



Royal Albert Hall



WELCOME NOTE FROM OUR CEO **CRAIG HASSALL**



"Welcome to the Royal Albert Hall's 2019 Charity Review. In this new publication, you will hear how we have been working to deliver the original vision of Prince Albert to make the arts and sciences accessible to all, keeping our Grade I listed building in trust for the nation to enjoy."

It may come as a surprise to you that the Royal Albert Hall is a charity. We rely on revenue from performances, our shop and catering outlets, annual contributions from our members, and charitable donations from organisations and members of the public. Ordinarily, we would expect to make around a £5m surplus each year, all of which is invested into the building itself, our pursuit of arts and sciences for all, and into our Education & Outreach programme. Unlike many arts institutions, the Hall receives no regular government funding.

Our programme of events is designed to appeal to everyone and to bring to life our iconic building. Leading figures in music, dance, politics and science have all graced the stage of the Royal Albert Hall. In 2019, over 1.7 million people came from across the world to visit the Hall and be inspired and entertained. Millions more enjoyed our broadcasts and recordings from afar.

But the Hall isn't just about putting on a good show, it is about bringing the benefits of music and arts to often-vulnerable communities, helping people who need it most. Our Education & Outreach programme changes lives through music – engaging

more than 179,000 people in 2019 alone, something of which I am particularly proud.

I am acutely aware that we are merely the custodians of this inspiring institution. We invest millions of pounds every year ensuring that the building is fit for purpose and ready for the generations to come. But perhaps even more important than the physical asset is the cache of memories that are held within these walls – thousands of extraordinary events, famous (or infamous) performances, social movements, world leaders, the world's greatest artists, and audiences who live and breathe the performances and create their own wonderful memories of this very special building. Our archive is a fascinating feast of (sometimes weird and) wonderful events and unforgettable experiences, all searchable online – from the Suffragettes to the Dalai Lama, from Queen Victoria to Wizkid, from Muhammad Ali to Adele. The Hall is part of our collective history, and together we are writing its story.

Although this review covers 2019, I must mention COVID-19 and the devastating effect it continues to have on the Hall, and arts and culture in general. We are facing unprecedented and uncertain times and, on 17 March 2020, had to close the doors to the Hall for the first time since the Blitz. 2021 will be the Hall's 150th anniversary, and is also likely to be our toughest year yet. For now, we are focused on making sure that the show can go on because we've got more history to make for the next 150 years."

- Craig Hassall
CEO, Royal Albert Hall

2019

in numbers



"The Royal Albert Hall, originally inspired by Prince Albert, was opened by Queen Victoria in 1871 for the benefit of the nation with two overarching purposes: to promote the Arts and Sciences and to look after our magnificent building. We remain faithful to these objectives today. They govern every decision we take."

We are proud of the prominent role we play in the cultural life of the nation, generating wider public benefit than ever before. With your support, the Royal Albert Hall can continue to enrich lives through music and live performance, nurture tomorrow's artists and make our extraordinary building open and welcome to as many people as possible."

- Ian McCulloch
President, Royal Albert Hall



1.7m

visitors from the UK and across the globe



391

performances in the main auditorium



179,000

people helped via Education & Outreach programme



1,000

local schoolchildren performed in main auditorium, as part of Convo with the Tri-borough Music Hub



3,600

toddlers and babies attended storytelling and music sessions



579

danced in the auditorium at two Tea Dances



Completed

the first quadrant of external repair and restoration programme



1,000

performances, events and exhibitions in other parts of our building and around the UK



27,000

experienced outreach performance from Albert's Band, including 2,312 care-home residents who took part in Songbook



300

of our oldest building drawings from 1860s-70s photographed for our archives, celebrating the 200th birthdays of Queen Victoria and Prince Albert



200

musicians with learning disabilities hosted at the largest ever celebration of learning-disabled musicianship, as part of the Music Man Project run by the Salvation Army



unveiled world's largest single-room speaker system; the most significant upgrade to the auditorium for

