

Everyone's House

Sydney Opera House Strategy 2024 to 2026

Contents

Everyone's House

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Acknowledgement of Country

Welcome

Our ambition is to be Everyone's House

We better understand and connect with the community

Everyone feels welcome here

We are future ready

We lead and inspire positive change

Tracking our progress

UN Global Goals

Our Values

Here's what our staff say: What does Everyone's House mean to you?

Back Cover

End of Document

Cover photograph by Mikki Gomez.

Image Description: A photograph of the Sydney Opera House during the day, viewed from below looking up. The bottom half of the image is the low wide Monumental granite steps that form the base of the building leading to a platform that supports white sails shapes, the top of the structure. Seated on the steps are a crowd of people dressed in summer clothes. The top half of the image features two sails (large right and smaller one slightly behind left) rising majestically above the crowds against a blue cloudy sky.

End of Description

<pp>2-3

Transcriber's Note: This double page spread features a background image with text overlaid on page 2.

Acknowledgement of Country

The Sydney Opera House acknowledges the Gadigal of the Eora Nation, traditional custodians of Tubowgule, the land on which Australia's most iconic building and premier performing arts centre stands.

We honour the long Gadigal history of gathering and storytelling, and celebrate the strength and resilience of First Nations people and communities, past and present. The Opera House continues this legacy today by embracing and celebrating First Nations artistic expression and culture.

Image Photograph by Dan Boud

Artwork: 2022 Vivid Sydney Lighting of the Sails, Yarrkalpa – Hunting Ground, 2021

Image Description: A side-on view of the Opera House at night. The dark waters of the harbour on the left meet the Sydney Opera House site to the right. Crowds at a bar socialise at the water's edge under beige umbrellas, lit by vivid pink and purple lights. The Sydney Opera House is visible behind, sails illuminated with bright blue shapes, outlined in yellow and red lines. These images are part of the 2022 Vivid Sydney Lighting of the Sails, Yarrkalpa – Hunting Ground, 2021.

End of Description

<pp>4

Welcome

The Sydney Opera House is a living work of art, a place of possibility and wonder. For half a century, artists, audiences and visitors have been coming here to be uplifted, empowered and entertained.

Today, it is one of the world's busiest performing arts centres, the nation's premier tourism destination and a World Heritage masterpiece that belongs to the people of NSW.

It is crucial that the Opera House evolves with the community it was built to serve. So at our 40th anniversary in 2013, we embarked on a Decade of Renewal. This ambitious 10-year plan involved:

- Planning, funding and delivering \$300m of capital works.
- Broadening and diversifying the programming and experiences offered, on site and online.
- Becoming a leader in social and environmental sustainability.

We completed major upgrades to the Concert Hall and Joan Sutherland Theatre, as well as improving accessibility across the precinct. The Forecourt is now vehicle-

free. We have turned over more of the building to the community, opening a new Centre for Creativity and the Yallamundi Rooms. More than 15 million people have attended performances and tours since 2013 and there have been 21 million views of our digital content in the past year alone.

All of this has increased people's love for the Opera House. A 2023 report by Deloitte found that over the Decade of Renewal the social value Australians place on the Opera House had grown 38% in real terms to \$11.4 billion. The report also identified three key brand associations: unique, dynamic and visionary.

In 2019, we committed to the United Nations Global Goals because creativity has a key role to play in building a more sustainable, equitable and fairer future for everyone. Recent progress includes:

- A Six Star Green Star performance rating by the Green Building Council of Australia in recognition of our world leadership in environmental and social sustainability.
- The Opera House's fifth Reconciliation and Access Action Plans (2020 to 2022) and first Diversity, Inclusion & Belonging Strategy (2021 to 2023).
- A new Heritage Action Plan (2022 to 2025) setting out how we strengthen, care for, and conserve the building and site.

<pp>5

Transcriber's Note: This page features a background image with text overlaid.

“We want our people, operations and the building itself to be more resilient, so that the Opera House is ready for what comes next.”

Image: Photograph by Lisa Maree Williams, Getty Images. July 2022

Image Description: The Concert Hall viewed from the Stalls seating area. The stage is set with four raised semicircular tiered levels with black seats and music stands for an orchestra. Surrounding the stage are elevated boxes of tiered seating. Suspended from the roof are 12 large oval shaped timber pieces. Constructed from wood, the whole space is lit with a warm red glow.

