

De La Warr Pavilion Charitable Trust
Annual Report for Rother District Council; 2020 - 2021

Prepared by Stewart Drew, Director and CEO, August 2021.

Introduction

- This report sets out in summary the activities and achievements of the De La Warr Pavilion (DLWP) Charitable Trust during the financial year 2020/21. This is in addition to the quarterly reports submitted to monitoring officers as part of the funding agreement with Rother District Council (RDC).
- We are in the final year of the 2018-22 business plan which is closely monitored by the Board with a series of SMART objectives and KPIs. The business plan is being reviewed for March 2022 in line with the ACE NPO cycle.
- The Covid-19 pandemic and resulting enforced closures and restrictions from March 2020 onwards severely impacted DLWP during 2020/21. This report reflects that impact and illustrates how DLWP has adapted and pivoted operations and programming - developing new activities and ways of working to combat the unprecedented events of the past year.

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
- Capital Appeals Committee (developed from the Building & Maintenance Committee)

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

Core Revenue Funding

- Arts Council England (ACE) National Portfolio Organisation (NPO) funding is agreed for the period 2018-22, with a revenue grant of £508,430 per annum over the 4 years. ACE adjusted this figure to £517,785 in 2021.
- 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.
- We are applying for an extension to the NPO funding for the financial year 2022/23 in September 2021 (this is in response to the pandemic) and then will be applying for the next full NPO round in March 2022.
- RDC's funding is key to securing the ongoing ACE funding at sustained levels and which typically accounts for around 15% of the organisation's annual turnover pre pandemic. Turnover is then typically made up in the following way:
 - Public Subsidy (ACE & RDC) accounted for 27%
 - 31% from Trading
 - 31% from Box Office Receipts
 - 5% from fundraising (non-public sources).
- RDC's funding agreement was renewed on 1 April 2021, for three years until 31 March 2024.

In addition to the annual funding, DLWP were awarded additional funding to sustain the organisation through the pandemic. For the 2020/21 financial year, this comprised:

- Arts Council England Emergency Response Fund £375,000
- Arts Council England Cultural Recovery Fund 1 £657,713
- Rother District Council loan £350,000

DLWP were also awarded £325,000 from Arts Council England Cultural Recovery Fund 2 for the 2021/22 financial year.

Business Plan Headlines

The headline ambitions for the 2018 – 22 period are:

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

The building is at the heart of what we do. We want to engage more people with our heritage and will grow visitors to 650,000 by the late 2020's. We will do this by developing a new capital project to:

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

These ambitions respond to regional opportunities for growth:

- Over the last decade the RDC strategy to secure investment in a number of key projects including the Pavilion, Bexhill Museum, Elva Way, the seafront, Link Road, Bexhill High School has had a significant and positive effect on our organisation and the District.
- In turn, the development of other cultural assets within the region continue to build critical mass for a unique visitor offer including Devonshire Park (Eastbourne); Towner; 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.

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

An application for funding for the DLWP community, creativity and skills project was submitted by RDC to the government's Levelling Up Fund.

The project vision is to level up Community, Creativity & Skills in our region. Building on the legacy of culture-led regeneration, DLWP will unlock tourism, new programmes tackling regional inequality and civic pride within its community.

The realigned site will realise its full potential – growing ticket sales to 85,000 (+40%) per annum, learning/skills engagement to 20,000 per annum (+270%) and normal yearly visitors from 420,000 to 650,000 – an uplift of 55% on completion in 2023/24.

Outcomes

- Widen community engagement with arts & culture, improving wellbeing and building civic pride in six of England's most deprived wards, via investment in new community spaces and programmes
 - Artist residencies, workshops and outreach co-designed with communities
 - Deeper partnerships e.g. Heart of Sidley (deprived communities), Project Art Works (artists with complex needs) and East Sussex and Brighton & Hove Music Services (young people)
- Significantly grow the local visitor economy, including local jobs in hospitality, hotels and retail, catalysed by DLWP's leadership roles in tourism networks, 1066 Country (DMO) and Sussex Modern.
- Create new jobs and upskills for local residents, working closely with cultural partners and networks to align career progression regionally:
 - Talent Accelerator creative careers programme with East Sussex Careers Hub and East Sussex College Group
 - Adult learning and T-level Industry placements with Bexhill College and ESCG
 - Supported Apprenticeships for young people with autism with Little Gate Farm

- Networking and training for Creative Industries and SMEs via SELEP's creative workspace project

An announcement on the Levelling Up Fund is expected in the Autumn Budget Statement.