50 years

2019

Charitable Spending



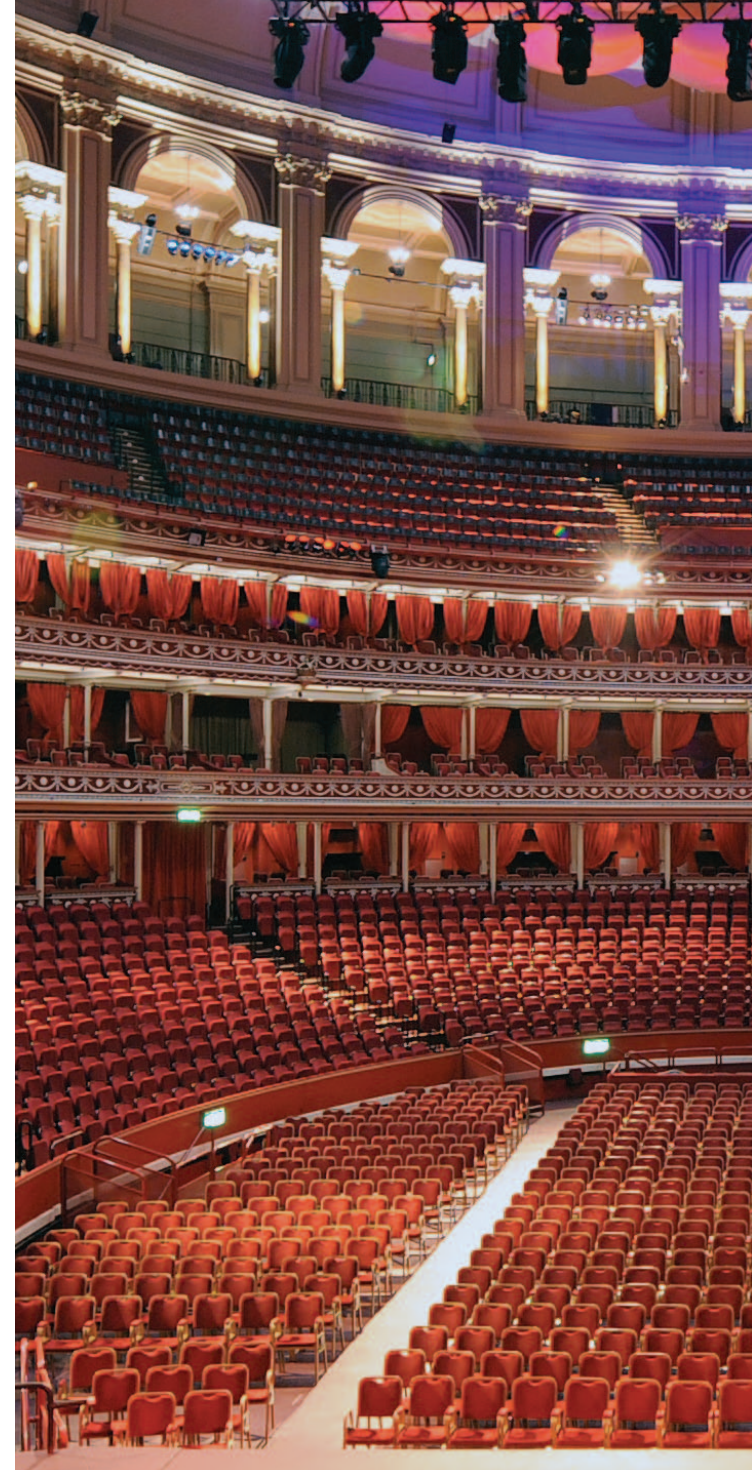
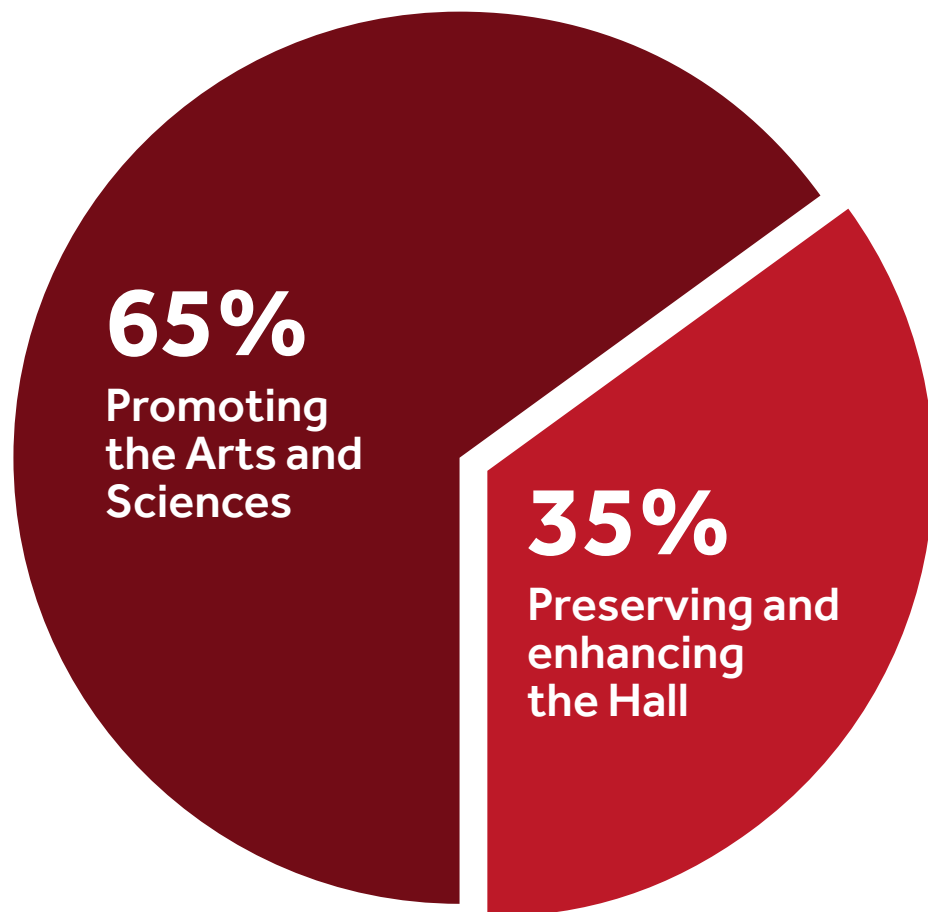
£13.7m

spent on vital projects to maintain our iconic building



£26.7m

spent on promoting the arts and sciences





OUR CHARITABLE FOUNDATIONS



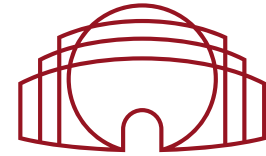
PRINCE ALBERT'S VISION

The Royal Albert Hall was the brainchild of Prince Albert, who wanted to create a space that was "open for all", where artists and audiences could be inspired by the arts and sciences to create life-enriching, unforgettable experiences for everyone. Queen Victoria officially opened the doors to the Hall on 29 March 1871, and was so overcome with emotion at the realisation of the late Prince Albert's vision that she was unable to speak. 150 years later the Hall is one of the most iconic and recognisable performance venues in the world.