End of Description

<pp>6

The 50th anniversary has been an opportunity not only to take stock of everything that's been achieved, but also to think about how we can keep evolving to meet the challenges ahead. The simple idea that the Opera House was built to serve the community is at the heart of our ambition for the future – to be Everyone's House.

With this strategy, we draw inspiration from the past as we engage with new and diverse artists and audiences to create a place where everyone feels welcome.

In doing so, we are taking into account how the pandemic has reshaped personal and working lives. We want our people, operations and the building itself to be more

resilient, ready for what comes next. That includes embedding sustainability in our thinking and amplifying First Nations voices and culture.

This 2024 to 2026 strategy is divided into four strategic themes. It will align us behind clear goals and measures and drive portfolio-based action plans and key performance indicators. The themes are:

- We better understand and connect with the community.
- Everyone feels welcome here.
- We are future ready.
- We lead and inspire positive change.

I am grateful to the many staff, Trustees, resident companies, partners and other supporters who contributed their ideas on how best to respond to the changing world. Your enthusiasm is a wonderful reminder of the centrality of the Opera House in Australian life.

I look forward to working together to realise our ambition to be Everyone's House.

Louise Herron AM

Chief Executive Officer

October 2023

Image: Photograph by Ken Leanfore

Image Description: Louise Herron sits at a desk bathed in natural light. She looks up to her left and smiles warmly. She is a woman in her sixties with white skin and blue eyes with black round framed glasses, her hair worn in a shoulder length bob, wearing a black blouse with white dots.

End of Description

<pp>7

Image: Photograph by Mikki Gomez, November 2022

Image Description: An evening outdoor concert for the band Fat Freddy's Drop on the Forecourt of the Sydney Opera House. Top left of the image is a stage bathed in red light with a band performing to a densely crowded sea of people. Above the stage an illuminated symbol of four joined triangles representing the Sydney Opera House sails with the number 50. The sky above a deep blue with clouds visible.

End of Description

<pp>8-9

Transcriber's Note: This double page spread features a background image with text overlaid on both pages.

The Sydney Opera House is a living work of art. A place of possibility and wonder – on and off the stage. We bring people together to be uplifted, empowered and entertained.

Our ambition is to be Everyone's House

To make this real, we are focused on four themes;

- We better understand and connect with the community
- Everyone feels welcome here
- We are future ready
- We lead and inspire positive change

Image Photograph by Simon Rae

Image Description: The curves of two of the Sydney Opera House sails appear in the bottom left corner, the details of the tiles that make up the chevron pattern on the sails are visible. The edge of the far sail is blurred and dissolves into a light blue background.

End of Description

<pp>10-11

Transcriber's Note: This double page spread features a background image with text overlaid on page 10.

We better understand and connect with the community

Image Photograph, no image credit

Image Description: Three wide hanging pieces of fabric reflect a blue and white pattern. A young girl aged 5 years or younger bathed in blue in a white cardigan and pigtails leans forward and touches her shadow as it appears on the screen.

End of Description

<pp>12

We better understand and connect with the community

Goal: SOH's programming and experiences involve, inspire and attract an increasingly diverse range of artists and communities

How we will get there

- Continue to broaden SOH's programming across contemporary and traditional art forms, as well as programs inspired by the building - on site and online.
- More artists from diverse backgrounds, including First Nations artists, are engaged to develop and present new work across all SOH Presents programming areas.

- Increase participation in SOH's schools creative learning program, deepening relationships with teachers and inspiring children through on site, off site and online experiences unique to SOH.
- Nurture relationships and bring together people with different lived experiences to inform, enrich and extend the reach of our work, building on SOH's community engagement program.
- Enable more people to visit, participate and engage with SOH through subsidised access initiatives, including free tickets and travel, audio-described programming, tours and relaxed performances.

<pp>13

Goal: We are audience-centred and better able to engage current and potential audiences and visitors

How we will get there

- New SOH-wide audience strategy informs all programming, engagement and marketing.
- Strengthen capabilities to become more data-led, improving insights, decision-making, reach and participation.
- Better integrate program planning and marketing across all presenting streams (SOH Presents, resident companies and hirers).
- Improve collaboration and insight sharing with resident companies and other precinct partners to build a holistic view of SOH's audiences and visitors.
- Continue to invest in website development and other customer-facing platforms.

