

# 11/12

ANNUAL REVIEW

**SOUTH BANK  
CENTRE**



# INTRODUCTION

In 1951, when the UK had every right to celebrate what we had achieved and every incentive to anticipate eagerly where we could yet go, millions of people shrugged off the grey post-war austerity and visited the South Bank site for the Festival of Britain. It was a national event, the only light in the otherwise foggy post-war gloom.

Sixty years later, against a similar mood of austerity, 2.8 million people visited our 60th-anniversary festival in just over four months and 400,000 attended ticketed or free events. More than 3,000 artists, including musicians, singers, visual artists, dancers, authors, poets, conductors, DJs and comedians took part.



**Above from left to right:**  
Jude Kelly, Artistic Director,  
Rick Haythornthwaite, Chairman,  
Alan Bishop, Chief Executive

Our 60th-anniversary festival embodied everything that Southbank Centre strives to do well. Innovative and inclusive, all-encompassing and artistically excellent, colourful and joyful, our celebrations transformed our venues and public space and accelerated our transformation into the world's biggest and best permanent festival site. Our interpretation of culture goes way beyond performances on stage to embrace food, design, debate, architecture, environment, even politics, as cultural phenomena in their own right.

We have worked with an extraordinary range of partners this year, to whom we are enormously grateful. The Eden Project turned the once desolate roof of the Queen Elizabeth Hall into a stunning new rooftop garden, working with Grounded Ecotherapy, a team of gardeners all previously homeless. This gave the public the chance to admire wild flowers, river views and allotments in the centre of London. Pirate Technics created Susan, an enormous straw fox who made her den beside the Hayward Gallery and greeted commuters over Waterloo Bridge. Dishoom built an environmentally friendly pop-up restaurant on a formerly quiet side of our site, serving chai and daal to queues of people.

Breaking this new ground has not been achieved at the expense of what has made Southbank Centre so popular in the past. Our pre-eminence as a standard bearer for classical music would not be possible without our Resident Orchestras. The London Philharmonic Orchestra, the Philharmonia Orchestra, the London Sinfonietta and the Orchestra of the Age of Enlightenment all play a central part in



our programme, which goes beyond their primary role as world class performers in their own right. The audiences they attract are also the people who on their visit to the halls can 'bump into' performances and discussions and displays that they would not normally associate with an evening's



**Above:** Southbank Centre's Riverside Terrace during the Festival of Britain 60th anniversary celebrations.

concert going – and become repeat visitors to the wider site.

This eclecticism may be one of the reasons Southbank Centre now finds itself at the heart of the nation's cultural life. This would not have been possible without the support, input and encouragement of our donors and sponsors who have enabled our site to blossom both artistically and commercially over the past year. We were delighted that MasterCard generously supported the Festival of Britain 60th anniversary celebrations and will do so again for the summer festivals in 2012 and 2013. We look forward to working closely with them.

Every individual who donates their time or their money to Southbank Centre, no matter how much or how little, is crucial to our ongoing success, and we owe them a debt of gratitude. Even though we run ourselves as efficiently as possible, we could still not cover the basic costs of maintaining this vast site and opening the buildings every day without substantial core funding from Arts Council England.

To this end we are pleased to report that the financial results for this year surpassed expectations. Operating income remained similar to the previous year as higher commercial income linked to the Festival of Britain celebrations, strong ticket sales and an increase in fundraising and events offset a reduction in public funding. This, coupled with prudent financial management, has resulted in a breakeven result after a small transfer to reserves.

Finally, a personal note. Over the course of the year, all three of us, together and individually, have observed the

power of the arts to transform lives. From the effect of an encounter with an international master such as Lang Lang, to a more intimate interaction with our *Lion and the Unicorn* installation, art is able to inform, shock, provoke and inspire. We recognise we are privileged to be in a position where we can influence and enrich those encounters; we do not forget that. So we strive to combine the seriousness and importance of our task of being custodians of this vital heritage site with a sense of playfulness and irreverence that has infused it since its creation. The coming years will hold great things for Southbank Centre. We are determined that in six decades' time Southbank Centre will still be showing the world the power of the arts at their life-changing best.

