The closing ceremony of the 2012 London Olympic Games heralded the start of Warwick Arts Centre’s 2012/2013 season – with yet more exciting programming and a renewed zeal to win over audiences who we know had been enthralled by a summer of sporting and artistic spectacle.

Warwick Arts Centre has a longstanding reputation for the high quality and inventiveness of its artistic programming, commissioning and co-produced activity. I believe this reputation was upheld throughout the year across all art forms. It was particularly impressive that during the year over 25 new performance works were respectively commissioned, co-produced, in rehearsal or development or touring the UK and internationally. All this alongside five superb home curated exhibitions in the Mead Gallery. This is a significant achievement but one I know stretched our capacity, ingenuity and facilities to the very limit.

Nonetheless, this is our mission in practice; putting artists and audiences at the heart of the organisation. Developing the organisation’s capacity for fundraising has also been a key element of the year and I have been encouraged by the positive responses by individuals, trusts and foundations to our appeals, in particular for support towards our creative work with young people.

As we move forward with ambitious plans for the future, the seeds sown over the past twelve months will bear fruit. This year the Education team worked intensively with smaller groups of young people in our schools programme to achieve a greater depth of creative experiences for those involved. Our comedy programme exceeded targets, perhaps not unsurprising under the current challenging economic outlook, and digital screenings by NT Live and Met Opera Live attract increasing numbers of attenders. During a period of economic uncertainty

“IT IS A LOVELY ARTS CENTRE AND SOMETHING THE UNIVERSITY SHOULD BE PROUD OF.”

Customer comment
contemporary programming will clearly contain some risk with mainstream activity winning the day. This year this dynamic acted to reduce overall audience numbers.

My own favourite moments were joining a young Coventry audience for their first ever experience of Shakespeare with our specially commissioned and produced production of *Macbeth: Blood Will Have Blood*, conceived and performed by Contender Charlie. A thrilling, all-encompassing experience of ambition, blood, black humour and gore! Another moment was experiencing *Bank on It* in London before it comes to Coventry, a production exploring the value of money for very young children commissioned with the generous help, advice and insight of the University of Warwick’s Economics Department.

I am indebted to a large number of people and organisations. The University of Warwick has been enlightened and constant throughout for its continued support for the arts and creativity, Arts Council England has been generous and attentive. Numerous trusts and foundations, noted elsewhere in this report, have provided invaluable support, alongside individual donors. Members of the Arts Centre Board have, as ever, been generous with their expertise, support and advice to the senior management team and, last but not least, high praise to all staff for terrific commitment to making Warwick Arts Centre a special place for artists and audiences.

**Alan Rivett**

Director, Warwick Arts Centre

“I LOVED THE PERFORMANCE... IT WAS COMPLETELY UNIQUE... MASSIVE CONGRATULATIONS TO 1927 AND THANKS TO WARWICK ARTS CENTRE FOR PUTTING IT ON.” Millie Wardle, on *The Animals and Children Took to the Streets*
AN OVERVIEW FROM THE HEAD OF PROGRAMME & AUDIENCES

Warwick Arts Centre’s programme continues to represent the very best in music, film, performing and visual arts. As an organisation we are central to a vibrant national cultural ecology, and, as this year proved, a key partner for presenting, touring and producing work of the highest quality.

Showcasing a diverse range of practice and style, this new approach brought internationally acclaimed work from Snuff Box Theatre, Skagen, Sue Macaline, Bootworks, Victoria Melody, Daniel Bye and Sleepwalk Collective to new audiences.

Our Family programme is unmatched in striving to represent high quality and ambitious, contemporary work for children, young people and families, across art forms. As well as co-produced shows from Complicite and Theatre-Rites, the programme included brilliant work from Travelling Light, Plutôt la Vie, Bootworks and tutti frutti.

The Arts Centre’s first family weekend in December 2012, tying in with the opening of the Christmas show, We’re Going On A Bear Hunt, was a seasonally roaring success.

The film programme continued to be robust and blended the accessible and direct with a specialist programme. Of note are Warwick Arts Centre’s contextualising activities including question and answer sessions with writer David Nicholls (Great Expectations) and director Ken Loach (The Spirit of ’45), Film Talks on the British Cinema, a programme of talks and discussions with U3A students, and work with schools during National Schools Film Week and the Literally! Film Festival, led by Coventry Education.

Showcasing a diverse range of practice and style, this new approach brought internationally acclaimed work from Snuff Box Theatre, Skagen, Sue Macaline, Bootworks, Victoria Melody, Daniel Bye and Sleepwalk Collective to new audiences.

Warwick Arts Centre presents an eclectic, rich and vibrant mix of performances from classical and non-classical ensembles, bands, artists and performers. Highlights of the classical season included performances by CBSO, Bergen Philharmonic, Philharmonia, Polish National Radio orchestras and the Hilliard Ensemble and Fretwork. At the other end of the spectrum, gigs from the likes of Field Music, Grizzly Bear, I Am Kloot, Bellowhead, Efterklang, Alex Wilson, Light Surgeons, Mulatu Astatke, Lambchop and Noah and the Whale represented a diversity of style and practice and attracted engaged and enthusiastic audiences.

We also went off campus for the first time in many years, taking over a shop in Coventry’s Bull Yard, with Invisible Flock’s Bring the Happy collecting moments of happiness from 1200 Coventrians over three weeks, connecting with people who may never have encountered either Warwick Arts Centre’s programme or contemporary art before.

