

An aerial photograph of a group of dancers performing on a paved plaza. The dancers are wearing bright yellow tutus and black leggings. Some are wearing green tops, while others are wearing red tops. They are in various dynamic poses, with some arms extended and legs bent. The plaza is paved with grey rectangular tiles, and there are white rectangular markings on the ground. The scene is brightly lit, casting long shadows of the dancers onto the pavement.

Southbank Centre  
**ANNUAL REVIEW 2015/16**

FESTIVALS FOR THE WORLD

**SOUTHBANK  
CENTRE**



# Introduction



Jude Kelly CBE



Alan Bishop



Susan Gilchrist

Southbank Centre was created for the *Festival of Britain* in 1951, as a celebration of post-war optimism and hope for a better future. Today, we continue to celebrate and challenge the world through our festivals. Each festival includes myriad expressions of art such as visual art, music, dance, debates, talks, workshops and culinary creations, which are brought together under shared themes. This range of festivals helps foster crucial discussions about a better future by pairing world-class artists, performers, writers and thinkers with our engaged audiences. Our festivals are inclusive, creative, challenging and playful, showcasing the best of the best in any given field.

This year at Southbank Centre was full of achievements and firsts. We are proud to have hosted *Chineke!*, the first European orchestra composed of black and minority ethnic musicians. Their inaugural concert formed part of our *Africa Utopia* festival and received a well-deserved standing ovation. Talking Heads' David Byrne curated our *Meltdown* festival, with an exciting and innovative contemporary music programme. Our International Day

of the Girl events saw 200 girls and mentors take to the sky in the London Eye, to be coached with life advice for the future.

Our festival programme continues to delight and engage varied audiences. Our skilled local Youth Ambassadors support the programming of our festival events, to help us engage even more young people in the arts. This year's *Alchemy* festival, a collaboration of UK and South Asian art, toured the UK to reach out to audiences inclusively around the country. Our *WOW – Women of the World* festival went to Karachi, Pakistan, for the first time, to celebrate the country's women and girls and address the specific cultural and societal challenges that they face. By working closely with local partners across the UK, and internationally, we have helped expose more communities than ever to diverse, exciting local and global art.

We are proud to remain London's home of classical music and are thankful as always for the contribution of our resident orchestras the Philharmonia Orchestra, London Philharmonic, Orchestra of the Age of Enlightenment

and the London Sinfonietta. This year we were pleased to welcome the Aurora Orchestra, BBC Symphony Orchestra, National Youth Orchestra and *Chineke!* as associate orchestras and we were honoured to present a series of performances by the world-famed musician Daniel Barenboim to celebrate the 60th anniversary of his first performance in Royal Festival Hall.

This past year's programme could not have happened without the incredible support of the Arts Council, our partners, generous donations from our members, supporter circles and the public, as well as thoughtfully integrated commercial activity. Thank you from everyone at Southbank Centre. We look forward to welcoming you to a fresh new artistic programme again next year.

Jude Kelly CBE  
Southbank Centre Artistic Director

Alan Bishop  
Southbank Centre Chief Executive

Susan Gilchrist  
Southbank Centre Chairman



# About Southbank Centre

Southbank Centre is the UK's largest arts centre, home to 14 festivals every year across our 21-acre site, in the heart of London's South Bank quarter.

This year we once again showcased a wealth of the world's best classical and contemporary music, visual art, dance and performance, theatre and literature to 5.1m visitors, making us the fourth most visited attraction in the UK.

At the core of our vision is the belief that art should be available to all. We are proud to be able to offer half of our artistic programme for free. We collaborate with communities across the UK, and internationally, to inform our artistic programme. We provide tailored opportunities for the 57,000 children and young people we invite to experience, participate in and learn about the arts, every year.

This year we visited 37 towns across the UK, working with theatres and arts organisations, large and small, to put on our festivals *Alchemy on Tour* and *WOW – Women of the World*. Our long established arts touring programmes Hayward Touring and the Arts Council Collection have also continued to thrive, seeing nearly 2.5 million visitors this year.

At Southbank Centre we bring the very best artists together, from across the world, to celebrate different cultures and to inspire the creation of new art, as we demonstrated again this year through festivals such as *Alchemy*, *Africa Utopia* and *Meltdown*. We also took Southbank Centre festivals, exhibitions and productions to all six continents, reaching locations as diverse as Somaliland, Karachi, Sydney, Los Angeles and Brazil.