**Rick Haythornthwaite, Chairman**  
**Alan Bishop, Chief Executive**  
**Jude Kelly, Artistic Director**

**'THE 2011 SOUTHBANK FESTIVAL PAYS TACTFUL AND CONSIDERED RESPECTS TO THE EVENT THAT ACTED AS AN INSPIRATION... TRIED AND TESTED ENTERTAINERS WILL MAKE IT A MEMORABLE SHOW. A KNEES-UP IN A TIME OF AUSTERITY.'**

**Iain Sinclair, *The Guardian***

## WHO WE ARE:

### WE ARE

Royal Festival Hall

Queen Elizabeth Hall

Purcell Room

Hayward Gallery

And 21 acres of public outdoor space

### WE ARE HOME TO:

Arts Council Collection

Saison Poetry Library

4 Resident Orchestras

16 Artists in Residence



**Above:** The bandstand, Southbank Centre Market Square. Designed by RIBA London architecture students as part of the Festival of Britain 60th anniversary celebrations.

## VISION

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To be the world's most inspiring centre for the arts.

## MISSION

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To draw everyone possible to this loved site and captivate them through our unique arts programme and the warmth of our welcome.

## OBJECTIVES

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- ▶ To offer life enriching encounters between audiences and the world's great and emerging artists in music, visual arts, dance, performance and literature.
- ▶ To enable anyone to experience the excitement of exploring their own creativity and artistry through our far-reaching programme of learning and participation.
- ▶ To welcome the world to the unrivalled visitor experience of our riverside site with its iconic buildings and history and its continuous sense of festival.
- ▶ To demonstrate successfully that commercial entrepreneurship can live happily beside the demanding requirements of art-making and profit both.

## HOW WE'RE FUNDED

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Southbank Centre was funded in 2011/12 by an annual grant from Arts Council

England of £19 million. We earn £9 million per year through our artistic programme (including income from almost one million ticket sales) and £11 million through commercial activities.

Annually we have over £3 million to raise and contributions from individuals, trusts, foundations and companies are vital to our continued success.

## HOW WE WORK

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Southbank Centre's heritage is rooted in the 1951 Festival of Britain, which melded art, design, architecture, food, music, literature and technology in a glorious celebration of Britain's culture.

Today, Southbank Centre is the world's biggest and best permanent festival site.

Our festivals are designed to provoke and inspire. By working with both established and emerging artists, our programme represents the very best in artistic excellence, whilst never being afraid to explore big social issues, from feminism to attitudes to death to the UK's relationship with the world's emerging powers.

Our work is not just restricted to our performance and exhibition spaces. We encourage designers, chefs, architects and games designers to use all the nooks and crannies of our 21-acre site to explore their creativity and present our visitors with a unique and stimulating cultural experience. From the young ceramicists whose products are on sale in our Festival Terrace shop to the renowned architects who designed A Room For London, the temporary hotel on the Queen Elizabeth Hall roof,



**'ONE OF THE  
CAPITAL'S  
PRE-EMINENT  
CULTURAL  
CENTRES'**

*The Guardian*

Southbank Centre seeks to present the very best of British and international culture to the widest possible audience. This entrepreneurial approach has not only provided a boost to the careers of many young businesses, but also enabled Southbank Centre to boost our financial sustainability and decrease our dependence on public grants.

We believe that art is at its best when it inspires people to learn and encourages them to contribute and take part. Our Learning and Participation strategy is fundamentally woven throughout our artistic programme; it doesn't stand alone. It is our policy to make all our public spaces as open and accessible as possible, in order to provide opportunities

for everyone to discover, enjoy and deepen their engagement with the arts. These range from hundreds of free events to long-term, structured participation projects, particularly with local schools and young people across London. We have recently made our spaces available to schools to use as alternative classrooms as part of their formal learning.

**ARTISTS IN RESIDENCE**

Southbank Centre is proud to have an extended family of Artists in Residence, all at different stages in their careers.

Southbank Centre offers artists the time and the space to explore new opportunities in their own work. It also connects them

to other artists working in different art forms and to members of staff from all departments. The artists' presence here is part of what makes Southbank Centre a genuinely creative organisation.