Affectionately known as the nation's village hall, we have been creating unforgettable experiences and inspiring artists and audiences for almost 150 years. The Rolling Stones, Muhammad Ali, Arctic Monkeys, Victoria Wood and Adele have all graced our stage. We are the home of the BBC Proms and have hosted the Teenage Cancer Trust series of concerts for 20 years.

The diverse programme of events both in the auditorium and in other spaces around the Hall appeals to a wide audience – rock and pop, classical, events of national significance, ballet, circus, films in concert, schools events, dinners, tennis... the list goes on.

Then there is the Grade I listed building itself. It is our responsibility to maintain the Hall, so that generations to come can continue to be inspired and entertained.



THE HALL'S PURPOSE

For 150 years, the Royal Albert Hall has had two charitable objectives:

Promote the arts and sciences
Preserve and enhance our Grade I listed building, which is held in trust for the nation.



WHERE OUR FUNDING COMES FROM

Funding for the building of the Hall in the 1860s was contributed by a group of private individuals, as well as by the Royal Commission of 1851. Known as Seatholders, these original founders purchased seats and subsequently took on the obligation to govern the Hall for the nation's benefit. These obligations continue to this day and the Seatholders, who have access to approximately 15% of seats across a typical year, continue to fund and care for the Hall.

Today, philanthropy is at the heart of all that we do. Surplus revenue from events and the generous contributions from seatholders go towards the running of the Hall but our aims exceed our income and we rely on philanthropic support to achieve our ambitious plans for the building:

Seatholders

Original founders acquired seats and took on the obligation to govern the Hall for the nation's benefit

Trusts and Foundations

Private sector entities that are set up to support charitable endeavours

Major Donors

Individuals and families who have donated significant gifts to the Hall either as a one-off, or pledged over a number of years

Patrons

Individuals who choose to join at one of five membership levels of between £500 to £20,000 per year

Legacy Donors

Individuals who choose to remember the Hall in their Will

Friends

Supporters of the Hall who pay £55 per annum or £45 via Direct Debit and in return receive perks such as priority booking

General Public

Anyone who has been inspired by the Royal Albert Hall can make a donation either alongside their ticket purchase, via the Hall's website, or using the onsite "tap to donate" terminals

These funds are used to support our Education & Outreach programme, as well as preserving and enhancing our Grade I listed building. The Hall's reserves are essential to fund ongoing operations, provide a contingency for unforeseen events – such as the current global COVID-19 crisis – and to ensure that we adequately provide for long-term maintenance and improvement.



2019 Funding Sources

£10.9m

commission from ticket sales

£5.5m

venue rental

£4.7m

from other sources including restoration levy

£2.9m

income from onsite bars and restaurants

£2.5m

from Members, Friends & Patrons

£2.3m

income from corporate partnerships

£1.9m

from the general public including:

- **£78,000** gift with ticket, 9% of all website bookings
- **£90,000** in text and online donations
- **£4,000** "Tap to donate" trial in December

£300k

in bank interest

£255k

from retail and merchandise sales

HOW WE WORK

The day-to-day management of the Hall is the responsibility of the Chief Executive (CEO), Craig Hassall. Craig is supported by a Secretary to the Corporation and five Executive Directors, each responsible for the development and implementation of strategy and business plans for the Hall and for policy recommendations to the Council.

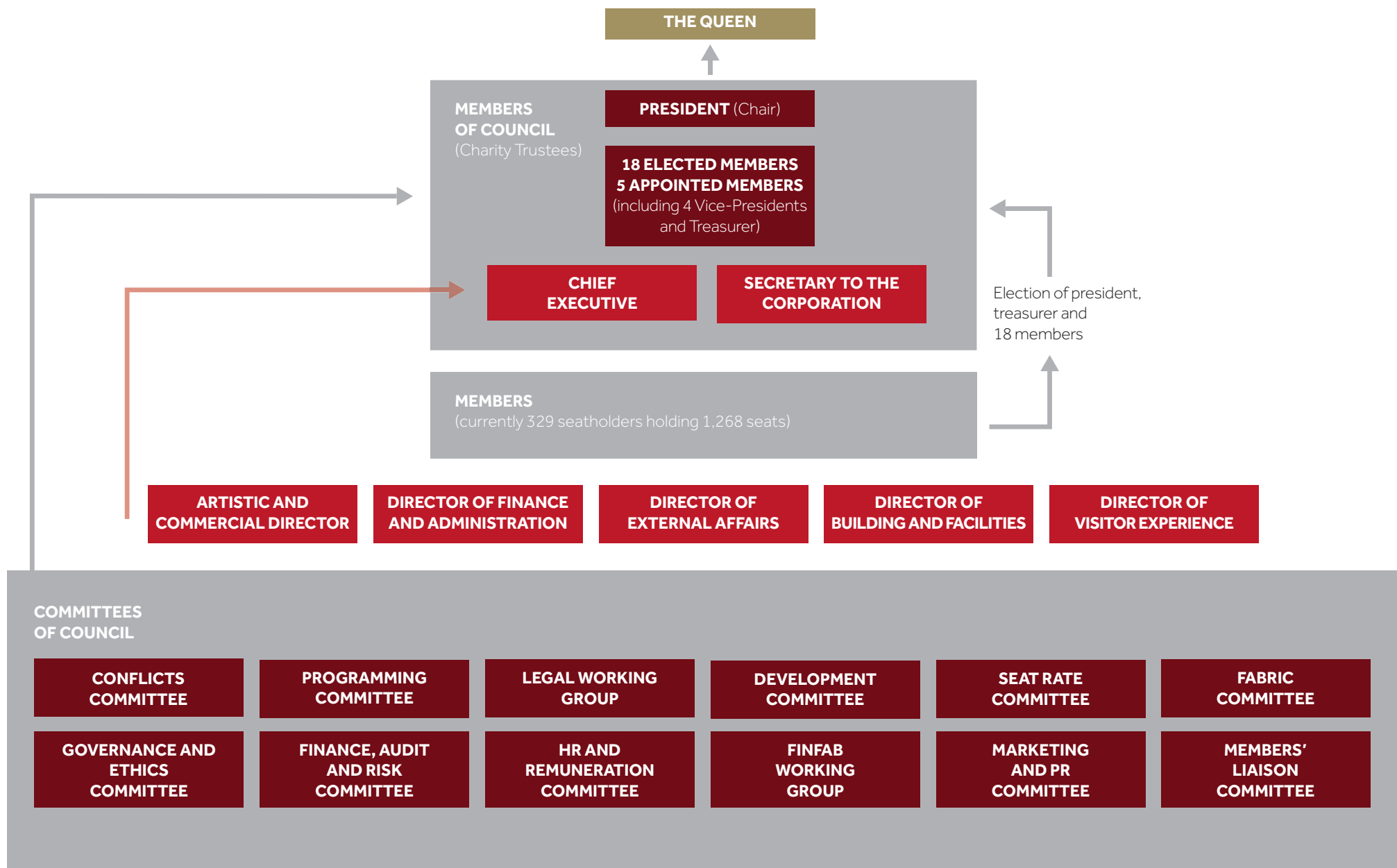
It is the Hall's Council of Trustees which ensures that charitable objectives are being met. The Council meet at least five times per year, to discuss how to deliver the Hall's charitable objectives, set policies and ensure that the Hall is properly and effectively managed.

