De La Warr Pavilion Charitable Trust
Annual Report for Rother District Council; 2018 - 2019

Prepared by Stewart Drew, Director and CEO, June 2019.

Introduction

- This report sets out in summary the activities and achievements of the De La Warr Pavilion (DLWP) Charitable Trust during the financial year 2018/19. This is in addition to the quarterly reports submitted to monitoring officers as part of the funding agreement with Rother District Council (RDC).

- We have just completed the first year of our four-year (2018-22) business plan which is closely monitored by the Board with a series of SMART objectives and KPIs.

Our Vision, Mission and objectives are as follows:

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, we produce an innovative, high quality and integrated programmes of art, live performance, learning and culture.

By putting artists and audiences at our heart we aim to be accessible and relevant, create opportunities, drive aspirations and reflect the thinking and ideas of the world in which we live.

Objectives

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

4. 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.

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

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

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

- Finance & Trading
- Fundraising
- Building & Maintenance Committee

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

Core Revenue Funding

- Arts Council England (ACE) National Portfolio Organisation (NPO) funding is agreed for the period 2018-22, with a revenue grant of £508,430 per annum over the 4 years. In addition, DLWP is the lead partner (of 8 partners) in OUTLANDS, a national experimental music touring network which is revenue funded by ACE to the value of £290k over the period 2018-20.

  ACE's assessment of our annual NPO report was that DLWP is 'Strong' across the following key areas: excellence of programme; access for audiences; resilience; diversity (workforce, artistic programme, audience development); management and governance. The key area for development remains building financial viability.

- RDC's funding is key to securing the ongoing ACE funding at sustained levels and accounted for c.15% of the organisation's annual turnover in 2018/19.

  Of the £3.9m turnover in 2018/19:
  - Public Subsidy (ACE & RDC) accounted for 27%
  - 31% from Trading
  - 31% from Box Office Receipts
  - 5% from fundraising (non-public sources).

  Hence RDC's £542,000 in this period, unlocks a further £3.2m in turnover.

  As our local authority partner, your funding brings DLWP long-term stability and unlocks further significant public, private and commercial funds to deliver to our charitable objectives. Your continued commitment supports our ambitions to conserve the building, increase programming, audience engagement and diversify income streams.

Business Plan Headlines

The headline ambitions for the 2018 – 22 period are:

- Grow visitor numbers & engagement
- Become a combined arts organisation
- Develop Learning & Participation programme across the organisation
- Develop the organisation as a centre for skills & research
- Increase income; fundraising & commercial

- Increase relevance & resilience.

The Building is at the heart of what we do. We want to engage more people with our heritage and will grow visitors to 600,000 by the mid 2020's. We will do this by developing **a new capital project** to:

- **Improve the audience/visitor experience** and DLWP's public realm
- **Deliver essential conservation work** to our beautiful Grade I Listed building
- **Unlock programming (visual arts, live, & learning) potential**, including external programming on our rooftop terrace, bandstand, and in our auditorium
- Reinstate the importance of the Pavilion's Modernist architecture and **deepen public engagement with our rich heritage**
- Achieve resilience by **unlocking commercial income** and trading opportunities and becoming more sustainable.

These ambitions respond to regional opportunities for growth:

- Over the last decade the RDC strategy to secure investment in a number of key projects including the Pavilion, Bexhill Museum, Elva Way, the seafront, Link Road, Bexhill High School has had a significant and positive effect on our organisation and the District.

- In turn, the development of other cultural assets within the region continue to build critical mass for a unique visitor offer including Devonshire Park (Eastbourne); Towner; Hastings Pier; Hastings Contemporary; White Rock Hastings; Charleston; Brighton Dome and Festival; Rye Nature Reserve.

- The impact of the Link Road brings better transport links and unlocks more homes and commercial opportunities to allow us to grow our audiences. We hope that these developments will unlock more hotel rooms in the vicinity of Bexhill which will have a significant impact on the resilience of our operation.

2018/19 in Figures

- We welcomed over 420,000 visitors during the period 2018/19. This represents a small 2% increase from 2017/18, with growth held back by ongoing issues with Southern Rail.

- We sold a total of **52,166 tickets to 111 performances** in the auditorium.

- **16 performances sold out** (Beth Hart, Don Mclean, Jo Brand, Rufus Wainwright, David Sedaris, Levellers, Suzanne Vega, Dionne Warwick, The Kooks, 10cc, Joan Armatrading, Henning When, Razorlight, Kaiser Chiefs, Russell Kane and Wilko Johnson). And another 11 performances were close to sell out (Graham Nash, Corinne Bailey Rae, Richard Thompson, Bowling For Soup, Ward Thomas, James Morrison, Steve Harley, Rick Wakeman, Robert Cray, RPO, Bootleg Beatles).

- 94% of our Live visitors rated their evening good with **85% rating it very good or excellent**.

- **32% of ticket buyers travelled 30 or more minutes to reach us and 6% stayed away from home** with 80% of those in paid accommodation. While in Bexhill, 22% visited a restaurant/café and 12% visited a pub or bar.

- **We presented 11 exhibitions** with artists from a range of disciplines and differing career stages from inside and outside the UK.

- **91% of visitors rated our exhibitions good or very good** with 55% visiting to be intellectually stimulated. 93% visitors would recommend our exhibitions and 68% visitors spent 30+ minutes in the galleries.

- We have worked with notable exhibition partners through this period including Nottingham Contemporary, Goldsmiths CCA, Hayward Touring, UCL and West Dean College. Four exhibitions went on tour, including Caroline Achaintre's Fantômas which toured to BePart, Belgium.

- **We had over 5,257 participants** take part our learning and engagement programmes, including:

    - 1,137 total primary and secondary school pupils with almost half engaged via outreach sessions
    - 64 teachers took part in 5 dedicated CPD sessions
    - 456 Higher & Further Education students and 6 staff
    - 6 work experience placements for 5 days each from local colleges
    - 2,576 families and children
    - 157 people with a learning disability
    - 50 refugees and asylum seekers

- 42 people with mental health challenges
- 40 volunteers
- 39 artist educators

- **We have hosted 80 community events** with community rates for organisations including Bexhill Artist Workspace, Rother Voluntary Action and Active Arts, Bexhill Jobs & Apprenticeships Fair.
- We have **attracted over £200k of additional income, through fundraising activity**, up 30% on the previous year.
- We have **over 115 staff on the payroll**, including part time and casual staff. 90% of staff from the Rother and Hastings Area.
- Over **80,000 twitter followers**, high engagement on Facebook, Instagram and LinkedIn. Our video channels (YouTube and Vimeo) had over 13,000 views during the year.
- We were appointed a partner venue for **England's Creative Coast - a £1.3m cultural tourism led** project aimed at increasing international visitors to the South East Coast by 3%.

Organisation Activity Report

Civic and Community

- Of our live visitors, 68% travel less than 30 minutes to reach DLWP and our visitors have a strong sense of the DLWP's role as a civic hub at the heart of the community:

  - *96% agree DLWP is good for Bexhill & the surrounding area*
  - *72% agree DLWP enhances the sense of community*
  - *72% agree DLWP encourages participation in community life and events*
  - *85% agree DLWP is welcoming for the whole community*

- The quality, volume and variety of our programming across Live, Exhibitions and Learning & Participation helps us engage with a wide range of audiences.

