterra Cooperative Group Ltd and Magellan Flagship Fund Limited. John is also the Chairman of the Advisory Boards of Pacific Equity Partners Funds. Prior to this, he was Chief Executive Officer and Managing Director of Southcorp, a Director of Woolworths Limited, CSR Limited, Rinker Limited, Email Limited and Chairman of Wattyl Limited. John has an MBA from Columbia University in New York with a major in Marketing and International Business, and has worked in Europe, Asia and Australia. John is Chair of the Philanthropy Committee.



**CATHERINE BRENNER**  
BEc LLB, MB

Appointed 2009, is a Professional Non-Executive Director. Catherine is a former Managing Director in the investment banking division of ABN AMRO where she has held various senior roles in the mergers and acquisitions and equity capital markets divisions. Prior to becoming an investment banker Catherine was a corporate lawyer. She is a non-executive director of Coca Cola Amatil Limited and AMP Life Limited. She is also a member of the Takeovers Panel and her community involvement includes current directorship of the Australian Brandenburg Orchestra. Catherine is a member of the Risk Management Committee.



**REV DR ARTHUR BRIDGE, AM**  
M.LITT, D.MUS

Appointed 2009, has spent over 20 years working in the fields of health and community service, education and the arts. He is the Patron of numerous organisations including the Sydney Omega Ensemble, Sydney Youth Orchestra, Sydney Youth Ballet and the Australian International Conservatorium of Music and High School. Rev Bridge is also a former Director of The Riverside Theatres in Parramatta, the Joan Sutherland Performing Arts Centre in Penrith, and a member of the Music Board of the Australia Council. He is the Founder and Chairman of Arts Musica Australis which, since 1996, has been dedicated to providing support to young and emerging creative talent. Since 2008 he has been the Parish Priest of St. Oliver Plunkett Parish, Harris Park. Arthur is a member of the Conservation Council.



**WESLEY ENOCH**

Appointed 2007, is a member of the Nunnuccal Nuugi people of Southern Queensland. Wesley is Associate Artistic Director at Belvoir Street Theatre. Previously, he has been Artistic Director of Kooemba Jdarra Indigenous Performing Arts, an Associate Artist with the Queensland Theatre Company and a Resident Director with the Sydney Theatre Company and Artistic Director of Ilbjerri Theatre. In 2002 Wesley was the recipient of a Cité International des Arts residency in Paris. He also won the 2005 Patrick White Playwright's Award for the play *The Story of the Miracles at Cookie's Table*.



**RENATA KALDOR AO**  
BA Dip Ed

Appointed 2005, is involved in Business, Education and Community Affairs and is a Director of ASI. Renata was appointed to the board of Public Interest Clearing House in 2008 and the Area Advisory Council of the Children's Hospital, Westmead in 2006. She was Deputy Chancellor of The University of Sydney, a Fellow of the University Senate and was awarded an Honorary Fellowship from University of Sydney in 2004. Renata has served as Chairperson of NSW Women's Advisory Council, a member of the Sydney Olympic Bid Committee, a director of NSW State Rail Authority and of The Garvan Medical Research Foundation. She was appointed to the Board of the Sydney Symphony Orchestra from 1996 to 2004. Renata is a member of the Philanthropy Committee.



**ROBERT LEECE AM**  
RFD, BE, M.Eng.Sc,  
MBA, F.I.E.Aust, CPEng

Appointed 2002, is the NSW Infrastructure Coordinator General, Chairman of the NSW Nation Building and Jobs Plan Taskforce and Chairman of the Health Infrastructure Board. Robert was previously Chief Operating Officer of Tenix Pty Ltd, Deputy Director-General of the Olympic Coordination Authority and held board positions of various public and private organisations. Throughout his career he has been responsible for the successful development and construction of over \$40 billion of infrastructure and buildings in Australia. Robert is Chair of the Building Committee.



**SUE NATRASS AO**

Appointed 2006, is Chair of the Cultural Development Advisory Board of the Melbourne City Council and the Advisory Board of the Arts and Entertainment Management Program at Deakin University. She is a Director of The Harold Mitchell Foundation, the Brian Stacey Memorial Trust and the John Truscott Design Foundation. Sue is a member of the Melbourne and Olympic Parks Trust. Previously, Sue was the Artistic Director of the Melbourne International Festival of the Arts and General Manager of the Victorian Arts Centre and has been an Arts consultant since 2000. She was President and a Life Member of the AEIA/LPA. She was Chair of the Confederation of Australian International Arts Festivals and the Melbourne 2006 Commonwealth Games Cultural Working Group. Sue is a member of the Risk Management Committee.



**LEO SCHOFIELD AM**

Appointed 2005, brings artistic, entrepreneurial and commercial expertise to the Trust. Leo is a board member of the National Portrait Gallery in Canberra. He is a former Director of Sydney Festival, Artistic Director of the Sydney 2000 Olympic and Paralympic cultural festivals, Artistic Director of the Melbourne International Festival of Arts (1994–1996), and Artistic Director of Sydney's New Year's Eve Celebrations (2002–2004). He has been involved in Australian debut presentations of a number of major international events and companies including the Edinburgh Military Tattoo and the Paris Opera Ballet. He is also a well-known and respected journalist and a television broadcaster. He has worked closely with many arts organisations in a fundraising capacity and served nine years as a Trustee of the Powerhouse Museum in Sydney.



