

ELEMENT 1

OUR STAKEHOLDERS

COLLABORATIONS AND PARTNERSHIPS

The Sydney Opera House is a not-for-profit public trading enterprise that, in addition to its trading operations, relies on government, corporate partners and private individuals for support. These key stakeholders increase our capacity to create and present world-class performances and events, develop education and access programs for young Australians, offer free events to the public and enhance and expand Indigenous programming and activities.

The NSW Government supported the Opera House with an endowment of \$13.573 million in FY14, which represented 14% of our operational funding. Corporate sponsorship income totalled \$7.7 million, a 57% increase on FY13. Income from private giving was \$1.2 million, a 28% increase on FY13. We celebrated a successful first year with Principal Partner Samsung, and Zip Industries entered at the Partner level for three years.

Our 40th Anniversary inspired or enriched several important partnerships. NSW Lotteries rekindled the lottery connection with the Opera House with funding for our Anniversary celebrations in October and a proposed Welcome Centre. In the second year of its association with the Opera House, Major Partner Etihad Airways brought our Anniversary Patrons, Denmark's HRH Crown Prince Frederik and HRH Princess Mary, to Sydney for the celebrations. There was a significant outcome from Deloitte's sponsorship of our Ideas at the House program, including in-kind support that resulted in the report *How do you value an icon? The Sydney Opera House: economic, cultural and digital value*. The answer was \$4.6 billion.

Philanthropy revenue increased by more than \$250,000 over FY13, from \$921,000 to \$1,182,000. The Idealists group of donors, founded in FY13, grew from 56 to 110.

Own Our House gave a wider group of supporters the chance to contribute on a smaller scale – by owning a virtual tile – and deepen their sense of connection with the building.

We secured a \$450,000 commitment over three years from The Balnaves Foundation for a program to provide subsidised tickets, from FY15, for people who would otherwise be excluded through social or financial disadvantage. We received a \$100,000 commitment over five years from the Alexandra and Lloyd Martin Family Foundation for the Lloyd Martin Travelling Scholarship for Emerging Arts Leaders. The scholarship honours the memory of the Opera House's longest-serving general manager, Lloyd Martin. AMP Capital became the Opera House's first partner on Indigenous programming. The Getty Foundation awarded the Opera House a \$US200,000 grant for development of a concrete-asset-management strategy.

Connecting the past with the future, the first Australian and Danish winners in the Multidisciplinary Australian Danish Exchange (MADE by the Opera House) program were selected and the Australians travelled to Denmark in January. The first Danish students arrived in Australia in July 2014 and the second cohort of Australian participants was announced in August. The success of MADE by the Opera House spurred the establishment not only of the Lloyd Martin Travelling Scholarship, but also the Valerie North and Joy Lindsay opera award.

Project One Voice began in the fourth quarter of the year, when we undertook more than 100 interviews with key stakeholders, as well as qualitative and quantitative research involving more than 1,300 people in Sydney, Melbourne, the US and China. Their perceptions about the Opera House guided our first steps towards developing a more unified purpose and direction.

DIGITAL REACH

Digital content is central to our vision for enhancing access to performances and experiences for the broadest possible audience. People are engaging with our content across all devices with significant growth via mobile and tablet. There was 70% growth in FY14 compared with FY13 in the number of visits to our website via mobile phone (from 906,313 to 1,540,491) and a 56% increase for tablets (from 543,626 to 847,348).

With Major Partner Google Australia, the Opera House streamed eight concerts on its Live at the House YouTube channel and produced another four, including three with the Sydney Symphony Orchestra. These delivered nearly two million views and the equivalent of 19 years of watch time. A total of 641,971 hours, equating to 73.28 years of watch time, was spent watching SOH videos on demand. Our social media channels have a total following of one million each month (an increase of 35%) and Facebook reach is estimated at 135 million.

Connected Classroom is the flagship of the Opera House's Digital Education Program, established in 2012. Now in its third year, the core program for primary schools, Discover the House and Discover the Stage, was supported with solid bookings and positive feedback.