Goal: We harness the power of screen-based programming

How we will get there

- Prioritise up-to-date screen infrastructure, including Recording & Broadcasting Studio upgrades.
- Broaden and deepen audiences through screen-based programs that amplify live performances on site, as well through 'screen-first' experiences.

Image Graphic

Graphic Description: Five small coloured square boxes in a row, each representing one of the United Nations Global Goals. Inside each is text in white above a simple symbol. Text above the row reads, This work supports these UN Global Goals.

- Red. Text: 4 Quality education. Symbol: open book with pen.
- Maroon. Text: 8 Decent work and economic growth. Symbol: bar chart with upward arrow.
- Orange. Text: 9 Industry, innovation and infrastructure. Symbol: four stacked congruent cubes.
- Bright pink. Text: 10 Reduced inequalities. Symbol: Equal symbol surrounded by four smaller triangles.

- Yellow. Text: 11 Sustainable cities and communities. Symbol: four rectangular buildings in a row.

End of Description

<pp>14-15

Transcriber's Note: This double page spread features a background image with text overlaid on page 14.

Everyone feels welcome here

Image: Photograph by Prudence Upton

Image Description: On the left, three women stand on the edge of a stage reaching out to a packed crowd. They are barely visible from the bright glare of stage lights that are engulfing them. The crowd are on their feet clapping wildly. Sampa the Great in concert in the Joan Sutherland Theatre for Vivid LIVE.

End of Description

<pp>16

Everyone feels welcome here

Goal: SOH's public spaces are vibrant, welcoming, accessible and safe - day and night

How we will get there

- Expand the use of our public spaces year-round with free and low-cost performances, experiences, public art, pop-ups and community-led events.
- Improve planning and collaboration for temporary activations, so that they meet the required standards of creative excellence and heritage management.
- Provide a more welcoming and easy-to-navigate path of travel for people arriving and leaving SOH.
- Create more engaging, inclusive and interactive visitor experiences through a new precinct-wide storytelling approach.
- Review public facilities site-wide and prioritise upgrades to meet the diverse needs of the community.
- Update SOH's Accessibility Masterplan to reflect current codes and evolving visitor demand.
- Draw on the Strategic Building Plan Edition 2 whenever making improvements to the site.

<pp>17

Goal: SOH is a culturally safe and nurturing environment for everyone - workers, artists, audiences and visitors

How we will get there

- Everyone who works at SOH understands and is responsible for cultural safety, inclusivity and anti-discrimination, and these are included in policies, education and training.
- Staff are engaged through an ongoing program of events, activities and storytelling to celebrate diversity and encourage connection, including with resident companies, operators and contractors.
- Explore new ways to celebrate and embrace community diversity and wellbeing across the end-to-end visitor experience.

Image Graphic

Graphic Description: Six small coloured square boxes in a row, each representing one of the United Nations Global Goals. Inside each is text in white above a simple symbol. Text above the row reads, This work supports these UN Global Goals.

- Bright Green. Text: 3 Good health and well-being. Symbol: Zigzag heartbeat line with heart.
- Red. Text: 4 Quality education. Symbol: open book with pen.
- Maroon. Text: 8 Decent work and economic growth. Symbol: bar chart with upward arrow.
- Orange. Text: 9 Industry, innovation and infrastructure. Symbol: four stacked congruent cubes.
- Bright pink. Text: 10 Reduced inequalities. Symbol: Equal symbol surrounded by four smaller triangles.
- Yellow. Text: 11 Sustainable cities and communities. Symbol: four rectangular buildings in a row.

End of Description

<pp>18-19

Transcriber's Note: This double page spread features a background image with text overlaid on page 18.

We are future ready

Image: Photograph by Dan Boud

Artwork: 2017 Vivid Sydney Lighting of the Sails, Audio Creatures, Ash Bolland.

Image Description: A side-on view of the Opera House at night. Yellow lighting emanates from inside the building and lights the walkways around the exterior. The sails are illuminated with a projection of vivid pink jellyfish shapes with tendrils stretching across the sails with bright blue translucent bell tops. These images are part of the 2017 Vivid Sydney Lighting of the Sails by artist Ash Bolland.