**Artists in Residence 2011/12:**

- Mary King** – Performer and Director of VoiceLab
- Simon Armitage** – Poet
- Colin Currie** – Classical percussionist
- Marin Alsop** – Conductor
- Olly Coates** – Cellist
- Benedict Johnson** – Photographer and film-maker
- Gauri Sharma Tripathi** – Kathak dancer and choreographer
- Hide and Seek** – Game design studio
- Lea Anderson** – Choreographer
- Lemn Sissay** – Poet
- Mica Levi** – Experimental singer, songwriter, composer and producer
- Bellowhead** – Contemporary folk band
- David Dunkley Gymiah** – Videojournalist
- Martin Bright** – Journalist, thinker and founder of New Deal of the Mind
- Creative Connection** – Graphic artists
- Jeremy Deller** – Artist
- Paul Morley** – Journalist
- Shlomo** – Beat-boxer
- Jane and Louise Wilson** – Visual artists

**Projects in Residence 2011/12:**

- SE1 United** – Youth Forum
- Tomorrow's Warriors** – Jazz music education

**RESIDENT ORCHESTRAS**

The foundation of Southbank Centre's extensive and wide-ranging classical music programme is its Resident Orchestras. We are very fortunate that four of the world's finest orchestras call Southbank Centre their home. Together they perform over 150 concerts here each season.

- London Philharmonic Orchestra**
- Philharmonia Orchestra**
- London Sinfonietta**
- Orchestra of the Age of Enlightenment**

**Above:** *Appearing Rooms* by Jeppe Hein. Interactive fountain installation between Royal Festival Hall and Queen Elizabeth Hall.





## THEY SAID...

'Southbank Centre's wide-ranging programme – classical, world music, rock, pop, jazz, dance, literature and the visual arts – attracts the most diverse audience of any UK venue.'  
[Visit London](#)

'One of the most attractive cultural hotspots in London... The Southbank Centre caters for the widest spectrum of people and interests. Recently it has become a go-to destination for foodies too.'  
[Time Out](#)

'An extravaganza of events, performances and exhibitions.'  
[Daily Mail on the 60th anniversary of the Festival of Britain](#)

'Southbank Centre's Winter Festival has turned the South Bank into a festive spectacular.'  
[Telegraph on the Winter Festival](#)

'The leading music venue in the UK.'  
[PRS for Music](#)

**Left:** Visitors to Tracey Emin's 'Love Is What You Want' at the Hayward Gallery.

## PULL OUT ALL THE STOPS

In September 2010 we launched a £2.3 million project to return the Royal Festival Hall's magnificent 7,866-pipe organ to its former glory.

Thanks to the support of the Heritage Lottery Fund and the public, we are close to reaching our target.

In 2011/12, we reached a total of £590,000 of support from over 1,900 people. The public can continue to support this project by sponsoring the organ's 7,866 pipes, ranging from one foot to 32-foot long, with donations from £30 to £10,000.

**'IT WAS PACKED, SOLD OUT...MOBBED. THERE WERE SMILING, KIND, WIZENED OLD WOMEN, YES, BUT MOSTLY THEY WERE HELPING SIX-YEAR-OLD GIRLS GLUE GLITTERY FLOWERS ON TO A BE-CRÉPED COFFIN AT THE NATURAL DEATH CENTRE'S STALL, BOTH OLD AND YOUNG PATCHED WITH ACCIDENTAL GLUE AND GIGGLES.'**

[Guardian on Death: A Festival for the Living](#)

## SUPPORT FOR SOUTHBANK CENTRE

To bring our exciting, innovative and challenging work to the greatest number of people, Southbank Centre relies on income from sponsors, donors and private hires.

In 2011/12 our income in these areas significantly increased (by 13% on 2010/11) and we are extremely grateful to all those who have supported our work.

We are indebted to our Circles supporters – those new to the programme as well as those who have shown their ongoing support – and our Patrons Groups whose gifts have ensured the success of the Tracey Emin and George Condo exhibitions, Women of the World and the classical music programme. We owe our gratitude to the many people who routinely make donations to Southbank Centre through our Festival Fund.

