

# DE LA WARR PAVILION CHARITABLE TRUST

England & Wales · Charity number 1065586

## Details

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Other names	DE LA WARR PAVILION CHARITABLE TRUST LIMITED, DE LA WARR PAVILLION
Status	Registered
Legal form	Charitable company
Company number	<a href="#">03446307</a>
Registered	1997-11-07
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Website	<a href="http://www.dlwp.com">www.dlwp.com</a>

## Activities

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**Objects:** (1) TO PROMOTE, MAINTAIN, IMPROVE AND ADVANCE EDUCATION NATIONALLY FOR THE PUBLIC BENEFIT PARTICULARLY BY THE PRESENTATION OR PRODUCTION OF EDUCATIONAL PLAYS, CONCERTS AND EXHIBITIONS; EDUCATION AND EXHIBITIONS RELATING TO 20TH CENTURY MODERNIST ARCHITECTURE AND THE MODERN MOVEMENT, AND THE ENCOURAGEMENT OF THE ARTS INCLUDING THE VISUAL AND PERFORMING ARTS INCLUDING (BUT NOT LIMITED TO) DRAMA, MUSIC, FINE ART, ARCHITECTURE AND PHOTOGRAPHY. (2) TO PROMOTE THE BENEFIT OF THE INHABITANTS OF ROTHER, EAST SUSSEX AND THE SURROUNDING AREA BY THE PROVISIONS OF THE FACILITIES IN THE INTERESTS OF SOCIAL WELFARE AND WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE FOR THE SAID INHABITANTS BY PROVIDING, MAINTAINING AND MAKING AVAILABLE A THEATRE, ART GALLERY, PUBLIC HALL, RECREATION CENTRE AND OTHER FACILITIES FOR RECREATION AND LEISURE-TIME OCCUPATION. (3) TO PRESERVE AND MAINTAIN FOR THE PUBLIC BENEFIT THE DE LA WARR PAVILION IN BEXHILL AND SUCH OTHER FEATURES ASSOCIATED WITH THE PAVILION AS ARE OF SPECIAL HISTORICAL OR ARCHITECTURAL INTEREST.

**Activities:** Free access to the Grade One Listed De La Warr Pavilion. Four major exhibitions a year - free of charge. All year programme of live performance. All year programme of educational projects, classes and workshops. Tours of the building.

## Classification

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- **How:** Provides Buildings/facilities/open Space, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Arts/culture/heritage/science, Environment/conservation/heritage
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies, The General Public/mankind

## Geography

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- **Area of benefit:** ROTHER, EAST SUSSEX AND THE SURROUNDING AREA
- East Sussex

## Finances

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Period end	Income	Expenditure	Assets	Employees
2025-03-31	£3,921,422	£4,374,175	£5,600,748	59
2024-03-31	£4,699,849	£4,721,466	£6,053,501	64
2023-03-31	£3,875,883	£4,401,699	£6,075,118	65
2022-03-31	£4,081,355	£3,612,531	£6,600,934	54
2021-03-31	£3,018,211	£2,256,769	£6,132,110	49

## Trustees

Name	Role	Appointed
<b>JULIAN BIRD</b>	Chair	
Anna Starling		2023-09-29
Cllr Kathryn Margaret Field		2023-12-15
Councillor Hazel Timpe		2020-10-09
<b>DAVID EDWIN GEORGE GETTY</b>		2024-03-12
Henry Abosi		2022-09-23
Joanne Calladine-Evans		2022-11-16
Judy Cligman		2019-10-07
Lawrence Zeegan		2015-06-26
Lucy Homer		2022-10-26
Peter Christopher Watters		2024-03-12
Yasufumi Nakamori		2022-11-16

**DE LA WARR PAVILION CHARITABLE TRUST**

England & Wales - Charity number 1065586

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# Accounts

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**CHARITY NUMBER 1065586  
COMPANY NUMBER 03446307**

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST MARCH 2025**

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**LEGAL AND ADMINISTRATIVE INFORMATION**

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**Charity name:** De La Warr Pavilion Charitable Trust

**Charity registration number:** 1065586

**Company registration number:** 03446307

**Registered office:** De La Warr Pavilion  
Marina  
Bexhill on Sea  
East Sussex  
TN40 1DP

**Trustees:** Julian Bird OBE, Chair  
Prof Lawrence Zeegen  
Judy Cligman  
Cllr Hazel Timpe  
Daphne Thissen  
Henry Abosi  
Yasufumi Nakamori  
Lucy Homer  
Joanne Calladine-Evans  
Anna Starling  
Cllr Kathryn Field  
Peter Watters  
David Getty

**Chief executive officer:** Stewart Drew

**Bankers:** Lloyds Bank  
17 Wellington Place  
Hastings  
TN34 1NX

**Statutory Auditor:** Sumer Audit  
Chartered Accountants & Statutory Auditors  
2 St. Andrews Place  
Lewes  
East Sussex  
BN7 1UP

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2025**

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The trustees present their report and the financial statements for the year ended 31 March 2025. The trustees, who are also directors of De La Warr Pavilion Charitable Trust for the purposes of company law and who served during the year and up to the date of this report are set out on page 1.

**Structure, governance and management**

**Governing document**

De La Warr Pavilion Charitable Trust is a company limited by guarantee, governed by its memorandum and articles of association which were last amended on 28 January 2004. It is a charity registered with the Charity Commission.

**Appointment of trustees**

The board of trustees should comprise fourteen elected persons and two members nominated by Rother District Council. Trustees are appointed in order to give a broad and diverse range of expertise in a number of fields relevant to the charity, including finance, arts practice and management, architecture, human resources and local knowledge. Potential new trustees submit an application to the board of trustees for their consideration and majority approval. At the Annual General Meeting, one third of the trustees resign, being the longest serving trustees. All retiring trustees are eligible for re-election, save that no trustee can serve for an aggregate period in excess of six years, unless agreed by a two-thirds majority.

**Trustees induction and training**

New trustees undergo an orientation session to brief them on their legal obligations under charity and company law, the content of the memorandum and articles of association, the decision making processes, the business plans and recent financial performance of the charity. They are given a tour of the building and an outline of the work of the various departments.

**Organisation**

The board of trustees and finance and trading sub-committee meet at least four times a year. The board of trustees have three key areas of responsibility; financial, managerial and administrative. They are responsible for safeguarding the assets of the charity; ensuring that the charity fulfils its objectives and that the charity complies with all current legislation. The board of trustees approves the annual business plan, the programme of activities and the annual budget, and are presented with updated reports at meetings. Any significant changes to the business plan and budgets are approved by the board. The board delegates the responsibility of the day to day management of the charity to the Director and the senior management team.

**Risk management**

The trustees have a risk management strategy which comprises an ongoing review of the risks the charity may face; the establishment of systems and procedures to mitigate the identified risks; and the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

There is also a Disaster Action Plan specifically for the galleries.

**Objectives and activities**

The De La Warr Pavilion is a centre for contemporary art in an architectural icon of the modernist movement. Created in 1935 by Eric Mendelsohn and Serge Chermayeff, it was the original vision of its champion, the 9th Earl De La Warr to create a major cultural institution in the heart of Bexhill on Sea.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2025**

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In 2005, following many years of physical deterioration and decline of its cultural aspiration, the Pavilion reopened as a new artistic flagship comprising 500 sq metres of gallery space, a 1,000 seat auditorium, an education and community studio, café and restaurant, shop and administrative facilities. Whilst much of the building underwent a programme of repair and restoration, significant effort was made to refurbish the building in keeping with its vision and the needs of a 21st century community. The cost of this capital programme was £9 million, raised primarily from Lottery sources, charitable trusts and foundations and individual donors.

The Pavilion is governed by the De La Warr Pavilion Charitable Trust who took responsibility for the stewardship and management of the building and its activities in 2003 prior to the capital development programme, under the terms of a 99 year lease granted by its freehold owners Rother District Council. Core revenue funding is underwritten by two principal stakeholders, Rother District Council and Arts Council England, together with further project investment from trusts and foundations and individual patronage. Profits derived through its commercial trading subsidiary support the overall operations and activities of the organisation.

**Vision**

The vision for the De La Warr Pavilion, in keeping with the spirit with which it was originally created, is to be a cultural flagship offering a world class programme to audiences and visitors locally, regionally and nationally, enriching the everyday life of its community.

**Public benefit**

In setting the charity's objectives and planning its activities the trustees have given consideration to the Charity Commission guidance on public benefit.

The De La Warr Pavilion is open to the public, free of charge, for every day of the year apart from Christmas day. Entrance to the gallery exhibitions and tours is also free.

Our education programme is either free of charge or heavily subsidised.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2025**

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**STRATEGIC REPORT**

**Vision, Mission and objectives**

De La Warr Pavilion

Established 1935, modern ever since

**Vision**

To be a flagship centre for the arts and a vibrant cultural hub for the south-east, owned by our communities and known for our programme nationally and internationally. Responding to our world class architecture and living heritage, to allow greater access to creativity and cultural experiences, and to ensure culture-led regeneration for the region into the next decade and beyond.

**Objectives**

1. Produce, present and promote a high-quality programme of modern and contemporary work that responds to the needs and aspirations of both artists and audiences.
2. Enable artists of every culture and discipline to create new work or present new experiences of existing work within an environment committed to excellence and best professional practice.
3. Work with diverse audiences to engage them with the Pavilion and our artistic programme, making it relevant to them as a visitor or participant.
4. Conserve the Pavilion's fabric, its unique Grade 1 listed architectural status and to promote it through public and artistic programmes.
5. Maintain a viable, resilient and sustainable business model, seeking to diversify income streams by growing fundraising and commercial activity.
6. Be a catalyst for the cultural, economic, tourism and social regeneration of Bexhill and the surrounding region.

**Values**

- Bold & ambitious
- Create opportunity & inspire creativity
- Professional & honest
- Inclusive, respectful & empathetic
- Kind & compassionate

The Board provides guidance, expertise and support to the organisation and currently has these key areas of focus:

- Finance & Trading
- Capital Appeals Committee / LUF Capital Project Board
- Equality, Diversity and Inclusion

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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FOR THE YEAR ENDED 31 MARCH 2025**

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**Core Revenue Funding**

- Arts Council England National Portfolio Organisation revenue funding for 2024-2025 of £517,785.
- ACE's November 2024 risk assessment of DLWP notes a slightly lower risk level of 7 due to improvements in energy costs however ongoing cost of living challenges and the need for large scale capital work are ongoing. ACE notes DLWP has an active risk management strategy in place that continues to be well controlled by a highly effective senior management team, further supported by robust/expert governance from the board of Trustees.
- The new Rother District Council 3-year funding agreement (2024 – 31 March 2027) came into effect from 1 April 2024; the core grant is £477,000 per annum with an additional planned maintenance grant of £59,139. The percentage increase to the maintenance grant, together with the community grant were removed in this funding round.
- RDC's core revenue funding is key to securing the ongoing match ACE funding at sustained levels and which together typically accounts for around 20% of the organisation's annual turnover.
- Turnover is then typically made up of approximately:
  - 28% Public Subsidy (ACE & RDC)
  - 47% Trading & Fundraising
  - 25% Box Office Receipts

In addition to annual revenue funding:

- Fundraising activity contributed over £300k to the organisation.
- Trading Profits contributed over £325k to the organisation.

*For community Engagement & Skills (secured in 2024/25);*

- We secured £200,000 from Esmée Fairbairn Foundation for the Creative Sidley Project, and £900,000 for Coastal Catalyst, a partnership with Brighton Dome & Festival to provide young people with pathways into creative careers as an extension of the very successful Talent Accelerator project. The Coastal Catalyst funding will develop four regional hubs from Bognor Regis to Bexhill, with Sidley being a key part of our delivery.

*Reimagine - Art Fund - £45,000 over two years*

- This funding from Art Fund, a national visual arts funder will give us time to deeply research and reimagine our approach to partnerships. By 2027 we will make it easier for families, young people, displaced people, disabled adults, and older people to access our venue. We'll reimagine our partnerships with community arts organisations, and test new models of co-curation to instigate positive structural change for diverse creativity and art making in Rother. The funding is vital to support partnership working within our community. It's important to utilise existing strategic partnerships and projects including Talent Accelerator, Coastal Culture Trail organisations and Esmee Fairbairn funded youth creativity programme Creative Sidley. We will be more resilient and sustainable as an organisation, inspiring more creativity and making the arts in Rother more inclusive.

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**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2025**

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*Private Foundation - £220,000 over 3 years*

- Supporting the growth, viability and financial sustainability of De La Warr Pavilion with increased digital skills and leadership - funding two fixed term roles: Data and Insights Manager and Digital R&D Manager, driving revenue and capacity growth. This funding will dramatically reimagine our digital presence and the use of data as a significant income generation tool across our whole organisation. With this investment we will build digital skills by:
  - Contracting two new fixed term posts to transform and establish our digital presence: a Data and Insights Manager to provide strategic overview and subsequent action plan of online audience engagement and income generation, and a Digital R&D Manager to reimagine our digital presence to ensure that we meet our audience development and income generation goals for the future.
  - Optimising our existing website for income generation in the short term
  - Training for existing staff
  - Developing digital marketing strategies
  - Creating the framework and brief for a new website
  - Taking significant steps forward to meet our ambitious post-capital redevelopment targets
  - Engaging a Digital Engagement Manager (NLHF funded) to ensure that skills are retained and implemented for the future.

Key areas of work moving forwards:

- **Building:** Conserve the Grade I Listed Building including crucial ongoing maintenance and key development through DLWP's transformational major capital project.
- **Diversity, Inclusion & Anti-Racism:** Become even more of an asset for our community and serve a wider range of cultural and social needs through increasing and diversifying audiences, workforce development and board diversification.
- **Exhibitions:** Showcase the best in world class contemporary art through a rich and imaginative programme of work by international, national and local artists.
- **Live:** Deliver a vibrant programme of music, comedy and performance inside and outside the building including festivals and original programming.
- **Learning & Participation:** Expand and deepen engagement with local communities.
- **Skills:** Develop work experience and apprenticeship opportunities through Talent Accelerator to help young people get into the Creative Industries.
- **Partnerships:** Continue to consolidate and grow community partnerships, embedding the Arts Council England Investment Principles and Let's Create strategy.
- **Driving income:** Bounce-back of earned income - commercial operations will remain flexible and we will seek to extend outside operations to maximise turnover. Continued fundraising, with support and expertise of DLWP's Capital Appeals Committee.
- **Digital:** Develop an ambitious digital strategy based on our Digital Review, and refresh brand voice.
- **Environmental:** In addition to new strategies as part of the major capital project, deliver and develop our Environmental Policy Action Plan to reduce DLWP's environmental impact as we aim for net zero greenhouse gas emissions by 2030.

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**TRUSTEES REPORT  
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- **Networks:** Collaborate with other cultural partners along the coast and, building on the success of Sussex Modern, consider new and innovative operating models

**Transforming Heritage. Powering Community.**

Transforming Heritage. Powering Community. is a UK Government-funded partnership between Heart of Sidley, De La Warr Pavilion, and Rother District Council to create opportunities, inspire pride of place and strengthen community life across Bexhill and Sidley.

£19m Levelling Up funding was awarded to Rother District Council to support two capital interventions:

- Transforming and upgrading the DLWP
- Developing a community and recreation facility in the heart of Sidley, the district's most deprived area.

£17m of the Levelling Up funding is going towards DLWP's £51.9m **Icon for Everyone** masterplan capital project which aims to restore and reimagine the Pavilion. This work will underpin DLWP's transformation into a financially strong, future-ready organisation, delivering an annual organisational surplus of £89k and £14.6m additional cultural value for Bexhill by 2037. In the renovated auditorium, modernisation will increase capacity to 95,000pa, support 52 additional live events a year, deliver a 40% increase in ticket income, and sustain the projected rise in total visitor footfall to 480,000.

Refurbished spaces will make more room for creativity, supporting production training and apprenticeships, and hosting schools' programmes and community workshops – all helping to establish DLWP as a regional skills centre. Learning engagement will increase to 17,500pa and 1,500+ people each year will be supported into heritage and creative career pathways.

Our Icon for Everyone masterplan has been designed by architects Haworth Tompkins with input from local people. Key stakeholders including Rother District Council, East Sussex County Council, Twentieth Century Society, Historic England, Arts Council England and National Lottery Heritage Fund have also informed proposals.

*"We strongly support the repair of the De La Warr Pavilion's fabric, and the thorough and heritage-focused methodology with which new alterations and extensions have been designed"* Twentieth Century Society, August 2025

The goals of the project are:

- Restore the Pavilion's fabric, conserving its Grade I listed status and promote its unique heritage
- Improve the accessibility and welcome of the building and its setting
- Refurbish the auditorium, enhancing its technical capabilities, accessibility and fabric.
- Improve the public facilities within the building – foyers, bars, WCs, and spaces for events and hire
- Provide improved, inclusive spaces for learning and participation

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FOR THE YEAR ENDED 31 MARCH 2025**

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- Provide new environmental systems as part of a drive towards net zero carbon
- Maintain a viable, resilient and sustainable business model, seeking to diversify income streams
- Be a catalyst for the cultural, economic, and social regeneration of Bexhill and surrounding areas

The project comprises three phases:

- Phase 1 includes fully renovating our original auditorium, redesigned foyers for better visitor flow, a new accessible south entrance, and replacing the significant iconic windows – north stair, south stair and west fly tower.
- Phase 2 includes important improvements to the backstage area, including an artist’s lift to improve access to the stage and dressing rooms and new load-in systems for performances. A brand-new Learning Studio on the Southwest corner of the site will increase community and venue hire facilities with direct access to the lawns and seafront.
- Phase 3 includes restoration and conservation of the East Wing, new learning spaces, refurbished galleries and accessible landscaping to the south

Phase 1 will be delivered through the long-standing partnership of Rother District Council, owners of the Pavilion, and De La Warr Pavilion Charitable Trust, custodian and operator since 2003 under a 99-year lease. Phase 2 and 3 will be delivered by DLWP.

The project has secured £18,537,951 equivalent to 51.3% of Phase 1 budget with £7.6m under consideration by NLHF with a decision in December 2025. Further applications are underway or awaiting decision, alongside a Name-A-Seat fundraising campaign, Centenary Patron Programme and corporate sponsorship package.

Planning permission and historic building consent for the project was secured in October 2025 and Phase 1 is scheduled to start in 2026.

*“The De La Warr Pavilion is unique. The reborn Pavilion will enable a wider experience of art in all its forms for the residents of Bexhill and many from further afield. Here is a place where art and life come together for mutual inspiration – bravo!”*

Sir Antony Gormley 2025

**2024-2025 in figures**

We welcomed **358,622 visitors** to the building during 2024-2025. We are rebuilding visitor numbers post pandemic (2019/20 - 420,000). The building opened in the daytime 7 days a week together with selected evenings for live events.

We held **687** events and activities in and around the Pavilion including exhibitions, gigs, performances, festivals, talks, creative workshops, learning and skills development activities and community and private hires.

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(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2025**

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We sold over **70,000 tickets** to 100 performances including 3 outdoor festivals.

We continued to provide opportunities for everyone to experience the visual arts, offering **4,700 hours of free access** to exhibitions in our ground, first floor and rooftop galleries.

We presented **9 exhibitions** featuring the work of local, national, international and emerging artists from a range of disciplines.

**92% of visitors rated our exhibitions positively**, 85% of visitors agree DLWP is welcoming to the whole community and 74% agree DLWP encourages participation in community life and events.

We **engaged with over 14,000 children and young people** through our creative engagement and skills development programmes and worked with 57 primary, secondary and SEND/SEMH schools, and colleges.

We engaged **8,300 young people** in creative careers sessions, organised work experience for 82 young people, created 5 apprenticeship opportunities and 22 early creative career opportunities. We also gave 1,700 young people valuable performance or exhibiting experience.

We ran **27 free family creative events**, 4 free outdoor film screenings and hosted **59 community group and private hires**.

12% of our visitors are d/Deaf, disabled or have a long term health condition.

**94% of visitors agree the De La Warr Pavilion is good for Bexhill's image**. 41% of our live event visitors travelled 30+ minutes, 11% stayed overnight with 72% of these visiting a local restaurant, bar or shop.

We have 135 staff of which **89% live in the local area**. Our 21 volunteers gave 168 hours of their time during the year.

Our carbon footprint for 2025-2026 including waste was 463.1 tons and our **Building Energy rating is C**.

**Organisation Activity Report**

**COMMUNITY**

DLWP continued to be a vibrant, valued community resource, providing space inside and outside the building for community and private use, organising and hosting free events and activities and working with partners in Rother and beyond to improve the health, wellbeing and prosperity of the area.

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Free community events and activities at DLWP included 3 summer and 1 winter outdoor family film screenings, performances for *Bexhill After Dark* festival, and exhibition opening parties which were open to everyone. Free family creative activities included twice monthly *Art Sundays* making sessions, art activities ahead of family film screenings and workshops during the school holidays. Other free community activities taking place at DLWP included a *70s Explosion* festival, *Chess on the beach* with Bexhill Chess Club, model car racing with 1066 Racing Club, *Bexhill Triathlon* and the annual Bexhill Lions Charity *Santa Dash & Santa Paws* seafront run.

We continued to host weekly U3A art and craft classes, welcomed the East Sussex Federation of Women's Institutes for their annual conference and Bexhill Primary Care Network's *Health & Wellness Event* which offered health and wellbeing support and advice from over 40 network teams and local charities and organisations.

*'With growing pressures on the NHS events like ours highlight the power of collaboration. The DLWP is an iconic building, well-known across Bexhill and the surrounding areas. Its central location and accessibility make it the ideal venue for our Health & Wellness events. We greatly value the strong relationship we have built with the DLWP and sincerely hope to continue this successful partnership for many years to come.'* Bexhill Primary Care Network

DLWP worked closely with the local creative and cultural community, hosting exhibitions by Bexhill Artist Workspace and Bexhill Art Society and welcoming, for the 7<sup>th</sup> time, the Sussex Guild Contemporary Craft show. Community performances at DLWP included Bexhill Light Operatic and Dramatic Society, Diana Freedman's School of Dance and The East Sussex School of Performing Arts. We hosted a second Creative Community Leaders Network meeting, partnered with Flatland Projects and Beeching Road Studios to develop early careers opportunities, and in 2025 joined with Flatland and other local cultural organisations in the exciting new Bexhill Cultural Network and Bexhill Art Weekender.

Our 1,579 Members and Patrons continued to play a vital role in the life of DLWP. Our Visual Art Patrons enjoyed guided visits to exhibitions in London and Eastbourne and in March 2025 we launched *More Culture*, a free membership scheme for young people aged 16-25.

The Pavilion's volunteers continued to provide invaluable support to the organisation on activities including *Art Sundays* and leading building tours.

DLWP remained a vital hub for the business community, hosting 27 business events, conferences, meetings and functions including East Sussex County Council training sessions, an NHS awards evening and the annual Bexhill Jobs & Apprenticeships Fair. In January 2025, we launched *Learn Share Network*, a series of free events for small businesses to network, share experiences and learn something new, and we continued to support the local economy by providing employment for artists and creatives and opportunities for businesses, tradespeople and suppliers including stocking and sourcing local products for our shop and cafe and offering hospitality pop up opportunities at events and festivals.

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DLWP remained at the forefront of cultural regeneration across the region, partnering with cultural and business organisations and networks to drive tourism and economic growth and attract investment. After 10 years in the role, Stewart Drew stepped down as chair of Visit1066 but remains involved in the DMO. Stewart continued as Board member of Sussex Modern, representative for Creative Industries and visitor economy on Team East Sussex (TES), chair of Create Music and interim chair of Coastal Catalyst. Stewart also joined Bexhill Neighbourhood Board, the board of Brighton Dome & Festival and became acting chair of Sussex Music Hub.

DLWP continued to lead on Talent Accelerator, the East Sussex-wide skills programme which helps young people into the Creative Industries. We worked with Brighton Dome and partners to take forward the £900k *Coastal Catalyst* project funded by the ACE Place Partnership Fund. *Coastal Catalyst* aims to strengthen and grow Creative Skills Infrastructure and research and development and includes the establishment of new Creativity Hubs in Bexhill, Arun and Eastbourne/Newhaven with a satellite hub in East Brighton.

DLWP are East Sussex Career Hub industry champion, a Cornerstone employer, Board members of LSIP and Skills East Sussex, and chair the Skills East Sussex Digital, Creative and Media Task Force.

During 2024-25 we engaged the local community with our exciting new Capital Project through public consultations, surveys, 1-1 conversations and focus groups as part of the development phase for a National Lottery Heritage Fund application. And in April 2025 we welcomed over 500 people to our rooftop foyer to explore our plans for the conservation and development of the building.

We continued to engage with our digital community across multiple channels. We have 122k followers on social media including 74k X, 24.5k Facebook, 22k Instagram, 1.2k LinkedIn and 12.7k YouTube subscribers. Our YouTube films spanned exhibition tours, artist interviews and talks and 328 films were viewed 210k times. The DLWP website attracted 1.5m page views and 413k new users. Our extensive direct marketing programme includes monthly newsletters, targeted emailings and pre and post show emails for all ticketed shows. During 2024-25 we delivered 1.3k campaigns totalling over 4.25m emails with an average open rate of over 44%.

### **CREATIVITY**

DLWP continued *Creative Engagement*, our new approach to participation. Introduced to the organisation in 2022, the aims of the approach include creating opportunity, being more relevant to more people, reaching wider and deeper into our communities, listening and learning and giving a voice to those who are not always heard.

Family activities included our popular *Art Sundays* drop-in creative sessions and holiday workshops. We ran free sessions with Blueprint Collective, our creative group for 16 – 22 year olds, and with the Young Creatives Collective, a group of young people from asylum seeker, refugee or migrant backgrounds.

DLWP's exhibitions programme displayed world class contemporary art throughout the year in our ground and first floor galleries. Exhibitions were accompanied by a programme of making sessions, talks, tours and films.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2025**

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The 2024-25 exhibitions programme comprised:

**TSCHABALALA SELF : SEATED**

19 April 2023 – January 2026, Outdoors

Evoking the acts of resting, reflection and leisure that are part of DLWP's coastal context.

**MANUEL MATHIEU: THE END OF FIGURATION**

17 February – 27 May 2024, Ground Floor Gallery

Artworks informed by the artist's upbringing in Haiti and his experience emigrating to Montréal.

**LAETITIA YHAP : AN ENDING TO A BEGINNING**

6 April – 27 May 2024, First Floor Gallery

Intricate glimpses into the lives of the fishing community on The Stade Beach, Hastings.

**BARBARA KASTEN : SITE LINES**

22 June - 1 September 2024, Ground Floor Gallery

A response to the Pavilion's architectural features. First solo exhibition in a UK public gallery.

**REBECCA BELLANTONI: DAY AND HEAVY, JUDAH LEAVES**

22 June - 1 September 2024, First Floor Gallery

Telling the story of the intergenerational relationship between the artist and her Godmother.

**MIKE SILVA**

21 September 2024 – Sunday 26 January 2025, Ground Floor Gallery

Paintings drawn from a personal archive of photographic material. First solo institutional show.

**CALLUM HILL: E-MINOR**

21 September 2024 – Sunday 19 January 2025, First Floor Gallery

A psychedelic journey through the shadows of contemporary Western society.

**JAKI IRVINE: SSH OW**

22 February 2025 – Monday 26 May 2025

An exploration of the complex ways we imagine ourselves and the world around us.

**MICHELLE ROBERTS: RED, BLUE, UP**

**22 February 2025 – Sunday 1 June 2025**

Major new exhibition of works in collaboration with Project Art Works and Outside In.

Exhibitions ranged from works by local artists Laetitia Yhap and Michelle Roberts to internationally-acclaimed artists such as Chicago-based Barbara Kasten and Jaki Irvine who lives and works between Dublin and Mexico. We continued to provide opportunities for emerging talent, presenting first solo institutional exhibitions by Rebecca Bellantoni and Mike Silva and commissioning a new immersive video installation by Callum Hill. DLWP's support of emerging artists is of national and international significance – two of the four 2025 Turner Prize nominees, Mohammed Sami and Zadie Xa, previously exhibited at the Pavilion.

Intergenerational and adult events and activities aligned to our exhibitions programme included artist in-conversations, a textile mapping workshop, drawing, discussion and family drop in workshops, and a sound workshop. Alongside shows in our ground and first floor galleries, we displayed exhibitions in the rooftop foyer, north staircase and studio including an exhibition of audio soundings, sculptures made from salvaged plastics, exhibitions for World Refugee Week, a women's textile project and a photographic exhibition.

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DLWP continued to deliver a vibrant and varied live programme of music, comedy, talks, performance and festivals to appeal to a range of audiences. Gigs included Rag n Bone man, Lucy Rose, Kula Shaker, Average White Band, Bat for Lashes, John Grant, The Brian Jonestown Massacre, Rick Wakeman, Oysterband & June Tabor, The Vaccines, and John Cale, with Franz Ferdinand performing a special ‘outstore’ album launch. Partnering with Eastbourne and Lewes Borough Council, we also programmed gigs at Eastbourne Winter Gardens featuring Kaiser Chiefs, Travis and The Damned.

Other shows at the Pavilion ranged from a James Bond concert spectacular and performances by the Ukrainian Opera & Balletto Theatre Kyiv to comedy shows with Kathryn Ryan and Nish Kumar, talks by Lucy Worsley and Guenther Steiner and outdoor summer festivals. We trialled a small-scale comedy show format in our Café and were delighted to once again welcome patron Suzy Eddie Izzard for a sellout performance in the Auditorium to raise funds for the Pavilion.

We continued to expand the range of stock by local artists, makers and writers in our shop and our popular first floor Café Bar delivered a changing menu using seasonal ingredients sourced from local suppliers. Pre-show dining was offered for certain evening shows and our outdoor trailer bar provided additional catering at festivals, community events and during the summer daytime period. A Festive Fine Dining evening in December 2024 sold out and we introduced, in conjunction with a Spoonful of Sugar, a new ‘musical afternoon tea’ format combining a dining experience with musical theatre entertainment.

## **SKILLS**

DLWP remained at the forefront of skills development in the region. We worked with over 150 schools, colleges, universities, arts organisations, music education hubs, museums, Local Cultural Education Partnerships (LCEPs), health & wellbeing and other organisations and businesses across the year to deliver learning, skills development and career opportunities to young people.

In 2024-2025 we delivered 253 learning and skills visits, events, sessions and workshops, engaged with 14,000 children and young people and worked with 57 schools, colleges and universities.

DLWP’s learning programme for schools, colleges and universities spanned curriculum-based learning, exhibition tours, creative workshops, discussions and talks. We hosted 3 college and young people’s award and celebration nights, and a ceremony to announce the winner of the East Sussex Book Awards attended by 237 8 – 11 year old students from 15 schools.

*‘Everything little thing you did was magic. Our Washup report states that if there is another Book Award Final Show, it has to be at the DLWP! We felt so looked after and the team were brilliant. Thank you so much.’ East Sussex Library Service*

Our Skills team delivered creative careers talks and attended assemblies and careers fairs at schools and colleges across the region. Skills development activities included exhibiting and curating opportunities,

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film and game design briefs, supporting a young artist to deliver a shop window installation for *Bexhill After Dark*, setting up a Youth Board for East Sussex, developing a creative mentoring programme and working with businesses and organisations to provide valuable work experience opportunities. All work experience opportunities are promoted through the online platform Dabbble which was developed by Adventures + Wisdom Institute, De La Warr Pavilion and a range of partners.

We worked closely on skills development with organisations including Hastings and Rother Arts Education Network, East Sussex Careers Hub, Sussex Community Development Association and East Sussex Arts Partnership, and supported cultural organisations across the region and beyond to develop work experience programmes and funding applications and share knowledge. As a result of our pioneering work in Skills, DLWP were invited to join an Arts Council England Skills & Workforce sector roundtable.

DLWP continued to partner with Create Music to engage children and young people in East Sussex in high quality music learning and performance opportunities. Targets of the Create Music programme include: 90 schools taking part in whole class ensemble teaching; 5,800 pupils engaged in instrumental or vocal lessons; 100 young people engaged in inclusive music programmes (including CoLab, o360, Pier:1 and Holiday Food and Fun Club) and 2,700 children and young people taking part in *Big Sing* performances. Create Music's five Music Centres give young people at all musical levels the opportunity to join an Orchestra, Ensemble or Band. Hastings & Rother Music Centre is based at St Richard's Catholic College, Bexhill, and a new Music Centre is in development at The Pelham community hub in Sidley.

Create Music events at DLWP included a takeover of our outdoor stage by bands and performers from local schools and colleges and the *One Voice Festival of Singing*, a series of festive concerts featuring schoolchildren at DLWP, Glyndebourne and the Brighton Centre.

Other music performance and participation activities at DLWP included Bexhill Festival of Music *Big Summer Sing*, Bexhill Primary Schools Christmas Concerts, community shows by Diana Freedman school of Dance and East Sussex School of Performing Arts, student performances with Hastings Sinfonia and secondary school pupils joining a rehearsal and meet the team session with the Royal Philharmonic Orchestra.

*'It's been a busy few days and I've only really just processed what an amazing day we had. I know you don't like the praise but we could not do it without you and the wonderfully talented, flexible and patient theatre crew and FOH team.'* Big Summer Sing

Through our relationships with Create Music, Royal Philharmonic Orchestra, Bexhill Festival of Music, Hastings Sinfonia, schools, colleges and community organisations, we provided music-related performance, participation and engagement opportunities to 2,500 children and young people in the 2024-25 academic year.

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We continued to run *Pavilion Lates*, our twice yearly evening cultural events by and for local young people. The January 2025 event showcased short films developed in workshops by our Blueprint Collective and created by Benbow Youth Film Collective, a St Leonards based young people's film group run by The Bright Foundation. The June 2025 event, presented by Bexhill College, featured artworks, film screenings, drama performances, and a college band.

Aimed at breaking down barriers to arts and culture and developed by young people for young people, our new *More Culture* membership scheme for 16 – 24 year olds offers discounts in the DLWP Café and Shop, the opportunity to win free gig tickets, exclusive events and a regular newsletter. Over 100 young people have joined to date and we are in discussions with cultural organisations across the region to extend the scheme.

We continued to partner with Flatland Projects, awarding a fellowship for a young curator and supporting the Artist Studio Development programme which provides 5 local emerging artists with mentoring and subsidised studio space at Beeching Road Studios.

In March, DLWP once again hosted *Bexhill Jobs & Apprenticeships Fair*, offering jobs and opportunities at all levels. A not for profit community initiative, the fair involved over 50 exhibitors and welcomed 700 visitors, 40% of whom were unemployed and 26% in full-time or part-time employment, with the most popular reasons for visiting being a new job, an apprenticeship and a career change. Feedback included:

*I think I found the job! (visitor)*

*Great event for young people and adults in the area (visitor)*

*Excellent way to get our activities in front of young people (exhibitor)*

*It was an excellent day. Well run and many good contacts made (exhibitor)*

Including adults, DLWP engaged 16,987 people in 2024-25 in formal and informal learning through exhibition visits, tours, workshops, creative sessions, events, performance opportunities and skills development activities.

<i>Stage/age</i>	<i>Participants</i>
Key Stage 2: Years 3 to 6 (8-11 years old)	1814
Key Stage 3: Years 7 to 9 (12-14 years old)	2199
Key Stage 4: Years 10 to 11 (15-16 years old)	3526
Key Stage 5: Years 12 to 13 (17-18 years old)	2526
0-19 mixed ages	3585
20+	3337
<b>Total</b>	<b>16,987</b>

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**Schools and Colleges engaged with**

**Primary**

All Saints CE Primary School  
All Saints CE Junior Academy  
ARK Little Ridge Primary Academy  
Beckley CE Primary School  
Breakwater Academy  
Catsfield C of E Primary School  
Chantry Community Primary School  
Crowhurst C of E Primary School  
Dallington C of E Primary School  
Gildredge House School  
Glenleigh Park Primary Academy  
Hawkes Farm Academy  
Heron Park Primary Academy  
School  
King Offa Primary Academy  
Little Common School  
Ninfield C of E Primary School  
Northiam C of E Primary School

Ore Village Primary Academy  
Pebsham Primary Academy  
Punnets Town Community Primary School  
Robsack Wood Primary Academy  
Sacred Heart Catholic Primary School  
Sedlescombe CE Primary School  
Shinewater Primary School  
Southover C of E Primary School  
St John's Meads C of E Primary School  
St Mary Magdelene Catholic Primary  
St Paul's CE Academy  
St Peter & St Paul C of E Primary School  
St Thomas' Church of England Aided Primary  
School  
Stafford Junior School  
Stone Cross School  
Wallands Community Primary School

**Secondary**

Ark Alexandra Academy  
Bexhill Academy  
Cavendish School  
The Hastings Academy  
Hazel Court School  
Headstart School  
Heathfield Community College  
Peacehaven Community School  
Ratton School  
Robertsbridge Community College  
Rye College  
Saxon Mount School  
Seaford Head School  
Seahaven Academy  
St Catherine's College  
The St Leonards Academy  
St Richard's Catholic College

**SEND**

Glyne Gap School  
St Mary's Special School & College

**Special**

Lansdowne School

**Post 16**

East Sussex College Group  
Bexhill College  
DV8  
The Mount Camphill Community

**Higher Education**

BIMM University  
University of Brighton

DLWP continued to provide valuable skills development and career growth opportunities to local people. Our Auditorium Technical Manager, who joined the organisation 20 years ago on work experience, recently moved on to a senior Tech role at the Barbican. And after 4 years at DLWP, our Head of Visual Arts, who grew up in the area and attended Bexhill College, was appointed Director of Kunsthall Stavanger in Norway.

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**EQUALITY, DIVERSITY AND INCLUSION**

DLWP continued to deliver on its Equality, Diversity and Inclusion action plan which was developed with the support of external consultants and input from staff through a series of workshops in 2022.

Over the past year, we supported and gave voice to under-represented groups by partnering with organisations including: Afri-Co-Lab, Amaze, Bexhill Dementia Action Alliance, Bright Foundation, The Bexhill Hub for Ukraine, Bexhill Primary Care Network, Come As You Are, Culture Shift, Earl's Café, East Sussex County Council Special Educational Needs and Disability Services (SEND), Eggtooth, Equal Arts, Explorers Network, Hastings & Rother Arts Education Network (HRAEN), Home Live Arts, Heart n Soul, Heart of Sidley, Little Gate Farm, Migrants in Culture, The Parchment Trust, The Pelham, Priority 1-54, Playing the Race Card, Project Art Works, Refugee Buddy Project Hastings, Rother and Wealden, Rother Race Action Alliance, Rother Voluntary Action, Sanctuary Café Eastbourne, Sussex

Community Development Association, Sussex Partnership NHS Trust, Transition Town and Youth Employability Service, We Out Here.

Our exhibitions programme continued to champion artists from diverse backgrounds and raise questions of race, gender, sexuality and identity. Examples include exhibitions by Rebecca Bellantoni, Mike Silva, Jaki Irvine and the extension of Tschabalala Self's sculpture Seated on the seafront lawns. We are delighted that Self was chosen for the 2026 Fourth Plinth Commission in Trafalgar Square.

Activities in support of global majority audiences included hosting an Afri-Co-Lab Freedom Bus event featuring an exhibition tour and a self-led workshop, and a screening evening during Black History Month in partnership with Ten66 Television and Playing The Race Card. The screening included an episode of the sitcom Desmond's, the film Rye Lane and a Q&A with Desmond's writer and director Trix Worell.

DLWP continued to partner with the Refugee Buddy Project, Hastings, Rother & Wealden, to support local people from asylum seeker, refugee and migrant backgrounds. We hosted two exhibitions for World Refugee Week, one featuring works developed during *Stitch for Change* textile workshops, the other with works by the Young Creatives Collective developed during a two week residency at Flatland Projects. We continued to host weekly English lessons for the local refugee community and in March 2025 hosted performances by the Bexhill based Ukrainian Voices of Volya alongside a photographic exhibition about the choir in the rooftop foyer.

Activities in support of the LGBTQIA+ community included a drawing workshop on queer domestic spaces and a discussion reflecting on themes of queer and chosen families in response to Mike Silva's exhibition. Talent Accelerator introduced *Are We Left Behind*, a project to help young queer identifying creatives take their first steps into the creative industries.

In November 2024 we brought together representatives from the local creative community for a leaders networking evening. Organisations represented were The Refugee Buddy Project, 18 Hours events,

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Flatland Projects/Beeching Road Studios, Bexhill Museum, The Pelham, Eggtooth, Afri Co-lab, Culture Shift, Rother Voluntary Action, Love Art By The Sea, Soundcastle, Young Creatives Collective and Trinity Laban Conservatoire of Music and Dance.

DLWP continued to support young people from disadvantaged backgrounds. Activities ranged from *Holiday Food and Fun* clubs in Bexhill and Sidley, in conjunction with Create Music and Bexhill Museum, for children of families receiving benefits-related free school meals, to trialling mentoring with small groups of young people, the first in their family to attend Higher Education, at the University of Brighton and East Sussex College. Responding to the cost challenges faced by some schools of travel to exhibitions, we remained a venue for Hyundai's *Great British School Trip* grants for schools initiative.

In May 2024, we worked with East Sussex County Council Children's Services to develop a creative celebration event for 100 young Care Leavers, featuring music, cooking, art and fashion with guest speakers and musicians who had experienced time in care themselves.

*'The event was a huge success for all concerned and you and your team were certainly part of the reason for that. It has been brilliant working alongside you and a real highlight of my working life.'* Care Leavers Event

In early 2025, we launched our exciting new *Creative Sidley* project for 11 – 16 year olds funded by the Esmée Fairbairn Foundation. Led by a Sidley-based project manager in collaboration with local partners, a group of 11 young people meet fortnightly with activities including developing an activity programme, helping select the project's first artist in residence and a visit to London. Learnings from *Creative Sidley* will help shape creative and skills programming for the new Sidley Community Hub, enabling local people and artists to lead creative and cultural activity in their communities.

In Autumn 2024, we ran a series of workshops and presented *All Us Women*, a powerful exhibition of textile works in the rooftop foyer created by women with lived experience of domestic violence. A sister exhibition to the show displayed at Flowerfield Arts Centre in Northern Ireland.

DLWP continued to support neurodiverse people and those with physical and learning disabilities through creative engagement activities. We ran *Beyond Imagination & Limits*, a series of inclusive workshops in conjunction with The Parchment Trust for adults with complex needs, which culminated in a joyful gig featuring performances by bands, poetry readings and an installation of paintings and drawings. In summer 2024, Active Arts, the visual and performing arts project run by Hastings & Bexhill Mencap, performed *Let's Do It!*, an evening of comedy, dance, film and musical theatre, and returned to DLWP in 2025 with *Let's Get Loud!* hosted by comedian Henning Wehn.

*'We felt the show was a great success, each year we feel stronger as a whole team, students and staff together, made possible by the support given to us by everyone at the DLWP. Please thank your team again, we know how hard they work.'* Active Arts

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In February 2025, 100 students from Glyne Gap, a school for pupils aged 2-19 with severe and profound learning disabilities, attended a supported film screening, and in Summer 2025, pupils from Glyne Gap and St Mary's, a specialist school for children with speech, language and communication, joined with other local schoolchildren to perform in the *Big Summer Sing*.

*'A very big 'Thank You' for hosting our whole school cinema trip on Wednesday. As always, the team at the DLWP were brilliant and so supportive. Please know that we always really appreciate all the staff at the DLWP who support our trips and are always so welcoming and helpful.'* Glyne Gap School

Michelle Roberts' Spring 2025 exhibition continued DLWP's long standing partnership with Project Art Works, a Turner Prize nominated collective of neurodiverse artists and activists based in Hastings. Our relationship with Project Artworks began with a group show over 10 years ago and has since included several exhibitions and an ongoing programme of creative workshops for members of the collective and their carers. Michelle Roberts was nominated for the Sky Arts Awards' Visual Art category in 2025.

DLWP continued to partner with Bexhill Dementia Action Alliance on *Art & Reminiscence*, a series of art and craft workshops for people living with dementia and their carers, while Jaki Irvine's installation *Ack Ro* featured an arrangement of images and sounds informed by the disorienting effects of dementia. We also continued to partner with Little Gate Farm who offer paid jobs for adults with learning disabilities and autism. Following recruitment of a Gallery Assistant through Little Gate, supported internships, apprenticeships and employment are being incorporated in DLWP's internal skills plan.

We ran BSL exhibition tours and supported exhibition viewings for visitors with complex support needs, their families and carers, and produced inclusive exhibition materials and interpretive tools including large print captions, films and audio recordings of wall texts. This year we also introduced sensory bags for neurodiverse visitors and acquired a braille printer.

During 2024-25 we improved access to our digital content by introducing alt text (a brief description behind digital images for those reliant on screen readers) on dlwp.com, our social media channels and in our newsletters. Offline access initiatives included introducing a large print menu at the entrance to our Café Bar & Kitchen and, to help combat digital exclusion, distributing 8,000 printed *What's On* brochures for summer 2025. *Bexhill Jobs & Apprenticeships Fair* included, for the second year, an afternoon Quiet Time for d/Deaf and disabled visitors and those with access requirements. New fair initiatives included large print materials and a tailored confidence-boosting workshop to help participants connect, feel supported and have time to ask questions.

12% of DLWP visitors identify as d/Deaf, disabled or have a long term health condition.

## **ENVIRONMENTAL**

DLWP remains committed to reducing our impact on the environment, focussing on energy efficiencies, water usage, recycling, waste minimisation and local & ethical procurement.

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In May 2022 we commissioned a Display Energy Certificate where energy use is measured and rated A-E. DLWP scored a C rating.

Working with specialist consulting engineers Buro Happold, we developed a new Environmental Sustainability Strategy. This is based on the Theatre Green Book which sets standards for theatre buildings, productions and operations unlocked by capital investment in green solutions. DLWP is aligning itself with Rother District Council's vision and strategy to be a carbon neutral district by 2030. The aim is to enable, encourage and accelerate the reduction of greenhouse gas emissions across the district. The RDC and DLWP Green Teams have begun to liaise and meet regularly to ensure our organisation understands how the council is moving forward.

Through our Environmental Action Plan, we continued to minimise our environmental impact and reduce costs. Our carbon footprint for 2024/25 was 431.6 tonnes (including waste), 267.6 (excluding waste). We continued to report to Julie's Bicycle, the annual submission of energy readings, to ascertain and benchmark carbon footprint.

Our staff Green Team continued to champion recycling and all teams sought ways to minimise environmental impact. As examples, organising work patterns to minimise travel, creating work experience opportunities accessible via public transport, turning drapes used an awards ceremony into table linen and using online forms to eliminate the use of paper resources.

In response to changes in legislation relating to commercial recycling, food waste bins have been introduced in the Kitchen, Café, Front of House and Admin office areas.

We have a green electricity supply contract in place and a zero to landfill policy, recycling paper, cardboard and glass, with any waste which cannot be recycled sent to an anaerobic digestion plant to generate electricity. The resulting ash is used to make road aggregate.

DLWP's 2024-25 exhibitions programme reflected environmental themes. *Laetitia Yhap: An Ending To A Beginning* brought into focus the precarity of the fishing industry in Hastings and further afield and how it is impacted by rising sea levels, mechanisation and contamination.

Environmental related activities across the year included *Culture Declares Emergency South East Cultural Assembly*, a day of talks, discussions, activities and exploration; our Blueprint Collective creating planters as part of Grow Wild, a project with Royal Botanic Gardens, Kew; an experimental sculpture session exploring the building, the environment around it and how the seasons affect the landscape, and a sustainability session as part of our Learn Share Network series for businesses.

DLWP were confirmed as the representative venue for East Sussex alongside leading contemporary art venues across the UK for *Remember Nature*, the acclaimed art project and Day of Action set to mark its 10-year anniversary on 4 November 2025 with a new call to action in light of the climate crisis.

We continued following a set of environmental principles in relation to exhibition-making. These include re-using, recycling and donating; sharing resources with local institutions where possible;

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repairing instead of dumping; avoiding using supply chains with a high carbon footprint; shipping artworks by sea rather than air where possible and using sustainable kit in the galleries.

## **BUILDING**

### **Annual spend, repairs and maintenance from core revenue budget.**

The Pavilion has set in place annual maintenance contracts for:

- Plant equipment, including boilers, heating and ventilation, gallery environmental controls, ventilation
  - Cleaning and Hygiene
  - Security and Fire Alarms
  - Firefighting equipment
  - CCTV maintenance
  - Passenger and goods lifts
  - Storm pipes & drains
- 
- PAT testing and safety checks
  - Pest control
  - Kitchen and refrigeration equipment
  - Security shutters
  - Gardening

In addition, the Duty General Management team make regular inspections of the building, overseen by the Director of Operations. The team has developed a maintenance check plan, which covers daily, weekly, monthly and quarterly checks.

The 2024/25 combined annual budget for Maintenance Contracts, General Repairs, Health & Safety and cleaning was £231,065 (gross).

Maintenance contract costs and general repairs rise year on year; however, we have good relationships with all our suppliers and continue to review and negotiate the best possible contract deals with them.

Maintenance and replacement plan detailed in schedule 1, attached.

### **Utility Costs**

It should be noted that DLWP has been severely impacted by the sharp rise in energy prices with costs rising from £75k pre pandemic to c.£216k in 2024/25. This, together with the impact of the cost-of-living crisis, remains a key risk which is being closely monitored and actively managed on an ongoing basis.

### **Staff Costs**

We currently employ around 135 staff on payroll, 89% of whom are from the Bexhill and Hastings Area.

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Day to day operational costs rise directly in line with minimum wage increases which has grown by 141% since 2018/19. In addition, National Insurance increases will add approximately £70k to the staffing budget in 2025/26. Core revenue grants have remained at a standstill for since 2005.

**2024/25 Audited Financial Statements**

**Financial Strategy**

The focus of the current Financial Strategy is to deliver the capital refurbishment of the De La Warr Pavilion and to develop a resilient and sustainable post-capital business model. Achieving this will require further increases in - and diversification of – earned and raised income. It will also be necessary to continue to operate a lean and efficient operating model.

**Reserves policy**

It is the intention of the Trustees to have an unrestricted fund balance of £400,000, this being approximately 2 month's core operating costs. As at 31 March 2025 the unrestricted funds balance was £77,744 (2024: £91,866).

£77,744 is 19% of the target unrestricted fund balance of £400,000. It is the Trustees' intention to build unrestricted reserves of £400,000 by 2032.

**Trustees serving during 2024/25**

**Julian Bird OBE (Chair)**

Julian is the Chief Executive of global production company Green Room Ents Ltd which he co-owns with theatre owner and impresario Nica Burns. Until late Spring 2022, Julian was Chief Executive of the Society of London Theatre and UK Theatre and was the Executive Producer for The Olivier Awards and UK Theatre Awards. Prior to his time at SOLT, Julian was the Chief Operating Officer of Tate Galleries.

**Judy Cligman (Vice Chair)**

Judy Cligman is a former director at the Heritage Lottery Fund, overseeing a rich portfolio of heritage projects across the whole of the UK. An architectural historian, graduating from UCL and the Courtauld Institute of Art, she worked with English Heritage and Essex County Council, and has over 30 years experience in heritage conservation and funding. She is a former Trustee of Historic Buildings and Places and Trustee of Great Dixter. Now retired, she is developing her pottery skills as a member of Common Clay in Bexhill, and is an enthusiastic advocate for the local and international significance of the De la Warr Pavilion.

**Henry Abosi**

Henry is an architect and Founding Principal of Tableaux Studio, currently based in Dallas. Prior to starting his practice in 2022, Henry worked for several award-winning firms in London. Beyond architecture practice, he has been involved with several prominent art institutions in Cape Town and was editor-in-chief of BeFront Magazine, a design publication he launched in 2015. Throughout his career, Henry has been involved with academic institutions in different regions and is currently appointed as Visiting Associate Professor at the University of Texas, Arlington.

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**Joanne Calladine-Evans**

Joanne is a Programme Leader at the Centre for Educational Leadership at University College London Institute of Education. Her role entails developing and curating content for Specialist National Professional Qualifications and providing operational support for the implementation of programmes both Nationally and Internationally. Prior to joining the Centre for Educational Leadership team at UCL, Joanne was one of the executive directors of Fulcrum Learning Ltd, a company that had as its core purpose connecting schools, communities and resources to support school leaders in ensuring opportunities for all. Joanne has over 30 years experience in education as a senior leader, facilitator, coach and teaching school director for leading networks and alliances in all phases and really enjoys building effective relationships and helping professionals to achieve excellent outcomes.

**Councillor Kathryn Field**

Kathryn has been an elected member of East Sussex County Council since 1992 and Rother District Council since 2007. She has held positions of responsibility on both councils. She is an experienced charity trustee having chaired Action in Rural Sussex for 7 years and South East Rural Community Councils for 8 years. She has also chaired Pestalozzi International Children's Village and Sedlescombe Primary School board of governors. Kathryn has been a board member of Sussex Careers.

**David Getty**

David is a recently retired Solicitor, having spent the last 10 years of his career as Managing Partner of Sussex law firm Gaby Hardwicke. Before that he headed up the firm's Commercial Law department, specialising in intellectual property.

Prior to joining Gaby Hardwicke David was a senior associate with a 'Magic Circle' firm in the City, where he advised on intellectual property aspects of corporate transactions, as well as handling trade mark litigation. He has acted for one of the world's leading computer games companies, an international news and information company, an ITV franchise holder, a global 'A' list rock musician and a Formula One racing driver. Living in Bexhill, David is also a Founder Patron of the Instrumentalist of the World, a former Trustee of the Bexhill Festival of Music, and a former President of the Bexhill Chamber of Commerce.

**Lucy Homer**

Lucy is a practising artist focused on capturing the energy and immediacy of the world through abstraction from her studio in Kent. Her corporate executive career was leading the Design and Technical department at Lendlease with a wide remit across Europe with projects ranging in value from £20million up to £1.6billion; 10,000 homes at Elephant Park to Google's London HQ. She is an architect by background and spent 10 years of her career leading the redevelopment of BBC Broadcasting House.

**Yasufumi Nakamori**

Nakamori is Vice President of Arts and Culture, Asia Society, and Director of Asia Society Museum in New York City. Until August 2023, Nakamori was the Senior Curator of International Art (photography), Tate, where he led the development of Tate's collection of photography as well as the strategy for representing photography in the programme at Tate Modern; developing and curating exhibitions, including Zanele Muholi (2020-21), and numerous collection displays. He also advised on

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initiatives on Asian and Asian diaspora art in programming at Tate Modern, and provided strategic management for photography in the programming at Tate Britain.

**Anna Starling**

Anna Starling is Commercial Director at the National Portrait Gallery, London, joining the team in 2018. Her remit at the Gallery covers Retail, Publishing, Licensing and Hospitality with the core purpose to maximise secondary spend from visitors and exploit the Gallery's significant collection for commercial products and licensing. Anna previously worked at frieze, managing the publishing area of the business and has worked at Modern Art Oxford and The Photographer's Gallery in London.

**Daphne Thissen**

Daphne is a business and stakeholder engagement professional with a wealth of experience and insight in leading client feedback, building relationships and networking. Her consultancy, Thissen Consulting, helps clients improve their relationships with current and prospective clients, to help make organisations be more successful and to reach their full potential. Originally from the Netherlands and trained as an architectural historian, Daphne moved to the UK to work for English Heritage. Following a role as Development Director at The Employment Policy Institute, she spent over ten years at the Dutch Ministry of Foreign Affairs in the UK, researching, reporting and advising on public and cultural diplomacy as well as bilateral public policies for cultural collaborations.

