

Report to	-	Council
Date	-	10 July 2017
Report of	-	Stewart Drew – Director and CEO of the De La Warr Pavilion
Subject	-	De La Warr Pavilion Annual Report for Rother District Council; 2016 -2017

Introduction

1. This report sets out in summary the activities and achievements of the De La Warr Pavilion (DLWP) Charitable Trust during the financial year 2016/17. This is in addition to the quarterly reports submitted to monitoring officers as part of the funding agreement with Rother District Council (RDC).
2. The organisation's mission, vision and core aims have been updated as part of the development of a new business plan.

De La Warr Pavilion

Established 1935, modern ever since

Mission

To be a flagship centre for the arts and a vibrant cultural hub for the south-east, owned by our communities; known for our programme nationally and internationally.

Responding to our world class architecture and living heritage, to allow greater access to cultural experiences, and to ensure culture-led regeneration for the region has sustained momentum into the next decade and beyond.

Belief

The De La Warr Pavilion is a centre for contemporary art within one of the most iconic modernist buildings in Britain. In the pioneering and progressive spirit from which the building originated, it produces an innovative, high quality and integrated programmes of art, live performance, learning and culture. By putting artists and audiences at its heart it aims to be accessible and relevant, create opportunities, drive aspirations and reflect the thinking and ideas of the world in which we live.

Aims

Produce, present and promote a high-quality programme of modern and contemporary work that responds to the needs and aspirations of both artists and our audiences.

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.

Work with audiences and communities to engage them with the Pavilion and our artistic programme, making it relevant to them as a visitor or participant.

Develop and conserve the De La Warr Pavilion's fabric with reference to its cultural significance and architectural status, and to promote our heritage through public and artistic programmes.

Maintain a viable, resilient and sustainable business model, seeking to diversify income streams by growing fundraising and commercial activity.

Be a catalyst for the cultural, economic, tourism and social regeneration of Bexhill and the surrounding region.

3. The Trust mirrors these objectives with the following sub committees of Trustees as key areas of focus:

Finance & Trading
Fundraising / Audience Engagement
Building & Maintenance Committee

These committees form key working groups and provide guidance, expertise and support to the executive and lead officers.

4. Our Draft Business Plan, which has been signed off by the DLWP Charitable Trust, has been refreshed with an updated strategy for the period 2018 – 2022.

The new plan has informed our recent application for funding from Arts Council England's (ACE) National Portfolio Organisation (NPO) programme, and the business plan will be published once the level of funding is confirmed.

The ACE NPO programme runs in three-year cycles, and is the mechanism for core revenue funding. The current funding is confirmed for 2015 – 2018 at a level of £508,430 per annum.

For the period 2018 – 2022, we made the case for standstill funding at the level of £2,033,720 (£508.430 per annum). ACE gave strong guidance to all applicants to maintain a standstill position.

We also made an additional investment request of £285,790 (c. £71k per annum) towards a new digital programme at DLWP.

5. ACE's most recent evaluation of the organisation stated that it 'strongly' met their goals and that we were regarded as a 'minor' risk organisation – meaning that they had confidence in management and governance.

RDC's funding is key to securing the ongoing ACE funding at sustained levels and accounted for c. 20% of the organisation's annual turnover in 2016/17. As our local authority partner, your funding brings DLWP long-term stability. Your continued commitment supports our ambitions to conserve the building, increase programming and audience engagement and diversify income streams.

6. Business Plan (2018 – 2022) Headlines

De La Warr Pavilion as a Vibrant Cultural Hub

The key themes will be:

7. The Peoples Pavilion

At our heart will be the philosophy that 'Relationships Matter'.

The Pavilion is dual aspect; it is the civic heart of a local community that has socio-economic challenges and high levels of child poverty, whilst it is also of national and international importance in terms of its architecture and artistic programme.

This brings opportunities to engage with more people, with new audience development and diversity action plans.

Learning and interpretation will be developed to be at the core of the organisation.

We will continue to develop fundraising and commercial activity based on these relationships.

With appropriate capital investment, we will aim to grow our annual visitors to 600,000 by 2021.

8. Regional Environment

We will continue to be ahead of the curve in being a catalyst for change.

- A civic heart to our community; seeking to build community cohesion.
- Being a creative hub for conversations and networking.
- Taking leadership with the development of programmes that allow risk taking and that show leadership with the creative case for diversity.
- Showing leadership with strategic agendas such as Skills, Health & Wellbeing, Tourism, Cultural Education Partnerships.
- Being relevant, inspiring, building aspiration and confidence. A place for learning.
- Being strategic in supporting agendas that will help to build the economy of the region. This includes Coastal Community Team, SELEP; public and business perceptions that will help to encourage investment. Relevance and relationships in this area will help build our own resilience in terms of audience reach, fundraising and commercial income.

The context of Bexhill, and indeed that of East Sussex, is that there is still much to do in seeking to grow inward investment and in changing the perceptions of what the county has to offer. This of course has a large impact in health and wellbeing, skills development, prosperity and aspiration within the region.

'Respondents were asked to rate East Sussex as a business location on a five-point scale. Their lack of awareness and knowledge was reflected in 30% saying 'neither

good nor poor' and a further 29%, 'don't know'. 24% of respondents said 'poor' (13.5%) or 'very poor' (10.6%)'

- The East Sussex Perceptions Study 2012 Businesses and Advisers, April 2012

However, culture is playing a large part in the change process and we are actively engaged in a wide range of networks to make sure we can support and influence this process. These networks include Team East Sussex (SELEP), Culture East Sussex, Hastings Cultural Leaders Network, 1066 Country and Coastal Community Team.

Opportunities for growth:

- Hastings to Bexhill link road is attracting new major businesses, hotels, and 1500 homes to North Bexhill.
- Major culture led developments in Hastings and Eastbourne including the 'review' of the White Rock Theatre provision, development of Eastbourne's Devonshire Park.
- Central Bexhill developments, boutique hotels opening, establishment of the evening economy, community led (Coastal Community Team) applications to Coastal Community Fund, Community Led Local Development Fund, Coastal Revival Fund.
- We will aim to apply to the Local Growth Fund to help realise our ambitions for the organisation and capital investment.

DLWP will remain relevant, distinctive and inspiring as the offer around it develops.

9. Skills and the Creative Industries

Using DLWP as a cultural asset.

- Develop more opportunities for apprenticeships and work experience across the organisation.
- Working with partners (SELEP, ESCC, Education providers) to help influence the strategy for the progression of workspace and opportunities for the creative businesses to develop from leaving education. Although there are 'green shoots' in the diversification and range of business space within the region, there is the need to develop this offer to encourage start-ups and growth.
- In partnership with Education providers, support the development of incubation spaces in the Region, seeking to mix education, skills development and business incubation.
- Working closely with FE and HE providers to run programmes and events for a range of target audiences. E.g. University of Brighton Architecture: Micro Pavilions; Front Row Fashion Show.
- Being a hub for creative and non-creative business networking and collaboration.
- Working with the community to lead and deliver Bexhill Jobs & Apprenticeships Fair.

10. Accessible Artistic Programming

We will deliver a programme that is of an international standard; developing artists' careers, whilst developing our audience engagement and reach.

We will move towards combined arts programming (live, visual art and learning); with an aim to grow investment in live and interdisciplinary programming.

We will continue to support and develop artists' careers at all stages with a programme that provides a range of access points for audiences.

Integrated learning and interpretation programmes will be developed to ensure engagement to diverse audiences, including a new outreach programme.

We will develop new programmes for key outside spaces including the terrace and rooftop space.

We will develop our relationship with Bexhill Museum using shared heritage to increase engagement and grow audiences for both organisations.

Live Programme; having built a viable live programme, we wish to increase the scope for our own productions both on site and through strategic touring of interdisciplinary strands. Building expertise locally and nationally.

We will increase opportunities for live performance artists and will build audiences for more challenging programme.

We will be key partners with Hastings and Rother networks to develop a new focus on music, with ambitions to develop Music City status for the area.

We will review and develop a new DLWP Studio programme, combining our own learning programme, with community led programme and events in our studio space.

11. **The Building** is at the heart of what we do. We want to engage more people with our heritage and will grow visitors to 600,000 by 2021

We will do this by developing **a new capital project** to ensure that:

- More people can experience our heritage and artistic programmes.
- The facilities are of the appropriate standard to the status of the architecture.
- The auditorium and galleries are fit for purpose for both artists and audiences.
- Commercial operations can be maximised and can respond to / exploit increased demand from regional developments. E.g. new hotel capacity.
- Public realm spaces around the site are welcoming, animated, encourage community interaction, and reflect the social qualities of the internal spaces.
- We will develop new programme streams for the south terrace and rooftop.

We can safeguard the building, dealing with issues left from the 2005 refurbishment works.