# Southbank Centre in numbers

**5.1**  
million visitors

**414**  
of you choose  
us for your  
wedding

**14** festivals  
across the  
Southbank  
Centre site

**96%** are regular  
visitors

**200** schools  
attend free  
performances  
and workshops

The Times name us one  
of the Top 50 Employers  
for Women

**50%** of our  
artistic  
programme  
is free

**33%** of our  
visitors are under  
the age of 24

**4** resident  
orchestras

**57,000**  
young people  
participate  
in events and  
performances

**5,700** events

**37** UK towns and cities  
see Southbank Centre  
festivals, exhibitions  
and performances



Be the Change –  
Changing Britain festival



Vladimir Jurowski,  
London Philharmonic Orchestra



National Youth  
Orchestra – Strive festival



Mandela Floor Art –  
Alchemy festival



Flying Mushrooms, 2015 –  
Carsten Höller



Finale of Young  
Entrepreneur 2016 –  
Strive festival



Photography exhibition –  
Alchemy festival



# A year in the life of Southbank Centre

Jul - Sep 2015



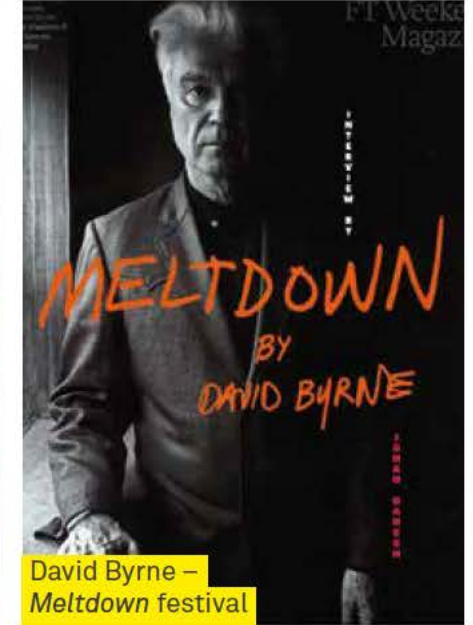
Afrobeats –  
Africa Utopia festival



Food Market –  
Africa Utopia festival



Chineke! Junior Orchestra –  
Africa Utopia festival



David Byrne –  
Meltdown festival



The Big Wedding –  
Festival of Love



# A year in the life of Southbank Centre

Oct – Dec 2015



Future Talent –  
WHY festival



Marketplace –  
Being A Man festival



Man Booker Prize –  
London Literature Festival



Ceilidh Liberation Front –  
Winter festival



Festival workshops –  
WHY festival





Esa-Pekka Salonen,  
Philharmonia Orchestra



The Giant Storytelling Bed –  
Imagine Festival



States of Singing –  
Changing Minds festival



Charlotte Church and  
Doreen Lawrence –  
WOW festival



Mayoral Debate –  
WOW festival



# Southbank Centre for everyone

Southbank Centre is committed to reaching out to the community and creating a centre for all. We have events for all ages, engaging with the community locally, across London and around the UK. To encourage participation we have school, youth and community programs, and offer a varied choice of courses.

## Youth Ambassadors

Nimmo Ismail, from Isleworth, became a youth ambassador in April 2015 for the launch of *Strive* festival – made for and with young people aged 15–25.

Nimmo contacted us after seeing the opportunity on Twitter. She helped to programme workshops and performances, design the marketing and come up with the festival's name. The youth ambassador's knowledge and experience helped us create a festival that showcased young talent and attracted a new youth audience.

*'The Youth Ambassador programme has been a vital and wholly positive experience. It has equipped me with skills and provided opportunities I never thought would be available. The Southbank Centre team have been nothing short of encouraging and supportive.'*

Nimmo Ismail, Youth Ambassador

We were so impressed with Nimmo's work that we brought her on as a paid employee to advise us on engaging a wider youth audience across more of our festivals. She now hopes to pursue a career in arts programming.

## Festival School Days

Our Festival School Days create a whole day of activities for schools within a festival, giving hundreds of children their first experience of the arts. We have Festival School Days in *Imagine*, *Alchemy*, *WOW*, *WHY?* and *BAM* festivals.