We appreciate the Paul Hamlyn Foundation's investment in the Voicelab programme, Esmée Fairbairn Foundation whose grant enabled us to commission *The Trial of Dennis the Menace* (premiered in February 2012), and the Heritage Lottery Fund for support of Festival '51 View Points. We are very grateful to Diaphonique and Ernst von Siemens Music Foundation who awarded grants to *Exquisite Labyrinth: Music of Pierre Boulez*, and

The Henry Moore Foundation for their continued interest and support.

We had the great pleasure of working with MasterCard on Festival of Britain, their first year of a three-year sponsorship and launched the J.P.Morgan Signature Series, an annual collaborative partnership between J.P.Morgan, Southbank Centre, National Portrait Gallery and National Theatre; we continued our work with Shell on this year's Classic International series of concerts, welcomed a sponsorship with The Book People for the Imagine Children's Festival and Bloomberg for Women of the World. Louis Vuitton continued their support through their Young Arts Project, and sponsored Tracey Emin's exhibition.

Southbank Centre would like to extend its sincere thanks to all those listed here whose support for the organisation's vision has made this year so successful.

## EVENTS AND PRIVATE HIRES

This year Southbank Centre hosted 172 private hires including Barclays' and Marks & Spencer's AGMs and the Cloudforce and Centre for London conferences. We proudly hosted graduations for London Business School, their first at Royal Festival Hall, UCL Medical School, University of Westminster and University of the Arts among others, the Orange Prize for Fiction Awards, Yakult's 15th Anniversary, a London Fashion Week show, a showcase event for De Beers and *The Woman in Black* film premiere.

## PATRONS

- Marlon Abela
- Richard and Rosamund Bernays
- Ms Miel de Botton
- Ivor and Sarah Braka
- Andrea Caratsch
- Richard Carling
- The Coral Samuel Charitable Trust
- Amanda Eliasch
- Wendy Fisher
- Eric and Louise Franck
- Panos and Pauline Karpidas
- Edward and Agnes Lee
- Rachel Lehmann
- Raffy Manoukian
- Lorcan O'Neill
- Ellen and Michael Ringier
- Sir David and Lady Sieff
- Per Skarstedt
- Monica Sprüth and Philomene Magers
- Sir David and Lady Tang
- Ms Mercedes Zobel

## ARTISTIC DIRECTOR'S CIRCLE

- Susan Gilchrist
- Rick and Janeen Haythornthwaite
- David and Clare Kershaw
- Dr Christopher and The Lady Juliet Tadgell
- Richard Thomas

## DIRECTOR'S CIRCLE

- Brian Abel
- Jane Attias
- Iain Boyd
- Deanna Brostoff
- Richard Buxton
- Ferdy Carabott
- Sir Ronald and Lady Cohen

## LEARNING AND PARTICIPATION PARTNERS

We would like to thank all the partners that have worked with our Learning and Participation department over the past year presenting and being involved in our programme of free, educational and participatory events and activities, including:

## LAMBETH SCHOOLS

- Charles Edward Brooke C.E. Upper School
- Christ Church C.E. Primary School
- Clapham Manor Primary School
- Dunraven Secondary School
- Elmwood School
- Heathbrook Primary School
- Henry Cavendish Primary School
- Herbert Morrison Primary School
- Hitherfield Primary School
- Immanuel & St. Andrew's C.E. Primary School
- Jessop Primary School
- Johanna Primary School
- Julian's Primary School
- Kingswood Primary School
- Lilian Baylis Technology School
- Norwood School
- St Stephen's C.E. Primary School
- St Leonard's C.E. Primary School
- St Margaret's Nursery School
- St Saviour's C.E. Primary School
- Sudbourne Primary School
- Sunnyhill Primary School
- Telferscot Primary School
- Vauxhall Primary School
- Wyvil Primary School

## SOUTHWARK SCHOOLS

- Charles Dickens Primary School
- Hollydale Primary School
- Kingsdale Foundation School
- St Peter's C.E. Primary School
- St Saviour's & St Olave's C.E. School

## OTHER SCHOOLS

- Banbridge Academy
- Brentside High School
- Camden School for Girls

- Coombe Girls' School
- Hampstead School
- Heston Community School
- Hounslow Heath Infant & Nursery School
- Jo Richardson Community College
- Kennel Technology College
- Kidbrooke Secondary School
- Mulberry School for Girls
- Notting Hill Prep School
- St Paul's Way