12. Diversity & Inclusion

The uniqueness of the De La Warr Pavilion lies not only in its architecture. Designed simply with clean lines and curves, lots of light and space, the Pavilion was built as a progressive cultural centre, open to all, where big ideas and aspirations can be shared, developed and enjoyed by everyone.

Conceived by an aristocrat, but built by and for the common man, the Modernist style and its location by the sea reflected the socialist ideals of “healthy mind and healthy body” and an optimistic future after the chaos of the First World War.

As we enter our ninth decade, it is evident that the more inclusive we are, the more opportunities we create, not only for ourselves, but also for our audiences and communities. By engaging in the world in which we live, we are giving ourselves and our audiences infinite opportunities to work together, to innovate, think, experiment and create a future.

We are therefore proud to introduce seven Diversity Goals for DLWP, which will cut through and guide our future thinking and planning. By working to attain these goals, we have developed a Diversity Action Plan, which will help guide us in developing specific areas of our work and activity.

By embedding this plan at the heart of what we do, DLWP hopes to provide the space and the opportunity to inspire artists and audiences and to remain relevant to the complex and diverse society in which we live today.

13. Our Diversity Goals

- We will embed accessibility within our building, its facilities and artistic programme, so that the De La Warr Pavilion and its work is accessible to all sectors of contemporary society as audiences, artists, participants, partners and employees.
- Our artistic programme will reflect the diverse nature of contemporary culture, the society in which we live and the communities within it. By being truly open in commissioning and programming, we will proactively seek out and reflect different perspectives from the world in which we live.
- We will ensure that employment opportunities are open to all. We will provide personal, professional and career opportunities to all artists, partners, volunteers and employees.
- We will encourage and provide opportunities for our audiences, artists, participants, partners and employees to have a stake in the Pavilion and have their say. The development of the programme and the future of the building will be informed by an understanding of our stakeholders' needs and interests.
- We will engage a broad spectrum of audiences through providing personal development and learning opportunities which are relevant and appealing to them,

accessible and open to all.

- Our communications, internal and external, will be fully inclusive.
- Our Governance and staff will reflect contemporary society and the diverse communities within it.

14. Active Diversity Projects:

We continue our relationship with Project Art Works, a pioneering artist-led organisation, which collaborates on a wide range of visual art based activities with people who have complex needs. The current programme aims to increase public, artists' and arts professionals' awareness of the extraordinary contribution people with complex needs can make to mainstream culture and will position them as leaders. The programme will deliver six co-commissioned exhibitions and installations to form a 'festival of cultural inclusion' in 2019. Artworks will emerge from relevant, creative and meaningful engagement with neurodiverse communities placing the discourse of inclusion at the centre of mainstream exhibition spaces.

We continue the CONNECT programme (funded by Paul Hamlyn Foundation) and aim to engage audiences with our heritage by:

- Working with Arts Connect to create a Buddy Scheme for people with learning disabilities to access DLWP;
- Working with young marginalised people and over 65's to create a new cohort of volunteers who will help us create an archive of our heritage;
- Working with English as a Second Language students to explore the international heritage and architecture of DLWP;
- Two intergenerational arts projects mixing students, children and over 65's.

Musical Matinee Club; DLWP, in partnership with Bexhill Dementia Action Alliance (BDAA), delivered a free monthly programme of relaxed screenings aimed at people living with dementia and disabilities continued this year and secured £8000 funding through a fundraising event, grants from Film Hub South East and Sussex Community foundation with a donation from Gaby Hardwick.

BDAA volunteers coproduced the programme, selecting the films, contributing financially and supporting the events by offering a warm welcome and signposting audience members to local support services they might benefit from. In addition BDAA have provided awareness raising workshops to DLWP staff.

The 6 Screenings, which were hosted by actress Suzy Harvey, have proved extremely popular. The expanded experience aims to make the film more 3 dimensional and interactive by offering audience members props to use during the film and at home to encourage reminiscence and communication. The total audience number for the six screenings was 1185.

15. 2016/17 in Figures:

- Over 410,000 visitors during the year. Visitor figures were down 4% on the year as a result of the Southern Rail dispute and strikes.
- We have sold a total of 39,200 tickets to 71 performances in the auditorium, 17 of which were community groups.
- DLWP has delivered 48 of its own productions.
- 15 Performances sold out including, Divine Comedy, Henning Wehn, Jimmy Carr, Richard Hawley, Russell Howard, Al Murray, Bill Bailey and Frank Turner.
- Over 6,000 tickets sold for community and schools productions and events.
- Through the learning and participation programme we have delivered 59 ticketed events in total including workshops, courses, classes and tours.
- We had a total of over 6152 participants with our engagement programmes.
- Supported the attainment of 19 Arts Awards.
- We have hosted over 46 community events through our venue hire facility including 3 local art exhibitions in the Studio.
- We have attracted over £100,000 of additional income, through fundraising activity.
- Trading profits account for 10% of income.
- We have some 115 staff on the payroll, including part time and casual staff. 90% of staff from the Rother and Hastings Area.
- Over 24 volunteers have supported the organisation and we have hosted 6 work experience students (aged 13-25 years).
- Over 77,000 twitter followers, high engagement on Facebook, Instagram and LinkedIn.

16. Visitor Satisfaction

Sample from the Willem Sandberg / People's History season:

- 83% said they would recommend to their friends
- 86% said the exhibitions were welcoming.
- 92% said the signage was helpful and easy to navigate
- Almost 50% of visitors spent up to an hour in Willem Sandberg
- 68% of visitors came specifically to see the exhibitions
- 31% came from over an hour away
- Over 20% were first time visitors

17. Live Events Visitor Profile

Top postcodes

25.7% Bexhill

22.3% Rest of Rother

52.9% Outside Rother

Profile

25.5% bookers are Dormitory Dependables

- *Predominantly older families and singles, with a large proportion of households with children.*
- *They do not think of themselves as particularly arty people, but enjoy attending to be entertained and to socialise and relax with friends. They are warm to museums and the arts, and in particular to popular and mainstream events. DLWP attracts 1% more Dormitory Dependables than other SE arts organisations.*

19.2% bookers are Commuterland Culturebuffs

- *Keen consumers of culture, with broad tastes but a leaning towards heritage and more classical or traditional offerings. Often mature families or retirees. Like learning opportunities for older children.*
- *DLWP attracts 10% less Commuterland Culturebuffs than other SE arts organisations.*

14.4% bookers are Trips and Treats

- *This group are led by their children's interests and strongly influenced by friends and family. They are reasonably culturally active, despite being particularly busy with a wide range of leisure interests. DLWP attracts 1% more Trips and Treats than other SE arts organisations.*

12.7% bookers are Home and Heritage

- *A more mature group that is generally conservative in their tastes. Likely to look for activities to match their needs and interests, such as accessible day-time activities or content exploring historical events. DLWP attracts 2% more Home and Heritage than other SE arts organisations*

8.9% bookers are Up Our Street

- *Many are older and have some health issues. Living on average or below average household. Value for money is important to them.*
DLWP attracts 5% more Up our Street than other SE arts organisations

8.8% bookers are Experience Seekers

- *This group are highly active, diverse, social and ambitious singles and couples and younger people engaging with the arts on a regular basis. Often students, recent graduates and in the early to mid-stages of their careers. Typically digitally savvy, they will share experiences through social media on their smartphones. DLWP attracts 2% more Experience Seekers than other SE arts organisations.*

4.2% bookers are Facebook Families

- *A younger, cash-strapped group living in suburban and semi-urban areas of high unemployment. Least likely to think themselves as arty, arts and culture generally*

play a very small role in the lives.

DLWP attracts 1% more Facebook Families than other SE arts organisations.

1.4% bookers are Kaleidoscope Creativity

- *Characterised by low levels of cultural engagement, low incomes and unemployment. Like free and outdoor events. DLWP attracts the same percentage of KC bookers as other SE arts organisations.*

1.1% bookers are Heydays

- *Group least likely to attend arts or cultural events. Many live in sheltered or specially adapted accommodation for older people. Often excluded from many activities due to a raft of health, access and resource barriers. DLWP attracts the same percentage of Heyday bookers as other SE arts organisations*

18. Southern Rail

Ongoing industrial action and other major rail disruption over the last year have made a significant impact on the organisation.

- Live ticket sales are down by around 25%, with associated income targets affected.
- Commercial income is also down.
- Visitor growth has stalled with visitor numbers down 5% on the previous year and 10%+ on forecasted growth.
- Venue and area perceptions continue to be badly affected.

19. The Building

The Pavilion has set in place annual maintenance contracts for:

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

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 2016/17 combined annual budget for Maintenance Contracts, General Repairs, Health & Safety and cleaning was approximately £190k. 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.