In March 2015, we held a Festival School Day in the Royal Festival Hall for the first time. The event sold out, with over 1,000 schoolgirls taking part in a day called *Wonder Women*, all about female role models. Southbank Centre is committed to reaching out beyond London to help give people across the UK access to the arts.





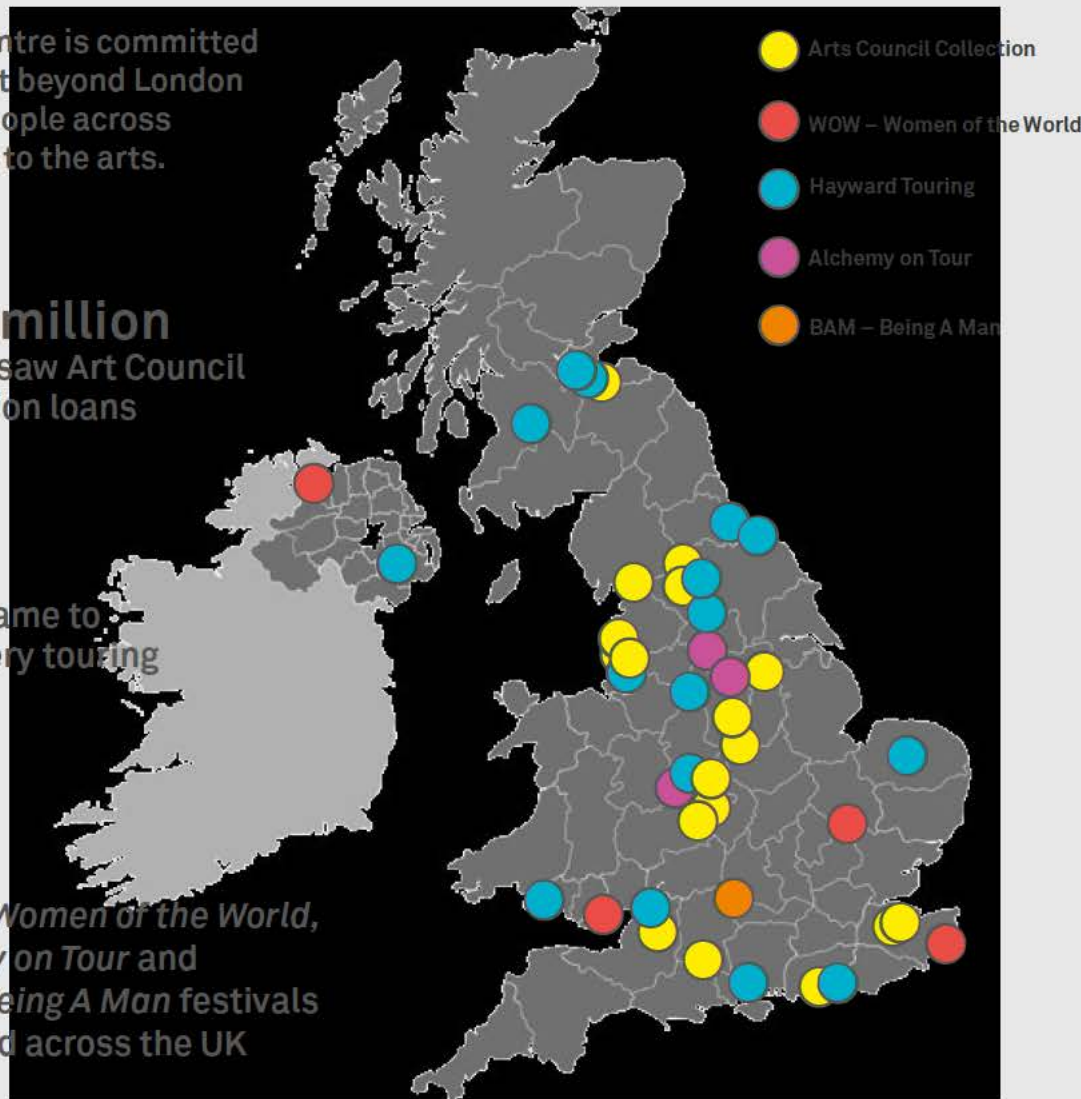
# Southbank Centre across the UK

Southbank Centre is committed to reaching out beyond London to help give people across the UK access to the arts.