The Council has established a process for identifying and reviewing the major strategic and operational risks (including financial, health and safety, security and reputational risks) to which the Hall is exposed.

The following operational updates have been implemented in 2019:

- Review of how we carry out due diligence in regard to the receipt of major donations, the outcome of which was a revised Gift Acceptance Policy and a newly constituted Governance and Ethics Committee
- Established a dedicated Philanthropy Board, made up of external individuals who give their time and support to help us raise major donations for the Royal Albert Hall.
- The Deed of the Royal Albert Hall Trust was amended so that non-Seatholder Trustees could be appointed to the Board for the first time in the Hall's history, bringing with them diversity and fresh expertise
- A thorough review of all of the Committees of Council has been undertaken, to include the terms of reference of these Committees and their decision-making processes and delegated authority. This will culminate in a formal Scheme of Delegation for the charity and its trading subsidiaries, clearly setting out the charity's decision-making processes and authorities







THE HALL'S IMPACT

In order to fulfil our charitable objectives of promoting the arts and sciences and preserving and enhancing our Grade I listed building, there are three themes under which we focused our activity in 2019:

Creating a range of diverse, culturally rich unforgettable experiences at the Hall



Inspiring artists and audiences worldwide



Caring for our staff, our building and our finances



HOW WE HAVE FULFILLED OUR CHARITABLE OBJECTIVES IN 2019:

Creating unforgettable experiences at the Hall

- Hosted almost 400 events in the main auditorium, and more than 1,000 other performances, events, exhibitions and workshops elsewhere inside and outside the building.
- Delivered a diverse programme of events including: Letters Live with stars including Benedict Cumberbatch and Olivia Colman, English National Ballet's new production of Cinderella, DJ Spooky's Garage Classical, the BBC Proms, Teenage Cancer Trust week with artists including Take That and Rudimental, Championship Boxing, David Rodigan and the Outlook Orchestra, Aziz Ansari, Music Man Project, The Kingdom Choir, Nitin Sawhney, Inala Gala, The Guilty Feminist and the One Young World Opening Ceremony, all attracting new audiences to the Hall.
- Amplified our reach outside the main auditorium in our more intimate Elgar Room, through events such as Penguin Café, Badly Drawn Boy, Elbow's Guy Garvey, and Late Night Jazz.
- Welcomed artists to the stage for the very first time, including: The Horrors, Rudimental, Tom Grennan, Maren Morris, Snarky Puppy, the Global Citizen Awards and Ara Malikian.
- Supported 37 other charities with reduced fees for fundraising events, including: Barnardo's, Bloodwise, Global Citizen Awards, Mencap, the Royal British Legion, and the Salvation Army.

"Over many years and many events, hundreds of thousands of pounds have been raised by The Salvation Army at the RAH. More than that, thousands and thousands of people's lives have been changed after inspiring moments at the RAH"

- The Salvation Army

Inspiring artists and audiences worldwide

- Attracted 1.7 million visitors from across the globe, including 55,000 tour visitors.
- Changed 179,000 lives through music via our Education & Outreach programme with events including: the Classical Spectacular Schools' Matinée, dementia-friendly film screenings, storytelling and music sessions for over 3,600 toddlers and babies, tea and swing dances in the auditorium.
- Offered workshops for young people interested in a career in the arts, including our Young Producers programme, events management workshops and career masterclasses.
- Collaborated with our local music hub on a two-year musical project, culminating in an epic performance of Convo, featuring over 1,000 school children, including Charlotte Harding, who went on to win an Ivor's Composer Award for the piece.

