

# SOUTHBANK CENTRE

# Annual Review 2016/17



# Welcome

Southbank Centre is the largest arts centre, home to the Royal Festival Hall, Queen Elizabeth Hall, Purcell Room and Hayward Gallery as well as the National Poetry Library and the Arts Council Collection. We are proud to remain London's home of classical music, in partnership with our world class resident orchestras; the Philharmonia Orchestra, London Philharmonic Orchestra, the Orchestra of the Age of Enlightenment and the London Sinfonietta and our associate orchestras; Aurora Orchestra, National Youth Orchestra, Chineke! and the BBC Concert Orchestra.

Created as part of the Festival of Britain in 1951 a celebration of post-war optimism and hope for a better future, we still continue to celebrate and challenge perceptions of the world through art form excellence, festivals and cultural events. We pair world-class artists, performers, writers and thinkers with a diverse local, national and international audience.

This year was full of achievements and firsts. We hosted the first Arts Culture and Theatre Awards (ACTA's) for BAME artists and cultural leaders as part of our Alchemy Festival. Our skilled local Youth Ambassadors pioneered the programming of our festival events which helped us engage even more young people in the arts. In September we launched our Under 30's ticket scheme to introduce more young people to classical music.

Our Hayward Gallery pop-up exhibition *The Infinite Mix* received 5-star ratings and show of the year by many critics, featuring ten audio-visual artworks by leading international artists. Each artist brought their unique focus to the interplay between moving image and sound, composing commissioning or remixing soundtracks related to the visual elements of their work in unexpected ways. We held this exhibition off-site due to the major gallery restorations taking place. Our long-established arts touring programmes Hayward Touring and the Arts Council Collection have continued to thrive, seeing over a million visitors this year from UK and international tours.

Alongside a rich programme of contemporary gigs, we launched a sell-out *Meltdown* festival, curated by Guy Garvey of Elbow. Across all forms of dance, our Festival of Love returned for a third year showcasing the European Premiere of *Three Acts*, *Two Dancers*, *One Radio Host with Ira Glass*.

We also continued to work closely with our creative partners to create diverse, exciting work whether local, national, or global and bring arts and cultural opportunities to even more people by offering over fifty per cent of our events and performances for free. With a targeted initiative to widen access and participation, we pioneered new work including *The Virtual Orchestra*, and welcomed back Chineke!, Europe's first all-black and minority ethnic orchestra as well as a vibrant *Unlimited* festival, showcasing disabled artists.

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. We took our Southbank Centre festivals, exhibitions and productions to all six continents reaching locals as diverse as Karachi and Katmandu as well as showcasing in the UK City of Culture 2017, Hull.

Two new major international collaborations included the first year of *China Changing*, a three year festival showcasing exciting artistic and contemporary Chinese work, and the biggest Nordic programme of arts and culture that the UK has seen. *Nordic Matters*, was the first year-long exploration arts and culture from eight Nordic countries and territories - the Åland Islands, Denmark, the Faroe Islands, Finland, Greenland, Iceland, Norway and Sweden. The Southbank Centre won the opportunity to curate and present this exciting new collaboration against competition from organisations across 17 other cities, including Berlin, New York, Paris and Rio, generously assisted by a grant and collaboration from the Nordic Council of Ministers. Sell-out shows and events included our immersive and eccentric *Adventures in Moominland*, bustling LEGO® workshops and cinnamon bun making classes.

Social impact festivals *WOW Women of the World* and *Being A Man* returned to shine a light on gender equality, with our biggest ever *WOW* London, and the first *WOW* Hull and debut of *WOW* Finland as well as celebrity *Being A Man* contributions from Sir Roger Moore and Professor Green.

We have continued the vital restoration and innovative redesign of our iconic cultural venues; the Hayward Gallery, Queen Elizabeth Hall and Purcell Room and we look forward to welcoming audiences back to these buildings next year alongside a fresh new artistic year of programming. This project and the past year's wide-ranging programme would not have been possible without the incredible support of the Arts Council, the Heritage Lottery Fund and our partners as well as generous donations from our members, supporter circles, trusts and foundations and the general public, combined with our own commercial activity.