- Our extensive Learning & Participation programme of events, activities and workshops reached an extensive range of audiences both on and offsite.

- In 2018/19 our Live programme spanned all music genres (including traditional, contemporary and experimental music), together with comedy and family shows.

- Our innovative exhibitions programme combined an ambition for excellence with opportunities for everyone to experience and participate through free exhibitions.

- We provide a valuable resource for individuals, community organisations and local businesses. During 2018/19 we hosted 80 conferences, community events, weddings and celebrations, and events for local organisations including:

    - Bexhill Artist Workspace
    - Rother Voluntary Action
    - Active Arts
    - Bexhill Festival of Music
    - Bexhill Academy, St Richards, St Catherine's College awards ceremonies
    - The Poppy Half Marathon Charity Music Fest
    - Bexhill Choral Society
    - Bexhill Art Society
    - Big Summer Sing & Big Christmas Sing
    - Bexhill Artists Workspace
    - East Sussex Music from the Heart
    - Bexhill Schools Christmas Concert

We also hosted seven regional festivals including Bexhill Motofest, Bexhill Festival of the Sea, Hastings International Piano Concerto Competition, Ale & Arty and Rye Jazz Festival.

We are keen to do more but capacity issues meant 20% of hires had to be declined due to a lack of availability of dates and spaces.

> *"The theatre looked amazing and I have only received positive comments about the whole event. The rehearsals ran incredibly smoothly and is was great to have all the [Front of House] support"* Big Summer Sing

"As a big corporate in the area it is refreshing to find a venue that we can entrust with a range of events throughout the year. These can be events from 100-1600 people, but no matter what is asked of them the De La Warr team always deliver" Jay Wootten, Events and Community Relations Manager

- We continue to work in tandem with the local business community including with organisations such as the Team East Sussex (SELEP), Bexhill Chamber of Commerce, Locate East Sussex, Business East Sussex and the Federation of Small Business and key local employers such as Hastings Direct. Our involvement with programmes such as Bexhill Creatives has led to strengthened partnerships with organisations including Rother Voluntary Action, Heart of Sidley, DV8 and Hastings Furniture Service.

- DLWP continues to support the economic prosperity of the area, particularly of our young people, through its hosting and organising of the Bexhill Jobs & Apprenticeships Fair. The event was held at DLWP for the fourth year on 5 April. More than 500 people attended - an uplift of 40% on 2018 – and over 50 exhibitors were involved including local and National businesses, colleges, training organisations and business and voluntary organisations. To reflect the changing patterns of work, this year's event saw the introduction of a new Enterprise Zone. This community-led, not-for-profit event was organised by Huw Merriman MP, Bexhill College, De La Warr Pavilion, Bexhill Chamber of Commerce, Culture Shift and Rother District Council and 2019 sponsors were Hastings Direct, Bexhill College, Optivo, The Priory Hospital Ticehurst, Bromley Schools' Collegiate, Business East Sussex, Locate East Sussex, Federation of Small Businesses, Beaming, Westridge Construction and East Sussex Teacher Training Partnership. Feedback from employers and visitors has been extremely positive:

  'We have attended all of the fairs and actually think that this time was the best yet for us.'

  'We've seen a good calibre and quantity of young and older people genuinely looking for jobs and have identified 5 potential employees'

  'We've had some genuinely great interactions with delegates and have collected details from more than 40 job seekers.'

'Really useful start-up zone, so many possibilities and leads through talking to different people.'

In response to a report *The future of seaside towns* by the House of Lords Select Committee on Regenerating Seaside Towns and Communities, the Bexhill Jobs & Apprenticeships Fair was featured on the BBC national news website as an example of creating opportunities to support the regeneration of seaside towns. This was shared by news sites all over the world.

- Our members play a crucial role in the life of DLWP, supporting us through regular visits to exhibitions, events and our Café Bar, and championing our work and programme. Our membership is thriving with 424 new members joining in 2018/19 - a 125% increase year on year – taking our total membership to 958. We have worked hard to make joining and re-joining easier and have seen the retention rate increase to 67% as a result. The direct contribution of our members cannot be overstated.

Diversity

- Diversity is embedded throughout our programming and we continue to focus on supporting a range of groups including people with mental health challenges, disabilities, dementia, young people, refugees, asylum seekers and low socio-economic families. We have reached out to these communities through partnering with organisations such as DV8, Eggtooth, Rhythmix, Attitude is Everything, Project Art Works, Culture Shift, Heart of Sidley, Hastings Furniture Service, Hastings Refugee Buddy Project, Little Gate Farm, Sussex Partnership NHS Trust and Hastings & Rother Arts Education Network (HRAEN).

- 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. Building on the success of our previous projects with this organisation - such as In the Realm of Others (Ground Floor Gallery, 2015) - the Project Art Works Explorers Programme will deliver six co-commissioned exhibitions and installations to form a 'festival of cultural inclusion' in 2019 with the De La Warr Pavilion as

one of the six partners. Artworks will emerge from relevant, creative and meaningful engagement with neuro-diverse communities, placing the discourse of inclusion at the centre of mainstream exhibition spaces.

- Our Mercury Club project is a visual arts programme that works with adults with learning disabilities and their personal assistants. The Mercury Club meets once a month to visit the galleries and studio, developing creative ideas, artwork, skills and friendships.

- Throughout 2018/19 we presented a more culturally and aesthetically diverse account of modernism: from reinterpreting key moments in its history (Florence Peake) to exploring overlooked artists (Grace Pailthorpe & Reuben Mednikoff) and introducing international perspectives (Tamar Guimarães & Kasper Akhøj). This was supported by a key partnership with the Centre for Modernist Studies, University of Sussex.

- Our major group exhibition *Still I Rise* featured artists from Korea, Nigeria and Pakistan and explored the history of resistance from the perspective of gender. Iraqi artist and refugee Hayv Kahraman exhibited alongside this in the first-floor gallery, in a show which explored female identity in relation to migration.

- Our experimental music touring network, OUTLANDS, commissioned artists which represented a broad range of music practice. Six were international artists (Europe/Japan/USA); five artists identified as a person of colour; five as female.

- We offered free teacher CPD sessions and gallery visits for English for Speakers of Other Languages (ESOL) departments at local colleges. We are also developing new ties to the Hastings Refugee Buddy Project and The Links Project (Hastings) to engage with local migrant and refugee communities.

- Our Young Creatives programming group (for 13 to 24-year olds) continues to meet monthly and plays an active role in the organisation, including delivering their own events.

- In 2018 we launched a new programme, *Debut,* to help support the professional development of young musicians in the local area.

- We are partnering with East Sussex College to develop a programme providing technical support and expertise to T level students as part of our wider championing of live music and performance as a route to employment.

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 2018/19 combined annual budget for Maintenance Contracts, General Repairs, Health & Safety and cleaning was £150,000. 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.

The Building committee comprising of Trustees (including Cllr Brian Kentfield) 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.

Capital Project

- We have made significant development with the Capital Project, which will unlock cultural tourism and economic growth, organisational resilience and sustainability, and wider social and environmental benefits.

- A Feasibility Study by architects Purcell has been completed and, aligning with Business Plan ambitions, provides a range of options for the development of the site.

- We have concurrently developed a Capital Fundraising Strategy with Counterculture LLP.