## FURTHER / HIGHER EDUCATION

- Goldsmiths, University of London
- Guildford School of Acting
- King's College London
- Kingston University
- London Metropolitan University
- Queen Mary, University of London
- Roehampton University
- Southbank University
- Trinity Laban Conservatoire of Music and Dance
- University of the Arts

## ARTS, EDUCATION AND OTHER ORGANISATIONS

- Academi: Welsh National Literature Promotion Agency and Society for Authors
- AfroReggae
- Alzheimer's Society
- Amici Chamber Choir
- Apples and Snakes
- Arts Alliance
- Asha Project
- Asian Heritage Foundation
- Attakkalari
- Bandstand Busking
- BBC Blast
- Beverley Literature Festival
- Big Dance
- Blackheath Concert Halls
- Bournemouth Symphony Chorus
- Brady Arts Centre
- British Council
- British Film Institute (BFI)
- Bromley Boy Singers
- Camden Library Services
- Candoco Dance
- Casa de Samba
- Centre for Young Musicians
- CILIP School Libraries Group
- Clinks
- Coin Street
- Colliers Wood Chorus
- Cooltan Arts
- Dance United
- Delrow Community – Camphill Village Trust
- Duckie
- Ealing Youth Orchestra
- East London Dance
- English National Ballet

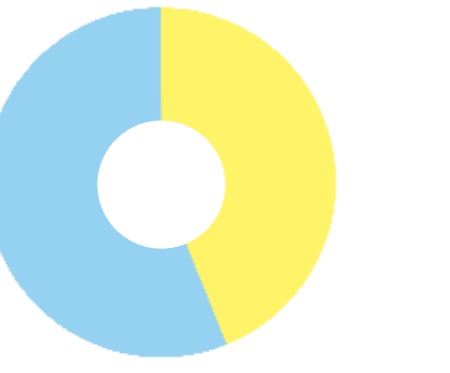
- Entelechy Arts
- Excellence in Southwark
- Fabindia
- Festival of Britain Society
- Find Your Talent
- Foroyaa
- From Here to Maturity
- Gaia Nova
- Greenwich Dance
- Hackney Youth Offending Team
- Heart N Soul
- Hemingway Design
- Hide and Seek
- Hip Hop Shakespeare Company
- Historic Royal Palaces
- In Harmony, Lambeth
- Independance
- IntoUniversity
- Islington Library Services
- Joy of Sound
- Junior Open House
- Kaleid Editions
- Kingston University
- Kids Company
- Kinetika
- Koestler Trust
- Kuumba Youth Music
- Lambeth City Learning Centre
- Lambeth Library Services
- Lambeth Music Service
- Lewisham Library Services
- London Drum Circle
- London Forest Choir
- London Gay Men's Chorus
- London Lucimi Choir
- London Philharmonic Orchestra
- London Sinfonietta
- London Transport Museum
- Louis Vuitton
- Luton Culture
- Making Music
- Mayhem Theatre Company
- Mbawula
- Metal
- Mica Gallery
- MLA
- National Association for Literature Development (NALD)
- National Trust
- National Youth Orchestra of Great Britain
- New Deal of the Mind
- New London Children's Choir
- New Writing North
- Open House
- Orchestra of the Age of Enlightenment
- Paraiso School of Samba
- Pavilion Dance
- People's Palace Projects
- Philharmonia Orchestra
- Poejazzi
- Poems on the Underground
- Poetry Book Society

- Poetry Society
- Protein Dance
- Refugee Council
- Refugee Home School Support Project
- Refugee Youth
- Royal Academy of Music
- Royal Institute of British Architects (RIBA)
- Royal Society
- Sadler's Wells
- Scottish Poetry Library
- SE1 United
- Sea Swim
- Serious
- Serpentine Gallery
- Shobana Jeyasingh Dance Company
- Siobhan Davis Dance
- Small Earth
- South London Gallery
- Southall Black Sisters
- Southall Story
- Southwark Children's Services
- Southwark Library Services
- Southwark Music Services
- Spread the Word
- Streetwise Opera
- Tate
- The Cholmondleys and The Featherstonehaughs
- The Courtauld Institute of Art
- The Klevis Kola Foundation
- The Poetry Archive
- The Voice Festival
- Tomorrow's People
- Tomorrow's Warriors
- Udderbelly
- University of the Third Age
- Verbal Arts Centre
- Victim Support
- Whitechapel Gallery
- Wordquake
- World Press Photo
- Writtle Singers
- Yeast
- Youth Dance England

**Opposite:** *The Lion and the Unicorn* by Gitta Gschwendtner, which paid homage to the original 1951 Lion and Unicorn Pavilion.