Warwick Arts Centre’s role as a producer and commissioner of new work continues to strengthen and grow. In 2012/13 we presented work by Complicite, Katie Paterson, Aeneas Wilder, Fevered Sleep, Stan’s Cafe, Teatro Sotterraneo, Caroline Horton, Superflex, Contender Charlie, Chris Goode & Co, Action Hero, Headlong, David Rosenberg & Glen Neath, Theatre-Rites and Reckless Sleepers, all of which were financially and creatively supported by Warwick Arts Centre.

The second This_is _Tomorrow residency took place in March 2013, with residents including writer and theatre-maker Chris Goode, director and choreographer Charlotte Vincent, playwright Alecky Blythe, visual and live artist Michelle Browne and sound artist and composer Scanner (aka Robin Rimbaud), meeting and engaging with 45 academics from Mathematics, Economics, Politics, Social Sciences, Warwick Manufacturing Group and Physics departments. The team are currently discussing the next stage of the development of project proposals flowing out of these encounters. This is a uniquely positive and forward-thinking collaboration between a public arts venue and academia from a leading research University.

Matt Burman
Head of Programme & Audiences
AN OVERVIEW FROM THE DIRECTOR, PLANNING & OPERATIONS

This has been a challenging year for the arts but Warwick Arts Centre has continued to deliver an incredibly busy, high quality programme for audiences. We have continued our commitment to the refreshed business plan and targets of 2011 with key priorities being:

- Developing and presenting the very best in music, film, performing and visual arts
- Growing and developing audiences
- Providing leadership, organisational development and improving customer experience
- Delivering sustainability

A few of the many highlights of the year include:

- Over 1,300 performances and screenings
- An increase in Mead Gallery daily average attendance of 9%
- The development of a peer review process
- A full review of brand and communications strategy, including market research with lapsed and non-attenders
- Partnership working with organisations in Coventry and Warwickshire on projects to develop regional audiences
- Creating a refreshed education strategy and the presentation of a Coventry Community Award for the Design and Paint Hoarding project
- The successful launch of point of sale donations
- An increase in digital and social media marketing
- Investment in technical equipment to support productions
- The development of an organisation wide customer experience strategy

We continue to strive to develop our staff to their fullest potential and ensure that they are at the forefront of best practice through a range of programmes such as secondments, formal training and attendance at conferences. This year we have supported a number of staff visits to other organisations nationally and internationally as we develop our thoughts and plans for the future.

We have worked extensively with University colleagues in Campus and Commercial Services to support the development of the new team and business development opportunities, including termly family days which, alongside our programme, offer sports activities, films on the big screen in the Piazza and an outdoor food market.

Four internships have been awarded and we are reviewing the options to support apprenticeships. We have provided employment opportunities for over 400 Warwick students to work at the Arts Centre who have between them contributed nearly 35,000 hours of support, with over 300 students working front of house to support events and more than 60 helping us to promote the programme.

We continue to prioritise sustainability and efficiency, streamlining operations, processes and practices to achieve the best use of our resources - both money and people. The adoption of our environmental plan and policy proves our commitment to developing the organisation’s environmental sustainability and reducing impact wherever possible in a building that is beginning to show signs of its age and popularity. Plans are underway to develop the infrastructure ahead of another forty years and this will be a priority for the coming year.

As I pause to reflect for a moment on the last twelve months I am both amazed at the amount of activity the organisation has achieved and immensely grateful for the dedication and hard work of the staff striving to enable all of this to happen.

Andrea Pulford
Director, Planning & Operations
FUNDRAISING ACHIEVEMENTS

Donations from individuals and trusts and foundations have again helped support the activities of Warwick Arts Centre including the Concert Series, children and young people and artistic commissioning work.

During the year we started asking patrons booking tickets online or through the Box Office to make a small donation. Donors have been very responsive, and their support is already helping to make a difference. These donations have enabled us to offer, for free, expert artists to intrigue and inspire the schoolchildren participating in our Sculpture and Colour Trails. Donations are also helping to support workshops in schools with professional companies such as the Rosie Kay Dance Company and Wayne McGregor I Random Dance performing at Warwick Arts Centre.

Thank you to all our donors for their generous support.

“VERY MANY THANKS FOR BRINGING ANDREW LITTON AND THE BERGEN PHILHARMONIC ORCHESTRA TO THE ARTS CENTRE. IT WAS A TRULY WONDERFUL CONCERT. ... THE SOUND WAS MAGNIFICENT, SHOWING OFF THE ACOUSTIC QUALITIES OF THE BUTTERWORTH HALL TO FINE EFFECT... THE RESPONSE BY THE AUDIENCE AT THE END DEMONSTRATED GRATITUDE THAT WE HAD BEEN TOUCHED BY JOY... AND GIVEN ENDURING FINE MEMORIES.” Peter Tolhurst

Warwick Arts Centre Roll of Benefactors 2012-13

Below is a list of the names of all those Donors who made a contribution to the University’s fundraising activities to support Warwick Arts Centre between 1 August 2012 and 31 July 2013.