"Our annual Barnardo's Young Supporter Concert held at the Royal Albert Hall... is one of our major events in the fundraising calendar... it also gives the children... memories for a lifetime of performing at such a prestigious venue."

- Barnardo's

Caring for our staff, our building and our finances

- Progressed “The Great Excavation” project – a brand new, two-storey, double height basement to provide much-needed space for artists, crew and promoters.
- Continued work on the most significant restoration of the Hall’s façade for many decades, with the North-West side of the building now complete.
- Commenced a range of compliance and critical projects including repairs to the roof, work on electrical infrastructure, LED lighting installation, replacement fire doors, relocation of the server room and many more projects which confirm the Hall’s investment in the building for the future.
- Unveiled the world’s largest single-room speaker system at the Olivier Awards, the most significant upgrade to the auditorium for 50 years, winning the AV Technology Venue of the Year Award for 2019.
- Photographed the Hall’s 16 original frieze drawings and made them available to the public via Art UK.
- Showcased the Hall’s archive cataloguing software, CALM at the Axiell European User Conference where our online performance archive was confirmed as the world’s largest and most comprehensive.
- At the end of 2019, we had over 7,000 Friends and Patrons of the Hall, with renewal rates of 59%.
- Demonstrated our commitment to caring for our 500+ staff, with the launch of our new Wellbeing Network.



EDUCATION & OUTREACH PROGRAMME

We have a passionately held belief in the power of music to change lives. Our extensive Education & Outreach programme creates memories and provides inspiration through music for all, regardless of age or background. From dementia-friendly screenings to relaxed performances and friendship matinees, the Hall's Education & Outreach programme has something for everyone. In 2019 we directly engaged with over 179,000 individuals including 22,106 school children and teachers.

The programme comprises three strands: Music Education, Music for Wellbeing and Music as a Career.



MUSIC EDUCATION

RAH Maestros and Classical Spectacular Schools' Matinee

Our resident Education & Outreach ensemble, Albert's Band, visits local schools with a free, interactive percussion workshop which introduces children to classical music in a fun and inspiring way. School children are invited to a special matinee performance of Classical Spectacular at the Hall, for a subsidised ticket price, giving them the opportunity to experience the magic of a full symphony orchestra. Pupils are subsequently selected for instrumental lessons, with a year's worth of music tuition funded by the Hall.

"I really enjoyed it and learnt so much. I did not know there was going to be such a big opportunity to learn an instrument afterwards and I was so happy. I wish Albert's Band can come back to my school and do more workshops - they were so much fun!"

- School pupil participant, 2019

"We are extremely grateful to have been given an opportunity for [our child] to have been chosen to take part in this scheme. If it wasn't for the scheme [she] would never have had the opportunity to play the clarinet. She has looked forward to the classes every Saturday, and we are so proud of what she has achieved with the scheme."

- Participant's parent, 2019

Evolution, in partnership with Rolls Royce

Thousands of visitors have been captivated by Cirque du Soleil performances at the Hall over many years. Rolls-Royce engineers introduced nearly 600 Key-Stage Two students to the principles of engineering, designing working models inspired by the Cirque du Soleil set design.

"Watching the children...come together to problem solve and produce a remarkable piece of work... was a pleasure...as they grew and evolved throughout the project, something which is limited with the restraints of the curriculum"

- Primary School Teacher, 2019

Music for Youth Primary Prom

9,000 free tickets made available for school children to attend the Music for Youth Primary Prom concerts, offering the opportunity to experience live music making in one of the world's most famous concert halls, with the aim of inspiring and motivating the next generation of music makers. Pupils were guided through the concert to explore the instruments and sounds heard in the dynamic and eclectic performances by talented young musicians, with audience participation encouraged.



MUSIC FOR WELLBEING

Tea Dances

2019 saw the return of the Hall's Tea Dances, held twice per year in the main auditorium. The two tea dance events gave 579 members of the community the chance to spend the afternoon dancing to quicksteps, foxtrots and waltzes to the sound of the Hall's very own Albert's Big Band. As well as taking centre stage on our iconic floor, guests had the opportunity to chat and socialise, something which is of vital importance to mental wellbeing.

"This was a wonderful event; we've been learning to dance for two years and it was an ambition of ours to be able to dance at a public tea dance. To do that at the Royal Albert Hall was beyond our dreams. Thank you."

- Tea Dance participant, 2019



Relaxed Performances

We host a number of relaxed performances in our main auditorium each year. These events are specially designed to be suitable for children and adults with autism, sensory and communication impairments and learning disabilities, as well as individuals who are deaf, hard of hearing, blind and partially sighted. Adaptations are in place to ensure the events are fully accessible, such as additional wheelchair facilities, chill-out spaces, BSL interpretation, and specially created visual stories to help audiences prepare for their visit.

"Most people coming to a relaxed event will have worries and anxieties which probably limit their access to the arts... The Proms team had really tried to get under the skin of these anxieties, and had paid careful attention to the small things, which of course are so often the big things... Switching off the hand driers in the loos is fantastic. But knowing they're going to be off beforehand, that's what makes the difference."

- Audience member, 2019
Relaxed Prom: Rachmaninov & Swan Lake



MUSIC AS A CAREER

Apprenticeship Scheme

Through the Royal Albert Hall Apprenticeship Scheme, we provide a pathway into the arts industry for young people. The apprenticeship roles train and prepare people to go into the wider world of work equipped with new and specialist skills, having benefitted from the expertise we can offer them in a unique performance environment.