## SOUTHBANK CENTRE IN 2011/12

It has been a busy year of world-class art and life-enriching experiences at Southbank Centre, including festivals, installations, gardens and markets. We are tremendously proud of everything we have achieved – and in particular the breathtaking number of people who came to be part of it.



■ Self-generated income £23.9 million  
 ■ ACE grant £18.9 million

**Above right:** Beach huts designed by artists, poets, comedians and others.



## IN 2011/12...

- 24.4 million people visited Southbank Centre's site
- 4.6 million people came to Royal Festival Hall
- We gave a platform to almost 2,000 new artistic productions, installations, performances or compositions
- There were over 1,600 performances across our stages
- Almost 1 million tickets were bought to our shows
- 484 free events took place
- Over 66,600 people took part in our Learning and Participation programme
- There were over 5 million visits to our website
- We were home to 10 major festivals
- Over 300 volunteers gave their time
- We directly employed 431 members of staff
- We worked with 51 schools
- We were home to 13 restaurants, three shops and a regular market
- We supported 21 Artists in Residence, four Resident Orchestras and over 100 other arts organisations
- We were home to four RPS Music Award-winning concerts





Carole and Neville Conrad  
 Cathy and Mark Corbett  
 Mr and Mrs Saeb Eigner  
 Fine Family Foundation  
 Eric and Louise Franck  
 Emily and Horacio Furman  
 Paul Gambaccini  
 Jacqueline and Michael Gee  
 Lee Hall and Beeban Kidron  
 Louise Hallett  
 Dorothy Hambleton  
 Sheila Hayman  
 Fionnuala Hogan  
 Alexandra Joffe  
 Donovan Kelly and Ann Wood  
 Sybil and Herbert Kretzmer OBE  
 Angie and George Loudon  
 The Maplescombe Trust  
 Carmen Marrero  
 John McLaughlin  
 Mr and Mrs E Scott Mead  
 Alex Noyer  
 Kathrine Palmer  
 The Ruddock Foundation for The Arts  
 Anand and Lena Saggarr  
 Jonathan Silver  
 Harry Simpson  
 Michael and Andr ea Stewart  
 Marina Vaizey  
 Helen Webb

#### **CORPORATE SUPPORTERS**

Bloomberg  
 British Land  
 Clifford Chance LLP  
 Eversheds LLP  
 Google  
 J.P. Morgan  
 JTI  
 Louis Vuitton

**Above right:** The Roof Garden at Queen Elizabeth Hall.



MasterCard  
 Russell-Cooke Solicitors  
 Shell  
 Sotheby's  
 The Book People

#### **TRUSTS AND FOUNDATIONS**

Canada House Arts Trust  
 Ernst von Siemens Music Foundation  
 Esm e Fairbairn Foundation  
 Diaphonique, Franco-British fund for contemporary music  
 Heritage Lottery Fund  
 Institut Fran ais  
 Paul Hamlyn Foundation  
 Pro Helvetia  
 The Austin and Hope Pilkington Trust

The D'Oyly Carte Charitable Trust  
 The Henry Moore Foundation  
 The Westminster Foundation

***And all those who wish to remain anonymous***

**'CLIMB THE WINDING STAIRWAY TO THE ROOF GARDEN ON TOP OF THE QUEEN ELIZABETH HALL. THERE, UP ABOVE CONCRETE GEOMETRY, YOU'LL FIND A SHELTERED SUN-TRAP, AND SOMEWHERE LUSH, GREEN AND GROWING.'**

**Francine Raymond, *The Telegraph***

# FINANCE

The financial results for this year surpassed expectations. Operating income remained similar to the previous year despite a reduction in the Arts Council England revenue grant thanks to an increase in commercial income linked to the Festival of Britain celebrations and strong ticket sales. This, coupled with prudent financial management, has resulted in a breakeven result after a small transfer to reserves.