Individual donors
Mrs Juliet Amery & Mr David Amery
Mr Frank Benson
Mrs Margaret Birch
Mr David Bragg and Mrs Patricia Bragg
Mr Colin Brummitt OBE Hon MA & Mrs Mary Brummitt
Mr Paul Bunyan
The Lady Butterworth Hon MA
Mr Nicholas Cooper
Ms Phyllis Davies
Miss Kate Dawson
Miss Mandy Dobie
Professor Robert Dyson & Mrs Dorothy Dyson
Mr David Ellis
Mr Robert Fair & Mrs Sylvia Fair
Mrs Kay Greaves
Mr Michael Griffin-Sherwood
Mr Kevin Griffiths
Mrs Georgie Hale
Mr Graham Hargreaves
Mr Hugh Hunt
Professor Terry Kemp
Ms Gill Kirkham
Mr Timmy Mallett
Dr Ian Nussey OBE FFEng & Mrs Gillian Nussey MBE
Mr Trevor Petrick
Mrs Margaret Oakes
Ms Carroll Petit
Professor Mike Shattock OBE Hon LLD & Professor Joanne Shattock
Mr Nicholas Sutcliffe
Miss Tracy Teasdale
Mr Mike Torbe & Dr Helen Atwood
Mr Ron Treves
Kenneth Wallis & Margaret Wallis
Mrs Charlotte Wilkes
Mr Richard Wilsdon & Mrs Pat Wilsdon
Mr John Wilson
Mrs Aileen Withington
Mrs Shirley Woodfield
Mrs Esther Woods
Mr Simon Yates

Organisations, Corporations, Trusts and Foundations
The 29th May 1961 Charitable Trust
The Ernest Cook Trust
The W E Dunn Charitable Trust
The Alan Edward Higgs Charity
The Kings’ Fund
The Prince’s Foundation for Children & the Arts
Santander

Plus 13 anonymous Benefactors and the many donors who have given at point of sale
**WARWICK ARTS CENTRE - A YEAR IN FIGURES**

<table>
<thead>
<tr>
<th><strong>222,786</strong></th>
<th><strong>17,264</strong></th>
<th><strong>408</strong></th>
<th><strong>15,622</strong></th>
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<tbody>
<tr>
<td>total ticket sales</td>
<td>visitors to the Mead Gallery</td>
<td>students worked at Warwick Arts Centre this year</td>
<td>tickets were sold for student-produced events</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>53%</strong></th>
<th><strong>52%</strong></th>
<th><strong>531</strong></th>
<th><strong>784</strong></th>
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</thead>
<tbody>
<tr>
<td>of the bookers of the Christmas show, <em>We’re Going on a Bear Hunt</em>, were on their first visit to Warwick Arts Centre</td>
<td>of all theatre and dance attenders were aged under 26</td>
<td>performances</td>
<td>film screenings</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>£5.6M</strong></th>
<th><strong>£27.2M</strong></th>
<th><strong>62%</strong></th>
<th><strong>237</strong></th>
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</thead>
<tbody>
<tr>
<td>annual turnover</td>
<td>estimated total value of Warwick Arts Centre to the local economy*</td>
<td>of attenders come from Coventry &amp; Warwickshire</td>
<td>education sessions in schools</td>
</tr>
</tbody>
</table>

*Source: University of Warwick Research 2013*
Boys Dancing

The six films made with 750 lads in 51 groups from 8 local authorities across the West Midlands was an ambitious and complex undertaking, and a full evaluation report on The Quiet Man Suite was completed. The independent report concluded how successful the project was and confirmed its strong impact and legacy on all participants (lads, teachers, dance apprentices and artists) in areas such as skills development, perception of dance, levels of motivation and engagement, increase in confidence and self-esteem.

An additional grant from Arts Council England means we continue to make new dance with hundreds of lads - kicked off in remarkable style by our partners in Shropshire with an outdoor performance by 101 boys at the Acton Scott Historical Farm.

National Theatre Connections

Our third year as a full participant in the National Theatre Connections Programme was our busiest and most exciting to date.

This is a project for youth performance groups across the country. Young people from Youth Theatres and school/college groups choose one of ten new plays commissioned especially for young performers by the National Theatre. They perform at their own base and then come together at a partner theatre for a regional festival. As a partner theatre, Warwick Arts Centre played host to over 180 young people aged 13 – 19 from our local area (including our own youth theatre), Birmingham, Oxford, Stafford and Wolverhampton. Across a weekend, the young people had the chance to perform, watch other groups, question each other, discuss theatre, think about drama courses and, of course, eat and party!
The Coventry Mysteries Festival

Our fourth year as part of the Coventry Mysteries Festival saw us, once again, expand and develop our work.

Working in collaboration with Coventry's Mercurial Arts, we created the Mysteries Digidance Company with 40 children from four schools serving areas of Coventry where access to and involvement with the arts is limited and which are not recognised widely as having positive involvement with or making active contribution to the life of the city.