End of Description

<pp>20

We are future ready

Goal: Our workforce is skilled for the future, more diverse, safe, supported and engaged

How we will get there

- A strong culture supports our people and enables the organisation to thrive:
 - We live our Values and work together to achieve our Ambition.
 - Managers and teams communicate effectively and openly.
 - Everyone feels valued for the role that they play.
- Our workforce planning and management, including recruitment, retention and development, is agile and responsive to the evolving needs of our people, the organisation and broader operating environment.
- Increase diversity at all levels of the organisation, including First Nations representation, providing equitable career pathways and targeted leadership development.
- Physical and psychosocial safety are paramount. We will work together to:
 - Manage risks, ensure appropriate training, awareness and accountability.
 - Update key safety systems and apply them consistently across SOH, including with third parties.
 - Implement a new health and wellbeing program.

<pp>21

Goal: The organisation is financially sustainable, with the right business model to make Everyone's House real

How we will get there

- SOH has the right mix of income (commercial, private and government funding), including growth in revenue from:
 - International tourism as it recovers.
 - Philanthropy and partnerships to \$10 million annually.
 - Providing specialist services (e.g. ticketing, content) to the wider arts and entertainment industry.
- Embedding a sustainable procurement framework more deeply across the organisation to increase diversity of SOH's goods and services providers, including First Nations businesses.

Goal: We are well set up to respond to the evolving needs of artists, presenting companies and hirers

How we will get there

- Adapt our processes and ways of working to better support an increasingly diverse program of artists and presenting companies.
- Develop innovative presenting models for performances on site and online.
- Enable more flexible use of the venues, balancing artistic, community, financial and maintenance needs.
- SOH's production and event delivery teams are appropriately resourced and skilled.
- Collaborate with the arts and entertainment industry on education and training initiatives.

Image Graphic

Graphic Description: Six small coloured square boxes in a row, each representing one of the United Nations Global Goals. Inside each is text in white above a simple symbol. Text above the row reads, This work supports these UN Global Goals.

- Red. Text: 4 Quality education. Symbol: open book with pen.
- Maroon. Text: 8 Decent work and economic growth. Symbol: bar chart with upward arrow.
- Bright pink. Text: 10 Reduced inequalities. Symbol: Equal symbol surrounded by four smaller triangles.
- Yellow. Text: 11 Sustainable cities and communities. Symbol: four rectangular buildings in a row.
- Brown. Text: 12 Responsible consumption and production. Symbol: Infinity symbol.
- Navy blue. Text: 17 Partnerships for the goals. Symbol: Five overlapping circles forming a flower shape.

End of Description

<pp>22

We are future ready

Goal: SOH's building, venues, technology and systems are continually adapting to meet future demands, while strengthening our World Heritage values

How we will get there

- Continue to work with the NSW Government to support the ongoing care and maintenance of the building.
- Scope and progress plans for major maintenance works and upgrades, including renewal of the Drama Theatre, Studio and Playhouse, guided by the Strategic Building Plan Edition 2.
- Finalise a climate adaptation plan to anticipate and effectively manage impacts.
- Set ourselves up with fit-for-purpose processes, systems and technology:
 - Improve project planning, delivery and change management.
 - Be open to harnessing new technologies and encourage innovation.

- Have the right team structures, resources and platforms to support the evolving business.
- Celebrate and conserve SOH's heritage significance - now and in the future:
 - Communicate and deepen understanding of SOH's history and heritage.
 - Upskill staff and third parties so that SOH's heritage is celebrated and respected in the way we work.
 - Review and update SOH's heritage management framework and key documents.

Image Graphic

Graphic Description: Three small coloured square boxes in a row, each representing one of the United Nations Global Goals. Inside each is text in white above a simple symbol. Text above the row reads, This work supports these UN Global Goals.

- Orange. Text: 9 Industry, innovation and infrastructure. Symbol: four stacked congruent cubes.
- Yellow. Text: 11 Sustainable cities and communities. Symbol: four rectangular buildings in a row.
- Green. Text: 13 Climate action. Symbol: Eyeball shape with the pupil the earth.

End of Description

<pp>23

Image: Photograph by Ken Leanfore

Image Description: A man with white skin in his 30s, curly brown shoulder length hair and beard, wearing a grey top and black pants, seated at a desk operates a large keyboard. He looks up toward multiple screens showing different camera views in the Recording and Broadcast studio.