2020/21 in Figures

- The closure of the building and restrictions on live performance as a result of the Covid 19 pandemic had a devastating impact on DLWP visitor figures during the period 2020/21.
- We welcomed 23,000 visitors into the building, 94% fewer than the previous year and sold a total of 3013 tickets to 51 events (37 live, 14 ticketed online workshops/talks). The building was open for 89 days and is currently operating on a 5 day week.
- The uncertainty for much of the year meant our Live programme was continually postponed and re-scheduled. 100 shows were re-scheduled during the period and 6 cancelled.
- We responded to the physical constraints of the pandemic by taking much of our programme online and introducing a wide range of new digital activities. Through 77 digital activities including talks, workshops, creative sessions and live streaming of gigs, DLWP engaged with more than 4000 people across the year.
- DLWP were one of the first venues in the UK to trial socially-distanced live performances following the lifting of restrictions in July 2020. 38 performances of Eddie Izzard's comedy and Dickens shows to raise funds for DLWP were held on the Rooftop Terrace in July/August 2020.
- Of those attending outdoor events in 2021, 85% rated the new set up good or excellent.
- 32% of ticket buyers travelled 30+ minutes to reach us and 33% stayed away from home with 18% in paid accommodation. While in Bexhill, 44% visited a restaurant/café and 13% visited a pub or bar.

- Due to ongoing closures and restrictions, DLWP's exhibition programme was re-scheduled and two existing exhibitions - Zadie Xa's *Child of Magohalmi and the Echoes of Creation* and Marc Bauer's *Mal Être / Performance* - extended through to January 2021. Content from both exhibitions was made available online, via virtual exhibition the TheVOV and DLWP's YouTube.
- 96% of visitors rated our exhibitions good or very good, 95% would recommend our exhibitions and 44% spent 30+ minutes in the galleries.
- Over the past year, DLWP has worked with notable partners across the UK and beyond including The Peale Center for Baltimore History and Architecture, Baltimore, Brighton Museum and Gallery, University of Brighton, Wellcome Trust, West Dean College of Arts & Conservation, Drawing Room, London, Dundee Contemporary Arts and Gasworks.
- Despite the building's closure for long periods of time, we engaged with a wide range of groups across the community including:
 - Over 3700 families viewed activities online - including PLAY CIRCLE, Festive Fun, Big Draw, Valentine, Easter and LOOK-THINK-MAKE YouTube videos, SoundCloud plays and Instagram tasks
 - 200 families, including those on low incomes using Bexhill, Battle & Rye foodbanks, engaged with DLWP creative packs
 - Over 400 children and adults joined in the Great Big Art Exhibition project
 - 16 children attended the 2021 Easter Holiday Food and Fun club at DLWP in conjunction with East Sussex Music Services
 - 57 primary and secondary school pupils visited the building
 - 58 primary school pupils engaged via outreach and online sessions
 - 24 scouts engaged via online sessions
 - 31 teachers took part in 2 online CPD sessions
 - 2 work experience placements (remote) for students from University of Brighton
 - 25 artist educators & session facilitators
 - 336 creatives and creative businesses attended online talks
 - 325 DLWP Members & Patrons attended exclusive online talks
- DLWP live digital events included:
 - 18 Art & Aphasia sessions and meetings
 - 1 Framing Migration event

- 28 Young Creatives sessions for 14-22 year olds
 - 11 All Welcome Reading Group sessions
 - 5 Care & Citizenship events
 - 4 Talking Loud talks for the creative industry
 - 5 Pavilion Stories talks for members and patrons
 - 6 live streamed gigs
- In addition to the emergency support funding from ACE and loan from RDC, we have attracted over £583,303 of additional income, through fundraising activity.

This includes funding from: the Garfield Weston Foundation's Weston Culture Fund; the National Lottery Heritage Fund (NLHF) to support DLWP's recovery including building repairs and improvements such as replacing the floor in the Café Bar and repairing the automatic front doors, and the government's Culture Recovery Fund for Heritage to fund vital remedial repair works to the window of DLWP's iconic south staircase.

- We have over 115 staff on the payroll, including part time and casual staff. 90% of staff are from the Rother and Hastings Area.
- DLWP has over 80,000 twitter followers and high engagement on Facebook, Instagram and LinkedIn. There were 16,500 engagements with digital learning products across the year and over 1.55m YouTube views (due to continued interest in Florence Peake's RITE performance video) with 7,727 views of 37 new YouTube videos
- Delayed due to the pandemic, May 2021 saw the launch of England's Creative Coast - a £1.3m cultural tourism led project aimed at increasing visitors to the South East by 3%. DLWP is one of 7 partner venues for the project.

Organisation Activity Report

Civic and Community

- Despite DLWP being able to host only a minimal number of live events over the year, we continued to make use of the building when possible and developed a new programme of online activities and events with the quality, volume and variety of our programming helping us engage with a wide range of audiences.