We took a testing slant on the theme of Re:creation by asking: Where in the brain are ideas created and stored? And how in the body is movement initiated and recreated? With this theme and the inspiring input of Dr Alex Conner from Warwick Medical School the children, over a number of weeks, worked keenly together to make The Seed and new dance piece for public performance at The Hub, Coventry University's Students' Union Building.
LIVE PERFORMANCES 2012/2013

Drama (Theatre)
Beautiful Burnout Frantic Assembly
Break the Floorboards RIFCO
Sworn Pirates of the Carabina / Crying Out Loud
Lionboy Complicate
Medea Headlong
Steptoe & Son Kneehigh
The Animals and Children Took to the Streets 1927
The Coming Storm Forced Entertainment
The Zero Hour imitating the dog

Triggered@Warwick
Daimon Project Teatro Sotterraneo
Empire Reckless Sleepers
Hoke’s Bluff Action Hero
Ring Fuel

Drama (International)
Ubu Roi Cheek By Jowl

Drama (Studio)
Above Me The Wide Blue Sky Fevered Sleep
Amusements Sleepwalk Collective
Best of BE Festival Bigmouth SkægN
Bitch Boxer Charlotte Josephine / Snuff Box Theatre
Bond@50 Bring The Happy Invisible Rock
Macbeth - Blood Will Have Blood Contender Charlie / China Plate
Major Tom Victoria Melody
Mess Caroline Horton
Monkey Bars Chris Goode & Company
My Stories, Your Emails Ursula Martinez
Nothing Barrel Organ
Pilot 10th Birthday Party
Predator: Finishing off what I started when I was five Bootworks Theatre
The Anatomy of Melancholy Stan’s Café
The Paper Cinema’s Odyssey BAC Take Out
The Price of Everything Daniel Bye
Total Football Ridiculismus

We Hope That You’re Happy (Why Would We Lie?)
Made In China
Wild Thing I Love You Ella Good and Nicki Kent

Drama (Mead Gallery)
Still Life: An Audience With Henrietta Moraes Sue MacLaine

Dance
Entity Random Dance
FAR Random Dance
Motherland Vincent Dance Theatre
Rising Aakash Odedra
There Is Hope Rosie Kay Dance Company
the TALENT 2013 BalletBoyz
50 Acts Wendy Houston

Christmas
We’re Going on a Bear Hunt

Family Events
A Trip To Calais English Touring Opera
By The Seat Of Your Pants Plutò La Vie
Funnybones The Puppet Lab
Grizzly Tales From Tumblewater Teasel Theatre
In A Pickle Oily Cart
Laika The Spacedog English Touring Opera

Rubbish Theatre Rites
STAR Goody and Storey
The Enormous Turnip Stuff and Nonsense Theatre Company
The Incredible Book Eating Boy Bootworks Theatre
The Snow Queen Trestle Theatre
Tiddler and other Terrific Tales Scamp Theatre
Rapunzel Tutti Frutti
Varmints Travelling Light

Classical Music Concerts
Bergen Philharmonic Orchestra
City of Birmingham Symphony Orchestra
Dresden Philharmonic Orchestra

English Chamber Orchestra
European Union Chamber Orchestra
Moscow State Symphony Orchestra
Philharmonia Orchestra
Peter Donohoe
Polish National Radio Symphony Orchestra
Royal Philharmonic Orchestra
I Fagliolini
Pandora’s Box
The Hilliard Ensemble & Fretwork

Comedy
Al Murray
Alan Davies
Alun Cochrane
Jack Dee
Rich Hall
Andrew Lawrence
Andy Parsons
Barry Cryer and Ronnie Golden
Bill Bailey
Chris Addison
Chris Cox
Chris Ramsey
Daniel Kitson
Daniel Simonsen & Alfie Brown
Daniel Sloss
Danny Boy
Fascinating Aida
Festival Of The Spoken Nerd
Franke Boyle
Greg Davies
Harry Hill
James Acaster
Jason Byrne
Jeremy Hardy
Jimmy Carr
Josh Widdicombe
Julian Clary
Kev Keen Bridges
Lee Nelson
Marcus Brigstocke
Mark Thomas
Mark Watson
Mick Foley
Micky Flanagan
Milton Jones
Pappy’s
Paul Chowdhry
Paul Foot

Pete Firman and Nish Kumar
Phil Jupitis
Reginald D Hunter
Rhod Gilbert
Richard Herring
Rob Rouse
Russell Kane
Sean Lock
Shappi Khorsandi
Simon Evans
Steve Hughes
Stewart Francis
Terry Alderton
The Boy with Tape on His Face
The Scottish Falsetto Sock Puppet Theatre
Tim Key
Tom Stade
Tony Law
WitTank
Zoe Lyons

Jazz, Popular & World Music
Alex Wilson’s Jazz Trio
Alexi Tuomarila Trio
Arun Ghosh
Chilly Gonzales
Clare Martin & Joe Stilgoe
Ginger Baker’s Jazz Confusion
Little Annie Bandez & Baby Dee
Oriole & Basquiat Strings
Quercus with June Tabor,
Iain Ballamy & Huw Warren
Simon Spillett Quintet
Sons of Kemet
An Intimate Evening with
Ruthie Henshall
Bellowhead
Cianad
Cowboy Junkies
Devon Sproule with T H O M A S
Dick Gaughan
Ergo Phizmiz
Fence Collective: James
Yorkston, The Pictish Trail & Seamus Fogarty
Field Music
Grizzly Bear
I Am Kloot
Joan Armatrading
Joe Driscoll & Sekou Kouyate
Jools Holland and his Rhythm & Blues Orchestra
Kathryn Tickell