**Cllr Hazel Timpe**

An Independent Rother District Councillor for Sackville Ward and Lead member for Communities, Tourism and Culture, elected in 2019. Over 40 years civil service, business to business and hospitality sector experience both in management and ownership. Since retiring to Bexhill in 2008, Hazel has been a volunteer business mentor for the long term unemployed, a volunteer and Trustee of the Association of Carer and an approved Princes Trust mentor.

**Peter Watters**

Peter is a director at Galloways Accounting Chartered Accountants, based in Bexhill just a few minutes walk from the Pavilion and regularly treats his clients to meetings and refreshments in the café. His accountancy skills have led to a number of treasurer roles including previously at Bexhill Chamber of Commerce and at South Saxons hockey club. Peter's work has migrated more recently towards working with charities and not for profit clients particularly in creative fields such as theatres and museums adding breadth to his long experience with owner managed businesses and tax planning.

**Professor Lawrence Zeegen**

Professor Lawrence Zeegen, during an academic career spanning over 35 years, has led departments, schools and faculties at some of the UK's most prominent universities and has lectured internationally in over 25 countries. Lawrence is currently interim Director for the Creative Computing Institute at University of the Arts London. Lawrence is Professor of Illustration; he is the author of nine published books on graphic arts, including Fifty Years of Illustration and Ladybird by Design and is contributor to numerous publications. His illustration practice includes work with major international newspapers, magazines, book publishers, design studios and advertising agencies. Lawrence is a graduate of the Royal College of Art, a Fellow of the Royal Society of Arts and has twice been appointed to the

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2025**

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Executive Board of ico-D, the International Council of Design. He also works independently as a consultant across education and industry with a focus on preparing organisations for the emergence and arrival of Generation Alpha.

**Trustee's Responsibilities**

The trustees (who are also directors of De La Warr Pavilion Charitable Trust for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:-

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Statement as to Disclosure of Information to Auditors**

So far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Charity's auditors are unaware, and each Trustee has taken the steps that he ought to have taken as a Trustee in order to make himself aware of any relevant information and to establish that the Charity's auditors are aware of that information.

**Small company provisions**

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities and with the special provisions of Part 15 of the Companies Act 2006 relating to small companies (section 419(3)).

Approved by the Board on 12 December 2025 and signed on its behalf by:

Julian Bird OBE  
Trustee

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Opinion**

We have audited the financial statements of De La Warr Pavilion Charitable Trust (the 'parent company') and its subsidiary (the 'group') for the year ended 31st March 2025 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets Consolidated Cash Flow Statement and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent company's affairs as at 31st March 2025 and of the group's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

**Other information**

The Trustees are responsible for the other information. The other information comprises the information in the Report of the Trustees, but does not include the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Auditors.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory framework within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context were General Data Protection Regulation and Health and Safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of ticket and grant income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the board about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Use of our report**

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Victoria Anderson BA(Hons) FCA DChA (Senior Statutory Auditor)  
for and on behalf of Sumer Audit  
Chartered Accountants  
and Statutory Auditors  
2 St Andrews Place  
Lewes  
East Sussex  
BN7 1UP

Date: 12 December 2025

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)  
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
(INCLUDING INCOME AND EXPENDITURE ACCOUNT  
AND STATEMENT OF COMPREHENSIVE INCOME)  
FOR THE YEAR ENDED 31 MARCH 2025**

<b>Unrestricted Funds</b>						
	Note	General Funds £	Designated Funds	Restricted Funds £	Total 2025 £	2024 £
<b>INCOME FROM</b>						
Donations and grants	3	1,157,625	-	263,705	1,421,330	1,749,960
Other trading activities	5	1,434,716	-	-	1,434,716	1,434,918
Charitable activities	6	892,492	-	43,418	935,910	1,391,694
Investment income		<u>31,787</u>	<u>-</u>	<u>-</u>	<u>31,787</u>	<u>29,494</u>
<b>TOTAL BEFORE MUSEUM AND GALLERIES TAX RELIEF</b>		<b>3,516,620</b>	<b>-</b>	<b>307,123</b>	<b>3,823,743</b>	<b>4,606,066</b>
Museums and Galleries Tax Relief		<u>97,679</u>	<u>-</u>	<u>-</u>	<u>97,679</u>	<u>93,783</u>
<b>TOTAL INCOME</b>		<b><u>3,614,299</u></b>	<b><u>-</u></b>	<b><u>307,123</u></b>	<b><u>3,921,422</u></b>	<b><u>4,699,849</u></b>
<b>EXPENDITURE</b>						
Charitable activities		2,757,543	17,150	490,673	3,265,366	3,604,102
<b>Expenditure on raising funds</b>						
- Costs of commercial activities		<u>1,108,809</u>	<u>-</u>	<u>-</u>	<u>1,108,809</u>	<u>1,117,364</u>
<b>TOTAL EXPENDITURE</b>	7	<b><u>3,866,352</u></b>	<b><u>17,150</u></b>	<b><u>490,673</u></b>	<b><u>4,374,175</u></b>	<b><u>4,721,466</u></b>
Net(expenditure)		(252,053)	(17,150)	(183,550)	(452,753)	(21,617)
Transfers between funds		<u>237,931</u>	<u>(192,340)</u>	<u>(45,591)</u>	<u>-</u>	<u>-</u>
Net (expenditure) after transfers		(14,122)	(209,490)	(229,141)	(452,753)	(21,617)
Total funds brought forward		<u>91,866</u>	<u>957,574</u>	<u>5,004,061</u>	<u>6,053,501</u>	<u>6,075,118</u>
<b>Total funds carried forward</b>		<b><u>77,744</u></b>	<b><u>748,084</u></b>	<b><u>4,774,920</u></b>	<b><u>5,600,748</u></b>	<b><u>6,053,501</u></b>

The detailed 2024 comparative statement of financial activities is reported in note 2.

The statement of financial activities incorporates the income and expenditure account, the results for the year derive from continuing activities and there are no gains or losses other than those shown above.

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**CONSOLIDATED BALANCE SHEET  
AS AT 31 MARCH 2025**

**COMPANY NUMBER 03446307**

	Note		2025		2024
		£	£		£
<b>FIXED ASSETS</b>					
Tangible assets	12		<b>4,931,816</b>		5,168,274
<b>CURRENT ASSETS</b>					
Stocks	13	<b>123,049</b>			116,910
Debtors	14	<b>412,497</b>			139,420
Cash at bank and in hand		<b><u>1,757,912</u></b>			<u>1,934,884</u>
			<b>2,293,458</b>		2,191,214
<b>CREDITORS: Amounts falling due within one year</b>	15	<b><u>(1,274,526)</u></b>			<u>(955,987)</u>
<b>NET CURRENT ASSETS</b>			<b><u>1,018,932</u></b>		<u>1,235,227</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<b>5,950,748</b>		6,403,501
<b>CREDITORS</b>					
Amounts falling due after one year	16		<b><u>(350,000)</u></b>		<u>(350,000)</u>
<b>NET ASSETS</b>			<b><u>5,600,748</u></b>		<u>6,053,501</u>
<b>FUNDS:</b>	20				
<b>Restricted funds</b>					
Capital project			<b>4,276,509</b>		4,421,017
Restoration Levy			<b>141,188</b>		143,361
Auditorium refurbishment			<b>357,223</b>		439,683
<b>Designated funds</b>					
Working capital and contingencies			<b>250,000</b>		450,000
Fixed assets fund			<b>498,084</b>		507,574
<b>Unrestricted funds</b>			<b><u>77,744</u></b>		<u>91,866</u>
			<b><u>5,600,748</u></b>		<u>6,053,501</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved on behalf of the Board on 12 December 2025

Julian Bird OBE – Trustee

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**CHARITY BALANCE SHEET  
AS AT 31 MARCH 2025**

COMPANY NUMBER 03446307

	Note		2025		2024
		£	£		£
<b>FIXED ASSETS</b>					
Tangible assets	12		4,931,816		5,168,274
Investment			<u>1</u>		<u>1</u>
			<b>4,931,817</b>		<b>5,168,275</b>
<b>CURRENT ASSETS</b>					
Debtors	14	517,564			245,508
Cash at bank and in hand		<u>1,723,510</u>			<u>1,871,243</u>
					<b>2,116,751</b>
<b>CREDITORS: Amounts falling due within one year</b>	15	<u>(1,222,143)</u>			<u>(881,525)</u>
<b>NET CURRENT ASSETS</b>			<u><b>1,018,931</b></u>		<u><b>1,235,226</b></u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<b>5,950,748</b>		<b>6,403,501</b>
<b>CREDITORS</b>					
Amounts falling due after one year	16		<u>(350,000)</u>		<u>(350,000)</u>
<b>NET ASSETS</b>			<u><b>5,600,748</b></u>		<u><b>6,053,501</b></u>
<b>FUNDS:</b>	20				
<b>Restricted funds</b>					
Capital project			4,276,509		4,421,017
Restoration Levy			141,188		143,361
Auditorium refurbishment			357,223		439,683
<b>Designated funds</b>					
Working capital and contingencies			250,000		450,000
Fixed assets fund			498,084		507,574
<b>Unrestricted funds</b>			<u>77,744</u>		<u>91,866</u>
			<u><b>5,600,748</b></u>		<u><b>6,053,501</b></u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved on behalf of the Board on 12 December 2025

Julian Bird OBE – Trustee

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**CONSOLIDATED STATEMENT OF CASHFLOWS  
FOR THE YEAR ENDED 31 MARCH 2025**

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	Note	2025 £	2024 £
<b>Net cash generated from operating activities</b>	19	<b>(169,312)</b>	<u>281,541</u>
<b>Cashflow from investing activities</b>			
Purchase of tangible fixed assets		<u>(7,660)</u>	<u>(466,430)</u>
<b>Net (decrease) in cash and cash equivalents</b>		<b>(176,972)</b>	<b>(184,889)</b>
Cash and cash equivalents at the beginning of the year		<u>1,934,884</u>	<u>2,119,773</u>
<b>Cash and cash equivalents at the end of the year</b>		<u><b>1,757,912</b></u>	<u>1,934,884</u>
<b>Cash and cash equivalents consists of:</b>			
Cash at bank and in hand		<u>1,757,912</u>	<u>1,934,884</u>

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**1 ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are summarised below.

**Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2019), hereafter referred to as the Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

De La Warr Pavilion Charitable Trust meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

In the application of the Group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The most significant accounting judgements and key sources of estimation uncertainty that affect items in the financial statements are those pertaining to the defined benefit pension scheme. The trustees seek the input and advice of qualified professionals as to the appropriate actuarial assumptions to be used in calculating the pension cost and review these on an ongoing basis.

**Group financial statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiary, De La Warr Pavilion Enterprises Limited, on a line by line basis. A separate Statement of Financial Activities for the charity itself is not presented as permitted by the exemption under section 408 of the Companies Act 2006. The Charity has also taken advantage of the exemptions under FRS 102 from the requirements to present a charity only cash flow statement and certain disclosures about the charity's financial instruments. The charity's results for the year are summarised in Note 22 to these financial statements.

**Preparation of the financial statements on a going concern basis**

The trustees have reviewed the company's forecasts and projections and the trustees believe that the charity is a going concern.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**Funding accounting policy**

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity.

Designated funds are unrestricted funds set aside at the discretion of the trustees for specific purposes.

Restricted funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose. Further details of each fund are disclosed in note 20.

**Income**

Donations and grants that provide core funding or are of a general nature are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Income from other trading activities is included in the year in which it is receivable.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

Income is deferred when admission fees are received in advance of the performance or event to which they relate.

**Expenditure**

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category.

Costs of generating funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. It also includes costs of the preparation and examination of the statutory accounts, the costs of trustee meetings and the cost of any legal advice to trustees on governance or constitutional matters.

**Support costs**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

**Irrecoverable VAT**

Irrecoverable VAT is recorded as a support cost and is allocated across activities accordingly as shown in note 7.

**Fixed assets**

Individual fixed assets costing £500 or more are capitalised.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**Depreciation**

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:-

Pavilion leasehold – long-term improvements	2% straight line
Pavilion fittings and equipment	10% - 20% straight line
Office equipment	50% straight line

**Stock**

Stock is valued at the lower of cost and net realisable value, after due regard for obsolete and slow moving stocks.

**Hire purchase and finance lease contracts**

Assets held under finance leases, which are leases where substantially all the risks and rewards of ownership of the asset have passed to the charity, are capitalised in the balance sheet as tangible fixed assets and are depreciated over their useful life. The capital elements of future obligations under the leases are included as liabilities in the balance sheet. The interest element of the rental obligation is charged to the statement of financial activities over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding.

Assets held under hire purchase agreements are capitalised as tangible fixed assets and are depreciated over their useful lives. The capital element of future payments is included within creditors. Finance charges are allocated to accounting periods over the length of the contract.

**Pensions**

The charity operates a defined benefit pension scheme for employees previously employed by East Sussex County Council. The assets of the scheme which is managed by East Sussex County Council, are held separately from those of the charity in an independently administered fund. The charity also participates in a scheme with the People's Pension in accordance with meeting auto enrolment responsibilities.

Current service costs, past service costs and gains and losses on settlements and curtailments are charged to appropriate resources expended categories in the statement of financial activities. Past service costs are recognised over the vesting period or immediately if benefits have vested. When a settlement (eliminating all obligations for benefits already accrued) or a curtailment (reducing future obligations as a result of a material reduction in the scheme membership or a reduction in future entitlement) occurs, the obligation and related plan assets are remeasured using current actuarial assumptions and the resultant gain or loss is recognised in the statement of financial activities during the period in which the settlement or curtailment occurs.

The interest cost and expected return on assets are shown as a net amount as other finance costs or income. Net pension finance costs are allocated to appropriate resources expended categories in the statement of financial activities. Net pension finance income is recognised as an incoming resource in the statement of financial activities. Actuarial gains and losses are recognised immediately as other recognised gains and losses in the statement of financial activities.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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Pension scheme assets are valued at fair value at the balance sheet date. Fair value is based on market value price information and in the case of quoted securities is the published bid price. Pension scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted to their present value using a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The pension scheme surplus or deficit is recognised in full on the balance sheet.

**Financial instruments**

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument.

**Financial assets and liabilities**

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the statement of financial position when, and only when there exists a legally enforceable right to set off the recognised amounts and the Group intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when and only when (a) the contractual rights to the cash flows from the financial asset expire or are settled, (b) the Group transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or (c) the Group, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

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**2 DETAILED COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	<b>General Funds £</b>	<b>Designated Funds £</b>	<b>Restricted Funds £</b>	<b>Total 2024 £</b>
<b>INCOME FROM</b>				
Donations and grants	1,136,492	-	613,468	1,749,960
Other trading activities	1,434,918	-	-	1,434,918
Charitable activities	1,350,958	-	40,736	1,391,694
Investment income	<u>29,494</u>	-	-	<u>29,494</u>
<b>TOTAL BEFORE MUSEUM AND GALLERIES TAX RELIEF</b>	<b>3,951,862</b>	<b>-</b>	<b>654,204</b>	<b>4,606,066</b>
Museums and Galleries Tax Relief	<u>93,783</u>	-	-	<u>93,783</u>
<b>TOTAL</b>	<b><u>4,045,645</u></b>	<b>-</b>	<b><u>654,204</u></b>	<b><u>4,699,849</u></b>
<b>EXPENDITURE</b>				
Charitable activities	3,142,975	21,503	439,624	3,604,102
<b>Expenditure on raising funds</b>				
- Costs of commercial activities	<u>1,117,364</u>	-	-	<u>1,117,364</u>
<b>TOTAL EXPENDITURE</b>	<b><u>4,260,339</u></b>	<b><u>21,503</u></b>	<b><u>439,624</u></b>	<b><u>4,721,466</u></b>
Net income/(expenditure)	(214,694)	(21,503)	214,580	(21,617)
Transfers between funds	<u>233,570</u>	<u>(233,570)</u>	-	-
Net income/(expenditure) after transfers	18,876	(255,073)	-	-
Total funds brought forward	<u>72,990</u>	<u>1,212,647</u>	<u>4,789,481</u>	<u>6,075,118</u>
<b>Total funds carried forward</b>	<b><u>91,866</u></b>	<b><u>957,574</u></b>	<b><u>5,004,061</u></b>	<b><u>6,053,501</u></b>

**3 DONATIONS AND GRANTS**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total Funds 2025 £</b>	<b>Total Funds 2024 £</b>
<b>Donations</b>				
Appeals, donations and membership	<u>96,491</u>	-	<u>96,491</u>	<u>47,603</u>
<b>Grants</b>				
Trusts and foundations	50,500	220,415	270,915	233,435
UK Government grants	<u>1,010,634</u>	<u>43,290</u>	<u>1,053,924</u>	<u>1,468,922</u>
	<u>1,061,134</u>	<u>263,705</u>	<u>1,324,839</u>	<u>1,702,357</u>
	<u>1,157,625</u>	<u>263,705</u>	<u>1,421,330</u>	<u>1,749,960</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**4 GRANTS RECEIVABLE**

	Unrestricted Funds	Restricted Funds	Total Funds 2025	Total Funds 2024
	£	£	£	£
Rother District Council	492,849	43,290	536,139	536,137
Arts Council England	517,785	-	517,785	917,785
RDC Eastbound to Eastbourne	-	-	-	15,000
Talent Accelerator	-	60,875	60,875	97,123
Chalk Cliff Trust	50,000	-	50,000	25,000
Artwork Breakthrough	-	8,720	8,720	6,862
Eastbourne Alive	-	-	-	23,421
Eastbourne Winter Gardens	-	-	-	50,825
Youth Music – young promoters	-	9,824	9,824	20,112
Maltbys	-	-	-	1,000
Spencer Wills Trust	-	-	-	1,000
Marchus Trust	-	-	-	3,000
The Elephant Trust	-	-	-	2,000
The Isabel Blackman Foundation	-	-	-	1,500
ESCC/RDC Skills Capital	-	14,239	14,239	-
RDC LUF Encapsulation	-	7,080	7,080	-
Royal Botanical Gardens Kew	-	2,500	2,500	-
Coastal Catalyst	-	45,484	45,484	-
NLHF Development Phase	-	55,982	55,982	-
John Thaw Foundation	-	1,000	1,000	-
The Red Hill Trust	-	2,500	2,500	-
Esmée Fairbairn – Creative Sidley	-	7,929	7,929	-
McLay Dementia Trust	-	3,532	3,532	-
Others (Below £1,000)	<u>500</u>	<u>750</u>	<u>1,250</u>	<u>1,592</u>
	<u><b>1,061,134</b></u>	<u><b>263,705</b></u>	<u><b>1,324,839</b></u>	<u><b>1,702,357</b></u>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**5 OTHER TRADING ACTIVITIES**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
<b>Ancillary trading</b>				
Merchandise income	199,506	-	199,506	193,382
Catering income	1,043,329	-	1,043,329	1,068,182
Hire income	<u>191,881</u>	<u>-</u>	<u>191,881</u>	<u>173,354</u>
	<u>1,434,716</u>	<u>-</u>	<u>1,434,716</u>	<u>1,434,918</u>

**De La Warr Pavilion (Enterprises) Limited**

The charity controls this company, which is incorporated in England, by virtue of holding 100% of the equity share capital. The company undertakes the ancillary trading activities at the Pavilion with the aim of gifting its taxable profits to the Trust.

**Summary of trading results**

	2025 £	2024 £
Turnover	1,434,716	1,434,918
Total expenditure	<u>(1,108,809)</u>	<u>(1,117,364)</u>
Net profit for the year	325,907	317,554
Distribution to the charity	<u>(325,907)</u>	<u>(317,554)</u>
Retained profit	<u>-</u>	<u>-</u>

The assets and liabilities of De La Warr Pavilion (Enterprises) Limited were:

Assets	181,567	241,097
Liabilities	<u>(181,566)</u>	<u>(241,096)</u>
Funds	<u>1</u>	<u>1</u>

**6 CHARITABLE ACTIVITIES**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Exhibition income	23,761	-	23,761	21,118
Live performance income	859,627	43,418	903,045	1,355,956
Education income	<u>9,104</u>	<u>-</u>	<u>9,104</u>	<u>14,620</u>
	<u>892,492</u>	<u>43,418</u>	<u>935,910</u>	<u>1,391,694</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**7 TOTAL EXPENDITURE**

	Ancillary trading £	Exhibitions £	Live performance £	Education £	Governance £	Total 2025 £	Total 2024 £
<b>Direct costs</b>							
Cost of goods sold	416,785	-	-	-	-	416,785	454,280
Other direct costs	-	161,077	543,407	98,457	-	802,941	1,042,788
Employment costs	<u>624,028</u>	<u>139,739</u>	<u>297,362</u>	<u>50,744</u>	-	<u>1,111,873</u>	1,160,086
	<u>1,040,813</u>	<u>300,816</u>	<u>840,769</u>	<u>149,201</u>	-	<u>2,331,599</u>	2,657,154
<b>Support costs</b>							
Employment costs	-	458,675	275,205	183,470	-	917,350	891,273
Establishments costs	-	119,971	71,982	47,988	-	239,941	375,513
Repairs and maintenance	35,880	147,614	88,569	59,046	-	331,109	188,729
Office expenses	498	33,942	20,365	13,577	-	68,382	46,713
Cleaning	-	7,213	4,328	2,885	-	14,426	13,748
Travel and subsistence	416	7,161	4,296	2,864	-	14,737	10,505
Advertising and promotion	-	32,814	19,688	13,126	-	65,628	97,695
Auditors' remuneration	3,225	-	-	-	13,205	16,430	15,132
Legal and professional costs	-	8,067	4,841	3,227	-	16,135	42,317
Bank charges	27,977	8,959	5,375	3,584	-	45,895	51,666
Irrecoverable VAT	-	34,212	20,528	13,685	-	68,425	83,362
Depreciation of tangible fixed assets	-	<u>122,059</u>	<u>73,235</u>	<u>48,824</u>	-	<u>244,118</u>	<u>247,659</u>
	<u>67,996</u>	<u>980,687</u>	<u>588,412</u>	<u>392,276</u>	<u>13,205</u>	<u>2,042,576</u>	<u>2,064,312</u>
	<u>1,108,809</u>	<u>1,281,503</u>	<u>1,429,181</u>	<u>541,477</u>	<u>13,205</u>	<u>4,374,175</u>	<u>4,721,466</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**8 TRUSTEES' REMUNERATION AND EXPENSES**

No trustees received any remuneration during the year.

**9 NET EXPENDITURE**

Net expenditure is stated after charging:

	2025	2024
	£	£
Auditors' remuneration		
- audit services	16,430	15,132
Depreciation of owned assets	<u>57,149</u>	<u>54,265</u>

**10 EMPLOYEES' REMUNERATION**

The average number of persons employed by the charity (excluding trustees) during the year, analysed by category, was as follows:-

	2025	2024
Programming	4	4
Fundraising	1	1
Operations	48	53
Administration	<u>6</u>	<u>6</u>
	<u>59</u>	<u>64</u>

The aggregate payroll costs of these persons were as follows:-

	2025	2024
	£	£
Wages and salaries	1,822,219	1,815,151
Social Security	140,864	137,255
Other pension costs	<u>46,722</u>	<u>52,883</u>
	<u>2,009,805</u>	<u>2,005,289</u>

One employee received emoluments in the banding £90,000 - £95,000 (2024: £85,000 - £90,000 One). The number of staff to whom retirement benefits are accruing under a defined contribution pension scheme is 73 (2024: 73) and the defined benefit scheme is 1 (2024: 1).

The key management personnel of the charity comprise the trustees, the chief executive officer, the director of operations and the director of external relations. The total employee benefits of key management personnel were £231,501 (2024: £230,282).

**11 TAXATION**

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**12 TANGIBLE FIXED ASSETS**

	Leasehold Property £	Fixtures, fittings and equipment £	Total £
<b>Cost</b>			
As at 1 April 2024	7,675,231	1,210,333	8,885,564
Additions	<u>-</u>	<u>7,660</u>	<u>7,660</u>
	<u>7,675,231</u>	<u>1,217,993</u>	<u>8,893,224</u>
<b>Depreciation</b>			
As at 1 April 2024	2,971,519	745,771	3,717,290
Charge for the year	<u>186,969</u>	<u>57,149</u>	<u>244,118</u>
As at 31 March 2025	<u>3,158,488</u>	<u>802,920</u>	<u>3,961,408</u>
<b>Net book value</b>			
As at 31 March 2025	<u>4,516,743</u>	<u>415,073</u>	<u>4,931,816</u>
As at 31 March 2024	<u>4,703,712</u>	<u>464,562</u>	<u>5,168,274</u>

**13 STOCKS**

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Stocks	<u>123,049</u>	<u>116,910</u>	<u>-</u>	<u>-</u>

**14 DEBTORS**

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Trade debtors	285,962	118,563	261,846	58,017
Amounts owed by group undertakings	-	-	129,183	166,634
Other debtors	97,679	12,116	97,679	12,116
Prepayments and accrued income	<u>28,856</u>	<u>8,741</u>	<u>28,856</u>	<u>8,741</u>
	<u>412,497</u>	<u>139,420</u>	<u>517,564</u>	<u>245,508</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>Group</b>		<b>Charity</b>	
	<b>2025</b>	2024	<b>2025</b>	2024
	<b>£</b>	£	<b>£</b>	£
Trade creditors	<b>674,372</b>	601,560	<b>664,247</b>	589,139
Taxation and social security	<b>52,638</b>	51,679	<b>52,638</b>	51,679
Other creditors	<b>1,799</b>	5,654	<b>1,799</b>	5,654
Accruals and deferred income	<b><u>545,717</u></b>	<u>297,094</u>	<b><u>503,459</u></b>	<u>235,053</u>
	<b><u>1,274,526</u></b>	<u>955,987</u>	<b><u>1,222,143</u></b>	<u>881,525</u>

Deferred income included above is as follows:

	<b>Group</b>		<b>Charity</b>	
	<b>2025</b>	2024	<b>2025</b>	2024
	<b>£</b>	£	<b>£</b>	£
As at 1 April 2024	<b>223,386</b>	413,835	<b>164,345</b>	393,263
Amount released to incoming resources	<b>(223,386)</b>	(413,835)	<b>(164,345)</b>	(393,263)
Amount deferred in the year	<b><u>387,966</u></b>	<u>223,386</u>	<b><u>348,802</u></b>	<u>164,345</u>
As at 31 March 2025	<b><u>387,966</u></b>	<u>223,386</u>	<b><u>348,802</u></b>	<u>164,345</u>

**16 CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR**

	<b>Group</b>		<b>Charity</b>	
	<b>2025</b>	2024	<b>2025</b>	2024
	<b>£</b>	£	<b>£</b>	£
Covid recovery loan	<b><u>350,000</u></b>	<u>350,000</u>	<b><u>350,000</u></b>	<u>350,000</u>

The loan is repayable after more than five years but has no set date for repayment.

**17 MEMBERS' LIABILITY**

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**18 PENSION SCHEME**

**a) Defined benefit scheme**

The charity operates a pension scheme providing benefits based on final pensionable pay in respect of employees who were employed by Rother District Council but who transferred to the charity when the charity took over the running of the De La Warr Pavilion. The assets of the scheme are held separately from those of the charity, being part of the East Sussex County Council scheme.

Pension contributions are determined by a qualified actuary on the basis of triennial valuations using the projected unit method. A full actuarial valuation was carried out at 31 March 2013 and updated at 31 March 2019. The scheme was closed to new members on 1 April 2003.

The FRS 102 assessment of the scheme as at 31 March 2025 showed a pension scheme asset of £608,000. However, the last triennial actuarial valuation in 2016 prepared for the East Sussex Pension Fund was based on more prudent assumptions and assessed the pension fund to be in deficit. As a result of this the employer pension contribution rates were revised to 43.7% plus there was a substantial increase in the annual secondary contribution requirements for past employees. The Trustees are in active conversations with the pension fund administrators, and key stakeholders, to ensure their responsibilities under the scheme are met in the long term. The trustees no longer consider that the asset is recoverable and therefore the surplus has not been recognised in accordance with the principles of FRS 102.

The main financial assumptions used for the purposes of FRS102 are:

	<b>2025</b>	2024	2023
Discount rate	<b>5.70%</b>	4.85%	4.8%
Salary increase rate	<b>2.95%</b>	2.9%	2.9%
Pension increase rate	<b>2.95%</b>	2.9%	2.9%

**Mortality:**

Vita Curves with improvements in line with the CMI2010 model assuming the current rate of improvements has peaked and will converge to a long-term rate of 1.25%.

	<b>2025</b>	2024	2023
Current pensioners:			
Male	<b>20.9</b>	20.9	21.1
Female	<b>23.9</b>	23.8	24.1
Future pensioners:			
Male	<b>21.9</b>	21.9	22.2
Female	<b>25.4</b>	25.4	25.6

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**NOTES TO THE FINANCIAL STATEMENTS  
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**18 PENSION SCHEME (Continued)**

The fair value of the assets of the scheme were:

	At 31 March 2025 Value £	At 31 March 2024 Value £	At 31 March 2023 Value £
Equities	1,580,000	1,676,000	1,630,000
Bonds	427,000	363,000	281,000
Property	359,000	368,000	372,000
Cash	<u>62,000</u>	<u>34,000</u>	<u>28,000</u>
<b>Total Market Value of Assets</b>	<b><u>2,428,000</u></b>	<b><u>2,441,000</u></b>	<b><u>2,311,000</u></b>

**Net defined benefit asset**

	2025 £	2024 £
Fair value of assets	2,428,000	2,441,000
Present value of defined benefit obligation	(1,313,000)	(1,425,000)
Asset not recognised	<b><u>(1,115,000)</u></b>	<b><u>(1,016,000)</u></b>
<b>Recognised pension asset</b>	<b><u>          -</u></b>	<b><u>          -</u></b>

**Total expense recognised in income and expenditure**

	2025 £	2024 £
Current service cost	14,000	14,000
Interest on the defined (asset)	(49,000)	(43,000)
Administration expenses	<u>2,000</u>	<u>2,000</u>
<b>Total income and expenditure movement</b>	<b><u>(33,000)</u></b>	<b><u>(27,000)</u></b>

**Changes in the present value of the defined benefit obligation**

	2025 £	2024 £
<b>Opening defined benefit obligation</b>	<b>1,425,000</b>	<b>1,416,000</b>
Interest cost on obligation	68,000	67,000
Current service cost	14,000	14,000
Remeasurement losses/(gains) on obligation (assumptions and experience)	(139,000)	(20,000)
Member contributions	4,000	3,000
Benefits paid	<u>(59,000)</u>	<u>(55,000)</u>
<b>Closing defined benefit obligation</b>	<b><u>1,313,000</u></b>	<b><u>1,425,000</u></b>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**18 PENSION SCHEME (Continued)**

**Changes in the fair value of scheme assets**

	2025 £	2024 £
Opening fair value of Scheme Assets	2,441,000	2,311,000
Interest income on plan assets	117,000	110,000
Actuarial (loss)/gain	(74,000)	73,000
Employer contributions	1,000	1,000
Member contributions	4,000	3,000
Administration expenses	(2,000)	(2,000)
Benefits paid	<u>(59,000)</u>	<u>(55,000)</u>
<b>Closing fair value of scheme assets</b>	<b><u>2,428,000</u></b>	<b><u>2,441,000</u></b>

**Total amount taken to comprehensive income**

	2025 £	2024 £
Return on fund assets in excess of interest	(74,000)	73,000
Change in financial assumptions	133,000	9,000
Change in demographic assumptions	3,000	16,000
Experience gain/(loss) on defined benefit obligation	3,000	(5,000)
Asset not recognised	<u>(65,000)</u>	<u>(93,000)</u>
<b>Remeasurement of the net assets</b>	<b><u>—</u></b>	<b><u>—</u></b>

**(b) Defined contribution scheme**

The amount recognised as an expense for the defined contribution scheme was

	2025 £	2024 £
Current period contributions	<u>46,722</u>	<u>52,883</u>

**19 NOTES TO THE CASH FLOW STATEMENT**

**Reconciliation of operating to net cash  
inflow from operating activities**

	2025 £	2024 £
Operating (deficit)	(452,753)	(21,617)
Depreciation and amortisation charges	244,118	247,659
(Increase) in stocks	(6,139)	(20,213)
(Increase)/decrease in debtors	(273,077)	445,496
Increase/(decrease) in creditors	<u>318,539</u>	<u>(369,784)</u>
<b>Net (outflow)/inflow from operating activities</b>	<b><u>(169,312)</u></b>	<b><u>281,541</u></b>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**20 ANALYSIS OF FUNDS**

	At 1 April 2024 £	Income £	Expenditure £	Transfers £	At 31 March 2025 £
<b>Designated Funds</b>					
Working capital and contingencies	450,000	-	-	(200,000)	250,000
Fixed assets fund	<u>507,574</u>	-	<u>(17,150)</u>	<u>7,660</u>	<u>498,084</u>
	<u>957,574</u>	-	<u>(17,150)</u>	<u>(192,340)</u>	<u>748,084</u>
<b>General Funds</b>					
General fund	91,866	2,179,583	(2,431,636)	237,931	77,744
Subsidiary company reserves	<u>-</u>	<u>1,434,716</u>	<u>(1,434,716)</u>	<u>-</u>	<u>-</u>
	<u>91,866</u>	<u>3,614,299</u>	<u>(3,866,352)</u>	<u>237,931</u>	<u>77,744</u>
<b>Restricted Funds</b>					
Capital project	4,421,017	-	(144,508)	-	4,276,509
Restoration Levy Fund	143,361	43,418	-	(45,591)	141,188
Other restricted donations	-	263,705	(263,705)	-	-
Auditorium refurbishment	<u>439,683</u>	-	<u>(82,460)</u>	<u>-</u>	<u>357,223</u>
	<u>5,004,061</u>	<u>307,123</u>	<u>(490,673)</u>	<u>(45,591)</u>	<u>4,774,920</u>
	<u>6,053,501</u>	<u>3,921,422</u>	<u>(4,374,175)</u>	<u>-</u>	<u>5,600,748</u>

Designated funds:

The fixed assets fund comprises assets which are associated with the long-term operation of the auditorium and would not be replaced from general funds. The net book value of these assets has been transferred from General fund, and the depreciation on these assets will be financed from the fund.

The Working capital and contingencies fund was established to maintain working capital for the charity and to mitigate against exceptional risks.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**20 ANALYSIS OF FUNDS (PRIOR YEAR)**

	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
<b>Designated Funds</b>					
Working capital and contingencies	750,000	-	-	(300,000)	450,000
Fixed assets fund	<u>462,647</u>	-	<u>(21,503)</u>	<u>66,430</u>	<u>507,574</u>
	<u>1,212,647</u>	-	<u>(21,503)</u>	<u>(233,570)</u>	<u>957,574</u>
<b>General Funds</b>					
General fund	72,990	2,610,727	(2,825,421)	233,570	91,866
Subsidiary company reserves	-	<u>1,434,918</u>	<u>(1,434,918)</u>	-	-
	<u>72,990</u>	<u>4,045,645</u>	<u>(4,260,339)</u>	<u>233,570</u>	<u>91,866</u>
<b>Restricted Funds</b>					
Capital project	4,565,525	-	(144,508)	-	4,421,017
Restoration Levy Fund	102,625	40,736	-	-	143,361
Other restricted donations	-	213,468	(213,468)	-	-
Auditorium refurbishment	<u>121,331</u>	<u>400,000</u>	<u>(81,648)</u>	-	<u>439,683</u>
	<u>4,789,481</u>	<u>654,204</u>	<u>(439,624)</u>	-	<u>5,004,061</u>
	<u>6,075,118</u>	<u>4,699,849</u>	<u>(4,721,466)</u>	-	<u>6,053,501</u>

Designated funds:

The fixed assets fund comprises assets which are associated with the long-term operation of the auditorium and would not be replaced from general funds. The net book value of these assets has been transferred from General fund, and the depreciation on these assets will be financed from the fund.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**20 ANALYSIS OF FUNDS (continued)**

Purposes of restricted funds:

The capital project fund consists of grants and donations received to finance the refurbishment and other capital expenditure at the Pavilion. Depreciation on the assets financed from the funds are charged against the fund balance.

The capital project fund also includes the annual grant received from Rother District Council (RDC) towards the cost of major building maintenance. Periodic reports are submitted to RDC detailing the maintenance works undertaken.

The Auditorium refurbishment fund contains grants and matched funding for the refurbishment of the auditorium area.

**21 NET ASSETS BY FUND**

	<b>General Funds</b>	<b>Designated Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2025</b>	<b>Total Funds 2024</b>
	£	£	£	£	£
Tangible assets	-	298,084	4,633,732	4,931,816	5,168,274
Current assets	1,702,270	450,000	141,188	2,293,458	2,191,214
Creditors: Amounts falling due within one year	(1,274,526)	-	-	(1,274,526)	(955,987)
Creditors: Amounts falling due after one year	<u>(350,000)</u>	-	-	<u>(350,000)</u>	<u>(350,000)</u>
Net assets	<u>77,744</u>	<u>748,084</u>	<u>4,774,920</u>	<u>5,600,748</u>	<u>6,053,501</u>

**NET ASSETS BY FUND (PRIOR YEAR)**

	<b>General Funds</b>	<b>Designated Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2024</b>	<b>Total Funds 2023</b>
	£	£	£	£	£
Tangible assets	-	307,574	4,860,700	5,168,274	4,949,503
Current assets	1,397,853	650,000	143,361	2,191,214	2,801,386
Creditors: Amounts falling due within one year	(955,987)	-	-	(955,987)	(1,325,771)
Creditors: Amounts falling due after one year	<u>(350,000)</u>	-	-	<u>(350,000)</u>	<u>(350,000)</u>
Net assets	<u>91,866</u>	<u>957,574</u>	<u>5,004,061</u>	<u>6,053,501</u>	<u>6,075,118</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**22 RESULTS OF THE PARENT COMPANY**

	2025	2024
	£	£
Gross incoming resources for the year attributable to De La Warr Pavilion Charitable Trust	<u>2,812,613</u>	<u>3,582,485</u>
Net (outgoing) resources for the year attributable to De La Warr Pavilion Charitable Trust	<u>(452,753)</u>	<u>(21,617)</u>

**23 SHARE CAPITAL**

The company is limited by guarantee, having no share capital, members having a liability not exceeding £1.

**24 RELATED PARTY TRANSACTIONS**

None of the trustees received any form of payment in connection with their role as trustee of De La Warr Pavilion Charitable Trust. Three trustees (or their spouses) made donations, sponsored events or produced live events. None of the amounts were material and all were at arms length and on commercial terms

Three of the trustees are councillors of Rother District Council which owns the De La Warr Pavilion. Rother District Council also provides significant funding to the Charitable Trust.

**DE LA WARR PAVILION CHARITABLE TRUST**

England & Wales - Charity number 1065586

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# Accounts

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**CHARITY NUMBER 1065586  
COMPANY NUMBER 03446307**

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST MARCH 2024**

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**LEGAL AND ADMINISTRATIVE INFORMATION**

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**Charity name:** De La Warr Pavilion Charitable Trust

**Charity registration number:** 1065586

**Company registration number:** 03446307

**Registered office:** De La Warr Pavilion  
Marina  
Bexhill on Sea  
East Sussex  
TN40 1DP

**Trustees:** Julian Bird OBE, Chair  
Stephen Williams, Vice Chair (Resigned 15 December 2023)  
Prof Lawrence Zeegen  
Ainsley Gill (Resigned 12 March 2024)  
Cllr Sue Prochak MBE (Resigned 15 December 2023)  
Judy Cligman  
Cllr Hazel Timpe  
Daphne Thissen  
Henry Abosi  
Yasufumi Nakamori  
Lucy Homer  
Joanne Calladine-Evans  
Anna Starling (Appointed 29 September 2023)  
Cllr Kathryn Field (Appointed 15 December 2023)  
Peter Watters (Appointed 12 March 2024)  
David Getty (Appointed 12 March 2024)

**Chief executive officer:** Stewart Drew

**Bankers:** Lloyds Bank  
17 Wellington Place  
Hastings  
TN34 1NX

**Statutory Auditor:** Clark Brownscombe Limited  
Chartered Accountants & Statutory Auditors  
2 St. Andrews Place  
Lewes  
East Sussex  
BN7 1UP

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2024**

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The trustees present their report and the financial statements for the year ended 31 March 2024. The trustees, who are also directors of De La Warr Pavilion Charitable Trust for the purposes of company law and who served during the year and up to the date of this report are set out on page 1.

**Structure, governance and management**

**Governing document**

De La Warr Pavilion Charitable Trust is a company limited by guarantee, governed by its memorandum and articles of association which were last amended on 28 January 2004. It is a charity registered with the Charity Commission.

**Appointment of trustees**

The board of trustees should comprise fourteen elected persons and two members nominated by Rother District Council. Trustees are appointed in order to give a broad and diverse range of expertise in a number of fields relevant to the charity, including finance, arts practice and management, architecture, human resources and local knowledge. Potential new trustees submit an application to the board of trustees for their consideration and majority approval. At the Annual General Meeting, one third of the trustees resign, being the longest serving trustees. All retiring trustees are eligible for re-election, save that no trustee can serve for an aggregate period in excess of six years, unless agreed by a two-thirds majority.

**Trustees induction and training**

New trustees undergo an orientation session to brief them on their legal obligations under charity and company law, the content of the memorandum and articles of association, the decision making processes, the business plans and recent financial performance of the charity. They are given a tour of the building and an outline of the work of the various departments.

**Organisation**

The board of trustees and finance and trading sub-committee meet at least four times a year. The board of trustees have three key areas of responsibility; financial, managerial and administrative. They are responsible for safeguarding the assets of the charity; ensuring that the charity fulfils its objectives and that the charity complies with all current legislation. The board of trustees approves the annual business plan, the programme of activities and the annual budget, and are presented with updated reports at meetings. Any significant changes to the business plan and budgets are approved by the board. The board delegates the responsibility of the day to day management of the charity to the Director and the senior management team.

**Risk management**

The trustees have a risk management strategy which comprises an ongoing review of the risks the charity may face; the establishment of systems and procedures to mitigate the identified risks; and the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

There is also a Disaster Action Plan specifically for the galleries.

**Objectives and activities**

The De La Warr Pavilion is a centre for contemporary art in an architectural icon of the modernist movement. Created in 1935 by Eric Mendelsohn and Serge Chermayeff, it was the original vision of its champion, the 9th Earl De La Warr to create a major cultural institution in the heart of Bexhill on Sea.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2024**

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In 2005, following many years of physical deterioration and decline of its cultural aspiration, the Pavilion reopened as a new artistic flagship comprising 500 sq metres of gallery space, a 1,000 seat auditorium, an education and community studio, café and restaurant, shop and administrative facilities. Whilst much of the building underwent a programme of repair and restoration, significant effort was made to refurbish the building in keeping with its vision and the needs of a 21st century community. The cost of this capital programme was £9 million, raised primarily from Lottery sources, charitable trusts and foundations and individual donors.

The Pavilion is governed by the De La Warr Pavilion Charitable Trust who took responsibility for the stewardship and management of the building and its activities in 2003 prior to the capital development programme, under the terms of a 99 year lease granted by its freehold owners Rother District Council. Core revenue funding is underwritten by two principal stakeholders, Rother District Council and Arts Council England, together with further project investment from trusts and foundations and individual patronage. Profits derived through its commercial trading subsidiary support the overall operations and activities of the organisation.

**Vision**

The vision for the De La Warr Pavilion, in keeping with the spirit with which it was originally created, is to be a cultural flagship offering a world class programme to audiences and visitors locally, regionally and nationally, enriching the everyday life of its community.

**Public benefit**

In setting the charity's objectives and planning its activities the trustees have given consideration to the Charity Commission guidance on public benefit.

The De La Warr Pavilion is open to the public, free of charge, for every day of the year apart from Christmas day. Entrance to the gallery exhibitions and tours is also free.

Our education programme is either free of charge or heavily subsidised.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2024**

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**STRATEGIC REPORT**

*An art gallery usually comes with a certain stiffness – we walk a bit slower, perform concentration, and are hyper-aware of the value (financial or otherwise) of works and objects on display. Instead, in these De La Warr galleries, which overlook the windswept promenade, people are coming and going freely: children sprint up and down the room, laughing as they engage with a large-scale installation, while other visitors chat and look on. This is a space to be enjoyed however a visitor wants, stripped of the formality of normal exhibitions. Hélio Oiticica exhibition Review, recessed.space.*

**Vision, Mission and objectives**

De La Warr Pavilion

Established 1935, modern ever since

**Vision**

To be a flagship centre for the arts and a vibrant cultural hub for the south-east, owned by our communities and known for our programme nationally and internationally. Responding to our world class architecture and living heritage, to allow greater access to creativity and cultural experiences, and to ensure culture-led regeneration for the region into the next decade and beyond.

**Objectives**

1. Produce, present and promote a high-quality programme of modern and contemporary work that responds to the needs and aspirations of both artists and audiences.
2. Enable artists of every culture and discipline to create new work or present new experiences of existing work within an environment committed to excellence and best professional practice.
3. Work with diverse audiences to engage them with the Pavilion and our artistic programme, making it relevant to them as a visitor or participant.
4. Conserve the Pavilion's fabric, its unique Grade 1 listed architectural status and to promote it through public and artistic programmes.
5. Maintain a viable, resilient and sustainable business model, seeking to diversify income streams by growing fundraising and commercial activity.
6. Be a catalyst for the cultural, economic, tourism and social regeneration of Bexhill and the surrounding region.

**Values**

- Bold & ambitious
- Create opportunity & inspire creativity
- Professional & honest

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2024**

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- Inclusive, respectful & empathetic
- Kind & compassionate

The Board provides guidance, expertise and support to the organisation and currently has these key areas of focus:

- Finance & Trading
- Capital Appeals Committee / LUF Capital Project Board
- Equality, Diversity and Inclusion

### **Core Revenue Funding**

- Arts Council England National Portfolio Organisation revenue funding for 2023-2024 of £517,785.
- ACE's May 2024 risk assessment of DLWP notes a risk level of 8 due to ongoing cost of living challenges, high utility costs and the need for large scale capital work. ACE notes DLWP has an active risk management strategy in place that continues to be well controlled by a highly effective senior management team, further supported by robust/expert governance from the board of Trustees.
- The new Rother District Council 3-year funding agreement (2024 – 31 March 2027) came into effect from 1 April 2024; the core grant is £477,000 per annum with an additional planned maintenance grant of £59,139. The percentage increase to the maintenance grant, together with the community grant were removed in this funding round.
- Turnover is typically made up of approximately:
  - 20% Public Subsidy (ACE & RDC)
  - 35% Trading & Fundraising
  - 45% Box Office Receipts

In addition to annual revenue funding:

- £400k was awarded by ACE for a significant Auditorium Technical Systems Upgrade including a new PA and Assisted Listening System (accessibility). This is the first significant grant towards DLWP's major capital project: Community, Creativity and Skills.
- Fundraising activity contributed over £300k to the organisation.
- Trading Profits contributed over £300k to the organisation.

*For capital;*

- With Rother District Council, DLWP secured £19m levelling up funds for the town, whilst also releasing a further £40m after making the case for investment to government.
- DLWP was also pledged £850,000 from the Community Infrastructure Levy (CIL) towards the capital project, with the potential for a further funds to be released for environmental elements.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2024**

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*For community Engagement & Skills (secured in 2024/25);*

- We secured £200,000 from Esmée Fairbairn Foundation for the Creative Sidley Project, and £900,000 for Coastal Catalyst, a partnership with Brighton Dome & Festival to provide young people with pathways into creative careers as an extension of the very successful Talent Accelerator project. The Coastal Catalyst funding will develop four regional hubs from Bognor Regis to Bexhill, with Sidley being a key part of our delivery.

Key areas of work moving forwards:

- **Building:** Conserve the Grade I Listed Building including crucial ongoing maintenance and key development through DLWP's transformational major capital project.
- **Diversity, Inclusion & Anti-Racism:** Become even more of an asset for our community and serve a wider range of cultural and social needs through increasing and diversifying audiences, workforce development and board diversification.
- **Exhibitions:** Showcase the best in world class contemporary art through a rich and imaginative programme of work by international, national and local artists.
- **Live:** Deliver a vibrant programme of music, comedy and performance inside and outside the building including festivals and original programming.
- **Learning & Participation:** Expand and deepen engagement with local communities, with a focus on young people.
- **Skills:** Develop work experience and apprenticeship opportunities through Talent Accelerator to help young people get into the Creative Industries.
- **Partnerships:** Continue to consolidate and grow community partnerships, embedding the Arts Council England Investment Principles and Let's Create strategy.
- **Driving income:** Bounce-back of earned income - commercial operations will remain flexible and we will seek to extend operations to maximise turnover. Continued fundraising, with support and expertise of DLWP's Capital Appeals Committee.
- **Digital:** Develop an ambitious digital strategy based on our Digital Review, and refresh brand voice.
- **Environmental:** In addition to new strategies as part of the major capital project, deliver and develop our Environmental Policy Action Plan to reduce DLWP's environmental impact as we aim for net zero greenhouse gas emissions by 2030.
- **Networks:** Collaborate with other cultural partners along the coast and, building on the success of Sussex Modern, consider new and innovative operating models

**The New People's Palace. Unlocking Community, Creativity and Skills.**

The £19m Levelling Up Funding will deliver cultural-led regeneration to improve the lives of the most vulnerable and disadvantaged people in Rother, capitalising on the iconic status and local significance of the De La Warr Pavilion and extending its reach into the district's most deprived local communities. The capital interventions will level-up community, creativity and skills through:

- Transforming and upgrading the DLWP
- Developing a community and recreation facility in the heart of Sidley, the district's most deprived area.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2024**

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These interventions will create new jobs, upskill local residents and bolster career progression in the creative and cultural sectors.

£17m of the Levelling Up Funding will go towards DLWP's Capital Project which aims to grow learning/skills engagement, ticket sales, commercial income and visitor numbers through cultural tourism.

Outcomes of the project are:

**Heritage:** our Listed building will be protected by overhauling the failing infrastructure to operate efficiently and live up to its reputation as the UK's most architecturally significant public icon of international modernism. Heritage projects will deepen engagement.

**Audience & visitor experience:** by producing, presenting, and promoting a high-quality programme of modern and contemporary work, we will respond to the needs and aspirations of both artists and audiences. Better auditorium facilities will see comfortable seats and better sight lines - all reinforcing DLWP's reputation as a regional leader in music.

**Programming potential:** artists and curators of every culture and discipline will be enabled to create new, or represent existing work, within flexible spaces and an environment committed to excellence and best practice, challenging dominant cultural norms/histories. This includes external programming on the rooftop terrace, bandstand, and auditorium. There is potential for commissions/new productions originated at DLWP to tour or adapt for receiving venues across the Southeast.

**Skills and Workforce elements:** work with Higher Education/Further Education institutions will support creative careers for young people. Our programmes are a lifeline for our communities in terms of wellbeing and mental health, aspirations, skills and creating positive futures.

**Community cohesion & wellbeing:** Bexhill will thrive through a collaborative approach to culture. Better facilities for local festivals and events will make us more inclusive and representative of underserved communities.

**Increased commercial revenues and reduced running costs:** a new business model will see an operational surplus that will be re-invested in our building, programmes, and communities.

**Environment:** carbon footprint and energy usage will be reduced by 50%, delivering on Rother District Council's Environmental Strategy to become net zero by 2030.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2024**

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**2023-2024 in figures**

We welcomed **328,500 visitors** to the building during 2023-2024. We are rebuilding visitor numbers post pandemic (2019/20 - 420,000). The building opened in the daytime 7 days a week together with selected evenings for live events.

We held **704** events and activities in and around the Pavilion including exhibitions, gigs, performances, festivals, talks, creative workshops, learning and skills development activities and community and private hires.

We sold **82,000 tickets** to 89 gigs and shows including 5 outdoor festivals.

We presented **9 exhibitions** featuring the work of local, national, international and emerging artists from a range of disciplines.

**86% of visitors agree DLWP is welcoming to the whole community.** 94% rated Live shows positively and 88% exhibition visitors would recommend our exhibitions.

We **engaged with over 11,000 children and young people** through our creative engagement and skills development programmes and worked with 43 primary, secondary and SEND/SEMH schools, and colleges.

We talked to **4,000 young people** about creative careers, organised work experience for 122 young people, created 5 apprenticeship opportunities and 32 early creative career opportunities. We also **gave 1,700 young people valuable performance or exhibiting experience.**

We ran **39 free family creative events**, 4 free outdoor film screenings and hosted **64 community group and private hires.** A record 700 people visited the 2024 Bexhill Jobs & Apprenticeships Fair held at the Pavilion.

We hosted **24 drop-in sessions** for Bexhill's Ukrainian Refugees and activities for Refugee Week with the Refugee Buddy Project, Hastings, Rother & Wealden.

**96% of visitors agree the De La Warr Pavilion is good for Bexhill and the surrounding areas.** 46% of our live event visitors travelled 30+ minutes, 12% stayed overnight with 43% of these visiting a local restaurant, bar or shop.

We have 149 staff of which **89% live in the local area.** Our 20 volunteers gave 978 hours of their time during the year.

Our carbon footprint for 2023-24 was **226 tons** and our **Building Energy rating is C.**

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2024**

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**Organisation Activity Report**

**COMMUNITY**

DLWP continued to be a vibrant, valued community resource, providing space inside and outside the building for community and private use, organising and hosting free events and activities and working with partners in Rother and beyond to improve the health, wellbeing and prosperity of the area.

Community events and activities at DLWP included 3 free outdoor family film screenings in the summer and 1 in the winter, performances on the terrace as part of the *Bexhill After Dark* festival, and free exhibition opening parties. Free creative activities included 25 *Art Sundays* making sessions, holiday workshops, art activities ahead of family film screenings and *The Big Pavilion Painting Day*.

Other community activities at DLWP included a free drop-in Gospel choir workshop, *Chess on the beach* with Bexhill Chess Club, the annual Bexhill Lions Charity *Santa Dash & Santa Paws* seafront run and welcoming East Sussex Astronomical Society for a day of free activities in the building to coincide with Professor Brian Cox's *Horizons* show in March 2024.

DLWP continued to support community health and wellbeing, hosting a series of *Be Our Best Selves* workshops for disabled people and their carers, and a health and wellness event for Bexhill Primary Care Network where visitors could meet the teams and have free blood pressure, cardiovascular, BMI, cholesterol and hearing checks.

We continued to host weekly U3A creative classes for over 60's to socialise and learn new skills, organised a collage-making workshop with tea and cake for Older Peoples Day, and invited the silent disco exercise class who meet on the lawns outside the Pavilion into the Auditorium for an end of year fundraiser which generated the equivalent of 400 meals for Bexhill Foodbank.

In November 2023, the Blueprint Collective, DLWP's group for young people aged 16 - 22, installed an exhibition at St Annes CAMHS (Children and Adolescent Mental Health Services) Centre at the Conquest Hospital, Hastings, bringing the walls of the new centre to life with photography, painting, print making and murals to help make the treatment rooms more comfortable for the young attendees.

DLWP remained at the heart of the local creative and cultural community, hosting performances by Bexhill Light Operatic and Dramatic Society, Hastings Stage Studio, Diana Freedman's School of Dance, The East Sussex School of Performing Arts, the Lifted Up Gospel and Soul Community Choir and locally based theatre team, Narradance.