The digital tour *Guwanyi Walama: To Tell and Return* was developed this year and received great acclaim for its content and the interactive nature of the experience. It explores the history of Bennelong Point and the Gadigal lands of Sydney Cove before 1788. The 45-minute tour combines live presentation from the Opera House with cutting-edge animation and has been designed to align with

the NSW schools curriculum. Demand is greater than can be met and the Opera House has identified this as a potential growth area.

ACCESS STRATEGIC PLAN

All actions from Year 2 of the Access Strategic Plan 2013-15 were implemented or started. An exciting new partnership with the Museum of Contemporary Art, *Bella in the House*, was piloted, offering a full-day excursion that combines the MCA *Bella* Program with an Opera House tour tailored to the individual requirements of students aged five to 18 with a physical, intellectual, behavioural or sensory disability. An annual schedule of accessible performances for schools and families was integrated into our Kids at the House and House Education programs, including: audio-described and pre-show sensory touch tours; Auslan-interpretation; captioning; and autism-friendly performances accompanied by Meet Your Seat preparation excursions.

This year for the first time the Opera House offered audio-description of the Vivid LIVE festival centrepiece *Lighting of the Sails*, delivered by staff volunteers. We also incorporated designated accessible viewing areas and special customer transport accommodations to allow visitors with a disability to better enjoy major events such as New Year's Eve and Vivid LIVE.

Three final-year university students with a disability completed the Stepping Into paid internship program, two with the Building Development and Maintenance Team and one with the Safety Team.

\$4.6B

VALUE OF SYDNEY
OPERA HOUSE*

70%

GROWTH IN WEBSITE VISITS
VIA MOBILE PHONE

\$250K

PHILANTHROPY
REVENUE INCREASE

75%

CONCERT HALL ENERGY
CONSUMPTION REDUCTION

RECONCILIATION ACTION PLAN

The Opera House launched its third Reconciliation Action Plan (RAP) in July 2013. The RAP outlines the Opera House's commitment to closing the gap, embedding Indigenous programs into our core business activities and providing opportunities for Aboriginal and Torres Strait Islander people. This three-year RAP (2014-16) focuses on programming and education initiatives, employment and training, and broader cultural awareness.

Highlights and achievements this year include the new Homeground festival, participation in National Reconciliation Week 2013 and NAIDOC Week 2013, our completion of the first year as an accredited Bronze affiliated partner of the Aboriginal and Torres Strait Islander Arts Board of the Australia Council, and hosting a five-day cultural lab for Indigenous artists as part of the inaugural Corroboree Sydney festival.

ENVIRONMENTAL SUSTAINABILITY

Our new three-year Environmental Sustainability Plan began this year. An energy saving of 10% was achieved, bettering the saving of 7% in FY13. The target is a 20% reduction in electricity use by the end of FY16 compared with FY01. New Concert Hall lighting will reduce its lighting energy consumption by about 75%. Paper use was reduced by 9% compared with FY09, well above the target of 5% by the end of FY16. Water use and waste reduction targets were not met, although usage has been affected by a significant increase in site activity compared to the baseline FY06 year. A water audit will be undertaken in FY15, along with initiatives to improve recycling. Concept designs for a new waste and recycling area in the VAPS project loading dock were prepared this year, with detailed planning to commence in FY15.

THE FUTURE

- **Second group of Australian MADE by the Opera House participants travels to Denmark**
- **The Balnaves Foundation subsidised-tickets program commences**
- **Project One Voice implementation begins**
- **Career planning day for Aboriginal and Torres Strait Islander students to support preparation for workforce entry and showcase employment opportunities**
- **Inaugural winner of Lloyd Martin Travelling Scholarship for Emerging Arts Leaders, Carl Nilsson-Polias (Sydney Theatre Company Content Manager), undertakes international study tour**
- **Audit of water use**
- **Stormwater capture system under the Western Broadwalk approved and implemented**