Thank you to everyone who continues to support us to bring world-class arts and culture to even more people this year, and to continue our work for many years to come.



**Jude Kelly CBE**  
Southbank Centre  
Artistic Director



**Susan Gilchrist**  
Southbank Centre  
Chairwoman



**Alan Bishop**  
Outgoing Chief  
Executive



# We are

The **biggest** arts centre in the UK and Europe,  
in the heart of London's South Bank quarter

## **4 public arts venues**

(3 being lovingly restored) across a 17-acre site

Over **5,500 performances** and events showcasing  
world-class art, across all art forms

One of the most **prestigious concert halls** in London and the world

Home to **18 festivals** every year

An exciting set of learning and participation events for over  
**37,000 children** and young people every year.

The fourth most visited attraction in the UK,  
visited **3.9 million** times

Open to the public **364 days** a year

We use every bit of our site to put on **world class art**  
- from the ballroom to the concert hall, the riverside stage to the pavilions

Home to **4 resident orchestras**  
and **4 associate orchestras**

The **National Poetry Library**  
and the **Arts Council Collection**

**A not-for-profit organisation** – all money we make goes to  
creating and supporting our artistic offering for generations to come

The first post-war building to be given **protected status**

# What we do

Every year we aim to bring **arts and culture** to even more people, of all ages and from all backgrounds

We work **in partnership** with the very best artists, musicians, orchestras, writers, actors, speakers, curators and technical professionals

We toured our **exhibitions, festivals** and **film with live music** globally to ensure a bilateral cultural exchange for generations to come

Over **50%** of our programming is **free**

We created **27** new events and performances and **35** new public art commissions

We offered **164** **volunteering opportunities** with nearly 3,000 hours of volunteering achieved

We generated **£3,562,000** through donations and corporate funding that made all our work possible



**‘The whole site and venue, on the river, in that building, with that programme, is unique.’**

Classical Music Visitor Survey

# Audiences



**591,681**

People saw a ticketed event

**38**

We toured festivals, performances and exhibitions to 38 towns and cities in the UK

**50%**

Of visitors came back for more

**10**

We toured to 10 countries with exhibitions, festivals and film with live music

**30 - 35**

Median age of visitor

**21%**

BAME Audience at Southbank Centre festivals

**58%**

Of audience made their first visit

**38%**

Of audience under 30

**23%**

Of our activity was programmed towards children and young people

**45,000**

People took part in learning and participation activities

# Southbank Centre in numbers

**3.9**

Million visits

**17**

Acre site

**4**

Resident orchestras

**50%**

Of our artistic programme is free

**3,000**

Education, learning and participation sessions across the UK

**4th**

Top visitor attraction in the UK

**96%**

Of visitors say they would return

**150,000**

Works of poetry amassing over 18,000 enquiries a year.

# Let the Light In campaign

It's 50 years since our much-loved arts venues first opened their doors. At the heart of our programme they have hosted exceptional shows and exhibitions, inspiring generations of audiences.

However, these iconic buildings had begun to suffer for their art, and so in September 2015 they were closed to the public to allow us to carry out vital restoration work.

Let The Light In is our campaign to help fund this vital refurbishment. The £35 million project has been funded by Arts Council England and the Heritage Lottery Fund, and through generous Southbank Centre donations and campaigns and Let the Light In was launched to create the remaining £3.9 million needed to complete the refurbishment for future generations to enjoy.

Throughout 2016/7 we received generous support from trusts and foundations, through donations, our Name a Seat campaign, dinners, bespoke jewellery and hard hat tours. Over 50,000 people have supported our campaign from Skylon donations, to Box Office round-up funds.

Thank you to everyone who donated to our Let the Light In campaign.

We are looking forward to our reopening in early 2018.



**‘Makes tickets more  
accessible, and hosts a greater  
range of events but of still  
high esteem and quality’**

London Literature Festival Visitor Survey

# 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.

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.