- We met with Arts Council England and National Lottery Heritage Fund (NLHF) to discuss the capital plans and future grant potential from each funder. A strong indication of significant support has been given by NLHF and ACE.

- With the Board we have developed new terms of reference for a Capital Appeals Committee, and a job description for its Chair (all being actioned and recruited in Q1 2019-20).

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. Our carbon footprint reduced from 459 tonnes in 2012/13 to 300 tonnes in 2018/19.

Tourism

- Stewart Drew is the chair of 1066 Country Marketing and has led their board through the development of a new 10-year strategy for the private / public body. The strategy has been based on extensive market research, which also informs wider tourism initiatives at both a county and LEP level.

- A new 'tone of voice' toolkit was launched for 1066 Country in September 2018 and a new website will follow in summer 2019.

- Stewart has also chaired a group looking at the wider image of East Sussex, and how this impacts the visitor economy, inward investment and recruitment in the healthcare and education sectors.

- DLWP continues to lead on the Coastal Cultural Trail (with Towner and Hastings Contemporary) and Sussex Modern initiatives. Sussex Modern will relaunch in Summer 2019 with a partnership with the Sussex Wineries Group and South Downs National Park.

- DLWP has supported the development of the Bexhill Modern Vintage marketing campaign, closely working with the Town Centre Steering Group. We have delivered Southeast-wide (including London) rail campaigns, postcard / leaflet distribution and social media activity.

- We were appointed a partner venue for England's Creative Coast - a £1.3m cultural tourism led project aimed at increasing international visitors to the South East Coast by 3%. Audiences will be encouraged to move between destinations to see iconic cultural places/artworks, boosting the local economy in the area. Each destination will host a new artwork with DLWP's proposed for outside the Pavilion in May/June 2020. Other venue partners are Metal Southend, Turner Contemporary, Folkestone Creative Foundation, Whitstable Biennial, Jerwood Gallery Hastings, Towner Eastbourne and Pallant House Gallery, Chichester. Each destination will create a local audience engagement programme and be involved in a geocaching project. Marketing of England's Creative Coast is already under way, notably in France and the Netherlands.

DLWP Press and Marketing

Press coverage for exhibitions has included:

Florence Peake
Fad magazine, 27 April 2018
https://fadmagazine.com/2018/04/27/de-la-warr-pavilion-is-to-present-florence-peake-rite-pliant-body-slip-wow/

The Independent, 2 May 2018
https://www.independent.co.uk/arts-entertainment/art/features/florence-peake-rite-of-spring-lena-dunham-clay-phyllida-barlow-eddie-peake-a8331221.html

The Art Newspaper 14 May 2018
https://www.theartnewspaper.com/blog/a-primal-erotically-charged-mud-fest-florence-peake-s-rite-in-bexhill

Artnet, 26 June 2018
https://news.artnet.com/art-world/guerilla-girls-right-lifes-getting-harder-female-artists-1309397

Alison Wilding

Observer New Review, 17 June: 'The Week Ahead'
Guardian Guide, 23 June: '5 of the best'
FT Weekend, Life & Arts, 7 July: 'Critic's Choice'
FT Weekend, Life & Arts, 11 August: 'Critic's Choice'

The Guardian.com, 22 June: Jonathan Jones review
https://www.theguardian.com/artanddesign/2018/jun/22/alison-wilding-review-sculpture-de-la-warr-pavilion-bexhill-on-sea

The Guardian.com, 22 June: Jonathan Jones 'What to see this week':
https://www.theguardian.com/culture/2018/jun/22/what-to-see-this-week-in-the-uk

Artdaily news, 24 June:
http://artdaily.com/news/105627/The-De-La-Warr-Pavilion-presents-a-major-exhibition-by-Alison-Wilding--Right-Here-and-Out-There#.W3rFBpNKiuU

Artnet news item by Javier Pes, 26 June:
https://news.artnet.com/art-world/guerilla-girls-right-lifes-getting-harder-female-artists-1309397

Studio International, 17 August: interview by Hattie Nestor:
https://www.studiointernational.com/index.php/alison-wilding-and-florence-peake-interview

Frieze.com feature by Skye Sherwin, 24 August:
https://frieze.com/article/edges-and-boundaries-alison-wilding

Elephant interview by Elizabeth Fullerton, 23 August:
https://frieze.com/article/edges-and-boundaries-alison-wilding

A Tale of Mother's Bones

The Guardian, 19 Aug
https://www.theguardian.com/artanddesign/2018/aug/19/surrealist-exhibition-goofiest-couple-in-art-grace-pailthorpe-reuben-mednikoff

Financial Times 17 Nov
https://www.ft.com/content/76669b94-f194-11e8-938a-543765795f99

Telegraph Luxury, 29 Nov
https://www.telegraph.co.uk/luxury/art/modern-couples-barbican-shines-light-unconventionalrelationships/

Tate etc magazine, October 2018, by Michael Remy/Simon Grant
Frieze Week magazine, 4 – 7 Oct
Frieze Week, 4-7 October

Apollo Magazine, 17 October
https://www.apollo-magazine.com/psychorealism-by-the-sea-with-grace-pailthorpe-and-reubenmednikoff/

Frieze, 18 October
https://frieze.com/article/friends-possibly-lovers-two-shows-journey-through-artistic-collaboration-modern-era

Harts online
http://news.harts.online/listing/cfp-virus-of-hate-responses-to-fascism-in-psychoanalysis-surrealism-and-modernism/

Arts Agenda
https://www.art-agenda.com/features/242185/a-tale-of-mother-s-bones-grace-pailthorpe-reuben-mednikoff-and-the-birth-of-psychorealism-and-lucy-beech-s-reproductive-exile

Artlyst, 13 Jan
https://www.artlyst.com/reviews/pailthorpe-mednikoff-birth-psychorealism-edward-lucie-smith/

Art Rabbit
https://www.artrabbit.com/events/a-tale-of-mothers-bones-grace-pailthorpe-reuben-mednikoff-and-thebirth-of-psychorealism

OUTLANDS

The Guardian, 12 Jan 2019, 5* review
https://www.theguardian.com/music/2019/feb/12/ecstatic-material-review-caustic-coastal-salford

Digital Marketing

Outside PR, much of our promotion is concentrated on our digital strategy. Our approach to producing high quality creative media includes creative, captured and learning content, distributed across several platforms to increase audience reach:

- Creative content: 10 artist and curator talks/Q&A's; Young people had opportunities to create content: Young Creatives video interviews with The Feeling, Gomez; 1 OUTLANDS artist interview video; Audio tour of DLWP; 3 Audio Files (conversations about exhibitions available on Soundcloud and in the gallery) by the Young Creatives and under 5's; 1 Instagram artist takeover (Florence Peake); Blog posts by artist facilitators and invigilators give a voice to people across DLWP.

- Captured content: 7 OUTLANDS videos (performances, workshops, promo); Café Bar videos (chef demonstrations); 25 Pecha Kucha presentations on www.pechakucha.com; audio lectures.

- Cultural learning content: 6 digital learning resources for teachers and schools, increasing the quality and amount of cultural experiences for children and young people.

- We digitally relaunched our Membership scheme with new auto-renew function online. Membership grew by 50% and retention rates from 27% to 63%. Most new members sign up online.

- Refreshed venue hire online resources and presence (ongoing).

- c800 targeted emails; 49% open rate; ROI ranges from £300 to £7k per email.

