

**CHARITY NUMBER 1065586
COMPANY NUMBER 03446307**

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

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

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

Charity name:	De La Warr Pavilion Charitable Trust
Charity registration number:	1065586
Company registration number:	03446307
Registered office:	De La Warr Pavilion Marina Bexhill on Sea East Sussex TN40 1DP
Trustees:	Julian Bird OBE, Chair Prof Lawrence Zeegen Judy Cligman Cllr Hazel Timpe Daphne Thissen Henry Abosi Yasufumi Nakamori Lucy Homer Joanne Calladine-Evans Anna Starling Cllr Kathryn Field Peter Watters David Getty
Chief executive officer:	Stewart Drew
Bankers:	Lloyds Bank 17 Wellington Place Hastings TN34 1NX
Statutory Auditor:	Sumer Audit Chartered Accountants & Statutory Auditors 2 St. Andrews Place Lewes East Sussex BN7 1UP

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

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

Structure, governance and management

Governing document

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

Appointment of trustees

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

Trustees induction and training

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

Organisation

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

Risk management

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

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

Objectives and activities

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

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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

Vision

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

Objectives

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

Values

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

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

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

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Core Revenue Funding

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

In addition to annual revenue funding:

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

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

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

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

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

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Private Foundation - £220,000 over 3 years

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

Key areas of work moving forwards:

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

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

Transforming Heritage. Powering Community.

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

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

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

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

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

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

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

The goals of the project are:

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

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

The project comprises three phases:

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

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

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

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

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

Sir Antony Gormley 2025

2024-2025 in figures

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

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

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

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

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

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

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

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

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

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

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

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

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

Organisation Activity Report

COMMUNITY

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

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

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

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

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

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

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

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

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

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

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

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

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

CREATIVITY

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

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

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

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The 2024-25 exhibitions programme comprised:

TSCHABALALA SELF : SEATED

19 April 2023 – January 2026, Outdoors

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

MANUEL MATHIEU: THE END OF FIGURATION

17 February – 27 May 2024, Ground Floor Gallery

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

LAETITIA YHAP : AN ENDING TO A BEGINNING

6 April – 27 May 2024, First Floor Gallery

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

BARBARA KASTEN : SITE LINES

22 June - 1 September 2024, Ground Floor Gallery

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

REBECCA BELLANTONI: DAY AND HEAVY, JUDAH LEAVES

22 June - 1 September 2024, First Floor Gallery

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

MIKE SILVA

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

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

CALLUM HILL: E-MINOR

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

A psychedelic journey through the shadows of contemporary Western society.

JAKI IRVINE: SSH OW

22 February 2025 – Monday 26 May 2025

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

MICHELLE ROBERTS: RED, BLUE, UP

22 February 2025 – Sunday 1 June 2025

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

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

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

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

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

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

SKILLS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

I think I found the job! (visitor)

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

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

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

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

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

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Schools and Colleges engaged with

Primary

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

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

Secondary

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

SEND

Glyne Gap School
St Mary's Special School & College

Special

Lansdowne School

Post 16

East Sussex College Group
Bexhill College
DV8
The Mount Camphill Community

Higher Education

BIMM University
University of Brighton

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

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EQUALITY, DIVERSITY AND INCLUSION

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ENVIRONMENTAL

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

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

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

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

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

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

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

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

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

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

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

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

BUILDING

Annual spend, repairs and maintenance from core revenue budget.

The Pavilion has set in place annual maintenance contracts for:

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

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

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

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

Maintenance and replacement plan detailed in schedule 1, attached.

Utility Costs

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

Staff Costs

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

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

2024/25 Audited Financial Statements

Financial Strategy

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

Reserves policy

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

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

Trustees serving during 2024/25

Julian Bird OBE (Chair)

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

Judy Cligman (Vice Chair)

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

Henry Abosi

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

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Joanne Calladine-Evans

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

Councillor Kathryn Field

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

David Getty

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

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

Lucy Homer

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

Yasufumi Nakamori

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

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

Anna Starling

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

Daphne Thissen

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

Cllr Hazel Timpe

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

Peter Watters

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

Professor Lawrence Zeegen

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

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

Trustee's Responsibilities

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

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

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

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

Statement as to Disclosure of Information to Auditors

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

Small company provisions

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

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

Julian Bird OBE
Trustee

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF
DE LA WARR PAVILION CHARITABLE TRUST
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Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

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

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

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. 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)**