Year ended 31 March 2017 £'000s

## Income

Donations and sponsorships	3,562
Arts Council revenue grant	19,428
Income from artistic activity	8,132
Interest receivable	3
Other trading activities	13,843
<b>Total operating income</b>	<b>44,968</b>

## Expenditure

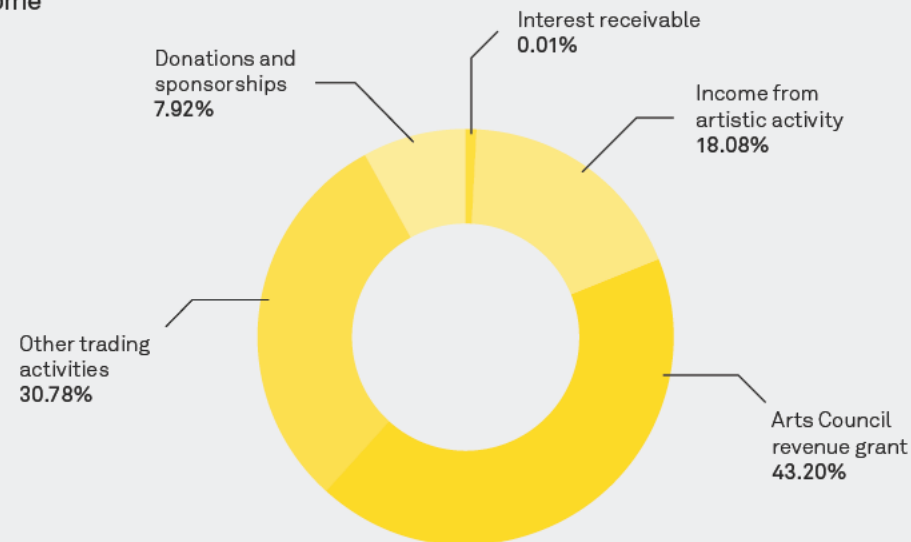
Cost of fundraising	827
Retail and trading	6,916
Cost of charitable activities	33,452
Other	872
<b>Total operating expenditure</b>	<b>42,067</b>

## Transfers

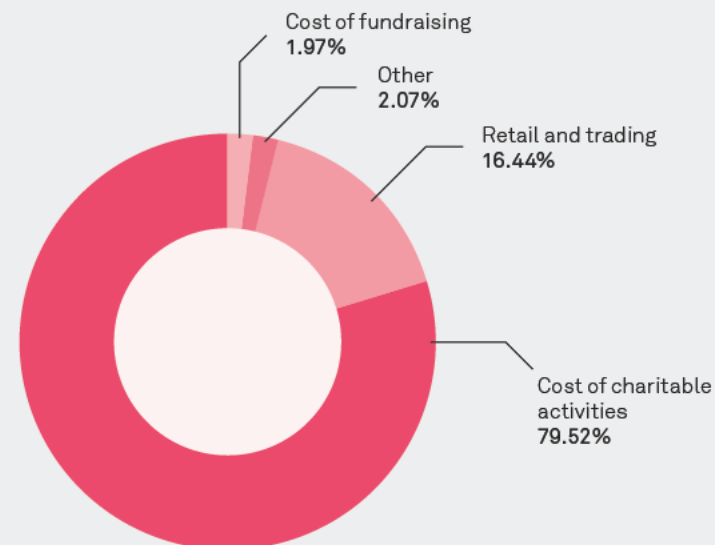
Use of restricted project funds	320
Operating surplus	2,581

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](#).

## Income



## Expenditure



## Corporate Supporters

We were excited to work with Mastercard around a new partnership focusing on fashion called *Fashion Undressed* with engagement within some of Southbank Centre's festivals as well as a stand-alone weekend in July. Mishcon de Reya continued their sponsorship of *WHY? What's Happening for the Young* for the third year and NatWest focused their sponsorship of the *Winter Festival* on connecting with their customers and the community.

We were also delighted to once again work with multiple sponsors to support *WOW – Women of the World Festival*. We were thrilled to welcome Almacantar as a Corporate Member and to partner for the first time with Gumtree around our *Strive Festival*, which showcased the creativity, new ideas and artistic passions of young people.