- 80.4k Twitter followers, 8k Instagram followers, increased our Facebook reach every month, number of YouTube views increased by almost 50%.

- Digital marketing for Coastal Culture Trail, Sussex Modern, England's Creative Coast.

Local Enterprise Partnership

- Stewart Drew 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 LEP and a member of the SELEP Investment Panel. It is a significant step forward for a cultural organisation to be included at this level.

- Following a tender process, DLWP was designated a Cultural Hub for the South East Creatives Cultural and Digital Support (SECCADS) ERDF programme - a support programme for Creative, Cultural and Digital businesses across the SELEP area (Essex, Southend, Thurrock, Medway, Kent and East Sussex). As a flagship location, DLWP will provide space for events, meetings and hot-desking and use our knowledge and credibility in the sector to achieve traction and be ambassadors for the programme locally

- 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.

Programme Activity Report

<u>Exhibitions</u>

- Our 2018/19 exhibitions programme, under the direction of Head of Exhibitions Rosie Cooper, continues to position DLWP as a key centre of contemporary art excellence at a regional, national and international level.

- We presented 11 exhibitions with artists from a range of disciplines and at differing career stages from inside and outside the UK

- 91% of visitors rated our exhibitions good or very good, with 55% visiting to be intellectually stimulated. 93% visitors would recommend our exhibitions and 68% visitors spent 30+ minutes in the galleries

- Diversity has played a key role in our exhibitions programming with exhibiting artists being 83% female, 17% BAME and 17% LGBTQIA. Our major group exhibition, *Still I Rise, e*xplored the history of resistance and alternative forms of living from the perspective of gender and brought new audiences to DLWP. 24% of visitors were first time visitors to DLWP and 83% of visitors came with friends and family of which 18% had some of their party that were under 16.

- We are delighted that one of the *Still I Rise* exhibitors, Tai Shani, has been shortlisted for the 2019 Turner Prize.

- To support artist practice in a meaningful way, we have offered commissions, residencies and fundraising expertise. Artist talks, videos, performances, curator tours, symposia and publications have also augmented each exhibition.

- To mark the 100th anniversary of the Bauhaus, we collaborated with West Dean College of Arts and Conservation, commissioning Renee So in a three-week residency. We look forward to hosting a solo exhibition of Renee's work in the Autumn 2019.

- Symposiums hosted by DLWP have included *Virus of Hate*, co-organised with the Centre for Modernist Studies, University of Sussex, and the Contemporary Art Society *Curating Feminist Technologies*.

- We have had positive press including ArtReview, Frieze, Guardian, Independent, The Quietus, Evening Standard.

  'The Grace Pailthorpe and Reuben Mednikoff exhibition offered a fresh perspective on British Surrealism…a rich and critically relevant platform for audiences' Amy Budd, Associate Curator, Art Night

  'Magical arrays of sensual colour, shape and texture. Pure sculpture' Alison Wilding 4-star review, The Guardian.

'One of the most remarkable events [I've] witnessed in a very long time' Florence Peake review, FAD magazine.

The success of this exhibition was how it made me consider new ideas about spirituality, architecture and design' Tamar & Kasper peer review

"Rosie Cooper and Sarah McCrory's stunning retrospective pays homage to an artist group at work beyond the artworld's centre" Studio International

DLWP 2018/19 exhibition programme

GROUND FLOOR GALLERY
Tamar Guimarães & Kasper Akhøj: I blew on Mr Greenhill's main joints with a very 'hot' breath
24 February – 3 June 2018
Moving image and photographic works from the last ten years, selected in response to the Pavilion's architecture and social context.

Alison Wilding: Right Here and Out There
23 June – 16 September 2018
New and existing works that unfold inside and outside the gallery, with works selected in response to the landscape and the light.

A Tale of Mother's Bones: Grace Pailthorpe, Reuben Mednikoff and the Birth of Psychorealism
6 October 2018 – 20 January 2019
Paintings, drawings and autobiographical ephemera paired with in-depth psychoanalytic interpretation. With Centre for Modernist Studies University of Sussex and Camden Arts Centre.

Still I Rise: Feminisms, Gender, Resistance, Act 2
9 February – 27 May 2019
A major group show exploring resistance movements and alternative forms of living from a gendered perspective. A collaboration between Nottingham Contemporary and DLWP curated by Irene Aristizábal (Nottingham Contemporary), Rosie Cooper (De La Warr Pavilion) and Cédric Fauq (Nottingham Contemporary).

How Chicago! Imagists 1960s and 70s
15 June – 8 September 2019
The first significant exhibition in the UK in almost 40 years of work by the Chicago Imagists. Co-curated by Rosie Cooper (DLWP) and Sarah McCrory (Goldsmiths CCA) the exhibition will feature painting, objects, drawings, prints and ephemera highlighting their individual styles as well as their shared references and moments of connection. Supported by Hayward Touring.

FIRST FLOOR GALLERY
Caroline Achaintre: Fantômas
20 January – 30 April 2018
Visually striking, witty ceramic sculptures and hand-tufted wall hangings incorporated diverse references such as catwalk fashion, carnival, and death-metal iconography, as well as Primitivism and Expressionism. Supported by an artist residency for Caroline at West Dean College.

Florence Peake: Rite: On this pliant body we slip our WOW!
12 May – 2 September 2018
A performance with six dancers and a subsequent exhibition which reinterpreted a monumental moment in modernism's history: Igor Stravinsky's The Rite of Spring, composed for Sergei Diaghilev's Ballet Russes, choreographed by Vaslav Nijinsky.

Lucy Beech: Hyperstimulation
15 September – 2 December 2018
Solo exhibition presented a new film accompanied by a text by Naomi Pearce.

Platform Graduate Award 2018
15 December 2018 – 27 January 2019
Showcasing the best new work from graduates of Sussex Coast College, Hastings, and the University of Brighton with works by five young artists:

Tasneem Arif, Godith Hawkins, Katie Needham, Oscar Yasamee, and Maddalena Zadra.

Hayv Kahraman: Displaced Choreographies
9 February – 2 June 2019
Hayv Kahraman's solo exhibition at the De La Warr Pavilion was the artist's first in a UK public gallery. Her work explores her experience of living between Western and Middle Eastern cultures.

ROOF TOP BAR
1935
An extended run throughout the year of our exhibition in partnership with Bexhill Museum and students from the University of Sussex which brings together a series of events that took place in and around DLWP the year the building opened.

Editions

We are part of the Arts Council's 'Own Art' interest-free loan scheme and are selling our editions on www.artspace.com.

Partnerships

We are continuing to build opportunities for co-commissioning with diverse organisations, and research / visits / networking events reflect this aim. We are also working on major co-commissions on an on-going basis.

Touring

Caroline Achaintre: Fantômas
Be-Part, Waregem, Belgium
2 September 2018 - 2 December 2018

Still I Rise: Feminisms, Gender, Resistance, Act 1
Nottingham Contemporary
27 October 2018 – 27 January 2019

How Chicago! Imagists 1960s and 70s
Goldsmiths CCA
15 March – 26 May 2019

Roy Voss: The Way Things Are
Berwick Visual Arts
6 April – 9 June 2019

A Tale of Mother's Bones: Grace Pailthorpe, Reuben Mednikoff and the Birth of Psychorealism
Camden Arts Centre
12 April – 23 June 2019

Live Programme

- Our Live programme under the guidance of new Head of Live, Ed Frith, continues to increase DLWP's standing as a leading music and performance destination.