*I just want to thank you for the dedication and support for this project. The choir and the audience were ecstatic and I imagine will be for a number of days to come. The DLWP team seemed to be fully supportive. The extreme enthusiasm coming from your back stage crew for this event was awesome, recognised and appreciated. It felt as though all were rooting for the choir. Lifted Up Community Choir*

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
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We hosted Bexhill Artist Workspace and Bexhill Art Society exhibitions, a Rother Young Makers Market, Sussex Guild Contemporary Craft Show and supported the annual Bexhill Footbridge Gallery competition.

*We had several comments on the excellent quality of the hanging and how well the paintings were presented by the hanging team who were obviously specialists in their own right and took every care to present the artwork in the best possible way....Please do pass our appreciation and thanks on to the team. Thank you for always being so easily available and for your prompt responses to any queries - it was really helpful. Bexhill Art Society*

DLWP continued working in partnership with Flatlands Projects and Beeching Road Studios, developing early careers opportunities, co-producing exhibitions and collaborating on projects.

We provided opportunities for everyone to experience the visual arts through free access to exhibitions and a public invitation to all exhibition opening parties. The Hélio Oiticica exhibition opening in September 2023, featuring a performance by community drumming band, Sambalanca, was particularly vibrant.

Our 1,553 Members and Patrons continued to play a crucial role in the life of DLWP and we have recently launched a new DLWP Visual Arts Patrons scheme offering in-depth explorations of our exhibitions and visits to artists' studios and galleries.

DLWP's 20 volunteers continued to be invaluable to the organisation, contributing 978 hours of their time, helping with building tours, and supporting community activities ranging from *Art Sundays* to the *Bexhill Jobs & Apprenticeships Fair*.

DLWP remained a vital hub for the business community, hosting 23 business conferences, events and functions during 2023-24 including a series of seminars for East Sussex County Council, an NHS awards evening, Bexhill Town Board consultation meetings and the 8<sup>th</sup> Bexhill Jobs & Apprenticeships Fair.

*I am over the moon with how it all went, we have had amazing feedback from everyone who attended. Honestly, it was brilliant. A huge thank you to you and all the staff who worked so hard on the night. NHS Awards*

We remained at the forefront of cultural regeneration, partnering with cultural and business organisations across the region to drive tourism and economic growth and attract investment. Stewart Drew continued as chair of Visit1066, helping to steward the move, following the withdrawal of funding by HBC, of responsibility for the tourism body to RDC. DLWP continued to lead on the Coastal Cultural Trail and Stewart remained Board member of Sussex Modern, representative for Creative Industries and visitor economy on Team East Sussex (TES), and chair of Create Music. He recently joined the Bexhill Town Board and, as chair, the recently established Sussex Music Hub.

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Our work on Talent Accelerator, the East Sussex-wide skills programme which supports young people into the Creative Industries, was instrumental in helping DLWP, in partnership with Brighton Dome, secure £900k funding from the ACE Place Partnership Fund for an exciting new project, *Coastal Catalyst*. *Coastal Catalyst* will bring together a new partnership of Arun District Council, Brighton Dome & Brighton Festival, De La Warr Pavilion, Department for Work & Pensions (DWP), East Sussex College Group, The RSA and University of Brighton, working with Future Creators and Talent Accelerator. Aims of the project include strengthening and growing Creative Skills Infrastructure and Research & Development and will see the establishment of new Creativity Hubs in Bexhill, Arun and Eastbourne/Newhaven with a satellite hub in East Brighton. Stewart is a member of the Coastal Catalyst board and interim chair.

In September 2023, the high profile *Turner Prize* exhibition opened at Towner Gallery. DLWP's Talent Accelerator team led the skills activities for *Eastbourne Alive*, a wraparound programme of events, activities and exhibitions, and our Live team scheduled a performance by iconic feminist musician, producer, director, and performance artist *Peaches* at Eastbourne Winter Garden to celebrate the Turner Prize exhibition opening weekend. The Turner Prize/Eastbourne Alive programme involved over 385 events, exhibitions, performances and workshops, over 20 public artwork installations, a total of 20,000 hours of art engagement opportunities and over 100 work and volunteering placements. The project generated an ROI of 19.3.

In August 2023, we began welcoming dogs into the building. All dogs must be kept on leads and are not allowed (unless Assistant dogs) into the galleries or carpeted area of the Café Bar. The new policy has worked well and has been popular with daytime visitors.

DLWP continued to engage with our digital community. We have 129k followers on social media including 76k Twitter, 21k Facebook, almost 19.5k Instagram and 12.5k YouTube subscribers. Our YouTube films spanned exhibition tours, artist interviews and talks and were viewed 154k times. The DLWP website attracted 2.7m page views and 561,000 new users. Our extensive emailing programme involved approximately 279 campaigns totalling 4.5m emails with an average open rate of 45%.

## **CREATIVITY**

We continued *Creative Engagement*, our new approach to participation. Introduced to the organisation in 2022, the aims of the approach include creating opportunity, being more relevant to more people, reaching wider and deeper into our communities, listening and learning and giving a voice to those who are not always heard.

In 2023-24, we engaged with 11,299 children and young people in formal and formal arts education and provided an additional 1,524 performance opportunities through local and regional music partnerships and community shows and concerts.

Family activities included our free *Art Sundays* drop-in creative sessions which continued to grow in popularity with over 100 people joining each twice monthly event.

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We ran 25 sessions with *Blueprint Collective*, our creative group for 16 – 22 year olds, with activities including a research trip to the Turner Prize exhibition, creating colourful capes inspired by the Hélio Oiticica exhibition, and making videos on the theme of home for an exhibition at Flatlands Projects in Beeching Road, Bexhill.

DLWP's exhibitions programme displayed world class contemporary art throughout the year in our ground, first and rooftop galleries. Exhibitions were accompanied by a programme of making sessions, talks, tours and films. The 2023-24 exhibitions programme comprised:

**ANGELO MADSEN: A CRISIS OF HUMAN CONTACT**

4 February 2023 – 21 May 2023, Ground Floor Gallery

Reflecting on trans intimacies and structures of kinship.

**ANNA MARIA NABIRYE & ANNIE SAUNDERS: UP IN ARMS**

4 February 2023 – 21 May 2023, First Floor Gallery

Creating meaningful dialogue amidst the complexity of interracial friendships.

**TSCHABALALA SELF : SEATED**

19 April 2023 – 19 January 2025, Outdoors

Evoking the acts of resting, reflection and leisure that are part of DLWP's coastal context.

**MOHAMMED SAMI : THE POINT 0**

10 June 2023 – 28 August 2023, Ground Floor Gallery

Exploration of memory in relation to time and conflict. In collaboration with Camden Art Centre.

**KATIE CUDDON: NIGHT PORTRAITS**

10 June 2023 – 3 September 2023, First Floor Gallery

Psychological representations of the human body and the interpenetration of art and life.

**HÉLIO OITICICA: WAITING FOR THE INTERNAL SUN**

23 September 2023 – 14 January 2024, Ground Floor and First Floor Galleries

First major presentation of the Brazilian artist's work in a UK public institution for over 15 years.

**TAREK LAKHRISSI: UNFINISHED SENTENCE II (in partnership with Flatlands Projects)**

11 November 2023 - 21 January 2024, North Stairwell

A site specific visual media installation building on themes of rebellion and restoration.

**MANUEL MATHIEU: THE END OF FIGURATION**

February 17 2024 - May 27 2024, Ground Floor Gallery

Artworks informed by the artist's upbringing in Haiti and his experience emigrating to Montréal.

**CLARA JO: NESTS OF BASALT, NESTS OF WOOD**

February 17 2024 – March 31 2024, First Floor Gallery

A speculative narrative of maritime and epidemiological movement across oceanic space and time.

The giant hammocks and colourful maze of our Hélio Oiticica exhibition offered visitors an immersive and playful visitor experience:

*'Filter Project is recreated at the De La Warr for the first time in the UK, where passages and coloured walls or 'penetrables' can be entered... There is something else at play here too. Colour is marvellously expansive: you can plunge your hands into it, you can taste it (there is orange juice), you can put it around your body and clothe yourself in it'* Art Monthly

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To commemorate local maritime landmark, Royal Sovereign Lighthouse, we welcomed photographer and filmmaker, Catherine Yass, back to the Pavilion for a talk and screening of her film *Lighthouse* and produced a new limited edition of Catherine's iconic photograph of the Royal Sovereign Lighthouse for sale in our shop.

We increased the number of exhibitions during 2024 from 6 to 8, enabling us to show more work by emerging and other artists.

Workshops aligned to our exhibitions programme included painting exploring identity, readings and reflections, creative collage and image making, film making, song writing, music and expression, digital worldbuilding, and poetry with art-making.

DLWP continued to deliver a vibrant and varied live programme of music, comedy, talks, performance and festivals to appeal to a range of audiences. We presented 89 professional live shows across the year including 6 at Eastbourne Winter Garden.

Gigs at DLWP included Soul II Soul, Haircut 100, Joe Satriani, Heaven 17, The Enemy, Dr John Cooper Clarke and Rufus Wainwright, with sellouts including Ocean Colour Scene, Graham Nash, Squeeze and The Waterboys. Other shows spanned comedy, classical music, theatre and talks ranging from I'm Sorry I Haven't a Clue to the Royal Philharmonic Orchestra, the Ukelele Band of Great Britain to A Dickensian Christmas, and Dave Gorman to a talk by Richard E Grant. In December 2023, DLWP were delighted to welcome patron Eddie Suzie Izzard for a sellout performance to raise funds for the Pavilion.

Summer 2023 saw the return of outdoor festival *Bexfest (local promoter)* and a 2,200 sellout *Jo Whiley's 90s Anthems* along with the introduction of two new festivals *Colours*, an all-day celebration and elevation of female talent, and the alt-music *Seaview*. We developed a new sellout *Okoberfest* (in partnership with local business Calvers) in the Auditorium and hosted a celebration of the 5<sup>th</sup> anniversary of our resident vinyl store Music's Not Dead featuring several local bands. For Summer 2024, we developed a festival in memory of Hastings resident and music lover Jackson Peacock to raise funds for child bereavement charities.

We continued to partner with Eastbourne and Lewes Borough Council, programming live events at the refurbished Eastbourne Winter Garden. Shows in 2023-2024 included Blur, Craig Charles, Julian Marley, Suede, Peaches and Orchestral Manoeuvres in the Dark.

In Autumn 2023, we launched a refreshed online shop, with new navigation, new imagery and expanded product range along with a Shopify integrated EPOS system, an integrated Instagram shop front and a popular new click and collect feature. We continued to grow our retail offering, working with an external consultant to expand our product range, increase the number of products by local artists and makers, and improve visual display and merchandising in our shop.

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Our popular first floor Café Bar continued to offer a changing menu using seasonal ingredients sourced from local suppliers. We enhanced our catering offering by running our outdoors Trailer Bar at festivals and community events and setting up temporary bar facilities in the foyer for Auditorium gigs.

## **SKILLS**

DLWP remained at the forefront of skills development in the region. We worked with over 150 schools, colleges, universities, arts organisations, music education hubs, museums, Local Cultural Education Partnerships (LCEPs), health & wellbeing and other organisations and businesses across the year to deliver learning, skills development and career opportunities to young people.

In 2023-204 we delivered 220 learning and skills, visits, events, sessions and workshops, engaging 11,299 children and young people in formal and informal arts learning. We engaged with 7,027 children and young people through our Learning & Participation programme and 4,272 through Talent Accelerator, working with students from 43 schools, colleges and universities. 65% of the primary and secondary schoolchildren we engaged with were from areas of social deprivation or rural areas.

Talent Accelerator activities included a mentor-supported *Young Promoters* programme which saw young people planning and delivering gigs at local venues, and a *Creative Venue Technician* apprenticeship programme run by DLWP's Technical Manager. Other activities included delivering creative careers assemblies, mock interviews, careers workshops as part of the East Sussex Careers hub's *Start Small Dream Big* campaign and arranging a retail training session for *Rother Young Makers Market* stall holders to help them make the most of the event.

The Talent Accelerator team recruited and worked with employers and organisations across East Sussex to develop hugely valuable work experience opportunities for 122 young people. Experiences included film making, production running, creative production, invigilation and programming. A work experience film project with Haven Young Creatives students in Newhaven culminated in a premiere for friends and family. One parent emailed:

*I just want to say a very big thank you to you and your team for running such fantastic work experience. The films were brilliant, and I honestly think you could get an award for these, absolutely incredible. I love the way you work, totally inspirational.*

For the Turner Prize / Eastbourne Alive project, we worked with 24 creative businesses and organisations to provide opportunities for 113 young people, generated 1,500 hours of placements, and led creative career workshops as part of exhibition visits with 760 young people from 6 schools.

DLWP continued to partner with Create Music to engage children and young people in East Sussex in high quality music learning and performance opportunities. Targets of the Create Music programme include: 90 schools taking part in whole class ensemble teaching; 5,800 pupils engaged in instrumental or vocal lessons; 100 young people engaged in inclusive music programmes and 2,700 children and young people taking part in annual *Big Sing* performances.

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Create Music's five Music Centres give young people at all musical levels the opportunity to join an Orchestra, Ensemble or Band. Hastings & Rother Music Centre is based at St Richard's Catholic College, Bexhill, and a new Music Centre is in development at The Pelham community hub in Sidley, Bexhill.

Through our relationships with Create Music, London Mozart Players, Bexhill Festival of Music, schools, colleges and community organisations, DLWP provided music-related performance, participation and engagement opportunities to over 2,700 children and young people in 2023-24.

The Create Music *One Voice Festival of Singing* included performances at DLWP, Glyndebourne and the Brighton Centre with the DLWP event involving children from local schools accompanied by Brighton & Hove Youth Percussion Ensemble and Hastings Area Youth String Orchestra. Other Create Music events at DLWP included young musicians accompanying the *London Mozart Players Christmas Crackers* concert and a takeover of DLWP's outdoor stage by local schools and colleges.

*We were delighted with how the concerts went, we've had some lovely feedback from schools and students – please pass on our thanks to the whole team involved in supporting the day and thank you for all of your help in the run up! Create Music One Voice Festival of Singing*

Other performance activities featuring children and young people at DLWP included Bexhill Festival of Music *Big Summer Sing*, *Bexhill Primary Schools Christmas Concerts*, *A Family Christmas Spectacular* with Hastings Sinfonia, and community shows such as Diana Freedman School of Dance *Beauty and the Beast* and East Sussex School of Performing Arts' *Decades*, a celebration of the School's 30<sup>th</sup> anniversary.

DLWP continued to run *Pavilion Lates* – twice yearly evening cultural events by and for local young people. For the November 2023 event, we worked with art collective Oikos to curate an energetic night of sculpture, photography, sound installation and performances by over 20 talented young local artists.

In March 2024, DLWP once again hosted Bexhill Jobs & Apprenticeships Fair, providing jobs and skills opportunities for the whole community. The fair welcomed a record breaking 700 visitors with teams across DLWP, including Exhibitions and Finance, coming together to support the event on the day. 42% of visitors were under the age of 24 and 27% over the age of 45. The largest groups of attendees were the unemployed (36%) and those in full time education (18%). Feedback included:

*Another year and another excellent event - thank you. (Exhibitor)*

*Great for the community as a whole to come together and interact. (Exhibitor)*

*What a wonderful and well-organised event and very inclusive. (Visitor)*

*Warm reception; useful information ; great communication ; lovely people and staff (Visitor)*

DLWP's programme for schools and colleges involved curriculum-based learning and creative sessions aligned to our exhibitions.

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Activities included a summer 2023 exhibition in the North Staircase of design proposals for an imagined De La Warr Pavilion bandstand by design students from East Sussex College Group, Eastbourne, and design and printmaking with Bexhill College Graphic Design students. We also hosted school and college awards nights.

*Please pass on a big thank you again to all of the team – they did and do a fantastic job and make the evening run so smoothly, which is very much appreciated. Robertsbridge Awards*

Our work with emerging artists included partnering with Flatlands Projects to provide 5 artists with Studio space at Beeching Road Studios in Bexhill, and awarding a six month Curatorial Fellowship to a young curator to help them deepen their curatorial experience and connect with local networks, initiatives, and artists. Two early career artists were recruited to work with an artist at blackShed Gallery, run workshops at Robertsbridge Community College and exhibit works in the Glassbox on Eastbourne Pier as part of the Eastbourne Alive programme, while three under 25 year old East Sussex artists were supported through the Devonshire Collective Associate Artists programme.

DLWP engaged 11,481 people in formal and informal learning through exhibition visits, workshops, creative sessions, events and skills development activities.

<i>Stage/age</i>	<i>Participants</i>
Early Years: (0-5 years old)	7
Key Stage 1: Years 1 to 2 (5-7 years old)	
Key Stage 2: Years 3 to 6 (8-11 years old)	499
Key Stage 3: Years 7 to 9 (12-14 years old)	3012
Key Stage 4: Years 10 to 11 (15-16 years old)	741
Key Stage 5: Years 12 to 13 (17-18 years old)	902
0-19 mixed ages	5118
20+	1202
<b>Total</b>	<b>11,481</b>

**Schools & Colleges engaged through Learning & Participation and Talent Accelerator 2023-2024:**

**Primary**

All Saints CE Primary School, Sidley Bourne, Eastbourne  
 Cavendish School, Eastbourne  
 Chailey St Peters CE Primary School  
 Chantry Community Primary School, Bexhill  
 Christ Church CE Primary Academy, St Leonards  
 Claremont School, Tunbridge Wells  
 Glenleigh Park Primary Academy  
 King Offa Primary Academy, Bexhill  
 Little Common Primary School  
 Manor Primary School, Uckfield

Parkland Junior School, Eastbourne  
 Ore Village Primary Academy, Hastings  
 Pashley Down Infant School, Eastbourne  
 Polegate School  
 Sacred Heart Catholic Primary School, Hastings  
 Salehurst C of E Primary School  
 Shinewater Primary School, Eastbourne  
 St Peter & St Paul CE Primary School, Bexhill  
 The Rosewood School, West Malling  
 West St Leonards Primary Academy

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**Secondary**

Ark Alexandra Academy, Hastings  
Bexhill Academy  
Peacehaven Community School  
Ratton School, Eastbourne  
Robertsbridge Community College  
Seaford Head School  
Seahaven Academy, Newhaven  
St Leonards Academy  
St Richard's Catholic College, Bexhill

**Post 16**

DV8 Bexhill  
Bexhill College  
East Sussex College Group  
Hazel Court FE Department, The Southfield  
Trust  
St Marys, Special School and College

**University**

University of the Arts London  
Brighton University  
London College of Communication

SOAS University of London  
University for the Creative Arts, Kent

**EQUALITY, DIVERSITY AND INCLUSION**

In 2022 – 23 DLWP worked with external consultants to explore what Equality, Diversity and Inclusion means to us as an organisation. Activities included staff Anti-Racism and gender awareness training and developing a new set of values for the organisation. Recent activities have included establishing a 'listening ears' programme, dementia training for staff and creating a safe listening space for a discussion on the situation in Gaza.

Over the past year, we supported and gave voice to under-represented groups by partnering with organisations including: Afri-Co-Lab, Allsorts Youth Project, Bexhill Dementia Action Alliance, The Bexhill Hub for Ukraine, Bexhill Primary Care Network, Culture Shift, Discovery College, East Sussex County Council Special Educational Needs and Disability Services (SEND), Eggtooth, Equal Arts, Explorers Network, FSN Dragonflies, Hastings Pride, Hastings & Rother Arts Education Network (HRAEN), Home Live Arts, Heart n Soul, Heart of Sidley, Little Gate Farm, LORAS (Lewes Organisation in Support of Refugees and Asylum Seekers), Migrants in Culture, The Parchment Trust, The Pelham, Priority 1-54, Project Art Works, Refugee Buddy Project Hastings, Rother and Wealden, The Rosewood School @ Kent & Medway Adolescent Hospital, Rother Race Action Alliance, Sanctuary Café Eastbourne, Sussex Community Development Association, Sussex Partnership NHS Trust, Transition Town, Trans Pride Hastings, Willow Tree Children's Support and Youth Employability Service.

Our exhibitions programme continued to champion artists from diverse backgrounds and raise questions of race, gender, sexuality and identity. Exhibitions included works reflecting an artist's experience of living in Iraq and immigrating to Sweden; the UK premiere of a film raising questions about British and French colonialism, and an exploration in clay of the experience of childbirth and childrearing.

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Tschabalala Self's sculpture *Seated* on the seafront lawns was extended. Following on from the act of restoration and resistance to the vandalism of the sculpture in May 2023, Tschabalala drew on what happened in Bexhill in a talk at the US Embassy during Frieze Art Fair week about the presentation of art in the public realm.

DLWP continued to support local people from asylum seeker, refugee and migrant backgrounds. In February 2024, we launched *Stitch for Change*, a series of bi-weekly storytelling and textile workshops for women from refugee and asylum seeker backgrounds, which culminated in an exhibition during Refugee Week 2024 of hand stitched banners and wearable protest garments. Our *Young Creatives Collective*, who are all from asylum seeker, refugee or migrant backgrounds, continued to meet, with activities including a visit to the opening of a sister project exhibition at the Mosaic Rooms, London, and a research trip to the University of the Creative Arts. We continued to host weekly English lessons for the Syrian Resettlement Programme and Bexhill Supports Ukraine and in June 2023, as part of Refugee week, hosted a Ukrainian evening cultural event across the first floor & Café Bar.

DLWP organised badge-making and life drawing sessions as part of the first *Trans Pride Hastings, St Leonards & Bexhill*, and hosted *Sussex Is No Place for Hate*, an event run by The Rother & Hastings Neighbourhood Policing Team with partners including Mind Out, Bexhill Primary Care Network, Rother District Safety Partnership, Hastings & Rother Rainbow Alliance, East Sussex Fire and Rescue Service and Allsorts Youth Project.

In October 2023 we invited guests from the local creative community to come together for a leaders networking evening. Topics discussed included funding, young people, mentoring, space for experimenting and linking audiences.

Our work with those from disadvantaged backgrounds included music and creative *Holiday Food & Fun* clubs in conjunction with Create Music and Bexhill Museum for 325 children of families receiving benefits-related free school meals. We continued to work closely with Heart of Sidley, the Pelham and other partners, doing schools outreach and creative activities in the community such as mural spray painting at All Saints Primary School, film making at The Pelham Youth Club and creative sessions at Sidley Summer Festival and Sidley Festival of Lights. During 2023 – 24, DLWP worked with over 800 children and young people from the Sidley area.

DLWP secured funding for *Creative Sidley*, a new three year programme aimed at helping make Sidley a more creative place to live. Co-curated with young people, the programme will involve resident artists, creative careers sessions, and events and activities to showcase the creative talents and perspectives of Sidley's young people. The learnings from *Creative Sidley* will help shape creative and skills programming for the new LUF funded Sidley Community Hub.

Responding to the cost challenges faced by some schools of providing bus travel to exhibitions, we introduced *Teachers First*, giving teachers a Key Stage 1-4 focussed tour of exhibitions that they could then build into classroom lessons. We also signed up for Hyundai's *Great British School Trip* grants for schools initiative.

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DLWP continued to support neurodiverse people and those with physical and learning disabilities. We hosted *Let's do it!* an evening of comedy, dance and musical theatre with Active Arts, the visual and performing arts project run by Hastings & Bexhill Mencap; delivered a supported film screening for students from Glyne Gap School, and welcomed artists from Project Art Works, the Hastings based collective of neurodiverse artists and activists, to view our exhibitions and engage in creative sessions on a quarterly basis.

We continued to work with Little Gate Farm, organising a supported Gallery Assistant Traineeship over the summer 2023 exhibitions programme. We have since recruited the trainee as a member of staff.

In February 2024, we introduced supported exhibition viewings on the first Tuesday of every month for visitors with complex support needs and their families or carers and we recently started running BSL exhibition tours. We continued to produce inclusive exhibition materials and interpretive tools for visitors including large print captions, films and audio recordings of wall texts.

A new afternoon Quiet Time was introduced to the March 2024 Bexhill Jobs Fair to provide a relaxing environment for those with access needs or who might feel more comfortable in a quieter environment.

8% of visitors to DLWP's galleries identify as d/Deaf, disabled or have a long term health condition.

DLWP continued to run *Art Lab*, our programme for young people aged 12 – 20 years experiencing social, emotional or mental health challenges. Supported by Discovery College and Sussex Partnership NHS Foundation, the programme is facilitated by a peer mentor, artist and mental health practitioner. Feedback from participants has included:

*It's really calm here, I like coming along.  
I've made some new friends and have lots of fun.*

We increased engagement with local special education needs and disabilities (SEND) schools and groups, developing, with the support of a specialist artist facilitator, a new programme of engagement and art making visits and mini artist residencies tailor-made to meet the schools' requirements.

DLWP worked with Bexhill Dementia Action Alliance to develop *Art & Reminiscence*, a programme of six art and craft workshops based around our exhibitions for people living with dementia and their carers. As part of the programme, DLWP staff are receiving training from Bexhill Dementia Action Alliance.

## **ENVIRONMENTAL**

DLWP remains committed to reducing our impact on the environment, focussing on energy efficiencies, water usage, recycling, waste minimisation and local & ethical procurement.

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In May 2022 we commissioned a Display Energy Certificate where energy use is measured and rated A-E. DLWP scored a C rating.

Working with specialist consulting engineers Buro Happold, we developed a new Environmental Sustainability Strategy. This is based on the Theatre Green Book which sets standards for theatre buildings, productions and operations unlocked by capital investment in green solutions. DLWP is aligning itself with Rother District Council's vision and strategy to be a carbon neutral district by 2030. The aim is to enable, encourage and accelerate the reduction of greenhouse gas emissions across the district. The RDC and DLWP Green Teams have begun to liaise and meet regularly to ensure our organisation understands how the council is moving forward.

Through our Environmental Action Plan, we continued to minimise our environmental impact and reduce costs. Our carbon footprint for 2023/24 was 226 tons. We continued to report to Julie's Bicycle, the annual submission of energy readings, to ascertain and benchmark carbon footprint.

Our staff Green Team continued to champion recycling and all teams explored ways to minimise environmental impact. As examples, reusable festival pint and half pint glasses were introduced for sale on gig nights as an alternative to disposable plastics, and venue hire catering waste has been reduced through encouraging clients to pre-book catering.

We have a green electricity supply contract in place and a zero to landfill policy, recycling paper, cardboard and glass, with any waste which cannot be recycled sent to an anaerobic digestion plant to generate electricity. The resulting ash is used to make road aggregate.

DLWP's 2023-24 exhibitions programme reflected environmental themes. *Clara Jo: Nests Of Basalt, Nests Of Wood* explored the environmental disaster of pandemics and raised themes relating to DLWP's coastal context. Environmental creative engagement across the year included creating a free wildlife and biodiversity Activity pack for families as part of a national *Wild Escape* project.

In April 2024, DLWP hosted *Culture Declares Emergency South East Cultural Assembly*. The event in the Auditorium saw 200 cultural workers, artists, activists, public authority workers, academics, health and youth workers gather for a day of talks, discussions, activities and exploration, using creativity to encourage inclusive and imaginative approaches to problem-solving. Speakers included Civic Square co-founder Imandeep Kaur and community organiser and climate justice advocate Samia Dumbuya. Artworks created at DLWP's Earth Day *Art Sunday* were exhibited in the auditorium during the event.

We continued following a set of environmental principles in relation to exhibition-making. These include re-using, recycling and donating; sharing resources with local institutions where possible; repairing instead of dumping; avoiding using supply chains with a high carbon footprint; shipping artworks by sea rather than air where possible and using sustainable kit in the galleries.

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## **BUILDING**

### **Annual spend, repairs and maintenance from core revenue budget.**

The Pavilion has set in place annual maintenance contracts for:

- Plant equipment, including boilers, heating and ventilation, gallery environmental controls, ventilation
- Cleaning and Hygiene
- Security and Fire Alarms
- Firefighting equipment
- CCTV maintenance
- Passenger and goods lifts
- Storm pipes & drains
- PAT testing and safety checks
- Pest control
- Kitchen and refrigeration equipment
- Security shutters
- Gardening

In addition, the Duty General Management team make regular inspections of the building, overseen by the Director of Operations. The team has developed a maintenance check plan, which covers daily, weekly, monthly and quarterly checks.

The 2023/24 combined annual budget for Maintenance Contracts, General Repairs, Health & Safety and cleaning was £200k (gross).

Maintenance contract costs and general repairs rise year on year; however, we have good relationships with all our suppliers and continue to review and negotiate the best possible contract deals with them.

### **Utility Costs**

It should be noted that DLWP has been severely impacted by the sharp rise in energy prices with costs rising from £75k pre pandemic to c.£355k in 2023/24. We entered a new arrangement with a supplier framework in autumn 2023, which will allow us to access the full benefits of membership in autumn 2024, although the impact on costs is still uncertain.

### **Staff Costs**

We currently employ around 149 staff on payroll, 89% of which are from the Bexhill and Hastings Area.

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Day to day operational costs rise directly in line with minimum wage increases which has grown by 141% since 2018/19, whilst core revenue grants have remained at a standstill for since 2005.

**2023/24 Audited Financial Statements**

**Financial Strategy**

The focus of the current Financial Strategy is to deliver the capital refurbishment of the De La Warr Pavilion and to develop a resilient and sustainable post-capital business model. Achieving this will require further increases in - and diversification of – earned and raised income. It will also be necessary to continue to operate a lean and efficient operating model.

**Reserves policy**

It is the intention of the Trustees to have an unrestricted fund balance of £400,000, this being approximately 2 month's core operating costs. As at 31 March 2024 the unrestricted funds balance was £91,866 (2023: £72,990).

£91,866 is 23% of the target unrestricted fund balance of £400,000. It is the Trustees' intention to build unrestricted reserves of £400,000 by 2032.

**Trustees serving during 2023/24**

**Julian Bird OBE (Chair)**

Julian is the Chief Executive of global production company Green Room Ents Ltd which he co-owns with theatre owner and impresario Nica Burns.

Until late Spring 2022, Julian was Chief Executive of the Society of London Theatre and UK Theatre and was the Executive Producer for The Olivier Awards and UK Theatre Awards. Prior to his time at SOLT, Julian was the Chief Operating Officer of Tate Galleries.

**Judy Cligman (Vice Chair)**

Judy Cligman was recently Director of Strategy and Business Development at Heritage Lottery Fund, having joined the Fund in 1996, soon after the start of the National Lottery. An architectural historian, graduating from UCL and the Courtauld Institute of Art, she has over 30 years' experience of conservation and funding of heritage projects. A huge enthusiast for the De La Warr Pavilion, she now splits her time between living in London and a home of 1911 in the Arts and Crafts style in Collington, Bexhill-On-Sea.

**Henry Abosi**

Henry is an architect and Founding Principal of Tableaux Studio, currently based in Dallas. Prior to starting his practice in 2022, Henry worked for several award-winning firms in London.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2024**

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Beyond architecture practice, he has been involved with several prominent art institutions in Cape Town and was editor-in-chief of BeFront Magazine, a design publication he launched in 2015. Throughout his career, Henry has been involved with academic institutions in different regions and is currently appointed as Visiting Associate Professor at the University of Texas, Arlington.

**Joanna Calladine-Evans**

Joanne is a Programme Leader at the Centre for Educational Leadership at University College London Institute of Education. Her role entails developing and curating content for Specialist National Professional Qualifications and providing operational support for the implementation of programmes both Nationally and Internationally. Prior to joining the Centre for Educational Leadership team at UCL, Joanne was one of the executive directors of Fulcrum Learning Ltd, a company that had as its core purpose connecting schools, communities and resources to support school leaders in ensuring opportunities for all. Joanne has over 30 years experience in education as a senior leader, facilitator, coach and teaching school director for leading networks and alliances in all phases and really enjoys building effective relationships and helping professionals to achieve excellent outcomes.

**Councillor Kathryn Field**

Kathryn has been an elected member of East Sussex County Council since 1992 and Rother District Council since 2007. She has held positions of responsibility on both councils. She is an experienced charity trustee having chaired Action in Rural Sussex for 7 years and South East Rural Community Councils for 8 years. She has also chaired Pestalozzi International Children's Village and Sedlescombe Primary School board of governors. Kathryn has been a board member of Sussex Careers.

**David Getty**

David is a recently retired Solicitor, having spent the last 10 years of his career as Managing Partner of Sussex law firm Gaby Hardwicke. Before that he headed up the firm's Commercial Law department, specialising in intellectual property. Prior to joining Gaby Hardwicke he was a senior associate with a 'Magic Circle' firm in the City, where he advised on intellectual property aspects of corporate transactions, as well as handling trade mark litigation. He has acted for one of the world's leading computer games companies, an international news and information company, an ITV franchise holder, a global 'A' list rock musician and a Formula One racing driver. Living in Bexhill, David is also a Trustee of the Bexhill Festival of Music.

**Ainsley Gill** (retired from the Board March 2024)

Ainsley Gill is a director of McPhersons Chartered Accountants, a leading, long established local business. He has many years of experience in working with owner-managed businesses of different sizes and in a wide range of sectors including the leisure, tourism and hospitality. He is past President of Bexhill Chamber of Commerce and Tourism, past chairman of Battle Round Table, has been a local school governor and sits on the local panel for Let's do Business Finance. He is delighted to be part of the team of Trustees at the De La Warr Pavilion.

**Lucy Homer**

Lucy is a practising artist focused on capturing the energy and immediacy of the world through abstraction from her studio in Kent.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2024**

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Her corporate executive career was leading the Design and Technical department at Lendlease with a wide remit across Europe with projects ranging in value from £20million up to £1.6billion; 10,000 homes at Elephant Park to Google's London HQ. She is an architect by background and spent 10 years of her career leading the redevelopment of BBC Broadcasting House.

**Yasufumi Nakamori**

Nakamori is Vice President of Arts and Culture, Asia Society, and Director of Asia Society Museum in New York City. Until August 2023, Nakamori was the Senior Curator of International Art (photography), Tate, where he led the development of Tate's collection of photography as well as the strategy for representing photography in the programme at Tate Modern; developing and curating exhibitions, including Zanele Muholi (2020-21), and numerous collection displays. He also advised on initiatives on Asian and Asian diaspora art in programming at Tate Modern, and provided strategic management for photography in the programming at Tate Britain.

**Cllr Susan Prochak** (retired from the Board Dec 2023)

Sue Prochak is the longest serving Councillor on Rother District Council standing as a Liberal Democrat and has held many different positions. She is now Deputy Leader. Before retiring Sue worked all over the world training English language teachers. She also trained test writers and wrote test material for international examination boards. She has always been a passionate supporter of the De La Warr and was a Councillor when there was the first major investment in 2005. She is proud of voting against the ruling group proposing to sell the De La Warr to Weatherspoons for £1. A proposal which was finally lost, by the way, by one vote.

**Anna Starling**

Anna Starling is Commercial Director at the National Portrait Gallery, London, joining the team in 2018. Her remit at the Gallery covers Retail, Publishing, Licensing and Hospitality with the core purpose to maximise secondary spend from visitors and exploit the Gallery's significant collection for commercial products and licensing. Anna previously worked at frieze, managing the publishing area of the business and has worked at Modern Art Oxford and The Photographer's Gallery in London.

**Daphne Thissen**

Daphne is a business and stakeholder engagement professional with a wealth of experience and insight in leading client feedback, building relationships and networking. Her consultancy, Thissen Consulting, helps clients improve their relationships with current and prospective clients, to help make organisations be more successful and to reach their full potential. Originally from the Netherlands and trained as an architectural historian, Daphne moved to the UK to work for English Heritage. Following a role as Development Director at The Employment Policy Institute, Daphne spent over ten years at the Dutch Ministry of Foreign Affairs in the UK, researching, reporting and advising on public and cultural diplomacy as well as bilateral public policies for cultural collaborations.

**Cllr Hazel Timpe**

An Independent Rother District Councillor for Sackville Ward and Lead member for Communities, Tourism and Culture, elected in 2019. Over 40 years civil service, business to business and hospitality sector experience both in management and ownership.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2024**

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Since retiring to Bexhill in 2008, Hazel has been a volunteer business mentor for the long term unemployed, a volunteer and Trustee of the Association of Carer and an approved Princes Trust mentor. In her District Council role she is delighted to be part of the De La Warr Pavilion Trustee Board.

**Peter Watters**

Peter is a director at McPhersons Chartered Accountants, based in Bexhill just a few minutes walk from the Pavilion and regularly treats his clients to meetings and refreshments in the café. His accountancy skills have led to a number of treasurer roles including previously at Bexhill Chamber of Commerce and at South Saxons hockey club. Peter's work has migrated more recently towards working with charities and not for profit clients particularly in creative fields such as theatres and museums adding breadth to his long experience with owner managed businesses and tax planning.

**Steve Williams** (retired from the Board Dec 23)

Steve Williams was recently Chief Legal Officer and Group Secretary of Unilever, Steve remains Special Counsel. He is Senior Independent Director of Whitbread PLC, and a Director of Croda International PLC. He is also currently interim Chairman of Arts & Business, has overseen the redevelopment of Unilever House, the development of the Unilever art collection and the major sponsorship of Tate Modern. Steve lives in London.

**Professor Lawrence Zeegen**

Professor Lawrence Zeegen, during an academic career spanning over 35 years, has led departments, schools and faculties at some of the UK's most prominent universities and has lectured internationally in over 25 countries. Lawrence is currently interim Director for the Creative Computing Institute at University of the Arts London. Lawrence is Professor of Illustration; he is the author of nine published books on graphic arts, including Fifty Years of Illustration and Ladybird by Design and is contributor to numerous publications. His illustration practice includes work with major international newspapers, magazines, book publishers, design studios and advertising agencies. Lawrence is a graduate of the Royal College of Art, a Fellow of the Royal Society of Arts and has twice been appointed to the Executive Board of ico-D, the International Council of Design. He also works independently as a consultant across education and industry with a focus on preparing organisations for the emergence and arrival of Generation Alpha.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2024**

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**Trustee's Responsibilities**

The trustees (who are also directors of De La Warr Pavilion Charitable Trust for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:-

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Statement as to Disclosure of Information to Auditors**

So far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Charity's auditors are unaware, and each Trustee has taken the steps that he ought to have taken as a Trustee in order to make himself aware of any relevant information and to establish that the Charity's auditors are aware of that information.

**Small company provisions**

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities and with the special provisions of Part 15 of the Companies Act 2006 relating to small companies (section 419(3)).

Approved by the Board on 6th December 2024 and signed on its behalf by:

Julian Bird OBE  
Trustee

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Opinion**

We have audited the financial statements of De La Warr Pavilion Charitable Trust (the 'parent company') and its subsidiary (the 'group') for the year ended 31st March 2024 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets Consolidated Cash Flow Statement and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent company's affairs as at 31st March 2024 and of the group's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

**Other information**

The Trustees are responsible for the other information. The other information comprises the information in the Report of the Trustees, but does not include the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Auditors.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory framework within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context were General Data Protection Regulation and Health and Safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of ticket and grant income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the board about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Use of our report**

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Victoria Anderson BA(Hons) FCA DChA (Senior Statutory Auditor)  
for and on behalf of Clark Brownscombe Limited  
Chartered Accountants  
and Statutory Auditors  
2 St Andrews Place  
Lewes  
East Sussex  
BN7 1UP

Date: 6th December 2024

**DE LA WARR PAVILION CHARITABLE TRUST**  
**(LIMITED BY GUARANTEE)**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCLUDING INCOME AND EXPENDITURE ACCOUNT**  
**AND STATEMENT OF COMPREHENSIVE INCOME)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

<b>Unrestricted Funds</b>						
	Note	General Funds £	Designated Funds	Restricted Funds £	Total 2024 £	2023 £
<b>INCOME FROM</b>						
Donations and grants	3	1,136,492	-	613,468	1,749,960	1,451,980
Other trading activities	5	1,434,918	-	-	1,434,918	1,211,014
Charitable activities	6	1,350,958	-	40,736	1,391,694	1,122,764
Investment income		<u>29,494</u>	<u>-</u>	<u>-</u>	<u>29,494</u>	<u>1,425</u>
<b>TOTAL BEFORE MUSEUM AND GALLERIES TAX RELIEF</b>		<b>3,951,862</b>	<b>-</b>	<b>654,204</b>	<b>4,606,066</b>	<b>3,787,183</b>
Museums and Galleries Tax Relief		<u>93,783</u>	<u>-</u>	<u>-</u>	<u>93,783</u>	<u>88,700</u>
<b>TOTAL INCOME</b>		<b><u>4,045,645</u></b>	<b><u>-</u></b>	<b><u>654,204</u></b>	<b><u>4,699,849</u></b>	<b><u>3,875,883</u></b>
<b>EXPENDITURE</b>						
Charitable activities		3,142,975	21,503	439,624	3,604,102	3,342,993
<b>Expenditure on raising funds</b>						
- Costs of commercial activities		<u>1,117,364</u>	<u>-</u>	<u>-</u>	<u>1,117,364</u>	<u>1,058,706</u>
<b>TOTAL EXPENDITURE</b>	7	<b><u>4,260,339</u></b>	<b><u>21,503</u></b>	<b><u>439,624</u></b>	<b><u>4,721,466</u></b>	<b><u>4,401,699</u></b>
Net income/(expenditure)		(214,694)	(21,503)	214,580	(21,617)	(525,816)
Transfers between funds		<u>233,570</u>	<u>(233,570)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net income/(expenditure) after transfers		18,876	(255,073)	214,580	(21,617)	(525,816)
Total funds brought forward		<u>72,990</u>	<u>1,212,647</u>	<u>4,789,481</u>	<u>6,075,118</u>	<u>6,600,934</u>
<b>Total funds carried forward</b>		<b><u>91,866</u></b>	<b><u>957,574</u></b>	<b><u>5,004,061</u></b>	<b><u>6,053,501</u></b>	<b><u>6,075,118</u></b>

The detailed 2023 comparative statement of financial activities is reported in note 2.

The statement of financial activities incorporates the income and expenditure account, the results for the year derive from continuing activities and there are no gains or losses other than those shown above.

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**CONSOLIDATED BALANCE SHEET  
AS AT 31 MARCH 2024**

**COMPANY NUMBER 03446307**

	Note		2024		2023
		£		£	£
<b>FIXED ASSETS</b>					
Tangible assets	12		<b>5,168,274</b>		4,949,503
<b>CURRENT ASSETS</b>					
Stocks	13	<b>116,910</b>			96,697
Debtors	14	<b>139,420</b>			584,916
Cash at bank and in hand		<b><u>1,934,884</u></b>			<u>2,119,773</u>
			<b>2,191,214</b>		2,801,386
<b>CREDITORS: Amounts falling due within one year</b>	15	<b><u>(955,987)</u></b>			<u>(1,325,771)</u>
<b>NET CURRENT ASSETS</b>			<b><u>1,235,227</u></b>		<u>1,475,615</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<b>6,403,501</b>		6,425,118
<b>CREDITORS</b>					
Amounts falling due after one year	16		<b><u>(350,000)</u></b>		<u>(350,000)</u>
<b>NET ASSETS</b>			<b><u>6,053,501</u></b>		<u>6,075,118</u>
<b>FUNDS:</b>	20				
<b>Restricted funds</b>					
Capital project			<b>4,421,017</b>		4,565,525
Restoration Levy			<b>143,361</b>		102,625
Auditorium refurbishment			<b>439,683</b>		121,331
<b>Designated funds</b>					
Working capital and contingencies			<b>450,000</b>		750,000
Fixed assets fund			<b>507,574</b>		462,647
<b>Unrestricted funds</b>			<b><u>91,866</u></b>		<u>72,990</u>
			<b><u>6,053,501</u></b>		<u>6,075,118</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved on behalf of the Board on 6th December 2024

Julian Bird OBE – Trustee

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**CHARITY BALANCE SHEET  
AS AT 31 MARCH 2024**

COMPANY NUMBER 03446307

	Note		2024	2023
		£	£	£
<b>FIXED ASSETS</b>				
Tangible assets	12		5,168,274	4,949,503
Investment			<u>1</u>	<u>1</u>
			<b>5,168,275</b>	4,949,504
<b>CURRENT ASSETS</b>				
Debtors	14	245,508		680,190
Cash at bank and in hand		<u>1,871,243</u>		<u>2,087,467</u>
				2,767,657
<b>CREDITORS: Amounts falling due within one year</b>	15	<u>(881,525)</u>		(1,292,043)
<b>NET CURRENT ASSETS</b>			<u>1,235,226</u>	<u>1,475,614</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<b>6,403,501</b>	6,425,118
<b>CREDITORS</b>				
Amounts falling due after one year	16		<u>(350,000)</u>	(350,000)
<b>NET ASSETS</b>			<u>6,053,501</u>	<u>6,075,118</u>
<b>FUNDS:</b>	20			
<b>Restricted funds</b>				
Capital project			4,421,017	4,565,525
Restoration Levy			143,361	102,625
Auditorium refurbishment			439,683	121,331
<b>Designated funds</b>				
Working capital and contingencies			450,000	750,000
Fixed assets fund			507,574	462,647
<b>Unrestricted funds</b>			<u>91,866</u>	<u>72,990</u>
			<u>6,053,501</u>	<u>6,075,118</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved on behalf of the Board on 6th December 2024

Julian Bird OBE – Trustee

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**CONSOLIDATED STATEMENT OF CASHFLOWS  
FOR THE YEAR ENDED 31 MARCH 2024**

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	Note	2024 £	2023 £
<b>Net cash generated from operating activities</b>	19	<b>281,541</b>	<u>(781,189)</u>
<b>Cashflow from investing activities</b>			
Purchase of tangible fixed assets		<u>(466,430)</u>	-
<b>Net (decrease) in cash and cash equivalents</b>		<b>(184,889)</b>	(781,189)
Cash and cash equivalents at the beginning of the year		<u>2,119,773</u>	<u>2,900,962</u>
<b>Cash and cash equivalents at the end of the year</b>		<b><u>1,934,884</u></b>	<u>2,119,773</u>
<b>Cash and cash equivalents consists of:</b>			
Cash at bank and in hand		<u>1,934,884</u>	<u>2,119,773</u>

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

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**1 ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are summarised below.

**Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2019), hereafter referred to as the Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

De La Warr Pavilion Charitable Trust meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

In the application of the Group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The most significant accounting judgements and key sources of estimation uncertainty that affect items in the financial statements are those pertaining to the defined benefit pension scheme. The trustees seek the input and advice of qualified professionals as to the appropriate actuarial assumptions to be used in calculating the pension cost and review these on an ongoing basis.

**Group financial statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiary, De La Warr Pavilion Enterprises Limited, on a line by line basis. A separate Statement of Financial Activities for the charity itself is not presented as permitted by the exemption under section 408 of the Companies Act 2006. The Charity has also taken advantage of the exemptions under FRS 102 from the requirements to present a charity only cash flow statement and certain disclosures about the charity's financial instruments. The charity's results for the year are summarised in Note 22 to these financial statements.

**Preparation of the financial statements on a going concern basis**

The trustees have reviewed the company's forecasts and projections and the trustees believe that the charity is a going concern.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

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**Funding accounting policy**

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity.

Designated funds are unrestricted funds set aside at the discretion of the trustees for specific purposes.

Restricted funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose. Further details of each fund are disclosed in note 20.

**Income**

Donations and grants that provide core funding or are of a general nature are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Income from other trading activities is included in the year in which it is receivable.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

Income is deferred when admission fees are received in advance of the performance or event to which they relate.

**Expenditure**

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category.

Costs of generating funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. It also includes costs of the preparation and examination of the statutory accounts, the costs of trustee meetings and the cost of any legal advice to trustees on governance or constitutional matters.

**Support costs**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

**Irrecoverable VAT**

Irrecoverable VAT is recorded as a support cost and is allocated across activities accordingly as shown in note 7.

**Fixed assets**

Individual fixed assets costing £500 or more are capitalised.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**Depreciation**

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:-

Pavilion leasehold – long-term improvements	2% straight line
Pavilion fittings and equipment	10% - 20% straight line
Office equipment	50% straight line

**Stock**

Stock is valued at the lower of cost and net realisable value, after due regard for obsolete and slow moving stocks.

**Hire purchase and finance lease contracts**

Assets held under finance leases, which are leases where substantially all the risks and rewards of ownership of the asset have passed to the charity, are capitalised in the balance sheet as tangible fixed assets and are depreciated over their useful life. The capital elements of future obligations under the leases are included as liabilities in the balance sheet. The interest element of the rental obligation is charged to the statement of financial activities over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding.

Assets held under hire purchase agreements are capitalised as tangible fixed assets and are depreciated over their useful lives. The capital element of future payments is included within creditors. Finance charges are allocated to accounting periods over the length of the contract.

**Pensions**

The charity operates a defined benefit pension scheme for employees previously employed by East Sussex County Council. The assets of the scheme which is managed by East Sussex County Council, are held separately from those of the charity in an independently administered fund. The charity also participates in a scheme with the People's Pension in accordance with meeting auto enrolment responsibilities.

Current service costs, past service costs and gains and losses on settlements and curtailments are charged to appropriate resources expended categories in the statement of financial activities. Past service costs are recognised over the vesting period or immediately if benefits have vested. When a settlement (eliminating all obligations for benefits already accrued) or a curtailment (reducing future obligations as a result of a material reduction in the scheme membership or a reduction in future entitlement) occurs, the obligation and related plan assets are remeasured using current actuarial assumptions and the resultant gain or loss is recognised in the statement of financial activities during the period in which the settlement or curtailment occurs.

The interest cost and expected return on assets are shown as a net amount as other finance costs or income. Net pension finance costs are allocated to appropriate resources expended categories in the statement of financial activities. Net pension finance income is recognised as an incoming resource in the statement of financial activities. Actuarial gains and losses are recognised immediately as other recognised gains and losses in the statement of financial activities.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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Pension scheme assets are valued at fair value at the balance sheet date. Fair value is based on market value price information and in the case of quoted securities is the published bid price. Pension scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted to their present value using a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The pension scheme surplus or deficit is recognised in full on the balance sheet.

**Financial instruments**

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument.

**Financial assets and liabilities**

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the statement of financial position when, and only when there exists a legally enforceable right to set off the recognised amounts and the Group intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when and only when (a) the contractual rights to the cash flows from the financial asset expire or are settled, (b) the Group transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or (c) the Group, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

**DE LA WARR PAVILION CHARITABLE TRUST  
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FOR THE YEAR ENDED 31 MARCH 2024**

**2 DETAILED COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	<b>General Funds £</b>	<b>Designated Funds £</b>	<b>Restricted Funds £</b>	<b>Total 2023 £</b>
<b>INCOME FROM</b>				
Donations and grants	1,162,224	-	289,756	1,451,980
Other trading activities	1,211,014	-	-	1,211,014
Charitable activities	1,076,723	-	46,041	1,122,764
Investment income	<u>1,425</u>	<u>-</u>	<u>-</u>	<u>1,425</u>
<b>TOTAL BEFORE MUSEUM AND GALLERIES TAX RELIEF</b>	<b>3,451,386</b>	<b>-</b>	<b>335,797</b>	<b>3,787,183</b>
Museums and Galleries Tax Relief	<u>88,700</u>	<u>-</u>	<u>-</u>	<u>88,700</u>
<b>TOTAL</b>	<b><u>3,540,086</u></b>	<b><u>-</u></b>	<b><u>335,797</u></b>	<b><u>3,875,883</u></b>
<b>EXPENDITURE</b>				
Charitable activities	2,847,780	15,968	479,245	3,342,993
<b>Expenditure on raising funds</b>				
- Costs of commercial activities	<u>1,058,706</u>	<u>-</u>	<u>-</u>	<u>1,058,706</u>
<b>TOTAL EXPENDITURE</b>	<b><u>3,906,486</u></b>	<b><u>15,968</u></b>	<b><u>479,245</u></b>	<b><u>4,401,699</u></b>
Net income/(expenditure)	(366,400)	(15,968)	(143,448)	(525,816)
Total funds brought forward	<u>439,390</u>	<u>1,228,615</u>	<u>4,932,929</u>	<u>6,600,934</u>
<b>Total funds carried forward</b>	<b><u>72,990</u></b>	<b><u>1,212,647</u></b>	<b><u>4,789,481</u></b>	<b><u>6,075,118</u></b>

**3 DONATIONS AND GRANTS**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total Funds 2024 £</b>	<b>Total Funds 2023 £</b>
<b>Donations</b>				
Appeals, donations and membership	<u>47,603</u>	<u>-</u>	<u>47,603</u>	<u>109,076</u>
<b>Grants</b>				
Trusts and foundations	78,257	155,178	233,435	227,130
UK Government grants	1,010,632	458,290	1,468,922	1,077,482
RDC re levelling up application	<u>-</u>	<u>-</u>	<u>-</u>	<u>38,292</u>
	<b><u>1,088,889</u></b>	<b><u>613,468</u></b>	<b><u>1,702,357</u></b>	<b><u>1,342,904</u></b>
	<b><u>1,136,492</u></b>	<b><u>613,468</u></b>	<b><u>1,749,960</u></b>	<b><u>1,451,980</u></b>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**4 GRANTS RECEIVABLE**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £	Total Funds 2023 £
Rother District Council	492,847	43,290	536,137	534,697
Arts Council England	517,785	400,000	917,785	517,785
RDC Eastbound to Eastbourne	-	15,000	15,000	-
Talent Accelerator	-	97,123	97,123	44,663
Chalk Cliff Trust	25,000	-	25,000	25,000
Artwork Breakthrough	-	6,862	6,862	-
Eastbourne Alive	-	23,421	23,421	-
Eastbourne Winter Gardens	50,825	-	50,825	-
Youth Music – young promoters	-	20,112	20,112	-
Maltbys	1,000	-	1,000	-
Spencer Wills Trust	-	1,000	1,000	-
Marchus Trust	-	3,000	3,000	-
The Elephant Trust	-	2,000	2,000	-
The Isabel Blackman Foundation	-	1,500	1,500	-
ESCC	-	-	-	25,000
Brighton Dome Kickstarters	-	-	-	13,864
Eastbourne Theatres	-	-	-	10,000
Henry Moore Foundation	-	-	-	5,000
ReviVE	-	-	-	82,239
Creative Development Network	-	-	-	13,400
Viridor	-	-	-	5,000
JJH Rausing Trust	-	-	-	5,000
Fluxus Art Project	-	-	-	3,000
Sasakawa Foundation	-	-	-	3,000
Red Hill Trust	-	-	-	4,000
Daiwa Anglo	-	-	-	3,000
Weinstock Fund	-	-	-	2,000
Rix Thompson Foundation	-	-	-	2,000
Lipman Millbank Trust	-	-	-	1,600
Japan Society	-	-	-	1,000
A Clark	-	-	-	1,000
Hastings Youth Trust	-	-	-	1,000
Others (Below £1,000)	<u>1,432</u>	<u>160</u>	<u>1,592</u>	<u>1,364</u>
	<b><u>1,088,889</u></b>	<b><u>613,468</u></b>	<b><u>1,702,357</u></b>	<b><u>1,304,612</u></b>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**5 OTHER TRADING ACTIVITIES**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £	Total Funds 2023 £
<b>Ancillary trading</b>				
Merchandise income	193,382	-	193,382	182,106
Catering income	1,068,182	-	1,068,182	914,310
Hire income	<u>173,354</u>	-	<u>173,354</u>	<u>114,598</u>
	<u><b>1,434,918</b></u>	<u>-</u>	<u><b>1,434,918</b></u>	<u><b>1,211,014</b></u>

**De La Warr Pavilion (Enterprises) Limited**

The charity controls this company, which is incorporated in England, by virtue of holding 100% of the equity share capital. The company undertakes the ancillary trading activities at the Pavilion with the aim of gifting its taxable profits to the Trust.