## Grants & Trusts

A generous grant from the Nordic Council of Ministers enabled us to launch *Nordic Matters* – a year-long multi-layered programme of Nordic-inspired music, dance, performance, visual art, literature, talks and debates. This commenced from January 2017 with a Nordic edition of *Collision* which attracted Trusts support for the first time, including grants from Nordic Culture Point and the Nordic Culture Fund.

Through the support of the Spirit of 2012 Trust we have been able to launch *WOW Bradford* – the first in a series of nine regional *WOWs* which will take place from 2016–2018. Generous support from a number of Trusts and Foundations also enabled us to deliver *The Infinite Mix* – a fascinating audiovisual exhibition exploring the interplay between moving image and sound, and the only off site Hayward exhibition to take place during the Gallery's three-year refurbishment.

## Individual Giving

Audiences, visitors and other generous individuals contributed over £1.5 million to Southbank Centre's artistic programme and capital works during 2016/17. Donations came from online donations, ticket purchasing, donation boxes, legacy giving and by joining our Supporters Circles and Patrons Groups. This enabled us to welcome the very best international orchestras to Royal Festival Hall, and to create the first offsite Hayward Gallery show *The Infinite Mix*, as well as boldly programme *WOW – Women of the World festival*, commission new work for Royal Festival Hall Organ, and work with schools and community groups throughout the year.

The Let the Light In campaign for the refurbishment programme of the Queen Elizabeth Hall, Purcell Room and Hayward Gallery has continued to attract major donations so we can reopen on schedule with improved facilities for artists and audiences in 2018.

**‘It’s the diversity. The range of programming from different cultures – offers different perspectives on art, culture and life. Truly unique when compared to other venues in London.’**

Dance & Performance Visitor Survey



**Alchemy**  
20 – 30 May 2016

**Africa Utopia**  
31 Aug – 4 Sep 2016



**Infinite Mix**  
9 Sep – 11 Dec 2016



**Virtual Orchestra**  
23 Sep – 2 Oct 2016



**China Changing**  
Throughout 2016/17



**Unlimited**  
6 – 11 Sep 2016



**Imagine**  
9 – 19 Feb 2017

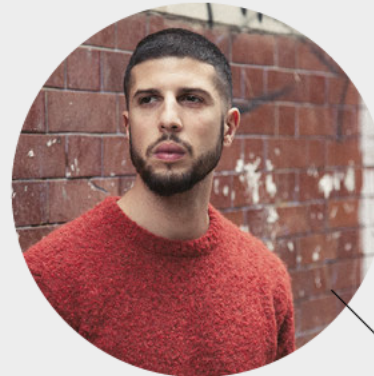
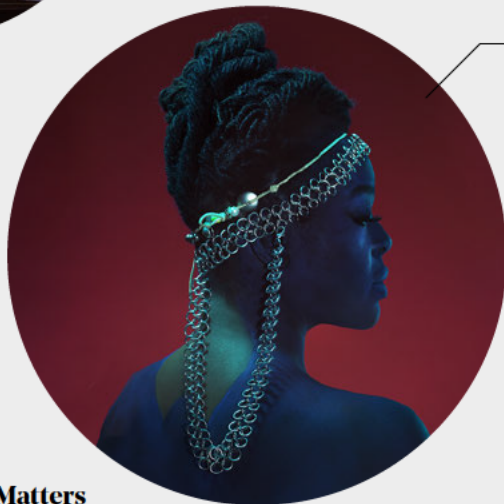
**Women of the World**  
7 – 12 Mar 2017



**Meltdown**  
10 – 19 Jun 2016



**Nordic Matters**  
Throughout 2016/17



**Being A Man**  
25 – 27 Nov 2016

# Our governance

## Board of Governors

Ms Susan Gilchrist (Chairwoman)  
Mr Robin Woodhead (Deputy Chairman)  
Mr Nihal Arthanayake  
Mr Brent Hansen  
Ms Fionnuala Hogan  
Mr David Kershaw  
Mr Cornelius Medvei  
Ms Maggie Semple OBE  
Mr Michael Zaoui  
Ms Venetia Butterfield  
Mr Mike Hussey  
Sir William Sargeant  
Ms Nicola Benedetti  
Mr Luke Mayhew

## Chief Executive and Senior Staff

We said farewell and thank you to our Chief Executive Alan Bishop in 2017 but were delighted to welcome Elaine Bedell as our new Chief Executive from May 2017. Thank you to Robin Woodhead for his work over the years as Deputy Chairman of the Board after he stepped down in July 2017. We are really grateful to David Kershaw who has taken on the role after Robin's departure.