20. The Trust is currently developing a new strategy for the building and has commissioned two new pieces of work that will inform future direction. Firstly, a revised Building Condition Report will document the condition of the building 12 years on from the 2005 refurbishment. This has been co-commissioned by RDC.

Secondly, we have commissioned a new Conservation Management Plan (Heritage Statement) that will complement the condition report and provide refreshed documentation relating to the buildings architectural significance, and how this is managed.

The two reports will form the basis for an options appraisal later this year, and provide the foundation for a new fundraising plan to seek investment in the building and the interpretation of our heritage.

We are talking to a range of funders including the Getty Foundation, Headley Trust, Paul Hamlyn Foundation and Heritage Lottery Fund and are aiming to move to feasibility stage of a new capital project by the end of 2017.

21. The Building committee comprising of Trustees (including Cllr Brian Kentifeld) and DLWP Executive Team continues to meet on a regular basis (quarterly) to discuss maintenance issues and priorities.

Maintenance and replacement plan detailed in schedule 1, attached.

22. Sustainability

We are continuing to develop our environmental sustainability policy and annual action plan, looking to minimise our environmental impact and reduce costs. Much of this will be formalising, developing and monitoring existing practices, and some will be introducing new equipment and practices to continue to improve our carbon footprint, which is steadily decreasing.

Carbon Footprint:

459 tonnes (2013/14)

436.8 tonnes (2014/15)

410.7 tonnes (2015/16)

398.1 tonnes (2016/17)

Our cafe promises customers locally sourced ingredients wherever possible and this is highlighted in promotional materials.

Audiences are encouraged, via our promotional materials, to use the train and cycle routes to the Pavilion wherever possible.

Staff who live locally are encouraged to walk or cycle to work and those who don't to either take the train or share cars. Staff are asked to be energy-efficient at all times, which includes using power save on computers, turning lights off and using the air conditioning and heating systems efficiently.

We have installed a ventilation & heat recovery system servicing the auditorium. During this installation we laid insulation and boarded the roof void – an area which previously was not insulated.

We have installed a Trend BMS system. This affords greater control of the heating & hot water systems, allowing flexibility of temperatures in different areas of the building, as required.

We have fitted automated meter readers to our electricity and gas meters, which allow us to monitor our energy usage, as well as establishing a benchmark by which we can measure our progress.

We are replacing old lighting stock with more energy-efficient LED lighting where possible.

We regularly maintain all our plumbing systems to reduce water wastage and continue to investigate areas /costs of equipment (ie: sensor taps) to further reduce water usage.

Whilst we have always recycled paper, cardboard and glass with specialist recycling companies, we have now negotiated a contract with a local waste management company which incorporates the recycling of paper, cardboard, plastic cartons and drink cans as a part of our standard collections. We continue to recycle glass with a specialist company.

We have taken the decision to bring some cleaning aspects in-house in order to save costs, employ local staff directly and also to have greater control to introduce ethical cleaning products.

We always aim to use locally based contractors & tradesmen where possible.

Our Exhibition Galleries house temporary exhibitions with changing wall configurations. The Exhibitions Team endeavour to ensure all build materials are sourced locally and waste timber is recycled & re-used. Where it cannot be re-used in-house, it is offered out for community projects – a new cowshed for a local farmer, repairs to Mountfield Cricket club house, kindling for Robertsbridge & Hastings Bonfire societies are examples of this.

The Exhibitions Team endeavour to plan the Exhibition Programme to maximise re-use of built (i.e. temporary) gallery wall configurations and frequently re-use gallery furniture, such as benches, vitrines and display cases which are designed and built in-house. They also use construction techniques which allow them to re-use MDF boards at least twice and timber at least three times before requiring replacement.

23. Tourism

The Pavilion is a cultural tourist attraction and as such receives many visitors (up to 50% daytime visitors) from outside the immediate locality. Of that 50%, up to 15% can be from London and another 3 – 5% are international.

Our visitor numbers remain strong, please see comparisons below:

De La Warr Pavilion	410,000
Turner Contemporary (15/16 estimate)	400,000
The Fitzwilliam Museum (2016)	441,514
Tate St Ives (201/16, paid entry)	185, 648
Tate Liverpool (2016)	638,554
Towner (estimate)	50,000
Jerwood Gallery (estimate)	50,000

24. **Sussex Modernism**

Sussex Modernism: Retreat and Rebellion was an exhibition at Two Temple Place, London made up of works from some of the collections from nine major Sussex institutions including: De La Warr Pavilion, Towner, Jerwood, Ditchling and Charleston. The original model for DLWP (kindly loaned by Bexhill Museum), the Wadsworth Mural Sketch and other publications about the building and design of DLWP were part of the exhibition, as well as a contemporary sound piece created by DLWP's Caleb Madden (Head of Production and Interdisciplinary Lead) with Dr Hope Wolf, curator of the show.

DLWP Communications team were asked to take the lead on an audience development/ cultural tourism campaign that will encourage visitors to Sussex Modernism at Two Temple Place to visit Sussex later in the year. This was funded by ACE Managed Funds. Working with Playne Design, Nathaniel Hepburn from Ditchling Museum and Jess Courtney Bennett from the Coastal Culture Trail, we produced a new way of talking about the cultural offer in Sussex – Sussex Modern.

This campaign included online communications, south east railway posters, a Dear Serge evening and a talk to Two Temple Place volunteers and evaluation.

High profile press included:

The Times	The Sunday Times
Time out magazine	Apollo magazine
Art Fund	BBC South East today
The Spectator	Country Life magazine
Daily Express	The Daily Mail
Mail online	Metro
Elle Decoration magazine	Evening Standard online
Financial Times Weekend	House & Garden Magazine
I magazine	Londonist Online
Museums Journal	New Statesman
The Daily Telegraph	The Guardian

The rail campaign consisted of key sites which were selected because of their high footfall. This included 2 poster sites in Charing Cross station which has a daily footfall of 110,000 and a poster site in Victoria station (at the ticket gates), which has a daily footfall of 234,000.

The exhibition also created additional opportunities for instance, on behalf of Team East Sussex, a business networking event for high level Sussex businesses took place. This included a donors' event with the donors from all the partner galleries. We also co-hosted a Royal Visit from HRH Duchess of Cornwall.

The exhibition ran from 28 January – 23 April 2017 and attracted a grand total of 52,597 visitors, making it Two Temple Place's most visited show to date. Feedback for the exhibition was overwhelmingly positive.

25. Funding for the Coastal Culture Trail via the Coastal Community Fund came to an end in December. The Sussex Modern Campaign provided funds for CCT (via Jess Courtney-Bennett) to continue to work online and some low-level marketing. A meeting with the CCT partners resulted in a commitment to include CCT marketing when the opportunity arises via our individual galleries.

26. Recent DLWP Press includes:

The I newspaper 20 May 2017
Last century's fake news is today's real art (for Simon Patterson)

Guardian Guide 20 May 2017
Exhibitions/ Opening this week (for Simon Patterson)

Guardian Guide 17 March 2017
Anatomy of an Artwork Henry Fuseli's Julian Appearing to Pompey in a Dream; hell hath no Fury (For In A Dream)

V&A Blog 11 December 2016
A new Line from South Kensington to Bexhill on Sea

RA Magazine 9 December 2016
Five Art Shows to see this week

Hyperallergic 3 November 2016
Fiona Banner's Text-periments

Grafik 20 September 2016
Buoy Zone

Sunday Times August 2016
Book It Now (Peter Blake)

Apollo 11 August 2016
Peter Blake

The Guardian Review 30 April 2106
The Rebellious Type
2-page feature on Willem Sandberg by Simon Garfield

The Sunday Times
Book It Now: Willem Sandberg

The Observer 3 April 2016
Richard Forster: Levittown Review

Time Out London 5 April 2016
Explore the Arts
Inspired Escapes Out of London
(full page picture and highlighted feature)

The Guardian
This week's new exhibitions 29 January 2016
Tonico Lemos Aud

Wall Street Journal 5 January 2016
Tonico Lemos Aud

BBC South East has covered the following exhibitions in their news programmes:
Willem Sandberg; From Type To Image
The New Line
Peter Blake
Simon Patterson
The People's History

BBC Listening Project
Based on terrace, recording stories and live broadcasts July 2016

BBC Children In Need
Broadcast live from DLWP November 2016

Bexhill Observer
30 September 2016
De La Warr director is new chairman of tourism group; 7 October 2016
Chamber of Commerce Chiefs working hard for regeneration; 19 August 2016
Introducing new Head of Exhibitions.

BBC Radio 4's Listening Project based themselves on our terrace for a week and recorded many local and non-local voices for the sound archive and for broadcast. On one day Radio 4 broadcast live from the booth and BBC Radio Sussex broadcast live in the afternoon.