- Digital audiences included young people, families and children, adults, creative businesses and DLWP members and patrons and spanned live and recorded online talks, interviews, workshops, creative play sessions, films and streamed gigs.
- In November 2020, DLWP held a mini festival of light using a mixture of animation, sky lights and lasers. The aim was to thank NHS staff and other keyworkers, align with Light Up Bexhill and support #wemakeevents, raising awareness of the plight of staff in the music and events industry during the pandemic. Photographs posted on social media reached over 10,000 people with more than 1000 positive responses.
- As part of the national Great Big Art Exhibition national project organised by Firstsite, Colchester, DLWP exhibited more than 400 artworks by children and adults in the windows of the Ground floor gallery and auditorium in April/May 2021.

The community were invited to create and send in artworks to display on the theme of either 'Flowers' or 'Drawing the Future'. Art packs were supplied to local foodbanks and the project was promoted to local network groups, including the Parchment Trust, Rother Voluntary Action and Bexhill Dementia Action Alliance. Other local organisations involved included Bexhill Artist Workspace, Bexhill Art Society, the Education Futures Trust and Hastings Direct.

Feedback on the project has been hugely positive:

'I think this is a fabulous idea and lovely way to involve the community and get them thinking about art.'

'I'm a huge supporter of the DLWP (I've lived in Bexhill all my life and always have been) and things like this make it even better!'

'Just wanted to let you know that the art bags went down a treat with the children. They were so pleased to get them and the quality of the materials inside was commented on by parents and children. Let's hope we now have lots of lovely paintings for you to display in your windows!'

- DLWP developed, packed and distributed Let's Create bags for children to foodbanks across Rother for Christmas

- DLWP worked in partnership with East Sussex Music to pilot a 2021 Easter Holiday Food and Fun Club for children who receive benefits-related free school meals. 200 art packs were distributed, and 16 children attended the holiday club over 4 days. Feedback from the children included:

'I think my favourite part is playing together with all the different types of instruments'

'It's better than staying at home, being stuck on the phone, TV and all the other stuff. You can actually come here, have fun and a good most of your day'

Suggestions from the children for future courses included 'add different sorts of instruments' and 'more art'.

We wanted to say a huge thank you to you and your incredible team at De la Warr Pavilion. You have created an extraordinary support for so many families. We were all blown away by your set up. ESCC Evaluation Team

The club is running again for three weeks in the 2021 summer holiday with weekly project topics - Dinosaurs, Ancient Egypt and collaboration with Sidley Tourist Board – planned.

- In September 2020, DLWP hosted 2 Eddie Izzard performances to raise money and awareness for The Bexhill Family Collective and their fight to save the Cygnets and Rainbow nurseries in Bexhill & Sidley.
- In March 2021, DLWP launched a new community-focussed programme, Care & Citizenship. Developed in response to the Covid crisis and Black Lives Matter and driven by local organisations, artists and individuals, the programme aims to connect people, groups and places and encourage learning and knowledge sharing.

A series of online events have been held and a new App, Town Tales, Home Stories launched which gives local people the opportunity to share and listen to personal perspectives on subjects including care and kinship.

- DLWP has been working with our partners Heart of Sidley (Big Local) and Optivo to develop a major project to support young people in Sidley.

- Our Members have always played a crucial role in the life of DLWP and through the pandemic they have shown unprecedented support and loyalty. Despite being unable to visit for much of the year or take advantage of some membership benefits, our overall Members & Patrons income during this period grew 9% and Members' contribution to donations rose to 38% from 24% the previous year.

The contribution of our members, particularly over this unprecedented last year, cannot be understated and we are hugely grateful for their ongoing support.

In March 2021 DLWP launched Pavilion Stories, a new series of online talks for Members and Patrons. Exploring the De La Warr Pavilion's pioneering architecture, living social history and modernist ethos, speakers included Bexhill Museum curator Julian Porter, Bexhill-based artist, Carl Ghent, founder of the Refugee Buddy Project, Hastings, Rother & Wealden, Rossana Leal, and architectural historian Kathryn Ferry. 325 people joined the 5 online sessions, 63% from Bexhill. 100% of those responding rated the event content very good or excellent with comments frequently including 'interesting', 'fascinating' and 'informative'.

- Of those who visited DLWP, 58% travelled less than 30 minutes.
- Our visitors have a strong sense of the DLWP's role as a civic hub at the heart of the community:
 - *97% agree DLWP is good for Bexhill & the surrounding area*
 - *85% agree or strongly agree that DLWP enhances the sense of community*
 - *82% agree or strongly agree that DLWP encourages participation in community life and events*
 - *93% agree or strongly agreed that DLWP is welcoming for the whole community*
- DLWP continued to offer opportunities for everyone to experience the visual arts through our free exhibitions programme.
- DLWP provides a valuable resource for individuals, community organisations and local businesses. As with all live activities, due to pandemic restrictions, community activities such as conferences, weddings and events for local organisations were decimated and we were able to host only 1 wedding.