LIVE PERFORMANCES 2012/2013
Lambchop
Lulo Reinhardt
Matt Cardle Unplugged
Mr Scruff
Noah and The Whale
Patrick Wolf
Seth Lakeman
Showstopper! The Improvised Musical
Spiritualized
Susanna
The Be Good Tanya
The Proclaimers
Toploader
Misty's Big Adventure & Kate Goes
Noké Lick Masheen
Sarah Ruddick
Swing 'Em Fair
The Swaps & The Society
Wes Finch & Clayton Denwood
Rob Halligan & Mumbo Jumbo
Bollywood Brass Band and Rafaqat Ali Khan
Efterklang & Northern Sinfonia
Mulatu Astatke
Paco Pena - Quimeras
SuperEverything*
Paco Pena & Mulatu Astatke
Efterklang & Northern Sinfonia
Rafaqat Ali Khan
Bollywood Brass Band and Rafaqat Ali Khan
Efterklang & Northern Sinfonia
Mulatu Astatke
Paco Pena - Quimeras
SuperEverything*
Tinarwen
Yamato: The Drummers of Japan

Drama (Live Broadcast)
NT Live: Macbeth
NT Live: People
NT Live: The Audience
NT Live: The Curious Incident of the Dog in the Night-Time
NT Live: The Last of The Haussmans
NT Live: The Magistrate
NT Live: This House
NT Live: Timon of Athens

Opera (Live Broadcast)
Bayreuth Festival: Parsifal
Met Opera Live: Aida
Met Opera Live: Francesca da Rimini
Met Opera Live: Giulio Cesare
Met Opera Live: La Clemenza Di Tito
Met Opera Live: L'Elisir D'Amore
Met Opera Live: Maria Stuarda
Met Opera Live: Otello
Met Opera Live: Parsifal
Met Opera Live: Rigoletto
Met Opera Live: The Tempest
Met Opera Live: Un Ballo In Maschera

Spoken Word / Literature
Warwick Book Festival
Andrew Motion: The Customs House
Michael Portillo: Life A Game of Two Halves
The PoetryJoe Show
The Three Snake Leaves
Wordsmiths & Co.

Opera
Carmen
Ellen Kent
Cosi fan tutte
English Touring Opera
L’assedio di Calais
English Touring Opera
Simon Boccanegra
English Touring Opera

Student Festivals
Student Music
Benjamin Britten Christmas Concert
Carnaby Street!
Now That’s What I Call Classic!
Pyjama Concert - Peter and the Wolf
The Dream of Gerontius
University of Warwick Symphony Orchestra and Chorus
University of Warwick Wind Orchestra and String Orchestra
Warfusse Big Band Leavers Gig
Capital
Chinese Society 2013 New Year Gala
Choral Symphonic Summer Gala
CMD Dance Showcase
Global Beats: A World Music Concert
One World Week Fashion Show

Student Theatre
Freshblood: Lysistrata
Opera Warwick: Cinderella
Opera Warwick: Dido and Aeneas
MTW: Thoroughly Modern Millie
MTW: Rent
WUDS: The Last Days of Judas Iscariot
WUDS: Richard III
WUDS: Pornography
WUDS: Twelfth Night

Amateur Theatre, Music & Dance
City of Coventry Youth Orchestra
Kenilworth Gang Show
Legends Live On
PAS Christmas Concert
Solihull Music Service: Brass Blast
Solihull Music Service: Christmas Cracker
Solihull Music Service: Guitar and Woodwind Extravaganza
Solihull Music Service: String Explosion
Warwickshire County Music Spectaculars

Mead Gallery Exhibitions
Aeneas Wilder: Untitled 162
Transitions: Drawings from the Collection of mima
Workplace: Adel Abidin, Emily Jacir, João Onofre, Superflex, Pilvi Takala, John Wood and Paul Harrison
Katie Paterson: In Another Time
Artists’ Plans for Sustainability: Works by Joseph Beuys, Carole Collet, N55, Nils Norman, Lucy + Jorge Orta, Marjetica Potrč

Mead Gallery off-site Exhibitions
AR Hopwood: The False Memory Archive
FILM SCREENINGS 2012/2013