27. Local Enterprise Partnership

Stewart Drew (Director and CEO) has been representing Hastings & Bexhill on the Cultural Industries sub group of SELEP (South East Local Enterprise Partnership) and is also a director of Team East Sussex, the federated part of the SELEP. It is a significant step forward for a cultural organisation to be included at this level.

Stewart has been leading a discussion at Team East Sussex responding to research and perceptions of the county as a place to live and work. The group has now agreed the outline strategy, which is being implemented by Locate East Sussex.

28. Coastal Community Team (CCT) & Bexhill

We continue to be a key part of Bexhill's CCT and have helped to develop a community-led Economic Plan for Bexhill, that has been submitted to the Department of Communities and Local Government.

We have been working with event organisers and 1066 Country to develop a poster campaign to promote the summer of events in Bexhill (Roaring 20s, Motofest, Festival of the Sea), which will be launched across the railway network starting in mid-June.

29. Bexhill Jobs and Apprenticeships Fair

Following the success of the 2016 event, the Bexhill Jobs and Apprenticeships Fair returned to the De La Warr Pavilion on the 3rd March 2017.

Once again the event, which was community-led, not-for-profit, was run by a steering group of community leaders and organisations including Huw Merriman MP, Bexhill College, De La Warr Pavilion, Coastal Community Team, Bexhill Chamber of Commerce, Culture Shift, Rother District Council and the Federation of Small Businesses. It was also supported by Job Centre Plus, Locate East Sussex, Let's Do Business Group and CXK, National Careers Service. The event received sponsorship from 11 organisations and once again, Bexhill Observer were media partners for the event.

The 2017 event was a great success, with 53 businesses and training support services exhibiting at the event offering a wide range of opportunities and support. We welcomed over 500 attendees, where over 70 live opportunities were available on the day.

Feedback from the fair has been overwhelmingly positive: all exhibitors found that the event was Good – Excellent, and all stated they would exhibit at the event again.

"We were delighted to find that people of all ages and backgrounds attended, and we have so far interviewed five prospective CAREGivers; also, the opportunity to network with other local businesses was a bonus."

"It was, again, a good event. We were very busy talking to people who felt engaged in what they were trying to do. Overall it was most enjoyable and very worth attending."

"Really enjoyed the experience, it has given me lots of ideas and everyone was very friendly and approachable"

"Wide variety of employers and work placement types. Nice to know about different roles that I wouldn't have looked for. I found roles that I didn't know were in the area and that organisations offered a wider range of roles than I thought"

“Set up well, informative staff and people, good variety of stalls”

“It was my first time coming to one of these and I really enjoyed it. There were a lot of good opportunities and I am glad I came down.”

30. Learning & Participation

During 2016/17:

- We had a total of 6152 participants in the programme.
- We have held 6 dedicated sessions for 105 teachers over the year.
- 786 pupils have attended organised school visits, with 149 teachers accompanying them.
- 132 participants for young people's events (13+).
- 405 participants for Children's events (6-12 years)
- 684 Higher & Further Education Students, and 67 Lecturers.
- Supported the attainment of 19 Arts Awards.
- We worked with 53 artist educators and 28 volunteers.
- We hosted 6 work experience students.

Key Aims of the department:

- Introduce DLWP priority audiences to the arts and architecture.
- Inspire priority audiences to take part in learning, culture and society.
- Develop creative skills, critical thinking and a growth mindset*
- Encourage questions, and support debate.
- Enhance peoples quality of life.

*In a growth mindset, people believe that their most basic abilities can be developed through dedication and hard work - brains and talent are just the starting point.

Growth mindset creates a love of learning and a resilience that is essential for great accomplishment.

Objectives include:

- Build new audiences and long-lasting partnerships
- Develop engaging, innovative resources and experiences with and for families, children, young people and adults
- Provide experience of the cultural workplace

31. Cultural Education Partnership

We have deepened our formal relationships with schools, colleges and universities, by offering work placement opportunities, building tours, exhibition tours, workshops and through sharing resources (such as workshop templates which link to the curriculum) with these centres.

DLWP has worked with Artsworld in a range of ways during the last year. This includes strategic thinking behind our response to the Cultural Education Challenge and our ambition to develop a Local Cultural Education Partnership (through Culture East Sussex and HRAEN) to continue to cement a joined-up approach for a more coherent delivery of cultural education. It encompasses the embedding of Quality

Principles and the growth of Arts Award and Artsmark within our Learning & Participation Programme.

We will build strategic links through the CEP with key partners and stakeholders across schools, children's services, public health, social care and economic development, ensuring that cultural education is at the centre of local strategic plans.

We are part of the Culture East Sussex Advisory Board, which pools collective experience and knowledge in order to advise on and monitor the implementation of the East Sussex Cultural Strategy.

We continue to proactively work with East Sussex Music Education Hub to develop new strategy surrounding increasing music opportunities for CYP in the region and within DLWP's programme specifically. This is linked to our long-term ambition to further integrate Learning & Participation activity into our Live Programme.

32. Integrating Learning & Exhibitions

We are moving towards further integration between Learning and Exhibitions programmes, collaborating with the Exhibitions Team, artists, teachers, academics and experts to develop a layered approach to learning. The Learning programme will be informed by and contribute to research around the exhibition programme, and provide different ways for priority audiences to engage with contemporary art and design, and develop understanding, knowledge and skills, talent, values, attitudes and agency. We are developing a new portfolio of interpretation for each exhibition that will include:

- Appealing and relevant learning resources for Primary and Secondary schools, and community groups, available in the building and online.
- A programme of stimulating creative workshops and courses for teachers, families, children, young people, community groups and independent adults.
- LOOK-THINK-MAKE free, creative monthly family drop-in sessions on Sundays, 2 – 4 pm
- Talks, tours and seminars including a PechaKucha 20x20 night and signed talk.
- A platform for participants outputs and responses to be shared online.
- Opportunities for teachers and students to meet and interview artists/curators/performers.

33. Schools Visits & Events

We have always worked closely with a wide network of schools, offering tours and workshops relating to our exhibition programme. Locally we are also involved with various Schools' networks, and work on specific projects and collaborations.

Below is a selection of schools, colleges and universities, which we have worked with in the past year:

Gallery Visits and exhibition related workshops

Benenden School
King Offa (outreach & workshop)
Rye Studio School
St Peter and St Pauls
Combebank School
Lindfield School
Hazel Court SEN School
Highgate School
Mayfield school
Hazelwick School
Bexhill Academy
Uplands School
St. Mary's School
Brass Point School of Visual Arts
Ninfield Headstart School
Ryde School
Grove Park
St Leonards Academy
Eastbourne Academy
Bexhill College
DV8
Sussex Coast College
Brighton University
University of Kent
Sussex Downs College
Tonbridge West Kent College
Kingston University
Manor Green SEN College (11-19 years)
Hurstpierpoint College
Courthauld Institute of Art

Platform

University of Brighton
Sussex Coast College Hastings

Lecture Partners

University of Sussex

Work Experience placements

Bexhill College
Cavendish school
Sussex Coast
St Richard's Catholic College

We have also instigated a new partnership with East Sussex Libraries and hosted their summer reading challenge. During the year primary schools are sent books to read and then encouraged to vote for their favourite book. The awards are presented at DLWP.

East Sussex Book Awards 2017

All Saints Hastings
Battle and Langton
Benfield
Blackboys
Buxted
Grovelands School
Guestling Bradshaw
Harbour
Hawkes Farm
Herstmonceux
Little Horsted
Meeching Valley
Meridian
Ocklynge
Rocks Park
Sandown
Shinewater
South Malling
St John's Brighton
St Mark's Brighton
St Mary Star of the Sea
St Pancras
Stafford
Wadhurst
West St Leonards

Teachers CPD sessions

Battle Abbey
Bexhill College
Bexhill High
Claverham
Hastings Academy
Helenswood
Sacred Heart
Saxon Mount School
St Richards
West St Leonards Primary Academy

34. Children 5-16

In response to the exhibitions, artists delivered a series of creative workshops throughout the school holidays. These workshops allowed participants to unravel ideas and processes in the exhibitions through experimentation and activities. In each of the workshops they explored different themes such as architecture, model making, print making, dance and movement, pop-up art and animation. These sessions were attended by 405 participants.

In partnership with the Serpentine Galleries we hosted a digital design workshop led by KIDESIGN, as part of Build Your Own Pavilion programme/ competition, with 9 children 7-12 years attending. We are keen to offer similar workshops, the software

we used is free, but we need to invest more in laptops to be able to offer digital learning opportunities.

In partnership with East Sussex Children's services, we hosted an Explore Arts Award course led by artist Sharon Quigley, as part of their SIBS programme, with 7 children aged 8-11 years attending. Grace Clements (Learning & Participation Programme Assistant) acted as an assessor/ moderator. We are reviewing this programme as we are not reaching our target figures for Arts Award and need to consider how to move the partnership forward and build our figures.