Instead, we worked on our varied online programme and other activities with a wide range of groups from across the community.

Young People

- DLWP continues to put the health, wellbeing, skills and aspirations of young people at the heart of its activities.
- DLWP is leading on Talent Accelerator, an exciting new programme which aims to get young people across East Sussex passionate about and into the Creative Industries.

Designed for pupils in secondary school, college or further education – particularly those from areas of high deprivation, rurally-isolated places and under-represented backgrounds – *Talent Accelerator* will bring together and build on more than 40 existing initiatives across the county. Involving educational establishments, local businesses and training providers, *Talent Accelerator* aims to make sure we are giving our young people easily accessible, relevant and joined up support, advice and real-life experience at every stage on their creative career path.

The project, delayed due to the pandemic, will pilot in 2022 and be led by a Project Director based at DLWP and reporting to Stewart Drew.

- DLWP's Young Creatives programming group for 14 to 22-year olds met weekly online over the past year with its members continuing to play an active role in the organisation. Activities included:
 - Working with artist local Sam Ayre on Everything Changes Everything, a project exploring change across art, society, history and culture which culminated in a podcast series and the creation of new visual and audio works
 - Interviewing artists David Blandy and Holly Hendry with a prep session involving Time Out London's Art and Cultural Editor Eddie Frankel
 - Working with Educator and Equal Rights Campaigner Zo Daniels, to produce a mini-series of interviews with creative professionals including illustrator Nina Cosford, Games Designer Richard Hogg and Home Live Art Director Katy Baird. The interviews were posted online to provide career insight and tips to other young people.

What the DLWP Young Creatives say:

'I came to the De La Warr Pavilion for my work experience and was interested in continuing an involvement through the arts. Becoming a Young Creative has been interesting and has introduced me to new ideas'

'The Young Creatives enables me to expand on my ideas around art and understand others' ideas as well as developing skills of my own'

'Young Creatives allows a real insight into the running of an organisation like the De La Warr Pavilion'

- DLWP's Art Lab sessions for young people aged 14 – 19 experiencing social, emotional or mental health challenges transferred online as a result of the March 2020 building closure. Co-produced by DLWP and Sussex Discovery College, the sessions were led by artist Annis Joslin and Mental Health support worker Rivkah Cummerson.

Comments from the young people in the sessions included:

'I have really grown in confidence from doing this course'

'My work came out much better than I thought. I am really proud'

'I quite like being at DLWP... you could get inspired'

Following this successful pilot, Art Lab is being relaunched in autumn 2021, working in partnership with Photoworks, Brighton.

- DLWP partnered with 1066 Music City, Jazz South and Eggtooth to develop OFFSTAGE – a series of online workshops, discussions, Q&As and jazz performances for 16–25 year olds in Sussex over the May 2021 Bank Holiday. The festival featured performances by four young East Sussex poets who were commissioned to create new works in dialogue with the Care & Citizenship programme which were co-ordinated by Eggtooth and supported by poet Luke AG.
- DLWP continues to work with local colleges and involve them in our programming. Activities in 2020/21 have included:
 - Providing ongoing support to students at Bexhill College studying Foundation Art & Design, Level 3 Art & Design and Media and A-level Film Studies

- In November 2020, DLWP shared a film produced by the Media students as part of Kids in Museums Takeover Day
- Students developed artwork to promote a virtual screening of the film *White Riot* in conjunction with Bexhill Film Spotters on 30 April 2021
- In July 2021, Technical Extended Diploma Level 3 Art & Design students joined a workshop with Holly Hendry for a wearable sculpture project in dialogue with Holly's *INVERTEBRATE* and *INDIFFERENT DEEP* exhibitions. Feedback from the session:

I just wanted to take the opportunity to say a HUGE thank you for the workshop and Q&A at the DLWP last Friday. The students had a fantastic time and were so positive about the experience. They all reiterated that it was brilliant to get outside the classroom and see/work with/speak with artists - and THEY wanted to pass along how grateful they were for the opportunity.

- As part of its wider championing of career paths in sectors including the creative industries and hospitality, DLWP is working with East Sussex College to develop a new programme which will give students capacity-building work experience.
- DLWP appointed local artist Sam Ayre to work with SENLAC Scouts and All Saints Church of England Primary School to develop a geocaching project – an App-based treasure hunt to discover hidden objects around Bexhill and Sidley – for the 2021 England's Creative Coast project.
- Also part of the ECC project, in June 2021 DLWP facilitators spent the day with Year 6 students at All Saints introducing them to ideas about natural materials, waste, recycling, making and environmental stewardship. The children created willow cladding for a compost bin and learnt about soil, worms and renewal and made willow bird feeders, fish, flowers and stars to sell to raise funds for the Bexhill food bank and the local parish. Feedback in letters from the children after the event included:

'Thank you for an amazing day. I enjoyed all of the activities. Thank you for coming to All Saints.'

