

**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  
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**DE LA WARR PAVILION CHARITABLE TRUST  
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**LEGAL AND ADMINISTRATIVE INFORMATION**

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<b>Charity name:</b>	De La Warr Pavilion Charitable Trust	
<b>Charity registration number:</b>	1065586	
<b>Company registration number:</b>	03446307	
<b>Registered office:</b>	De La Warr Pavilion Marina Bexhill on Sea East Sussex TN40 1DP	
<b>Trustees:</b>	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	
<b>Chief executive officer:</b>	Stewart Drew	
<b>Bankers:</b>	Allied Irish Bank (GB) 20/22 Marlborough Place Brighton BN1 1UB	Lloyds Bank 17 Wellington Place Hastings TN34 1NX
<b>Statutory Auditor:</b>	Clark Brownscombe Limited Chartered Accountants & Statutory Auditors 2 St. Andrews Place Lewes East Sussex BN7 1UP	

**DE LA WARR PAVILION CHARITABLE TRUST  
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**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.

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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.

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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.

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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

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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.



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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.

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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 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

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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.

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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.



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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.

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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  
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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  
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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**

Unrestricted Funds						
	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>						
		3,566,885	-	478,494	4,045,379	2,952,440
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>		<u>3,602,861</u>	<u>-</u>	<u>478,494</u>	<u>4,081,355</u>	<u>3,018,211</u>
<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	<u>2,971,316</u>	<u>20,227</u>	<u>620,988</u>	<u>3,612,531</u>	<u>2,256,769</u>
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>		<u>439,390</u>	<u>1,228,615</u>	<u>4,932,929</u>	<u>6,600,934</u>	<u>6,132,110</u>

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	<b>5,154,960</b>	5,364,676
Investment		<u><b>1</b></u>	<u>1</u>
		<b>5,154,961</b>	5,364,677
<b>CURRENT ASSETS</b>			
Debtors	14	<b>188,539</b>	391,678
Cash at bank and in hand		<u><b>2,883,704</b></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><b>(1,258,529)</b></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><b>(350,000)</b></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		<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>		<u><b>457,131</b></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	<b><u>635,348</u></b>	<b><u>1,998,864</u></b>
<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		<b><u>2,265,614</u></b>	<u>266,750</u>
<b>Cash and cash equivalents at the end of the year</b>		<b><u>2,900,962</u></b>	<b><u>2,265,614</u></b>
 <b>Cash and cash equivalents consists of:</b>			
Cash at bank and in hand		<b><u>2,900,962</u></b>	<b><u>2,265,614</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 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  
(LIMITED BY GUARANTEE)**

**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  
(LIMITED BY GUARANTEE)**

**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  
(LIMITED BY GUARANTEE)**

**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>	2,725,819	-	226,621	2,952,440
Museums and Galleries Tax Relief	<u>65,771</u>	<u>-</u>	<u>-</u>	<u>65,771</u>
<b>TOTAL</b>	<u>2,791,590</u>	<u>-</u>	<u>226,621</u>	<u>3,018,211</u>
<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>	<u>1,828,803</u>	<u>11,856</u>	<u>416,110</u>	<u>2,256,769</u>
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>	<u>367,434</u>	<u>698,842</u>	<u>5,065,834</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 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>-</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>-</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>-</u>	<u>4,125</u>	<u>-</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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**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><b>(100,447)</b></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  
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**NOTES TO THE FINANCIAL STATEMENTS  
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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>-</u>	<u>741,824</u>
	<u>673,269</u>	<u>257,906</u>	<u>758,034</u>	<u>101,163</u>	<u>-</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>-</u>	<u>104,858</u>	<u>62,915</u>	<u>41,943</u>	<u>-</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  
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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:

	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.

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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 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 £
Stocks	<u>101,836</u>	<u>103,152</u>	<u>-</u>

**14 DEBTORS**

	Group		Charity
	2022 £	2021 £	2022 £
Trade debtors	65,093	22,904	56,734
Amounts owed by group undertakings	-	-	113,603
VAT Recoverable	-	35,031	-
Other debtors	-	78,469	-
Prepayments and accrued income	<u>18,202</u>	<u>33,226</u>	<u>18,202</u>
	<u>83,295</u>	<u>169,630</u>	<u>188,539</u>

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

	<b>Group</b>		<b>Charity</b>	
	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<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>	<b>2021</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<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>	<b>2021</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<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  
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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 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

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**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>

**Recognised pension asset**

-                      -

**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>

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**18 PENSION SCHEME (Continued)**

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

	<b>2022</b>	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**

	<b>2022</b>	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

	<b>2022</b>	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**

	<b>2022</b>	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>



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**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  
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**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>-</u>	<u>(11,856)</u>	<u>-</u>	<u>248,556</u>	<u>298,842</u>
	<u>62,142</u>	<u>-</u>	<u>(11,856)</u>	<u>-</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>-</u>	<u>-</u>	<u>(96,385)</u>
	<u>297,203</u>	<u>2,791,590</u>	<u>(1,828,803)</u>	<u>(244,000)</u>	<u>-</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>-</u>	<u>(44,981)</u>	<u>-</u>	<u>-</u>	<u>211,293</u>
	<u>5,255,323</u>	<u>226,621</u>	<u>(416,110)</u>	<u>-</u>	<u>-</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>-</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  
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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 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**

	<b>2022</b>	2021
	<b>£</b>	£
Gross incoming resources for the year attributable to De La Warr Pavilion Charitable Trust	<b><u>3,251,497</u></b>	<u>2,886,137</u>
Net incoming resources for the year attributable to De La Warr Pavilion Charitable Trust	<b><u>391,180</u></b>	<u>861,889</u>

**23 SHARE CAPITAL**

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