35. Schools

As part of Peter Blake and Fiona Banner exhibitions we produced sets of learning resources for Primary and Secondary schools to support self-led visits. 106 pupils from 5 schools were recorded as taking part in independent visits to Peter Blake and Fiona Banner in the reporting period. As part of Willem Sandberg we produced our second set, however, there were very few recorded school visits. 36 pupils from 3 independent visits were recorded, 2 other schools were known to visit but information wasn't collected.

Ashley McCormick (Head of Learning & Participation) led a number of building and gallery tours to students from schools, including a group of 16 GCSE History of Art students from Highgate school on a building tour and 30 Year 3 St Peter and St Pauls students. As part of the People's Pavilion exhibition Ashley also led tours and workshops off-site and on site for 30 x Year 4 students and 15 x Year 5 students from King Offa.

We worked with Letty Gallagher, Joint Head of Mathematics at St. Richards Catholic College, supporting Maths in Art, part of the Royal Institution of Primary Maths Masterclass programme. These masterclasses are interactive extracurricular sessions led by Mathematics experts for keen and talented young people from our local primary schools. 7 primary schools sent their most able mathematicians to the sessions and 45 pupils explored properties of shapes, curve stitching and parabolas.

We engaged with 105 teachers in CPD sessions throughout the year. In one session teachers explored STEAM, as part of Hastings and Rother Arts Education Network (HRAEN) event at Hastings Museum. Teachers also explored, in the Elizabeth Price exhibition, opportunities for Kinaesthetic learning in a session led by choreographer and performer Emily Robertson.

In partnership with HRAEN we commissioned teaching resources to enable schools to respond to the story of 1066 and participate in the ROOT1066 festival exhibition at The Source Park (16 July – 17 September). Numerous organisations also took part in HRAEN event at Battle Memorial Halls exploring opportunities to engage in local music projects including Battle Festival, Beatwave and Hastings Piano Concerto Competition.

We hosted the School book awards with 384 pupils from 25 schools from across the county attending.

We hosted Rye School Studio induction day for 20 pupils.

36. Colleges and Universities

321 students from FE and HE were recorded as taking part in visits to Peter Blake and Fiona Banner exhibitions.

Architecture students from the University of Brighton attended building tours, and a selection of these students, who were undertaking the Micro Pavilions module, displayed their work in the Rooftop Foyer from January to March 2017.

A selection of work produced by first-year University of Brighton Graphic Design for digital media and illustration for screen students was displayed during the first week of exhibition The People's Pavilion

14 students from the University of Brighton who are taking an arts management module visited and met with Ashley and Rosie Cooper (head of Exhibitions), with a view to apply for a 10-day work placement.

Ashley attended the University of Leicester School of Museum Studies work placement market, and received 3 summer placement applications.

We welcomed 36 ESOL students from Sussex Coast College Hastings on a building tour and a visit to the Fiona Banner exhibition. This visit was the first of the CONNECT cultures programme.

In January we embarked on a new project PEOPLE-OBJECTS-PLACE, in partnership with Hastings Museum and Bexhill Museum. Students from Bexhill 6th form college and Sussex Coast College Hastings are exploring the heritage of migration in the region, discovering the contributions migration has made to the development of the area, and discussing contemporary global topics. We hosted a visit for 12 students, who will curate a display in the Rooftop Foyer in April. The project is funded by HLF Young Roots and PHF CONNECT.

37. Work Experience and Volunteers

Grace Clements has taken on recruiting and coordinating the Volunteer Cohort. She has worked with volunteers to produce a volunteer handbook.

As part of our CONNECT programme, we recruited volunteers, had training sessions and delivered Mercury Clubs with 23 participants from Tinker Hatch. The sessions explored ideas about identity and place, we visited the galleries and other parts of the building and make creative responses.

In June 2016, 12 volunteers attended an oral history training session and in August 5 as part of the CONNECT PHF Heritage Researcher project. 9 volunteers met with visiting public in The People's Pavilion in 51 sessions.

Grace also worked with volunteers to host a recruitment event at Sussex Coast College Freshers week, where she received 7 applications and had 2 induction sessions.

Throughout the year Grace recruited 28 volunteers, many of whom attended Dementia Awareness sessions. The volunteers also attended an end of year review celebrating their successes.

During the year, we also supported 6 work experience students from schools and universities, who spent time with different departments throughout the organisation.

38. Young People 16 – 24

DLWP supports, collaborates, hosts and produces a wide range of events for Young People. We will continue to support a wide range of projects that give access to the arts and build skills and quality of life for Young people. These include:

- Platform graduate awards.
- Supporting Kiss My Disco (in conjunction with RDC). The night is run by DJs with learning disabilities and open to everyone.
- Partnership with the East Sussex Siblings Service to deliver Arts Awards.
- Arts Awards, as an Arts Awards Supporter Centre.

We met with a group of 16-24 year old's including staff from the De La Warr Pavilion, Hastings Youth Council and Bexhill 6th Form College to research how old is young, how young people identify themselves, how they spend their time and how they would spend our budget, in a series of informal and playful activities. This research will play an important role in developing our Young People's programme of activities and communications.

We also hosted 2 sessions with Bexhill Youth Council Adult support group to help appoint a new Chairperson, Secretary and Treasurer, as well as to aid the development of a clear task description for new members and the recruitment of new members to Bexhill Youth Council. However, due to no members stepping forward to take on the roles and the lack of shared vision for the group, we have decided to reassess the situation. Instead we will research the appetite of the Youth Advisory Group and/or peer-led young people's programme at DLWP, with guidance and support from Tom Goulden (Participation worker), targeted youth support services and East Sussex children's services.

Grace Clements has been shadowing Emile Tambenh and Hastings Youth Council over 6 weeks, where she learnt techniques on engaging young people, recruitment strategies and skills required to lead young people. She now has a greater understanding of subjects young people feel are important to them and projects that they choose to work on.

39. Families

We have integrated a number of strands to build a strong family offer:

- Using Tales for Toddlers and Look Think Make as entry points, particularly for local audiences.
- Maximise on family based live programming.
- Provide a specific entry point for families for the visual arts programme through Family Trails.
- Re-aligning operations to be family friendly via customer service, catering and our retail offer.

The monthly artist-led storytelling sessions, Tales for Toddlers continues to have a strong following and provides early-years entry point to the organisation. It also provides access to parents and grandparents from more hard-to-reach demographics for the organisation. This programme has secured sponsorship from the Italian Way.

Look-Think-Make also secured sponsorship from the Italian Way and is a free monthly drop in workshop session for children and families related to the exhibition programme. This long running participatory programme, produced by artists, is a key engagement tool and entry point for the wider programme.

Free exhibition trails to support family visits were made available in the foyer. However, the majority were used as nothing more than doodle pages by all ages. Very few were completed in Look-Think-Make sessions as visitors preferred to participate with the collective, hands-on experiences on offer. It has proved challenging to monitor who participates in the trails and evaluate the success of them. We will therefore reconsider the position and management of the trails, integrating their display and dissemination into the exhibition design, so that they enhance visitors' experiences.

The Big Draw Festival Weekend, held over two afternoons in the Studio, brought 270 participants, from as far as London and Brighton. The Big Draw introduced a £400 charge for event holders this year, which, combined with a lack of space in the main building might prohibit our participation in the future.

40. Community

We supported two outreach events in All Saints Church, Sidley in December working with over 100 children and parents making decorations, cards and lanterns for a candle lit procession and carol recital.

We visited Heart of Sidley media group based in Sidley Children's Centre in January to discuss a proposal to enrich our outdoor Summer Screenings programme, producing trailers to be screened in advance of feature films.

We have worked with a wide range of community organisations including:

Bexhill Artists Workspace, ESSPA, Glyne Gap School, Jobs Fair, NHS Awards Ceremony, Rother District Council, Bexhill Academy, Royal Philharmonic Orchestra, Sussex Police, Active Arts, Bexhill Festival of Music, Bexhill Art Society, East Sussex Music (Youth orchestra, Christmas sing and Music from the Heart events), Hastings Direct, Bexhill Motofest Alliance of Chambers in East Sussex, Battle Festival, Bexhill Chamber of Commerce, Childrens Bookshow, Kiss my Disco, Sussex Guild Craft Fair, Front Row Fashion Show, St Richards Catholic College, Chantry Community Primary School, East Sussex Community Voice, MacMillans charity, McPhersons, Park Holidays, Style 1900's (Trade fair), Gaby Hardwick, Locate East Sussex, Ale and Arty (Bexhill Rotary Club), JDW Wetherspoon (Bexhill branch).