'I really enjoyed making the fish with Ashley, the flowers with Ceri and Christine, and the bird feeders with Anna. I also enjoyed working with Sam and learning about compost. It was very fun.'

The local economy

- Stewart Drew represents 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.
- Over the past year, DLWP has worked closely with the local and regional business community and public sector bodies, notably through Team East Sussex (SELEP) and Culture East Sussex, in strategic and tactical initiatives to support economic resilience and recovery across the region.
- As a champion for the Creative Industries and local hub for the ERDF-funded South East Creatives (SEECADS) programme, DLWP has continued to support the creative business community. DLWP promoted South East Creatives grants and support and development opportunities and raised awareness of local business success stories on dlwp.com.

As part of the programme, between March and May 2021 DLWP hosted, in conjunction with Towner Eastbourne, TALKING LOUD, a series of 8 online industry talks featuring high profile speakers from the Creative Industries. DLWP speakers were: designer, style expert and TV presenter Michelle Ogundehin; co-founder of Turner Prize winning art, design and architecture collective Assemble, Giles Smith; MOBO-nominated singer songwriter Andriana Triana; ceramicist, designer and previously judge on Channel 4's The Great Pottery Throw-Down, Sue Pryke. 336 people attended the 4 DLWP live events and feedback was hugely positive:

'Loved it - these kinds of events are of so much value to our creative communities - even more so in lock down - thank you DLWP/Towner'

'As with the other Talking Loud events I have attended, it's always fascinating to hear about the nuts and bolts of how a creative person makes their way in the world. It's a great privilege to have this rich menu served up during the lockdown, and helps one to feel connected to a greater creative goodness.'

Since its inception in 2017, the South East Creatives programme has*:

- Supported 2090 businesses across East Sussex, Kent and Essex – 41% more than forecast

- Provided funding for 400 businesses across the region – 43% more than forecast
- Generated 110.8 additional jobs with a projected increase in GVA of £2,458,137 per year
- Helped improve long-term performance (84.5%), business productivity (82%) and business efficiency (74%)
- Provided a trading lifeline to 71% of businesses during the pandemic

**End of programme projections based on data analysis as of December 2020 and survey responses from 129 creative, cultural and digital businesses who received support from the programme. GVA calculations based on South East GVA per capita of £22,194*

- DLWP has continued to support the local creative industries through its involvement in creative projects, nurturing creative talent, commissioning local artists and educators and directly supporting those in the sector.

DLWP are involved in the Beeching Road Workspace project and Bexhill Station Footbridge Gallery competition. Head of Exhibitions, Rosie Cooper has mentored the Flatlands gallery in Hastings and Bexhill-based artist, Carl Gent. In January 2021, DLWP committed to pay freelance art handling technicians 50% of work that was booked but did not take place because of lockdown in order to continue to support freelance arts professionals, many of whom are also practicing artists, in our neighbourhood.

- DLWP has continued to support the economic prosperity of our area, particularly of our young people, through its hosting and organising of the Bexhill Jobs & Apprenticeships Fair. Over 50 business and organisations exhibited and more than 500 people attended the 2020 Fair on 7 March, just before the first national lockdown. In addition to live jobs, apprenticeships and skills development opportunities, the fair included, for the second year, an Enterprise Zone offering advice and guidance to small businesses and the self-employed.

Tourism

- DLWP plays a crucial role in the visitor economy of the area, working with cultural and other partners across the region to increase tourism and maximise opportunities for the industry, particularly in 2021 with overseas travel impacted by pandemic restrictions.

- As part of the England's Creative Coast cultural tourism project funded by Arts Council England and The Discover Britain fund, a series of 7 new 'Waterfronts' public sculptures by international contemporary artists were commissioned and launched at partner venues across East Sussex, Kent and Essex in May 2021.

At DLWP, Holly Hendry created *INVERTBRATE*, a giant worm like structure emerging on the seafront lawn, balcony and rooftop terrace, together with an accompanying exhibition *INDIFFERENT DEEP* in the Ground Floor gallery.

Local accommodation, attractions, restaurants and other hospitality providers are encouraged to register for promotional opportunities through the England's Creative Coast website.

- DLWP remains a key partner of Sussex Modern, the county's celebration of modernity through culture, wine and landscape featuring 36 partner organisations across East and West Sussex.