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)**

Use of our report

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

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

Date: 12 December 2025

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

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

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

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

The notes form part of these financial statements

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

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

COMPANY NUMBER 03446307

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

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

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

Julian Bird OBE – Trustee

The notes form part of these financial statements

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

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

COMPANY NUMBER 03446307

	Note	2025 £	2024 £
FIXED ASSETS			
Tangible assets	12	4,931,816	5,168,274
Investment		<u>1</u>	<u>1</u>
		4,931,817	5,168,275
CURRENT ASSETS			
Debtors	14	517,564	245,508
Cash at bank and in hand		<u>1,723,510</u>	<u>1,871,243</u>
		2,241,074	2,116,751
CREDITORS: Amounts falling due within one year	15	(1,222,143)	(881,525)
NET CURRENT ASSETS		<u>1,018,931</u>	<u>1,235,226</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		5,950,748	6,403,501
CREDITORS			
Amounts falling due after one year	16	<u>(350,000)</u>	<u>(350,000)</u>
NET ASSETS		<u>5,600,748</u>	<u>6,053,501</u>
FUNDS:	20		
Restricted funds			
Capital project		4,276,509	4,421,017
Restoration Levy		141,188	143,361
Auditorium refurbishment		357,223	439,683
Designated funds			
Working capital and contingencies		250,000	450,000
Fixed assets fund		498,084	507,574
Unrestricted funds		<u>77,744</u>	<u>91,866</u>
		<u>5,600,748</u>	<u>6,053,501</u>

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

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Julian Bird OBE – Trustee

The notes form part of these financial statements

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

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

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

The notes form part of these financial statements

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

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

1 ACCOUNTING POLICIES

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

Basis of preparation

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

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

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

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

Group financial statements

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

Preparation of the financial statements on a going concern basis

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

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

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

Funding accounting policy

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

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

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

Income

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

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

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

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

Expenditure

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

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

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

Support costs

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

Irrecoverable VAT

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

Fixed assets

Individual fixed assets costing £500 or more are capitalised.

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

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

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 2025**

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 2025**

2 DETAILED COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

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

3 DONATIONS AND GRANTS

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

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

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

4 GRANTS RECEIVABLE

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

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

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

5 OTHER TRADING ACTIVITIES

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

De La Warr Pavilion (Enterprises) Limited

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

Summary of trading results

	2025 £	2024 £
Turnover	1,434,716	1,434,918
Total expenditure	<u>(1,108,809)</u>	<u>(1,117,364)</u>
Net profit for the year	325,907	317,554
Distribution to the charity	<u>(325,907)</u>	<u>(317,554)</u>
Retained profit	<u><u>-</u></u>	<u><u>-</u></u>
The assets and liabilities of De La Warr Pavilion (Enterprises) Limited were:		
Assets	181,567	241,097
Liabilities	<u>(181,566)</u>	<u>(241,096)</u>
Funds	<u><u>1</u></u>	<u><u>1</u></u>

6 CHARITABLE ACTIVITIES

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

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

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

7 TOTAL EXPENDITURE

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

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

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

8 TRUSTEES' REMUNERATION AND EXPENSES

No trustees received any remuneration during the year.

9 NET EXPENDITURE

Net expenditure is stated after charging:

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

10 EMPLOYEES' REMUNERATION

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

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

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

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

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

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

11 TAXATION

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

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

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

12 TANGIBLE FIXED ASSETS

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

13 STOCKS

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

14 DEBTORS

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

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

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

15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

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

Deferred income included above is as follows:

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

16 CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

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

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

17 MEMBERS' LIABILITY

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

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

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

18 PENSION SCHEME

a) Defined benefit scheme

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

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

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

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

	2025	2024	2023
Discount rate	5.70%	4.85%	4.8%
Salary increase rate	2.95%	2.9%	2.9%
Pension increase rate	2.95%	2.9%	2.9%

Mortality:

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

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

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

18 PENSION SCHEME (Continued)

The fair value of the assets of the scheme were:

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

Net defined benefit asset

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

Recognised pension asset

===== -

Total expense recognised in income and expenditure

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

Changes in the present value of the defined benefit obligation

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

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

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

18 PENSION SCHEME (Continued)

Changes in the fair value of scheme assets

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

Total amount taken to comprehensive income

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

Remeasurement of the net assets

 - -

(b) Defined contribution scheme

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

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

19 NOTES TO THE CASH FLOW STATEMENT

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

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

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

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

20 ANALYSIS OF FUNDS

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

Designated funds:

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

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

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

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

20 ANALYSIS OF FUNDS (PRIOR YEAR)

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

Designated funds:

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

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

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

20 ANALYSIS OF FUNDS (continued)

Purposes of restricted funds:

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

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

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

21 NET ASSETS BY FUND

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

NET ASSETS BY FUND (PRIOR YEAR)

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

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

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

22 RESULTS OF THE PARENT COMPANY

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

23 SHARE CAPITAL

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

24 RELATED PARTY TRANSACTIONS

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

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