We continue to have a strong relationship with both the Bexhill Lions and the Rotary Club. Through our relationship with the Bexhill Triathlon, the Lions have also supported some of our summer programming activities, with one member becoming

a dedicated volunteer. We have also supported the Rotary Club with Ale & Arty, Bexhill's Real Ale Festival.

We also collaborate with local event organisers to both host & integrate the Pavilion into their events - including Bexhill Sea Angling Festival, Bexhill Lions Triathlon, Roaring 20's Day, Bexhill Motofest, Bexhill FM Radio, Bexhill Rotary Club Ale & Arty Music Festival, Bexhill Festival of Music.

41. Adults

93 workshops were delivered in 2016/2017, to 544 participants.

We delivered a series of lectures and workshops, including Ann Kramers' lecture series Discovering Sussex Women, a sandal making workshop and 2 sold out print making workshops led by print maker Pea Crabtree.

We hosted, in partnership with Sussex Partnerships, a creative singing for wellbeing course, as part of our Recovery College programme, led by musician Ingrid Plum. 38 adults took part.

In partnership with Culture Shift we hosted a Get Connected Arts Connect Forum with more than 30 people with Learning Disabilities and their carers and families.

Together Bexhill programme – 8 adults visited the Willem Sandberg exhibition and produced creative work in response.

We have continued to run Pecha Kucha nights, which feature fast paced presentations and networking for the creative and scientific community.

Artists Peer Critique Group continued to meet on a monthly basis in the studio. Rosie Cooper and Ashley McCormick met with Paula to discuss ideas about alternative models for learning and professional development that we are keen to explore, in order to expand and develop the group. The next step will be to invite a small group to investigate current thinking and future possibilities.

42. Exhibitions

April 2016 - March 2017

Willem Sandberg (Saturday 30 April 2016 – Sun 4 September 2016)
Ground Floor Gallery

A partnership with the Stedelijk Museum, Amsterdam.

Richard Forster (Saturday 26 March 2016 – Sunday 5 June 2016)
First Floor Gallery

People's Pavilion (Saturday 18 June 2016 – Sunday 31 July 2016)
First Floor Gallery

Otti Albiert & Colden Drystone (Saturday 18 June – Sunday 31 July 2016) Rooftop Foyer

Peter Blake (Saturday 31 August 2016 – Sunday 27 November 2016)
First Floor Gallery

Fiona Banner (24 September 2016 – 8 January 2017)
Ground floor gallery

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The New Line: Works from the Jobbing Printing Collection (10 December 2016 – 12 March 2017)
First Floor Gallery

IN A DREAM YOU SAW A WAY TO SURVIVE AND WERE FULL OF JOY, (28 January – 30 April 2017)
Ground Floor Gallery

Micro-Pavilions – Temporal Spaces (11 February – 2 April 2017)
Rooftop Foyer

My Back to Nature, George Shaw (25 March – 18 June)
First Floor Gallery

Associated Events

- Rick Poyner, 'Sandberg in context' sold 45 tickets.
- Richard Forster, in conversation sold 30 tickets.
- Sir Peter Blake and Rosie Cooper, in conversation sold 60 tickets.
- George Shaw, artist talk sold 38 tickets.
- The New Line, Borders are for Crossing talk: in partnership with the University of Brighton's Internationalising Design Histories Research Cluster sold 40 tickets.
- Elizabeth Price, private view adopted a new format and was open to all rather than held as a private opening.
- Elizabeth Price, artist talks – over 100 members of the public present.
- Elizabeth Price, weekly Saturday exhibition tours free to the public.

43. Editions

A new sales strategy is being developed for our limited editions programme. The editions are being moved from the cafe and are now located on the ground floor in full public view. From August to March we raised a total of £7200 from limited edition sales.

Peter Blake produced a limited edition for the De La Warr Pavilion which retailed at £500 and has sold 20. As part of the exhibition CCA galleries allowed us to sell prints that were displayed within the exhibition itself, at a profit margin of 20%. This model has meant we have raised an additional £2,538 commission from the £14,340 worth of sales.

We are signing up to Arts Council England's Own Art Scheme, an interest-free payment scheme that will help people buy art. We are also finalising partnerships with Artspace and Culture Label.

44. Exhibitions on Tour

Love Live Act 3, Emma Hart & Jonathan Baldock

21 October 2016 – January 2017

1,500 visitors

Jointly commissioned project with Grundy Art Gallery, Blackpool and PEER, London.

Sussex Modernism: Retreat and Rebellion 2 Temple Place, London

28 January – 23 April 2017

52, 597 visitors

Curated by Dr Hope Wolf. Bringing together works from Towner, Jerwood, Ditchling and Charleston.

45. Live Programme

In total during 2016/17 we have delivered:

- We sold a total of 39,200 tickets to 71 performances in the auditorium, of which 17 were from community groups.
- DLWP has delivered 48 of its own productions.
- 15 Performances sold out including Divine Comedy, Gary Numan, Richard Hawley, Henning Wehn, Russell Howard, Bill Bailey, Sean Lock, Frank Turner and Bonobo.
- Over 6,000 tickets sold for community and schools productions and events.

Other performances included: Television, Michael Chapman, Chas & Dave, Wilko Johnson, Newton Faulkner, Jimmy Carr, Michael Chapman, Dr John Cooper Clarke, Grumpy Old Women, Almeida Live: Richard III, John Grant, Jack & The Beans Talk, Explorers Galorers! Roald Dahl and the Imagination Seekers, Ian McEwan, NT Live The Deep Blue Sea, The Threepenny Opera, PUSH, Loudon Wainwright III, Slaves, Laura Mvula, Souls, Para-orchestra, RSC Live – The Tempest, Ross Noble, Mary Chapin Carpenter, Rob Brydon, Kate Tempest.

Our free outside film and bandstand series continues to be hugely popular and was again a successful contribution to our community programme. We saw record numbers for our cinema screenings (1000-1800 vs. 600-800 last year). Funding for the cinema screenings was secured from McPhersons chartered accountants, which allowed us to offer free screenings and make our programme accessible for all.

46. Dear Serge

We are pursuing funding for the national roll out of a programme called OUTLANDS, which is based on our Dear Serge programme. OUTLANDS is a formal partnership between 10 venues, producers and promoters from regional areas of England, to found a new experimental music touring network. We will deliver an audience development strategy to increase engagement, with the aim of growing financial self-sufficiency and permanently improving the national eco system for work. OUTLANDS will commission and tour three productions per year, with an embedded

Learning and Participation programme. The tours will be programmed under the principle of presenting ambitious and boundary pushing work – including international incoming artists – to offer new experiences and widen the artistic horizons of audiences outside of the capital.

Funding for Dear Serge has now been secured through ACE catalyst programme and will recommence from late summer 2017.

47. DLWP new website, created by Playne Design

Press release:

Welcome to our new website

“Since 2012, the De La Warr Pavilion has been thinking and working on how we communicate with our audiences. We had a lot of listening to do! Our Social Capital Study in 2013, a more open approach to audience feedback via questionnaires and online surveys, growth in real-time interaction via social media, a huge increase in online bookings and regular analysis as to how people are using our site have all helped to inform our conversations.

In December 2015, we created a new brand identity which aimed to re-connect the Pavilion with its roots as a democratic modernist space for people to enjoy arts, culture and entertainment. During this process, we also looked at our “voice”, considering how we speak to people, how we explain what we do and what tone of voice reflects best who we are. All of this is an on-going process.

Our previous website was created for a different age. As the years rolled on we became increasingly aware of how people were using it and what they wanted to see. Navigation was an issue and so much of the behind-the-scenes work we were doing – particularly in the community, in schools and for young people – did not have a visible place online. As the funding landscape changed we had to prioritise our commercial enterprises and our new fundraising programme needed an online space and the opportunity to grow.

Unprecedented changes in technology meant that the way the site was built became out of date. The increase in frequency of music, comedy and film events in the auditorium meant that more people were booking online and looking at our site via their mobile phones or ipads. We had to respond.

Our new site is linked to our new ticketing and database system, powered by Spektrix. Their state of the art system will give our audiences a more streamlined, mobile and easier way of booking and accessing tickets.”

We have added a What’s On tab so that you can go straight to what you want to find out and then directly to book.

We have added our opening times (a frequently asked question) and an indication of the weather so that you can plan your visit to the seaside.

We still wanted to highlight our key exhibitions and events but have also added easy

to click buttons as gateways to other information – such as Eat and Travel - that will help you plan your visit.

We are keen for all our visitors – online and offline – to become part of our story so we have created a button for you to join us as Member in one easy step. Take a look to see what we have to offer.

The menu at the top right of our home page will take you to a drop-down menu where you will be able to see so much more of what we do. Just click to explore!

In the top right hand corner, you will also see a log-in. Our new ticketing system will ask you to log-in the first time you book a ticket and will either create a new record for you or update your existing record on our database. This will help streamline your future bookings but will also allow us to get to know you a bit more and – in time – communicate with you more efficiently.