**Summary of trading results**

	2024 £	2023 £
Turnover	1,434,918	1,211,014
Total expenditure	<u>(1,117,364)</u>	<u>(1,058,706)</u>
Net profit for the year	317,554	152,308
Distribution to the charity	<u>(317,554)</u>	<u>(134,567)</u>
Retained profit	<u>-</u>	<u>17,741</u>

The assets and liabilities of De La Warr Pavilion (Enterprises) Limited were:

Assets	241,097	186,520
Liabilities	<u>(241,096)</u>	<u>(186,519)</u>
Funds	<u>1</u>	<u>1</u>

**6 CHARITABLE ACTIVITIES**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £	Total Funds 2023 £
Exhibition income	21,118	-	21,118	22,460
Live performance income	1,315,220	40,736	1,355,956	1,090,345
Education income	<u>14,620</u>	-	<u>14,620</u>	<u>9,959</u>
	<u><b>1,350,958</b></u>	<u><b>40,736</b></u>	<u><b>1,391,694</b></u>	<u><b>1,122,764</b></u>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**7 TOTAL EXPENDITURE**

	Ancillary trading £	Exhibitions £	Live performance £	Education £	Governance £	Total 2024 £	Total 2023 £
<b>Direct costs</b>							
Cost of goods sold	454,280	-	-	-	-	454,280	439,350
Other direct costs	-	149,283	781,366	112,139	-	1,042,788	925,388
Employment costs	<u>590,115</u>	<u>145,161</u>	<u>373,658</u>	<u>51,152</u>	-	<u>1,160,086</u>	1,088,990
	<u>1,044,395</u>	<u>294,444</u>	<u>1,155,024</u>	<u>163,291</u>	-	<u>2,657,154</u>	2,453,728
<b>Support costs</b>							
Employment costs	-	445,636	267,382	178,255	-	891,273	874,020
Establishments costs	-	187,756	112,654	75,103	-	375,513	199,418
Repairs and maintenance	35,948	76,391	45,834	30,556	-	188,729	185,027
Office expenses	1,144	22,784	13,671	9,114	-	46,713	145,054
Cleaning	-	6,874	4,124	2,750	-	13,748	13,525
Travel and subsistence	119	5,193	3,116	2,077	-	10,505	14,010
Advertising and promotion	600	48,547	29,129	19,419	-	97,695	65,590
Auditors' remuneration	3,079	-	-	-	12,053	15,132	14,526
Legal and professional costs	1,600	20,359	12,215	8,143	-	42,317	56,715
Bank charges	30,479	10,594	6,356	4,237	-	51,666	49,076
Irrecoverable VAT	-	41,681	25,009	16,672	-	83,362	125,552
Depreciation of tangible fixed assets	-	<u>123,830</u>	<u>74,297</u>	<u>49,532</u>	-	<u>247,659</u>	205,458
	<u>72,969</u>	<u>989,645</u>	<u>593,787</u>	<u>395,858</u>	<u>12,053</u>	<u>2,064,312</u>	1,947,971
	<u>1,117,364</u>	<u>1,284,089</u>	<u>1,748,811</u>	<u>559,149</u>	<u>12,053</u>	<u>4,721,466</u>	4,401,699

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
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**8 TRUSTEES' REMUNERATION AND EXPENSES**

No trustees received any remuneration during the year.

**9 NET EXPENDITURE**

Net expenditure is stated after charging:

	2024	2023
	£	£
Auditors' remuneration		
- audit services	<b>15,132</b>	14,526
Depreciation of owned assets	<b><u>54,265</u></b>	<u>15,968</u>

**10 EMPLOYEES' REMUNERATION**

The average number of persons employed by the charity (excluding trustees) during the year, analysed by category, was as follows:-

	2024	2023
Programming	<b>4</b>	6
Fundraising	<b>1</b>	2
Operations	<b>53</b>	52
Administration	<b><u>6</u></b>	<u>5</u>
	<b><u>64</u></b>	<u>65</u>

The aggregate payroll costs of these persons were as follows:-

	2024	2023
	£	£
Wages and salaries	<b>1,815,151</b>	1,747,766
Social Security	<b>137,255</b>	140,644
Other pension costs	<b><u>52,883</u></b>	<u>46,813</u>
	<b><u>2,005,289</u></b>	<u>1,935,223</u>

One employee received emoluments in the banding £85,000 - £90,000 (2023: £75,000 - £80,000 One). The number of staff to whom retirement benefits are accruing under a defined contribution pension scheme is 73 (2023: 77) and the defined benefit scheme is 1 (2023: 1).

The key management personnel of the charity comprise the trustees, the chief executive officer, the director of operations and the director of external relations. The total employee benefits of key management personnel were £230,282 (2023: £204,962).

**11 TAXATION**

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**12 TANGIBLE FIXED ASSETS**

	Leasehold Property £	Fixtures, fittings and equipment £	Total £
<b>Cost</b>			
As at 1 April 2023	7,675,231	743,903	8,419,134
Additions	<u>-</u>	<u>466,430</u>	<u>466,430</u>
	<u>7,675,231</u>	<u>1,210,333</u>	<u>8,885,564</u>
<b>Depreciation</b>			
As at 1 April 2023	2,782,030	687,601	3,469,631
Charge for the year	<u>189,489</u>	<u>58,170</u>	<u>247,659</u>
As at 31 March 2024	<u>2,971,519</u>	<u>745,771</u>	<u>3,717,290</u>
<b>Net book value</b>			
As at 31 March 2024	<u>4,703,712</u>	<u>464,562</u>	<u>5,168,274</u>
As at 31 March 2023	<u>4,893,201</u>	<u>56,302</u>	<u>4,949,503</u>

**13 STOCKS**

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Stocks	<u>116,910</u>	<u>96,697</u>	<u>-</u>	<u>-</u>

**14 DEBTORS**

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	118,563	117,837	58,017	60,320
Amounts owed by group undertakings	-	-	166,634	152,791
Other debtors	12,116	3,835	12,116	3,835
Prepayments and accrued income	<u>8,741</u>	<u>463,244</u>	<u>8,741</u>	<u>463,244</u>
	<u>139,420</u>	<u>584,916</u>	<u>245,508</u>	<u>680,190</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>Group</b>		<b>Charity</b>	
	<b>2024</b>	2023	<b>2024</b>	2023
	<b>£</b>	£	<b>£</b>	£
Trade creditors	<b>601,560</b>	726,844	<b>589,139</b>	716,619
Taxation and social security	<b>51,679</b>	44,924	<b>51,679</b>	44,924
Other creditors	<b>5,654</b>	8,183	<b>5,654</b>	8,183
Accruals and deferred income	<b><u>297,094</u></b>	<u>545,820</u>	<b><u>235,053</u></b>	<u>522,317</u>
	<b><u>955,987</u></b>	<u>1,325,771</u>	<b><u>881,525</u></b>	<u>1,292,043</u>

Deferred income included above is as follows:

	<b>Group</b>		<b>Charity</b>	
	<b>2024</b>	2023	<b>2024</b>	2023
	<b>£</b>	£	<b>£</b>	£
As at 1 April 2023	<b>413,835</b>	88,800	<b>393,263</b>	62,800
Amount released to incoming resources	<b>(413,835)</b>	(88,800)	<b>(393,263)</b>	(62,800)
Amount deferred in the year	<b><u>223,386</u></b>	<u>413,835</u>	<b><u>164,345</u></b>	<u>393,263</u>
As at 31 March 2024	<b><u>223,386</u></b>	<u>413,835</u>	<b><u>164,345</u></b>	<u>393,263</u>

**16 CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR**

	<b>Group</b>		<b>Charity</b>	
	<b>2024</b>	2023	<b>2024</b>	2023
	<b>£</b>	£	<b>£</b>	£
Covid recovery loan	<b><u>350,000</u></b>	<u>350,000</u>	<b><u>350,000</u></b>	<u>350,000</u>

The loan is repayable after more than five years but has no set date for repayment.

**17 MEMBERS' LIABILITY**

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**18 PENSION SCHEME**

**a) Defined benefit scheme**

The charity operates a pension scheme providing benefits based on final pensionable pay in respect of employees who were employed by Rother District Council but who transferred to the charity when the charity took over the running of the De La Warr Pavilion. The assets of the scheme are held separately from those of the charity, being part of the East Sussex County Council scheme.

Pension contributions are determined by a qualified actuary on the basis of triennial valuations using the projected unit method. A full actuarial valuation was carried out at 31 March 2013 and updated at 31 March 2019. The scheme was closed to new members on 1 April 2003.

The FRS 102 assessment of the scheme as at 31 March 2024 showed a pension scheme asset of £608,000. However, the last triennial actuarial valuation in 2016 prepared for the East Sussex Pension Fund was based on more prudent assumptions and assessed the pension fund to be in deficit. As a result of this the employer pension contribution rates were revised to 43.7% plus there was a substantial increase in the annual secondary contribution requirements for past employees. The Trustees are in active conversations with the pension fund administrators, and key stakeholders, to ensure their responsibilities under the scheme are met in the long term. The trustees no longer consider that the asset is recoverable and therefore the surplus has not been recognised in accordance with the principles of FRS 102.

The main financial assumptions used for the purposes of FRS102 are:

	<b>2024</b>	2023	2022
Discount rate	<b>4.85%</b>	4.8%	2.6%
Salary increase rate	<b>2.9%</b>	2.9%	3.35%
Pension increase rate	<b>2.9%</b>	2.9%	3.35%

**Mortality:**

Vita Curves with improvements in line with the CMI2010 model assuming the current rate of improvements has peaked and will converge to a long-term rate of 1.25%.

	<b>2024</b>	2023	2022
Current pensioners:			
Male	<b>20.9</b>	21.1	21.2
Female	<b>23.8</b>	24.1	23.8
Future pensioners:			
Male	<b>21.9</b>	22.2	22.0
Female	<b>25.4</b>	25.6	25.1

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**18 PENSION SCHEME (Continued)**

The fair value of the assets of the scheme were:

	At 31 March 2024 Value £	At 31 March 2023 Value £	At 31 March 2022 Value £
Equities	1,676,000	1,630,000	1,782,000
Bonds	363,000	281,000	389,000
Property	368,000	372,000	202,000
Cash	<u>34,000</u>	<u>28,000</u>	<u>47,000</u>
<b>Total Market Value of Assets</b>	<b><u>2,441,000</u></b>	<b><u>2,311,000</u></b>	<b><u>2,420,000</u></b>

**Net defined benefit asset**

	2024 £	2023 £
Fair value of assets	2,441,000	2,311,000
Present value of defined benefit obligation	(1,425,000)	(1,416,000)
Asset not recognised	<u>(1,016,000)</u>	<u>(895,000)</u>
<b>Recognised pension asset</b>	<b><u>-</u></b>	<b><u>-</u></b>

**Total expense recognised in income and expenditure**

	2024 £	2023 £
Current service cost	14,000	20,000
Interest on the defined (asset)	(43,000)	(15,000)
Administration expenses	<u>2,000</u>	<u>2,000</u>
<b>Total income and expenditure movement</b>	<b><u>(27,000)</u></b>	<b><u>7,000</u></b>

**Changes in the present value of the defined benefit obligation**

	2024 £	2023 £
<b>Opening defined benefit obligation</b>	<b>1,416,000</b>	<b>1,812,000</b>
Interest cost on obligation	67,000	47,000
Current service cost	14,000	20,000
Remeasurement losses/(gains) on obligation (assumptions and experience)	(20,000)	(416,000)
Member contributions	3,000	3,000
Benefits paid	<u>(55,000)</u>	<u>(50,000)</u>
<b>Closing defined benefit obligation</b>	<b><u>1,425,000</u></b>	<b><u>1,416,000</u></b>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**18 PENSION SCHEME (Continued)**

**Changes in the fair value of scheme assets**

	2024	2023
	£	£
Opening fair value of Scheme Assets	2,311,000	2,420,000
Interest income on plan assets	110,000	62,000
Actuarial gain/(loss)	73,000	(124,000)
Employer contributions	1,000	2,000
Member contributions	3,000	3,000
Administration expenses	(2,000)	(2,000)
Benefits paid	<u>(55,000)</u>	<u>(50,000)</u>
<b>Closing fair value of scheme assets</b>	<b><u>2,441,000</u></b>	<b><u>2,311,000</u></b>

**Total amount taken to comprehensive income**

	2024	2023
	£	£
Return on fund assets in excess of interest	73,000	(128,000)
Change in financial assumptions	9,000	644,000
Change in demographic assumptions	16,000	34,000
Experience (loss) on defined benefit obligation	(5,000)	(258,000)
Asset not recognised	<u>(93,000)</u>	<u>(292,000)</u>
<b>Remeasurement of the net assets</b>	<b><u>-</u></b>	<b><u>-</u></b>

**(b) Defined contribution scheme**

The amount recognised as an expense for the defined contribution scheme was

	2024	2023
	£	£
Current period contributions	<u>52,883</u>	<u>46,813</u>

**19 NOTES TO THE CASH FLOW STATEMENT**

**Reconciliation of operating to net cash  
inflow from operating activities**

	2024	2023
	£	£
Operating (deficit)	(21,617)	(525,816)
Depreciation and amortisation charges	247,659	205,457
(Increase) in stocks	(20,213)	5,139
Decrease/(increase) in debtors	445,496	(501,621)
(Decrease)/increase in creditors	<u>(369,784)</u>	<u>35,652</u>
<b>Net inflow/(outflow) from operating activities</b>	<b><u>281,541</u></b>	<b><u>(781,189)</u></b>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**20 ANALYSIS OF FUNDS**

	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
<b>Designated Funds</b>					
Working capital and contingencies	750,000	-	-	(300,000)	450,000
Fixed assets fund	<u>462,647</u>	-	<u>(21,503)</u>	<u>66,430</u>	<u>507,574</u>
	<u>1,212,647</u>	-	<u>(21,503)</u>	<u>(233,570)</u>	<u>957,574</u>
<b>General Funds</b>					
General fund	72,990	2,610,727	(2,825,421)	233,570	91,866
Subsidiary company reserves	-	<u>1,434,918</u>	<u>(1,434,918)</u>	-	-
	<u>72,990</u>	<u>4,045,645</u>	<u>(4,260,339)</u>	<u>233,570</u>	<u>91,866</u>
<b>Restricted Funds</b>					
Capital project	4,565,525	-	(144,508)	-	4,421,017
Restoration Levy Fund	102,625	40,736	-	-	143,361
Other restricted donations	-	213,468	(213,468)	-	-
Auditorium refurbishment	<u>121,331</u>	<u>400,000</u>	<u>(81,648)</u>	-	<u>439,683</u>
	<u>4,789,481</u>	<u>654,204</u>	<u>(439,624)</u>	-	<u>5,004,061</u>
	<u>6,075,118</u>	<u>4,699,849</u>	<u>(4,721,466)</u>	-	<u>6,053,501</u>

Designated funds:

The fixed assets fund comprises assets which are associated with the long-term operation of the auditorium and would not be replaced from general funds. The net book value of these assets has been transferred from General fund, and the depreciation on these assets will be financed from the fund.

The Working capital and contingencies fund was established to maintain working capital for the charity and to mitigate against exceptional risks.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**20 ANALYSIS OF FUNDS (PRIOR YEAR)**

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
<b>Designated Funds</b>					
Working capital and contingencies	750,000	-	-	-	750,000
Fixed assets fund	<u>478,615</u>	-	<u>(15,968)</u>	-	<u>462,647</u>
	<u>1,228,615</u>	-	<u>(15,968)</u>	-	<u>1,212,647</u>
<b>General Funds</b>					
General fund	457,131	2,329,072	(2,713,213)	-	72,990
Subsidiary company reserves	<u>(17,741)</u>	<u>1,211,014</u>	<u>(1,193,273)</u>	-	-
	<u>439,390</u>	<u>3,540,086</u>	<u>(3,906,486)</u>	-	<u>72,990</u>
<b>Restricted Funds</b>					
Capital project	4,710,033	-	(144,508)	-	4,565,525
Restoration Levy Fund	56,584	46,041	-	-	102,625
Other restricted donations	-	289,756	(289,756)	-	-
Auditorium refurbishment	<u>166,312</u>	-	<u>(44,981)</u>	-	<u>121,331</u>
	<u>4,932,929</u>	<u>335,797</u>	<u>(479,245)</u>	-	<u>4,789,481</u>
	<u>6,600,934</u>	<u>3,875,883</u>	<u>(4,401,699)</u>	-	<u>6,075,118</u>

Designated funds:

The fixed assets fund comprises assets which are associated with the long-term operation of the auditorium and would not be replaced from general funds. The net book value of these assets has been transferred from General fund, and the depreciation on these assets will be financed from the fund.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**20 ANALYSIS OF FUNDS (continued)**

Purposes of restricted funds:

The capital project fund consists of grants and donations received to finance the refurbishment and other capital expenditure at the Pavilion. Depreciation on the assets financed from the funds are charged against the fund balance.

The capital project fund also includes the annual grant received from Rother District Council (RDC) towards the cost of major building maintenance. Periodic reports are submitted to RDC detailing the maintenance works undertaken.

The Auditorium refurbishment fund contains grants and matched funding for the refurbishment of the auditorium area.

**21 NET ASSETS BY FUND**

	<b>General Funds</b>	<b>Designated Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2024</b>	<b>Total Funds 2023</b>
	£	£	£	£	£
Tangible assets	-	307,574	4,860,700	5,168,274	4,949,503
Current assets	1,397,853	650,000	143,361	2,191,214	2,801,386
Creditors: Amounts falling due within one year	(955,987)	-	-	(955,987)	(1,325,771)
Creditors: Amounts falling due after one year	<u>(350,000)</u>	<u>-</u>	<u>-</u>	<u>(350,000)</u>	<u>(350,000)</u>
Net assets	<u>91,866</u>	<u>957,574</u>	<u>5,004,061</u>	<u>6,053,501</u>	<u>6,075,118</u>

**NET ASSETS BY FUND (PRIOR YEAR)**

	<b>General Funds</b>	<b>Designated Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2023</b>	<b>Total Funds 2022</b>
	£	£	£	£	£
Tangible assets	-	262,647	4,686,856	4,949,503	5,154,960
Current assets	1,748,761	950,000	102,625	2,801,386	3,086,093
Creditors: Amounts falling due within one year	(1,325,771)	-	-	(1,325,771)	(1,290,119)
Creditors: Amounts falling due after one year	<u>(350,000)</u>	<u>-</u>	<u>-</u>	<u>(350,000)</u>	<u>(350,000)</u>
Net assets	<u>72,990</u>	<u>1,212,647</u>	<u>4,789,481</u>	<u>6,075,118</u>	<u>6,600,934</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

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**22 RESULTS OF THE PARENT COMPANY**

	2024	2023
	£	£
Gross incoming resources for the year attributable to De La Warr Pavilion Charitable Trust	<u>3,582,485</u>	<u>2,799,435</u>
Net (outgoing) resources for the year attributable to De La Warr Pavilion Charitable Trust	<u>(21,617)</u>	<u>(543,558)</u>

**23 SHARE CAPITAL**

The company is limited by guarantee, having no share capital, members having a liability not exceeding £1.

**24 RELATED PARTY TRANSACTIONS**

None of the trustees received any form of payment in connection with their role as trustee of De La Warr Pavilion Charitable Trust. Three trustees (or their spouses) made donations, sponsored events or produced live events. None of the amounts were material and all were at arms length and on commercial terms

Three of the trustees are councillors of Rother District Council which owns the De La Warr Pavilion. Rother District Council also provides significant funding to the Charitable Trust.

**DE LA WARR PAVILION CHARITABLE TRUST**

England & Wales - Charity number 1065586

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# Accounts

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**CHARITY NUMBER 1065586  
COMPANY NUMBER 03446307**

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST MARCH 2023**

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**LEGAL AND ADMINISTRATIVE INFORMATION**

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**Charity name:** De La Warr Pavilion Charitable Trust

**Charity registration number:** 1065586

**Company registration number:** 03446307

**Registered office:** De La Warr Pavilion  
Marina  
Bexhill on Sea  
East Sussex  
TN40 1DP

**Trustees:** Julian Bird OBE, Chair  
Stephen Williams, Vice Chair  
Sean Albuquerque (Resigned 16 December 2022)  
Prof Lawrence Zeegen  
Ainsley Gill  
Howard Lovell (Resigned 16 December 2022)  
Cllr Sue Prochak MBE  
Averil Price (Resigned 23 September 2022)  
Judy Cligman  
Cllr Hazel Timpe  
Daphne Thissen  
Henry Abosi  
Yasufumi Nakamori  
Lucy Homer  
Joanne Calladine-Evans

**Chief executive officer:** Stewart Drew

**Bankers:** Allied Irish Bank (GB) Lloyds Bank  
20/22 Marlborough Place 17 Wellington Place  
Brighton Hastings  
BN1 1UB TN34 1NX

**Statutory Auditor:** Clark Brownscombe Limited  
Chartered Accountants & Statutory Auditors  
2 St. Andrews Place  
Lewes  
East Sussex  
BN7 1UP

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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The trustees present their report and the financial statements for the year ended 31 March 2023. The trustees, who are also directors of De La Warr Pavilion Charitable Trust for the purposes of company law and who served during the year and up to the date of this report are set out on page 1.

**Structure, governance and management**

**Governing document**

De La Warr Pavilion Charitable Trust is a company limited by guarantee, governed by its memorandum and articles of association which were last amended on 28 January 2004. It is a charity registered with the Charity Commission.

**Appointment of trustees**

The board of trustees should comprise fourteen elected persons and two members nominated by Rother District Council. Trustees are appointed in order to give a broad and diverse range of expertise in a number of fields relevant to the charity, including finance, arts practice and management, architecture, human resources and local knowledge. Potential new trustees submit an application to the board of trustees for their consideration and majority approval. At the Annual General Meeting, one third of the trustees resign, being the longest serving trustees. All retiring trustees are eligible for re-election, save that no trustee can serve for an aggregate period in excess of six years, unless agreed by a two-thirds majority.

**Trustees induction and training**

New trustees undergo an orientation session to brief them on their legal obligations under charity and company law, the content of the memorandum and articles of association, the decision making processes, the business plans and recent financial performance of the charity. They are given a tour of the building and an outline of the work of the various departments.

**Organisation**

The board of trustees and finance and trading sub-committee meet at least four times a year. The board of trustees have three key areas of responsibility; financial, managerial and administrative. They are responsible for safeguarding the assets of the charity; ensuring that the charity fulfils its objectives and that the charity complies with all current legislation. The board of trustees approves the annual business plan, the programme of activities and the annual budget, and are presented with updated reports at meetings. Any significant changes to the business plan and budgets are approved by the board. The board delegates the responsibility of the day to day management of the charity to the Director and the senior management team.

**Risk management**

The trustees have a risk management strategy which comprises an ongoing review of the risks the charity may face; the establishment of systems and procedures to mitigate the identified risks; and the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

There is also a Disaster Action Plan specifically for the galleries.

**Objectives and activities**

The De La Warr Pavilion is a centre for contemporary art in an architectural icon of the modernist movement. Created in 1935 by Eric Mendelsohn and Serge Chermayeff, it was the original vision of its champion, the 9th Earl De La Warr to create a major cultural institution in the heart of Bexhill on Sea.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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In 2005, following many years of physical deterioration and decline of its cultural aspiration, the Pavilion reopened as a new artistic flagship comprising 500 sq metres of gallery space, a 1,000 seat auditorium, an education and community studio, café and restaurant, shop and administrative facilities. Whilst much of the building underwent a programme of repair and restoration, significant effort was made to refurbish the building in keeping with its vision and the needs of a 21st century community. The cost of this capital programme was £9 million, raised primarily from Lottery sources, charitable trusts and foundations and individual donors.

The Pavilion is governed by the De La Warr Pavilion Charitable Trust who took responsibility for the stewardship and management of the building and its activities in 2003 prior to the capital development programme, under the terms of a 99 year lease granted by its freehold owners Rother District Council. Core revenue funding is underwritten by two principal stakeholders, Rother District Council and Arts Council England, together with further project investment from trusts and foundations and individual patronage. Profits derived through its commercial trading subsidiary support the overall operations and activities of the organisation.

**Vision**

The vision for the De La Warr Pavilion, in keeping with the spirit with which it was originally created, is to be a cultural flagship offering a world class programme to audiences and visitors locally, regionally and nationally, enriching the everyday life of its community.

**Public benefit**

In setting the charity's objectives and planning its activities the trustees have given consideration to the Charity Commission guidance on public benefit.

The De La Warr Pavilion is open to the public, free of charge, for every day of the year apart from Christmas day. Entrance to the gallery exhibitions and tours is also free.

Our education programme is either free of charge or heavily subsidised.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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**STRATEGIC REPORT**

**Vision, Mission and objectives**

**De La Warr Pavilion**

Established 1935, modern ever since

**Mission**

To level up Community, Creativity and Skills in our region

**Vision**

To be a flagship centre for the arts and a vibrant cultural hub for the south-east, owned by our communities and known for our programme nationally and internationally.

Responding to our world class architecture and living heritage, to allow greater access to creativity and cultural experiences, and to ensure culture-led regeneration for the region into the next decade and beyond.

**Objectives**

1. Produce, present and promote a high-quality programme of modern and contemporary work that responds to the needs and aspirations of both artists and audiences.
2. Enable artists of every culture and discipline to create new work or present new experiences of existing work within an environment committed to excellence and best professional practice.
3. Work with diverse audiences to engage them with the Pavilion and our artistic programme, making it relevant to them as a visitor or participant.
4. Conserve the De La Warr Pavilion's fabric, its unique Grade 1 listed architectural status and to promote it through public and artistic programmes.
5. Maintain a viable, resilient and sustainable business model, seeking to diversify income streams by growing fundraising and commercial activity.
6. Be a catalyst for the cultural, economic, tourism and social regeneration of Bexhill and the surrounding region.

**Values**

- Bold & ambitious
- Create opportunity & inspire creativity
- Professional & honest
- Inclusive, respectful & empathetic
- Kind & compassionate

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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The Board provides guidance, expertise and support to the organisation and currently has these key areas of focus:

- Finance & Trading
- Capital Appeals Committee / Project Board
- Equality, Diversity and Inclusion

**Core Revenue Funding**

- Arts Council England (ACE) National Portfolio Organisation (NPO) funding for the extension period 2022/23 (in response to the pandemic) of £517,785.
- In March 2022, DLWP applied for the next full NPO round covering 2023-26. DLWP had to demonstrate close alignment with ACE's new strategy, *Let's Create*. The funding of £517,785 annually was confirmed in November 2022 and accepted in January 2023.
- DLWP's Creative Case for Diversity rating from ACE is 'Strong' (last reviewed in 2020)
- ACE's May 2023 risk assessment of DLWP notes a risk level of 8, with the rise due to cost of living and rise in utility costs. Ongoing risks cited are the need for large scale capital work, impact following closures due to Covid-19 and challenges of cost of living. ACE notes DLWP has an active risk management strategy in place that continues to be well controlled by a highly effective senior management team, further supported by robust/expert governance from the board of Trustees.
- Rother District Council annual funding of £546,697. Rother District Council's funding agreement was renewed on 1 April 2021, for three years until 31 March 2024. This is currently being reviewed for the next funding period.

Rother District Council funding typically accounts for around 15% of the organisation's annual turnover. Turnover is then typically made up as approximately a third each of:

- Public Subsidy (ACE & RDC)
- Trading & Fundraising
- Box Office Receipts

In addition to annual funding, DLWP were awarded additional funding for the 2022/23 financial year of:

- Arts Council England Capital Investment Programme £400,000, awarded in 2021/22 and released in 2022/23, for a significant Auditorium Technical Systems Upgrade including a new PA and Assisted Listening System (accessibility). This is the first significant grant towards DLWP's major capital project: Community, Creativity and Skills.

In addition to funding from ACE and RDC, DLWP raised over £300K of additional income in 2022/23, through fundraising activity.

DLWP was also pledged £850,000 from the Community Infrastructure Levy (CIL) towards the capital project.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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It should be noted that DLWP has been severely impacted by the sharp rise in energy prices with costs rising from £75k pre pandemic to c.£380k in 2023/24. This, together with the impact of the cost of living crisis, remains a key risk which is being closely monitored and actively managed on an ongoing basis.

Key areas of work 2023 onwards:

- **Building:** Conserve the Grade I Listed Building including crucial ongoing maintenance and key development through DLWP's transformational major capital project.
- **Diversity, Inclusion & Anti-Racism:** Become even more of an asset for our community and serve a wider range of cultural and social needs through increasing and diversifying audiences, workforce development and board diversification.
- **Exhibitions:** Highlight the best in world class contemporary art through a rich and imaginative programme of work by international, national and local artists.
- **Live:** Deliver a vibrant programme of music, comedy and performance inside and outside the building including festivals and original programming.
- **Learning & Participation:** Expand and deepen engagement with local communities.
- **Skills:** Develop work experience and apprenticeship opportunities through Talent Accelerator (with Artswork) to help young people get into the Creative Industries.
- **Partnerships:** Continue to consolidate and grow community partnerships, embedding the Arts Council England Investment Principles and Let's Create strategy.
- **Driving income:** Bounce-back of earned income - commercial operations will remain flexible and we will seek to extend outside operations to maximise turnover. Continued fundraising, with support and expertise of DLWP's Capital Appeals Committee / Project Board
- **Digital:** Develop an ambitious digital strategy based on our Digital Review, and refresh brand voice.
- **Environmental:** In addition to new strategies as part of the major capital project, deliver and develop our Environmental Policy Action Plan to reduce DLWP's environmental impact as we aim for net zero greenhouse gas emissions by 2030.
- **Networks:** Collaborate with other cultural partners along the coast and, building on the success of Sussex Modern, consider new and innovative operating models
- **Eastbourne Winter Gardens:** Develop the established relationship with Eastbourne Borough Council and Towner Eastbourne to achieve mutual ambitions for live music at the Winter Gardens

### **Transforming Heritage; Community, Creativity and Skills**

In January 2023, we worked closely with Rother District Council to secure £19,192,00 from the government's Levelling Up Fund 2 to enable the delivery of cultural-led regeneration to improve the lives of the most vulnerable and disadvantaged people in Rother.

This funding will capitalise on the iconic status and local significance of the De La Warr Pavilion and extend its reach into the district's most deprived local communities. The £25,892,000 capital interventions will level-up community, creativity and skills through:

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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- Transforming and upgrading the DLWP
- Developing a community and recreation facility in the heart of Sidley, the district's most deprived area.

These interventions will create new jobs, upskill local residents and bolster career progression in the creative and cultural sectors.

£17m of the Levelling Up Funding will go towards DLWP's Capital Project which aims to grow learning/skills engagement to 20,000 (+270%), ticket sales to 90k (+40%), commercial income by 25%, and cultural tourism to 650,000 (+55%) visitors per annum. Outcomes of the project are:

**Heritage:** our Listed building will be protected by overhauling the failing infrastructure to operate efficiently and live up to its reputation as the UK's most architecturally significant public icon of international modernism. Heritage projects will deepen engagement.

**Audience & visitor experience:** by producing, presenting, and promoting a high-quality programme of modern and contemporary work, we will respond to the needs and aspirations of both artists and audiences. Better auditorium facilities will see comfortable seats and better sight lines - all reinforcing DLWP's reputation as a regional leader in music.

**Programming potential:** artists and curators of every culture and discipline will be enabled to create new, or represent existing work, within flexible spaces and an environment committed to excellence and best practice, challenging dominant cultural norms/histories. This includes external programming on the rooftop terrace, bandstand, and auditorium. There is potential for commissions/new productions originated at DLWP to tour or adapt for receiving venues across the South East.

**Skills and Workforce elements:** work with Higher Education/Further Education institutions will support creative careers for young people. Our programmes are a lifeline for our communities in terms of wellbeing and mental health, aspirations, skills and creating positive futures.

**Community cohesion & wellbeing:** Bexhill will thrive through a collaborative approach to culture. Better facilities for local festivals and events will make us more inclusive and representative of underserved communities.

**Increased commercial revenues and reduced running costs:** a new business model will see an operational surplus that will be re-invested in our building, programmes, and communities. Jobs: 235 gross FTE jobs, 227 net FTEs within Rother & Hastings labour market. Local economy: £95m+ in cumulative net-GVA. £66m+ in net LVU and Labour Supply Impacts.

**Environment:** carbon footprint and energy usage will be reduced by 50%, delivering on RDC's Environmental Strategy to become net zero by 2030.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**2022/23 in Figures**

We welcomed **315,000** visitors to the building during 2022-23, a 36% increase on the previous year. We are rebuilding visitor numbers post pandemic (2019/20 - 420,000).

The building opened in the daytime Wed – Sunday together with selected evenings for live events. DLWP resumed a 7 day operation on 27 June 2022.

We held **592 individual events and activities** in and around the Pavilion including exhibitions, gigs, performances, festivals, talks, creative workshops, learning and skills development activities and community and private hires.

We sold **93,000 tickets** to 171 gigs and shows including 5 outdoor festivals.

We presented **9 exhibitions** featuring the work of local, national, international and emerging artists from a range of disciplines.

**95% of our exhibition visitors recommend the Pavilion.** 45% visited to spend time with family and friends, 43% to learn something new, 40% for the atmosphere, 35% to be inspired and 35% to be entertained.

We engaged with **8,000 young people** through our creative engagement and skills development programmes and worked with 45 primary, secondary and SEND/SEMH schools and colleges across the region.

We talked to **3,000 young people about creative careers**, organised work experience for 86 young people, created 8 apprenticeship opportunities and 36 early creative career opportunities. We also gave **1,100 young people valuable performance or exhibiting experience.**

We ran **34 free family creative events**, **5 free outdoor film screenings** and hosted **49 community group and private hires**. A record 600+ people visited the 2023 Bexhill Jobs & Apprenticeships Fair held at the Pavilion.

We hosted **32 drop-in sessions** for Bexhill's Ukrainian Refugees and a day of events for Refugee Week with the Refugee Buddy Project, Hastings Rother & Wealden and Bexhill.

**40 members of staff trained to be dementia champions** and we held 2 dementia-friendly events.

**96% of visitors agree the De La Warr Pavilion is good for Bexhill and the surrounding areas.** 43% of our live event visitors travelled 30+ minutes, 12.5% stayed overnight with 35.5% of these visiting a local restaurant, bar or shop.

We have 129 staff of which **89% live in the local area**. Our 20 volunteers **gave over 700 hours** of their time during the year.

Our carbon footprint for 2022-23 was **260 tons** and our **Building Energy rating is C.**

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**Organisation Activity Report**

**COMMUNITY**

DLWP continued to be a vibrant, valued community resource, providing space inside and outside the building for community and private use, organising and hosting free events and activities and working with partners in Rother and beyond to improve the health, wellbeing and prosperity of the area.

DLWP was again the hub for the *Bexhill After Dark* festival, acting as a central point for artist liaison and logistics. We also co-produced with 45 Bexhill College students a light installation at DLWP as part of the festival. We hosted free outdoor winter screenings of *The Snowman* and *The Snowdog*, supported by Bexhill Chamber of Commerce, and our free outdoor summer *Sunset Screenings*, continued in 2022 accompanied by free family creative activities.

Other free visitor activities across the year included 22 *Art Sunday* making sessions for families, an open rehearsal by the London Mozart Players, performances by the She Choir and Wacky Band and an open workshop with the Lifted Up Community Choir attended by 200 people.

We continued to support community health and well-being, hosting *Being Our Best Selves* (BOBS), a wellbeing and creative workshop for learning disabled people, a *Reminiscence and Poetry* workshop with Bexhill Dementia Action and *Meet and Greet Bexhill Primary Care Network*, a free drop in and health check event for local residents.

*I just wanted to drop you a quick note to say a massive thank you for all your help in making our event yesterday such a huge success. We were absolutely delighted by the response we received and the feedback we have had from those who visited us has been really encouraging.* Bexhill Primary Care Network

DLWP remained at the heart of the creative community, hosting Bexhill Artist Workspace exhibitions, Bexhill Light Operatic and Dramatic Society performances and a Coastal Currents talks programme. We supported the Bexhill Footbridge Gallery competition and strengthened our partnership with Flatland Projects and Beeching Road Studios through the development of early creative career programmes. The DLWP Shop has also been refreshed to stock more cards and products by local artists and makers.

*Resolve Collective: Lido*, which ran through Summer 2022 in the Ground Floor gallery, was used as a leisure space by groups from the local community including DLWP's Blueprint Collective for young people; Bexhill College; FSN Dragonflies which offers free support to children and their families experiencing pre or post bereavement; Sussex Community Development Association workshops for low socio economic families, and a Heart of Sidley Teen Volunteer Evening.

We continued to offer opportunities for everyone to experience the visual arts through free access to exhibitions and held exhibition opening parties which were open to all and attended by up to 200 people.

Our 1,300 Members and Patrons continued to play a crucial role in the life of DLWP. Events and activities included a Members & Patrons brunch and tour on all new exhibition opening days and online talks such as *Bauhaus Beyond Humans*. In 2022-23, additional discount benefits were introduced for members at Music's Not Dead, the vinyl store in the Pavilion Foyer, and drinks and food on gig nights.

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DLWP's 20 volunteers provided invaluable support to the organisation, contributing over 700 hours of their time helping with activities and leading building tours.

As a hub for the local business community, DLWP hosted 18 conferences, events, meetings and functions including a building takeover for a 350 delegate conference, a large awards ceremony and, for the 7<sup>th</sup> time, the Bexhill Jobs & Apprenticeships Fair. The 2023 fair, which remained free to exhibit at and attend, welcomed more than 50 exhibitors and a record 600+ visitors.

DLWP worked closely with cultural and business partners across the region to drive tourism and economic growth and attract investment. DLWP continued to lead on the Coastal Cultural Trail and Stewart Drew remained chair of Visit1066 and Create Music. He also continued to represent the Creative Industries and visitor economy on Team East Sussex (TES).

The SELEP-funded summer 2022 Sussex Modern campaign, led by DLWP, achieved over 45m impressions through poster advertising including at high profile Victoria and Charing Cross station sites. The campaign culminated in films of artists, makers and entrepreneurs who embodied the 'creative spirit of Sussex' which achieved 165k views on YouTube.

DLWP continued engaging with and growing our digital community. We have 128k followers on social media, (76k Twitter, 22k Facebook, almost 18k Instagram, over 12k YouTube and 1k Threads). Our YouTube films spanned exhibition tours, artist interviews and talks and were viewed 107k times. The DLWP website attracted 2.5m page views and 470,000 new users and our extensive emailing programme involved approximately 250 campaigns totalling 3m emails with an average open rate of 46%.

### **CREATIVITY**

Our new approach to participation, Creative Engagement, was embedded across the organisation in 2022-23. Its aims include creating opportunity, being more relevant to more people, reaching wider and deeper into our communities, listening and learning and giving a voice to those who are not always heard.

We engaged with 8,000 young people in informal and formal arts education across the year. Family activities included workshops for early years children, their parents and carers led by local artist collective Babes in Arms; making sessions in the school holidays and free creative workshops alongside outdoor film screenings. 34 free resource packs were provided to accompany creative activities. Our free *Art Sundays* drop-in creative sessions grew in popularity with an average of 85 participants and an increase in adults and adults with learning disabilities attending. Other workshops for adults included queer life drawing, calligraphy & mindfulness, cyanotype and linocut printing.

We held 32 sessions with the 16 – 22 year old members of our Blueprint Collective. Activities included zine-making; creating decorations with Radiator Arts for display in the DLWP North Staircase; interviewing artists; making videos and 3D models; visiting Beeching Road Studios and spending the day with a local photographer.

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DLWP's imaginative 2022-23 exhibitions programme displayed world class contemporary art in our ground, first and rooftop galleries. Exhibitions were accompanied by tailored making sessions, talks, tours and films. The programme comprised:

**HELEN CANN : A MAP OF THE SEA AND THE DE LA WARR PAVILION**

21 July 2021 – 30 August 2022

A depiction of historical events and figures, maritime life and rising sea levels.

**LUCY STEIN : WET ROOM**

30 January – 2 May 2022

Major solo exhibition of works reflecting on a period of intensive domestic caregiving and anxiety.

**BASSAM AL-SABAH : I AM ERROR**

30 January – 2 May 2022

Exploring the construction of masculinity in action-adventure video games.

**MINORU NOMATA : WINDSCAPE**

21 May – 4 September 2022

Visionary paintings of imaginary landscapes that transcend time and place.

**RESOLVE COLLECTIVE: LIDO**

28 May – 4 September 2022

Created through collaboration with young people, a leisure space to meet, interact and reflect.

**BABES IN ARMS**

10 September 2022 - 15 January 2023

Encouraging bonding with children over the creative process by a collective of local artist mothers.

**ZINEB SEDIRA: CAN'T YOU SEE THE SEA CHANGING?**

28 September 2022 – 8 January 2023

Transnational trade, identity and migrant consciousness in a post-colonial context.

**ANGELO MADSEN: A CRISIS OF HUMAN CONTACT**

4 February – 21 May 2023

Reflecting on trans intimacies and structures of kinship.

**ANNA MARIA NABIRYE & ANNIE SAUNDERS: UP IN ARMS**

4 February – 21 May 2023

Creating meaningful dialogue amidst the complexity of interracial friendships.

**TSCHABALALA SELF : SEATED**

19 April – 29 October 2023

Evoking the acts of resting, reflection and leisure that are part of DLWP's coastal context.

The swing in the *Resolve* space proved a great engagement tool and was popular with all ages. Visitors were encouraged to take their photos on the swing and post on social media using #LidoSwing. A group of local actors also read poetry on the swing for a *Poetry Swing* happening.

PR coverage included reviews and features in Frieze and The Art Newspaper for the Zineb Sedira exhibition, a review in Artforum for the Angelo Madsen Minax show and BBC South East coverage of *Up in Arms*.

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Our vibrant live programme of music, comedy, talks and festivals spanned a range of genres to suit all tastes from Suede to the Royal Philharmonic Orchestra, Harry Hill to Prue Leith. Sellout performances included Alan Carr, Echo & the Bunnymen, Robert Plant and Suzi Dian, Goldfrapp, Sparks, The Unthanks, The Flaming Lips, Jo Whiley, Tim Peake, Aled Jones & Russell Watson, Fisherman's Friends, Suzanne Vega, Tom Allen, Eddie Izzard and Suede. Jo Whiley's June 2022 90s anthems festival was DLWP's largest ever ticketed event with 2,200 tickets sold.

Alongside the popular *Bexfest*, we developed two new festivals for 2023 – *Colours*, an all-day celebration and elevation of female talent, and the alt-music *Seaview*, featuring iconic artists, established DJs and up-&-coming acts.

DLWP and Eastbourne and Lewes Borough Council developed a new partnership, bringing DLWP's live programming expertise to the refurbished Winter Garden. The partnership launched with a warm up gig by Brit-pop legends Blur in May 2023. Performances by Suede and, for the Turner Prize opening weekend, Peaches, are scheduled for Autumn 2023.

For Summer 2023, we created a bold new marketing campaign for London and South East rail station poster advertising sites and digital channels and a large welcoming 'HI' banner on the front of the Pavilion. Following the refresh of our shop, we have recently updated the Café Bar interior, introducing a new colour scheme and displaying limited edition prints for sale.

## **SKILLS**

DLWP worked with 191 schools, colleges, universities, arts organisations, music education hubs, museums, Local Cultural Education Partnerships (LCEPs), health & wellbeing and other organisations during 2022-23 to deliver learning, skills development and career opportunities to young people in the region.

Alongside our arts education activities, we continued to lead on Talent Accelerator, the East Sussex-wide programme which aims to get young people into the Creative Industries. We talked to 3,000 young people about creative careers at schools, colleges, other premises across East Sussex and in the Pavilion, including through the East Sussex County Council Open Doors programme.

*Our students thoroughly enjoyed meeting you and all the team, having a tour, the creative activity and then Kim's fantastic presentation on the creative industries and listening to different staff members talk about their job roles and asking questions! There was a real buzz on the minibus home and judging by their feedback forms, they were paying attention and engaged throughout! Ratton School, Open Doors visit*

*Thank you so much for taking the time to talk to Years 4, 5 and 6 about the amazingly vast opportunities for employment in the Arts. I so wish I had been able to hear this at their age. All the pupils found it very informative. Art Coordinator, Bourne Primary School*

DLWP engaged with 22 employers across East Sussex to develop work experience opportunities for 86 young people. We developed a new accredited Music Venue Technician apprenticeship programme, a year long Young Promoters training programme, and further skills development opportunities are in development including wraparound work experience opportunities, in collaboration with Towner Eastbourne, for Turner Prize 2023.

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Other activities included careers advice and coaching in Newhaven, a workshop familiarisation day for the White Rock Theatre Summer Youth Project and supporting schools in the area with Artsmark applications. We also developed a digital badging programme which gives students accreditation for skills acquired. 13 badges have been issued to 150 students to date.

*Just wanted to say a big thank you for organising the students WEX with Haven Creatives. The feedback from students was positive. Once again thank you and hopefully this can be duplicated next year if possible. Careers & Community Manager, Seahaven Academy*

DLWP worked with partners to provide valuable performance and exhibiting experience to over 400 young people through opportunities including: *Side by Side*, where young orchestral musicians performed with the London Mozart Players; a young person's takeover of DLWP's outdoor stage in conjunction with Create Music; an open mic night for 18 – 25 year olds; an exhibition by Bexhill College students of reimagined designs for the DLWP bandstand and an end of year show for Willingdon and Cavendish school students at the Congress Theatre, Eastbourne. In addition, 780 primary school children performed in two concerts on the DLWP stage.

*We are lucky to have so much opportunity to work with yourself and the De La Warr. It is especially valuable for the Art Foundation students and their moderator who was particularly impressed with our involvement with the De La Warr. Art Foundation lead, Bexhill College*

DLWP continued to partner with Create Music, of which Stewart Drew is Chair, to engage children and young people in East Sussex in high quality music learning and performance opportunities.

Targets of the programme include: 90 schools taking part in whole class ensemble teaching; 5,800 pupils engaged in instrumental or vocal lessons; 100 young people engaged in inclusive music programmes (including CoLab, o360, Pier:1 and Holiday Food and Fun Club) and 2,700 children and young people participating in Big Sing performances.

Create Music's five Music Centres give young people at all musical levels the opportunity to join an Orchestra, Ensemble or Band. Hastings & Rother Music Centre is based at St Richard's Catholic College, Bexhill, and a new Music Centre is in development at The Pelham community hub in Sidley.

Our work with young adults spanned talks and tours for 150 university students and supporting 36 early creative careers. DLWP worked with Flatland Projects and Beeching Road Studios to develop Early Careers, Curatorial Fellowship, Technical and Young Studios opportunities and also developed initiatives across the region with the Devonshire Collective, black Shed Gallery, Seaglass and Underwired Theatre.

*Flatland Projects and the Early Career Artist Programme have been life changing to me. After moving back to East Sussex after 8 years of living in London, I was having to start from scratch again. No job, no studio, and no network of artists. FP has changed all that. It has been vital to my practice, without the programme, and most importantly - the subsidised studio – the future of my practice was uncertain. Participant, ECA Programme, Beeching Road Studios*

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Bexhill Jobs & Apprenticeships Fair continued to provide jobs and skills opportunities to people at all career stages. 47% of visitors were under the age of 24 and more than a quarter over the age of 45. The largest groups of attendees were the unemployed (26%) and those in full time education (19%). 21% of visitors were interested in a first job or apprenticeship, 15% in changing career and 15% in returning to work or back to work support.

*Great to see such a thriving, enthusiastic and supportive business community and so many great potential staff and volunteers. Well done for bringing everyone together.*

Exhibitor, Bexhill Jobs Fair

**Informal and formal learning**

<i>Stage/age</i>	<i>Participants</i>
Early Years: (0-5 years old)	50
Key Stage 1: Years 1 to 2 (5-7 years old)	115
Key Stage 2: Years 3 to 6 (8-11 years old)	1308
Key Stage 3: Years 7 to 9 (12-14 years old)	1038
Key Stage 4: Years 10 to 11 (15-16 years old)	159
Key Stage 5: Years 12 to 13 (17-18 years old)	475
0-19 mixed ages	3506
20+	350
Total	7001

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**Schools & colleges engaged with 2022-23**

***Primary***

All Saints CE Primary School, Sidley Bourne, Eastbourne  
Catsfield Church of England (VC) Primary School  
Cavendish School, Eastbourne  
Chantry Community Primary School, Bexhill  
Christ Church CE Primary Academy, St Leonards  
Claremont School, Tunbridge Wells  
Crowhurst C of E Primary School  
Glenleigh Park Primary Academy  
Hilden Grange Preparatory School, Tonbridge  
King Offa Primary Academy, Bexhill  
Little Common School  
Manor Primary School, Uckfield  
Parkland Junior School, Eastbourne  
Pashley Down Infant School, Eastbourne  
Polegate School  
Salehurst C of E Primary School  
Shinewater Primary School, Eastbourne  
Silverdale Primary Academy, St Leonards  
St Peter & St Paul CE (VA) Primary School, Bexhill  
St Philips Catholic Primary School, Uckfield  
Ticehurst and Flimwell Church of England Primary School  
Vinehall School, Robertsbridge

***College***

Bexhill Sixth Form College  
Brighton MET and Northbrook College  
DV8 Sussex, Bexhill  
East Sussex College Group, Hastings & Eastbourne  
Hertford Regional College, Broxbourne  
Varndean College, Brighton

***Secondary***

Ark Alexandra Academy, Hastings  
Battle Abbey School  
Bexhill Academy  
Cavendish School, Eastbourne  
Claverham Community College, Battle  
Eastbourne College  
Peacehaven Community School  
Ratton School, Eastbourne  
Robertsbridge Community College  
Seaford Head School  
Seahaven Academy, Newhaven  
St Richard's Catholic College, Bexhill  
The Hastings Academy  
Willingdon Community School

***SEND / SEMH***

Ripplevale School, Deal  
The SABDEN Multi Academy Trust (Cuckmere House, Seaford; St Mary's, Heathfield; New Horizons, St Leonards; College Central, Eastbourne; The Workplace, Bexhill)  
Saxon Mount School, St Leonards  
Torfield School, Hastings

***University***

Birkbeck, University of London  
Technology University, Dublin  
University of Brighton

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**EQUALITY, DIVERSITY AND INCLUSION**

Over the past 18 months DLWP has worked with external consultants to explore what Equality, Diversity and Inclusion means to us as an organisation. Activities have included staff Anti-Racism and gender awareness training and developing a new set of values for the organisation.

We supported and gave voice to under-represented groups by partnering with organisations including: Afri-Co-Lab, Bexhill Dementia Action Alliance, The Bexhill Hub for Ukraine, Bexhill Primary Care Network, Culture Shift, Discovery College, East Sussex County Council Special Educational Needs and Disability Services (SEND), Eggtooth, Explorers Network, FSN Dragonflies, Hastings Pride, Hastings & Rother Arts Education Network (HRAEN), Home Live Arts, Heart n Soul, Heart of Sidley, Little Gate Farm, Migrants in Culture, The Parchment Trust, The Pelham, Priority 1-54, Project Art Works, Refugee Buddy Project Hastings, Rother and Wealden, Rother Race Action Alliance, Sussex Community Development Association, Sussex Partnership NHS Trust, Transition Town, Trans Pride Hastings, Willow Tree Children's Support and Youth Employability Service.

The DLWP exhibitions programme continued to raise questions of race, gender, sexuality, and identity. Exhibitions included the first solo exhibition by a trans artist at DLWP, the outdoor installation of Tschabalala Self's sculpture *Seated*, and *Up in Arms*, an exploration of interracial friendships through photography and film. With *Up in Arms* featuring pairs of friends from the local community, the exhibition opening party was a particularly busy and vibrant event.

On Sunday 21 May 2023, the community of Bexhill and beyond came together in an act of restoration and resistance to the vandalism of Tschabalala Self's sculpture *Seated*. The sculpture of a Black woman looking out to sea was spray-painted white, covering the entirety of her skin. Over 300 people came together to make a start in cleaning the sculpture with scrubbing brushes and white spirit. Through this process of care and healing we were able to make it clear that these acts will not be tolerated in our community and we will continue doing the necessary work to combat racism in all its forms.

DLWP's work with young people explored equality, diversity, inclusion and anti-racism through creativity. A Creative Development Network EDI project with 7 local primary schools involved 4 teacher Continuing Professional Development Sessions, 7 exhibition visits and 14 artist school days. This culminated in the creation of 350 paper boats using imagined letters the children had written to those who had migrated or journeyed which were displayed in the DLWP North Staircase.

The 7 schools involved in the project were:

- All Saints CE Primary School, Sidley
- Catsfield Church of England (VC) Primary School
- Chantry Community Primary School, Bexhill
- Christ Church CE Primary Academy, St Leonards
- Little Common School
- Polegate School
- St Peter & St Paul CE (VA) School, Bexhill

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*The children thoroughly enjoyed their experience, from the visit to the De La Warr Pavilion, to the artists coming in to provide creative experiences for the children. The staff now have creative networking links, which means this opens up more opportunity for these experiences in the future.*

Teacher, St Peter St Paul, Creative Development Network EDI Programme

*It was really fun sharing our belongings, especially our culture and listening to others. I am a Muslim and I shared the clothes I wear to pray.* Student, All Saints CE Primary School, Sidley, Creative Development Network EDI programme

DLWP continued to support the local refugee community, hosting Syrian Resettlement Programme English language lessons, weekly meetings of The Bexhill Hub for Ukraine, a panel discussion with The Refugee Buddy Project and a free event celebrating the creativity and resilience of people seeking refuge and sanctuary. We also raised awareness of migration and the refugee experience through our Zineb Sedira exhibition and developed a new *Young Creatives Collective* programme for young people based in Rother from asylum seeker, refugee and migrant backgrounds. In March 2023, DLWP arranged for The Bexhill Hub for Ukraine to meet members of the Ukrainian Opera and Ballet Company Kyiv ahead of a performance in the Auditorium. DLWP were the only venue on the company's tour to arrange such a meet up.

Our work with those from disadvantaged backgrounds included *Nextwave*, a four week after school/home-ed club, and music and creative *Holiday Food & Fun* clubs in conjunction with Create Music and Bexhill Museum for children of families receiving benefits-related free school meals. We also worked closely with partners in Sidley with activities including schools outreach, free art-making activities at the Sidley Festival of Light and research with young people. During 2022-23, DLWP worked with over 800 young people from the Sidley area.

DLWP continued to support neurodiverse people and those with physical and learning disabilities. We hosted *Go Go Go!* an Active Arts evening of comedy, dance, musical theatre and animation; collaborated with The Parchment Trust on an inclusive and accessible gig, *Beyond Imagination*, and welcomed Project Art Works artists to the Lucy Stein exhibition. We also hosted a jobs fair for neurodiverse job seekers and a supported film screening for students from Glyne Gap School. Two young people from Little Gate Farm gained work experience in the DLWP events team and a Little Gate apprentice has recently joined DLWP to work in the galleries.

*A great gig, a great get together for all to celebrate!* Beyond Imagination and Limits participant

*The team at the De La Warr Pavilion have a good understanding of the needs of the people we work with. With a visit there, we now know we can be confident of a warm welcome to everyone. Adjustments made for us in order to provide parity of experience...make it possible for group members to enjoy the wide range of offerings on their own terms.* Project Art Works Facilitator

Other activities included *Millifest*, a Spike Milligan themed festival supporting the work of local mental health charities, and *ArtLab*, a programme for young people experiencing social, emotional or mental

health challenges. We also continued to produce inclusive exhibition materials and interpretive tools for visitors including large print captions, films and audio recordings of wall texts.