Over **2 million** people saw Art Council Collection loans

**400,000** came to Hayward Gallery touring exhibitions

WOW – Women of the World, Alchemy on Tour and BAM – Being A Man festivals were held across the UK



## Alchemy on Tour

In May 2015, we partnered with Black Country Touring, Cast in Doncaster and Oldham Coliseum Theatre to produce and host *Alchemy on Tour* in Wolverhampton, West Bromwich, Doncaster, Oldham and London. The venues worked with local communities to create five productions for the tour to reach new audiences and showcase the best of dance, music, theatre, design, fashion, and literature from the UK and South Asia.

*'We definitely need this in Smethwick. Please come back! [It] shows that we can house good quality theatre / dance in the area.'*

Audience member, *Alchemy on Tour*

*Alchemy on Tour* successfully developed new audiences within South Asian communities in areas outside of London with typically low engagement in the arts. Around 60% of respondents across the tour were first time attendees.

*'It is unusual for me to see a predominantly South Asian audience. I would like to see more diverse audiences in theatre and felt buoyed by this event and what it supported.'*

Audience member, *Alchemy on Tour*



# Southbank Centre across the world

Once again, international partnerships were a priority. We are proud that this year we toured six continents, helping showcase the UK's world-class cultural offerings and collaborating with organisations across the globe.

- 2001: A Space Odyssey
- Brief Encounter
- WOW – Women of the World



**2001: A Space Odyssey** toured to 7 cities around the world including Hollywood Bowl in LA and Teatro Colón in Buenos Aires

**WOW** toured to four locations, including Somaliland, USA and Australia

Over **26,000** people saw Southbank Centre events around the world



*'It was an amazing event. Loved every second of it.'*  
Attendee at WOW Karachi, Twitter



2001: A Space Odyssey in Tokyo

*'A learning experience at #WOWKHi from opening session until the end all discussions were thought provoking, a commendable addition to #Karachi'*  
Attendee at WOW Karachi, Twitter

## WOW – Women of the World, Karachi

WOW was held in Karachi, Pakistan for the first time in 2016, working with local partners. The festival programme was created to include talks, debates, workshops, musical and art performance, mentorship sessions and a vibrant marketplace.

*'WOW Karachi is an inclusive space where men, women, girls and boys could come together to celebrate the achievements of girls and women and discuss issues and challenges faced by them in Pakistan today. We're very proud to have organised a festival where people from diverse backgrounds did just that ... This is only the beginning and we hope to spur many such conversations and collaborations.'*

WOW Karachi partners

After this year's success, WOW is being held again in Karachi in 2017, with an exciting new program planned. WOW has now grown to include 17 festivals across five continents.



# Let the Light In campaign

## Refurbishing Hayward Gallery, Queen Elizabeth Hall and Purcell Room

In 2015 we finalised plans for a refurbishment project that will breathe new life into Queen Elizabeth Hall, Purcell Room and Hayward Gallery. The work follows the award-winning 2007 restoration of Royal Festival Hall, which greatly improved the acoustics and visitor experience for both artists and audiences alike.