Apprenticeships are open to all aged 16 years or older and we focus on reaching and identifying candidates with exceptional talent and the potential to make the most of this unique opportunity.

The Apprenticeship Scheme is generously supported by the David Brownlow Charitable Foundation.

"Being here has opened many doors and given me insights to the industry. The Hall's scheme has given me a huge step up and the opportunity to build an industry-wide network that will benefit me for years to come."

- Hannah Talbot, 2016
Show Technician Apprentice alumnae



Young Producers

Each year we work with a group of passionate 18-25 year olds, who are given the exclusive opportunity to organise and curate a series of events at the Hall, in some of our spaces beyond the main stage. Our Young Producers are given a budget, support and guidance to help bring their event ideas to life. Through a series of regular workshops with Hall staff and other professionals, they gain invaluable experience in putting on events; from programming and marketing to event management and artist liaison.

100% of participants in the 2019 scheme said that taking part had improved their teamwork and production skills.



"I left Uni in 2017 – I studied music and had always been interested in the production side of the industry. I saw the opportunity to apply for the Young Producers programme and was curious so decided to apply. I would 100% recommend anyone even thinking about it to apply. Even if you think you don't have that necessary experience, it can totally change your career."

"During the nine-month programme we got the chance to try out lots of different sides of production and the various aspects of a live show: budgeting, marketing, event management, which was really valuable. It all led up to two shows: a music and urban fashion show, which was really cool and brought a lot of new audiences; and then the second was street performance, where we had bands who started as buskers, an open mic performance, street performers all around the Hall. The event was on the Royal Albert Hall list of events alongside all the others, which was really exciting!"

"Part of the reason I wanted to join was to gain new skills and that totally happened – the best thing is that I now work as an event coordinator at the Hall for the Elgar Room, a dream come true!"

-Zoe Lakota, 2018
Young Producer

Masterclass

The Royal Albert Hall offers a limited number of uniquely designed Careers Masterclass sessions for groups of young people aged 16 and over. Sessions are available for University and College groups and organisations supporting young people in the Arts. The session aims to provide a window into what it is like working in the world's busiest venue and an opportunity for those considering pathways into the industry to experience life behind the scenes at the Royal Albert Hall.

This initiative is supported by The Harold William Sanderson Art In Industry Fund.

"The students and staff had a fantastic day at the Royal Albert Hall today. We started with a tour of the Royal Albert Hall which was absolutely incredible. The students were stunned!...I cannot thank Ed and all at the Royal Albert Hall enough for the opportunity we had yesterday. It has really helped our students realise that there is a potential for them to work in the industry but it has also made them realise that they need to work exceptionally hard to get there!"

- School teacher, 2019



Laura Mvula gives a masterclass in the Hall's Elgar Room.

OUR GRADE I LISTED BUILDING

The Royal Albert Hall has stood tall as the one of the most recognisable buildings in London for almost 150 years. Over that time, the Hall has been significantly upgraded both inside and out to ensure that it remains fit for purpose, providing a physical venue for people to be entertained by music and performance. When the doors first opened there were no restrooms, fast forward to today and we have a state-of-the-art award winning sound system, have excavated two basement levels to enable us to put on 400 performances per year, have restored the Hall's façade, and perhaps most importantly, installed new WCs!

Installation of LED lighting

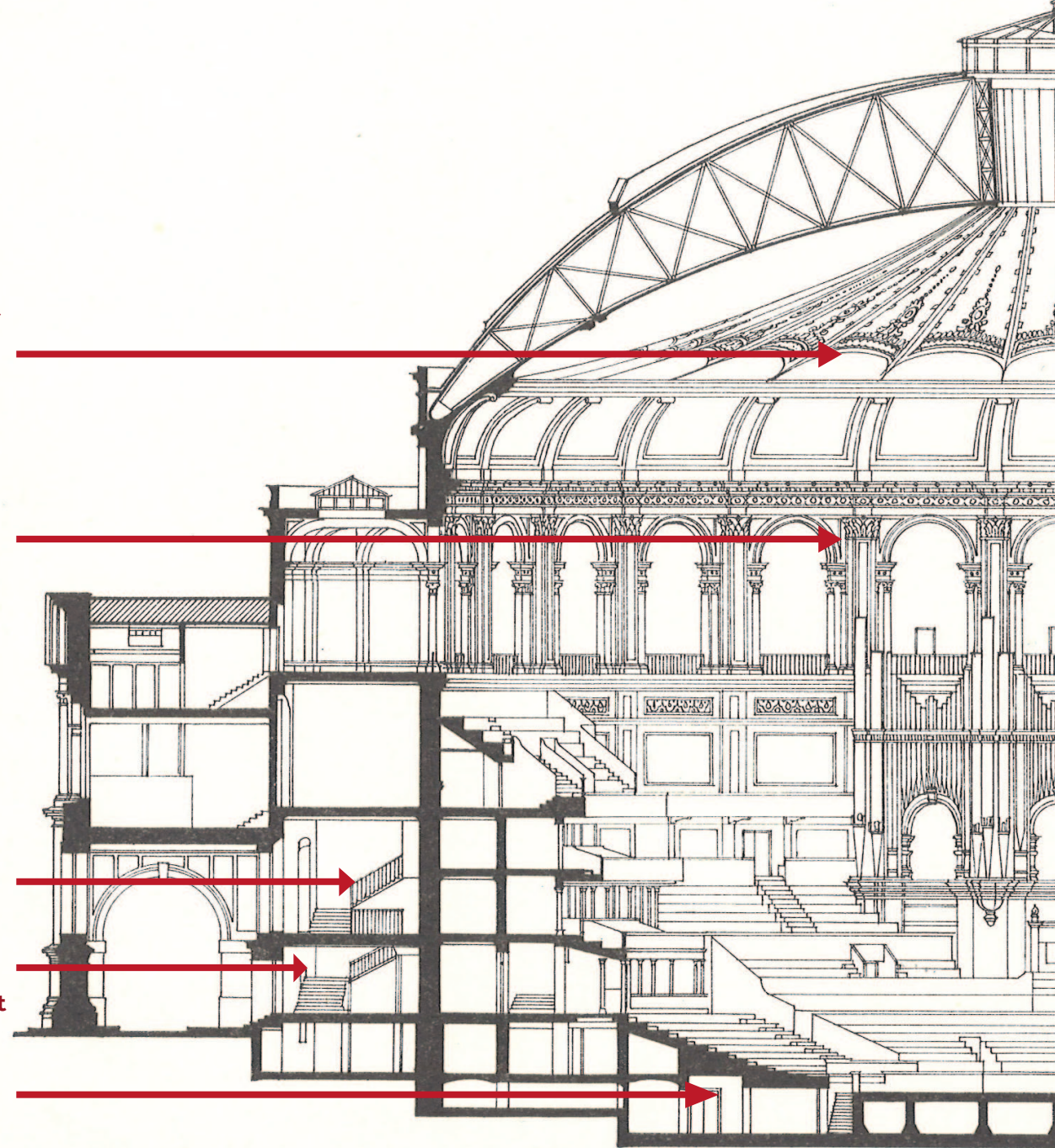
Installed the world's largest single room speaker system