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*We have lots of fun and it's good to be somewhere that is good for my mental health.  
I wish school was like this, I might like to actually go.*

ArtLab participants

14% of visitors to DLWP's galleries identify as deaf, disabled or have a long term health condition.

### **ENVIRONMENTAL**

DLWP remains committed to reducing our impact on the environment, focussing on energy efficiencies, water usage, recycling, waste minimisation and local & ethical procurement.

In May 2022 we commissioned a Display Energy Certificate where energy use is measured and rated A-E. DLWP scored a C rating.

Working with specialist consulting engineers Buro Happold, we developed a new Environmental Sustainability Strategy. This is based on the Theatre Green Book which sets standards for theatre buildings, productions and operations unlocked by capital investment in green solutions.

Through our Environmental Action Plan, we continued to minimise our environmental impact and reduce costs. Our carbon footprint for 2022/23 was 260 tons. We continued to report to Julie's Bicycle, the annual submission of energy readings, to ascertain and benchmark carbon footprint.

Our staff Green Team continued to champion recycling and implement simple measures including introducing a central mixed recycling bin and instigating a 'switch off at night' campaign.

We have a green electricity supply contract in place and a zero to landfill policy, recycling paper, cardboard and glass, with any waste which cannot be recycled sent to an anaerobic digestion plant to generate electricity. The resulting ash is used to make road aggregate.

We continued to minimise the environmental impact of our exhibitions and events, sourcing materials locally and reusing or recycling. As an example, material from the *Bexhill After Dark* festival was reconfigured and re-homed in the Hastings and Rother Arts Education Network (HRAEN) space at Beeching Road Studios with left over materials donated to artists. We also follow sector best practice, for example, the Galleries Climate Coalition.

DLWP's exhibitions programme reflected environmental themes. *Resolve Collective: Lido* surveyed the geographical and political-ecological contexts of Bexhill, working with local young people to probe what and who is 'wild' and Zineb Sedira's *Can't you see the sea changing?* included comments on how environmental issues affect the movement of people across borders.

Environmental activities included an *Ocean Hackathon* for 16 – 25 year olds with Wild Coast Sussex and a workshop exploring coastal conservation with the Marine Conservation Society and Inshore

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Fisheries and Conservation Society. Our Blueprint Collective met with RSPCA Mallydams to develop a biodiversity and natural habitats project for 2024 and we organised creative sessions as part of *The Wild Escape* - a major project, led by Arts Council England and Arts Fund, uniting hundreds of museums and schools in a celebration of UK wildlife and creativity. We also hosted a free screening of *Walking on Thin Ice*, a film following the journey of climate activists to Glasgow for the 2021 COP26 Climate Conference.

### **BUILDING**

The Pavilion has set in place annual maintenance contracts for:

- Plant equipment, including boilers, heating and ventilation, gallery environmental controls, ventilation
- Cleaning and Hygiene
- Security and Fire Alarms
- Firefighting equipment
- CCTV maintenance
- Passenger and goods lifts
- Storm pipes & drains
- PAT testing and safety checks
- Pest control
- Kitchen and refrigeration equipment
- Security shutters
- Gardening

In addition, the Duty General Management team make regular inspections of the building, overseen by the Director of Operations. The team has developed a maintenance check plan, which covers daily, weekly, monthly and quarterly checks.

The 2022/23 combined annual budget for Maintenance Contracts, General Repairs, Health & Safety and cleaning was £206k (gross).

Maintenance contract costs and general repairs rise year on year; however, we have good relationships with all our suppliers and continue to review and negotiate the best possible contract deals with them.

### **2022/2023 Audited Financial Statements**

#### **Financial Strategy**

The focus of the current Financial Strategy is to deliver the capital refurbishment of the De La Warr Pavilion and to develop a resilient and sustainable post-capital business model. Achieving this will require further increases in - and diversification of – earned and raised income. It will also be necessary to continue to operate a lean and efficient operating model.

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**Reserves policy**

It is the intention of the Trustees to have an unrestricted fund balance of £400,000, this being approximately 2 month's core operating costs. As at 31 March 2023 the unrestricted funds balance was £72,990 (2022: £439,390). This was below the target for the year however the Trustees have assessed the medium-term risk of this as low while cash balances remain high and designated funds are available should they be needed.

£72,990 is 18% of the target unrestricted fund balance of £400,000. It is the Trustees' intention to build up the reserves to £400,000 over a 5-year period following the forthcoming capital redevelopment of De La Warr Pavilion.

**Trustees serving during 2022/23**

**Julian Bird OBE (Chair)**

Julian is the Chief Executive of global production company Green Room Ents Ltd which he co-owns with theatre owner and impresario Nica Burns.

Until late Spring 2022, Julian was Chief Executive of the Society of London Theatre and UK Theatre and was the Executive Producer for The Olivier Awards and UK Theatre Awards. Prior to his time at SOLT, Julian was the Chief Operating Officer of Tate Galleries.

**Steve Williams (Vice Chair)**

Steve Williams was recently Chief Legal Officer and Group Secretary of Unilever, Steve remains Special Counsel. He is Senior Independent Director of Whitbread PLC, and a Director of Croda International PLC.

He was also interim Chairman of Arts & Business, has overseen the redevelopment of Unilever House, the development of the Unilever art collection and the major sponsorship of Tate Modern. Steve lives in London.

**Henry Abosi**

Henry is an architect based in London. His expertise lies in the design of large-scale commercial and cultural buildings. Throughout his career, he has led projects across the UK, the Middle East, Africa, and Asia.

Henry runs a design magazine and has been involved in publishing and media for over 8 years, with hands-on experience working with art and academic institutions. Although based in London, Henry constantly travels to different regions of the world for his practice.

**Sean Albuquerque (retired from the Board Dec 22)**

Sean is an architect who runs a practice based in the south east. Previously living in Serge Chermayeff's house Bentley Wood in East Sussex, he has been involved with the Pavilion for more than ten years, bringing his expertise of 20<sup>th</sup> century building conservation. Sean teaches in the school of architecture at Brighton, has been an RIBA Councillor, and chair of RIBA South East Region.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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**Joanne Calladine-Evans**

Joanne is a Programme Leader at the Centre for Educational Leadership at University College London Institute of Education. Her role entails developing and curating content for Specialist National Professional Qualifications and providing operational support for the implementation of programmes both Nationally and Internationally.

Prior to joining the Centre for Educational Leadership team at UCL, Joanne was one of the executive directors of Fulcrum Learning Ltd, a company that had as its core purpose connecting schools, communities and resources to support school leaders in ensuring opportunities for all. Joanne has over 30 years experience in education as a senior leader, facilitator, coach and teaching school director for leading networks and alliances in all phases and really enjoys building effective relationships and helping professionals to achieve excellent outcomes.

**Judy Cligman**

Judy Cligman was recently Director of Strategy and Business Development at Heritage Lottery Fund, having joined the Fund in 1996, soon after the start of the National Lottery.

An architectural historian, graduating from UCL and the Courtauld Institute of Art, she has over 30 years' experience of conservation and funding of heritage projects.

A huge enthusiast for the De La Warr Pavilion, she now splits her time between living in London and a home of 1911 in the Arts and Crafts style in Collington, Bexhill-On-Sea.

**Ainsley Gill**

Ainsley Gill is a director of McPhersons Chartered Accountants, a leading, long established local business. He has many years of experience in working with owner-managed businesses of different sizes and in a wide range of sectors including the leisure, tourism and hospitality. He is past President of Bexhill Chamber of Commerce and Tourism, past chairman of Battle Round Table, has been a local school governor and sits on the local panel for Let's do Business Finance. He is delighted to be part of the team of Trustees at the De La Warr Pavilion.

**Lucy Homer**

Lucy is Executive Technical Manager at Lendlease with a wide remit across Europe with projects ranging in value from £20million up to £1.6billion; 10,000 homes at Elephant Park to Google's London HQ.

She is an architect by background and spent 10 years of her career leading the redevelopment of BBC Broadcasting House. She is a practising artist focused on capturing the energy and immediacy of the world through abstraction from her studio in Kent.

**Howard Lovell (retired from the Board Dec 2022)**

Howard Lovell spent over 30 years as a management consultant with Deloitte and PricewaterhouseCoopers, helping companies shape and deliver business change in the UK and internationally. Most recently, he was CEO of Deloitte Switzerland. Howard has always had a passion for coaching and leadership development, and today he advises a number of business executives. He is Chair of the Capital Appeals Committee, and spends his time between East Sussex and London.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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**Yasufumi Nakamori**

Yasufumi Nakamori, PhD is the Senior Curator of International Art (Photography) at TATE. He leads the acquisitions, collection displays, and exhibitions of photography at Tate Modern, and served on the Tate Race Equality Task Force from 2020 to 2022. Nakamori previously headed the department of photography and new media at the Minneapolis Institute of Art, served as curator at the Museum of Fine Arts, Houston, and taught the history of modern art and architecture at Rice University. Nakamori has written and lectured widely on the transnational and intermedia impact of Japanese architecture. Before his career in art history, he practiced corporate law in New York City and Tokyo.

**Averil Price (retired from the Board September 2022)**

Averil is Corporate Director – Communities and Customers – at Wealden District Council in East Sussex.

As Director of Avie Consultancy Ltd. Averil also provides executive coaching and leadership mentoring within local government and to SME owners and serves as a Trustee of the national charity for everyday walking, Living Streets. She has held a number of senior leadership positions in local government since 2002 demonstrating significant knowledge in service transformation and instilling a commercial culture within the local authority environment. She championed the creation of Ignite Chelmsford setting the vision and strategy for transforming arts, heritage and culture in the City and instigated major £40m+ projects to redevelop Chelmsford's leisure and heritage venues. Averil also sits on the Capital Appeals Committee.

**Cllr Susan Prochak**

Sue Prochak is the longest serving Councillor on Rother District Council standing as a Liberal Democrat and has held many different positions. She is now Deputy Leader. Before retiring Sue worked all over the world training English language teachers. She also trained test writers and wrote test material for international examination boards. She has always been a passionate supporter of the De La Warr and was a Councillor when there was the first major investment in 2005. She is proud of voting against the ruling group proposing to sell the De La Warr to Weatherspoons for £1. A proposal which was finally lost, by the way, by one vote.

**Daphne Thissen**

Daphne is a business and stakeholder engagement professional with a wealth of experience and insight in leading client feedback, building relationships and networking.

Her consultancy, Thissen Consulting, helps clients improve their relationships with current and prospective clients, to help make organisations be more successful and to reach their full potential.

Originally from the Netherlands and trained as an architectural historian, Daphne moved to the UK to work for English Heritage. Following a role as Development Director at The Employment Policy Institute, she spent over ten years at the Dutch Ministry of Foreign Affairs in the UK, researching, reporting and advising on public and cultural diplomacy as well as bilateral public policies for cultural collaborations.

**Cllr Hazel Timpe**

An Independent Rother District Councillor for Sackville Ward and Lead member for Communities, Tourism and Culture, elected in 2019. Over 40 years civil service, business to business and hospitality sector experience both in management and ownership. Since retiring to Bexhill in 2008, Hazel has been a volunteer business mentor for the long term unemployed, a volunteer and Trustee of the Association of Carer and an approved Princes Trust mentor. In her District Council role she is delighted to be part of the De La Warr Pavilion Trustee Board.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2023**

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**Professor Lawrence Zeegen**

Professor Lawrence Zeegen's professional design / illustration clients include major international newspapers, magazines, book publishers, design and advertising agencies spanning over 1000 commissions across 25 years. He is Vice President of ico-D, the International Council for Design Associations and is a Trustee of D&AD, as well as Education Advisor to the Design Council's Sounding Board, a member of the Exhibition Committee at the House of Illustration and a Fellow of the Royal Society of Arts. Zeegen is author of six published books on contemporary illustration including Ladybird by Design and was co-curator of Ladybird by Design at the De La Warr Pavilion in 2015.

**Trustee's Responsibilities**

The trustees (who are also directors of De La Warr Pavilion Charitable Trust for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:-

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Statement as to Disclosure of Information to Auditors**

So far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Charity's auditors are unaware, and each Trustee has taken the steps that he ought to have taken as a Trustee in order to make himself aware of any relevant information and to establish that the Charity's auditors are aware of that information.

**Small company provisions**

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities and with the special provisions of Part 15 of the Companies Act 2006 relating to small companies (section 419(3)).

Approved by the Board on 15th December 2023 and signed on its behalf by:

Judy Cligman  
Trustee

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Opinion**

We have audited the financial statements of De La Warr Pavilion Charitable Trust (the 'parent company') and its subsidiary (the 'group') for the year ended 31st March 2023 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets Consolidated Cash Flow Statement and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent company's affairs as at 31st March 2023 and of the group's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

**Other information**

The Trustees are responsible for the other information. The other information comprises the information in the Report of the Trustees, but does not include the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Auditors.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory framework within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context were General Data Protection Regulation and Health and Safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of ticket and grant income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the board about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities. as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Use of our report**

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Victoria Anderson BA(Hons) FCA DChA (Senior Statutory Auditor)  
for and on behalf of Clark Brownscombe Limited  
Chartered Accountants  
and Statutory Auditors  
2 St Andrews Place  
Lewes  
East Sussex  
BN7 1UP

Date: 15th December 2023

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)  
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
(INCLUDING INCOME AND EXPENDITURE ACCOUNT  
AND STATEMENT OF COMPREHENSIVE INCOME)  
FOR THE YEAR ENDED 31 MARCH 2023**

<b>Unrestricted Funds</b>						
	Note	General Funds £	Designated Funds	Restricted Funds £	Total 2023 £	2022 £
<b>INCOME FROM</b>						
Donations and grants	3	1,162,224	-	289,756	1,451,980	2,296,522
Other trading activities	5	1,211,014	-	-	1,211,014	829,858
Charitable activities	6	1,076,723	-	46,041	1,122,764	918,674
Investment income		<u>1,425</u>	<u>-</u>	<u>-</u>	<u>1,425</u>	<u>325</u>
<b>TOTAL BEFORE MUSEUM AND GALLERIES TAX RELIEF</b>		<b>3,451,386</b>	<b>-</b>	<b>335,797</b>	<b>3,787,183</b>	<b>4,045,379</b>
Museums and Galleries Tax Relief		<u>88,700</u>	<u>-</u>	<u>-</u>	<u>88,700</u>	<u>35,976</u>
<b>TOTAL INCOME</b>		<b><u>3,540,086</u></b>	<b><u>-</u></b>	<b><u>335,797</u></b>	<b><u>3,875,883</u></b>	<b><u>4,081,355</u></b>
<b>EXPENDITURE</b>						
Charitable activities		2,847,780	15,968	479,245	3,342,993	2,861,317
<b>Expenditure on raising funds</b>						
- Costs of commercial activities		<u>1,058,706</u>	<u>-</u>	<u>-</u>	<u>1,058,706</u>	<u>751,214</u>
<b>TOTAL EXPENDITURE</b>	7	<b><u>3,906,486</u></b>	<b><u>15,968</u></b>	<b><u>479,245</u></b>	<b><u>4,401,699</u></b>	<b><u>3,612,531</u></b>
Net income/(expenditure)		(366,400)	(15,968)	(143,448)	(525,816)	468,824
Transfers between funds		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net income/(expenditure) after transfers		(366,400)	(15,968)	(143,448)	(525,816)	468,824
Total funds brought forward		<u>439,390</u>	<u>1,228,615</u>	<u>4,932,929</u>	<u>6,600,934</u>	<u>6,132,110</u>
<b>Total funds carried forward</b>		<b><u>72,990</u></b>	<b><u>1,212,647</u></b>	<b><u>4,789,481</u></b>	<b><u>6,075,118</u></b>	<b><u>6,600,934</u></b>

The detailed 2022 comparative statement of financial activities is reported in note 2.

The statement of financial activities incorporates the income and expenditure account, the results for the year derive from continuing activities and there are no gains or losses other than those shown above.

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**CONSOLIDATED BALANCE SHEET  
AS AT 31 MARCH 2023**

**COMPANY NUMBER 03446307**

	Note		2023		2022
		£		£	£
<b>FIXED ASSETS</b>					
Tangible assets	12		<b>4,949,503</b>		5,154,960
<b>CURRENT ASSETS</b>					
Stocks	13	<b>96,697</b>			101,836
Debtors	14	<b>584,916</b>			83,295
Cash at bank and in hand		<b><u>2,119,773</u></b>			<u>2,900,962</u>
			<b>2,801,386</b>		3,086,093
<b>CREDITORS: Amounts falling due within one year</b>	15	<b><u>(1,325,771)</u></b>			<u>(1,290,119)</u>
<b>NET CURRENT ASSETS</b>			<b><u>1,475,615</u></b>		<u>1,795,974</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<b>6,425,118</b>		6,950,934
<b>CREDITORS</b>					
Amounts falling due after one year	16		<b><u>(350,000)</u></b>		<u>(350,000)</u>
<b>NET ASSETS</b>			<b><u>6,075,118</u></b>		<u>6,600,934</u>
<b>FUNDS:</b>	20				
<b>Restricted funds</b>					
Capital project			<b>4,565,525</b>		4,710,033
Restoration Levy			<b>102,625</b>		56,584
Auditorium refurbishment			<b>121,331</b>		166,312
<b>Designated funds</b>					
Working capital and contingencies			<b>750,000</b>		750,000
Fixed assets fund			<b>462,647</b>		478,615
<b>Unrestricted funds</b>			<b><u>72,990</u></b>		<u>439,390</u>
			<b><u>6,075,118</u></b>		<u>6,600,934</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved on behalf of the Board on 15th December 2023

Judy Cligman – Trustee

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**CHARITY BALANCE SHEET  
AS AT 31 MARCH 2023**

COMPANY NUMBER 03446307

	Note		2023		2022
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	12		4,949,503		5,154,960
Investment			<u>1</u>		<u>1</u>
			<b>4,949,504</b>		5,154,961
<b>CURRENT ASSETS</b>					
Debtors	14	680,190			188,539
Cash at bank and in hand		<u>2,087,467</u>			<u>2,883,704</u>
			2,767,657		3,072,243
<b>CREDITORS: Amounts falling due within one year</b>	15	<u>(1,292,043)</u>			<u>(1,258,529)</u>
<b>NET CURRENT ASSETS</b>			<u><b>1,475,614</b></u>		<u>1,813,714</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<b>6,425,118</b>		6,968,675
<b>CREDITORS</b>					
Amounts falling due after one year	16		<u>(350,000)</u>		<u>(350,000)</u>
<b>NET ASSETS</b>			<u><b>6,075,118</b></u>		<u>6,618,675</u>
<b>FUNDS:</b>	20				
<b>Restricted funds</b>					
Capital project			4,565,525		4,710,033
Restoration Levy			102,625		56,584
Auditorium refurbishment			121,331		166,312
<b>Designated funds</b>					
Working capital and contingencies			750,000		750,000
Fixed assets fund			462,647		478,615
<b>Unrestricted funds</b>			<u>72,990</u>		<u>457,131</u>
			<u><b>6,075,118</b></u>		<u>6,618,675</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved on behalf of the Board on 15th December 2023

Judy Cligman – Trustee

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**CONSOLIDATED STATEMENT OF CASHFLOWS  
FOR THE YEAR ENDED 31 MARCH 2023**

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	Note	2023 £	2022 £
<b>Net cash generated from operating activities</b>	19	<b><u>(781,189)</u></b>	<u>635,348</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(781,189)</b>	635,348
Cash and cash equivalents at the beginning of the year		<b><u>2,900,962</u></b>	<u>2,265,614</u>
<b>Cash and cash equivalents at the end of the year</b>		<b><u>2,119,773</u></b>	<u>2,900,962</u>
<b>Cash and cash equivalents consists of:</b>			
Cash at bank and in hand		<b><u>2,119,773</u></b>	<u>2,900,962</u>

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

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**1 ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are summarised below.

**Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2019), hereafter referred to as the Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

De La Warr Pavilion Charitable Trust meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

In the application of the Group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The most significant accounting judgements and key sources of estimation uncertainty that affect items in the financial statements are those pertaining to the defined benefit pension scheme. The trustees seek the input and advice of qualified professionals as to the appropriate actuarial assumptions to be used in calculating the pension cost and review these on an ongoing basis.

**Group financial statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiary, De La Warr Pavilion Enterprises Limited, on a line by line basis. A separate Statement of Financial Activities for the charity itself is not presented as permitted by the exemption under section 408 of the Companies Act 2006. The Charity has also taken advantage of the exemptions under FRS 102 from the requirements to present a charity only cash flow statement and certain disclosures about the charity's financial instruments. The charity's results for the year are summarised in Note 22 to these financial statements.

**Preparation of the financial statements on a going concern basis**

The trustees have reviewed the company's forecasts and projections and the trustees believe that the charity is a going concern.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
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**Funding accounting policy**

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity.

Designated funds are unrestricted funds set aside at the discretion of the trustees for specific purposes.

Restricted funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose. Further details of each fund are disclosed in note 19.

**Income**

Donations and grants that provide core funding or are of a general nature are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Income from other trading activities is included in the year in which it is receivable.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

Income is deferred when admission fees are received in advance of the performance or event to which they relate.

**Expenditure**

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category.

Costs of generating funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. It also includes costs of the preparation and examination of the statutory accounts, the costs of trustee meetings and the cost of any legal advice to trustees on governance or constitutional matters.

**Support costs**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

**Irrecoverable VAT**

Irrecoverable VAT is recorded as a support cost and is allocated across activities accordingly as shown in note 7.

**Fixed assets**

Individual fixed assets costing £500 or more are capitalised.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**Depreciation**

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:-

Pavilion leasehold – long-term improvements	2% straight line
Pavilion fittings and equipment	10% - 20% straight line
Office equipment	50% straight line

**Stock**

Stock is valued at the lower of cost and net realisable value, after due regard for obsolete and slow moving stocks.

**Hire purchase and finance lease contracts**

Assets held under finance leases, which are leases where substantially all the risks and rewards of ownership of the asset have passed to the charity, are capitalised in the balance sheet as tangible fixed assets and are depreciated over their useful life. The capital elements of future obligations under the leases are included as liabilities in the balance sheet. The interest element of the rental obligation is charged to the statement of financial activities over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding.

Assets held under hire purchase agreements are capitalised as tangible fixed assets and are depreciated over their useful lives. The capital element of future payments is included within creditors. Finance charges are allocated to accounting periods over the length of the contract.

**Pensions**

The charity operates a defined benefit pension scheme for employees previously employed by East Sussex County Council. The assets of the scheme which is managed by East Sussex County Council, are held separately from those of the charity in an independently administered fund. The charity also participates in a scheme with the People's Pension in accordance with meeting auto enrolment responsibilities.

Current service costs, past service costs and gains and losses on settlements and curtailments are charged to appropriate resources expended categories in the statement of financial activities. Past service costs are recognised over the vesting period or immediately if benefits have vested. When a settlement (eliminating all obligations for benefits already accrued) or a curtailment (reducing future obligations as a result of a material reduction in the scheme membership or a reduction in future entitlement) occurs, the obligation and related plan assets are remeasured using current actuarial assumptions and the resultant gain or loss is recognised in the statement of financial activities during the period in which the settlement or curtailment occurs.

The interest cost and expected return on assets are shown as a net amount as other finance costs or income. Net pension finance costs are allocated to appropriate resources expended categories in the statement of financial activities. Net pension finance income is recognised as an incoming resource in the statement of financial activities. Actuarial gains and losses are recognised immediately as other recognised gains and losses in the statement of financial activities.

**DE LA WARR PAVILION CHARITABLE TRUST  
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Pension scheme assets are valued at fair value at the balance sheet date. Fair value is based on market value price information and in the case of quoted securities is the published bid price. Pension scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted to their present value using a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The pension scheme surplus or deficit is recognised in full on the balance sheet.

**Financial instruments**

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument.

**Financial assets and liabilities**

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the statement of financial position when, and only when there exists a legally enforceable right to set off the recognised amounts and the Group intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when and only when (a) the contractual rights to the cash flows from the financial asset expire or are settled, (b) the Group transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or (c) the Group, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**2 DETAILED COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	<b>General Funds £</b>	<b>Designated Funds £</b>	<b>Restricted Funds £</b>	<b>Total 2022 £</b>
<b>INCOME FROM</b>				
Donations and grants	1,865,023	-	431,499	2,296,522
Other trading activities	829,858	-	-	829,858
Charitable activities	871,679	-	46,995	918,674
Investment income	<u>325</u>	<u>-</u>	<u>-</u>	<u>325</u>
<b>TOTAL BEFORE MUSEUM AND GALLERIES TAX RELIEF</b>				
	3,566,885	-	478,494	4,045,379
Museums and Galleries Tax Relief	<u>35,976</u>	<u>-</u>	<u>-</u>	<u>35,976</u>
<b>TOTAL</b>	<u>3,602,861</u>	<u>-</u>	<u>478,494</u>	<u>4,081,355</u>
<b>EXPENDITURE</b>				
Charitable activities	2,220,102	20,227	620,988	2,861,317
<b>Expenditure on raising funds</b>				
- Costs of commercial activities	<u>751,214</u>	<u>-</u>	<u>-</u>	<u>751,214</u>
<b>TOTAL EXPENDITURE</b>	<u>2,971,316</u>	<u>20,227</u>	<u>620,988</u>	<u>3,612,531</u>
Net income/(expenditure)	631,545	(20,227)	(142,494)	468,824
Transfers between funds	<u>(559,589)</u>	<u>550,000</u>	<u>9,589</u>	<u>-</u>
Net Income/(expenditure) after transfers	71,956	529,773	(132,905)	468,824
Total funds brought forward	<u>367,434</u>	<u>698,842</u>	<u>5,065,834</u>	<u>6,132,110</u>
<b>Total funds carried forward</b>	<u>439,390</u>	<u>1,228,615</u>	<u>4,932,929</u>	<u>6,600,934</u>

**3 DONATIONS AND GRANTS**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total Funds 2023 £</b>	<b>Total Funds 2022 £</b>
<b>Donations</b>				
Appeals, donations and membership	<u>109,076</u>	<u>-</u>	<u>109,076</u>	<u>94,942</u>
<b>Grants</b>				
Trusts and foundations	5,664	221,466	227,130	413,131
UK Government grants	1,009,192	68,290	1,077,482	1,712,351
RDC re levelling up application	38,292	-	38,292	36,250
Grants – other agencies	<u>-</u>	<u>-</u>	<u>-</u>	<u>39,848</u>
	<u>1,053,148</u>	<u>289,756</u>	<u>1,342,904</u>	<u>2,201,580</u>
	<u>1,162,224</u>	<u>289,756</u>	<u>1,451,980</u>	<u>2,296,522</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**4 GRANTS RECEIVABLE**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2023</b>	<b>Total Funds 2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Rother District Council	491,407	43,290	534,697	533,290
Arts Council England	517,785	-	517,785	1,167,785
ESCC	-	25,000	25,000	11,276
Brighton Dome Kickstarters	-	13,864	13,864	12,040
Eastbourne Theatres	-	10,000	10,000	5,000
Henry Moore Foundation	-	5,000	5,000	-
ReviVE	-	82,239	82,239	-
Talent Accelerator	-	44,663	44,663	-
Chalk Cliff Trust	-	25,000	25,000	-
Creative Development Network	-	13,400	13,400	-
Viridor	-	5,000	5,000	-
JJH Rausing Trust	5,000	-	5,000	-
Fluxus Art Project	-	3,000	3,000	-
Sasakawa Foundation	-	3,000	3,000	-
Red Hill Trust	-	4,000	4,000	-
Daiwa Anglo	-	3,000	3,000	-
Weinstock Fund	-	2,000	2,000	-
Rix Thompson Foundation	-	2,000	2,000	-
Lipman Millbank Trust	-	1,600	1,600	-
Japan Society	-	1,000	1,000	-
A Clark	-	1,000	1,000	-
Hastings Youth Trust	-	1,000	1,000	-
Historic England	-	-	-	5,993
The Headley Trust	-	-	-	7,500
SECCADS	-	-	-	12,573
The Lawson Trust	-	-	-	5,000
Garfield Weston Trust	-	-	-	268,000
ESCG Student Placement	-	-	-	10,900
Rye Jazz Festival	-	-	-	4,000
Turner ECC Local Engagement	-	-	-	1,000
Souter Charitable Trust	-	-	-	2,000
The Ampersand Foundation	-	-	-	5,000
The Childwick Trust	-	-	-	10,000
The Bridget Riley Art Fund	-	-	-	60,000
Others (£1,000 and below)	<u>664</u>	<u>700</u>	<u>1,364</u>	<u>4,125</u>
	<u><b>1,014,856</b></u>	<u><b>289,756</b></u>	<u><b>1,304,612</b></u>	<u><b>2,125,482</b></u>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**5 OTHER TRADING ACTIVITIES**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
<b>Ancillary trading</b>				
Merchandise income	182,106	-	182,106	101,263
Catering income	914,310	-	914,310	642,521
Hire income	<u>114,598</u>	<u>-</u>	<u>114,598</u>	<u>86,074</u>
	<u><b>1,211,014</b></u>	<u><b>-</b></u>	<u><b>1,211,014</b></u>	<u><b>829,858</b></u>

**De La Warr Pavilion (Enterprises) Limited**

The charity controls this company, which is incorporated in England, by virtue of holding 100% of the equity share capital. The company undertakes the ancillary trading activities at the Pavilion with the aim of gifting its taxable profits to the Trust.

**Summary of trading results**

	2023 £	2022 £
Turnover	1,211,014	829,858
Total expenditure	<u>(1,058,706)</u>	<u>(751,214)</u>
Net profit/(loss) for the year	152,308	78,644
Distribution to the charity	<u>(134,567)</u>	<u>-</u>
Retained profit/(loss)	<u><b>17,741</b></u>	<u><b>78,644</b></u>

The assets and liabilities of De La Warr Pavilion (Enterprises) Limited were:

Assets	186,520	127,453
Liabilities	<u>(186,519)</u>	<u>(145,193)</u>
Funds	<u><b>1</b></u>	<u><b>(17,740)</b></u>

**6 CHARITABLE ACTIVITIES**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
Exhibition income	22,460	-	22,460	11,468
Live performance income	1,044,304	46,041	1,090,345	902,047
Education income	<u>9,959</u>	<u>-</u>	<u>9,959</u>	<u>5,159</u>
	<u><b>1,076,723</b></u>	<u><b>46,041</b></u>	<u><b>1,122,764</b></u>	<u><b>918,674</b></u>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**7 TOTAL EXPENDITURE**

	Ancillary trading £	Exhibitions £	Live performance £	Education £	Governance £	Total £
<b>Direct costs</b>						
Cost of goods sold	439,350	-	-	-	-	439,350
Other direct costs	-	169,228	695,126	61,034	-	925,388
Employment costs	<u>553,773</u>	<u>134,748</u>	<u>314,737</u>	<u>85,732</u>	-	<u>1,088,990</u>
	<u>993,123</u>	<u>303,976</u>	<u>1,009,863</u>	<u>146,766</u>	-	<u>2,453,728</u>
<b>Support costs</b>						
Employment costs	-	437,010	262,206	174,804	-	874,020
Establishments costs	-	99,709	59,825	39,884	-	199,418
Repairs and maintenance	15,171	84,928	50,957	33,971	-	185,027
Office expenses	12,761	66,146	39,688	26,459	-	145,054
Cleaning	-	6,762	4,058	2,705	-	13,525
Travel and subsistence	496	6,757	4,054	2,703	-	14,010
Advertising and promotion	147	32,722	19,632	13,089	-	65,590
Auditors' remuneration	3,006	-	-	-	11,520	14,526
Legal and professional costs	5,643	25,536	15,322	10,214	-	56,715
Bank charges	28,359	10,359	6,215	4,143	-	49,076
Irrecoverable VAT	-	62,776	37,666	25,110	-	125,552
Depreciation of tangible fixed assets	-	<u>102,729</u>	<u>61,637</u>	<u>41,092</u>	-	<u>205,458</u>
	<u>65,583</u>	<u>935,434</u>	<u>561,260</u>	<u>374,174</u>	<u>11,520</u>	<u>1,947,971</u>
	<u>1,058,706</u>	<u>1,239,410</u>	<u>1,571,123</u>	<u>520,940</u>	<u>11,520</u>	<u>4,401,699</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**8 TRUSTEES' REMUNERATION AND EXPENSES**

No trustees received any remuneration during the year.

**9 NET EXPENDITURE**

Net expenditure is stated after charging:

	2023	2022
	£	£
Auditors' remuneration		
- audit services	<b>14,526</b>	12,855
Depreciation of owned assets	<b><u>15,968</u></b>	<u>20,227</u>

**10 EMPLOYEES' REMUNERATION**

The average number of persons employed by the charity (excluding trustees) during the year, analysed by category, was as follows:-

	2023	2022
Programming	<b>6</b>	5
Fundraising	<b>2</b>	2
Operations	<b>52</b>	43
Administration	<b><u>5</u></b>	<u>4</u>
	<b><u>65</u></b>	<u>54</u>

The aggregate payroll costs of these persons were as follows:-

	2023	2022
	£	£
Wages and salaries	<b>1,747,766</b>	1,329,407
Social Security	<b>140,644</b>	96,870
Other pension costs	<b><u>46,813</u></b>	<u>43,136</u>
	<b><u>1,935,223</u></b>	<u>1,469,413</u>

One employee received emoluments in the banding £75,000 - £80,000 (2022: £75,000 - £80,000 One). The number of staff to whom retirement benefits are accruing under a defined contribution pension scheme is 77 (2022: 53) and the defined benefit scheme is 1 (2022: 2).

The key management personnel of the charity comprise the trustees, the chief executive officer, the director of operations and the director of external relations. The total employee benefits of key management personnel were £204,962 (2022: £192,370).

**11 TAXATION**

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**12 TANGIBLE FIXED ASSETS**

	Leasehold Property £	Fixtures, fittings and equipment £	Total £
<b>Cost</b>			
As at 1 April 2022 and 31 March 2023	<u>7,675,231</u>	<u>743,903</u>	<u>8,419,134</u>
<b>Depreciation</b>			
As at 1 April 2022	2,592,541	671,633	3,264,174
Charge for the year	<u>189,489</u>	<u>15,968</u>	<u>205,457</u>
As at 31 March 2023	<u>2,782,030</u>	<u>687,601</u>	<u>3,469,631</u>
<b>Net book value</b>			
As at 31 March 2023	<u>4,893,201</u>	<u>56,302</u>	<u>4,949,503</u>
As at 31 March 2022	<u>5,082,690</u>	<u>72,270</u>	<u>5,154,960</u>

**13 STOCKS**

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Stocks	<u>96,697</u>	<u>101,836</u>	<u>-</u>	<u>-</u>

**14 DEBTORS**

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	117,837	65,093	60,320	56,734
Amounts owed by group undertakings	-	-	152,791	113,603
Other debtors	3,835	-	3,835	-
Prepayments and accrued income	<u>463,244</u>	<u>18,202</u>	<u>463,244</u>	<u>18,202</u>
	<u>584,916</u>	<u>83,295</u>	<u>680,190</u>	<u>188,539</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>Group</b>		<b>Charity</b>	
	<b>2023</b>	2022	<b>2023</b>	2022
	£	£	£	£
Trade creditors	<b>726,844</b>	1,081,920	<b>716,619</b>	1,079,201
Taxation and social security	<b>44,924</b>	23,222	<b>44,924</b>	23,170
Other creditors	<b>8,183</b>	1,370	<b>8,183</b>	1,370
Accruals and deferred income	<b><u>545,820</u></b>	<u>183,607</u>	<b><u>522,317</u></b>	<u>154,788</u>
	<b><u>1,325,771</u></b>	<u>1,290,119</u>	<b><u>1,292,043</u></b>	<u>1,258,529</u>

Deferred income included above is as follows:

	<b>Group</b>		<b>Charity</b>	
	<b>2023</b>	2022	<b>2023</b>	2022
	£	£	£	£
As at 1 April 2022	<b>88,800</b>	-	<b>62,800</b>	338,000
Amount released to incoming resources	<b>(88,800)</b>	-	<b>(62,800)</b>	(338,000)
Amount deferred in the year	<b><u>413,835</u></b>	<u>338,000</u>	<b><u>393,263</u></b>	<u>62,800</u>
As at 31 March 2023	<b><u>413,835</u></b>	<u>338,000</u>	<b><u>393,263</u></b>	<u>62,800</u>

**16 CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR**

	<b>Group</b>		<b>Charity</b>	
	<b>2023</b>	2022	<b>2023</b>	2022
	£	£	£	£
Loan from Rother District Council	<b><u>350,000</u></b>	<u>350,000</u>	<b><u>350,000</u></b>	<u>350,000</u>

The loan is repayable after more than five years but has no set date for repayment.

**17 MEMBERS' LIABILITY**

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**18 PENSION SCHEME**

**a) Defined benefit scheme**

The charity operates a pension scheme providing benefits based on final pensionable pay in respect of employees who were employed by Rother District Council but who transferred to the charity when the charity took over the running of the De La Warr Pavilion. The assets of the scheme are held separately from those of the charity, being part of the East Sussex County Council scheme.

Pension contributions are determined by a qualified actuary on the basis of triennial valuations using the projected unit method. A full actuarial valuation was carried out at 31 March 2013 and updated at 31 March 2019. The scheme was closed to new members on 1 April 2003.

The FRS 102 assessment of the scheme as at 31 March 2023 showed a pension scheme asset of £608,000. However, the last triennial actuarial valuation in 2016 prepared for the East Sussex Pension Fund was based on more prudent assumptions and assessed the pension fund to be in deficit. As a result of this the employer pension contribution rates were revised to 43.7% plus there was a substantial increase in the annual secondary contribution requirements for past employees. The Trustees are in active conversations with the pension fund administrators, and key stakeholders, to ensure their responsibilities under the scheme are met in the long term. The trustees no longer consider that the asset is recoverable and therefore the surplus has not been recognised in accordance with the principles of FRS 102.

The main financial assumptions used for the purposes of FRS102 are:

	<b>2023</b>	2022	2021
Discount rate	<b>4.8%</b>	2.6%	1.95%
Salary increase rate	<b>2.9%</b>	3.35%	2.9%
Pension increase rate	<b>2.9%</b>	3.35%	2.9%

**Mortality:**

Vita Curves with improvements in line with the CMI2010 model assuming the current rate of improvements has peaked and will converge to a long-term rate of 1.25%.

	<b>2023</b>	2022	2021
Current pensioners:			
Male	<b>21.1</b>	21.2	21.1
Female	<b>24.1</b>	23.8	23.7
Future pensioners:			
Male	<b>22.2</b>	22.0	21.9
Female	<b>25.6</b>	25.1	25.0

**DE LA WARR PAVILION CHARITABLE TRUST  
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FOR THE YEAR ENDED 31 MARCH 2023**

**18 PENSION SCHEME (Continued)**

The fair value of the assets of the scheme were:

	At 31 March 2023 Value £	At 31 March 2022 Value £	At 31 March 2021 Value £
Equities	1,630,000	1,782,000	1,677,000
Bonds	281,000	389,000	331,000
Property	372,000	202,000	167,000
Cash	<u>28,000</u>	<u>47,000</u>	<u>38,000</u>
<b>Total Market Value of Assets</b>	<b><u>2,311,000</u></b>	<b><u>2,420,000</u></b>	<b><u>2,213,000</u></b>

**Net defined benefit asset**

	2023 £	2022 £
Fair value of assets	2,311,000	2,420,000
Present value of defined benefit obligation	(1,416,000)	(1,812,000)
Asset not recognised	<u>(895,000)</u>	<u>(608,000)</u>
<b>Recognised pension asset</b>	<b><u>-</u></b>	<b><u>-</u></b>

**Total expense recognised in income and expenditure**

	2023 £	2022 £
Current service cost	20,000	16,000
Interest cost on obligation	47,000	36,000
Administration expenses	2,000	1,000
Interest income on plan assets	<u>(62,000)</u>	<u>(43,000)</u>
<b>Total income and expenditure charge</b>	<b><u>7,000</u></b>	<b><u>10,000</u></b>

**Changes in the present value of the defined benefit obligation**

	2023 £	2022 £
<b>Opening defined benefit obligation</b>	<b>1,812,000</b>	<b>1,864,000</b>
Interest cost on obligation	47,000	36,000
Current service cost	20,000	16,000
Remeasurement losses/(gains) on obligation (assumptions and experience)	(416,000)	(58,000)
Member contributions	3,000	3,000
Benefits paid	<u>(50,000)</u>	<u>(49,000)</u>
<b>Closing defined benefit obligation</b>	<b><u>1,416,000</u></b>	<b><u>1,812,000</u></b>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**18 PENSION SCHEME (Continued)**

**Changes in the fair value of scheme assets**

	2023 £	2022 £
Opening fair value of Scheme Assets	2,420,000	2,213,000
Interest income on plan assets	62,000	43,000
Actuarial (loss)/gain	(124,000)	209,000
Employer contributions	2,000	2,000
Member contributions	3,000	3,000
Administration expenses	(2,000)	(1,000)
Benefits paid	<u>(50,000)</u>	<u>(49,000)</u>
<b>Closing fair value of scheme assets</b>	<b><u>2,311,000</u></b>	<b><u>2,420,000</u></b>

**Total amount taken to comprehensive income**

	2023 £	2022 £
Return on fund assets in excess of interest	(128,000)	209,000
Change in financial assumptions	644,000	58,000
Change in demographic assumptions	34,000	-
Experience (loss) on defined benefit obligation	(258,000)	-
Asset not recognised	<u>(292,000)</u>	<u>(267,000)</u>
<b>Remeasurement of the net assets</b>	<b><u>-</u></b>	<b><u>-</u></b>

**(b) Defined contribution scheme**

The amount recognised as an expense for the defined contribution scheme was

	2023 £	2022 £
Current period contributions	<u>46,813</u>	<u>43,136</u>

**19 NOTES TO THE CASH FLOW STATEMENT**

**Reconciliation of operating to net cash  
inflow from operating activities**

	2023 £	2022 £
Operating (deficit)/surplus	(525,816)	468,824
Depreciation and amortisation charges	205,457	209,716
Decrease in stocks	5,139	1,316
(Increase)/decrease in debtors	(501,621)	86,335
Increase/(decrease) in creditors	<u>35,652</u>	<u>(130,843)</u>
<b>Net (outflow)/ inflow from operating activities</b>	<b><u>(781,189)</u></b>	<b><u>635,348</u></b>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**20 ANALYSIS OF FUNDS**

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
<b>Designated Funds</b>					
Working capital and contingencies	750,000	-	-	-	750,000
Fixed assets fund	<u>478,615</u>	-	<u>(15,968)</u>	-	<u>462,647</u>
	<u>1,228,615</u>	-	<u>(15,968)</u>	-	<u>1,212,647</u>
<b>General Funds</b>					
General fund	457,131	2,329,072	(2,713,213)	-	72,990
Subsidiary company reserves	<u>(17,741)</u>	<u>1,211,014</u>	<u>(1,193,273)</u>	-	-
	<u>439,390</u>	<u>3,540,086</u>	<u>(3,906,486)</u>	-	<u>72,990</u>
<b>Restricted Funds</b>					
Capital project	4,710,033	-	(144,508)	-	4,565,525
Restoration Levy Fund	56,584	46,041	-	-	102,625
Other restricted donations	-	289,756	(289,756)	-	-
Auditorium refurbishment	<u>166,312</u>	-	<u>(44,981)</u>	-	<u>121,331</u>
	<u>4,932,929</u>	<u>335,797</u>	<u>(479,245)</u>	-	<u>4,789,481</u>
	<u>6,600,934</u>	<u>3,875,883</u>	<u>(4,401,699)</u>	-	<u>6,075,118</u>

Designated funds:

The fixed assets fund comprises assets which are associated with the long-term operation of the auditorium and would not be replaced from general funds. The net book value of these assets has been transferred from General fund, and the depreciation on these assets will be financed from the fund.

The Working capital and contingencies fund was established to maintain working capital for the charity and to mitigate against exceptional risks.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**20 ANALYSIS OF FUNDS (PRIOR YEAR)**

	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
<b>Designated Funds</b>					
Working capital and contingencies	400,000	-	-	350,000	750,000
Fixed assets fund	<u>298,842</u>	-	<u>(20,227)</u>	<u>200,000</u>	<u>478,615</u>
	<u>698,842</u>	-	<u>(20,227)</u>	<u>550,000</u>	<u>1,228,615</u>
<b>General Funds</b>					
General fund	463,819	2,773,003	(2,220,102)	(559,589)	457,131
Subsidiary company reserves	<u>(96,385)</u>	<u>829,858</u>	<u>(751,214)</u>	-	<u>(17,741)</u>
	<u>367,434</u>	<u>3,602,861</u>	<u>(2,971,316)</u>	<u>(559,589)</u>	<u>439,390</u>
<b>Restricted Funds</b>					
Capital project	4,854,541	-	(144,508)	-	4,710,033
Restoration Levy Fund	-	46,995	-	9,589	56,584
Other restricted donations	-	431,499	(431,499)	-	-
Auditorium refurbishment	<u>211,293</u>	-	<u>(44,981)</u>	-	<u>166,312</u>
	<u>5,065,834</u>	<u>478,494</u>	<u>(620,988)</u>	<u>9,589</u>	<u>4,932,929</u>
	<u>6,132,110</u>	<u>4,081,355</u>	<u>(3,612,531)</u>	-	<u>6,600,934</u>

Designated funds:

The fixed assets fund comprises assets which are associated with the long-term operation of the auditorium and would not be replaced from general funds. The net book value of these assets has been transferred from General fund, and the depreciation on these assets will be financed from the fund.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**20 ANALYSIS OF FUNDS (continued)**

Purposes of restricted funds:

The capital project fund consists of grants and donations received to finance the refurbishment and other capital expenditure at the Pavilion. Depreciation on the assets financed from the funds are charged against the fund balance.

The capital project fund also includes the annual grant received from Rother District Council (RDC) towards the cost of major building maintenance. Periodic reports are submitted to RDC detailing the maintenance works undertaken.

The Auditorium refurbishment fund contains grants and matched funding for the refurbishment of the auditorium area.

**21 NET ASSETS BY FUND**

	<b>General Funds</b>	<b>Designated Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2023</b>	<b>Total Funds 2022</b>
	£	£	£	£	£
Tangible assets	-	262,647	4,686,856	4,949,503	5,154,960
Current assets	1,748,761	950,000	102,625	2,801,386	3,086,093
Creditors: Amounts falling due within one year	(1,325,771)	-	-	(1,325,771)	(1,290,119)
Creditors: Amounts falling due after one year	<u>(350,000)</u>	<u>-</u>	<u>-</u>	<u>(350,000)</u>	<u>(350,000)</u>
Net assets	<u>72,990</u>	<u>1,212,647</u>	<u>4,789,481</u>	<u>6,075,118</u>	<u>6,600,934</u>

**NET ASSETS BY FUND (PRIOR YEAR)**

	<b>General Funds</b>	<b>Designated Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2022</b>	<b>Total Funds 2021</b>
	£	£	£	£	£
Tangible assets	-	278,615	4,876,345	5,154,960	5,364,676
Current assets	2,079,509	950,000	56,584	3,086,093	2,538,396
Creditors: Amounts falling due within one year	(1,290,119)	-	-	(1,290,119)	(1,455,962)
Creditors: Amounts falling due after one year	(350,000)	-	-	(350,000)	(315,000)
Pension asset	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>235,000</u>
Net assets	<u>439,390</u>	<u>1,228,615</u>	<u>4,932,929</u>	<u>6,600,934</u>	<u>6,132,110</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

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**22 RESULTS OF THE PARENT COMPANY**

	<b>2023</b>	2022
	£	£
Gross incoming resources for the year attributable to De La Warr Pavilion Charitable Trust	<u><b>2,799,435</b></u>	<u>3,251,497</u>
Net (outgoing)/incoming resources for the year attributable to De La Warr Pavilion Charitable Trust	<u><b>(543,558)</b></u>	<u>390,180</u>

**23 SHARE CAPITAL**

The company is limited by guarantee, having no share capital, members having a liability not exceeding £1.

**DE LA WARR PAVILION CHARITABLE TRUST**

England & Wales - Charity number 1065586

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# Accounts

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**CHARITY NUMBER 1065586  
COMPANY NUMBER 03446307**

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST MARCH 2022**

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**LEGAL AND ADMINISTRATIVE INFORMATION**

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**Charity name:** De La Warr Pavilion Charitable Trust

**Charity registration number:** 1065586

**Company registration number:** 03446307

**Registered office:** De La Warr Pavilion  
Marina  
Bexhill on Sea  
East Sussex  
TN40 1DP

**Trustees:** Julian Bird, Chair  
Stephen Williams, Vice Chair  
Sean Albuquerque  
Judith West (Resigned 18 March 2022)  
Prof Lawrence Zeegen  
Ainsley Gill  
Jo Townshend (Resigned 31 July 2021)  
Kate Adams MBE (Resigned 18 March 2022)  
Howard Lovell  
Cllr Sue Prochak MBE  
Averil Price  
Judy Cligman  
Cllr Hazel Timpe  
Daphne Thissen

**Chief executive officer:** Stewart Drew

**Bankers:** Allied Irish Bank (GB) Lloyds Bank  
20/22 Marlborough Place 17 Wellington Place  
Brighton Hastings  
BN1 1UB TN34 1NX

**Statutory Auditor:** Clark Brownscombe Limited  
Chartered Accountants & Statutory Auditors  
2 St. Andrews Place  
Lewes  
East Sussex  
BN7 1UP

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2022**

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The trustees present their report and the financial statements for the year ended 31 March 2022. The trustees, who are also directors of De La Warr Pavilion Charitable Trust for the purposes of company law and who served during the year and up to the date of this report are set out on page 1.

**Structure, governance and management**

**Governing document**

De La Warr Pavilion Charitable Trust is a company limited by guarantee, governed by its memorandum and articles of association which were last amended on 28 January 2004. It is a charity registered with the Charity Commission.

**Appointment of trustees**

The board of trustees should comprise fourteen elected persons and two members nominated by Rother District Council. Trustees are appointed in order to give a broad and diverse range of expertise in a number of fields relevant to the charity, including finance, arts practice and management, architecture, human resources and local knowledge. Potential new trustees submit an application to the board of trustees for their consideration and majority approval. At the Annual General Meeting, one third of the trustees resign, being the longest serving trustees. All retiring trustees are eligible for re-election, save that no trustee can serve for an aggregate period in excess of six years, unless agreed by a two-thirds majority.

**Trustees induction and training**

New trustees undergo an orientation session to brief them on their legal obligations under charity and company law, the content of the memorandum and articles of association, the decision making processes, the business plans and recent financial performance of the charity. They are given a tour of the building and an outline of the work of the various departments.

**Organisation**

The board of trustees and finance and trading sub-committee meet at least four times a year. The board of trustees have three key areas of responsibility; financial, managerial and administrative. They are responsible for safeguarding the assets of the charity; ensuring that the charity fulfils its objectives and that the charity complies with all current legislation. The board of trustees approves the annual business plan, the programme of activities and the annual budget, and are presented with updated reports at meetings. Any significant changes to the business plan and budgets are approved by the board. The board delegates the responsibility of the day to day management of the charity to the Director and the senior management team.

**Risk management**

The trustees have a risk management strategy which comprises an ongoing review of the risks the charity may face; the establishment of systems and procedures to mitigate the identified risks; and the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

There is also a Disaster Action Plan specifically for the galleries.

**Objectives and activities**

The De La Warr Pavilion is a centre for contemporary art in an architectural icon of the modernist movement. Created in 1935 by Eric Mendelsohn and Serge Chermayeff, it was the original vision of its champion, the 9th Earl De La Warr to create a major cultural institution in the heart of Bexhill on Sea.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2022**

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In 2005, following many years of physical deterioration and decline of its cultural aspiration, the Pavilion reopened as a new artistic flagship comprising 500 sq metres of gallery space, a 1,000 seat auditorium, an education and community studio, café and restaurant, shop and administrative facilities. Whilst much of the building underwent a programme of repair and restoration, significant effort was made to refurbish the building in keeping with its vision and the needs of a 21st century community. The cost of this capital programme was £9 million, raised primarily from Lottery sources, charitable trusts and foundations and individual donors.

The Pavilion is governed by the De La Warr Pavilion Charitable Trust who took responsibility for the stewardship and management of the building and its activities in 2003 prior to the capital development programme, under the terms of a 99 year lease granted by its freehold owners Rother District Council. Core revenue funding is underwritten by two principal stakeholders, Rother District Council and Arts Council England, together with further project investment from trusts and foundations and individual patronage. Profits derived through its commercial trading subsidiary support the overall operations and activities of the organisation.

**Vision**

The vision for the De La Warr Pavilion, in keeping with the spirit with which it was originally created, is to be a cultural flagship offering a world class programme to audiences and visitors locally, regionally and nationally, enriching the everyday life of its community.

**Public benefit**

In setting the charity's objectives and planning its activities the trustees have given consideration to the Charity Commission guidance on public benefit.

The De La Warr Pavilion is open to the public, free of charge, for every day of the year apart from Christmas day. Entrance to the gallery exhibitions and tours is also free.

Our education programme is either free of charge or heavily subsidised.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2022**

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**STRATEGIC REPORT**

**Vision, Mission and objectives**

**De La Warr Pavilion**

Established 1935, modern ever since

**Mission**

To level up Community, Creativity and Skills in our region

**Vision**

To be a flagship centre for the arts and a vibrant cultural hub for the south-east, owned by our communities and known for our programme nationally and internationally.

Responding to our world class architecture and living heritage, to allow greater access to creativity and cultural experiences, and to ensure culture-led regeneration for the region into the next decade and beyond.

**Objectives**

1. Produce, present and promote a high-quality programme of modern and contemporary work that responds to the needs and aspirations of both artists and audiences.
2. Enable artists of every culture and discipline to create new work or present new experiences of existing work within an environment committed to excellence and best professional practice.
3. Work with diverse audiences to engage them with the Pavilion and our artistic programme, making it relevant to them as a visitor or participant.
4. Conserve the De La Warr Pavilion's fabric, its unique Grade 1 listed architectural status and to promote it through public and artistic programmes.
5. Maintain a viable, resilient and sustainable business model, seeking to diversify income streams by growing fundraising and commercial activity.
6. Be a catalyst for the cultural, economic, tourism and social regeneration of Bexhill and the surrounding region.

The Trust mirrors these objectives with the following sub committees of Trustees as key areas of focus:

- Finance & Trading
- Capital Appeals Committee
- DLWP Building & Maintenance Committee (absorbed in Capital Appeals for the time being)
- In the process of setting up a new Equality, Diversity and Inclusion Committee

These committees form key working groups and provide guidance, expertise and support to the Executive and lead officers.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Core Revenue Funding**

- Arts Council England (ACE) National Portfolio Organisation (NPO) funding was agreed for the period 2018-22, with a revenue grant of £508,430 per annum over the 4 years. ACE adjusted this figure to £517,785 in 2021.
- An extension to NPO funding of £517,785 for the financial year 2022/23 (in response to the pandemic) was confirmed.
- In March 2022, the De La Warr Pavilion (DLWP) applied for the next full NPO round covering 2023-26. DLWP had to demonstrate close alignment with ACE's new strategy, *Let's Create*. The funding was awarded, is set at standstill and will begin in April 2023.
- DLWP's Creative Case for Diversity rating from ACE is 'Strong' (last reviewed in 2020)
- ACE's annual feedback letter for 2022 notes a risk level of 7, which notes that DLWP is in a good and stable position but cites two ongoing risks: recovery from Covid-19 closures, and the need for major capital investment in the Grade I listed building.
- Rother District Council's (RDC) funding is key to securing the ongoing ACE funding at sustained levels and which typically accounts for around 15% of the organisation's annual turnover pre pandemic. Turnover is then typically made up in the following way:
  - Public Subsidy (ACE & RDC) accounted for 27%
  - 31% from Trading
  - 31% from Box Office Receipts
  - 5% from Fundraising (non-public sources).
- RDC's funding agreement was renewed on 1 April 2021, for three years until 31 March 2024.