End of Description.

<pp>24-25

Transcriber's Note: This double page spread features a background image with text overlaid on page 24.

We lead and inspire positive change

Image: Photograph by Tracy Askew, January 2022

Image Description: A small iceberg suspended by four white ropes with a large white banner attached that hangs below with black text "No time to waste". A woman with brown hair in plaits wearing green overalls is attached to the ropes looks down from the very edge her face obscured, the toes of her feet visible sticking over the edge. This image is from a performance of THAW by Legs on the Wall.

End of Description

<pp>26

We lead and inspire positive change

Goal: First Nations voices, self-determination and storytelling play a vital role in shaping SOH and its future

How we will get there

- Develop and implement a new First Nations Strategy and Indigenous Cultural and Intellectual Property protocols, led by a First Nations member of the Executive Team and supported by a First Nations advisory group.
- First Nations voices are at the forefront of storytelling about Tubowgule, the land and its people, as well as stories on and off SOH's stages.
- Support, share and connect with First Nations peoples, contributing to key conversations and community events and advancing First Nations cultures and capacity-building in the arts.

<pp>27

Goal: We lead, collaborate and innovate to bring about social and environmental change

How we will get there

- Amplify the role arts, culture and the creative industries play in addressing the UN Global Goals, leveraging our position and brand to lead, inspire and unite government, business and the community.
- Continue to adapt and improve our building and operations to maintain world leadership (Six Star Green Star) in social and environmental performance, including being on track to be climate positive by 2030.
- Champion a new working group with NSW Cultural Institutions to drive collective action.
- Find a way to measure SOH's social and environmental impact, ideally acting as a template for others.

Goal: SOH is at the heart of a more vibrant, creative and sustainable future for Sydney

How we will get there

- Build on successful collaborations with NSW arts, tourism and government organisations to accelerate Sydney's culture-led revival, attracting local, interstate and international artists and visitors and promoting the city as a sustainable destination.
- Expand strategic partnerships with education, broadcasting and peer institutions to trial initiatives and programs that increase access and participation in the arts.

- Encourage best-practice event delivery by showcasing and promoting SOH's sustainable event management principles, internally and with the broader industry.

Image Graphic

Graphic Description: Seven small coloured square boxes in a row, each representing one of the United Nations Global Goals. Inside each is text in white above a simple symbol. Text above the row reads, This work supports these UN Global Goals.

- Red. Text: 4 Quality education. Symbol: open book with pen.
- Maroon. Text: 8 Decent work and economic growth. Symbol: bar chart with upward arrow.
- Bright pink. Text: 10 Reduced inequalities. Symbol: Equal symbol surrounded by four smaller triangles.
- Yellow. Text: 11 Sustainable cities and communities. Symbol: four rectangular buildings in a row.
- Brown. Text: 12 Responsible consumption and production. Symbol: Infinity symbol.
- Green. Text: 13 Climate action. Symbol: Eyeball shape with the pupil the earth.
- Navy blue. Text: 17 Partnerships for the goals. Symbol: Five overlapping circles forming a flower shape.

End of Description.

<pp>28

Tracking our progress

SOH Strategy 2024 to 2026

Key measures have been identified across the four themes. The strategy will drive the development of portfolio-based plans and annual key performance indicators.

We better understand and connect with the community

Goals

- SOH's programming and experiences involve, inspire and attract an increasingly diverse range of artists and communities
- We are audience-centred and better able to engage current and potential audiences and visitors
- We harness the power of screen-based programming

Measures

- New audiences - on site and online
- Diversity of artists, performances and visitors

- Marketing reach and conversion
- Customer satisfaction
- Digital engagement including screen-based programming

Everyone feels welcome here

Goals

- SOH's public spaces are vibrant, welcoming, accessible and safe - day and night
- SOH is a culturally safe and nurturing environment for everyone - workers, artists, audiences and visitors

Measures

- Sentiment for SOH as "a place I feel welcome"
- Engagement through free and low-cost experiences
- Participation in Diversity, Inclusion & Belonging staff training