<b>Elaine Bedell</b>	Chief Executive
<b>Jude Kelly CBE</b>	Artistic Director
<b>Molly Jackson</b>	Deputy Chief Executive
<b>Melford Deane</b>	Company Secretary and Legal Advisor
<b>Victoria Cheetham</b>	Director of Producing and Presentation
<b>Mike McCart</b>	Director of Partnerships and Policy
<b>Mark Rushworth</b>	Property Director
<b>Kathryn Martindale</b>	Finance Director
<b>Alison Lodge</b>	Director of Human Resources
<b>Chris Denton</b>	Director of Marketing and Communications
<b>Shan MacLennan</b>	Deputy Artistic Director
<b>Rupert Thomson</b>	Senior Programmer, Performance & Dance
<b>Ted Hodgkinson</b>	Senior Programmer, Literature & Spoken Word
<b>Gillian Moore MBE</b>	Director of Music
<b>Clare Connor</b>	Director of Business Development
<b>Ralph Rugoff</b>	Director Hayward Gallery

**‘It is not just the event, it is  
the space it occupies, the  
atmosphere, like having a little  
cultural city on the river’**

Contemporary Music Festival Visitor Survey

# Thank you to all our supporters

All our audiences and artists  
Our members  
Our Corporate partners:  
Trusts and Foundations  
Patrons  
Artistic Director's Circle  
Arts Organisations and Artists  
Partner Organisations

And the many hundreds of schools and further  
and higher education establishments throughout  
the UK

## Artistic Director's Circle

Emily and Horacio Furman  
Dr Christopher and Lady Juliet Tadgell  
Richard Thomas

## Directors' Circle

Brian Abel  
Michael Blank  
Piers D Butler  
Richard Buxton  
Sir Ronald and Lady Cohen  
Carole and Neville Conrad  
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Sarah Elson  
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Karen and Mark Smith  
Mark Smith and Geraldine Wong-Smith  
Marina Vaizey CBE

## Governors

Susan Gilchrist, Chairwoman  
Robin Woodhead, Deputy Chairman  
Nihal Arthanayake  
Nicola Benedetti MBE  
Venetia Butterfield  
Brent Hansen  
Fionnuala Hogan  
Mike Hussey  
David Kershaw  
Cornelius Medvei  
Sir William Sargent  
Maggie Semple OBE  
Michael Zaoui  
Alan Bishop, Chief Executive

## Corporate Supporters

AIG  
Almacantar  
Aon  
Ballymore  
Bloomberg  
CII  
Grange Hotels  
Gumtree  
Heineken  
Mishcon de Reya LLP  
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NatWest  
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Shell  
UBS

## Trusts and Foundations

Amal - A Saïd Foundation Project  
Art Fund  
Biffa Award  
British Council  
Campaign Against Living Miserably (CALM)  
Creative & Cultural Skills' Creative Employment  
Programme  
Embassy of the Kingdom of the Netherlands

Esmee Fairbairn Foundation  
Fluxus Art Projects  
Heritage Lottery Fund  
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Mondriaan Fund  
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Nordic Culture Fund  
Nordic Culture Point  
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People's Postcode Trust  
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Royal Norwegian Embassy in London  
Swiss Arts Council Pro Helvetia  
The Spirit of 2012 Trust  
The Band Trust  
The Boltini Trust  
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Marie-Laure de Clemont-Tonnerre  
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Vicki Tollman  
India and Robert Wardrop  
Samuel and Nina Wisnia  
The Zabłudowicz Collection  
Michael and Anna Zaoui  
Ms Mercedes Zobel

## References

For more information about our work  
visit [www.southbankcentre.co.uk](http://www.southbankcentre.co.uk)

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