In addition to annual funding, DLWP was awarded additional funding for the 2021/22 financial year:

- Arts Council England Cultural Recovery Fund Round 3 £325,000 (in addition to two previous successful rounds in the preceding years) to support recovery from Covid-19 closures
- Arts Council England Capital Investment Programme £400,000 for release in 2022/23 for a significant Auditorium Technical Systems Upgrade including a new PA and Assisted Listening System (accessibility). This is the first significant grant towards DLWP's major capital project: Community, Creativity and Skills.

**Covid-19**

Our normal business welcomes 420,000 visitors per annum. We present 6+ exhibitions, 80 live events (1000 capacity seated, 1500 cap standing) and engage with 6000 people in our learning programmes per year.

Following the outbreak of the pandemic in mid March 2020, we were forced to close for the following periods due to government guidelines:

- Closed from 19th March 2020 and re-opened building on Thursday 23rd July 2020

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2022**

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- We opened the Terrace/Trailer Bar (outside only) on weekends from mid June 2020 from Sat 13th in the lead up to re-opening of building
- Closed to public from 5th November 2020 and re-opened on 4th December 2020
- Closed to public from 19th December 2020 and re-opened on 19th May 2021. However, we had evening gigs on 17th & 18th May
- Partially reopened from 22 July 21, five days per week ongoing.

Events and operations were effected in March 2020 as the pandemic started. Several events were cancelled or rescheduled.

- 60 Large scale events were rescheduled in 2020/21, several were cancelled completely
- 43 Large scale event were cancelled or rescheduled in 2021/22
- 9 performances were delivered at 2m social distancing (80 cap) over the two years
- December 2021 events were effected by government announcements re: the Omicron variant.

**Strategic Direction**

The headline ambitions for the 2018 – 22 period are:

- Grow visitor numbers & engagement
- Become a combined arts organisation
- Develop the Learning & Participation programme across the organisation
- Develop the organisation as a centre for skills & research
- Increase income; fundraising & commercial
- Increase relevance & resilience.

The building is at the heart of what we do. We want to engage more people with our heritage and will grow visitors to 650,000 by the late 2020's. We will do this by developing a new capital project to:

- Improve the audience/visitor experience and DLWP's public realm
- Deliver essential conservation work to our beautiful Grade I Listed building
- Unlock programming (visual arts, live, & learning) potential, including external programming on our rooftop terrace, bandstand, and in our auditorium
- Reinstate the importance of the Pavilion's Modernist architecture and deepen public engagement with our rich heritage
- Achieve resilience by unlocking commercial income and trading opportunities and becoming more sustainable.

These ambitions respond to regional opportunities for growth:

- Over the last decade the RDC strategy to secure investment in a number of key projects including the Pavilion, Bexhill Museum, Elva Way, the seafront, Link Road, Bexhill High School has had a significant and positive effect on our organisation and the District.
- In turn, the development of other cultural assets within the region continue to build critical mass for a unique visitor offer including Devonshire Park (Eastbourne); Towner, Eastbourne; Hastings Pier; Hastings Contemporary; White Rock Hastings; Charleston; Brighton Dome and Festival; Rye Nature Reserve.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2022**

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- The impact of the Link Road brings better transport links and unlocks more homes and commercial opportunities to allow us to grow our audiences. We hope that these developments will unlock more hotel rooms in the vicinity of Bexhill which will have a significant impact on the resilience of our operation.

**Unlocking Community, Creativity and Skills**

An application for funding for DLWP's major capital project Community, Creativity and Skills, was submitted by RDC to the government's Levelling Up Fund round 1. Whilst unsuccessful, following feedback and further development, an application for round 2 was submitted by RDC in July 2022. An announcement is expected in the autumn statement 2022.

The project vision is to level up Community, Creativity & Skills in our region. Building on the legacy of culture-led regeneration, DLWP will unlock tourism, new programmes tackling regional inequality and civic pride within its community.

A wholly realigned site will realise DLWP's full potential for its communities: growing learning/skills engagement to 20,000 (+270%), ticket sales to 90k (+40%), commercial income by 25%, and cultural tourism to 650,000 (+55%) visitors per annum.

*Outcomes*

- **Heritage:** our Listed building will be protected by overhauling the failing infrastructure to operate efficiently and live up to its reputation as the UK's most architecturally significant public icon of international modernism. Heritage projects will deepen engagement.
- **Audience & visitor experience:** by producing, presenting, and promoting a high-quality programme of modern and contemporary work, we will respond to the needs and aspirations of both artists and audiences. Better auditorium facilities will ensure comfortable seats and better sight lines - all reinforcing DLWP's reputation as a regional leader in music.
- **Programming potential:** artists and curators of every culture and discipline will be enabled to create new, or represent existing work, within flexible spaces and an environment committed to excellence and best practice, challenging dominant cultural norms/histories. This includes external programming on the rooftop terrace, bandstand, and auditorium. There is potential for commissions/new productions originated at DLWP to tour or adapt for receiving venues across the South East.
- **Skills and Workforce elements:** work with Higher Education/Further Education institutions will support creative careers for young people, including four T Levels per year in our auditorium. Our programmes are a lifeline for our communities in terms of wellbeing and mental health, aspirations, skills and creating positive futures.
- **Community cohesion & wellbeing:** Bexhill will thrive through a collaborative approach to culture. Better facilities for local festivals and events will make us more inclusive and representative of underserved communities.
- **Increased commercial revenues and reduced running costs:** a new business model will see an operational surplus that will be re-invested in our building, programmes, and communities. Jobs: 235 gross FTE jobs, 227 net FTEs within Rother & Hastings labour market. Local economy: £95m+ in cumulative net-GVA. £66m+ in net LVU and Labour Supply Impacts.
- **Environment:** carbon footprint and energy usage will be reduced by 50%, delivering on RDC's Environmental Strategy to become net zero by 2030.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2022**

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**2021/22 in Figures**

While the ongoing effect of the pandemic continued to impact operations, we welcomed **231,271 visitors** to the building during the 2021 – 2022 period. This represents a 905% increase on the previous year which was impacted severely by the pandemic closures.

The building opened in the daytime Wed – Sunday together with selected evenings for live events. DLWP resumed a 7 day operation on 27 June 2022.

We sold over **73,000 tickets** to **99 live events**. This included **9 festivals** which ran over 13 days. **25 performances sold out**.

**59% of ticket buyers travelled 30+ minutes** to reach us. 10% of visitors stayed overnight with the majority in paid-for accommodation. While in Bexhill, 38% of overnight visitors visited a local restaurant, bar and shop in Bexhill.

We presented **8 exhibitions** with artists from a range of disciplines and inside and outside the UK, including local emerging artists.

**82% of visitors to exhibitions rated them good or very good, 94% would recommend our exhibitions** and **13% were first time visitors**.

We hosted **16 community events and hires**.

More than **19,000 people took part in DLWP learning & participation activities** with approximately 16,500 people accessing digital learning resources such as craft videos, artist talks, live streamed music & poetry. We engaged with:

- 384 Primary & Secondary school pupils
- 215 FE/HE college students
- 10 Blueprint Collective (formerly Young Creatives) members for 14 – 24 years
- 1022 families and children
- 26 artists delivered work with children and young people
- 248 people attended online talks including DLWP Members & Patrons
- 18 active volunteers contributing an estimated 400 hours.

There were **137,548 views of DLWP YouTube content** with 6,590 views of 53 new content uploads. DLWP has almost 78,000 twitter followers, almost 20,000 Facebook followers and over 16,000 Instagram followers.

**97% of visitors agree DLWP is good for Bexhill & the surrounding area**. 85% agree that DLWP enhances the sense of community. 81% agree that DLWP encourages participation in community life and events and **98% agree that DLWP is welcoming for the whole community**.

DLWP has worked with notable exhibition partners including the Wellcome Collection, West Dean College of Arts & Conservation, Autograph (London), Spike Island (Bristol), Gasworks (London) and Dundee Contemporary Arts.

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In addition to the funding from ACE and RDC, we have attracted over £50k of additional income in 2021/22, through fundraising activity. This includes funding from The Headley Trust (Sainsbury Family, £7.5k towards our recovery), the Garfield Weston Foundation, Weston Culture Fund (£268k towards rebooting our cultural programmes) and Historic England (£23k towards urgent south staircase repairs).

We have over 115 staff on the payroll, including part time and casual staff. **98% of staff are from the Rother and Hastings Area.**

DLWP continues to play a key role in Sussex Modern (tourism development network), which secured **over £1m of funding** during 2021-22 from the government's Community Renewal Fund and the SELEP ReviVE programme. A summer marketing campaign co-ordinated by Charleston and DLWP reached **an estimated audience of more than 8 million** through press and poster advertising alone.

### **Organisation Activity Report**

#### **Community**

During 2021-22, DLWP developed a new approach across the organisation to increase participation in its activities – Creative Engagement. Aims of the approach include creating opportunity, being more relevant to more people, reaching wider and deeper into our communities, listening and learning and giving a voice to those who are not always heard. Creative Engagement has been embedded across the organisation as a focus for all departments. The approach is a result of the Learning & Participation Review carried out in 2020-2021 which involved input from stakeholders, partners and staff.

Our Creative Engagement strategy has seen DLWP expanding opportunities for a vibrant daytime visitor experience. As an example, during the opening of the Minora Nomata exhibition in May 2022, the Auditorium doors were left open, and visitors were invited to enjoy a free orchestral rehearsal for the International Composers Festival. One visitor commented:

*'This is great, I went for a walk along the seafront and now I'm listening to classical music.'*

In May, we presented, in partnership with the Wellcome Collection and West Dean College, RESOLVE COLLECTIVE : LIDO in the Ground Floor Gallery. Conceived as a leisure space to give visitors and the local community the opportunity to meet, discuss, interact and reflect, the experimental space has hosted activities ranging from new PAVILION LATES events for young people to an impromptu day-time rehearsal by Eddie Izzard.

We were delighted during 2021-22 to be able to revive community events and hires in the building. The first community event post pandemic was the Bexhill Artist Workspace Summer exhibition:

*'Thank you so much for your support for and interest in our exhibition. It has been a real success and got us back on the road after almost two years without a show. Over the three days we had a total of 551 visitors which I believe is more than we have had in recent years when the exhibition was over bank holiday weekends'* (Bexhill Artist Workspace).

In September 2021, we hosted HOW TO AGE WELL IN THE 21<sup>ST</sup> CENTURY – a free conference funded by Rother District Council to help people improve their mental and physical wellbeing. In January 2022, we joined the hugely successful Bexhill After Dark festival, working with Bexhill College students to produce a window installation in the building. Summer 2022 saw the welcome return of DLWP's free outdoor family film screenings programme, Sunset Screenings.

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We hosted community events for organisations including Bexhill Art Society, Rother Community Choir, Robertsbridge Community College, Diana Freedman School of Dance & Performing Arts, East Sussex School of Performing Arts, Bexhill Light Operatic and Dramatic Society and Glyne Gap School. And we continued to offer opportunities for everyone to experience the visual arts through our free exhibitions.

DLWP Members and Patrons continue to play a crucial role in the life of DLWP. During 2021-22 membership increased by 17% and we have over 1,100 Members and Patrons, many of whom are local and long term supporters.

In January 2022, we hosted the first in-person Members event since February 2020 to mark the opening of our Spring exhibitions. Following the success of PAVILION STORIES, the online talks programme for Members, DLWP has been developing and delivering a wider programme of online and offline heritage talks in Autumn 2022.

### **Skills, Jobs & the Economy**

DLWP continues to put the health, wellbeing, skills and aspirations of local people, particularly our young people, at the heart of its activities.

Kim Byford has been appointed Project Director for Talent Accelerator, an exciting new programme which aims to get young people across East Sussex passionate about and into the Creative Industries. Kim is based at DLWP and reports to Stewart Drew. The pilot for the project is planned to start in Autumn 2022.

Stewart Drew is Chair of Create Music, the region's leading provider of high quality, inclusive music and arts education and performance opportunities. The organisation aims to transform lives by offering children, young people and adults lessons, ensembles, projects, workshops, orchestras and summer schools.

DLWP remains at the heart of the local creative ecology, nurturing and providing opportunities to artists and artist-facilitators and championing inward investment projects through for example our ongoing support of the Beeching Road Studios and Flatlands Gallery project space in Bexhill.

DLWP continues to play a crucial role in the visitor economy of the area, working with cultural and other partners across the region to increase tourism and maximise opportunities for the industry.

Stewart Drew continues to represent Hastings & Bexhill on the Cultural Industries sub-group of the South East Local Enterprise Partnership (SELEP) and as a director of Team East Sussex, the federated part of the LEP.

DLWP remains a key partner of Sussex Modern, the county's celebration of modernity through culture, wine and landscape featuring 36 partner organisations across East and West Sussex. The Sussex Modern SELEP-funded summer 2022 place marketing project was led by DLWP.

DLWP continues to lead on the Coastal Culture Trail (with Towner and Hastings Contemporary), promoting the trail through social media and developing new website content. Activities in 2021-22 included commissioning a new film promoting sustainable travel along the trail.

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Stewart Drew remains chair of Visit1066 which plays a crucial role in promoting the visitor economy across Rother and Hastings and supporting local tourism businesses. A Visit1066 marketing campaign on the South East rail network was instigated for Summer 2022.

Following a pause in 2021 as a result of the pandemic, the Bexhill Jobs & Apprenticeships Fair returned to DLWP in March 2022. An important event in the local jobs and skills calendar, more than 40 exhibitors took part and over 500 people attended.

Also in March 2022, DLWP launched a new informal networking lunch programme to help extend and strengthen business relationships locally.

**Equality, diversity and inclusion**

Diversity and inclusion is embedded in DLWP's programming and we continue to support and give voice to underrepresented groups by partnering with organisations such as Eggtooth; Project Art Works; Culture Shift; Heart of Sidley; Refugee Buddy Project Hastings, Rother and Wealden; Little Gate Farm; The Pelham (Bexhill); Sussex Partnership NHS Trust; Hastings & Rother Arts Education Network (HRAEN); Say Aphasia; Home Live Art; Battle and Rye Foodbanks; Transition Town; Migrants in Culture; Bexhill Senior Citizens Club; Bexhill Dementia Action Alliance; Bexhill Primary Care Network; Special Educational Needs and Disability Services (ISEND) for East Sussex County Council; and The Parchment Trust.

As part of the England's Creative Coast programme, artist Nicole Zaaroura worked with the Syrian Vulnerable Person Resettlement Programme as part of a residency exploring themes in response to Holly Hendry's INVERTEBRATE installation and INDIFFERENT DEEP exhibition at DLWP.

During Refugee week 2021, DLWP held a lively discussion about quilt-making in response to the ALL IN THE SAME STORM: PANDEMIC PATCHWORKS exhibition. In Refugee week 2022, DLWP hosted a Refugee Buddy Project panel discussion All Refugees Welcome in the auditorium.

In September 2021, DLWP organised a United Against Racism mini festival headlined by Adrian Sherwood and RUTS DC alongside local punk band Hot Wax and local DJs Wendy May and Remi Vibesman. Celeste, daughter of the late punk icon Poly Styrene, hosted a screening of the documentary I Am A Cliché the following week.

In 2022, DLWP began providing space for members of Bexhill Welcomes Ukraine to meet weekly. We also continue to partner with the Syrian Resettlement programme to host regular English lessons for migrants in the building.

Following the success of an Easter pilot, DLWP partnered with East Sussex Music Services, Bexhill Museum and Heart of Sidley (Sidley, Bexhill) to deliver more Holiday Food and Fun for children who receive benefits-related free school meals. Held in Summer 2021, workshops explored Dinosaurs, Ancient Egypt and the Sidley Tourist Board. The programme has run again in Summer 2022.

10% of visitors to DLWP's galleries identify as d/Deaf, disabled or have a long term health condition.

Beyond Imagination and Limits: in March 2022, artist Richard Phoenix with support from artist Sam Ayre began a series of 6 art and music workshops for adults with learning disabilities. Each workshop developed skills in visual arts and music and culminated in an inclusive and accessible live gig at DLWP in May 2022 celebrating togetherness. A resounding success, we are seeking further funding to deliver similar event/s in 2023.

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Feedback included:

*'This was an incredible event and I'm so glad I came along! Everyone was brilliant. Bravo to all who made this happen'*

*'Well attended. Lovely to see disability arts outside of London being funded and well supported. OVERJOYED!'*

We continue to progress, with the support of consultants Natasha Player and Associates, DLWP's Equality, Diversity and Inclusion strategy and action plan. Workshops and training days have been held with staff and we are currently in the process of recruiting new trustees to increase Board diversity. A new Equality, Diversity and Inclusion Board sub-committee is also, as mentioned, in development.

### **Sustainability**

We continue to develop our Environmental Sustainability Policy and annual Action Plan, looking to minimise our environmental impact and reduce costs. Our carbon footprint for 2021/22 was 416 tonnes.

We are currently working with specialist consulting engineers Buro Happold to develop a new Environmental Sustainability Strategy based on the Theatre Green Book and unlocked by capital investment in green solutions.

A sustainability workshop for staff was facilitated by Buro Happold and the staff-run Green Team has been re-established after the Covid-19 lockdowns.

We continue to report to Julie's Bicycle, including the annual submission of energy readings to ascertain and benchmark carbon footprint.

Steps taken to reduce energy consumption include changing the gallery lighting system from halogen to LED.

We continue to incorporate environmental themes in our programming. Helen Cann's mural, A MAP OF THE SEA AND THE DE LA WARR PAVILION, which opened in the Roof Top foyer in July 2021, maps the seven-mile stretch of coast between Norman's Bay and Bulverhythe. In addition to depicting historical events and figures and maritime life, the mural includes predictions about rising sea levels in the area. The RESOLVE COLLECTIVE : LIDO project, supported by The N+P in East Sussex Fund, explored themes around nature and wildness with related activities including a climate hack lab with artist-activist Beccy McRae. A marine wildlife event, in conjunction with Wild Coast Sussex and Sussex Wildlife Trust is planned for September 2022.

We minimise the environmental impact of exhibitions including sourcing artistic and installation materials locally, reusing materials from past exhibitions or recycling including offering materials for community projects. We follow sector best practice, for example the Galleries Climate Coalition.

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**Programme Activity Report**

**EXHIBITIONS**

**DLWP 2021 - 2022 exhibition programme**

19 May 2021 – 12 Nov 2021

Seafront Lawn, first floor balcony and roof

**HOLLY HENDRY : INVERTEBRATE**

A giant composite form, commissioned for Waterfronts as part of England's Creative Coast.

19 May 2021 – 30 August

Ground Floor Gallery

**HOLLY HENDRY : INDIFFERENT DEEP**

Sculptures in an apparently half-eaten landscape.

19 May 2021 – 5 Sept 2021

First Floor Gallery

**ALL IN THE SAME STORM : PANDEMIC PATCHWORK STORIES**

A collaboration with Stitch for Change, Refugee Buddy Project, Hastings, Rother & Wealden and East Sussex College.

16 October – 9 January

Ground Floor Gallery

**SHARIF PERSAUD : HAVE YOU EVER HAD**

The culmination of a three year, UK-wide project celebrating the extraordinary contributions neurodiverse people make to art and culture, led by Turner Prize nominees Project Art Works.

18 September 2021 – 9 January 2022

First Floor Gallery

**ALEXI MARSHALL : CURSEBREAKERS**

Linocut prints, mosaics and embroidery that refer to representations of hybrid female figures and fantastic landscapes, presented in partnership with Flatland Projects.

30 January 2022 – 2 May 2022

Ground Floor Gallery

**LUCY STEIN : WET ROOM**

Inspired by the fougou, narrow Neolithic underground passages unique to West Cornwall. In partnership with Spike Island, Bristol.

30 January 2022 – 2 May 2022

First Floor Gallery

**BASSAM AL-SABAH: I AM ERROR**

Immersive cinematic exploration of the construction of masculinity in action-adventure video games. Commissioned and produced by Gasworks, London, in partnership with the De La Warr Pavilion.

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28 May 2022 – 4 September 2022

Ground Floor Gallery

**RESOLVE COLLECTIVE : LIDO**

Part of a research collaboration between RESOLVE, Wellcome Collection in London, West Dean College and the De La Warr Pavilion.

21 May 2022 – 4 September 2022

First Floor Gallery

**MINORU NOMATA: WINDSCAPE**

Visionary paintings of imaginary landscapes that transcend time and place.

Exhibitions visitor feedback has included:

*‘So good to be back after so long. I feel transformed to another level. I probably don't understand all or interpret correctly but I like to be challenged to consider different ways of seeing/feeling/thinking’*

*‘This is a gem of a building, the exhibitions add to the quality of the place.’*

*‘An uplifting experience, thank you.’*

In October 2021 Joseph Constable joined DLWP from Serpentine Galleries as Head of Exhibitions. Joseph grew up just outside Bexhill and attended Bexhill College before going on to study in Edinburgh and London.

Holly Hendry's solo exhibition **INDIFFERENT DEEP** in the Ground Floor Gallery, and major outdoor public commission **INVERTEBRATE** as part of the England's Creative Coast project, ran through Summer 2021 along with **ALL IN THE SAME STORM: PANDEMIC PATCHWORK STORIES**, co-organised with the Refugee Buddy Project, Hastings, Rother and Wealden.

Visitor feedback included:

*‘The quilts by the refugees was brilliant and inspiring. The drawings of refugees on the walls were very strong’*

In July 2021, the mural **HELEN CANN : A MAP OF THE SEA AND THE DE LA WARR PAVILION**, commissioned by DLWP, was displayed on the wall of the Rooftop Foyer. The mural was also reproduced on the DLWP trailer bar on the terrace.

September 2021 saw the opening at DLWP of two exhibitions by local artists. In the Ground Floor Gallery, **SHARIF PERSAUD: HAVE YOU EVER HAD**, was a touring collaboration of the Hastings-based artist's work with Autograph, London, which built upon DLWP's existing relationship with Project Art Works.

In the First Floor Gallery, **ALEXI MARSHALL: CURSEBREAKERS**, delivered in partnership with Flatland Projects, was the Bexhill-based artist's first solo exhibition. Alexi creates large scale linocuts, prints and mosaics at her studio in the Beeching Road creative hub.

In January 2022 **LUCY STEIN : WET ROOM**, a major solo exhibition of work by the Cornwall-based artist commissioned and produced by Spike Island in Bristol, opened in the Ground Floor Gallery.

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*'It was a great honour to show my work in such an iconic building. I feel that I learnt a great deal from making this show'* (Lucy Stein)

*'The artist reflected on the local landscape and environment sensitively. [the exhibition has] a distinct perspective and identity from the version at Spike Island. The artist clearly pushed their practice into new territory'* (Peer reviewer)

In the first floor Gallery, BASSAM AL-SABAH : I AM ERROR, commissioned and produced by Gasworks, London in partnership with DLWP and made possible by the Freelands Foundation, featured at its centrepiece a 30 minute long animation projected on to a large, curved screen.

*'It was such a pleasure working with all of you and especially great since it was it was my first install after Covid. It's the best my work has ever looked'* (Bassam Al-Sabah)

*'A brilliant exhibition. Totally mesmerising video - beautiful images and a thought-provoking piece. His practice is meaningful and has something to say about his own background and the state of the world - conflict, war communities broken and torn apart. It has an added poignancy with the current Russian-Ukrainian situation'* (Exhibition visitor)

DLWP's Summer 2022 exhibition programme launched in May with the RESOLVE COLLECTIVE : LIDO project in the Ground Floor Gallery and MINORU NOMATA: WINDSCAPE in the First Floor Gallery. Tokyo-based artist Nomata's first solo exhibition outside Asia featured paintings made over the last thirty years together with a site specific display in response to the architecture of the Pavilion.

Following her acclaimed exhibition for the French Pavilion at the 2022 Venice Biennale, DLWP are delighted to be presenting in conjunction with Dundee Contemporary Arts (DCA), a major solo exhibition by Zineb Sedira in Autumn 2022. Spanning the Ground and First Floor galleries, this will be Sedira's first exhibition in a UK public gallery for 12 years.

DLWP continues to support the local creative industries through its involvement in creative projects, nurturing creative talent, commissioning local artists and educators and directly supporting those in the sector. We further strengthened our relationship with the Beeching Road creative hub in Bexhill, supporting and promoting early careers opportunities, studios and exhibitions and openings at Flatland Projects. DLWP and Flatlands are partnering on an exciting new 6 month curatorial fellowship programme from September 2022. The fellowship offers an emerging curator the opportunity to develop skills in curating and arts management through mentorship and practical exhibitions experience.

### **Editions**

We are part of the Arts Council's 'Own Art' interest-free loan scheme and sell our editions on [www.artspace.com](http://www.artspace.com).

Editions sold in 2021/22 include works by Peter Blake, Rachael House and Cerith Wyn Evans.

DLWP Patrons are offered first refusal and 10% off DLWP Limited Editions.

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**Partnerships**

DLWP continues to build opportunities for co-commissioning with diverse organisations, and research, visits and networking events reflect this aim. We are also working on major co-commissions on an on-going basis.

**LIVE EVENTS**

Due to the ongoing impact of the pandemic, through Summer 2021 DLWP juggled an operationally challenging mix of indoor socially distanced, outdoor socially distanced and indoor full capacity shows.

We ran a lively and diverse outdoor festival programme using a new stage and bespoke festival layout for events including FELAbrating Fela Kuti, Artful Dodger & guests, Sports Team and a new free outdoor event, Beach Beats. The outdoor programme culminated in DLWP hosting the Rye Jazz festival - a 5-day festival featuring Gabrielle, Incognito and Mica Paris.

In Autumn 2021 the DLWP Auditorium reopened with an intensive run of indoor performances, many rescheduled from the previous 18 months. Performers included Richard Hawley, the Lightening Seeds, Robyn Hitchcock, John Grant and Martha Wainwright.

The first quarter of 2022 saw the return to DLWP of a run of familiar faces on the comedy circuit including Jenny Éclair, Kathryn Ryan, Ed Gamble, Nish Kumar, Ross Noble, Stewart Lee and Dara O'Briain.

In March 2022, local band Kid Kapichi appeared at DLWP ahead of their support performance with Liam Gallagher at the Royal Albert Hall as part of Teenage Cancer Trust. And, as part of the Brighton Festival, in May 2022 DLWP hosted shows by Warpaint, Corrine Bailey Rae, and The Unthanks.

Performers at DLWP during 2021-22 have spanned a wide range of eras and genres ranging from 2022 Brit award winners Wolf Alice to long-established musical phenomenon Sparks. We also continued our collaboration with Music's Not Dead, the vinyl store located in the DLWP foyer, hosting short album launch performances by artists including Elvis Costello.

DLWP is delighted to be collaborating with Eastbourne Borough Council on a new joint Live programming venture, which will see us programming and promoting performances at the Eastbourne Winter Garden.

**LEARNING & PARTICIPATION**

Dee Haughney joined DLWP from October Gallery in January 2022 as DLWP's new Head of Learning & Participation. Dee has been instrumental in the development and implementation of DLWP's new Creative Engagement strategy.

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### **Young people**

We continue to engage with young people in the local area through a range of events and activities.

Our Blueprint Collective (formerly Young Creatives group) for 16 to 22 year-olds goes from strength to strength. In addition to their extensive involvement in shaping and producing the LIDO project, over the past year the group's activities have included: CHATTING CREATIVITY, a series of filmed interviews with noted creative practitioners; in conjunction with artist and director of Home Live Art, Katy Baird, the development of digital content for the youth channel LUMA; sessions on verbal communication and public speaking, fundraising and curatorial practice working with Afro-Co-Lab, Real Strategies and DLWP staff, and a research tour to Hastings Contemporary and artist studios.

Other events and activities for young people in 2021-22 include; 4 young poets, supported by poet Luke AG and commissioned by Eggtooth, performed live at the DLWP Emergence Festival; workshops with Bexhill Scouts as part of the England's Creative Coast project; 2 SWEET live performance parties with Home Live Art; development of a colouring in sheet and mapmaking resource by Helen McCann as part of the Big Draw Festival; the creation and distribution of 700 Summer Sewing Circle packs and commissioning a series of LOOK THINK MAKE creative videos with Janey Moffat. We also revived our free family creative workshop programme, ART SUNDAYS, increasing it to twice a month.

Autumn 2021 saw the return to DLWP of Discovery College - a programme for 14-20 year olds experiencing social, emotional or mental health challenges - with Photo Lab, a series of photography workshops with Photoworks, Brighton. Run in partnership with Culture Shift, East Sussex County Council and Sussex Partnership NHS Foundation Trust, sessions were supported by artists, peer mentors and mental health practitioners.

In April 2022, DLWP ran a creative computing workshop for young people promoted with DV8 college and responding to themes in the Bassam Al-Sabah exhibition. DIGITAL PROTOPIAS, led by Jazmin Morris of Tech Yard, UAL, addressed discussions surrounding representation in cyberspace and participants learned how to create their own Protopia\* landscape using a web-based immersive space creator. *\*Protopia is a term coined by Kevin Kelly that is the realistic opposite of Dystopia.*

For Summer 2022, DLWP developed PAVILION LATES – exhibition openings for young people with music, activities, entertainment and soft drinks. Bexhill College Art Foundation students curated the first event as an end of year celebration, and DLWP's Blueprint Collective curated the second.

### **Schools & colleges**

During 2021-22, DLWP rebooted its in person schools and colleges educational programme following the restrictions of the pandemic.

Below is a selection of the schools and colleges we have worked with in the past year:

- All Saints Church of England Primary School
- All Saints School
- Bexhill Academy
- Bexhill College
- Cavendish School
- Chantry Community Primary School
- East Sussex College Group, Hastings

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- East Sussex College Group, Eastbourne
- Glyne Gap School
- Greenwich University
- Hastings Academy
- King Offa Primary Academy
- Little Common School
- New Horizons School
- Robertsbridge Community College
- Saxon Mount School
- St Peter and St Paul Church of England Primary School
- St Richard's Catholic College
- The St Leonards Academy
- Ticehurst and Flimwell Church of England Primary School

DLWP also provided work experience for four Year 10 college students and one university student.

Activities with students included: outreach sessions at All Saints School as part of England's Creative Coast Public Engagement Programme; creative tours of the exhibitions with activity sheets for school groups from Ticehurst & Flimwell CE Primary School, Bexhill Academy, Cavendish School amongst others; industry placements for 8 East Sussex College Group students studying Digital Technology T Levels; co-production of a virtual screening of the film White Riot with Bexhill College students and Bexhill Film Spotters; presenting at a Career Day for Bexhill College Year 12s Progression Day; facilitating creative tours of our exhibitions including for Hastings Academy, Bexhill College, Greenwich University and East Sussex College group including their English as a Second Language students.

Bexhill College Art Foundation students attended five workshops with RESOLVE Collective in preparation for the summer 2022 LIDO exhibition. Activities included flint knapping, audio tours, 'How to be a Designer' sessions, debates and maquette construction.

DLWP continued its involvement in the in the East Sussex County Council Open Doors careers programme. DLWP staff took part in filming in 2021 and welcomed 30 students from SEND school Saxon Mount into the building when the in-person programme resumed in 2022.

*Summary of participants*

<i>Group</i>	<i>Total Figures 20/21</i>
Adults	472
Primary School pupils	222
Secondary school pupils	162
FE/HE students	215
FE/HE staff	15
Families + children	1022
Young People	220
Total	2328

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**Cultural Education Partnership**

Through the Cultural Education Partnership, we continue to develop strategic links with key partners and stakeholders across schools, children's services, public health, social care and economic development, ensuring that cultural education is at the centre of local strategic plans.

We continue to deepen our formal relationships with schools, colleges and universities, by offering workshops, online resources and through sharing resources (such as workshop templates which link to the curriculum) with these centres.

DLWP has continued to work with Artswork, embedding the Quality Principles and growth of Arts Award and Artsmark in our programme.

The upcoming Talent Accelerator programme is the culmination of developing a joined-up approach for a more coherent delivery of cultural education.

We are part of the Culture East Sussex Advisory Board, which pools collective experience and knowledge in order to advise on and monitor the implementation of the East Sussex Cultural Strategy.

**DLWP Press and Marketing**

Press coverage for exhibitions has included:

*'The building is a metaphor for a body and its fear of invasion (by virus or surgeon's knife) ... sculptures combine mechanical or technical elements with uncannily anatomical forms and textures'*

Holly Hendry, The I

*'Al-Sabah's articulation of identity shirks a comfortable narrative direction for something more complex, difficult to untangle and ultimately rewarding'*

Bassam Al Sabah's shapeshifting avatars, Frieze.com

*'Didn't think Bassam Al-Sabah's film 'I Am Error' at De La Warr in Bexhill would be my cup of tea. Came out raving about it. Go see'*

Review of Sussex Arts

*'The exhibition constitutes a bold and imaginative feat of curation by the DLWP's new Head of Exhibitions Joseph Constable, and it's a great fit in the magnificent, streamlined setting of the 30s Pavilion'*

Review of Arts Sussex

The Guardian featured a visual preview of the All in the Same Storm exhibition *The pandemic captured in patchwork art – in pictures.*

DLWP featured in a piece by Eddie Izzard in episode 7 of the BBC Documentary THE ART THAT MADE US, an alternative history of the British Isles, as told through art.

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**Digital Marketing**

Working with consultants Counterculture LLP, DLWP undertook a review of its digital activities in order to develop a new digital strategy. We have recruited a new staff member with native digital skills, created more videos, reels and moving image content for use on social media, launched a TikTok channel and refreshed dlwp.com with new content and clearer titles and navigation.

In 2021/22 DLWP continued to build on and strengthen its online marketing, maintaining audience behaviours post pandemic.

With digital engagement largely image and video-led, DLWP increased its investment in shareable content, regularly working with local and emerging graphic designers, photographers and videographers. Community focuses have increased through collaborations with The Blueprint Collective, Coastal Culture

Trail, Flatlands at Beeching Road Studios and Sussex Modern. We also significantly increased promotion

of the organisation's commercial activities including posting daily stories to a new Instagram account @EatFreshByTheSea (café bar).

We produced and uploaded an extensive range of films to the DLWP YouTube channel including 5 exhibition talks with artists and commentators; a talk with Bexhill Museum on *The Art That Made Us*; 3 exhibition films and interviews with artists; 3 *How To Make* videos; interviews with staff; and *My Work Experience*, featuring a 15 year old work experience student.

DLWP website usage grew 120% over the past year. The site saw 434,697 website users and 2.7 million page views. 20% of all website users were returning users, 80% were new. Most popular website activity was sourcing event information and purchasing tickets and audience engagement locally was strong with 43% of all website visitors being local.

DLWP's total audience through its social media channels reached over 124k including almost 20,000 Facebook followers, over 16,000 Instagram followers, almost 78k Twitter followers and more than 12k subscribers to our YouTube channel. Our Instagram reach increased by 91% and Twitter click throughs by 13%. Email marketing continued to perform well with open rates consistently high at 45%.

**The Building**

The Pavilion has set in place annual maintenance contracts for:

- Plant equipment, including boilers, heating and ventilation, gallery environmental controls, ventilation
- Cleaning and Hygiene
- Security and Fire Alarms
- Firefighting equipment
- CCTV maintenance
- Passenger and goods lifts
- Storm pipes & drains
- PAT testing and safety checks
- Pest control
- Kitchen and refrigeration equipment
- Security shutters
- Gardening

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2022**

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In addition, the Duty General Management team make regular inspections of the building, overseen by the Director of Operations. The team has developed a maintenance check plan, which covers daily, weekly, monthly and quarterly checks.

The 2021/22 combined annual budget for Maintenance Contracts, General Repairs, Health & Safety and cleaning was £230k. Maintenance contract costs and general repairs rise year on year; however, we have good relationships with all our suppliers and continue to review and negotiate the best possible contract deals with them.

**2021/22 Audited Financial Statements**

There was a £ 71,956 (2021: £70,231) unrestricted funds surplus for the year ended 31 March 2022.

**Reserves policy**

It is the intention of the Trustees to have an unrestricted fund balance of £675,000, this being approximately 3 month's core operating costs. As at 31 March 2022 the unrestricted funds balance was £439,390 (2021: £367,434).

**Financial Strategy**

We continue to work to the financial strategy outlined in the Business Plan, whereby the overall financial position continues to improve, with small surpluses being budgeted for over and above cash commitments. This starts to allow us to develop the overall resilience of the organisation.

Current financial performance is robust. The outlook remains positive with tight financial control and adequate liquidity. Cash flow has significantly improved over the last six years.

Counterculture LLP provides Finance Director level support and extensive national knowledge of the sector to the organisation. They also provide the services of an accountant to oversee management accounting and payroll as required. A new Head of Finance role works alongside this team and provides day-to-day support to the Executive Team and organisation.

Clark Brownscombe are our appointed auditors ([www.clarkbrownscombe.co.uk](http://www.clarkbrownscombe.co.uk)).

**Trustees serving during 2021/22:**

**Julian Bird (Chair)**

Julian is the Chief Executive of the Society of London Theatre and Theatrical Management Association. He also acts as the Executive Producer of the Olivier Awards, the UK's main annual theatre awards ceremony.

**Steve Williams (Vice Chair)**

Steve Williams was recently Chief Legal Officer and Group Secretary of Unilever, Steve remains Special Counsel. He is Senior Independent Director of Whitbread PLC, and a Director of Croda International PLC.

He is also currently interim Chairman of Arts & Business, has overseen the redevelopment of Unilever House, the development of the Unilever art collection and the major sponsorship of Tate Modern. Steve lives in London.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Kate Adams MBE (retired from the Board December 2021)**

Kate Adams MBE is a visual artist and co-founder and director of Project Art Works, the Hastings-based arts organisation that explores and promotes new, practical and philosophical approaches to the meaningful involvement in visual art of people who have complex impairments. Their work embraces the services, professionals and processes that surround people who require support in all areas of their lives. Project Art Works initiates responsive, collaborative projects with artists, galleries, psychologists, children and adults who have severe neurological impairment and their families. Kate's experience as the mother of a man with complex needs is central to the organisation's informed approach. Their practice requires a high degree of knowledge and sensitivity to the ethical issues arising from the inclusion of people who cannot knowingly consent to their involvement in art and culture.

**Sean Albuquerque**

Sean is an architect who runs a practice based in the south east. Previously living in Serge Chermayeff's house Bentley Wood in East Sussex, he has been involved with the Pavilion for more than ten years, bringing his expertise of 20<sup>th</sup> century building conservation. Sean teaches in the school of architecture at Brighton, has been an RIBA Councillor, and chair of RIBA South East Region.

**Judy Cligman**

Judy Cligman was recently Director of Strategy and Business Development at Heritage Lottery Fund, having joined the Fund in 1996, soon after the start of the National Lottery. An architectural historian, graduating from UCL and the Courtauld Institute of Art, she has over 30 years' experience of conservation and funding of heritage projects. A huge enthusiast for the De La Warr Pavilion, she now splits her time between living in London and a home of 1911 in the Arts and Crafts style in Collington, Bexhill-On-Sea.

**Ainsley Gill**

Ainsley Gill is a director of McPhersons Chartered Accountants, a leading, long established local business. He has many years of experience in working with owner-managed businesses of different sizes and in a wide range of sectors including the leisure, tourism and hospitality. He is past President of Bexhill Chamber of Commerce and Tourism, past chairman of Battle Round Table, has been a local school governor and sits on the local panel for Let's do Business Finance. He is delighted to be part of the team of Trustees at the De La Warr Pavilion.

**Howard Lovell**

Howard Lovell spent over 30 years as a management consultant with Deloitte and PricewaterhouseCoopers, helping companies shape and deliver business change in the UK and internationally. Most recently, he was CEO of Deloitte Switzerland.

Howard has always had a passion for coaching and leadership development, and today he advises a number of business executives. He is Chair of the Capital Appeals Committee, and spends his time between East Sussex and London.

**Averil Price**

Averil is Corporate Director – Communities and Customers – at Wealden District Council in East Sussex. As Director of Avie Consultancy Ltd. Averil also provides executive coaching and leadership mentoring within local government and to SME owners and serves as a Trustee of the national charity for everyday walking, Living Streets. She has held a number of senior leadership positions in local government since 2002 demonstrating significant knowledge in service transformation and instilling a commercial culture within the local authority environment.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2022**

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She championed the creation of Ignite Chelmsford setting the vision and strategy for transforming arts, heritage and culture in the City and instigated major £40m+ projects to redevelop Chelmsford's leisure and heritage venues. Averil also sits on the Capital Appeals Committee.

**Cllr Susan Prochak MBE**

Sue Prochak is the longest serving Councillor on Rother District Council standing as a Liberal Democrat and has held many different positions. She is now Deputy Leader. Before retiring Sue worked all over the world training English language teachers. She also trained test writers and wrote test material for international examination boards. She has always been a passionate supporter of the De La Warr and was a Councillor when there was the first major investment in 2005. She is proud of voting against the ruling group proposing to sell the De La Warr to Weatherspoons for £1. A proposal which was finally lost, by the way, by one vote.

**Daphne Thissen**

Daphne is a business and stakeholder engagement professional with a wealth of experience and insight in leading client feedback, building relationships and networking. Her consultancy, Thissen Consulting, helps clients improve their relationships with current and prospective clients, to help make organisations be more successful and to reach their full potential. Originally from the Netherlands and trained as an architectural historian, Daphne moved to the UK to work for English Heritage. Following a role as Development Director at The Employment Policy Institute, she spent over ten years at the Dutch Ministry of Foreign Affairs in the UK, researching, reporting and advising on public and cultural diplomacy as well as bilateral public policies for cultural collaborations.

**Cllr Hazel Timpe**

An Independent Rother District Councillor for Sackville Ward and Lead member for Communities, Tourism and Culture, elected in 2019. Over 40 years civil service, business to business and hospitality sector experience both in management and ownership. Since retiring to Bexhill in 2008, Hazel has been a volunteer business mentor for the long term unemployed, a volunteer and Trustee of the Association of Carer and an approved Princes Trust mentor. In her District Council role she is delighted to be part of the De La Warr Pavilion Trustee Board.

**Jo Townshend (retired from the Board July 2021)**

Jo Townshend was formerly Principal of Rye's innovative Studio School and is now Senior Partnership Manager (Creative Industries) for UCL Innovation and Enterprise. Jo is known within the community for her partnership work with local schools, colleges and businesses as well as for her work in the arts world in and around Rye.

**Judith West (retired from the Board December 2021)**

Judith West works part time for English National Opera and was Director of Operations and Resources at the National Portrait Gallery. She is also a non-executive Director of the Enterprises Board of Dulwich Picture Gallery.

**Professor Lawrence Zeegen**

Professor Lawrence Zeegen's professional design / illustration clients include major international newspapers, magazines, book publishers, design and advertising agencies spanning over 1,000 commissions across 25 years. He is Vice President of ico-D, the International Council for Design Associations and is a Trustee of D&AD, as well as Education Advisor to the Design Council's Sounding Board, a member of the Exhibition Committee at the House of Illustration and a Fellow of the Royal Society of Arts. Zeegen is author of six published books on contemporary illustration including Ladybird by Design and was co-curator of Ladybird by Design at the De La Warr Pavilion in 2015.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Trustee's Responsibilities**

The trustees (who are also directors of De La Warr Pavilion Charitable Trust for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:-

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Statement as to Disclosure of Information to Auditors**

So far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Charity's auditors are unaware, and each Trustee has taken the steps that he ought to have taken as a Trustee in order to make himself aware of any relevant information and to establish that the Charity's auditors are aware of that information.

**Small company provisions**

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities and with the special provisions of Part 15 of the Companies Act 2006 relating to small companies (section 419(3)).

Approved by the Board on 16 December 2022 and signed on its behalf by:

Ainsley Gill  
Trustee

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Opinion**

We have audited the financial statements of De La Warr Pavilion Charitable Trust (the 'parent company') and its subsidiary (the 'group') for the year ended 31st March 2022 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets Consolidated Cash Flow Statement and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent company's affairs as at 31st March 2022 and of the group's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Other information**

The Trustees are responsible for the other information. The other information comprises the information in the Report of the Trustees, but does not include the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Auditors.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory framework within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context were General Data Protection Regulation and Health and Safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of ticket and grant income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the board about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Use of our report**

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Robert Scrivins BA(Hons) FCA CTA TEP DChA (Senior Statutory Auditor)  
for and on behalf of Clark Brownscombe Limited  
Chartered Accountants  
and Statutory Auditors  
2 St Andrews Place  
Lewes  
East Sussex  
BN7 1UP

Date: 16 December 2022

**DE LA WARR PAVILION CHARITABLE TRUST**  
**(LIMITED BY GUARANTEE)**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCLUDING INCOME AND EXPENDITURE ACCOUNT**  
**AND STATEMENT OF COMPREHENSIVE INCOME)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

<b>Unrestricted Funds</b>						
	Note	General Funds £	Designated Funds	Restricted Funds £	Total 2022 £	2021 £
<b>INCOME FROM</b>						
Donations and grants	3	1,865,023	-	431,499	2,296,522	2,738,564
Other trading activities	5	829,858	-	-	829,858	132,074
Charitable activities	6	871,679	-	46,995	918,674	81,802
Investment income		<u>325</u>	<u>-</u>	<u>-</u>	<u>325</u>	<u>-</u>
<b>TOTAL BEFORE MUSEUM AND GALLERIES TAX RELIEF</b>		<b>3,566,885</b>	<b>-</b>	<b>478,494</b>	<b>4,045,379</b>	<b>2,952,440</b>
Museums and Galleries Tax Relief		<u>35,976</u>	<u>-</u>	<u>-</u>	<u>35,976</u>	<u>65,771</u>
<b>TOTAL INCOME</b>		<b><u>3,602,861</u></b>	<b><u>-</u></b>	<b><u>478,494</u></b>	<b><u>4,081,355</u></b>	<b><u>3,018,211</u></b>
<b>EXPENDITURE</b>						
Charitable activities		2,220,102	20,227	620,988	2,861,317	2,024,248
<b>Expenditure on raising funds</b>						
- Costs of commercial activities		<u>751,214</u>	<u>-</u>	<u>-</u>	<u>751,214</u>	<u>232,521</u>
<b>TOTAL EXPENDITURE</b>	7	<b><u>2,971,316</u></b>	<b><u>20,227</u></b>	<b><u>620,988</u></b>	<b><u>3,612,531</u></b>	<b><u>2,256,769</u></b>
Net income/(expenditure)		631,545	(20,227)	(142,494)	468,824	761,442
Transfers between funds		<u>(559,589)</u>	<u>550,000</u>	<u>9,589</u>	<u>-</u>	<u>-</u>
Net income/(expenditure) after transfers		71,956	529,773	(132,905)	468,824	761,442
<b>Other recognised (losses)</b>						
Actuarial (loss) on defined benefit pension schemes		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(244,000)</u>
Net movements in funds		71,956	529,773	(132,905)	468,824	517,442
Total funds brought forward		<u>367,434</u>	<u>698,842</u>	<u>5,065,834</u>	<u>6,132,110</u>	<u>5,614,668</u>
<b>Total funds carried forward</b>		<b><u>439,390</u></b>	<b><u>1,228,615</u></b>	<b><u>4,932,929</u></b>	<b><u>6,600,934</u></b>	<b><u>6,132,110</u></b>

The detailed 2021 comparative statement of financial activities is reported in note 2.

The statement of financial activities incorporates the income and expenditure account, the results for the year derive from continuing activities and there are no gains or losses other than those shown above.

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**CONSOLIDATED BALANCE SHEET  
AS AT 31 MARCH 2022**

**COMPANY NUMBER 03446307**

	Note		2022		2021
		£		£	£
<b>FIXED ASSETS</b>					
Tangible assets	12		<b>5,154,960</b>		5,364,676
<b>CURRENT ASSETS</b>					
Stocks	13	<b>101,836</b>			103,152
Debtors	14	<b>83,295</b>			169,630
Cash at bank and in hand		<b><u>2,900,962</u></b>			<u>2,265,614</u>
			<b>3,086,093</b>		2,538,396
<b>CREDITORS: Amounts falling due within one year</b>	15	<b><u>(1,290,119)</u></b>			<u>(1,455,962)</u>
<b>NET CURRENT ASSETS</b>			<b><u>1,795,974</u></b>		<u>1,082,434</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<b>6,950,934</b>		6,447,110
<b>CREDITORS</b>					
Amounts falling due after one year	16		<b><u>(350,000)</u></b>		<u>(315,000)</u>
<b>NET ASSETS</b>			<b><u>6,600,934</u></b>		<u>6,132,110</u>
<b>FUNDS:</b>	20				
<b>Restricted funds</b>					
Capital project			<b>4,710,033</b>		4,854,541
Restoration Levy			<b>56,584</b>		-
Auditorium refurbishment			<b>166,312</b>		211,293
<b>Designated funds</b>					
Working capital and contingencies			<b>750,000</b>		400,000
Fixed assets fund			<b>478,615</b>		298,842
<b>Unrestricted funds</b>			<b><u>439,390</u></b>		<u>367,434</u>
			<b><u>6,600,934</u></b>		<u>6,132,110</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved on behalf of the Board on 16 December 2022.

Ainsley Gill – Trustee

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**CHARITY BALANCE SHEET  
AS AT 31 MARCH 2022**

COMPANY NUMBER 03446307

	Note	2022	2021
		£	£
<b>FIXED ASSETS</b>			
Tangible assets	12	5,154,960	5,364,676
Investment		<u>1</u>	<u>1</u>
		<b>5,154,961</b>	5,364,677
<b>CURRENT ASSETS</b>			
Debtors	14	188,539	391,678
Cash at bank and in hand		<u>2,883,704</u>	<u>2,228,497</u>
		<b>3,072,243</b>	2,620,175
<b>CREDITORS: Amounts falling due within one year</b>	15	<u>(1,258,529)</u>	<u>(1,441,357)</u>
<b>NET CURRENT ASSETS</b>		<u><b>1,813,714</b></u>	<u>1,178,818</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>6,968,675</b>	6,543,495
<b>CREDITORS</b>			
Amounts falling due after one year	16	<u>(350,000)</u>	<u>(315,000)</u>
<b>NET ASSETS</b>		<u><b>6,618,675</b></u>	<u>6,228,495</u>
<b>FUNDS:</b>	20		
<b>Restricted funds</b>			
Capital project		4,710,033	4,854,541
Restoration Levy		56,584	-
Auditorium refurbishment		166,312	211,293
<b>Designated funds</b>			
Working capital and contingencies		750,000	400,000
Fixed assets fund		478,615	298,842
<b>Unrestricted funds</b>		<u>457,131</u>	<u>463,819</u>
		<u><b>6,618,675</b></u>	<u>6,228,495</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved on behalf of the Board on 16 December 2022.

Ainsley Gill – Trustee

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**CONSOLIDATED STATEMENT OF CASHFLOWS  
FOR THE YEAR ENDED 31 MARCH 2022**

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	Note	2022 £	2021 £
<b>Net cash generated from operating activities</b>	19	<u><b>635,348</b></u>	<u>1,998,864</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>635,348</b>	1,998,864
Cash and cash equivalents at the beginning of the year		<u><b>2,265,614</b></u>	<u>266,750</u>
<b>Cash and cash equivalents at the end of the year</b>		<u><b>2,900,962</b></u>	<u>2,265,614</u>
<b>Cash and cash equivalents consists of:</b>			
Cash at bank and in hand		<u><b>2,900,962</b></u>	<u>2,265,614</u>

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**1 ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are summarised below.

**Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2019), hereafter referred to as the Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

De La Warr Pavilion Charitable Trust meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

In the application of the Group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The most significant accounting judgements and key sources of estimation uncertainty that affect items in the financial statements are those pertaining to the defined benefit pension scheme. The trustees seek the input and advice of qualified professionals as to the appropriate actuarial assumptions to be used in calculating the pension cost and review these on an ongoing basis.

**Group financial statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiary, De La Warr Pavilion Enterprises Limited, on a line by line basis. A separate Statement of Financial Activities for the charity itself is not presented as permitted by the exemption under section 408 of the Companies Act 2006. The Charity has also taken advantage of the exemptions under FRS 102 from the requirements to present a charity only cash flow statement and certain disclosures about the charity's financial instruments. The charity's results for the year are summarised in Note 22 to these financial statements.

**Preparation of the financial statements on a going concern basis**

The trustees have reviewed the company's forecasts and projections and, in particular, have considered the potential implications of the Coronavirus (COVID-19) pandemic. Whilst the eventual financial impact of the pandemic on the charity and on the overall economy remains uncertain, the directors believe that the charity will be able to continue. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Funding accounting policy**

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity.

Designated funds are unrestricted funds set aside at the discretion of the trustees for specific purposes.

Restricted funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose. Further details of each fund are disclosed in note 19.

**Income**

Donations and grants that provide core funding or are of a general nature are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Income from other trading activities is included in the year in which it is receivable.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

Income is deferred when admission fees are received in advance of the performance or event to which they relate.

**Expenditure**

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category.

Costs of generating funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. It also includes costs of the preparation and examination of the statutory accounts, the costs of trustee meetings and the cost of any legal advice to trustees on governance or constitutional matters.

**Support costs**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

**Irrecoverable VAT**

Irrecoverable VAT is recorded as a support cost and is allocated across activities accordingly as shown in note 7.

**Fixed assets**

Individual fixed assets costing £500 or more are capitalised.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Depreciation**

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:-

Pavilion leasehold – long-term improvements	2% straight line
Pavilion fittings and equipment	10% - 20% straight line
Office equipment	50% straight line

**Stock**

Stock is valued at the lower of cost and net realisable value, after due regard for obsolete and slow moving stocks.

**Hire purchase and finance lease contracts**

Assets held under finance leases, which are leases where substantially all the risks and rewards of ownership of the asset have passed to the charity, are capitalised in the balance sheet as tangible fixed assets and are depreciated over their useful life. The capital elements of future obligations under the leases are included as liabilities in the balance sheet. The interest element of the rental obligation is charged to the statement of financial activities over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding.

Assets held under hire purchase agreements are capitalised as tangible fixed assets and are depreciated over their useful lives. The capital element of future payments is included within creditors. Finance charges are allocated to accounting periods over the length of the contract.

**Pensions**

The charity operates a defined benefit pension scheme for employees previously employed by East Sussex County Council. The assets of the scheme which is managed by East Sussex County Council, are held separately from those of the charity in an independently administered fund. The charity also participates in a scheme with the People's Pension in accordance with meeting auto enrolment responsibilities.

Current service costs, past service costs and gains and losses on settlements and curtailments are charged to appropriate resources expended categories in the statement of financial activities. Past service costs are recognised over the vesting period or immediately if benefits have vested. When a settlement (eliminating all obligations for benefits already accrued) or a curtailment (reducing future obligations as a result of a material reduction in the scheme membership or a reduction in future entitlement) occurs, the obligation and related plan assets are remeasured using current actuarial assumptions and the resultant gain or loss is recognised in the statement of financial activities during the period in which the settlement or curtailment occurs.