<pp>29

We are future ready

Goals

- Our workforce is skilled for the future, more diverse, safe, supported and engaged
- The organisation is financially sustainable, with the right business model to make Everyone's House real
- We are well set up to respond to the evolving needs of artists, presenting companies and hirers
- SOH's building, venues, technology and systems are continually adapting to meet future demands, while strengthening our World Heritage values

Measures

- Workforce skills, diversity and safety
- Employee engagement
- Revenue across the site and to SOH, including funding from philanthropy and partnerships
- Planning and delivery of building and systems upgrades

We lead and inspire positive change

Goals

- First Nations voices, self- determination and storytelling play a vital role in shaping SOH and its future
- We lead, collaborate and innovate to bring about social and environmental change

- SOH is at the heart of a more vibrant, creative and sustainable future for Sydney

Measures

- Strategic partnerships and collaborations
- New First Nations strategy
- On track to be climate positive by 2030
- Adoption of Sustainable Events Management Principles across SOH events

<pp>30

UN Global Goals

The United Nations has defined 17 goals to address the world's most pressing challenges by 2030, including the climate emergency, education, inequality, poverty and justice. In 2019, the Opera House became the first major Australian arts institution to adopt the Global Goals. Since then, we have made progress across a number of areas, but there is still a lot to do.

As a cultural icon and symbol of modern Australia, the Opera House has a responsibility to lead and inspire positive change. In this strategy, for the first time, key social and environmental sustainability actions and measures aligned with the Global Goals are embedded into our organisation-wide planning.

We have identified seven priority areas where we can make the biggest difference for the community, in collaboration with partners, artists, audiences and the cultural sector. Through our responsible business practices, we also support four other Goals. We are committed to finding effective ways to measure our impact.

Image Graphic

Graphic Description: A donut shape with eleven brightly coloured slices each representing one of the United Nations Global Goals. It is intersected by a horizontal line at the mid-point.

Text curved above the shape reads “Our 2024 to 2026 strategic priorities”.

- Bright Green. Text: 3 Good health and well-being. Symbol: Zigzag heartbeat line with heart.
- Red. Text: 4 Quality education. Symbol: open book with pen.
- Maroon. Text: 8 Decent work and economic growth. Symbol: bar chart with upward arrow.
- Bright pink. Text: 10 Reduced inequalities. Symbol: Equal symbol surrounded by a circle.
- Yellow. Text: 11 Sustainable cities and communities. Symbol: four rectangular buildings in a row
- Green. Text: 13 Climate action. Symbol: Eyeball shape with the pupil the earth.

- Navy blue. Text: 17 Partnerships for the goals. Symbol: Five overlapping circles forming a flower shape.

Text curved below the shape reads “Our responsible business practices”.

- Bright Orange. Text: 5 Gender equality Symbol: Male and female symbol combined with an equal sign in the centre.
- Orange. Text: 9 Industry, innovation and infrastructure. Symbol: four stacked congruent cubes.
- Brown. Text: 12 Responsible consumption and production. Symbol: Infinity symbol.
- Blue. 16 Peace and justice strong institutions. Symbol: Bird of peace standing on a judges gravel.

End of Description.

<pp>31

Strategic Goal	Target	Our Commitment
3 Good Health and Wellbeing	3.4	Support community health and wellbeing through art, culture and creativity.
4 Quality Education	4.4, 4.5, 4.7	Promote quality education and learning opportunities for all. Advance sustainable development through creativity and education.
8 Decent Work and Economic Growth	8.3, 8.5, 8.8, 8.9	Be a catalyst for creativity, innovation and sustainable tourism. Champion diversity and human rights across our workforce and business operations.
10 Reduced Inequalities	10.2	Empower and advocate for fairness and inclusion, improving diversity and accessibility on and off the stage.
11 Sustainable cities and communities	11.4, 11.7	Create safe and accessible public spaces. Revitalise and protect cultural practices, heritage and sustainability.
13 Climate action	13.1, 13.3	Strengthen resilience and take bold climate action.

Strategic Goal	Target	Our Commitment
17 Partnerships for the Goals	17.16, 17.17	Deepen and enrich relationships with partners, sharing knowledge and collaborating to advance the Goals.

<pp> 32

Our Values

Image Photograph by Cassandra Hannagan, May 2022

Image Description: The Sydney Opera House at night. Ten performers from the show Encounter Sydney in yellow jumpsuits with arms linked and raised stand in a line on the wide Monumental granite steps. Behind them two of the sails that form the top of the building are visible against a purple twilight sky.