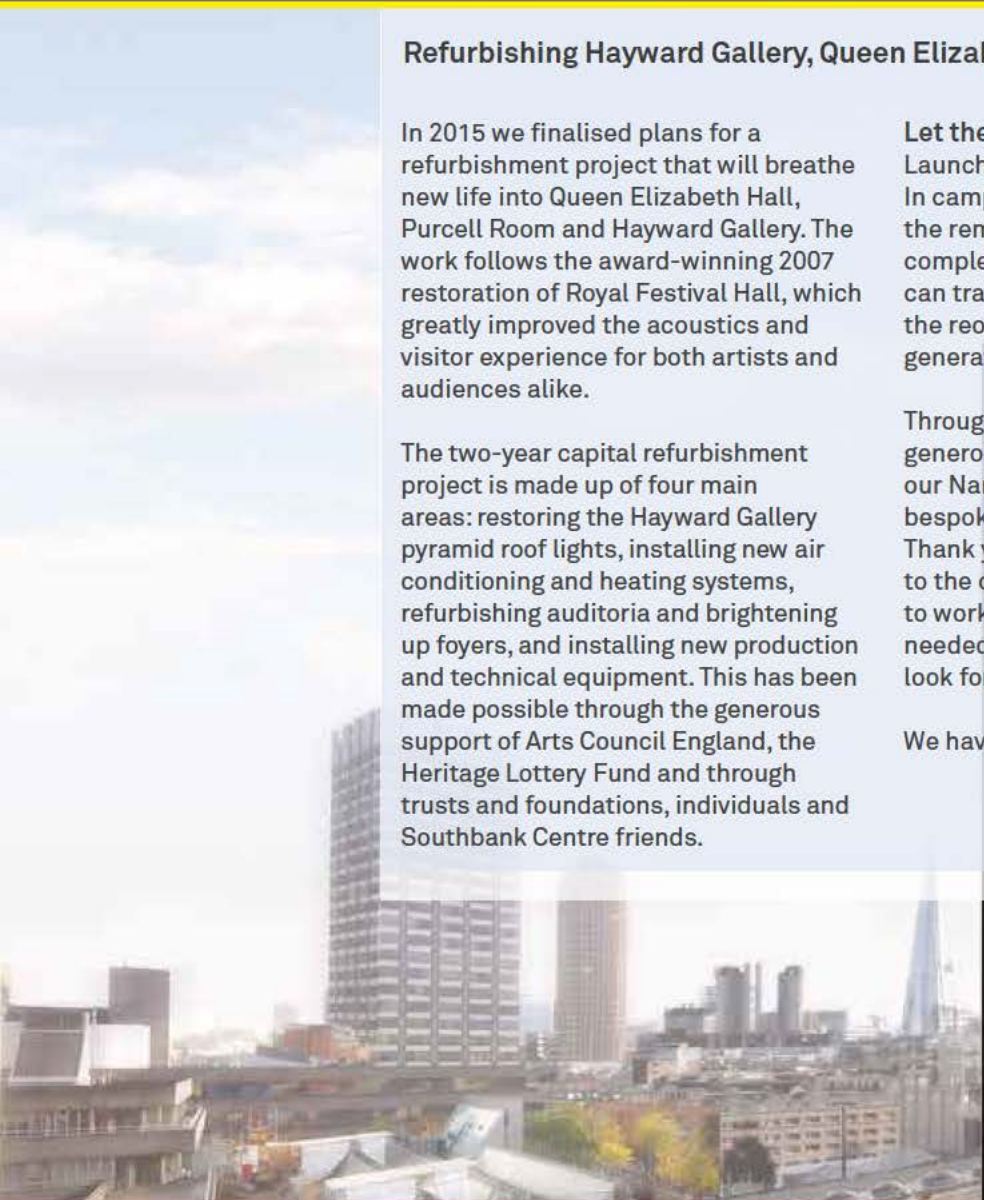
The two-year capital refurbishment project is made up of four main areas: restoring the Hayward Gallery pyramid roof lights, installing new air conditioning and heating systems, refurbishing auditoria and brightening up foyers, and installing new production and technical equipment. This has been made possible through the generous support of Arts Council England, the Heritage Lottery Fund and through trusts and foundations, individuals and Southbank Centre friends.

### Let the Light In Campaign

Launched in 2015, the Let the Light In campaign was created to raise the remaining £3.9 million needed to complete the refurbishment so we can transform these buildings for the reopening in 2018 and for future generations to enjoy.

Throughout this year we have received generous support through donations, our Name a Seat campaign, dinners, bespoke jewellery and hard hat tours. Thank you to everyone who donated to the campaign. We are continuing to work towards achieving the funds needed to finish the refurbishment and look forward to the reopening.

We have £1 million more to raise.