West Arena Foyer staircase relocated

Stage door upgrades and refurbishment

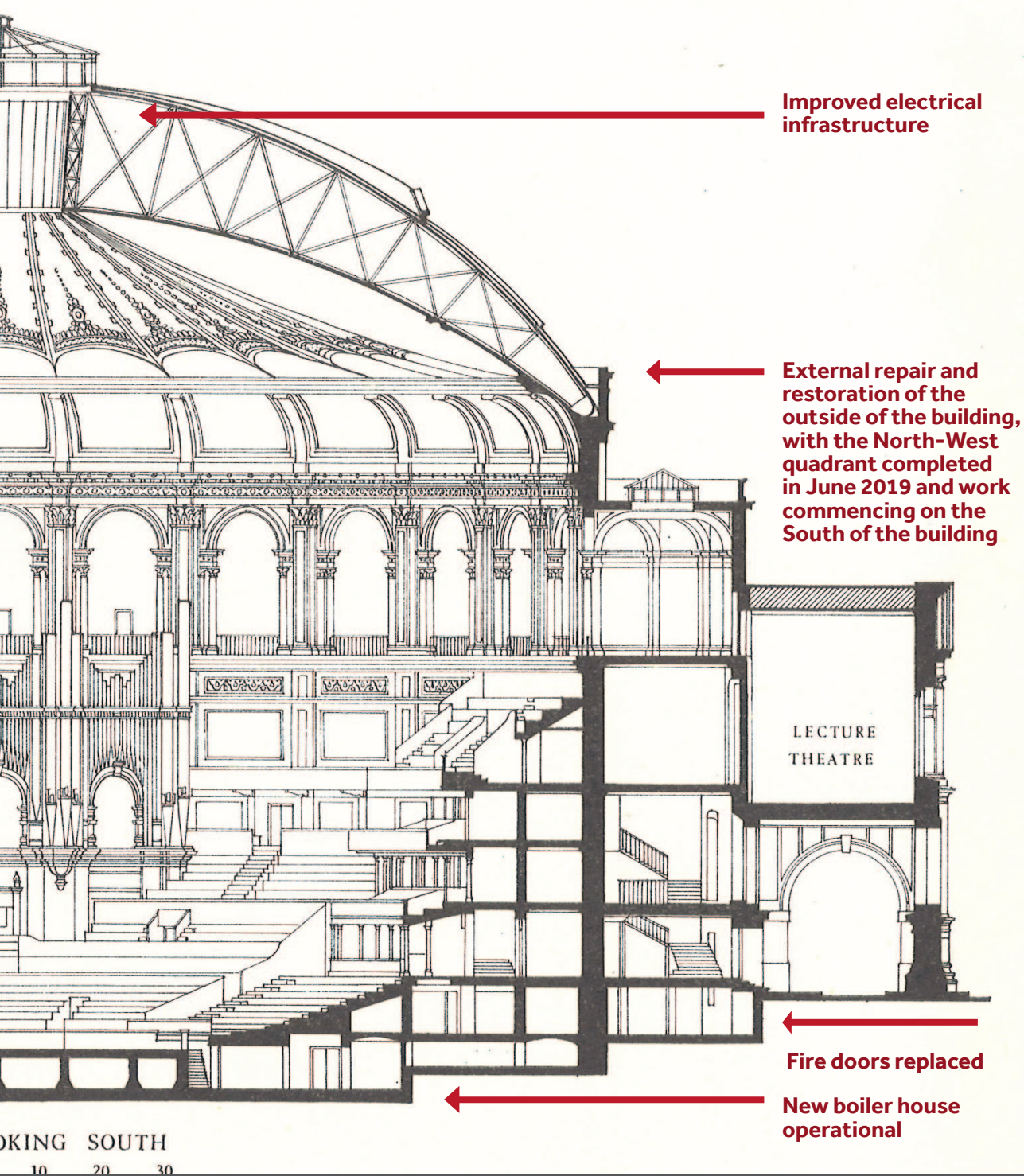
Mains water replacement

Completion of the South West Basement



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2020 and beyond

It is no understatement to say that the COVID-19 pandemic has had a profound impact on the Royal Albert Hall and its future. Our charitable objectives for the next 12 months and beyond have been seriously impacted by the Hall being forced to close its doors on 17 March 2020. We do, however remain hopeful that we will be able to open our doors once more and bring the healing power of music to those who need it most.