**EVAN WILLIAMS AM**

Appointed 2006, is a Walkley Award-winning journalist and former newspaper editor, and has been a film critic for The Australian since 1981. From 1986 to 2001 he was head of the NSW Government's cultural sector, before being appointed a senior adviser in the NSW Cabinet Office. He has filled previous temporary vacancies on the Sydney Opera House Trust and has served as a member of the Archives Authority of NSW and the Australian International Cultural Council, and on the boards of the Sydney Biennale, the Sydney Festival and the Australian Chamber Orchestra. He was a speechwriter and arts adviser to the Hon. E.G. Whitlam from 1973 to 1977. Evan is Chair of the Conservation Council and a member of the Building Committee.

# *The Executive Team*



## **RICHARD EVANS**

Appointed Chief Executive in January 2008, began work as a freelance promoter, publicist, stage and production manager, eventually taking on the role of Executive Producer with the New Zealand Puppet Theatre. In 1993, he moved to Australia, working with Spare Parts Puppet Theatre in Fremantle and later became General Manager of DeckChair Theatre Company. In 1995, he joined the State Theatre Company of South Australia as Associate Producer. Richard was General Manager of Bell Shakespeare Company from 1997 until 2002 when he became General Manager of The Australian Ballet and Executive Director in 2004. Richard was Secretary of the Australian Major Performing Arts Group in 2000–2001, served on the Executive Council of the Australian Entertainment Industry Association from 2002 to 2005, and was Chairman of the board of Lucy Guerin Inc from 2006 to 2007. Richard has chaired the Performing Arts and Arts Management Advisory Committee of the AsiaLink Arts Program since 2007 and he is a member of the Building Committee, Conservation Council and Philanthropy Committee.



**DAVID ANTAW**

B.Bus, M.Com, FCPA

Appointed in October 2006 is Director, Finance and Innovation and is responsible for finance, information systems, risk management, business services, strategic planning, legal, governance and trust secretariat functions, human resources, learning and development and injury management. David has substantial depth of public and private sector experience at a senior level. His previous role was General Manager Finance and Corporate Services at Energy Australia. David has also held various senior financial and business development roles with Pioneer International and Tubemakers of Australia. He is a member of the Building Committee and Philanthropy Committee.

**VICTORIA DOIDGE**

B. Bus, Mktg

Appointed as Director Marketing and Development in February 2008. Victoria's portfolio includes public relations, marketing, ticketing services, philanthropy and corporate partnerships. Prior to joining Sydney Opera House, Victoria most recently held the position of Chief Marketing Officer for leading global digital marketing services provider, BlueFreeway. Prior to her role at BlueFreeway, she held the position of Director Market Development for the Sydney Symphony, a resident company of Sydney Opera House. Victoria was a co-founder and director of Australia's first online music destination, ChaosMusic, launched in 1998 and listed on the Australian Securities Exchange in 1999. Victoria has also held marketing and sales roles for OzEmail, Radio 2SM and News Limited. Victoria is a senior member of the Australian Marketing Institute and is a member of the Philanthropy Committee.

**RACHEL HEALY**

BA

Appointed as Director Performing Arts in August 2006, Rachel is responsible for Sydney Opera House's programming, presenter and theatre services, including sound, audio visual, lighting and staging. Former General Manager of Company B at Belvoir Street Theatre, Rachel has been working in the performing arts for 18 years as a manager and producer. Prior to her appointment at Belvoir St Theatre in 1997 Rachel worked with The Australian Ballet, Handspan Theatre in Melbourne and Magpie Theatre, the youth wing of the State Theatre Company of South Australia. Rachel has served on a number of arts boards, including Legs on the Wall, the Arts Industry Council (Victoria), Kage Physical Theatre, Live Performance Australia and she was Deputy Chair of the Theatre Board of the Australia Council. In 1998 she was awarded the inaugural Nugget Coombs Award for Arts Administration in the Young Manager category.

**GREG McTAGGART**

BE (Hons 1), MEngSc, Grad Dip Mgt, MIEAust, CPEng

Appointed to Sydney Opera House in 2003 and to the role of Director of Building Development and Maintenance in April 2008. Greg is responsible for maintenance and conservation of the building, as well as major building projects. Greg was previously the Project Director of the Building Development Group responsible for the planning and delivery of all major building projects at Sydney Opera House. Greg has been involved in the delivery of public infrastructure and building projects for over 30 years working on a diverse range of projects including schools and hospitals, water supply and sewerage infrastructure, grain handling facilities and major sporting venues. Greg was also involved in the planning, construction and operational activities associated with the Sydney 2000 Olympic and Paralympic Games and received the 'Olympic Golden Rings' award from the International Olympic Committee for his contribution to the Games. Greg is a member of the Building Committee and the Conservation Council.

**MARIA SYKES**

BA (Hons)

Appointed to Sydney Opera House in 2002, and to the role of Director of Commercial and Operations in April 2008, Maria is accountable for the overall visitor experience on site, the development of a new Precinct Plan, all commercial revenues and frontline operations. Specifically she oversees all Sydney Opera House's commercial operations and business partnerships, including tourism, retail and food and beverage operations; Sydney Opera House brand licensing; customer relations, front of house, and emergency planning and response. Maria was the Sydney Opera House Trust's representative for the State, National and World Heritage projects including the development of the management and legislative frameworks to support the listings. Prior to joining Sydney Opera House, Maria held various policy advisor positions in international affairs and central government agencies in the UK and Australia before managing the NSW Government's legislative program as head of the Cabinet Secretariat. Maria was a French Announcer for the 2000 and 2004 Olympic Games. Maria is a member of the Conservation Council.