The figures in this report were extracted from Southbank Centre's full financial statements. The audit opinion of the Comptroller and Auditor General on the annual financial statements for the year ended 31 March 2012 was unqualified. The financial statements should be consulted for a full understanding of the results of Southbank Centre and of its financial position. A copy may be downloaded from southbankcentre.co.uk or obtained from the Finance Department, Southbank Centre, Belvedere Road, London, SE1 8XX.

**Above right:** Helmand, a series of Photographs by Robert Wilson, exploring the harsh realities of life amid Afghanistan's conflict zone.

**Opposite:** Children playing 50 pianos on the Royal Festival Hall stage during the Massed Piano event, part of the Lang Lang Inspires weekend.

## OPERATING STATEMENT

Year ended 31 March 2012

### INCOME

Arts Council revenue grant	18,912	22,763
Activities for generating funds (including voluntary & interest income)	14,633	11,979
Income from artistic activity	8,563	7,791

**Total operating income** **42,108** **42,533**

### EXPENDITURE

Costs of generating funds	6,888	6,172
Costs of charitable activities	34,772	35,894
Governance	327	321

**Total operating expenditure** **41,987** **42,387**

Net transfer to designated funds (121) (146)

**Operating surplus** **-** **-**

## BALANCE SHEET

As at 31 March 2012

	2012 £'000	2011 £'000
Fixed assets	280,245	286,435
Current assets	10,921	13,435
Current Liabilities	(11,278)	(17,259)
Creditors: amount falling due after one year	(20,693)	(23,779)
Pension plan liability	(4,796)	(3,036)

**Net assets** **254,399** **255,796**

Financed by:

Unrestricted funds	254,088	255,531
Restricted funds	311	265

**Total funds** **254,399** **255,796**







# STAFF & BOARD

## EXECUTIVE TEAM

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Alan Bishop, Chief Executive  
Jude Kelly OBE, Artistic Director  
Vicky Cheetham,  
Director of Arts Administration  
> Richard Hawley, maternity cover  
Steve Eames, Deputy Finance Director  
Sarita Godber,  
Director of Human Resources  
> Richard Black, maternity cover  
Molly Jackson,  
Finance and Commercial Director  
Shân Maclennan, Creative Director,  
Learning and Participation  
Catherine Mallyon,  
Deputy Chief Executive  
Mike McCart,  
Director of Partnerships and Policy  
Rebecca Preston, Director of Development  
Mark Rushworth, Property Director  
Edward Venning, Director of  
Communications and Marketing

## SENIOR ARTISTIC TEAM

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Jane Beese, Head of Contemporary Music  
Martin Colthorpe,  
Acting Head of Literature and Spoken Word  
Marshall Marcus,  
Head of Music (until November 2011)  
Wendy Martin,  
Head of Performance and Dance  
Gillian Moore MBE,  
Head of Classical Music  
Ralph Rugoff,  
Director of the Hayward Gallery

## BOARD

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Rick Haythornthwaite, Chairman  
Robin Woodhead, Deputy Chairman  
Nihal Arthanayake  
Dame Vivien Duffield  
Susan Gilchrist  
Brent Hansen  
Fionnuala Hogan  
David Kershaw  
Julian Lloyd Webber  
Cornelius Medvei  
Ursula Owen OBE  
Jamie Ritblat  
Maggie Semple OBE  
Mark Wallinger

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Southbank Centre manages  
Royal Festival Hall, The  
Hayward Gallery, Queen  
Elizabeth Hall and Purcell  
Room, as well as Saison  
Poetry Library, the Arts Council  
Collection and Hayward  
Touring Exhibitions on behalf  
of Arts Council England.

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Telephone: 0844 875 0073  
[www.southbankcentre.co.uk](http://www.southbankcentre.co.uk)

Registered Charity No. 298909

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© Chris Madden / Eye Candy

Red Antipodular Portrait,  
1996 © George Condo. Image  
courtesy the artist

Centre fold illustrations  
© Southbank Centre



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**ARTS COUNCIL  
ENGLAND**