360
5 Broken Cameras
A Hijacking
A Late Quartet
A Liar’s Autobiography
A Simple Life
About Elly
Admission
Ai Weiwei: Never Sorry
Amour
Anna Karenina
Arbitrage
Argo
Arrietty
Asya’s Happiness
Babette’s Feast
Barbara
Beasts of the Southern Wild
Beware of Mr Baker
Before Midnight
Behind the Candelabra
Berberian Sound Studio
Bernie
Blancanieves
Byzantium
Caesar Must Die
Call Me Kuchu
Chasing Ice
Chinatown
Cloud Atlas
Compliance
Coriolanus
Death Watch
Detachment
Django Unchained
Flowers of War
Fly Away Home
Gambit
Ginger and Rosa
God Bless America
Good Vibrations
Goodnight Mister Tom
Great Expectations
Headhunters
Hitchcock
Holy Motors
Hope Springs
Hyde Park on the Hudson
Hysteria
I Give It A Year
I Wish
I’m So Excited
In the House
In Your Hands
It Always Rains on Sunday
Jackpot
Killing Them Softly
King Of Devil’s Island
Lawless
Lawrence of Arabia
Le Magasin des Suicides
Les Jeux Interdits
Les Miserables
Liberal Arts
Life of Pi
Lincoln
Looper
Lore
Love is All You Need
Me and You
Midnight’s Children
Much Ado About Nothing
Mud
Muppets from Space
My Brother The Devil
My Neighbour Totoro
Nativity 2 Danger in the Manger
Neil Young - Journeys
No
Nostalgia for the Light
Now is Good
On the Road
Paris-Manhattan
Parlez-moi de Vous
Petit Nicholas
Ponyo
Populaire
Private Peaceful
Promised Land
Quartet
Reality
Red Desert
Red Dog
 Renoir
Repulsion
Robot and Frank
Romeo and Juliet
Rust and Bone
Scrooge
Searching for Sugar Man
Seeking a Friend at the End of the World
Seven Psychopaths
Shadow Dancer
Side By Side
Side Effects
Sightseers
Silver Linings Playbook
Singin’ in the Rain
Sister
Something in the Air
Song for Marion
Springsteen and I
Starbucks
Strawberry Fields
Summer in February
Take This Waltz
Tess
The Angel’s Share
The BFG
The Dark Knight Rises
The Discreet Charm of the Bourgeoisie
The Eye of The Storm
The Fairy
The Giants
The Girl Who Kicked the Hornets Nest
The Girl Who Played with Fire
The Girl with the Dragon Tattoo
The Gospel According To St Matthew
The Great Gatsby
The Hobbit: An Unexpected Journey
The Hunt
The Iceman
The Impossible
The Imposter
The Inner Circle
The Kid With A Bike
The Life and Adventures of Nicholas Nickleby
The Life and Death of Colonel Blimp
The Look of Love
The Master
The Mexican Suitcase
The Muppet Christmas Carol
The Pied Piper of Hamelin and Cinderella
The Players
The Reluctant Fundamentalist
The Sapphires
The Sessions
The Shining
The Snows of Kilimanjaro
The Spirit of ‘45
The Stone Roses: Made of Stone
The Wedding Video
The Wizard of Oz
Thérèse Desqueyroux
To Rome with Love
To the Wonder
Trance
Uncle Vanya
Une Vie Meilleure
Untouchable
White Elephant
Women on the 6th Floor
You Will Be My Son
Your Sister’s Sister
You’ve Been Trumpped
Zero Dark Thirty

Film Talks
Alfred Hitchcock:
From Blackmail to the Birds
British Crime Thriller
Korean Cinema
Film Talk: Roman Polanski
Rome on Screen
Shakespeare On Screen
The Death and Life of Sherlock Holmes

Film Events
The Appliance of Science
Chuck Jones 100
Doctor Who -
The Orphaned Episodes
Rapid Eye Movement
Mythical Monsters

Film Festivals
French Film Festival

Q&A
David Nicholls on Great Expectations
Andrei Konchalovsky on Uncle Vanya
ANALYSIS OF ATTENDANCES

HALL, THEATRE, STUDIO & FILM ATTENDANCES
2012/2013

Complimentary Tickets 5%
Other Discounts 6%
School Parties 7%
Group Sales 2%
Other Concessions 1%
Under 16’s 2%
Other Students 1%
Warwick Students 7%
Senior Citizens 12%
Full Price 57%

HALL, THEATRE, STUDIO & FILM ATTENDANCES
2011/2012

Complimentary Tickets 3%
Other Discounts 8%
School Parties 6%
Group Sales 2%
Other Concessions 1%
Under 16’s 4%
Other Students 2%
Warwick Students 7%
Senior Citizens 15%
Full Price 52%

SOURCES OF INCOME 2012/13

Donations & Sponsorship 6%
University Contribution 25%
ACE Project Grants 7%
ACE NPO 9%
Conference Fees, Sales & Franchise Income 18%
Other Public Grants 1%

EXPENDITURE 2012/2013

Equipment Cleaning HLWP 9%
Depreciation 4%
Artistic Programme Fees 34%
Marketing/PR/Development 6%
Administration & Central Services Charge 12%
Technical Costs 1%
Ticketing Services 1%
Salaries & Staff Costs 33%
## WARWICK ARTS CENTRE - PERFORMANCE SUMMARY