In 2021, a new Marketing Manager was recruited and funding was secured for a new promotional campaign to capitalise on the opportunities of people holidaying in the UK. The key themes of the Summer #StayYourWay campaign are: curated self-guided experiences for independent thinkers, encouraging longer dwell time and creating affinity. Promotional activity spans social media including videos, PR, competitions and giveaways and an out of home campaign across London and Sussex. An Open Sussex Week is planned for September 2021.

- DLWP continues to lead on the Coastal Culture Trail (with Towner and Hastings Contemporary).

In 2021, DLWP recruited a freelance specialist to re-ignite CCT social media and unlock and update the website and Facebook page. Activity has included multiple weekly social media posts such as promoting family activities and local businesses e.g. #BusinessesOfBexhill; tagging 1066 Country/Sussex Modern/England's Creative Coast and writing a monthly blog. Stats to date indicate a 2.5% increase on all platforms and a new promotional film is planned to help uplift engagement further.

Working closely with Govia Thameslink (Southern Railway) has led to the promotion of the Coastal Culture Trail on Southern Railway's website.

Further promotion is planned for Summer 2021 and a train ticket booking facility is also now included on the Coastal Culture Trail website.

- Stewart Drew continues to chair Visit1066 which has been phenomenally supportive of its members during the past challenging year, given them regular guidance on the latest restrictions and pandemic impacts and grants and funding available. Huge thanks to the Visit1066 team for their hard work in support of the network.
- DLWP led for East Sussex on SELEP programmes aimed at supporting the recovery of the visitor economy in the South East. In June 2021 DLWP worked with partners to source best practice tourism & hospitality case studies from across the region for a series of online workshops and promoted the SELEP Revi-VE grant fund aimed at helping visitor economy businesses adapt in response to the pandemic.

Diversity and inclusion

- Diversity and inclusion is embedded in DLWP's programming and we continue to support and give voice to under-represented groups by partnering with organisations such as Eggtooth, Project Art Works, Culture Shift, Heart of Sidley, Refugee Buddy Project, Little Gate Farm, Sussex Partnership NHS Trust, Hastings & Rother Arts Education Network (HRAEN), Say Aphasia, Home Live Arts, Battle and Rye Foodbanks and Transition Town.
- DLWP employed two apprentices through Little Gate Farm. Based in Rye, Little Gate makes a difference to adults with Learning disabilities and Autism in our community by removing barriers to paid employment so enabling them to fulfil their potential and live happy and fulfilled lives.

Supported on site by job coaches and working in Marketing and Front of House, the apprentices became valued members of the DLWP team. One has successfully moved on to a paid apprenticeship elsewhere whilst the other has returned to work at DLWP.

- DLWP partnered with University College London (UCL) Innovation and Enterprise and the charity Say Aphasia on Art & Aphasia, a project for people affected by Aphasia - a loss of language which affects reading, speaking, understanding and writing, experienced by a third of people following a stroke.

Through a series of online workshops and meetings, the project aimed to help those with aphasia and their friends and family develop helpful communication strategies and creative skills.

- DLWP continues to develop its relationship with the Refugee Buddy Project, Hastings, Rother & Wealden. We collaborated with RBP and Stitch for Change to develop a new exhibition *ALL IN THE SAME STORM: PANDEMIC PATCHWORK STORIES* which opened in May 2021 in the First Floor Gallery.

The exhibition tells diverse stories of life under the shadow of COVID-19 through hand-stitched patchwork squares that reveal tales of resistance, change, togetherness, isolation, loss and home. 95 squares for the project were received from people across the community, including those seeking refuge, volunteers and Supported Education students from East Sussex College.

- DLWP worked with the Syrian Resettlement programme to host regular English lessons for migrants in our Learning Zone in the Ground Floor Gallery.
- DLWP are delighted one of our local partners, Hastings-based Project Art Works, has been nominated for the 2021 Turner Prize. A pioneering artist-led organisation, Project Art Works collaborate on a wide range of visual art-based activities with people who have complex neurological needs.

In addition to partnering with Project Art Works for the Mikhail Karikis *I HEAR YOU* exhibition in 2019, DLWP worked with the organisation in 2021 to co-produce *Who cares?*, an online discussion reflecting on care, its realities, and how art and cultural workers have addressed the changing landscape of care over the past year.

- The Talent Accelerator project for pupils in secondary school, college or further education is designed to offer particular support to young people from areas of high deprivation, rurally-isolated places and under-represented backgrounds.
- In June 2020, DLWP published a statement in response to the death of George Floyd, denouncing racism in all its forms. We are developing our approach to equality, diversity and inclusivity with the support of an external consultant.