- We delivered 54 shows involving national and international touring artists in the auditorium in 2018/19 and a further 12 shows in other areas of the building. February and March 2019 were particularly busy, with 23 shows in these months alone.

- Our high quality and varied programme has spanned internationally renowned musicians, comedians and performers through to seasonal and regional productions.

- 52,166 tickets were sold to 111 performances in the auditorium in 2018/19.

- 16 performances sold out (Beth Hart, Don Mclean, Jo Brand, Rufus Wainwright, David Sedaris, Levellers, Suzanne Vega, Dionne Warwick, The Kooks, 10cc, Joan Armatrading, Henning When, Razorlight, Kaiser Chiefs, Russell Kane and Wilko Johnson) with another 11 performances close to selling out (Graham Nash, Corinne Bailey Rae, Richard Thompson, Bowling For Soup, Ward Thomas, James Morrison, Steve Harley, Rick Wakeman, Robert Cray, RPO, Bootleg Beatles)

- Ed Frith now co-chairs the Music Steering Committee for Hastings & Rother Music City, and DLWP remains through this (and other partnership programmes) at the heart of nurturing the local music economy to help drive regeneration.

- February 2019 saw the DLWP celebrating the start of Music Month by hosting a 1066 Music City Steering Committee meeting in the Café Bar followed by a wider drinks reception with performances from local, young and emerging talent.

- In September, a unique event was held on the west lawn with artist DJ Yoda DJing and projecting visuals onto the south wall of the building to launch *Debut*, a DLWP initiative to help the professional development of young people in the music industry. The event involved five local music charities (Rhythmix, Joe Strummer Foundation, Eggtooth and DV8) and five artists.

- To further support young people, we have been exploring opportunities for our Young Creatives to engage more in the Live Programme, with activities ranging from researching the Live experience to interviewing bands.

- Exploring how we could bring a more rounded Live offering to visitors, on 7 December DLWP launched Music's Not Dead (MND) as a pop-up shop selling vinyl records in the restaurant area. MND adds an additional dimension to the café with well curated background music and records to browse while regular MND customers are also visiting the DLWP and spending time in the building they otherwise would not have. The residency has been enhanced through a programme of free 'in-store' live performances in the restaurant as part of artist album launch promotional campaigns. These performances offer a unique and intimate setting, increase diversity in our programme and, through booking direct with record labels, strengthens DLWP's relationships with other areas of the music industry. The in-stores are well attended free events which also generate busy bar revenue on otherwise dark days.

- As a trial for future festivals aimed at drawing visitors from further afield, we ran free live events ahead of August 2018 film screenings. Our first festival, the sell-out Craig Charles Funk and Soul Club, took place on Sunday 26 May and involved 9 performers on both the Terrace and in the auditorium. We look forward to our next festival event in July *Good Times by the Sea* with DJ sets from David Rodigan and Norman Jay on the outdoor terrace followed The Cuban Brothers and a second set from Norman Jay in the auditorium.

- For family audiences we delivered four Horrible History and four Tiger Who Came To Tea shows, around which we developed Learning & Participation and outreach activities. These shows sold well and were well received by audiences. In partnership with Heart of Sidley, we offered £3 tickets and free transport to Sidley families.

- We worked with *Attitude Is Everything* who improve deaf and disabled people's access to live music. Embracing their charter, we are moving towards being recognised as an accredited venue.

- An MA student in Cultural & Creative Industries from the University of Sussex joined us on placement from June to August to help deliver the free film screenings, live event days and DJ Yoda event, spending time with Front of House, ticketing, technical and marketing.

- We continue to discuss with Arts Council, PRSF and other funding bodies together with artists, labels, agents and management, ways of extending and expanding the music offer of the DLWP.

OUTLANDS

- DLWP is the lead partner in OUTLANDS – a touring network that brings together a mix of visual arts and music organisations, independent venues and creative producers all located outside London (Bexhill, Bristol, Birmingham, Salford, Bradford, Milton Keynes, Cambridge, Plymouth) to support the experimental music scene.

- OUTLANDS' first year of 2018/19 saw 26 tour dates across England reaching an audience of 2,654 people. 83% of surveyed audiences rated the quality of OUTLANDs tours as high, and 73% as genre defying. OUTLANDS is attracting new audiences for all the partners, with 39% of ticket buyers across the tours to date being new bookers.

- In February 2019, DLWP presented the OUTLANDS show *Ecstatic Material*, a collaboration between experimental electronic musician Beatrice Dillon and artist Keith Harrison. *Ecstatic Material* received a 5* review in The Guardian.

- In June 2019, we commissioned, produced and toured *Fracture Patterns,* a compelling theatrical production which combined large-scale multi-channel video works by UK artist duo Semiconductor with a new live soundtrack and performance by New York musician and producer Eartheater.

- Our OUTLANDS engagement work with new audiences includes: establishing an on-going relationship with University of Brighton students and teachers; bringing a bus of 30 students to OUTLANDS events at DLWP and offering them Q+A's and exhibition tours; engaging two students from the University of Brighton for a voluntary work placement Creative Producer opportunity; working with a young ambassador for the promotion of the 4th tour and garnering interest in engagement opportunities from local education centres.

Learning & Participation

Ashley McCormick**,** Head of Learning & Participation, and Grace Clements, Learning & Participation Coordinator, collaborate with colleagues across all teams, volunteers, freelance creative educators and a wide range of partners and communities to develop connections, curiosity, understanding, skills, creative potential, pro-social behaviours and agency.

Responding to ACE Creative Case, our Diversity Action Plan and Audiences & Engagement Plan details our SMART objectives. We seek to co-produce programmes that reflect the diverse nature of contemporary culture and the society in which we live. We seek to engage a broad spectrum of communities through providing personal development and learning opportunities, which are relevant and appealing to them, accessible and open to all. We work with BAME communities, health & wellbeing (formerly people living with disabilities), people with low socio-economic status, children, families, young people, those in formal education, critically engaged adults, cultural tourists and those over 55yrs and actively retired.

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 people's 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

STAFF CONTINUING PROFESSIONAL DEVELOPMENT AND WELLBEING

- We aim to invest in the learning, development and wellbeing of staff in the workplace, achieve equality of access and opportunity and create the right holistic environment to nurture a happier, healthier, more productive and engaged team.
- Grace and Ashley undertook training with the Making it REAL (Raising Early Achievements in Literacy) programme

- Ashley attended:
  - Make Your Mark Year of Drawing Symposium;
  - Bartlett School of Architecture Public Engagement Session;
  - Project Art Works seminar at DLWP;
  - RSA Big Education Conversation at Brighton Metropolitan University;
  - Girlfriends, Sisterhood and Female Friendships workshop at Bishopsgate Institute to research and develop ideas for *Still I Rise* expanded programme;
  - Action for Happiness course in order to develop understanding and skills in emotional intelligence and ideas for experiential activity.

- Ashley also undertook research visits to University of Sussex Migrant Research Centre, Baltic Arts Centre, Gateshead and the Centre for Contemporary Art, Glasgow to support the development of unlearning principles.

- Grace attended:
  - Dementia Awareness Virtual Reality session hosted by Bexhill Dementia Action Alliance;
  - Raising Early years Aspirations programme.