Further down the page you will see links to our social media channels – join in the conversation!”

48. IT Infrastructure

Patricia Lochans (Director of Operations) co-ordinated the implementation of our new 100mb fibre optic broadband connection and office 365 for all computers including 16 new PC's to those staff using computers over seven years old. This new infrastructure allowed us to replace our dated box office system, used by DLWP for some 20 years plus, to Spektrix, a cloud based system that is much more intuitive for both staff and customers alike. Alongside benefits such as 'Print at Home' tickets, the system will revolutionise the way we segment and manage our audience data.

From a marketing point of view, it is much more intuitive to use and features a comprehensive targeted email marketing tool. It's clever reporting and segmentation features help us learn more about our audiences.

In turn, Sally Ann Lycett (Director of External Relations) has managed the development of a new website which integrates with the new box office system. Designed first for the mobile, as 60% of our web visitors access our website in this way, the system is more democratic in the way it presents information (nothing is hidden away) including commercial and fundraising messages. It also more effectively reflects the brand, having been developed by our design agency, Playne Design, and Jim Northover (formerly of Lloyd Northover).

The new box office and site launched successfully (in Beta mode) with the on-sale of Tom Chaplin (of Keane, and originally from nearby Battle). This testing period was extended until the end of January. This period provided some valuable feedback from our users which helped identify bugs/ glitches and areas of future development for the new financial year. This includes Archive, Venue Hire and Shop and an exhibitions landing page similar to that of Learning. On the whole, people seem to like it and find it easy to use. We are entering into a monthly support agreement with Playne Design and there are further developments that need to come out of next financial year's budget.

49. 2016/17 Audited Accounts

There was a £19,112 unrestricted funds deficit for the year ending 31 March 2016, before a positive pension revaluation of £157,000, the net unrestricted funds surplus for the year was therefore £137,888.

It is the intention of the Trustees to have 'effective free reserves' – that is the unrestricted reserves less unrestricted fixed assets – of £200,000. As at 31 March 2016 the effective free reserves were:

Unrestricted funds as of 31 March 2016	£ 7,402
Less unrestricted fixed assets	<u>(362,404)</u>
Effective free reserves	<u>(£355,002)</u>

The effective free reserves as at 31 March 2015 were (£563,926) hence this is an improvement of £208,924 in the 2015/16 financial year. The trustees are committed to making annual surpluses until the target reserves policy is met.

The trustees have reasonable expectation that the charity and the group have adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis in preparing the annual financial statements.

50. We continue to work to the financial strategy outlined in the Business Plan, whereby the overall financial position continues to improve, with small surpluses being budgeted for over and above cash commitments. This starts to allow us to develop the overall resilience of the organisation.
51. Current financial performance is robust. The outlook is positive with tight financial control and adequate liquidity. Cash flow has improved in the last four years and there continues to be considerable cash balances in excess of our forecasts.
52. Counter Culture LLP provides Finance Director level support and extensive national knowledge of the sector to the organisation. They also provide the services of an accountant to oversee management accounting and payroll. Our Finance Manager provides day-to-day support to the executive team and organisation. Clark Brownscombe are our appointed auditors (<http://www.clarkbrownscombe.co.uk/>). Their clients include Glyndebourne, and they have a strong knowledge of our sector.
53. Current Trustees at June 2017:

Julian Bird (Chair)

Julian is Chief Executive of the Society of London Theatre and Theatrical Management Association and Executive producer of the Olivier Awards.

Steve Williams (Vice Chair)

Steve was Chief Legal Officer and Group Secretary of Unilever and remains Special Counsel. He is Senior Independent Director of Whitbread PLC, and a Director of Croda International PLC. He is also currently interim Chairman of Arts & Business.

Sean Albuquerque

Sean is an architect with his own practice in the South East. He has been Chairman of the RIBA South East for the past two years.

Amerjit Chohan

Amerjit is a highly experienced fundraising 'Director' with over 18 years' experience in the not-for-profit sector. Amerjit's successes include the development and launch of the UK's most successful charity iPhone App iHobo.

Ainsley Gill

Ainsley is a director of McPhersons Chartered Accountants, a leading, long established local business. He is also President of Bexhill Chamber of Commerce and Tourism and sits on the lead panel for Let's do Business Finance.

Jo Townshend

Jo Townshend was formerly Principal of Rye's innovative Studio School. Jo is known within the community for her partnership work with local schools, colleges and businesses as well as for her work in the arts world in and around Rye.

Judith West

Judith works part time for English National Opera and was Director of Operations and Resources at the National Portrait Gallery. She is also a non-executive Director of the Enterprises Board of Dulwich Picture Gallery.

Professor Lawrence Zeegen

Lawrence is Dean of Design at Ravensbourne. He is Vice President of ico-D, a Trustee of D&AD, an Education Advisor to the Design Council's Sounding Board, a member of the Exhibition Committee at the House of Illustration and a Fellow of the Royal Society of Arts.

Councillor Mrs Sally Ann Hart

Rother District Conservative Councillor, with the portfolio for Leisure and Tourism.

Councillor Brian Kentfield

Cllr. Brian Kentfield is a Rother District Conservative Councillor for Kewhurst Ward, Bexhill and is Chair of the Rother District Planning Committee.

The Right Honourable Gregory Barker

Gregory was the longest serving Minister of State for Energy & Climate Change for a generation (2010 to 2014). Greg was appointed chair of the London Sustainable Development Commission 2015 and joined the London Infrastructure Delivery Board. He is a trustee of the Climate Group and the honorary president of the BPVA.

Victoria Ferguson

Victoria is known locally for her work with the residents of Sidley, working on the Heart of Sidley Project, which is a Big Local project linking local communities with a one million-pound lottery grant.

Kate Adams MBE

Kate is a visual artist and co-founder and director of Project Art Works, the Hastings-based arts organisation that explores and promotes new, practical and philosophical

approaches to the meaningful involvement in visual art of people who have complex neurological impairments.

Stewart Drew
Director & CEO

June 2017

De La Warr Pavilion

Maintenance and Replacement Plan

Update on Building Maintenance – June 2017

The Building Maintenance committee comprising Trustees and DLWP Executive continues to meet on a regular basis to discuss maintenance issues and priorities.

Formal six monthly inspections with RDC monitoring officer continue to take place.

The DLWP Green Team meet twice yearly to investigate & implement measures to help improve DLWP's carbon footprint and control rising costs.

Summary of Additional Maintenance Works carried out since last report:

- CCTV survey of canopy drainage holes/downpipes
- Repair to lightening conductor strap
- Reconnection of lightening conductor and re-fixing lightening tape to roof perimeter
- Investigation of movement to North Fly Tower coping stone
- Repair to roof flashing above Auditorium North side
- Repair to North staircase lead flashing
- Installation of fibre optic broadband cabling into building
- Purchase of new 14 x HP Pcs for Offices & Box office, including Office 365 upgrade and software transfer
- Installation of new ticketing system (Spektrix)
- Replaced condenser (air-conditioning unit) in Admin Office
- Replaced roof top condenser unit cages
- Repair to canopy letter repair to first floor balcony & Auditorium ramp tiles
- Refurbishment of backstage shower rooms and accessible toilet
- Replacement under stage fire doors
- Replacement Gallery 1 Humidifier, inverters & associated works
- Upgraded temporary access ramp by adding handrails & further struts
- Gas meter replaced in the Pit
- Ram seal replacement to passenger lift
- Installation of Trend control system to Gallery 1
- Replacement of 5 x large windows & 2 x small windows to Gallery 1
- Installation of new DAB model pump

De La Warr Pavilion

Maintenance and Replacement Plan

- Repairs to Bandstand

New Purchases (capital assets):

- 6 x Ticketing scanners (Spektrix ticketing system)
- 2 x tills & printers (Café epos system)
- 2 x SXG50A Dishwasher
- 1 x Café water softener
- 2 x Deep fat fryers
- 1 x Robo coupe mixer (model R301)
- 6 x orange metal bistro sets (4 chairs)
- 1 x Caterkwik drinks fridge
- 1 x glass fronted wine fridge
- 1 x TV for Café Bar Display

Coming Up/Ongoing Works:

- Cosmetic repairs to perimeter walls and bus stop
- Jet washing to canopy (North side)
- Carbon Trust opportunity assessment – energy management & efficiency
- Ongoing refurbishment to backstage area
- VT pump water balancing
- Kitchen floor repairs
- Gents toilet flooring repairs/replacement
- Replace baby change units in accessible toilets
- Convert unused sink area to cupboard storage in Studio
- Investigate costs for installation of push / sensor taps in the first floor toilets (ladies & gents)
- Investigate costs to re-configure kitchen electrical cupboard & pass unit.
- Investigate costs to repaint poster frames on the South Terrace
- Investigate costs to upgrade static & radio microphones and improve motors & trussing in Auditorium
- Investigate costs to replace LX3 lighting bar in Auditorium
- Investigate costs to upgrade/replace existing cctv cameras to modern digital standard