Innovation

- DLWP has been at the forefront of the industry over the past year, adapting and developing new operational models and innovative ways of working in order to continue to entertain and engage with audiences locally, nationally and internationally.
- DLWP were one of the first venues in the UK to develop and deliver socially-distanced outdoor Live performance models. Working closely with Rother District Council, DLWP developed a socially-distanced template for outdoor performances on the West Lawn in Autumn 2020. This included planning a bespoke, socially distanced grid, a temporary entrance and adjusting the position of the bar to ensure safe customer service. A reduced capacity outdoor performance template was also developed in conjunction with RDC for Summer 2021 gigs and festivals.
- DLWP was one of the first venues to host socially-distanced indoor shows, hosting Omar in the Auditorium in December 2020. Following the lifting of further restrictions, on 17 May 2021 Eddie Izzard re-opened the building with a socially-distanced show in the Auditorium. This was followed in quick succession by socially-distanced performances by Fat White Family and comedian Al Murray and the 4 day EMERGENCE festival of spoken word and jazz held over the May bank holiday weekend.
- With most DLWP Live performances being part of a wider tour, the Live, Marketing and Operational teams spent the year dealing with highly complex and time-consuming rescheduling logistics involving continual liaison with agents and promoters. We cannot thank our customers enough as they have waited patiently for news of new dates and, in only very few cases, requested refunds.
- The DLWP Exhibition and Learning & Participation teams collaborated with partners to develop the *ALL IN THE SAME STORM: PANDEMIC PATCHWORK STORIES* exhibition and programme of activities directly in response to the events of 2020.
- In addition to pivoting programming to online talks, workshops and creative learning sessions, DLWP produced 6 live streamed gigs.

These included working with Jazz South to support their Radar sessions, filmed in venues in the south of England and showcasing new work from a diverse line-up of outstanding jazz composers, and partnering with Isolation Station to host Audiotrope, a series of interviews with local musicians discussing their lockdown experiences which aired on YouTube on Christmas day.

Influence and reputation

- Working closely with agents, promoters and bands and collaborating with partner organisations inside and outside the UK, DLWP continues to cement its position as a leading venue for live performance regionally, nationally and internationally.
- The DLWP Live programme continues to attract leading figures from across the global music, comedy and entertainment industry.

DLWP's first full capacity seated show in July 2021 was Saving Grace featuring ex Led Zeppelin lead singer, Robert Plant. Forthcoming shows rescheduled from 2020 include performances by John Carrack, The Charlatans, John Grant, Macy Gray, Goldfrapp, Sophie Ellis Bexter and Wolf Alice. Over the August Bank Holiday 2021 weekend, DLWP is hosting the Rye Jazz Festival featuring artists including Gabrielle, Courtney Pine, Rumer and Mica Paris. DLWP's strong comedy output continues with upcoming performances, again, many rescheduled from 2020, including Sandi Tostvik, Henig When, Omid Djalali, Jenny Éclair, John Bishop, Simon Amstell and Nish Kumar.

- DLWP worked with Sky Cinema and the DDA Group to host the premiere on 29 March 2020 of Eddie Izzard's film Six Minutes to Midnight - a film based on the real-life school for the daughters and goddaughters of the Nazi party in 1930s Bexhill. At the height of the pandemic restrictions, the premiere involved the leading actor, cameras, searchlights, red carpet and press interviews but no audience or screening. DLWP also produced a series of fundraising performances of Eddie's Great Expectations in memory of Peter Pyemont, Head of St Bede's School at the Italian Gardens in Eastbourne in September 2020.
- DLWP continues to be a world class centre for the contemporary visual arts. In 2020, DLWP successfully applied to become a member of Plus Tate, a dynamic network of visual arts organisations stretching across the UK that exchange ideas, knowledge, skills and resources and collaborate on joint programmes.

DLWP was also invited to join a new network led by Baltic Centre for Contemporary Art and including Goldsmiths Centre for Contemporary Art, ArtsCatalyst, The Showroom, Wellcome Trust and The Collective, Edinburgh based around knowledge exchange and testing ways of working with artists and within our neighbourhoods.

- DLWP's Care & Citizenship programme, launched in April 2021, is part of the *DigiPiCH Civic Museums Project: Using Digital Technology to enhance Wellbeing in Civic Museums*. Partners for the project are The Royal Pavilion and Museums Brighton and Hove and The Peale Center for Baltimore History and Architecture, Baltimore.
- During 2020/2021, DLWP partnered with West Dean College and Wellcome Collection to develop a major new commission opportunity *Re/Wilding: Coast, Countryside, City*. Following a competitive process, RESOLVE Collective, an interdisciplinary team of young architects and designers, were selected to work towards a solo Summer 2022 exhibition, co-devised with young people, in the DLWP Ground Floor Gallery, undertake a residency at West Dean College and participate in a group exhibition *ROOTED BEINGS* at Wellcome Collection in February 2022.
- National experimental touring network OUTLANDS, in which DLWP was lead partner, shifted its focus away from touring in response to the pandemic. OUTLANDS is now an independent organisation (CIC) supported by ACE funding.