VOLUNTEERS

We are currently coordinating a cohort of 40 active volunteers.

- Volunteers are involved in a range of aspects at DLWP, from leading tours to supporting events such as the Bexhill Jobs & Apprenticeships Fair.

- We create volunteering opportunities that empower different voices within the organisation and give volunteers the autonomy to speak confidently about the building and programme. We facilitated a further training course to expand the Heritage Tour volunteers and began a new programme of public tours.

HEALTH & WELLBEING

- In May 2019, we hosted Darrell Gale - Director of Public Health East Sussex County Council - for a fact-finding day in the community. The day, designed to explore Art & Health, involved a round table meeting with Rother Voluntary Action, Optivo, Hastings Furniture Services, Nick Ewbank and Rother District Council at HFS followed by visits to Bexhill Wellbeing Centre, The Pelham and a meeting with members of the Heart of Sidley Committee at The Orangery extra care housing. The day ended with a tour of the Conquest Hospital Art Collection and a meeting with Little Gate Farm and Head of Clinical Education at the Conquest Hospital to discuss apprenticeships for young people with learning disabilities.

- We continue to run our free monthly Mercury Club creative sessions for adults with learning disabilities and their carers. Learning & Participation and our Green Team are currently exploring opportunities to work with the Mercury Club over the coming months on activities such as gardening and a beach clean.

- We host a monthly Drawing Life session for people living with dementia and their caregivers.

- We hosted a 6-week visual arts-based Recovery College course for people experiencing mental health challenges and their carers, as part of the *Make Your Mark Year of Drawing* project, in partnership with Sussex Partnership NHS Foundation Trust.

- We continued our work with 4Seasons, a visual arts programme working with adults with mental health issues. As the name suggests, the group meet at quarterly intervals to visit the galleries and studio. The group discuss and reflect on the artworks, and experiment with ideas, materials and processes found within the galleries to produce individual work in response.

- We worked with artist Xaverine Bates to launch The Mother Lode Project, a new programme of 14 workshops aimed at supporting mothers experiencing mental health challenges as a result of motherhood. Led by writer Antonia Chitty and photographer Vicki Painting, the programme will result in publication of work and a podcast series. To support the project, additional peer sessions are being run at Egerton Park Children's Centre in Bexhill.

- To engage more audiences who identify as disabled, we have been working with accessibility consultant, Jo Wood, to review our website, events and any barriers to our work. We have an ambition to set up a user group of people with disabilities to guide and inform our communications and digital strategy and we are talking to a local access group to move this forward.
  We also have ambitions to introduce talks for deaf and partially sighted people and will be taking on two young people with learning disabilities as apprentices as part of the Little Gate Farm apprenticeships programme.

LOW SOCIO-ECONOMIC GROUPS

- We continue to take part in numerous offsite events in a bid to develop new partnerships and improve relationships with service providers and voluntary groups working with local families from low socio-economic areas.

- Working in partnership with the National Children's Bureau, we have engaged 20 families and numerous staff from 4 local nursery settings in the Making It REAL (Raising Early Achievements in Literacy) project. Tales for Toddlers Facilitators Kevin Graal, Ed Boxall and Rebecca Fifield are all taking part in the Making it REAL programme.

- We have developed close partnerships with organisations in and around Sidley, working alongside organisations such as Optivo and The Pelham. We recently ran sessions All Saints School and we support the wider community through, for example, helping Heart of Sidley with an application to the Creative Civic Change programme.

FAMILIES

- We continue to engage with families through *LOOK-THINK-MAKE*, our programme of drop-in family friendly creative activities; and *Tales for Toddlers* with storytellers Kevin Graal, Ed Boxall, Rebecca Fifield and with Treasure Tots.
- We held a half term creative workshop for *Tiger Who Came to Tea* ticket holders and outreach activities included extending the *Tiger Tea Party* workshop to Heart of Sidley families.

- We co-hosted a gallery visit from local refugee families as part of the *Discover Programme* – a lens based multi-disciplinary project led by artist

Nicole Zaaroura working with local refugees, asylum seekers and migrant communities.

- To further our engagement with Facebook Families we have ambitions to develop an Early Years advisory panel and we would like to include parents/practitioners from Sidley within this.

SCHOOLS

- 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 the schools, colleges and universities we have worked with in the past year.

Gallery Visits, exhibition related workshops and outreach:

Primary
Catsfield Primary
St Pauls Academy
East Sussex Book Awards
Baird Primary Academy
Christchurch Primary Academy
St Peter and St Pauls
Glenleigh Park
Chantry
Christchurch Academy
Glynde Gap
Home Ed Group

Secondary
Bexhill College
Andover College
Hillview School for girls
St Richards
Uplands Community College
Hastings Academy

Work Experience placements – 6 placement students, each for 5 days, from St Catherine's College, Robertsbridge Community College, Bexhill College, St Richards and Claverham.

Schools involved in East Sussex Book Awards:

Battle & Langton
Beckley
Bilingual Primary
Blacklands
Buxted
Guestling Bradshaw
Hawkes Farm
Rocks Park
Sandown
Shinewater
South Malling
St James' Junior
St Margaret's
St Mary Star of the Sea
Stone Cross
Wadhurst
West St Leonards

- Throughout November 2018, we hosted visits from students attending St.Mary's School & College, Saxon Mount School and Heathfield Community College as part of the Open Doors 2018 programme, coordinated by Skills East Sussex and The Career & Enterprise Company. Our involvement in the Open Doors programme, combined with our work experience provision and participation in school careers fairs has earned us an East Sussex Industry Champion badge celebrating our commitment to furthering skills in East Sussex.

- In March 2019, DLWP joined a new partnership to support young people in Bexhill and the surrounding area, becoming one of The Careers & Enterprise Company's Cornerstone Employers. We hosted the first meeting of the East Sussex Cornerstone Employers hub.

- DLWP continues to work as a key member of the Hastings and Rother Arts Education Network (HRAEN) steering panel, working with schools, artists and

arts organisations to ensure the best cultural opportunities for our young people.

- During National Children's Art Week 2018, we delivered a series of outreach workshops in local schools with creative activities aligned to the DLWP exhibition RITE. Pupils explored tempo, movement, touch and memory through drawing in response to music and drawing without looking, before making clay compositions and sun prints.

- We hosted work placements, a twilight session for Teachers to introduce the Exhibitions Programme for the academic year 2018-2019, and a Teachers Cafe exploring creative careers, in partnership with Culture Shift

- We produced two downloadable learning resources to accompany the exhibitions *STILL I RISE* and *DISPLACED CHOREOGRAPHIES*.

- School engagement has included outreach activity at St Leonards Academy Creative Café supporting Year 8 students to gain understanding about potential creative careers. We also facilitated a gallery visit from a home education group to learn about creative acts of resistance in advance of the Youth Climate Strike.

- Artist Lauren Godfrey has recently been working with Chantry Primary School Year 4 to inform her thinking about her new exhibition *Group Hat* in the first-floor gallery and the DLWP summer programme in 2019.

- We led creative activities in partnership with Rother Voluntary Action over 4 weeks of the Bexhill-wide after school STEM Club.

- Other activities have included hosting an HRAEN workshop and a CPD Emotional Learning workshop for teachers and creative therapists in partnership with INVIA Creative Learning. Across 2018/19 we provided CPD opportunities for 39 teachers and learning professionals including SEN, ESOL and Early Years.