Text appears in white over top left of image: Our Values.

End of Description

<pp>33

Image Graphic

Image Description: Three indistinct figures with deep red skin, black hair, white tops and black pants sit on the edge of a lightbulb shaped pool against a pink background. They dangle their feet in the water which has flecks of white that make it look like a starry sky.

Text, appears in black over top left of image: Creativity. We are curious and ask questions. We set out to inspire and be inspired.

End of Description

Image Graphic

Image Description: An indistinct young female figure with deep red skin, black shoulder length hair, white top and black pants stands in the centre, arms by her side. Her shadow behind stands taller, the left hand on her hip the other raised purposefully pointing to the right. A cape, attached at the shoulder of the shadow, billows out behind against a green background.

Text appears in black over top left of image: Creativity. Courage. We dare to think differently and are ready to embrace change.

End of Description

<pp>34

Image Graphic

Image Description: Two steel queue bollards with round tops are central. A red entry rope is clipped to the right bollard and trails to the floor spelling out the word welcome against a yellow background.

Text appears in black over top left of image: Inclusivity. We respect and welcome everyone. People feel a sense of belonging here.

End of Description

Image Graphic

Image Description: A compass points north, it's frame a red stylised shape of a human head facing left against a blue background.

Text appears in black over top left of image: Integrity. We are honest, open and fair.

End of Description

<pp>35

Image Graphic

Image Description: An indistinct young female figure from behind with black shoulder length hair in a ponytail, white top and black pants jogs upwards, supported by four oversized hands in different shades of skin colours.

Text appears in black over top left of image: Collaboration. We value teamwork. We listen, learn and share. Together we celebrate success.

End of Description

Image Graphic

Image Description: Four inverted heart shapes; the first overlaid with a map design, the second a green leaf, the third shows an image of two hands clasped together, the fourth a red heart. Three lean against each other toward the left and one facing in the opposite direction toward the right. It casts a shadow of the Sydney Opera House sails.

Text appears in black over top left of image: Care. We look after each other, this place and the world around us. Safety is our greatest responsibility.

End of Description

<pp>36-37

Transcriber's Note: This double page spread features a chequerboard pattern of twelve squares (four across, three layers deep) with alternate squares featuring images and quotes in black text.

Here's what our staff say: What does Everyone's House mean to you?

"I feel like I am at home. I am happy and inspired. I see me and can be me."

Image Photograph, no image credit

Image Description: Two people with their backs to the camera point to black and white drawings pinned to an office wall.

End of Description

"Staff feel engaged, proud and loyal. Artists want to work here."

"The original intention was to be the people's house – this ambition has been consistent over time but how we realise it might change."

Image Photograph, no image credit

Image Description: Colourful crowds stand on the low wide Monumental granite steps holding sheets of music. At the top the largest sail of the Sydney Opera House towers overhead against a bright blue sky.

End of Description

"We're accessible, as a place and organisation, in all senses of the word."

Image Photograph, no image credit

Image Description: A small child jumps up and down excitedly as a female performer with colourful bird hand puppet entertains.

End of Description

Image Photograph, no image credit

Image Description: A colourful Native American dancer performs in a sand circle in front of the Sydney Opera house in a vibrant multicoloured costume.

End of Description

"There is a sense of ownership and belonging from the community."

Image Photograph, no image credit

Image Description: A formation of people dressed in fluoro pink and yellow costumes with capes flared out march down a street at night.

End of Description

"A place for everyone, a realisation that dreams are possible, this is what Everyone's House means to me."

<pp>38-39

Image Photograph by Jaimi Joy, 2019

Image Description: Indigenous women, a part of the Kawadji Wimpa dancers, perform on the Sydney Opera House Forecourt as part of the Dance Rites program. Their brown skin is decorated with white circles and they wear red strapless tops and grass skirts with a headband wrapped around brown hair with a single white feather at the front. Two dancers in the foreground hold each other's gaze during the dance.

End of Description

Back Cover

Black with white text: The Sydney Opera House is a living work of art. A place of possibility and wonder – on and off the stage. We bring people together to be uplifted, empowered and entertained.

Sydneyoperahouse.com

Sydney Opera House logo

NSW Government logo

End of Document