PROMOTING THE ARTS AND SCIENCES

Programming

In the main auditorium, we had planned another year of diverse and outstanding programming. Events planned for the first six months but cancelled due to the COVID-19 pandemic included the Teenage Cancer Trust week of concerts, Steve Martin and Martin Short, Jon Hopkins, James Blunt, Satinder Sartaaj, English National Ballet's Swan Lake and the premiere of the latest Bond film, No Time to Die.

Cancelled or postponed events beyond the main stage included regular series such as Late Night Jazz, Free Friday Music and Classical Coffee Mornings, showcasing a diverse range of genres and artists. Thankfully, we have been able to move some of these events online.

Education & Outreach Programme

During the period of closure, we have been able to move some of our Education & Outreach activities online through Royal Albert Home – a series of concerts and events streamed live from artists' homes – with a whole strand of family events. But many people will have missed out on the important interactions that our Education & Outreach projects provide for them.

Preserving and enhancing our Grade I listed building

The fit-out of the South West Basement which had already started before the COVID-19 pandemic has been halted, and will not be completed this year. Our new Artists' Bar and dressing rooms had also been planned for completion this year, but these have also been delayed. The planned Royal Retiring Room restoration and renovation has been postponed.

Over the next few years, we had hoped to invest £6.5m in new chiller units and a system that would provide cooling to the upper sections of the Hall. This is, however, now in doubt.

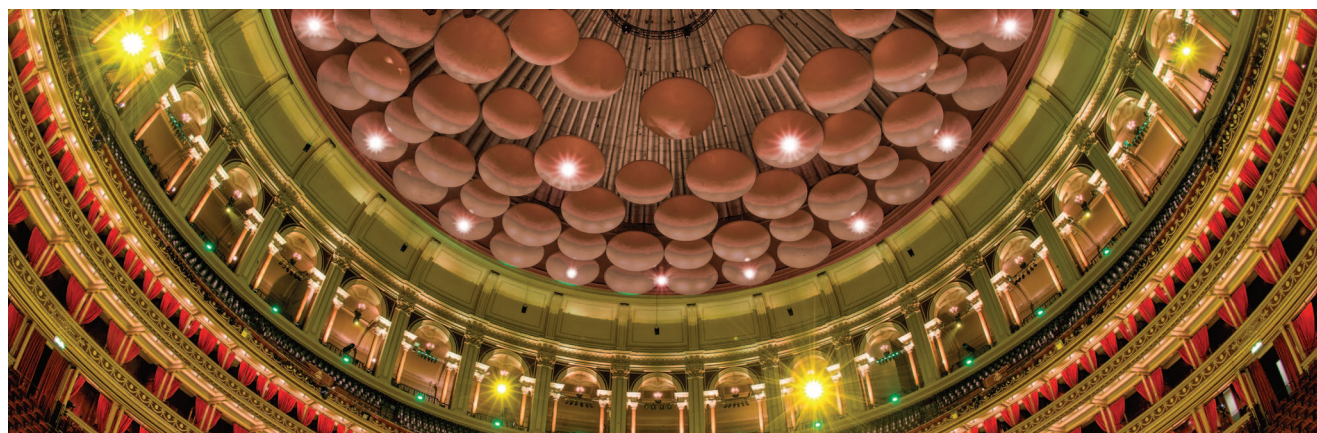
150th anniversary celebrations

2021 is the Hall's 150th anniversary, and preparations to mark the occasion have been underway for some time. Whilst at the time of writing, the long-term impact of the COVID-19 pandemic on the Hall is still not yet clear, we continue with our plans to celebrate this important milestone with audiences across the world.

We plan to launch a digital platform from which to share the stories our audiences, staff and artists tell us and to help these stories to resonate around the globe.

Before our closure, work was underway to produce an exciting and collaborative new commission to celebrate our anniversary with award-winning film and television composer, David Arnold. We delivered workshops in schools and community settings which invited participants to input their ideas for a new piece celebrating the Hall's 150th birthday.

We hope to be able to perform this piece in 2021 with some of our Education & Outreach partners taking centre stage, and we are grateful to the John Lyon's Charity for their generous support of this initiative.



HOW YOU CAN HELP

The Royal Albert Hall has been entertaining audiences for almost 150 years. We know that the Hall holds a unique place in the memories and hearts of millions of people. With your generous contributions, we can make sure that everyone can continue to experience the Hall's magic.

TO DONATE TO THE FUTURE OF THE ROYAL ALBERT HALL:

Visit our website **royalalberthall.com** to donate an amount of your choosing

If you have a UK mobile:

- Text 5ALBERT to 70490 to donate £5
- Text 10ALBERT to 70490 to donate £10
- Text 20ALBERT to 70490 to donate £20

Text-to-donate operates via major UK networks only and cost the donation amount plus one standard rate message.

Consider signing up as a Friend or Patron – further details can be found at **royalalberthall.com/friends**

Consider leaving a gift in your Will, further details can be found at **royalalberthall.com/will**