<table>
<thead>
<tr>
<th>Event Type</th>
<th>No. Perfs</th>
<th>% of Perfs</th>
<th>No. Attending</th>
<th>Attendees as %</th>
<th>No. Perfs</th>
<th>% of Perfs</th>
<th>No. Attending</th>
<th>Attendees as %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Film Screenings (no. of screenings)</td>
<td>784</td>
<td>54,213</td>
<td>31%</td>
<td>778</td>
<td>65,435</td>
<td>38%</td>
<td>778</td>
<td>65,435</td>
</tr>
<tr>
<td>Gallery Exhibitions (exhibitions/days)</td>
<td>148</td>
<td>17,264</td>
<td>168</td>
<td>16,546</td>
<td>583</td>
<td>23,633</td>
<td>583</td>
<td>23,633</td>
</tr>
<tr>
<td>Work in Schools (no. of sessions)</td>
<td>237</td>
<td>8,436</td>
<td>583</td>
<td>23,633</td>
<td>157</td>
<td>5,803</td>
<td>157</td>
<td>5,803</td>
</tr>
<tr>
<td>Youth Theatre Groups, Art Clubs &amp; Workshops</td>
<td>84</td>
<td>3,665</td>
<td>157</td>
<td>5,803</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Film Days/Pre &amp; Post Show Talks</td>
<td>144</td>
<td>4,409</td>
<td>38</td>
<td>3,742</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td></td>
<td><strong>87,987</strong></td>
<td></td>
<td><strong>115,159</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drama</td>
<td>111</td>
<td>13,585</td>
<td>134</td>
<td>18,104</td>
<td>53%</td>
<td>18,104</td>
<td>58%</td>
<td></td>
</tr>
<tr>
<td>International Drama</td>
<td>4</td>
<td>783</td>
<td>168</td>
<td>1,384</td>
<td>1%</td>
<td>1,384</td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>Family Entertainment</td>
<td>44</td>
<td>5,311</td>
<td>39</td>
<td>3,854</td>
<td>8%</td>
<td>3,854</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>Christmas Show</td>
<td>52</td>
<td>17,780</td>
<td>52</td>
<td>19,235</td>
<td>10%</td>
<td>19,235</td>
<td>68%</td>
<td></td>
</tr>
<tr>
<td>Classical Music</td>
<td>16</td>
<td>9,192</td>
<td>17</td>
<td>12,145</td>
<td>3%</td>
<td>12,145</td>
<td>72%</td>
<td></td>
</tr>
<tr>
<td>World/Contemporary Music</td>
<td>8</td>
<td>1,315</td>
<td>9</td>
<td>3,255</td>
<td>2%</td>
<td>3,255</td>
<td>51%</td>
<td></td>
</tr>
<tr>
<td>Mainstream Music</td>
<td>48</td>
<td>17,065</td>
<td>33</td>
<td>16,307</td>
<td>6%</td>
<td>16,307</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>Screened Live Performances</td>
<td>30</td>
<td>6,183</td>
<td>24</td>
<td>4,838</td>
<td>5%</td>
<td>4,838</td>
<td>64%</td>
<td></td>
</tr>
<tr>
<td>Opera/Music Theatre</td>
<td>6</td>
<td>2,246</td>
<td>6</td>
<td>2,771</td>
<td>1%</td>
<td>2,771</td>
<td>65%</td>
<td></td>
</tr>
<tr>
<td>Dance</td>
<td>13</td>
<td>2,171</td>
<td>17</td>
<td>4,350</td>
<td>3%</td>
<td>4,350</td>
<td>68%</td>
<td></td>
</tr>
<tr>
<td>Comedy</td>
<td>69</td>
<td>44,778</td>
<td>47</td>
<td>30,540</td>
<td>9%</td>
<td>30,540</td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td>Literary Events</td>
<td>12</td>
<td>769</td>
<td>17</td>
<td>2,889</td>
<td>3%</td>
<td>2,889</td>
<td>61%</td>
<td></td>
</tr>
<tr>
<td>Student’s Work (Drama)</td>
<td>44</td>
<td>6,690</td>
<td>39</td>
<td>6,801</td>
<td>8%</td>
<td>6,801</td>
<td>83%</td>
<td></td>
</tr>
<tr>
<td>Student’s Work (Music)</td>
<td>40</td>
<td>6,629</td>
<td>40</td>
<td>6,803</td>
<td>8%</td>
<td>6,803</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Student Festivals</td>
<td>17</td>
<td>2,303</td>
<td>22</td>
<td>3,918</td>
<td>4%</td>
<td>3,918</td>
<td>52%</td>
<td></td>
</tr>
<tr>
<td>Amateur Music &amp; Dance</td>
<td>17</td>
<td>10,100</td>
<td>15</td>
<td>8,626</td>
<td>3%</td>
<td>8,626</td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td>531</td>
<td><strong>146,900</strong></td>
<td><strong>516</strong></td>
<td><strong>145,820</strong></td>
<td><strong>67%</strong></td>
<td><strong>67%</strong></td>
<td><strong>100%</strong></td>
<td><strong>68%</strong></td>
</tr>
<tr>
<td><strong>Total Admissions</strong></td>
<td></td>
<td>222,786</td>
<td></td>
<td>231,543</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td><strong>234,887</strong></td>
<td></td>
<td><strong>260,979</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED JULY 31ST, 2013