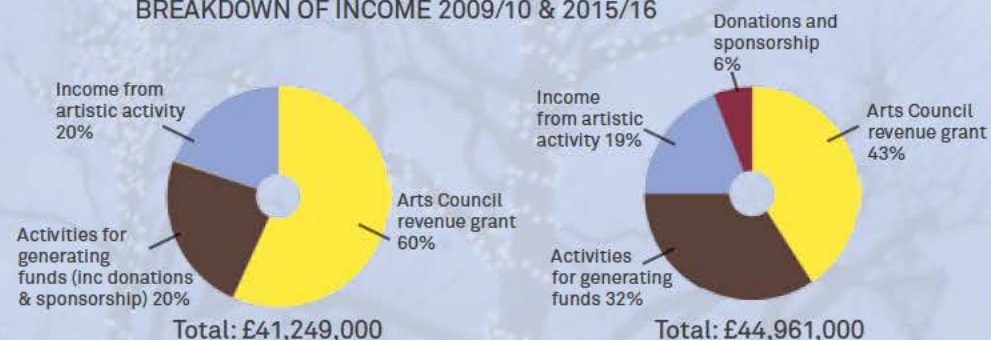


# Finance

We support our artistic ambition through the sensitive integration of commercial activity across our site alongside ticket revenue, sponsorship and individual donations. This allows us to offer 50% of our artistic programme for free. The two pie charts (right) show how activities for generating funds have increased and changed since 2010.

We are extremely grateful for our grants, trusts, individual donors and sponsors who support our artistic programme and our work with people across the community.

BREAKDOWN OF INCOME 2009/10 & 2015/16



## SOUTHBANK CENTRE GROUP OPERATING STATEMENT

Year ended 31 March 2016

	£'000s
<b>Income</b>	
Donations and sponsorships	2,858
Arts Council revenue grant	19,428
Activities for generating funds	14,190
Income from artistic activity	8,484
Interest receivable	1
<b>Total operating income</b>	<b>44,961</b>
<b>Expenditure</b>	
Costs of fundraising	1,000
Retail and trading	6,851
Costs of charitable activities	35,459
Governance	377
<b>Total operating expenditure</b>	<b>43,687</b>
<b>Transfers</b>	
Use of restricted project funds	275
<b>Operating surplus</b>	<b>1,549</b>

The Operating Statement combines Southbank Centre's Unrestricted Operations income and expenditure with short term restricted project revenue income and expenditure. This is funded by earmarked donations, to reflect Southbank Centre's operating activity undertaken during the year. Full financial accounts can be found [here](#).



# Finance

## Corporate supporters

We were delighted to continue our year-round partnership with MasterCard, and festival partnerships included *WOW – Women of the World*, supported by Bloomberg and additional partnerships with AIG, UBS and CII, *WHY? What's Happening for the Young* festival supported by Mishcon de Reya and the *Winter* festival with NatWest.

## Grants & Trusts

Generous funding from Spirit of 2012 Trust is enabling us to extend the reach of *WOW – Women of the World* nationwide over three years in the run up to the centenary of female suffrage in the UK, specifically targeting locations of economic disadvantage and limited cultural infrastructure. A grant from The Mark Williams Foundation supported the post of Education Manager (Schools) – a role designed to create meaningful opportunities for young people, particularly those who experience barriers to the arts, to engage with Southbank Centre. Renewed funding from the Creative Employment Programme supported our Apprenticeship scheme which continues to offer valuable professional development opportunities within the arts and culture sector. Generous support from a variety of trusts and foundations also enabled us to curate *British Art Show 8* which toured to two of four locations, and showcased the work of 42 exceptional British artists through performance, film, sculpture, installation and design.

## Individual Giving

Audiences, visitors and other generous individuals contributed over a million pounds towards our work through the Annual Fund, Supporters Circles and Patrons Groups. Individuals generously supported our Classical Music season, Hayward Gallery's touring programme, *WOW – Women of the World*, Royal Festival Hall organ commissions, Queen Elizabeth Hall Roof Garden planting, participation programmes, apprenticeship scheme and the Let The Light In campaign to help refurbish Queen Elizabeth Hall, Purcell Room and Hayward Gallery, so they can reopen with improved facilities for artists and audiences in 2018.



# Thank you

Southbank Centre would like to thank the following companies, trusts, foundations and individuals for their valuable support:

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Creative & Cultural Skills' Creative Employment Programme  
Embassy of the Kingdom of the Netherlands  
Esmée Fairbairn Foundation

Heritage Lottery Fund  
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People's Postcode Trust  
Polish Cultural Institute  
The Spirit of 2012 Trust  
The African Arts Trust  
The Albert Hunt Trust  
The Band Trust  
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Caroline, Mary and Paul Cronson, The Evelyn Sharp Foundation  
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Michael and Anna Zaoui  
Ms Mercedes Zobel



# Thank you

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Alexandra Joffe  
Dr Christopher and The Lady Juliet Tadjell  
Richard Thomas

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Alan Bishop *Chief Executive*

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