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1.2	Paved roofs	Inspect for cracked, displaced and broken paving. Replace to match.	Twice per year	<p>Regularly inspected by Front of House team. Last inspected May 2017.</p> <p>Roof Terrace cement parapet breaking. Inspected regularly and loose debris removed.</p> <p>Some slight movement of tiles on the first floor balcony. Scheduled to be re-set June 2017.</p> <p>Organic growth regularly removed from roof terrace & gutter.</p>
1.3	Roof joints. Junctions, hips etc.,	Inspect and repair as necessary.	Annually	Inspected May 2017 by FOH team - no problems reported.
1.4	Lead weatherings and flashings and cowlings	Inspect condition of lead flashings and weathering. Make minor repairs, e.g. dress back clips, make good pointing.	Annually	<p>Inspected by FOH Team due to water ingress in Auditorium north side.</p> <p>Flashing above Auditorium North side repaired September 2016 by specialist contractor..</p> <p>Also area of North staircase repaired September 2016 by specialist contractor.</p>
1.5	Sheet roofing and gutters to high level over auditorium	Inspect for damage, clear debris and make good any minor repairs	Annually	<p>Inspected by specialist contractor March 2017.</p> <p>Cleared of silt, gull debris & sludge.</p> <p>No problems reported post clean.</p>

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1.6	Roof void and walkways within auditorium roof void	Inspect all walkways for damage and repair. Check visually all roof structures including steelwork to auditorium walls and make good where possible. Report any structural defects	Annually	Inspected by Front of House Team May 2017. No problems reported. Ongoing issue of steel beam de-laminating. Samuely are aware and we are awaiting any further instruction.
1.7	Annual inspection by specialised professionals	Non-invasive inspection of fabric and structure, both internal and external.	Annually	Front of House Team conduct regular inspections. Last inspected May 2017. No problems reported.

De La Warr Pavilion Maintenance and Replacement Plan				
2.1	Masonry / concrete rendered wall areas generally	Inspect wall areas from the ground and safely accessible high points and report any loss or damage to the wall including loose mortar.	After stormy weather Annually	<p>Regularly inspected by FOH team.</p> <p>Ongoing from previous years - An exterior area of render at the bottom of the South staircase is damaged. This appears to be due to the rusting of the metal window frames – the rust expanding inside the structure and blowing the render. This continues to deteriorate.</p> <p>A trial window frame & glass repair was undertaken by Steel Window Service in April 2013. There are currently no issues with this window.</p> <p>Further window frame & glass repair is required to south staircase window, however, repair/refurbishment is finance dependant.</p>
2.2	Windows and curtain walling	Inspect and wash down to remove salt building up.	Monthly	All windows & frames cleaned fortnightly by specialist window cleaning contractor.
2.3	External doors	Check all external doors and ease and adjust ironmongery including automatic door mechanism	Annually	<p>Inspected by the Front of House Team quarterly.</p> <p>Maintenance contract in place for main automatic front doors – 6 monthly service.</p> <p>Glass door to first floor Balcony replaced August 2016 The Auditorium fire exit door (south side) was replaced November 2016 Front door restrictors to three main front doors replaced January 2017</p> <p>Last inspected May 2017. No further problems reported.</p>

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2.4	Lead weatherings and flashings	Inspect condition of lead flashings and weathering. Make minor repairs, e.g. dress back clips, make good pointing.	Annually	<p>Front of House continue to monitor weatherings & flashings. Signs of wear are noticeable, although no leaks are apparent in the main building.</p> <p>The Green Room suffered some water ingress to the flat roof. All seams on this roof have been covered over with silicone gel which continue to be holding.</p>
2.5	Glazing	Check all windows for damage and repair immediately	Annually	<p>Gallery windows – 5 x large and 2 x small windows replaced September 2016.</p> <p>Flat window panel adjacent to South Terrace door replaced April 2017.</p> <p>Cracks apparent to 6 x large south staircase windows Cracks apparent to 3 x small South staircase windows (2nd floor) All cracks covered by safety film and inspected by FOH team daily.</p>

3.1	Retaining walls generally	Inspect retaining walls and report any loss or damage to the structures.	<p>- After stormy weather</p> <p>- Annually</p>	Inspected by Front of House Team May 2017 – no problems reported.
3.2	Walls to steps / ramps	Inspect for damage to the structure and repair where necessary	Annually	<p>Inspected by Front of House team May 2017.</p> <p>Some loose tiles along external Auditorium ramp repaired November 2016. Some loose paving slabs on steps to Studio repaired February 2017.</p> <p>No further problems reported during recent inspection.</p>

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3.3	Balustrades. Handrails and gates	Inspect for rust and damage, touch up paint works where possible and repair where required	Six monthly	<p>Inspected May 2017.</p> <p>Surface abrasions on handrail and handrail posts also noted on the handrail outside the Auditorium. Scheduled for repainting as finance allows.</p> <p>Corrosion to the upstand/balustrade fittings on the Roof Terrace continues to be monitored and will be repaired & repainted as finance allows.</p> <p>The masonry and attachment around the back gate repaired.</p>
3.4	External drainage	Lift covers and inspect all external manholes and drain runs for blockages or build up. Clear / clean as appropriate	Annually	<p>Contract in place for annual drains maintenance & cleaning.</p> <p>Last carried out October 2016. No problems reported.</p>
3.5	Plant room access	Inspect and overhaul access provisions, ladders etc., into underground plant room.	Annually	<p>Inspected as part of annual plant maintenance contract. In the interim, inspected by Front of House team.</p> <p>No problems reported.</p>
3.6	Plant room grilles and support beams	Report any corrosion, damage or structural defects	Annually	<p>Inspected April 2017 by Front of House. Team – no problems reported</p>

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	Item	Maintenance Task	Frequency	
4.1	Internal spaces generally	Inspect safely accessible roof voids and internal spaces, particularly below gutters. Report on any evidence of roof or gutter leaks	- During / after stormy weather - Annually - 5 yearly	<p>Monitored during/after periods of heavy rain by FOH Team..</p> <p>There continues to be an ongoing issue with leaks above the windows on the first floor South side of the building. Interim measures in place have minimised cosmetic damage.</p> <p>Some water ingress is apparent in the AHU plant rooms after periods of very heavy rain.</p>
4.2	Internal structure and fabric	Inspect safely accessible internal structure and fabric including roof timbers and report on any signs of structural movement, cracking or corrosion or of damp fungal growth and dry rot.	- Annually & 5 yearly	<p>Inspected by FOH team June 2017.</p> <p>Some fungal growth apparent. Inspection arranged with specialist company by FOH team late June 2017.</p>
4.3	Exposed woodwork	Inspect exposed woodwork and surfaces below for signs of active beetle infestation. Report any beetles or fresh wood dust	- Annually & 5 yearly	<p>Ongoing contract in place with pest controller.</p> <p>No problems reported.</p>
4.4	Roof and floor voids	Check safely accessible roof and floor voids and for signs of vermin and remove.		<p>Ongoing contract in place with pest controller.</p> <p>No problems reported.</p>

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4.5	Circular steel columns within East Wing (both levels)	Inspect for damage to the intumescent paint fire protection. Make good any damage in accordance with the intumescent paint manufacturers recommendations.	Monthly, and After moving heavy items, partitions, art exhibits nearby	Inspection carried out during exhibition turnarounds in the Gallery. Restaurant columns regularly inspected by Front of House team. No problems reported.
4.6	Asbestos	Removal or encapsulation of asbestos containing materials where uncovered in the course of other work.	When necessary	Asbestos survey carried out in April 2016 prior to drilling works in the Hub Room to enable installation of fibre optic cabling. No asbestos located.

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5.1	Heating system	Service the heating system including Pumps & Boilers and update the services schedule	Qualified engineer	Annually	Year round contractor in place Serviced & maintained by qualified engineers regularly.
5.2	Ventilation system	Service ventilation system and update services schedule Including Fans & Filters	Qualified engineer	3 monthly Annually	Year round contractor in place. Serviced by qualified engineers regularly.
5.3	Hot water system	Services hot water system and update service schedule	Qualified engineer	Annually	Year round contractor in place. Serviced by qualified engineers regularly.
5.4	Fire fighting equipment	Service fire extinguishers	Specialist	Annually	Annual contract in place. Inspected May 2017. 1 x fire extinguisher replaced.

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5.5	Lift installation	Service and overhaul lift installation	Specialist	Annually	Specialist lift contract in place. Quarterly inspections in place.
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