#### INCOME

<table>
<thead>
<tr>
<th>Description</th>
<th>2012/2013 £</th>
<th>% increase / decrease</th>
<th>2011/2012 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. BOX OFFICE/ARTISTIC INCOME</td>
<td>1,891,641</td>
<td>4%</td>
<td>1,821,099</td>
</tr>
<tr>
<td>2. TRADING/FRANCHISES/RECHARGES</td>
<td>1,084,906</td>
<td>-6%</td>
<td>1,148,870</td>
</tr>
<tr>
<td>3. SPONSORS</td>
<td>8,697</td>
<td>16%</td>
<td>3,200</td>
</tr>
<tr>
<td>4. DONATIONS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) 29th May 1961 Charitable Trust</td>
<td>239,000</td>
<td></td>
<td>239,000</td>
</tr>
<tr>
<td>ii) The Higgins Charity</td>
<td>34,715</td>
<td>34%</td>
<td>25,989</td>
</tr>
<tr>
<td>iii) HEFCE Matched Funding</td>
<td>0</td>
<td></td>
<td>11,667</td>
</tr>
<tr>
<td>iv) The Henry Moore Foundation</td>
<td>0</td>
<td></td>
<td>10,001</td>
</tr>
<tr>
<td>v) Calouste Gulbenkian Foundation</td>
<td>0</td>
<td></td>
<td>5,000</td>
</tr>
<tr>
<td>vi) Swiss Cultural Fund in Britain</td>
<td>0</td>
<td></td>
<td>2,500</td>
</tr>
<tr>
<td>vii) Individual donors</td>
<td>17,468</td>
<td>1%</td>
<td>17,283</td>
</tr>
<tr>
<td>viii) New Art Young Artists Fund</td>
<td>4,500</td>
<td></td>
<td>7,500</td>
</tr>
<tr>
<td>ix) The Prince's Foundation for the Arts</td>
<td>0</td>
<td></td>
<td>6,363</td>
</tr>
<tr>
<td>x) The BBC Performing Arts Fund</td>
<td>4,995</td>
<td></td>
<td>5,185</td>
</tr>
<tr>
<td>xi) Shepherd Construction/University of Warwick jointly</td>
<td>0</td>
<td>5,000</td>
<td></td>
</tr>
<tr>
<td>5. GRANT FUNDING</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) Arts Council England (NPO)</td>
<td>489,299</td>
<td></td>
<td>489,278</td>
</tr>
<tr>
<td>ii) Coventry City Council</td>
<td>25,000</td>
<td></td>
<td>25,000</td>
</tr>
<tr>
<td>6. Project Grants/Restricted Funds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) ACE - Transform</td>
<td>354,697</td>
<td></td>
<td>165,673</td>
</tr>
<tr>
<td>ii) ACE - Transform Deferred Capital Grant</td>
<td>73,773</td>
<td></td>
<td>42,330</td>
</tr>
<tr>
<td>iii) ACE - The Indiscipline of Painting</td>
<td>0</td>
<td></td>
<td>65,000</td>
</tr>
<tr>
<td>iv) ACE - Dancing for the Games</td>
<td>12,313</td>
<td></td>
<td>30,024</td>
</tr>
<tr>
<td>v) ACE - International Theatre</td>
<td>0</td>
<td></td>
<td>17,500</td>
</tr>
<tr>
<td>vi) ACE - Tour of Teatro Kismet’s The Mermaid Princess</td>
<td>0</td>
<td>4,807</td>
<td></td>
</tr>
<tr>
<td>vii) ACE - Catalyst</td>
<td>6,012</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>viii) Screen West Midlands</td>
<td>1,050</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>7. UNIVERSITY CONTRIBUTION</td>
<td>1,377,904</td>
<td>3%</td>
<td>1,306,431</td>
</tr>
<tr>
<td></td>
<td><strong>5,625,970</strong></td>
<td><strong>3%</strong></td>
<td><strong>5,454,700</strong></td>
</tr>
</tbody>
</table>

#### EXPENDITURE

<table>
<thead>
<tr>
<th>Description</th>
<th>2012/2013 £</th>
<th>% increase / decrease</th>
<th>2011/2012 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. a) DIRECT COSTS - PROGRAMME &amp; EDUCATION</td>
<td>1,705,081</td>
<td>-7%</td>
<td>1,826,491</td>
</tr>
<tr>
<td>b) DIRECT COSTS - TECHNICAL SERVICES</td>
<td>40,945</td>
<td>0%</td>
<td>40,923</td>
</tr>
<tr>
<td>c) DIRECT COSTS - CUSTOMER SERVICES</td>
<td>64,330</td>
<td>12%</td>
<td>57,484</td>
</tr>
<tr>
<td>d) DIRECT COSTS - MARKETING/PR/DEVELOPMENT</td>
<td>346,008</td>
<td>2%</td>
<td>339,069</td>
</tr>
<tr>
<td>e) TRANSFORM PROJECT COSTS</td>
<td>428,470</td>
<td></td>
<td>208,002</td>
</tr>
<tr>
<td>2. COST OF FOH SALES/RECHARGED GOODS &amp; SERVICES</td>
<td>159,483</td>
<td>-26%</td>
<td>214,266</td>
</tr>
<tr>
<td>3. a) OVERHEADS - EQUIPMENT/HW/P/CLEANING</td>
<td>283,683</td>
<td>-5%</td>
<td>297,959</td>
</tr>
<tr>
<td>b) OVERHEADS - SALARIES &amp; STAFF COSTS</td>
<td>1,772,582</td>
<td>4%</td>
<td>1,708,164</td>
</tr>
<tr>
<td>c) OVERHEADS - ADMINISTRATION COSTS</td>
<td>51,379</td>
<td>-11%</td>
<td>57,447</td>
</tr>
<tr>
<td>d) OVERHEADS - CENTRAL SERVICES</td>
<td>615,858</td>
<td>6%</td>
<td>581,883</td>
</tr>
<tr>
<td>e) OVERHEADS - DEPRECIATION</td>
<td>158,151</td>
<td>29%</td>
<td>123,012</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>5,625,970</strong></td>
<td><strong>3%</strong></td>
<td><strong>5,454,700</strong></td>
</tr>
</tbody>
</table>
Warwick Arts Centre Board Membership 2012/13

John Leighfield CBE (Chair)
Professor Oliver Bennett
Mr Richard Perkins

Professor Mike Waterson
Alan Rivett
Dr Ian Nussey

Mrs Linda Holmes
Ms Kate Organ
Mr Roger Cadbury

Silkie Cragg
Observer Rachael Griffin/
Segun Lee-French

Warwick Arts Centre is a resource provided by The University of Warwick.
We gratefully acknowledge the support of the following organisations:

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