The interest cost and expected return on assets are shown as a net amount as other finance costs or income. Net pension finance costs are allocated to appropriate resources expended categories in the statement of financial activities. Net pension finance income is recognised as an incoming resource in the statement of financial activities. Actuarial gains and losses are recognised immediately as other recognised gains and losses in the statement of financial activities.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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Pension scheme assets are valued at fair value at the balance sheet date. Fair value is based on market value price information and in the case of quoted securities is the published bid price. Pension scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted to their present value using a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The pension scheme surplus or deficit is recognised in full on the balance sheet.

**Financial instruments**

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument.

**Financial assets and liabilities**

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the statement of financial position when, and only when there exists a legally enforceable right to set off the recognised amounts and the Group intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when and only when (a) the contractual rights to the cash flows from the financial asset expire or are settled, (b) the Group transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or (c) the Group, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**2 DETAILED COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	General Funds £	Designated Funds	Restricted Funds £	Total 2021 £
<b>INCOME FROM</b>				
Donations and grants	2,511,943	-	226,621	2,738,564
Other trading activities	132,074	-	-	132,074
Charitable activities	<u>81,802</u>	<u>-</u>	<u>-</u>	<u>81,802</u>
<b>TOTAL BEFORE MUSEUM AND GALLERIES TAX RELIEF</b>	<b>2,725,819</b>	<b>-</b>	<b>226,621</b>	<b>2,952,440</b>
Museums and Galleries Tax Relief	<u>65,771</u>	<u>-</u>	<u>-</u>	<u>65,771</u>
<b>TOTAL</b>	<b><u>2,791,590</u></b>	<b><u>-</u></b>	<b><u>226,621</u></b>	<b><u>3,018,211</u></b>
<b>EXPENDITURE</b>				
Charitable activities	1,596,282	11,856	416,110	2,024,248
<b>Expenditure on raising funds</b>				
- Costs of commercial activities	<u>232,521</u>	<u>-</u>	<u>-</u>	<u>232,521</u>
<b>TOTAL EXPENDITURE</b>	<b><u>1,828,803</u></b>	<b><u>11,856</u></b>	<b><u>416,110</u></b>	<b><u>2,256,769</u></b>
Net income/(expenditure)	962,787	(11,856)	(189,489)	761,442
Transfers between funds	<u>(648,556)</u>	<u>648,556</u>	<u>-</u>	<u>-</u>
Net Income/(expenditure) after transfers	314,231	636,700	(189,489)	761,442
<b>Other recognised (losses)/gains</b>				
Actuarial (loss)/gain on defined benefit pension schemes	<u>(244,000)</u>	<u>-</u>	<u>-</u>	<u>(244,000)</u>
Net movement in funds	70,231	636,700	(189,489)	517,442
Total funds brought forward	<u>297,203</u>	<u>62,142</u>	<u>5,255,323</u>	<u>5,614,668</u>
<b>Total funds carried forward</b>	<b><u>367,434</u></b>	<b><u>698,842</u></b>	<b><u>5,065,834</u></b>	<b><u>6,132,110</u></b>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**3 DONATIONS AND GRANTS**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
<b>Donations</b>				
Appeals, donations and membership	<u>94,942</u>	-	<u>94,942</u>	<u>110,020</u>
<b>Grants</b>				
Trusts and foundations	36,198	376,933	413,131	155,337
UK Government grants	1,657,785	54,566	1,712,351	2,017,094
RDC re levelling up application	36,250	-	36,250	-
Grants – other agencies	<u>39,848</u>	-	<u>39,848</u>	<u>456,113</u>
	<u>1,770,081</u>	<u>431,499</u>	<u>2,201,580</u>	<u>2,628,544</u>
	<u>1,865,023</u>	<u>431,499</u>	<u>2,296,522</u>	<u>2,738,564</u>

**4 GRANTS RECEIVABLE**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Rother District Council	490,000	43,290	533,290	532,367
Arts Council England	1,167,785	-	1,167,785	1,484,727
ESCC	-	11,276	11,276	-
The Lawson Trust	5,000	-	5,000	4,000
Henry Moore Foundation	-	-	-	3,000
National Lottery Heritage Fund	-	-	-	109,500
Historic England	-	5,993	5,993	17,977
The Headley Trust	7,500	-	7,500	7,500
Sussex Community Foundation	-	-	-	5,000
The John Thaw Foundation	-	-	-	1,000
The Pilkington Trust	-	-	-	1,000
The Ernest Kleinwort Charitable Trust	-	-	-	1,000
Pro Helvetia	-	-	-	780
SECCADS	12,573	-	12,573	4,580
Garfield Weston Trust	-	268,000	268,000	-
ESCG Student Placement	-	10,900	10,900	-
Rye Jazz Festival	-	4,000	4,000	-
Brighton Dome Kickstarters	-	12,040	12,040	-
Turner ECC Local Engagement	-	1,000	1,000	-
Eastbourne Theatres	-	5,000	5,000	-
Souter Charitable Trust	2,000	-	2,000	-
The Ampersand Foundation	5,000	-	5,000	-
The Childwick Trust	-	10,000	10,000	-
The Bridget Riley Art Fund	-	60,000	60,000	-
Others (£1,000 and below)	<u>4,125</u>	-	<u>4,125</u>	-
	<u>1,693,983</u>	<u>431,499</u>	<u>2,125,482</u>	<u>2,172,431</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**5 OTHER TRADING ACTIVITIES**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
<b>Ancillary trading</b>				
Merchandise income	101,263	-	101,263	34,606
Catering income	642,521	-	642,521	89,063
Hire income	<u>86,074</u>	<u>-</u>	<u>86,074</u>	<u>8,405</u>
	<u><b>829,858</b></u>	<u><b>-</b></u>	<u><b>829,858</b></u>	<u><b>132,074</b></u>

**De La Warr Pavilion (Enterprises) Limited**

The charity controls this company, which is incorporated in England, by virtue of holding 100% of the equity share capital. The company undertakes the ancillary trading activities at the Pavilion with the aim of gifting its taxable profits to the Trust.

**Summary of trading results**

	2022 £	2021 £
Turnover	829,858	132,074
Total expenditure	<u>(751,214)</u>	<u>(232,521)</u>
Net profit/(loss) for the year	78,644	(100,447)
Distribution to the charity	<u>-</u>	<u>-</u>
Retained profit/(loss)	<u><b>78,644</b></u>	<u>(100,447)</u>

The assets and liabilities of De La Warr Pavilion (Enterprises) Limited were:

Assets	127,453	156,971
Liabilities	<u>(145,193)</u>	<u>(253,355)</u>
Funds	<u><b>(17,740)</b></u>	<u><b>(96,384)</b></u>

**6 CHARITABLE ACTIVITIES**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Exhibition income	11,468	-	11,468	7,304
Live performance income	855,052	46,995	902,047	73,236
Education income	<u>5,159</u>	<u>-</u>	<u>5,159</u>	<u>1,262</u>
	<u><b>871,679</b></u>	<u><b>46,995</b></u>	<u><b>918,674</b></u>	<u><b>81,802</b></u>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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	Ancillary trading £	Exhibitions £	Live performance £	Education £	Governance £	Total £
<b>Direct costs</b>						
Cost of goods sold	287,118	-	-	-	-	287,118
Other direct costs	-	163,540	532,726	65,164	-	761,430
Employment costs	<u>386,151</u>	<u>94,366</u>	<u>225,308</u>	<u>35,999</u>	-	<u>741,824</u>
	<u>673,269</u>	<u>257,906</u>	<u>758,034</u>	<u>101,163</u>	-	<u>1,790,372</u>
<b>Support costs</b>						
Employment costs	-	393,436	236,062	157,375	-	786,873
Establishments costs	-	58,648	35,189	23,459	-	117,296
Repairs and maintenance	32,524	114,232	68,540	45,693	-	260,989
Office expenses	13,524	30,352	18,211	12,141	-	74,228
Cleaning	-	9,364	5,618	3,745	-	18,727
Travel and subsistence	-	2,283	1,370	913	-	4,566
Advertising and promotion	-	42,236	25,342	16,894	-	84,472
Auditors' remuneration	3,018	-	-	-	12,855	15,873
Legal and professional costs	1,933	45,187	27,111	18,075	-	92,306
Bank charges	18,157	9,943	5,965	3,977	-	38,042
Interest payable	8,789	3,421	2,053	1,368	-	15,631
Irrecoverable VAT	-	51,720	31,032	20,688	-	103,440
Depreciation of tangible fixed assets	-	<u>104,858</u>	<u>62,915</u>	<u>41,943</u>	-	<u>209,716</u>
	<u>77,945</u>	<u>865,680</u>	<u>519,408</u>	<u>346,271</u>	<u>12,855</u>	<u>1,822,159</u>
	<u>751,214</u>	<u>1,123,586</u>	<u>1,277,442</u>	<u>447,434</u>	<u>12,855</u>	<u>3,612,531</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**8 TRUSTEES' REMUNERATION AND EXPENSES**

No trustees received any remuneration during the year.

**9 NET EXPENDITURE**

Net expenditure is stated after charging:

	2022	2021
	£	£
Auditors' remuneration		
- audit services	12,855	12,491
Depreciation of owned assets	<u>20,227</u>	<u>28,528</u>

**10 EMPLOYEES' REMUNERATION**

The average number of persons employed by the charity (excluding trustees) during the year, analysed by category, was as follows:-

	2022	2021
Programming	5	6
Fundraising	2	2
Operations	43	37
Administration	<u>4</u>	<u>4</u>
	<u>54</u>	<u>49</u>

The aggregate payroll costs of these persons were as follows:-

	2022	2021
	£	£
Wages and salaries	1,329,407	1,143,917
Social Security	96,870	81,492
Other pension costs	<u>43,136</u>	<u>34,123</u>
	<u>1,469,413</u>	<u>1,259,532</u>

One employee received emoluments in the banding £75,000 - £80,000 (2021: £75,000 - £80,000 One). The number of staff to whom retirement benefits are accruing under a defined contribution pension scheme is 53 (2021: 47) and the defined benefit scheme is 2 (2021: 2).

The key management personnel of the charity comprise the trustees, the chief executive officer, the director of operations and the director of external relations. The total employee benefits of key management personnel were £192,370 (2021: £190,177).

**11 TAXATION**

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**12 TANGIBLE FIXED ASSETS**

	Leasehold Property £	Fixtures, fittings and equipment £	Total £
<b>Cost</b>			
As at 1 April 2021 and 31 March 2022	<u>7,675,231</u>	<u>743,903</u>	<u>8,419,134</u>
<b>Depreciation</b>			
As at 1 April 2021	2,403,052	651,406	3,054,458
Charge for the year	<u>189,489</u>	<u>20,227</u>	<u>209,716</u>
As at 31 March 2022	<u>2,592,541</u>	<u>671,633</u>	<u>3,264,174</u>
<b>Net book value</b>			
As at 31 March 2022	<u>5,082,690</u>	<u>72,270</u>	<u>5,154,960</u>
As at 31 March 2021	<u>5,272,179</u>	<u>92,497</u>	<u>5,364,676</u>

**13 STOCKS**

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Stocks	<u>101,836</u>	<u>103,152</u>	<u>-</u>	<u>-</u>

**14 DEBTORS**

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	65,093	22,904	56,734	7,842
Amounts owed by group undertakings	-	-	113,603	238,750
VAT Recoverable	-	35,031	-	33,391
Other debtors	-	78,469	-	78,469
Prepayments and accrued income	<u>18,202</u>	<u>33,226</u>	<u>18,202</u>	<u>33,226</u>
	<u>83,295</u>	<u>169,630</u>	<u>188,539</u>	<u>391,678</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>Group</b>		<b>Charity</b>	
	<b>2022</b>	2021	<b>2022</b>	2021
	<b>£</b>	£	<b>£</b>	£
Trade creditors	<b>1,081,920</b>	1,064,562	<b>1,079,201</b>	1,061,138
Taxation and social security	<b>23,222</b>	23,144	<b>23,170</b>	23,144
Other creditors	<b>1,370</b>	5,666	<b>1,370</b>	4,463
Accruals and deferred income	<b><u>183,607</u></b>	<u>362,590</u>	<b><u>154,788</u></b>	<u>352,612</u>
	<b><u>1,290,119</u></b>	<u>1,455,962</u>	<b><u>1,258,529</u></b>	<u>1,441,357</u>

Deferred income included above is as follows:

	<b>Group</b>		<b>Charity</b>	
	<b>2022</b>	2021	<b>2022</b>	2021
	<b>£</b>	£	<b>£</b>	£
As at 1 April 2021	<b>338,000</b>	-	<b>338,000</b>	-
Amount released to incoming resources	<b>(338,000)</b>	-	<b>(338,000)</b>	-
Amount deferred in the year	<b><u>88,800</u></b>	<u>338,000</u>	<b><u>62,800</u></b>	<u>338,000</u>
As at 31 March 2022	<b><u>88,800</u></b>	<u>338,000</u>	<b><u>62,800</u></b>	<u>338,000</u>

**16 CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR**

	<b>Group</b>		<b>Charity</b>	
	<b>2022</b>	2021	<b>2022</b>	2021
	<b>£</b>	£	<b>£</b>	£
Loan from Rother District Council	<b><u>350,000</u></b>	<u>315,000</u>	<b><u>350,000</u></b>	<u>315,000</u>

The loan is repayable after more than five years but has no set date for repayment.

**17 MEMBERS' LIABILITY**

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**18 PENSION SCHEME**

**a) Defined benefit scheme**

The charity operates a pension scheme providing benefits based on final pensionable pay in respect of employees who were employed by Rother District Council but who transferred to the charity when the charity took over the running of the De La Warr Pavilion. The assets of the scheme are held separately from those of the charity, being part of the East Sussex County Council scheme.

Pension contributions are determined by a qualified actuary on the basis of triennial valuations using the projected unit method. A full actuarial valuation was carried out at 31 March 2013 and updated at 31 March 2019. The scheme was closed to new members on 1 April 2003.

The FRS 102 assessment of the scheme as at 31 March 2022 showed a pension scheme asset of £608,000. However, the last triennial actuarial valuation in 2016 prepared for the East Sussex Pension Fund was based on more prudent assumptions and assessed the pension fund to be in deficit. As a result of this the employer pension contribution rates were revised to 43.7% plus there was a substantial increase in the annual secondary contribution requirements for past employees. The Trustees are in active conversations with the pension fund administrators, and key stakeholders, to ensure their responsibilities under the scheme are met in the long term. The trustees no longer consider that the asset is recoverable and therefore the surplus has not been recognised in accordance with the principles of FRS 102.

The main financial assumptions used for the purposes of FRS102 are:

	<b>2022</b>	2021	2020
Discount rate	<b>2.6%</b>	1.95%	2.3%
Salary increase rate	<b>3.35%</b>	2.9%	2.0%
Pension increase rate	<b>3.35%</b>	2.9%	2.0%

**Mortality:**

Vita Curves with improvements in line with the CMI2010 model assuming the current rate of improvements has peaked and will converge to a long-term rate of 1.25%.

	<b>2022</b>	2021	2020
Current pensioners:			
Male	<b>21.2</b>	21.1	21.6
Female	<b>23.8</b>	23.7	23.9
Future pensioners:			
Male	<b>22.0</b>	21.9	22.5
Female	<b>25.1</b>	25.0	25.3

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**18 PENSION SCHEME (Continued)**

The fair value of the assets of the scheme were:

	At 31 March 2022 Value £	At 31 March 2021 Value £	At 31 March 2020 Value £
Equities	1,782,000	1,677,000	1,356,100
Bonds	389,000	331,000	324,700
Property	202,000	167,000	191,000
Cash	<u>47,000</u>	<u>38,000</u>	<u>38,200</u>
<b>Total Market Value of Assets</b>	<b><u>2,420,000</u></b>	<b><u>2,213,000</u></b>	<b><u>1,910,000</u></b>

**Net defined benefit asset**

	2022 £	2021 £
Fair value of assets	2,420,000	2,213,000
Present value of defined benefit obligation	(1,812,000)	(1,864,000)
Asset not recognised	<u>(608,000)</u>	<u>(349,000)</u>
<b>Recognised pension asset</b>	<b><u>-</u></b>	<b><u>-</u></b>

**Total expense recognised in income and expenditure**

	2022 £	2021 £
Current service cost	16,000	14,000
Interest cost on obligation	36,000	37,000
Administration expenses	1,000	2,000
Interest income on plan assets	<u>(43,000)</u>	<u>(43,000)</u>
<b>Total income and expenditure charge</b>	<b><u>10,000</u></b>	<b><u>10,000</u></b>

**Changes in the present value of the defined benefit obligation**

	2022 £	2021 £
<b>Opening defined benefit obligation</b>	<b>1,864,000</b>	<b>1,675,000</b>
Interest cost on obligation	36,000	37,000
Current service cost	16,000	14,000
Remeasurement losses/(gains) on obligation (assumptions and experience)	(58,000)	247,000
Member contributions	3,000	3,000
Benefits paid	<u>(49,000)</u>	<u>(112,000)</u>
<b>Closing defined benefit obligation</b>	<b><u>1,812,000</u></b>	<b><u>1,864,000</u></b>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**18 PENSION SCHEME (Continued)**

**Changes in the fair value of scheme assets**

	2022	2021
	£	£
Opening fair value of Scheme Assets	2,213,000	1,910,000
Interest income on plan assets	43,000	43,000
Actuarial gain	209,000	354,000
Employer contributions	2,000	17,000
Member contributions	3,000	3,000
Administration expenses	(1,000)	(2,000)
Benefits paid	<u>(49,000)</u>	<u>(112,000)</u>
<b>Closing fair value of scheme assets</b>	<b><u>2,420,000</u></b>	<b><u>2,213,000</u></b>

**Total amount taken to comprehensive income**

	2022	2021
	£	£
Return on fund assets in excess of interest	209,000	354,000
Change in financial assumptions	58,000	(297,000)
Change in demographic assumptions	-	24,000
Experience gain/(loss) on defined benefit obligation	-	26,000
Administration expenses	-	(2,000)
Asset not recognised	<u>(267,000)</u>	<u>(349,000)</u>
<b>Remeasurement of the net assets</b>	<b><u>-</u></b>	<b><u>(244,000)</u></b>

**(b) Defined contribution scheme**

The amount recognised as an expense for the defined contribution scheme was

	2022	2021
	£	£
Current period contributions	<u>43,136</u>	<u>34,123</u>

**19 NOTES TO THE CASH FLOW STATEMENT**

**Reconciliation of operating to net cash  
inflow from operating activities**

	2022	2021
	£	£
Operating surplus	468,824	761,442
Depreciation and amortisation charges	209,716	218,018
Pension adjustment	-	(9,000)
Decrease in stocks	1,316	5,703
Decrease in debtors	86,335	42,671
(Decrease)/increase in creditors	<u>(130,843)</u>	<u>980,030</u>
<b>Net inflow from operating activities</b>	<b><u>635,348</u></b>	<b><u>1,998,864</u></b>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**20 ANALYSIS OF FUNDS**

	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
<b>Designated Funds</b>					
Working capital and contingencies	400,000	-	-	350,000	750,000
Fixed assets fund	<u>298,842</u>	<u>-</u>	<u>(20,227)</u>	<u>200,000</u>	<u>478,615</u>
	<u>698,842</u>	<u>-</u>	<u>(20,227)</u>	<u>550,000</u>	<u>1,228,615</u>
<b>General Funds</b>					
General fund	463,819	2,773,003	(2,220,102)	(559,589)	457,131
Subsidiary company reserves	<u>(96,385)</u>	<u>829,858</u>	<u>(751,214)</u>	<u>-</u>	<u>(17,741)</u>
	<u>367,434</u>	<u>3,602,861</u>	<u>(2,971,316)</u>	<u>(559,589)</u>	<u>439,390</u>
<b>Restricted Funds</b>					
Capital project	4,854,541	-	(144,508)	-	4,710,033
Restoration Levy Fund	-	46,995	-	9,589	56,584
Other restricted donations	-	431,499	(431,499)	-	-
Auditorium refurbishment	<u>211,293</u>	<u>-</u>	<u>(44,981)</u>	<u>-</u>	<u>166,312</u>
	<u>5,065,834</u>	<u>478,494</u>	<u>(620,988)</u>	<u>9,589</u>	<u>4,932,929</u>
	<u>6,132,110</u>	<u>4,081,355</u>	<u>(3,612,531)</u>	<u>-</u>	<u>6,600,934</u>

Designated funds:

The fixed assets fund comprises assets which are associated with the long-term operation of the auditorium and would not be replaced from general funds. The net book value of these assets has been transferred from General fund, and the depreciation on these assets will be financed from the fund.

The Working capital and contingencies fund was established to maintain working capital for the charity and to mitigate against exceptional risks.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**20 ANALYSIS OF FUNDS (PRIOR YEAR)**

	At 1 April 2020 £	Income £	Expenditure £	Other Recognised (Losses) £	Transfers £	At 31 March 2021
<b>Designated Funds</b>						
Working capital and contingencies	-	-	-	-	400,000	400,000
Fixed assets fund	<u>62,142</u>	-	<u>(11,856)</u>	-	<u>248,556</u>	<u>298,842</u>
	<u>62,142</u>	-	<u>(11,856)</u>	-	<u>648,556</u>	<u>698,842</u>
<b>General Funds</b>						
General fund	58,141	2,659,516	(1,605,282)	-	(648,556)	463,819
Pension scheme	235,000	-	9,000	(244,000)	-	-
Subsidiary company reserves	<u>4,062</u>	<u>132,074</u>	<u>(232,521)</u>	-	-	<u>(96,385)</u>
	<u>297,203</u>	<u>2,791,590</u>	<u>(1,828,803)</u>	<u>(244,000)</u>	-	<u>367,434</u>
<b>Restricted Funds</b>						
Capital project	4,999,049	-	(144,508)	-	-	4,854,541
Other restricted donations	-	226,621	(226,621)	-	-	-
Auditorium refurbishment	<u>256,274</u>	-	<u>(44,981)</u>	-	-	<u>211,293</u>
	<u>5,255,323</u>	<u>226,621</u>	<u>(416,110)</u>	-	-	<u>5,065,834</u>
	<u>5,614,668</u>	<u>3,018,211</u>	<u>(2,256,769)</u>	<u>(244,000)</u>	-	<u>6,132,110</u>

Designated funds:

The fixed assets fund comprises assets which are associated with the long-term operation of the auditorium and would not be replaced from general funds. The net book value of these assets has been transferred from General fund, and the depreciation on these assets will be financed from the fund.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**20 ANALYSIS OF FUNDS (continued)**

Purposes of restricted funds:

The capital project fund consists of grants and donations received to finance the refurbishment and other capital expenditure at the Pavilion. Depreciation on the assets financed from the funds are charged against the fund balance.

The capital project fund also includes the annual grant received from Rother District Council (RDC) towards the cost of major building maintenance. Periodic reports are submitted to RDC detailing the maintenance works undertaken.

The Auditorium refurbishment fund contains grants and matched funding for the refurbishment of the auditorium area.

**21 NET ASSETS BY FUND**

	<b>General Funds</b>	<b>Designated Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2022</b>	<b>Total Funds 2021</b>
	£	£	£	£	£
Tangible assets	-	278,615	4,876,345	5,154,960	5,364,676
Current assets	2,686,093	400,000	-	3,086,093	2,538,396
Creditors: Amounts falling due within one year	(1,290,119)	-	-	(1,290,119)	(1,455,962)
Creditors: Amounts falling due after one year	<u>(350,000)</u>	<u>-</u>	<u>-</u>	<u>(350,000)</u>	<u>(315,000)</u>
Net assets	<u>1,045,974</u>	<u>678,615</u>	<u>4,876,345</u>	<u>6,600,934</u>	<u>6,132,110</u>

**NET ASSETS BY FUND (PRIOR YEAR)**

	<b>General Funds</b>	<b>Designated Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2021</b>	<b>Total Funds 2020</b>
	£	£	£	£	£
Tangible assets	-	298,842	5,065,834	5,364,676	5,582,694
Current assets	2,138,396	400,000	-	2,538,396	688,784
Creditors: Amounts falling due within one year	(1,455,962)	-	-	(1,455,962)	(891,810)
Creditors: Amounts falling due after one year	(315,000)	-	-	(315,000)	(315,000)
Pension asset	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>235,000</u>
Net assets	<u>367,464</u>	<u>698,842</u>	<u>5,065,834</u>	<u>6,132,110</u>	<u>5,614,668</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**22 RESULTS OF THE PARENT COMPANY**

	2022 £	2021 £
Gross incoming resources for the year attributable to De La Warr Pavilion Charitable Trust	<u>3,251,497</u>	<u>2,886,137</u>
Net incoming resources for the year attributable to De La Warr Pavilion Charitable Trust	<u>391,180</u>	<u>861,889</u>

**23 SHARE CAPITAL**

The company is limited by guarantee, having no share capital, members having a liability not exceeding £1.

**DE LA WARR PAVILION CHARITABLE TRUST**

England & Wales - Charity number 1065586

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# Accounts

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**CHARITY NUMBER 1065586  
COMPANY NUMBER 03446307**

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST MARCH 2021**

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**LEGAL AND ADMINISTRATIVE INFORMATION**

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**Charity name:** De La Warr Pavilion Charitable Trust

**Charity registration number:** 1065586

**Company registration number:** 03446307

**Registered office:** De La Warr Pavilion  
Marina  
Bexhill on Sea  
East Sussex  
TN40 1DP

**Trustees:** Julian Bird, Chair  
Stephen Williams, Vice Chair  
Sean Albuquerque  
Judith West  
Prof Lawrence Zeegen  
Ainsley Gill  
Jo Townshend  
Kate Adams MBE  
Howard Lovell  
Cllr Sue Prochak MBE  
Cllr Deidre Earl-Williams (Resigned 12 June 2020)  
Averil Price  
Judy Cligman  
Cllr Hazel Timpe (Appointed 9 October 2020)

**Chief executive officer:** Stewart Drew

**Bankers:** Allied Irish Bank (GB)  
20/22 Marlborough Place  
Brighton  
BN1 1UB

**Statutory Auditor:** Clark Brownscombe Limited  
Chartered Accountants & Statutory Auditors  
2 St. Andrews Place  
Lewes  
East Sussex  
BN7 1UP

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2021**

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The trustees present their report and the financial statements for the year ended 31 March 2021. The trustees, who are also directors of De La Warr Pavilion Charitable Trust for the purposes of company law and who served during the year and up to the date of this report are set out on page 1.

**Structure, governance and management**

**Governing document**

De La Warr Pavilion Charitable Trust is a company limited by guarantee, governed by its memorandum and articles of association which were last amended on 28 January 2004. It is a charity registered with the Charity Commission.

**Appointment of trustees**

The board of trustees should comprise fourteen elected persons and two members nominated by Rother District Council. Trustees are appointed in order to give a broad and diverse range of expertise in a number of fields relevant to the charity, including finance, arts practice and management, architecture, human resources and local knowledge. Potential new trustees submit an application to the board of trustees for their consideration and majority approval. At the Annual General Meeting, one third of the trustees resign, being the longest serving trustees. All retiring trustees are eligible for re-election, save that no trustee can serve for an aggregate period in excess of six years, unless agreed by a two-thirds majority.

**Trustees induction and training**

New trustees undergo an orientation session to brief them on their legal obligations under charity and company law, the content of the memorandum and articles of association, the decision making processes, the business plans and recent financial performance of the charity. They are given a tour of the building and an outline of the work of the various departments.

**Organisation**

The board of trustees and finance and trading sub-committee meet at least four times a year. The board of trustees have three key areas of responsibility; financial, managerial and administrative. They are responsible for safeguarding the assets of the charity; ensuring that the charity fulfils its objectives and that the charity complies with all current legislation. The board of trustees approves the annual business plan, the programme of activities and the annual budget, and are presented with updated reports at meetings. Any significant changes to the business plan and budgets are approved by the board. The board delegates the responsibility of the day to day management of the charity to the Director and the senior management team.

**Risk management**

The trustees have a risk management strategy which comprises an ongoing review of the risks the charity may face; the establishment of systems and procedures to mitigate the identified risks; and the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

There is also a Disaster Action Plan specifically for the galleries.

**Objectives and activities**

The De La Warr Pavilion is a centre for contemporary art in an architectural icon of the modernist movement. Created in 1935 by Eric Mendelsohn and Serge Chermayeff, it was the original vision of its champion, the 9th Earl De La Warr to create a major cultural institution in the heart of Bexhill on Sea.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2021**

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In 2005, following many years of physical deterioration and decline of its cultural aspiration, the Pavilion reopened as a new artistic flagship comprising 500 sq metres of gallery space, a 1,000 seat auditorium, an education and community studio, café and restaurant, shop and administrative facilities. Whilst much of the building underwent a programme of repair and restoration, significant effort was made to refurbish the building in keeping with its vision and the needs of a 21st century community. The cost of this capital programme was £9 million, raised primarily from Lottery sources, charitable trusts and foundations and individual donors.

The Pavilion is governed by the De La Warr Pavilion Charitable Trust who took responsibility for the stewardship and management of the building and its activities in 2003 prior to the capital development programme, under the terms of a 99 year lease granted by its freehold owners Rother District Council. Core revenue funding is underwritten by two principal stakeholders, Rother District Council and Arts Council England, together with further project investment from trusts and foundations and individual patronage. Profits derived through its commercial trading subsidiary support the overall operations and activities of the organisation.

**Vision**

The vision for the De La Warr Pavilion, in keeping with the spirit with which it was originally created, is to be a cultural flagship offering a world class programme to audiences and visitors locally, regionally and nationally, enriching the everyday life of its community.

**Public benefit**

In setting the charity's objectives and planning its activities the trustees have given consideration to the Charity Commission guidance on public benefit.

The De La Warr Pavilion is open to the public, free of charge, for every day of the year apart from Christmas day. Entrance to the gallery exhibitions and tours is also free.

Our education programme is either free of charge or heavily subsidised.

**STRATEGIC REPORT**

**Introduction**

This report documents the activities of the 2020/21 financial year, which includes headline business plan ambitions and statistics, followed by a comprehensive Organisation Activity Report. Where other reporting cycles have changed or been streamlined due to the COVID-19 pandemic, we have felt it important to fully document our achievements here.

Since that point, through strong governance and support from the Board of Trustees, the organisation has responded well to the extreme challenges of the pandemic. We have successfully balanced an emergency budget through to March 2021, through a range of support from Furlough, Culture Recovery Fund, Emergency Funding from Arts Council England and National Lottery Heritage Fund, private trusts and through the dedicated support of our Members, Patrons and ticket buyers. Our local authority, Rother District Council, have also acted to provide pro-active support with cash flow, where needed.

We would like to thank all those who have supported us through this challenging time, including our incredible team, and loyal community.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Belief, mission & objectives**

**De La Warr Pavilion**

Established 1935, modern ever since

**Mission**

To be a flagship centre for the arts and a vibrant cultural hub for the south-east, owned by our communities; known for our programme nationally and internationally.

Responding to our world class architecture and living heritage, to allow greater access to cultural experiences, and to ensure culture-led regeneration for the region has sustained momentum into the next decade and beyond.

**Belief**

The De La Warr Pavilion (DLWP) is a centre for contemporary art within one of the most iconic modernist buildings in Britain.

In the pioneering and progressive spirit from which the building originated, we produce innovative, high quality and integrated programmes of art, live performance, learning and culture.

By putting artists and audiences at our heart we aim to be accessible and relevant, create opportunities, drive aspirations and reflect the thinking and ideas of the world in which we live.

**Objectives**

Produce, present and promote a high-quality programme of modern and contemporary work that responds to the needs and aspirations of both artists and our audiences.

1. Enable artists of every culture and discipline to create new work or present new experiences of existing work within an environment committed to excellence and best professional practice.
2. Work with audiences and communities to engage them with the Pavilion and our artistic programme, making it relevant to them as a visitor or participant.
3. Develop and conserve the De La Warr Pavilion's fabric with reference to its cultural significance and architectural status, and to promote our heritage through public and artistic programmes.
4. Maintain a viable, resilient and sustainable business model, seeking to diversify income streams by growing fundraising and commercial activity.
5. Be a catalyst for the cultural, economic, tourism and social regeneration of Bexhill and the surrounding region.

The Trust mirrors these objectives with the following sub committees of Trustees as key areas of focus:

- Finance & Trading
- Equality, Diversity and Inclusivity
- Capital Appeals Committee (developed from the Building & Maintenance Committee)

These committees form key working groups and provide guidance, expertise and support to the executive and lead officers.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Core Revenue Funding**

- Arts Council England (ACE) National Portfolio Organisation (NPO) funding is agreed for the period 2018-22, with a revenue grant of £508,430 per annum over the 4 years. ACE adjusted this figure to £517,785 for 2021/22 financial year to allow for 1.84% inflationary increase.
- ACE's 2019/20 rating of DLWP's Creative Case for Diversity was 'Strong'.
- We are applying for an extension to the NPO funding for the financial year 2022/23 in September 2021 (offered to all NPOs in response to the pandemic) and will be applying with a new 2022/23 Business Plan for the next full NPO round in February 2022.
- Rother District Council's (RDC) funding is key to securing the ongoing ACE funding at sustained levels and which typically accounts for around 15% of the organisation's annual turnover pre pandemic. Turnover is then typically made up in the following way:
  - Public Subsidy (ACE & RDC) accounted for 27%
  - 31% from Trading
  - 31% from Box Office Receipts
  - 5% from fundraising (non-public sources).
- RDC's funding agreement was renewed on 1 April 2021, for three years until 31 March 2024.

In addition to the annual funding, DLWP were awarded additional funding to sustain the organisation through the pandemic. For the 2020/21 financial year, this comprised:

- Arts Council England Emergency Response Fund £375,000
- Arts Council England Cultural Recovery Fund Round 1 £657,713
- Rother District Council loan £350,000

DLWP were also awarded £325,000 from Arts Council England Cultural Recovery Fund 2 and £325,000 from Arts Council England Cultural Recovery Fund 3 for the 2021/22 financial year.

**Business Plan Headlines**

The headline ambitions for the 2018 – 22 period are:

- Grow visitor numbers & engagement
- Become a combined arts organisation
- Develop Learning & Participation programme across the organisation
- Develop the organisation as a centre for skills & research
- Increase income; fundraising & commercial
- Increase diversity and inclusion.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2021**

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The building is at the heart of what we do. We want to engage more people with our heritage and grow visitors to 650,000 by the late 2020's. We will do this by developing a new capital project to:

- Improve the audience/visitor experience and DLWP's public realm
- Deliver essential conservation work to our beautiful Grade I Listed building
- Unlock programming (visual arts, live, & learning) potential, including external programming on our rooftop terrace, bandstand, and in our auditorium
- Reinstate the importance of the Pavilion's Modernist architecture and deepen public engagement with our rich heritage
- Achieve resilience by unlocking commercial income and trading opportunities and becoming more sustainable.

These ambitions respond to regional opportunities for growth:

- Over the last decade the RDC strategy to secure investment in a number of key projects including the Pavilion, Bexhill Museum, Elva Way, the seafront, Link Road, Bexhill High School has had a significant and positive effect on our organisation and the District.
- In turn, the development of other cultural assets within the region continue to build critical mass for a unique visitor offer including Devonshire Park (Eastbourne); Towner; Hastings Pier; Hastings Contemporary; White Rock Hastings; Charleston; Brighton Dome and Festival; Rye Nature Reserve.
- The impact of the Link Road brings better transport links and unlocks more homes and commercial opportunities to allow us to grow our audiences. We hope that these developments will unlock more hotel rooms in the vicinity of Bexhill which will have a significant impact on the resilience of our operation.

**Unlocking Community, Creativity and Skills**

De La Warr Pavilion's capital vision is to significantly level up Community, Creativity & Skills in our region, an ambition which aligns closely with Arts Council England's Let's Create Strategy and National Heritage Lottery Fund strategic aims. Building on our legacy of culture-led regeneration, DLWP will unlock tourism, new programmes tackling regional inequality, and civic pride within its community.

A fully realigned site will boast a refurbished auditorium, galleries and public realm; five new community skills/learning spaces and a new festival lawn; growing ticket sales to 85k (+40%) skills engagement to 20k (+270%) and yearly visitors to 650k (+55%).

*Outcomes*

- Widen community engagement with arts & culture, improving wellbeing and building civic pride in six of England's most deprived wards, via investment in new community spaces and programmes
  - Artist residencies, workshops and outreach co-designed with communities
  - Deeper partnerships e.g. Heart of Sidley (deprived communities), Project Art Works (artists with complex needs) and East Sussex and Brighton & Hove Music Services (young people)

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
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- Significantly grow the local visitor economy, including local jobs in hospitality, hotels and retail, catalysed by DLWP's leadership roles in tourism networks, 1066 Country (DMO) and Sussex Modern.
- Create new jobs and upskills for local residents, working closely with cultural partners and networks to align career progression regionally:
  - Talent Accelerator creative careers programme with East Sussex Careers Hub and East Sussex College Group
  - Adult learning and T-level Industry placements with Bexhill College and ESCG
  - Supported Apprenticeships for young people with autism with Little Gate Farm
  - Networking and training for Creative Industries and SMEs via SELEP's creative workspace project.

**2020/21 in Figures**

The closure of the building and performance constraints as a result of the Covid 19 pandemic had a devastating impact on DLWP visitor figures during the period 2020/21.

We welcomed 23,000 visitors into the building, 94% fewer than the previous year and sold a total of 3,013 tickets to 51 events. The building, usually open every day of the year except Christmas Day, was open for 89 days and is currently operating on a 5-day week. This uncertainty meant our Live Programme was continually postponed, with 100 shows re-scheduled and 6 cancelled.

DLWP's exhibition programme was re-scheduled and two existing exhibitions - *Zadie Xa's Child of Magohalmi and the Echoes of Creation* and Marc Bauer's *Mal Être / Performance* – were extended through to January 2021. Content from both exhibitions was made available online, via virtual exhibition the TheVOV and DLWP's YouTube. 96% of visitors rated our exhibitions good or very good, 95% would recommend our exhibitions and 44% spent 30+ minutes in the galleries.

In response to the building's closure, we introduced an extensive new digital programme. We hosted 77 digital activities including talks, workshops, creative sessions and live streaming of gigs which engaged with more than 4,000 people across the year.

During 2020/21, we worked with notable partners including The Peale Center for Baltimore History and Architecture (Baltimore), Brighton Museum and Gallery, University of Brighton, Wellcome Trust, West Dean College of Arts & Conservation, Drawing Room, London, Dundee Contemporary Arts and Gasworks.

We engaged with a wide range of groups across the community:

- Over 3700 families viewed DLWP activities online
- 200 families, including those using local foodbanks, engaged with DLWP creative packs
- Over 400 children and adults joined in in the *Great Big Art Exhibition* at DLWP
- 16 children attended the 2021 Easter Holiday *Food and Fun Club* at DLWP in conjunction with East Sussex Music Services
- 57 primary and secondary school pupils visited the building
- 58 primary school pupils engaged via outreach and online sessions
- 24 scouts engaged via online sessions
- 31 teachers took part in 2 online CPD sessions
- 2 work experience placements (remote) for students from University of Brighton
- 25 artist educators & session facilitators

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- 336 creatives and creative businesses attended online talks
- 325 DLWP Members & Patrons attended exclusive online talks.

In addition to the emergency support funding from ACE and DCMS, and the loan from RDC, we attracted over £583,303 of additional income through fundraising activity.

We have over 115 staff on the payroll, including part time and casual staff. 90% of staff are from the Rother and Hastings Area.

We have over 80,000 Twitter followers and high engagement on Facebook, Instagram and LinkedIn. There were 16,500 engagements with DLWP digital learning products across the year and we had over 1.55m YouTube views (due to continued interest in Florence Peake's RITE performance video) with 7,727 views of 37 new videos.

### **Organisation Activity Report**

#### **Civic and Community**

Our visitors have a strong sense of the DLWP's role as a civic hub at the heart of the community:

- 97% agree DLWP is good for Bexhill & the surrounding area
- 85% agree or strongly agree that DLWP enhances the sense of community
- 82% agree or strongly agree that DLWP encourages participation in community life and events
- 93% agree or strongly agreed that DLWP is welcoming for the whole community

Of those who visited DLWP, 58% travelled less than 30 minutes.

While the building was closed to the public, we exhibited more than 400 artworks by children and adults in the gallery windows as part of the *Great Big Art Exhibition* project organised by Firstsite, Colchester. Art packs were distributed as part of the project, including to schools and local foodbanks.

*'Just wanted to let you know that the art bags went down a treat with the children. They were so pleased to get them and the quality of the materials inside was commented on by parents and children. Let's hope we now have lots of lovely paintings for you to display in your windows!'*

*'I think this is a fabulous idea and lovely way to involve the community and get them thinking about art.'*

*'I'm a huge supporter of the DLWP (I've lived in Bexhill all my life and always have been) and things like this make it even better!'*

We partnered with East Sussex Music Services on a holiday Food and Fun club for children who receive benefits-related free school meals. Following a successful pilot in the Easter Holidays, the club ran for three weeks in summer 2021.

*'We wanted to say a huge thank you to you and your incredible team at De la Warr Pavilion. You have created an extraordinary support for so many families. We were all blown away by your set up.'* East Sussex County Council Evaluation Team

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Other activities included staging a mini festival of light to thank NHS staff and other keyworkers, align with *Light Up Bexhill* and support *#wemakeevents*; supporting local creative initiatives such as Beeching Road Workspace project and Bexhill Station Footbridge Gallery competition; and continuing, when the building was allowed to open, to offer opportunities for everyone to experience the visual arts through our free exhibitions programme.

In response to the pandemic and Black Lives Matter movement, we developed *Care & Citizenship*, a series of online talks and discussions and digital resources to connect people, groups and places, and encourage learning and knowledge sharing. The series was part of the *DigiPiCH Civic Museums Project: Using Digital Technology to Enhance Wellbeing in Civic Museums* involving DLWP, The Royal Pavilion and Museums Brighton and Hove and The Peale Center for Baltimore History and Architecture, Baltimore.

We also introduced a new live online talks programme for our Members and Patrons, *Pavilion Stories*, which explored the Pavilion's pioneering architecture, living social history and modernist ethos. The contribution of our Members and Patrons, particularly over this unprecedented last year, cannot be overstated and we are hugely grateful for their ongoing support.

### **Young People**

DLWP continues to put the health, wellbeing, skills and aspirations of young people at the heart of its activities.

We are leading on Talent Accelerator, a programme which will bring together educational establishments, local businesses and training providers across East Sussex to help get young people, particularly those from areas of high deprivation, rurally-isolated places and under-represented backgrounds, passionate about and into the Creative Industries.

The Blueprint Collective, the new name of our young creatives programming group for 14 to 22-year olds, transferred online and continued to play an active role in the organisation. Activities included a project exploring change across art, society, history and culture which culminated in a podcast series and the creation of new visual and audio works; interviewing artists David Blandy and Holly Hendry and producing *Chatting Creativity*, a mini-series of career interviews with videographer Khan Roberts, set builder and prop maker Ebunoluwa Oladeru, artist, curator and producer, Katy Baird, video game designer and illustrator Richard Hogg and Film Producer and location manager Saba Kia.

*'The Young Creatives enables me to expand on my ideas around art and understand others' ideas as well as developing skills of my own.'*

Co-produced with Sussex Discovery College, our Art Lab project for young people aged 14 – 19 experiencing social, emotional or mental health challenges transferred online. Following its successful pilot, Art Lab will relaunch in autumn 2021 in partnership with Photoworks, Brighton.

We partnered with 1066 Music City, Jazz South and Eggtooth to develop *OFFSTAGE*, a series of online workshops, discussions, Q&As and jazz performances for 16–25 year olds which included performances by four young East Sussex poets who were commissioned to create new works in dialogue with our *Care & Citizenship* programme.

We continued to work with local colleges and involve them in our programming. Activities in 2020/21 included sharing a film produced by Bexhill College Media students as part of *Kids in Museums*.

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*Takeover Day*; commissioning students to develop artwork to promote a virtual screening of the film *White Riot* in conjunction with Bexhill Film Spotters, and a wearable sculpture project workshop for Technical Extended Diploma Level 3 Art & Design students with artist Holly Hendry.

*'I just wanted to take the opportunity to say a HUGE thank you for the workshop and Q&A at the DLWP last Friday. The students had a fantastic time and were so positive about the experience. They all reiterated that it was brilliant to get outside the classroom and see/work with/speak with artists - and THEY wanted to pass along how grateful they were for the opportunity.'* Bexhill College tutor

Other activities included working with East Sussex College Group to develop a new DLWP placement programme to give students capacity-building work experience and developing a geocaching project with local scouts and primary school children as part of the England's Creative Coast project. DLWP also continues to offer Arts Awards, support Artsmark and work closely with the Hastings & Rother Cultural Education Partnership and Hastings & Rother Arts Education Network.

### **The local economy**

Stewart Drew represents Hastings & Bexhill on the Cultural Industries sub-group of the South East Local Enterprise Partnership (SELEP) and is also a director of Team East Sussex, the federated part of the LEP, and a member of the SELEP Investment Panel. Over the past year, DLWP has worked closely with the local and regional business stakeholders in strategic and tactical initiatives to support economic resilience and recovery across the region.

As a champion for the Creative Industries and a hub for the ERDF-funded South East Creatives (SECCADS) programme, DLWP continued to support the creative business community. Activities included promoting grants and development opportunities, raising awareness of local business success stories, and, in partnership with Towner Eastbourne, organising and hosting TALKING LOUD, a series of live online industry talks featuring high profile speakers from across the Creative Industries. The talks featured interiors expert Michelle Ogundehin; Turner Prize winning artists Helen Cammock and Tai Shani; Assemble Studios co-founder, Giles Smith; singer songwriter Andreyana Triana; brand expert Michael Wolff; ceramicist Sue Pryke, and performers Scottee and Le Gateau Chocolat.

*'Loved it - these kinds of events are of so much value to our creative communities - even more so in lockdown - thank you DLWP/Towner.'*

*'As with the other Talking Loud events I have attended, it's always fascinating to hear about the nuts and bolts of how a creative person makes their way in the world. It's a great privilege to have this rich menu served up during the lockdown, and helps one to feel connected to a greater creative goodness.'*

In January 2021, we committed to pay freelance art handling technicians 50% of work that was booked but did not take place because of lockdown in order to continue to support freelance arts professionals, many of whom are also practicing artists, in our neighbourhood.

DLWP continues to support the economic prosperity of our area, and particularly of our young people, through our hosting of the Bexhill Jobs & Apprenticeships Fair. Offering live jobs, apprenticeships, skills development opportunities and advice and guidance to small businesses and the self-employed, the fair on 7 March 2020, before the first national lockdown, attracted over 50 exhibitors and more than 500 visitors.

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**Tourism**

DLWP plays a crucial role in the visitor economy of the area, working with cultural and other partners across the region to increase tourism and maximise opportunities for the industry.

In May 2021, artist Holly Hendry created *INVERTEBRATE*, a giant worm live structure emerging from the seafront lawn, balcony and rooftop terrace of the DLWP. The work was one of 7 new *Waterfronts* public sculptures commissioned as part of the England's Creative Coast cultural tourism project funded by Arts Council England and The Discover Britain fund and led by Turner Contemporary, Margate. Alongside, DLWP displayed Holly's accompanying exhibition *INDIFFERENT DEEP*.

We remain a key partner of Sussex Modern, the county's celebration of modernity through culture, wine and landscape featuring 36 partner organisations across East and West Sussex. 2021 activities to promote the region included a new promotional #StayYourWay campaign to capitalise on the opportunities of people holidaying in the UK.

DLWP continues to lead on the Coastal Culture Trail (with Towner and Hastings Contemporary), with 2021 activities focussed on re-igniting social media, unlocking and updating the website and Facebook page and working with Govia Thameslink to encourage train travel.

Stewart Drew continues to chair Visit1066 which has been hugely supportive of members during the past challenging year, given them regular guidance on the latest restrictions, pandemic impacts and funding available. DLWP also supported and promoted SELEP recovery initiatives for the visitor economy including online workshops and grants to help businesses adapt for the future.

**Equality, Diversity and Inclusion**

Diversity and Inclusion is embedded in DLWP's programming and we continue to support and give voice to under-represented groups. In 2020/21 we partnered with organisations including Eggtooth, Project Art Works, Culture Shift, Heart of Sidley, Refugee Buddy Project, Little Gate Farm, Sussex Partnership NHS Trust, Hastings & Rother Arts Education Network (HRAEN), Say Aphasia, Home Live Arts, Battle and Rye Foodbanks and Transition Town Hastings.

We employed two apprentices through Little Gate Farm, an organisation which makes a difference to adults with learning disabilities and Autism in our community by removing barriers to paid employment so enabling them to fulfil their potential and live happy and fulfilled lives.

We partnered with University College London (UCL) Innovation and Enterprise and the charity Say Aphasia, on *Art & Aphasia* to develop a series of online workshops and meetings for people affected by Aphasia and their families to develop communication strategies and creative skills. Aphasia is a loss of language which affects reading, speaking, understanding and writing, and is experienced by a third of people following a stroke.

We continued our relationship with the Refugee Buddy Project (RBP), Hastings, Rother & Wealden, collaborating with RBP and Stitch for Change to develop a new exhibition *ALL IN THE SAME STORM: PANDEMIC PATCHWORK STORIES*. Ninety-five hand-stitched patchwork squares were created by people across the community, including those seeking refuge, volunteers and Supported Education students from East Sussex College. Revealing tales of resistance, change, togetherness, isolation, loss and home, the exhibition told diverse stories of life under the shadow of COVID-19. DLWP also worked with the Syrian Resettlement programme, hosting regular English lessons for migrants in our Ground Floor Gallery Learning Zone.

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DLWP worked once more with pioneering artist-led organisation and Turner Prize nominee Project Art Works who collaborate on a wide range of visual art-based activities with people who have complex neurological needs. We partnered with Project Art Works to produce *Who cares?* an online discussion reflecting on care and culture and in October 2021 we opened Sharif Persaud's *Have you Ever Had* exhibition, led by Project Artworks, in our Ground Floor Gallery. Coming directly from Autograph, London, the exhibition is the culmination of EXPLORERS, a three year, UK-wide project celebrating the extraordinary contributions neurodiverse people make to art and culture.

In June 2020, DLWP published a statement in response to the death of George Floyd, denouncing racism in all its forms. We are continuing to develop our approach to Equality, Diversity and Inclusivity with the support of external consultant Natasha Player & Co. The aims of the consultancy work are:

- To create a lasting effect to support De La Warr Pavilion's ED&I aspirations and strategic objectives
- Increase staff confidence, understanding, and commitment to ED&I at DLWP
- To guide and support the growth & diversity of the board and workforce representation
- To feed into the review of DLWP 2018-22 (NPO) Business Plan and the production of a new five-year business plan responding to the new NPO cycle.

### **Innovation**

DLWP has been at the forefront of the industry over the past year, adapting and developing new operational models and innovative ways of working in order to engage with, support and entertain audiences locally, nationally and internationally.

We were one of the first venues in the UK to deliver socially-distanced live events in response the changing pandemic restrictions including 38 outdoor performances of Eddie Izzard shows in July and August 2020.

With most DLWP Live performances being part of a wider tour, the Live, Marketing and Operational teams spent the year dealing with highly complex and time-consuming rescheduling logistics involving continual liaison with agents and promoters. We cannot thank our customers enough as they have waited patiently for news of new dates and, in only very few cases, requested refunds.

In addition to pivoting to online talks, workshops and creative learning sessions, DLWP produced live streamed gigs, worked with Jazz South on their *Radar* sessions, showcasing the work of jazz composers, and partnered with Isolation Station to host *Audiotrope*, a series of interviews with local musicians discussing their lockdown experiences which aired on YouTube on Christmas Day.

DLWP continues to play an active supporting role in the experimental music network Outlands, which brings together visual arts and music organisations, independent venues and creative producers from outside London. In response to the Covid 19 pandemic, Outlands launched *SCREEN TESTS*, a series of streamed broadcast commissions aimed at testing new ways of experiencing live work and trialling new digital platforms. In February 2021, Outlands hosted the second edition of *THE JOYOUS THING*, a virtual weekend of commissioned performances, talks and Q&As, discussion sessions and DJ sets which aimed to explore new connections and methods of working, producing and creating.

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**Influence and reputation**

Working closely with agents, promoters and bands, DLWP continues to cement its position as a leading venue for live performance regionally, nationally and internationally.

The DLWP Live Programme attracts leading figures from across the global music, comedy and entertainment industry. Our first full capacity seated show in July 2021 was Saving Grace featuring ex-Led Zeppelin lead singer, Robert Plant. 2021 – 2022 shows, many rescheduled as a result of the pandemic, include John Grant, Macy Gray, Goldfrapp, Seasick Steve, Sophie Ellis-Bexter, Wolf Alice, Soul II Soul, and Sparks, along with Sandi Toksvig, Henning Wehn, Omid Djalili, Jenny Éclair, John Bishop and Nish Kumar.

DLWP remains a world class centre for the contemporary visual arts. In 2020, we successfully applied to become a member of Plus Tate and joined a new knowledge sharing network led by Baltic Centre for Contemporary Art and including Goldsmiths Centre for Contemporary Art, ArtsCatalyst, The Showroom, Wellcome Trust and The Collective, Edinburgh.

We partnered with West Dean College and Wellcome Collection to develop a major new commission opportunity Re/Wilding: Coast, Countryside, City. Following a competitive process, RESOLVE Collective, an interdisciplinary team of young architects and designers, have been selected to work towards a solo Summer 2022 exhibition, co-devised with young people, in the DLWP Ground Floor Gallery. RESOLVE will also undertake a residency at West Dean College and participate in a group exhibition ROOTED BEINGS at Wellcome Collection in February 2022.

DLWP continues to support the cultural sector through the team's involvement in organisations and networks and contributions to local, national and international debate, thought-leadership and education.

- In addition to representing DLWP on business, tourism and cultural organisations and bodies across the region, Stewart Drew is chair of East Sussex Music Service.
- Head of Exhibitions, Rosie Cooper is a Trustee of IntoArt, a visual arts organisation working with people with learning disabilities, and a trustee of Home Live Art, producers of performance and community gatherings across south east England and beyond. In 2020-21 Rosie took part in online talks and discussions including with Tate's British Art Network, Scarborough Museums Trust, Camberwell College of Arts, and students at Zurich University of the Arts.
- Head of Learning & Participation, Ashley McCormick has participated in events with peers including Space for Learning, Clore Duffield Foundation, AMA, Wellcome Collection, CVAN, Plus Tate Learning Group and The School of Museum Studies University of Leicester.
- Head of Live Programming, Ed Frith, is co-chair of 1066 Music City and has worked closely over the past year with the organisation as well as the Music Venues Trust and Night Time Industry Association to raise awareness of the impact of pandemic restrictions on performers, musicians, crew and venues and share ways of working and ideas for responding to ever-changing performance guidelines.
- Head of Fundraising Pippa Moore is a Board member of Capsule, Birmingham, which delivers the UK's largest experimental music festival, Supersonic, and is one of the founding partners of the Outlands experimental music network.  
Pippa and Fundraiser Dan Scales play an active role in regional and national fundraising networks including Sussex Fundraisers, Act IV and Young Arts Fundraisers.

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### **Integrated Programming**

DLWP continues to integrate its programmes, collaborating across teams and with partners, artists, facilitators, performers, teachers, academics and experts to develop a layered approach.