- In 2018/19 gallery staff recorded 23 self-led schools visits with approximately 498 students.

COLLEGES & UNIVERSITIES

- We have delivered a major knowledge exchange programme in partnership with

University College London, including the Slade School of Art, the Bartlett School of Architecture and the Institute of Education. We have delivered both internal and business facing events, both at DLWP and at the Flimwell Enterprise Centre (also in Rother).

- In Q2, we hosted an 8-week work placement for Gu-Si, who was completing his Museum Studies MA at University of Leicester. We also hosted a gallery visit and facilitated a workshop for Art Foundation students from Bexhill.
- In partnership with Bexhill Museum, we shared a BA Media student from Brighton University (a Sidley resident) who explored the heritage of DLWP, how audiences understand the heritage of Bexhill and to unlock joined up opportunities for awareness and communication.

16 – 24 YEARS

- Our Young Creatives (YCs), a group of 20 active 13 to 24-year olds, continue to meet monthly and are involved in helping to shape all aspects of our organisation. In Q4 our YCs worked with Melanie Powell of RDC to input into the Town Centre Strategy. They also worked with DJ, producer and journalist Antoni Odunlami to develop a Dear Serge event.

- To augment the exhibition *Still I Rise*, we co-produced new artworks, a flag and a video, with local students. Bexhill College students also choregraphed a dance *STILL NOT STILL* which they performed in the entrance foyer at the exhibition's opening weekend.

- Work experience placements have included students from Robertsbridge Community College and a student from Bexhill College.

- In February 2019, our PechaKucha Night was co-curated with The Eggtooth Project who aim to create complementary educational programmes to tackle significant under achievement in able students who are in receipt of free school meals. 6 out of 8 of the speakers at the event were aged under 20.

CRITCIALLY ENGAGED & CULTURAL TOURISTS

- In 2018/2019 we produced 3 PechaKucha Nights with a total of 25 speakers addressing 192 audience members.

- We hosted 25 people for a Tea and Tour event to Celebrate Older People's day.

- On 20 March 2019 we celebrated International Women's Day, inviting Ann Kramer to co-produce an event exploring inspiring stories about local women's fight for the vote and to celebrate the power of sisterhood. We also hosted a mass mentoring event for Women in partnership with ESCC.

- Other events have included the *Utopias and other Stories* event, *The Haunted Moustache* by David Bramwell; concrete casting and pot throwing workshops; Crit Group meetings; a zine making workshop on mothers and an OUTLANDS workshop led by Copper Sounds.

- Our volunteers led 11 DLWP building/heritage tours across the year

BAME COMMUNITIES

- We worked with Multimedia Broadcast Journalism students from University of Brighton, Julia Shungu (from the Congo) and Ayobami Adeyemo (Nigerian heritage), to co-produce AUDIO FILES in response to the *Displaced Choreographies* exhibition.

- We hosted gallery visits from ESOL students from the School of English at East Sussex College Group to explore ideas and language in the exhibitions.

- We hosted an Open Day for the Hastings and Rother Refugee Buddy Project to support the expansion of the project in Bexhill. We are also developing new ties to The Links Project (Hastings) to engage with local migrant and refugee communities.

DIGITAL AUDIENCES

- To help grow our digital audiences, we produced a range of online content including an *Artists as Advocates for Learning* video with Alison Wilding; *Learning with …* resources introducing Florence Peake to schools and community groups; PechaKucha presentations; and *AUDIOSHAPE*, an immersive soundwalk guiding visitors through a fictional narrative enhanced by layered sounds evoking memories, dreams and apparitions.

- In Q4 we produced two downloadable learning resources to accompany the *Still I Rise* and *Displaced Choreographies* exhibitions, and commissioned blogs to share the story of the event.

- We uploaded 25 PechaKucha presentations online in 2018/19, and these have been viewed 2,179 times.

SUMMARY OF PARTICIPANTS

Group	Total Figures 17/18
Adults	543
Primary School pupils	799
Primary School staff	73
Secondary school pupils	338
Secondary school staff	19
FE/HE students	456
FE/HE staff	6
Families + children	2576
Young People	181
Community group visits	266
Total	5247

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 Artswork 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 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.

Integrated Programming

- We continue to integrate our Learning & Exhibitions programmes, collaborating with the Exhibitions Team, artists, teachers, academics and experts to develop a layered approach to learning. The Learning programme is informed by and contributes to research around the exhibition programme and provides different ways for priority audiences to engage with contemporary art and design, and develop understanding, knowledge and skills, talent, values, attitudes and agency. Interpretation activities 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.

- We are increasingly looking to integrate our Live programme with Exhibitions and Learning & Participation. Our gallery is opening late on gig nights and we delivered family arts workshops in tandem with *The Tiger That Came to Tea* shows.

2017/18 Audited Accounts

There was a £44,412 unrestricted funds surplus for the year ended 31 March 2018 before a positive pension revaluation of £28,000, hence the net unrestricted funds surplus for the year was £74,412.

Reserves policy

It is the intention of the Trustees to have 'effective free reserves' - that is unrestricted reserves less unrestricted fixed assets - of £200,000.

As at 31 March 2018 the effective free reserves were:

Unrestricted funds as at 31 March 2018	£ 94,870
Less net pension assets	(23,000)
Less unrestricted fixed assets	(333,468)
Effective free reserves	(261,598)

The effective free reserves as at 31 March 2017 were £(332,544).
The Trustees are committed to making annual surpluses until the target reserves policy is met.

Financial Strategy

- We continue to work to the financial strategy outlined in the Business Plan, whereby the overall financial position continues to improve, with small surpluses being budgeted for over and above cash commitments. This starts to allow us to develop the overall resilience of the organisation.

- Current financial performance is robust. The outlook is positive with tight financial control and adequate liquidity. Cash flow has significantly improved in the last four years and there continues to be considerable cash balances in excess of our forecasts.

- 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.

Trustees serving during 2018/19:

Julian Bird (Chair)
Julian is Chief Executive of the Society of London Theatre and Theatrical Management Association. He also acts as the Executive Producer of the Olivier Awards, the UK's main annual theatre awards ceremony.

Steve Williams (Vice Chair)
Steve 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, has overseen the redevelopment of Unilever House, the development of the Unilever art collection and the major sponsorship of Tate Modern.

Sean Albuquerque
Sean Albuquerque is an architect with his own practice in the south east. He was previously Chairman of the RIBA South East. He currently lives at Bentley Wood in East Sussex, the house designed by Serge Chermayeff.

Amerjit Chohan
Amerjit is a highly experienced fundraising 'Director' with over 18 years' experience in the not-for-profit sector.

Ainsley Gill
Ainsley is a director of McPhersons Chartered Accountants, a leading, long established local business. He sits on the load panel for Let's do Business Finance.

Jo Townshend
Jo Townshend was formerly Principal of Rye's innovative Studio School and is now Senior Partnership Manager (Creative Industries) for UCL Innovation and Enterprise. Jo is known within the community for her partnership work with local schools, colleges and businesses as well as for her work in the arts world in and around Rye.

Judith West
Judith 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
Rother District Conservative Councillor for Kewhurst Ward, Bexhill and 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.