The Learning & Participation programme is informed by and contributes to research around the Exhibition programme, providing different ways for audiences to engage with contemporary art and design. 2020/21 activities included:

- *Framing Migration* – an online event exploring language and migration drawing on ideas in Marc Bauer’s MAL ETRE / PERFORMANCE exhibition
- *Look Think Make* creative learning sessions in dialogue with Zadie Xa’s exhibition CHILD OF MAGOHALMI AND THE ECHOES OF CREATION exhibition
- *Site Lines*, a series of works created by artist Nicole Zaaroura working with new migrants and refugee communities in dialogue with Holly Hendry’s INVERTBRATE sculpture and INDIFFERENT DEEP exhibition
- CPD sessions and resources for teachers and community educators in dialogue with the ALL IN THE SAME STORM exhibition
- As part of the England’s Creative Coast geocaching project, artist Sam Ayre developed a web app, *Follow your nose*, in multiple languages to help visitors explore Holly Hendry’s INVERTEBRATE artwork. The app will also be used for future DLWP exhibitions.

Other integration examples include Live and Learning & Participation teams collaborating on the EMERGENCE Festival and teams across DLWP working together to develop a creative industries and hospitality work placement programme for East Sussex College Group students.

### **The Building**

During the period of closure, we have completed some major maintenance items including replacing four damaged panes of glass in the South Staircase window, replacing the main boilers for heating & water, replacing the cork floor in the café, replacing the glass fire screen between the café and restaurant spaces, substantial repairs to the fly tower roof covering, jet washing and anti-fungal treatment to the north wall of the east side of the building, investment in live performance technical equipment and replacement of the automatic front doors.

These repairs and investments have been made possible by Historic England, Arts Council England and National Lottery Heritage Fund.

The Pavilion has set in place annual maintenance contracts for:

- Plant equipment, including boilers, heating and ventilation, gallery environmental controls, ventilation
- Cleaning and Hygiene
- Security and Fire Alarms
- Firefighting equipment
- CCTV maintenance
- Passenger and goods lifts
- Storm pipes & drains

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- PAT testing and safety checks
- Pest control
- Kitchen and refrigeration equipment
- Security shutters
- Gardening

In addition, the Duty General Management team make regular inspections of the building, overseen by the Director of Operations. The team has developed a maintenance check plan, which covers daily, weekly, monthly and quarterly checks.

The 2020/21 combined annual budget for Maintenance Contracts, General Repairs, Health & Safety and cleaning was £230k. Maintenance contract costs and general repairs rise year on year; however, we have good relationships with all our suppliers and continue to review and negotiate the best possible contract deals with them.

### **Sustainability**

We continue to develop our Environmental Sustainability Policy and annual Action Plan, as we look to deliver on Net Zero Carbon ambitions tying into RDC's Environment Strategy and ambition to be carbon neutral by 2030.

Much of this will be formalising, developing and monitoring existing practices, and some will be introducing new equipment and practices, and capital investment to continue to improve our carbon footprint, which is steadily decreasing. Our carbon footprint for 2020/21 was 156 tonnes.

We report our environmental performance to Julie's Bicycle and ACE annually.

### **DLWP Press and Marketing**

Press coverage for exhibitions has included:

Tour England's coastline through art

Wallpaper, July 2021

<https://www.wallpaper.com/art/tour-england-coast-outdoor-installation-art>

Where art goes to the seaside

Richard Holledge

The New European, 12 July 2021

<https://www.theneweuropean.co.uk/brexit-news/europe-news/creative-coasts-where-to-see-public-art-seaside-8101472>

Material Transformation : An interview with Holly Hendry

Millie Walton, Trebuchet, 3 June 2021

<https://www.trebuchet-magazine.com/holly-hendry/>

Brave Front : thought-provoking art on England's South East Coast

Stephen Emms, The Guardian, 26 May 2021

<https://www.theguardian.com/travel/2021/may/26/waterfronts-exhibition-englands-creative-coast-art-sculpture-project>

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England's Creative Coast : the ambitious public artworks making waves in southern seaside towns this summer

Hettie Judah, Inews, 14 June 2021

<https://inews.co.uk/culture/englands-creative-coast-the-ambitious-public-artworks-making-waves-in-southern-seaside-towns-this-summer-1046901>

Stitching together a network of solidarity – in pictures

Kathryn Bromwich, The Guardian, 9 May

<https://www.theguardian.com/artanddesign/2021/may/09/stitching-together-a-network-of-solidarity-in-pictures>

### **Digital Marketing**

2020/21 saw the transformation of DLWP's digital marketing in response to the pandemic.

In addition to extensive ongoing online marketing activity to support our constantly changing programme, notably the rescheduled Live events, our high quality digital media output included creative, captured and learning video content, much of it captured on Zoom, and distributed across several platforms to increase audience reach.

Content included creative learning resources for families & children, Young Creatives interviews, DLWP gallery assistants sharing their favourite artwork and films showcasing the DLWP/Eggtooth Young Poets.

We shared captured Zoom sessions including *Who cares?* and *Framing Migration* discussions and the series of *Pavilion Stories* Members & Patrons talks, plus cultural learning films about our exhibitions, the Art & Aphasia project and a film celebrating DLWP's heritage and documenting repairs to the South Staircase (commissioned by Historic England).

We post regularly to our 80.4k Twitter followers, 14k Instagram followers, 12.4k YouTube subscribers and through other channels. We posted almost 100 stories on the dlwp.com blog over the past year. Other digital marketing included the promotion of Coastal Culture Trail, Sussex Modern and England's Creative Coast.

Drawing on the expertise of an external specialist consultant, DLWP has instigated a digital review over summer 2021 to inform our future Digital Strategy.

### **Programme Activity Report**

#### **EXHIBITIONS**

DLWP 2020 - 2021 exhibition programme:

1 February 2020 – 3 January 2021

Ground Floor Gallery

Zadie Xa

**CHILD OF MAGOHALMI AND THE ECHOES OF CREATION**

A co-commission with Art Night, London, YARAT Contemporary Art Space, Baku, Tramway, Glasgow.

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1 February 2020 – 3 January 2021

First Floor Gallery

Marc Bauer

**MAL ÊTRE / PERFORMANCE**

A collaboration between Drawing Room, London, and De La Warr Pavilion, Bexhill-on-Sea.

19 May 2021 – 12 Nov 2021

Seafront Lawn, first floor balcony and roof

Holly Hendry

**INVERTEBRATE**

A giant composite form, commissioned for *Waterfronts* as part of England's Creative Coast.

19 May 2021 – 30 Aug 2021

Ground Floor Gallery

Holly Hendry

**INDIFFERENT DEEP**

Sculptures in an apparently half-eaten landscape.

19 May 2021 – 5 Sept 2021

First Floor Gallery

**ALL IN THE SAME STORM : PANDEMIC PATCHWORK STORIES**

A collaboration with Stitch for Change, Refugee Buddy Project, Hastings, Rother & Wealden and East Sussex College

Press has been positive:

*Arriving at Bexhill-on-Sea, it was lovely to see small children playing hide-and-seek around the pink canvas-upholstered sand-filled tubes of Holly Hendry's vermicular Invertebrate. Like the giant sand-worms of Frank Herbert's sci-fi novel Dune, Hendry's creature sculpture seems to consume and be composed of all materials in its path, including sections of local pink brick, metal ducting, and cast concrete. Hettie Judah, inews*

*In Pinochet-era Chile, a group of women known as the Arpilleras denounced the violent regime by creating patchwork images out of scraps. The movement has inspired a new exhibition, All in the Same Storm: Pandemic Patchwork Stories, a collaboration between the De La Warr Pavilion in East Sussex, where it runs from 19 May to 30 August, and the local Refugee Buddy Project, founded by Rossana Leal. The stories depicted, she says, reflect how people were feeling in lockdown: "fear, loneliness, frustration, being grateful to the NHS". Kathryn Bromwich, The Guardian*

**Editions**

We are part of the 'Own Art' interest-free loan scheme and sell our editions on [www.artspace.com](http://www.artspace.com).

Editions sold in 2020/2021 include by Peter Blake, Jamie Crewe, Rachel House, Caroline Achaintre, Roy Voss and Simon Patterson.

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## **LIVE**

The devastating impact of ongoing lockdowns during 2020/21 meant a huge amount of time and energy was spent repeatedly postponing and rescheduling the Live events programme and liaising with customers to keep them abreast of the continually changing schedule.

Despite the building being open for only 89 days, we managed to plan and deliver 40 ticketed performances during the financial year. These were:

- Eddie Izzard, 17 socially-distanced performances of Wunderbar and 16 performances of Great Expectations, outside on the Rooftop Terrace. Plus a socially-distanced fundraising show in the Auditorium in support of the Bexhill Family Collective
- Ben Ottewell of Gomez, 2 socially-distanced performances outside on the South Lawns
- Acclaimed singer-songwriter, Emily Barker, a socially-distanced performance outside on the South Lawns
- Smoke Fairies, a live-streamed performance from an empty DLWP shot on 6 cameras with a skeletal crew. Proceeds from the event were shared with DLWP, #saveourvenues and #wemakeevents campaigns
- Omar, a socially-distanced show in the Auditorium by the British soul pioneer

DLWP also developed a strong programme of both indoor and outdoor shows to run over Summer 2021 including hosting the five day Rye Jazz Festival featuring performers including Paul Carrack, Gabrielle, Incognito, Courtney Pine, Rumer and Mica Paris.

## **LEARNING & PARTICIPATION**

In addition to programmes previously outlined, DLWP continued to support a range of audiences in creative learning and development activities. Examples include:

### **Families & children**

- Commissioned short creative films for Play Circle, DLWP's monthly creative and fun sessions for preschool children, their families and carers
- Commissioned digital creative resources for the Heart of Sidley 12 Days or Festive Fun programmes
- Worked with artist Sam Ayre to develop and share digital resources for the October 2020 *BIG DRAW FESTIVAL*
- Organised a series of online sessions for key workers and vulnerable children attending All Saints Church of England Primary School and 3rd Bexhill Scouts Group as part of the England's Creative Coast programme
- Commissioned designer maker Emma Carlow to produce 'How-to' creative videos for DLWP's YouTube channel.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Critically engaged and cultural tourists**

- Continued the *All Welcome Reading Group* facilitated by Claire Ratinon online. Subjects explore included Renni Eddo-Lodge's podcast series, Lorraine Hansberry's play *Les Blancs* and the films *The Hate You Give*, *East is East* and *Rifiki*.
- Produced and displayed a series of open-source posters *Conversations from Calais* in the ground floor gallery windows
- Organised *Citizens are designers*, a series of workshops and resources exploring collective action in public spaces. Activities included identifying under-utilised common land for forager gardens and exploring questions around the census.

**Schools**

Schools activities during 2020/21 included gallery visits, mask making and textiles workshops, Kids in Museums Takeover Day, online CPD events for teachers and outreach exploring natural materials, waste, recycling, making and environmental stewardship.

*'Thank you for an amazing day. I enjoyed all of the activities. Thank you for coming to All Saints.'*

*'I really enjoyed making the fish with Ashley, the flowers with Ceri and Christine, and the bird feeders with Anna. I also enjoyed working with Sam and learning about compost. It was very fun.'*

Schools involved in gallery visits, exhibition related workshops and outreach:

*Primary*

All Saints CE Primary School  
Chantry Community Primary School  
St. Peter and St. Paul CE Primary School

*Secondary*

Bexhill Academy  
Hillview School, Kent

*Colleges*

Bexhill Sixth Form College  
East Sussex College Group  
University of Brighton  
University College London  
University of Sussex

Work Experience – remote placements for 2 University of Brighton students.

**Cultural Education Partnership**

DLWP continues to deepen its formal relationships with schools, colleges and universities, by offering workshops, online resources and through sharing resources.

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We continue to work with Artswork, embedding the Quality Principles and growth of Arts Award and Artsmark in our programme. The upcoming Talent Accelerator programme is the culmination of developing a joined-up approach for a more coherent delivery of cultural education across the region.

We continue to develop strategic links through the Cultural Education Partnership with key partners and stakeholders across schools, children's services, public health, social care and economic development, ensuring that cultural education is at the centre of local strategic plans.

We are part of the Culture East Sussex Advisory Board, which pools collective experience and knowledge in order to advise on and monitor the implementation of the East Sussex Cultural Strategy.

**2020/21 Audited Financial Statements**

There was a £ 70,231 (2020: £176,677) unrestricted funds surplus for the year ended 31 March 2021.

**Reserves policy**

It is the intention of the Trustees to have an unrestricted fund balance of £500,000, this being approximately 2 month's core operating costs. As at 31 March 2021 the unrestricted funds balance was £367,434 (2020 [equivalent less pension asset of £235,000]: £62,203)

**Financial Strategy**

We continue to work to the financial strategy outlined in the Business Plan, whereby the overall financial position continues to improve, with small surpluses being budgeted for over and above cash commitments. This starts to allow us to develop the overall resilience of the organisation.

Current financial performance is robust. The outlook is positive with tight financial control and adequate liquidity. Cash flow has significantly improved over the last five years.

Counterculture LLP provides Finance Director level support and extensive national knowledge of the sector to the organisation. They also provide the services of an accountant to oversee management accounting and payroll. Our Finance Manager provides day-to-day support to the Executive Team and organisation.

Clark Brownscombe are our appointed auditors ([www.clarkbrownscombe.co.uk](http://www.clarkbrownscombe.co.uk)).

**DE LA WARR PAVILION CHARITABLE TRUST  
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**Trustees serving during 2020/21:**

**Julian Bird (Chair)**

Julian is the Chief Executive of the Society of London Theatre and Theatrical Management Association. He also acts as the Executive Producer of the Olivier Awards, the UK's main annual theatre awards ceremony.

**Steve Williams (Vice Chair)**

Steve Williams was recently Chief Legal Officer and Group Secretary of Unilever, Steve remains Special Counsel. He is Senior Independent Director of Whitbread PLC, and a Director of Croda International PLC. He is also currently interim Chairman of Arts & Business, has overseen the redevelopment of Unilever House, the development of the Unilever art collection and the major sponsorship of Tate Modern. Steve lives in London.

**Kate Adams MBE**

Kate Adams MBE is a visual artist and co-founder and director of Project Art Works, the Hastings-based arts organisation that explores and promotes new, practical and philosophical approaches to the meaningful involvement in visual art of people who have complex impairments. Their work embraces the services, professionals and processes that surround people who require support in all areas of their lives.

Project Art Works initiates responsive, collaborative projects with artists, galleries, psychologists, children and adults who have severe neurological impairment and their families. Kate's experience as the mother of a man with complex needs is central to the organisation's informed approach.

Their practice requires a high degree of knowledge and sensitivity to the ethical issues arising from the inclusion of people who cannot knowingly consent to their involvement in art and culture.

**Sean Albuquerque**

Sean is an architect who runs a practice based in the south east. Previously living in Serge Chermayeff's house Bentley Wood in East Sussex, he has been involved with the Pavilion for more than ten years, bringing his expertise of 20<sup>th</sup> century building conservation. Sean teaches in the school of architecture at Brighton, has been an RIBA Councillor, and chair of RIBA South East Region.

**Judy Cligman**

Judy Cligman was recently Director of Strategy and Business Development at Heritage Lottery Fund, having joined the Fund in 1996, soon after the start of the National Lottery. An architectural historian, graduating from UCL and the Courtauld Institute of Art, she has over 30 years' experience of conservation and funding of heritage projects. A huge enthusiast for the De La Warr Pavilion, she now splits her time between living in London and a home of 1911 in the Arts and Crafts style in Collington, Bexhill-On-Sea.

**Ainsley Gill**

Ainsley Gill is a director of McPhersons Chartered Accountants, a leading, long established local business. He has many years of experience in working with owner-managed businesses of different sizes and in a wide range of sectors including the leisure, tourism and hospitality. He is past President of Bexhill Chamber of Commerce and Tourism, past chairman of Battle Round Table, has been a local school governor and sits on the local panel for Let's do Business Finance. He is delighted to be part of the team of Trustees at the De La Warr Pavilion.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Howard Lovell**

Howard Lovell spent over 30 years as a management consultant with Deloitte and PricewaterhouseCoopers, helping companies shape and deliver business change in the UK and internationally. Most recently, he was CEO of Deloitte Switzerland. Howard has always had a passion for coaching and leadership development, and today he advises a number of business executives. He is Chair of the Capital Appeals Committee, and spends his time between East Sussex and London.

**Averil Price**

Averil is Corporate Director – Communities and Customers – at Wealden District Council in East Sussex. As Director of Avie Consultancy Ltd. Averil also provides executive coaching and leadership mentoring within local government and to SME owners and serves as a Trustee of the national charity for everyday walking, Living Streets. She has held a number of senior leadership positions in local government since 2002 demonstrating significant knowledge in service transformation and instilling a commercial culture within the local authority environment. She championed the creation of Ignite Chelmsford setting the vision and strategy for transforming arts, heritage and culture in the City and instigated major £40m+ projects to redevelop Chelmsford’s leisure and heritage venues. Averil also sits on the Capital Appeals Committee.

**Cllr Susan Prochak**

Sue Prochak is the longest serving Councillor on Rother District Council standing as a Liberal Democrat and has held many different positions. She is now Deputy Leader. Before retiring Sue worked all over the world training English language teachers. She also trained test writers and wrote test material for international examination boards. She has always been a passionate supporter of the De La Warr and was a Councillor when there was the first major investment in 2005. She is proud of voting against the ruling group proposing to sell the De La Warr to Weatherspoons for £1. A proposal which was finally lost, by the way, by one vote.

**Cllr Hazel Timpe**

An Independent Rother District Councillor for Sackville Ward and Lead member for Communities, Tourism and Culture, elected in 2019. Over 40 years civil service, business to business and hospitality sector experience both in management and ownership. Since retiring to Bexhill in 2008, Hazel has been a volunteer business mentor for the long term unemployed, a volunteer and Trustee of the Association of Carer and an approved Princes Trust mentor. In her District Council role she is delighted to be part of the De La Warr Pavilion Trustee Board.

**Jo Townshend**

Jo Townshend was formerly Principal of Rye’s innovative Studio School and is now Senior Partnership Manager (Creative Industries) for UCL Innovation and Enterprise. Jo is known within the community for her partnership work with local schools, colleges and businesses as well as for her work in the arts world in and around Rye.

**Judith West**

Judith West works part time for English National Opera and was Director of Operations and Resources at the National Portrait Gallery. She is also a non-executive Director of the Enterprises Board of Dulwich Picture Gallery.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**Professor Lawrence Zeegen**

Professor Lawrence Zeegen is Dean of Design at Ravensbourne. Zeegen's professional design / illustration clients include major international newspapers, magazines, book publishers, design and advertising agencies spanning over 1000 commissions across 25 years. He is Vice President of ico-D, the International Council for Design Associations and is a Trustee of D&AD, as well as Education Advisor to the Design Council's Sounding Board, a member of the Exhibition Committee at the House of Illustration and a Fellow of the Royal Society of Arts. Zeegen is author of six published books on contemporary illustration including Ladybird by Design and was co-curator of Ladybird by Design at the De La Warr Pavilion in 2015.

**The Capital Appeals Committee** was formed in 2019 to support the Board of Trustees with strategy and fundraising activity with regards to capital investment in our Grade I Listed building. The Committee members are Howard Lovell (Chair), Judith Cligman, Sydney Levinson, Averil Price, Derek Stevens, Daphne Thissen.

**Trustee's Responsibilities**

The trustees (who are also directors of De La Warr Pavilion Charitable Trust for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:-

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Statement as to Disclosure of Information to Auditors**

So far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Charity's auditors are unaware, and each Trustee has taken the steps that he ought to have taken as a Trustee in order to make himself aware of any relevant information and to establish that the Charity's auditors are aware of that information.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Small company provisions**

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities and with the special provisions of Part 15 of the Companies Act 2006 relating to small companies (section 419(3)).

Approved by the Board on 10th December 2021 and signed on its behalf by:

Julian Bird  
Trustee

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Opinion**

We have audited the financial statements of De La Warr Pavilion Charitable Trust (the 'parent company') and its subsidiary (the 'group') for the year ended 31st March 2021 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets Consolidated Cash Flow Statement and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent company's affairs as at 31st March 2021 and of the group's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Other information**

The Trustees are responsible for the other information. The other information comprises the information in the Report of the Trustees, but does not include the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Auditors.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
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**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory framework within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context were General Data Protection Regulation and Health and Safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of ticket and grant income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the board about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF  
DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

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**Use of our report**

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Robert Scrivins BA(Hons) FCA CTA TEP DChA (Senior Statutory Auditor)  
for and on behalf of Clark Brownscombe Limited  
Chartered Accountants  
and Statutory Auditors  
2 St Andrews Place  
Lewes  
East Sussex  
BN7 1UP

Date: 14th December 2021

**DE LA WARR PAVILION CHARITABLE TRUST**  
**(LIMITED BY GUARANTEE)**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCLUDING INCOME AND EXPENDITURE ACCOUNT**  
**AND STATEMENT OF COMPREHENSIVE INCOME)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

<b>Unrestricted Funds</b>						
	Note	General Funds £	Designated Funds	Restricted Funds £	Total 2021 £	2020 £
<b>INCOME FROM</b>						
Donations and grants	3	2,511,943	-	226,621	2,738,564	1,673,794
Other trading activities	5	132,074	-	-	132,074	1,199,766
Charitable activities	6	<u>81,802</u>	<u>-</u>	<u>-</u>	<u>81,802</u>	<u>669,820</u>
<b>TOTAL BEFORE MUSEUM AND GALLERIES TAX RELIEF</b>		<b>2,725,819</b>	<b>-</b>	<b>226,621</b>	<b>2,952,440</b>	<b>3,543,380</b>
Museums and Galleries Tax Relief		<u>65,771</u>	<u>-</u>	<u>-</u>	<u>65,771</u>	<u>72,656</u>
<b>TOTAL</b>		<b><u>2,791,590</u></b>	<b><u>-</u></b>	<b><u>226,621</u></b>	<b><u>3,018,211</u></b>	<b><u>3,616,036</u></b>
<b>EXPENDITURE</b>						
Charitable activities		1,596,282	11,856	416,110	2,024,248	2,593,125
<b>Expenditure on raising funds</b>						
- Costs of commercial activities		<u>232,521</u>	<u>-</u>	<u>-</u>	<u>232,521</u>	<u>990,723</u>
<b>TOTAL EXPENDITURE</b>	7	<b><u>1,828,803</u></b>	<b><u>11,856</u></b>	<b><u>416,110</u></b>	<b><u>2,256,769</u></b>	<b><u>3,583,848</u></b>
Net income/(expenditure)		962,787	(11,856)	(189,489)	761,442	32,188
Transfers between funds		<u>(648,556)</u>	<u>648,556</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net income/(expenditure) after transfers		314,231	636,700	(189,489)	761,442	32,188
<b>Other recognised (losses)/gains</b>						
Actuarial gain/(loss) on defined benefit pension schemes		<u>(244,000)</u>	<u>-</u>	<u>-</u>	<u>(244,000)</u>	<u>(45,000)</u>
Net movements in funds		70,231	636,700	(189,489)	517,442	(12,812)
Total funds brought forward		<u>297,203</u>	<u>62,142</u>	<u>5,255,323</u>	<u>5,614,668</u>	<u>5,627,480</u>
<b>Total funds carried forward</b>		<b><u>367,434</u></b>	<b><u>698,842</u></b>	<b><u>5,065,834</u></b>	<b><u>6,132,110</u></b>	<b><u>5,614,668</u></b>

The detailed 2020 comparative statement of financial activities is reported in note 2.

The statement of financial activities incorporates the income and expenditure account, the results for the year derive from continuing activities and there are no gains or losses other than those shown above.

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**CONSOLIDATED BALANCE SHEET  
AS AT 31 MARCH 2021**

**COMPANY NUMBER 03446307**

	Note	2021 £	2020 £
<b>FIXED ASSETS</b>			
Tangible assets	12	<b>5,364,676</b>	5,582,694
<b>CURRENT ASSETS</b>			
Stocks	13	<b>103,152</b>	108,855
Debtors	14	<b>169,630</b>	212,301
Cash at bank and in hand		<b><u>2,265,614</u></b>	<u>367,628</u>
		<b>2,538,396</b>	688,784
<b>CREDITORS: Amounts falling due within one year</b>	15	<b><u>(1,455,962)</u></b>	<u>(891,810)</u>
<b>NET CURRENT ASSETS/(LIABILITIES)</b>		<b><u>1,082,434</u></b>	<u>(203,026)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>6,447,110</b>	5,379,668
<b>CREDITORS</b>			
Amounts falling due after one year	16	<b>(315,000)</b>	-
Defined benefit pension scheme asset	18	<b>-</b>	<u>235,000</u>
<b>NET ASSETS INCLUDING PENSION ASSET</b>		<b><u>6,132,110</u></b>	<u>5,614,668</u>
<b>FUNDS:</b>	20		
<b>Restricted funds</b>			
Capital project		<b>4,854,541</b>	4,999,049
Auditorium refurbishment		<b>211,293</b>	256,274
<b>Designated funds</b>			
Working capital and contingencies		<b>400,000</b>	-
Fixed assets fund		<b>298,842</b>	62,142
<b>Unrestricted funds</b>		<b><u>367,434</u></b>	<u>297,203</u>
		<b><u>6,132,110</u></b>	<u>5,614,668</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved on behalf of the Board on 10th December 2021

Julian Bird – Trustee

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**CHARITY BALANCE SHEET  
AS AT 31 MARCH 2021**

COMPANY NUMBER 03446307

	Note		2021		2020
		£	£		£
<b>FIXED ASSETS</b>					
Tangible assets	12		5,364,676		5,582,694
Investment			<u>1</u>		<u>1</u>
			<b>5,364,677</b>		5,582,695
<b>CURRENT ASSETS</b>					
Debtors	14	391,678			314,208
Cash at bank and in hand		<u>2,228,497</u>			<u>341,954</u>
					656,162
<b>CREDITORS: Amounts falling due within one year</b>	15	<u>(1,441,357)</u>			<u>(863,251)</u>
<b>NET CURRENT ASSETS/(LIABILITIES)</b>			<b><u>1,178,818</u></b>		<u>(207,089)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<b>6,543,495</b>		5,375,606
<b>CREDITORS</b>					
Amounts falling due after one year	16		(315,000)		-
Defined benefit pension scheme asset	18		<u>-</u>		<u>235,000</u>
<b>NET ASSETS INCLUDING PENSION ASSET</b>			<b><u>6,228,495</u></b>		<u>5,610,606</u>
<b>FUNDS:</b>					
<b>Restricted funds</b>	20				
Capital project			4,854,541		4,999,049
Auditorium refurbishment			211,293		256,274
<b>Designated funds</b>					
Working capital and contingencies			400,000		-
Fixed assets fund			298,842		62,142
<b>Unrestricted funds</b>			<u>463,819</u>		<u>293,141</u>
			<b><u>6,228,495</u></b>		<u>5,610,606</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved on behalf of the Board on 10th December 2021

Julian Bird – Trustee

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**CONSOLIDATED STATEMENT OF CASHFLOWS  
FOR THE YEAR ENDED 31 MARCH 2021**

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	Note	2021 £	2020 £
<b>Net cash generated from operating activities</b>	19	<b>1,998,864</b>	(232,597)
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		<u>-</u>	<u>(49,480)</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>1,998,864</b>	(282,077)
Cash and cash equivalents at the beginning of the year		<u>266,750</u>	<u>548,827</u>
<b>Cash and cash equivalents at the end of the year</b>		<b><u>2,265,614</u></b>	<b><u>266,750</u></b>
 <b>Cash and cash equivalents consists of:</b>			
Cash at bank and in hand		<b>2,265,614</b>	367,628
Bank overdraft		<u>-</u>	<u>(100,878)</u>
		<b><u>2,265,614</u></b>	<b><u>266,750</u></b>

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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**1 ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are summarised below.

**Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2019), hereafter referred to as the Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

De La Warr Pavilion Charitable Trust meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

In the application of the Group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The most significant accounting judgements and key sources of estimation uncertainty that affect items in the financial statements are those pertaining to the defined benefit pension scheme. The trustees seek the input and advice of qualified professionals as to the appropriate actuarial assumptions to be used in calculating the pension cost and review these on an ongoing basis.

**Group financial statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiary, De La Warr Pavilion Enterprises Limited, on a line by line basis. A separate Statement of Financial Activities for the charity itself is not presented as permitted by the exemption under section 408 of the Companies Act 2006. The Charity has also taken advantage of the exemptions under FRS 102 from the requirements to present a charity only cash flow statement and certain disclosures about the charity's financial instruments. The charity's results for the year are summarised in Note 22 to these financial statements.

**Preparation of the financial statements on a going concern basis**

The trustees have reviewed the company's forecasts and projections and, in particular, have considered the potential implications of the Coronavirus (COVID-19) pandemic. Whilst the eventual financial impact of the pandemic on the charity and on the overall economy remains uncertain, the directors believe that the charity will be able to continue. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Funding accounting policy**

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity.

Designated funds are unrestricted funds set aside at the discretion of the trustees for specific purposes.

Restricted funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose. Further details of each fund are disclosed in note 19.

**Income**

Donations and grants that provide core funding or are of a general nature are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Income from other trading activities is included in the year in which it is receivable.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

Income is deferred when admission fees are received in advance of the performance or event to which they relate.

**Expenditure**

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category.

Costs of generating funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. It also includes costs of the preparation and examination of the statutory accounts, the costs of trustee meetings and the cost of any legal advice to trustees on governance or constitutional matters.

**Support costs**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

**Irrecoverable VAT**

Irrecoverable VAT is recorded as a support cost and is allocated across activities accordingly as shown in note 7.

**Fixed assets**

Individual fixed assets costing £500 or more are capitalised.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Depreciation**

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:-

Pavilion leasehold – long-term improvements	2% straight line
Pavilion fittings and equipment	10% - 20% straight line
Office equipment	50% straight line

**Stock**

Stock is valued at the lower of cost and net realisable value, after due regard for obsolete and slow moving stocks.

**Hire purchase and finance lease contracts**

Assets held under finance leases, which are leases where substantially all the risks and rewards of ownership of the asset have passed to the charity, are capitalised in the balance sheet as tangible fixed assets and are depreciated over their useful life. The capital elements of future obligations under the leases are included as liabilities in the balance sheet. The interest element of the rental obligation is charged to the statement of financial activities over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding.

Assets held under hire purchase agreements are capitalised as tangible fixed assets and are depreciated over their useful lives. The capital element of future payments is included within creditors. Finance charges are allocated to accounting periods over the length of the contract.

**Pensions**

The charity operates a defined benefit pension scheme for employees previously employed by East Sussex County Council. The assets of the scheme which is managed by East Sussex County Council, are held separately from those of the charity in an independently administered fund. The charity also participates in a scheme with the People's Pension in accordance with meeting auto enrolment responsibilities.

Current service costs, past service costs and gains and losses on settlements and curtailments are charged to appropriate resources expended categories in the statement of financial activities. Past service costs are recognised over the vesting period or immediately if benefits have vested. When a settlement (eliminating all obligations for benefits already accrued) or a curtailment (reducing future obligations as a result of a material reduction in the scheme membership or a reduction in future entitlement) occurs, the obligation and related plan assets are remeasured using current actuarial assumptions and the resultant gain or loss is recognised in the statement of financial activities during the period in which the settlement or curtailment occurs.

The interest cost and expected return on assets are shown as a net amount as other finance costs or income. Net pension finance costs are allocated to appropriate resources expended categories in the statement of financial activities. Net pension finance income is recognised as an incoming resource in the statement of financial activities. Actuarial gains and losses are recognised immediately as other recognised gains and losses in the statement of financial activities.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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Pension scheme assets are valued at fair value at the balance sheet date. Fair value is based on market value price information and in the case of quoted securities is the published bid price. Pension scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted to their present value using a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The pension scheme surplus or deficit is recognised in full on the balance sheet.

**Financial instruments**

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument.

**Financial assets and liabilities**

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the statement of financial position when, and only when there exists a legally enforceable right to set off the recognised amounts and the Group intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when and only when (a) the contractual rights to the cash flows from the financial asset expire or are settled, (b) the Group transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or (c) the Group, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**2 DETAILED COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	General Funds £	Designated Funds	Restricted Funds £	Total 2020 £
<b>INCOME FROM</b>				
Donations and grants	1,313,881	-	359,913	1,673,794
Other trading activities	1,199,766	-	-	1,199,766
Charitable activities	<u>669,820</u>	<u>-</u>	<u>-</u>	<u>669,820</u>
<b>TOTAL BEFORE MUSEUM AND GALLERIES TAX RELIEF</b>	<b>3,183,467</b>	<b>-</b>	<b>359,913</b>	<b>3,543,380</b>
Museums and Galleries Tax Relief	<u>72,656</u>	<u>-</u>	<u>-</u>	<u>72,656</u>
<b>TOTAL</b>	<b><u>3,256,123</u></b>	<b><u>-</u></b>	<b><u>359,913</u></b>	<b><u>3,616,036</u></b>
<b>EXPENDITURE</b>				
Charitable activities	2,030,089	13,634	549,402	2,593,125
<b>Expenditure on raising funds</b>				
- Costs of commercial activities	<u>990,723</u>	<u>-</u>	<u>-</u>	<u>990,723</u>
<b>TOTAL EXPENDITURE</b>	<b><u>3,020,812</u></b>	<b><u>13,634</u></b>	<b><u>549,402</u></b>	<b><u>3,583,848</u></b>
Net income/(expenditure) before other recognised gains and losses	235,311	(13,634)	(189,489)	32,188
<b>Other recognised (losses)/gains</b>				
Actuarial (loss)/gain on defined benefit pension schemes	<u>(45,000)</u>	<u>-</u>	<u>-</u>	<u>(45,000)</u>
Net movement in funds	190,311	(13,634)	(189,489)	(12,812)
Total funds brought forward	<u>106,892</u>	<u>75,776</u>	<u>5,444,812</u>	<u>5,627,480</u>
<b>Total funds carried forward</b>	<b><u>297,203</u></b>	<b><u>62,142</u></b>	<b><u>5,255,323</u></b>	<b><u>5,614,668</u></b>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**3 DONATIONS AND GRANTS**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
<b>Donations</b>				
Appeals, donations and membership	<u>110,020</u>	-	<u>110,020</u>	<u>115,278</u>
<b>Grants</b>				
Trusts and foundations	-	155,337	155,337	152,875
UK Government grants	1,945,810	71,284	2,017,094	1,205,468
RDC re Defined benefit pension scheme	-	-	-	193,000
Grants – other agencies	<u>456,113</u>	-	<u>456,113</u>	<u>7,173</u>
	<u>2,401,923</u>	<u>226,621</u>	<u>2,628,544</u>	<u>1,558,516</u>
	<u>2,511,943</u>	<u>226,621</u>	<u>2,738,564</u>	<u>1,673,794</u>

**4 GRANTS RECEIVABLE**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
Rother District Council	490,000	42,367	532,367	543,578
Arts Council England	1,455,810	28,917	1,484,727	661,890
RDC re Pension scheme	-	-	-	193,000
The Lawson Trust	-	4,000	4,000	-
Henry Moore Foundation	-	3,000	3,000	-
National Lottery Heritage Fund	-	109,500	109,500	-
Historic England	-	17,977	17,977	-
Headley Trust	-	7,500	7,500	-
Sussex Community Foundation	-	5,000	5,000	-
John Thaw Foundation	-	1,000	1,000	-
Pilkington Trust	-	1,000	1,000	-
Ernst Kleinwort	-	1,000	1,000	1,670
Pro Helvetia	-	780	780	2,850
SECCADS	-	4,580	4,580	7,847
Red Hill Trust	-	-	-	5,000
E Fairbairn	-	-	-	57,500
Chalk Cliff Trust	-	-	-	20,000
Weinstock Fund	-	-	-	2,350
RTR Foundation	-	-	-	1,750
Elephant Trust	-	-	-	1,750
Stanley Thomas	-	-	-	6,447
Magdalen and Lasher	-	-	-	2,500
Sasakawa Foundation	-	-	-	3,000
Terra Foundation	-	-	-	33,902
Others	-	-	-	13,482
	<u>1,945,810</u>	<u>226,621</u>	<u>2,172,431</u>	<u>1,558,516</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**5 OTHER TRADING ACTIVITIES**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
<b>Ancillary trading</b>				
Merchandise income	34,606	-	34,606	174,813
Catering income	89,063	-	89,063	859,656
Hire income	<u>8,405</u>	-	<u>8,405</u>	<u>165,297</u>
	<u>132,074</u>	<u>-</u>	<u>132,074</u>	<u>1,199,766</u>

**De La Warr Pavilion (Enterprises) Limited**

The charity controls this company, which is incorporated in England, by virtue of holding 100% of the equity share capital. The company undertakes the ancillary trading activities at the Pavilion with the aim of gifting its taxable profits to the Trust.

**Summary of trading results**

	2021 £	2020 £
Turnover	132,074	1,199,766
Total expenditure	<u>(232,521)</u>	<u>(990,723)</u>
Net (loss)/profit for the year	(100,447)	209,043
Distribution to the charity	-	<u>(209,043)</u>
Retained (loss)/profit	<u>(100,447)</u>	<u>-</u>

The assets and liabilities of De La Warr Pavilion (Enterprises) Limited were:

Assets	156,971	168,121
Liabilities	<u>(253,355)</u>	<u>(164,058)</u>
Funds	<u>(96,384)</u>	<u>4,063</u>

**6 CHARITABLE ACTIVITIES**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
Exhibition income	7,304	-	7,304	16,749
Live performance income	73,236	-	73,236	628,646
Education income	<u>1,262</u>	-	<u>1,262</u>	<u>24,425</u>
	<u>81,802</u>	<u>-</u>	<u>81,802</u>	<u>669,820</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

7

	Ancillary trading £	Exhibitions £	Live performance £	Education £	Governance £	Total £
<b>Direct costs</b>						
Cost of goods sold	48,143	-	-	-	-	48,143
Other direct costs	-	66,278	60,081	19,534	-	145,893
Employment costs	<u>121,257</u>	<u>67,339</u>	<u>74,412</u>	<u>29,767</u>	-	<u>292,775</u>
	<u>169,400</u>	<u>133,617</u>	<u>134,493</u>	<u>49,301</u>	-	<u>486,811</u>
<b>Support costs</b>						
Employment costs	-	487,012	292,207	194,805	-	974,024
Establishments costs	-	32,832	19,699	13,132	-	65,663
Repairs and maintenance	42,471	113,600	68,159	45,440	-	269,670
Office expenses	6,467	23,830	14,298	9,532	-	54,127
Cleaning	-	2,589	1,553	1,035	-	5,177
Travel and subsistence	86	996	597	398	-	2,077
Advertising and promotion	4,406	13,579	8,147	5,432	-	31,564
Auditors' remuneration	2,843	-	-	-	9,648	12,491
Legal and professional costs	1,268	46,996	28,198	18,799	-	95,261
Bank charges	5,580	6,517	3,910	2,607	-	18,614
Interest payable	-	94	56	37	-	187
Irrecoverable VAT	-	11,543	6,926	4,616	-	23,085
Depreciation of tangible fixed assets	-	<u>109,009</u>	<u>65,405</u>	<u>43,604</u>	-	<u>218,018</u>
	<u>63,121</u>	<u>848,597</u>	<u>509,155</u>	<u>339,437</u>	<u>9,648</u>	<u>1,769,958</u>
	<u>232,521</u>	<u>982,214</u>	<u>643,648</u>	<u>388,738</u>	<u>9,648</u>	<u>2,256,769</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**8 TRUSTEES' REMUNERATION AND EXPENSES**

No trustees received any remuneration during the year.

**9 NET EXPENDITURE**

Net expenditure is stated after charging:

	2021	2020
	£	£
Auditors' remuneration		
- audit services	12,491	12,453
Depreciation of owned assets	<u>28,528</u>	<u>29,859</u>

**10 EMPLOYEES' REMUNERATION**

The average number of persons employed by the charity (excluding trustees) during the year, analysed by category, was as follows:-

	2021	2020
Programming	6	6
Fundraising	2	2
Operations	37	44
Administration	<u>4</u>	<u>4</u>
	<u>49</u>	<u>56</u>

The aggregate payroll costs of these persons were as follows:-

	2021	2020
	£	£
Wages and salaries	1,143,917	1,482,321
Social Security	81,492	103,292
Other pension costs	<u>34,123</u>	<u>50,016</u>
	<u>1,259,532</u>	<u>1,635,629</u>

One employee received emoluments in the banding £75,000 - £80,000 (2020: £75,000 - £80,000 One). The number of staff to whom retirement benefits are accruing under a defined contribution pension scheme is 47 (2020: 54) and the defined benefit scheme is 2 (2020: 2).

The key management personnel of the charity comprise the trustees, the chief executive officer, the director of operations and the director of external relations. The total employee benefits of key management personnel were £190,177 (2020: £186,551).

**11 TAXATION**

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**12 TANGIBLE FIXED ASSETS**

	Leasehold Property £	Fixtures, fittings and equipment £	Total £
<b>Cost</b>			
As at 1 April 2020 and 31 March 2021	<u>7,675,231</u>	<u>743,903</u>	<u>8,419,134</u>
<b>Depreciation</b>			
As at 1 April 2020	2,213,563	622,877	2,836,440
Charge for the year	<u>189,489</u>	<u>28,529</u>	<u>218,018</u>
As at 31 March 2021	<u>2,403,052</u>	<u>651,406</u>	<u>3,054,458</u>
<b>Net book value</b>			
As at 31 March 2021	<u>5,272,179</u>	<u>92,497</u>	<u>5,364,676</u>
As at 31 March 2020	<u>5,461,668</u>	<u>121,026</u>	<u>5,582,694</u>

**13 STOCKS**

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Stocks	<u>103,152</u>	<u>108,855</u>	<u>-</u>	<u>-</u>

**14 DEBTORS**

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	22,904	56,601	7,842	25,860
Amounts owed by group undertakings	-	-	238,750	135,499
VAT Recoverable	35,031	-	33,391	-
Other debtors	78,469	86,171	78,469	83,320
Prepayments and accrued income	<u>33,226</u>	<u>69,529</u>	<u>33,226</u>	<u>69,529</u>
	<u>169,630</u>	<u>212,301</u>	<u>391,678</u>	<u>314,208</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>Group</b>		<b>Charity</b>	
	<b>2021</b>	2020	<b>2021</b>	2020
	£	£	£	£
Bank loans and overdrafts	-	100,878	-	100,878
Trade creditors	<b>1,064,562</b>	720,769	<b>1,061,138</b>	701,295
Taxation and social security	<b>23,144</b>	37,601	<b>23,144</b>	37,601
Other creditors	<b>5,666</b>	4,316	<b>4,436</b>	4,316
Accruals and deferred income	<b><u>362,590</u></b>	<u>28,246</u>	<b><u>352,612</u></b>	<u>19,161</u>
	<b><u>1,455,962</u></b>	<u>891,810</u>	<b><u>1,441,330</u></b>	<u>863,251</u>

Deferred income included above is as follows:

	<b>Group</b>		<b>Charity</b>	
	<b>2021</b>	2020	<b>2021</b>	2020
	£	£	£	£
As at 1 April 2020	-	229,123	-	188,166
Amount released to incoming resources	-	(229,123)	-	(188,166)
Amount deferred in the year	<b><u>338,000</u></b>	<u>-</u>	<b><u>338,000</u></b>	<u>-</u>
As at 31 March 2021	<b><u>338,000</u></b>	<u>-</u>	<b><u>338,000</u></b>	<u>-</u>

**16 CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR**

	<b>Group</b>		<b>Charity</b>	
	<b>2021</b>	2020	<b>2021</b>	2020
	£	£	£	£
Loan from Rother District Council	<b><u>315,000</u></b>	<u>-</u>	<b><u>315,000</u></b>	<u>-</u>

The loan is repayable after more than five years but has no set date for repayment.

**17 MEMBERS' LIABILITY**

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

**DE LA WARR PAVILION CHARITABLE TRUST  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**18 PENSION SCHEME**

**(a) Defined benefit scheme**

The charity operates a pension scheme providing benefits based on final pensionable pay in respect of employees who were employed by Rother District Council but who transferred to the charity when the charity took over the running of the De La Warr Pavilion. The assets of the scheme are held separately from those of the charity, being part of the East Sussex County Council scheme.

Pension contributions are determined by a qualified actuary on the basis of triennial valuations using the projected unit method. A full actuarial valuation was carried out at 31 March 2013 and updated at 31 March 2016. The scheme was closed to new members on 1 April 2003.

The FRS 102 assessment of the scheme as at 31 March 2021 showed a pension scheme asset of £349,000. However, the last triennial actuarial valuation in 2016 prepared for the East Sussex Pension Fund was based on more prudent assumptions and assessed the pension fund to be in deficit. As a result of this the employer pension contribution rates were revised to 43.7% plus there was a substantial increase in the annual secondary contribution requirements for past employees. The Trustees are in active conversations with the pension fund administrators, and key stakeholders, to ensure their responsibilities under the scheme are met in the long term. The trustees no longer consider that the asset is recoverable and therefore the surplus has not been recognised in accordance with the principles of FRS 102.

The main financial assumptions used for the purposes of FRS102 are:

	<b>2021</b>	2020	2018
Discount rate	<b>1.95%</b>	2.3%	2.4%
Salary increase rate	<b>2.9%</b>	2.0%	2.9%
Pension increase rate	<b>2.9%</b>	2.0%	2.5%

**Mortality:**

Vita Curves with improvements in line with the CMI2010 model assuming the current rate of improvements has peaked and will converge to a long-term rate of 1.25%.

	<b>2021</b>	2020	2019
Current pensioners:			
Male	<b>21.1</b>	21.6	22.1
Female	<b>23.7</b>	23.9	24.4
Future pensioners:			
Male	<b>21.9</b>	22.5	23.8
Female	<b>25.0</b>	25.3	26.3

**DE LA WARR PAVILION CHARITABLE TRUST  
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**18 PENSION SCHEME (Continued)**

The fair value of the assets of the scheme were:

	At 31 March 2021 Value £	At 31 March 2020 Value £	At 31 March 2019 Value £
Equities	1,677,000	1,356,100	1,247,350
Bonds	331,000	324,700	422,180
Property	167,000	191,000	191,900
Cash	<u>38,000</u>	<u>38,200</u>	<u>57,570</u>
<b>Total Market Value of Assets</b>	<b><u>2,213,000</u></b>	<b><u>1,910,000</u></b>	<b><u>1,919,000</u></b>

**Net defined benefit asset**

	2021 £	2020 £
Fair value of assets	2,213,000	1,910,000
Present value of defined benefit obligation	(1,864,000)	(1,675,000)
Asset not recognised	<u>(349,000)</u>	<u>-</u>
<b>Recognised pension asset</b>	<b><u>-</u></b>	<b><u>235,000</u></b>

**Total expense recognised in income and expenditure**

	2021 £	2020 £
Current service cost	14,000	20,000
Interest cost on obligation	37,000	43,000
Administration expenses	2,000	-
Interest income on plan assets	<u>(43,000)</u>	<u>(48,000)</u>
<b>Total income and expenditure charge</b>	<b><u>10,000</u></b>	<b><u>15,000</u></b>

**Changes in the present value of the defined benefit obligation**

	2021 £	2020 £
<b>Opening defined benefit obligation</b>	<b>1,675,000</b>	<b>1,838,000</b>
Interest cost on obligation	37,000	43,000
Current service cost	14,000	20,000
Remeasurement losses/(gains) on obligation (assumptions and experience)	247,000	(130,000)
Member contributions	3,000	3,000
Benefits paid	<u>(112,000)</u>	<u>(99,000)</u>
<b>Closing defined benefit obligation</b>	<b><u>1,864,000</u></b>	<b><u>1,675,000</u></b>

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**18 PENSION SCHEME (Continued)**

**Changes in the fair value of scheme assets**

	2021 £	2020 £
Opening fair value of Scheme Assets	1,910,000	1,919,000
Interest income on plan assets	43,000	48,000
Actuarial gain/(loss)	354,000	(175,000)
Employer contributions	17,000	214,000
Member contributions	3,000	3,000
Administration expenses	(2,000)	-
Benefits paid	<u>(112,000)</u>	<u>(99,000)</u>
<b>Closing fair value of scheme assets</b>	<b><u>2,213,000</u></b>	<b><u>1,910,000</u></b>

**Total amount taken to comprehensive income**

	2021 £	2020 £
Return on fund assets in excess of interest	354,000	(175,000)
Change in financial assumptions	(297,000)	98,000
Change in demographic assumptions	24,000	50,000
Experience gain/(loss) on defined benefit obligation	26,000	(18,000)
Administration expenses	(2,000)	-
Asset not recognised	<u>(349,000)</u>	<u>-</u>
<b>Remeasurement of the net assets</b>	<b><u>(244,000)</u></b>	<b><u>(45,000)</u></b>

**(b) Defined contribution scheme**

The amount recognised as an expense for the defined contribution scheme was

	2021 £	2020 £
Current period contributions	<u>34,123</u>	<u>50,015</u>

**19 NOTES TO THE CASH FLOW STATEMENT**

**Reconciliation of operating to net cash  
inflow from operating activities**

	2021 £	2020 £
Operating surplus	761,442	32,188
Depreciation and amortisation charges	218,018	219,348
Pension adjustment	(9,000)	(199,000)
Decrease in stocks	5,703	1,398
Decrease/(increase) in debtors	42,671	(55,438)
Increase/(decrease) in creditors	<u>980,030</u>	<u>(231,093)</u>
<b>Net inflow/(outflow) from operating activities</b>	<b><u>1,998,864</u></b>	<b><u>(232,597)</u></b>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**20 ANALYSIS OF FUNDS**

	At 1 April 2020 £	Income £	Expenditure £	Other Recognised (Losses) £	Transfers £	At 31 March 2021
<b>Designated Funds</b>						
Working capital and contingencies	-	-	-	-	400,000	400,000
Fixed assets fund	<u>62,142</u>	-	<u>(11,856)</u>	-	<u>248,556</u>	<u>298,842</u>
	<u>62,142</u>	-	<u>(11,856)</u>	-	<u>648,556</u>	<u>698,842</u>
<b>General Funds</b>						
General fund	58,141	2,659,516	(1,605,282)	-	(648,556)	463,819
Pension scheme	235,000	-	9,000	(244,000)	-	-
Subsidiary company reserves	<u>4,062</u>	<u>132,074</u>	<u>(232,521)</u>	-	-	<u>(96,385)</u>
	<u>297,203</u>	<u>2,791,590</u>	<u>(1,828,803)</u>	<u>(244,000)</u>	-	<u>367,434</u>
<b>Restricted Funds</b>						
Capital project	4,999,049	-	(144,508)	-	-	4,854,541
Other restricted donations	-	226,621	(226,621)	-	-	-
Auditorium refurbishment	<u>256,274</u>	-	<u>(44,981)</u>	-	-	<u>211,293</u>
	<u>5,255,323</u>	<u>226,621</u>	<u>(416,110)</u>	-	-	<u>5,065,834</u>
	<u>5,614,668</u>	<u>3,018,211</u>	<u>(2,256,769)</u>	<u>(244,000)</u>	-	<u>6,132,110</u>

Designated funds:

The fixed assets fund comprises assets which are associated with the long-term operation of the auditorium and would not be replaced from general funds. The net book value of these assets has been transferred from General fund, and the depreciation on these assets will be financed from the fund.

The Working capital and contingencies fund was established to maintain working capital for the charity and to mitigate against exceptional risks.

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**20 ANALYSIS OF FUNDS (PRIOR YEAR)**

	At 1 April 2019 £	Income £	Expenditure £	Other Recognised Gains £	Transfers £	At 31 March 2020
<b>Designated Funds</b>						
Fixed assets fund	<u>75,776</u>	-	<u>(13,634)</u>	-	-	<u>62,142</u>
<b>General Funds</b>						
General fund	21,830	2,056,357	(2,229,089)	-	209,043	58,141
Pension scheme	81,000		199,000	(45,000)		235,000
Subsidiary company reserves	<u>4,062</u>	<u>1,199,766</u>	<u>(990,723)</u>	-	<u>(209,043)</u>	<u>4,062</u>
	<u>106,892</u>	<u>3,256,123</u>	<u>(3,020,812)</u>	-	-	<u>297,203</u>
				<u>(45,000)</u>		
<b>Restricted Funds</b>						
Capital project	5,143,557	-	(144,508)	-	-	4,999,049
Other restricted donations	-	359,913	(359,913)	-	-	-
Auditorium refurbishment	<u>301,255</u>	-	<u>(44,981)</u>	-	-	<u>256,274</u>
	<u>5,444,812</u>	<u>359,913</u>	<u>(549,402)</u>	-	-	<u>5,255,323</u>
	<u>5,627,480</u>	<u>3,616,036</u>	<u>(3,583,848)</u>	<u>(45,000)</u>	-	<u>5,614,668</u>

Designated funds:

The fixed assets fund comprises assets which are associated with the long-term operation of the auditorium and would not be replaced from general funds. The net book value of these assets has been transferred from General fund, and the depreciation on these assets will be financed from the fund.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**20 ANALYSIS OF FUNDS (continued)**

Purposes of restricted funds:

The capital project fund consists of grants and donations received to finance the refurbishment and other capital expenditure at the Pavilion. Depreciation on the assets financed from the funds are charged against the fund balance.

The capital project fund also includes the annual grant received from Rother District Council (RDC) towards the cost of major building maintenance. Periodic reports are submitted to RDC detailing the maintenance works undertaken.

The Auditorium refurbishment fund contains grants and matched funding for the refurbishment of the auditorium area.

**21 NET ASSETS BY FUND**

	<b>General Funds</b>	<b>Designated Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2021</b>	<b>Total Funds 2020</b>
	£	£	£	£	£
Tangible assets	-	298,842	5,065,834	5,364,676	5,582,694
Current assets	2,138,396	400,000	-	2,538,396	688,784
Creditors: Amounts falling due within one year	(1,455,962)	-	-	(1,455,962)	(891,810)
Creditors: Amounts falling due after one year	(315,000)	-	-	(315,000)	-
Pension asset	-	-	-	-	235,000
Net assets	<u>367,464</u>	<u>698,842</u>	<u>5,065,834</u>	<u>6,132,110</u>	<u>5,614,668</u>

**NET ASSETS BY FUND (PRIOR YEAR)**

	<b>General Funds</b>	<b>Designated Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2020</b>	<b>Total Funds 2019</b>
	£	£	£	£	£
Tangible assets	265,229	62,142	5,255,323	5,582,694	5,752,562
Current assets	688,784	-	-	688,786	815,943
Creditors: Amounts falling due within one year	(891,810)	-	-	(891,810)	(1,022,025)
Pension asset	<u>235,000</u>	-	-	<u>235,000</u>	<u>81,000</u>
Net assets	<u>297,203</u>	<u>62,142</u>	<u>5,255,323</u>	<u>5,614,668</u>	<u>5,627,480</u>

**DE LA WARR PAVILION CHARITABLE TRUST  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**22 RESULTS OF THE PARENT COMPANY**

	<b>2021</b>	2020
	<b>£</b>	£
Gross incoming resources for the year attributable to De La Warr Pavilion Charitable Trust	<b><u>2,886,137</u></b>	<u>2,416,270</u>
Net incoming/(outgoing) resources for the year attributable to De La Warr Pavilion Charitable Trust	<b><u>861,889</u></b>	<u>32,188</u>

**23 SHARE CAPITAL**

The company is limited by guarantee, having no share capital, members having a liability not exceeding £1.