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 2019

De La Warr Pavilion

Maintenance and Replacement Plan

Update on Building Maintenance – June 2019

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

Formal 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

Condition survey of structure and fabric of South staircase glazing undertaken
General painting & decorating to Auditorium Foyer, Ramp Corridor and lobby areas by ground floor toilets
Painting of exterior perimeter walls around Studio
Painting of South Terrace perimeter wall
Repairs to South Terrace floor tiles
Repair to Box Office floor behind counter
Auditorium foyer bar percussion taps replaced
Accessible backstage toilet cubicle refurbished
Backstage corridor refurbished, with new emergency lighting and framed posters/t-shirts installed
Replacement of 2 x failed CCTV Hard drives
Replacement of damaged components and manual chain hoists fitted to main truss in Auditorium
Repairs to Roof Terrace parapet South side edging
Deep clean of the kitchen ventilation and duct work system

De La Warr Pavilion

Maintenance and Replacement Plan

Remedial works carried out on main Automatic Doors
Exterior LED flood lights installed in the backstage roadway
Invertor replaced in Auditorium Air handling unit (North side)
Additional expansion vessel installed in plant room
Replacement of faulty shunt pump
Repair to motor bearings in hot water VT Pump
Constant temperature hot water balancing carried out
Replacement Hot water calorifier installed
Remedial works to humidifier – replaced failed MK5 Humidifier /failed PCB and fan motor

New Purchases (capital assets)

2 x Blade Ninja hand dryers in ground floor gents toilet
1 x Bosch washing machine (backstage)
1 x INOMAK upright fridge
1 x FORCOLD sandwich counter fridge
1 x Infrico chest bottle cooler
1 x Ice machine
1 x Logic chest freezer
1 x Hobart floor standing food mixer
1 x vehicle access ramp (South Terrace)
2 x bespoke wooden Temporary Bars commissioned & built
1 x set of 3 coffee tables (Green Room)
2 x additional desk & chair sets for Admin Office
Tensa barrriers and A4 signage tops

De La Warr Pavilion

Maintenance and Replacement Plan

Coming Up/Ongoing Works

Repairs to the lead work flashing on the north staircase cantilever
Repairs to loose floor tiles on the auditorium ramp area outside main doors
Re-configure DLWP staff car park to include a specific delivery/loading space
Steam clean the exterior walls of the Studio and Admin office
Steam clean high-level wall area above the canopy/neon signage
Purchase 2 x ninja jet blade hand dryers for ground floor ladies toilet
Remedial repairs to Studio air conditioning
Investigate costs to upgrade the in-house radio system
Investigate costs to install additional wireless CCTV cameras in Roof Top Foyer
Investigate costs to replace metal power box covers in the South Terrace wall
Investigate costs for installation of push / sensor taps in the first floor toilets (ladies & gents)

De La Warr Pavilion

Maintenance and Replacement Plan

	Item	Maintenance Task	Frequency	
1.2	Paved roofs	Inspect for cracked, displaced and broken paving. Replace to match.	Twice per year	Regularly inspected by Front of House team. Last inspected May 2019. Broken tiles on South Terrace repaired June 2018 Roof Terrace cement parapet repaired by roofing contractor January 2019 Organic growth regularly removed from roof terrace & gutter.
1.3	Roof joints. Junctions, hips etc.	Inspect and repair as necessary.	Annually	Inspected May 2019 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	Inspected by FOH Team due to water ingress in Auditorium north side. Continue to await quotation from specialist contractor for further details/required works.

1.5	Sheet roofing and gutters to high level over auditorium	Inspect for damage, clear debris and make good any minor repairs	Annually	Visual inspection by Front of House Team May 2019. No problems reported at this time.
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 2019. No problems reported. Ongoing issue of steel beam de-laminating. Structural Engineer aware and we are monitoring and 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 2019. No problems reported.

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	Regularly inspected by FOH team. 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. A trial window frame & glass repair was undertaken by Steel Window Service in April 2013. There are currently no issues with this window. Further window frame & glass repair is required to south staircase window; however, repair/refurbishment is finance dependant.

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	Inspected by the Front of House Team quarterly. Maintenance contract in place for main automatic front doors. Remedial repairs carried out to both sets of automatic doors, but further works are required but these works are finance dependant.
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	Front of House continue to monitor weatherings & flashings. Signs of wear are noticeable, although no leaks are apparent in the main building. Lead work around north staircase damaged by vehicle collisions. Quotes were gathered and RDC insurance informed. Repairs scheduled for June 2019.

2.5	Glazing	Check all windows for damage and repair immediately	Annually	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 monitored/inspected by FOH team daily. A condition survey of the Structure & Fabric of the south staircase glazing was undertaken in October 2018. In its current condition, as surveyed, the glass within the South Staircase Wall does not present a significant risk to building users, and no higher risk than would exist if the panels were not damaged. All recommendations are finance dependant.

3.1	Retaining walls generally	Inspect retaining walls and report any loss or damage to the structures.	- After stormy weather - Annually	Inspected by Front of House Team May 2019 – no problems reported.
3.2	Walls to steps / ramps	Inspect for damage to the structure and repair where necessary	Annually	Inspected by Front of House team May 2019. No problems reported.

3.3	Balustrades. Handrails and gates	Inspect for rust and damage, touch up paint works where possible and repair where required	Six monthly	Inspected May 2019. Surface abrasions on handrail and handrail posts also noted on the handrail outside the Auditorium. As previously, scheduled for repainting as finance allows. Corrosion to the upstand/balustrade fittings on the Roof Terrace continues to be monitored and will be repaired & repainted as finance allows. The masonry and attachment around the back gate was re-painted in July 2018
3.4	External drainage	Lift covers and inspect all external manholes and drain runs for blockages or build up. Clear / clean as appropriate	Annually	Contract in place for annual drains maintenance & cleaning. Last carried out September 2018. A full service clean was carried out. No problems reported post clean.
3.5	Plant room access	Inspect and overhaul access provisions, ladders etc. into	Annually	Inspected as part of annual plant maintenance contract. In the interim, inspected by Front of House team. No problems reported.

		underground plant room.		
3.6	Plant room grilles and support beams	Report any corrosion, damage or structural defects	Annually	Inspected May 2019 by Front of House. Team – no problems reported

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	Monitored during/after periods of heavy rain by FOH Team. 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. Some water ingress continues to be apparent in the AHU plant rooms after periods of very heavy rain. Also, some water ingress above the stage and production areas.
4.2	Internal structure and fabric	Inspect safely accessible internal structure and	- Annually & 5 yearly	Inspected by FOH team May 2019. Some fungal growth was apparent in June 2017.

		fabric including roof timbers and report on any signs of structural movement, cracking or corrosion or of damp fungal growth and dry rot.		Repairs to flashing carried out adjacent to guttering to ensure this area becomes dry over time as damp was causing this issue. Regular monitoring ongoing and all appears to be clear.
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	Ongoing contract in place with pest controller. No problems reported.
4.4	Roof and floor voids	Check safely accessible roof and floor voids and for signs of vermin and remove.		Ongoing contract in place with pest controller. No problems reported.

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	No works requirement this year to inspect for asbestos.

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. In the interim, monthly inspections by Front of House team to monitor any issues.

5.5	Lift installation	Service and overhaul lift installation	Specialist	Annually	Specialist lift contract in place. Quarterly inspections take place and any maintenance issues resolved.