DLWP continues to play an active supporting role in this crucial network that brings together visual arts and music organisations, independent venues and creative producers located outside London to support the experimental music scene.

In response to the Covid 19 pandemic, OUTLANDS launched *SCREEN TESTS*, a series of streamed broadcast commissions aimed at testing new ways of experiencing live work and trialling new digital platforms. In February 2021, OUTLANDS hosted the second edition of *THE JOYOUS THING*, a virtual weekend of commissioned performances from artists and network members, talks and Q&As, discussion sessions and DJ sets which aimed to explore new connections and methods of working, producing and creating.

- DLWP continues to support the cultural sector through the team's involvement in organisations and networks and contributions to local, national and international debate, thought-leadership and education. Examples include:
 - In addition to representing DLWP on business, tourism and cultural organisations and bodies across the region, Stewart Drew is chair of East Sussex Music Service.
 - Head of Exhibitions Rosie Cooper is a trustee of IntoArt, a visual arts organisation working with people with learning disabilities, and a trustee of Home Live Art, producers of performance and community gatherings across south east England and beyond. In 2020-21 Rosie took part in online talks and discussions including with Tate's British Art Network, Scarborough Museums Trust, Camberwell College of Arts, and students at Zurich University of the Arts.
 - Head of Learning & Participation, Ashley McCormick has participated in events with peers including Space for Learning, Clore Duffield Foundation, AMA, Wellcome Collection, CVAN, Plus Tate Learning Group and The School of Museum Studies University of Leicester.
 - Head of Live Programming, Ed Frith, is co-chair of 1066 Music City and has worked closely over the past year with the organisation as well as the Music Venues Trust and Night Time Industry Association to raise awareness of the impact of pandemic restrictions on performers, musicians, crew and venues and share ways of working and ideas for responding to ever-changing performance guidelines.
 - Head of Fundraising, Patrons & Membership, Pippa Moore, is a Board member of Capsule, Birmingham, one of the founding partners of the OUTLANDS experimental music network. Pippa and fundraiser Dan Scales play an active role in regional and national fundraising networks including Sussex Fundraisers, Act IV and Young Arts Fundraisers.

Integrated Programming

- DLWP continues to integrate its programmes, collaborating across teams and with partners, artists, performers, teachers, academics and experts to develop a layered approach.
- The Learning & Participation programme is informed by and contributes to research around the Exhibition programme.

It provides different ways for audiences to engage with contemporary art and design, and develop understanding, knowledge and skills, talent, values, attitudes and agency. 2020/21 interpretation activities included:

- Framing Migration – an online event exploring language and migration with Dr Charlotte Taylor, Senior Lecturer in English Language and Linguistics at University of Sussex and Dr Simon Goodman, Senior Lecturer in Psychology at De Montfort University, drawing on ideas in Marc Bauer's *MAL ETRE / PERFORMANCE* exhibition
 - The Look Think Make creative learning series involved artist Nikki Hafter producing digital resources for the family including in dialogue with Zadie Xa's exhibition *CHILD OF MAGOHALMI AND THE ECHOES OF CREATION*
 - In dialogue with Holly Hendry's *INVERTBRATE* sculpture and *INDIFFERENT DEEP* exhibition, DLWP commissioned *SITE LINES*, a series of works created by artist Nicole Zaaroura working with new migrants and refugee communities.
 - Textile artist Jimena Pardo and community artist Janey Moffat co-produced a Learning With... resource pack for teachers and community educators and hosted two online CPD sessions for teachers in dialogue with the *ALL IN THE SAME STORM* exhibition.
 - As part of the England's Creative Coast geocaching project, artist Sam Ayre developed a web app, Follow your nose. The App creates a random sequence of questions and statements in English, Spanish, French, Turkish and Arabic to help visitors explore Holly Hendry's *INVERTEBRATE* artwork and will be used for future DLWP exhibitions.
- Live and Learning & Participation teams collaborated on the *EMERGENCE Festival* in May 2021 with young local poets commissioned to perform at the event.
 - Teams across DLWP are collaborating to develop the planned creative industries and hospitality work placement programme for East Sussex College Group students.

The Building

During the period of closure, we have managed to complete some major maintenance items including:

- Replacing four damaged panes of glass in the South Staircase window.

- Replacing the main boilers for heating & water.
- Replacing the cork floor in the café.
- Replacing the glass fire screen between the café and restaurant spaces.
- Substantial repairs to the fly tower roof covering.
- Jet washing and anti-fungal treatment to the north wall of the east side of the building.
- Investment in live performance technical equipment.
- Replacement of the automatic front doors.

These repairs and investments have been made possible by Historic England, Arts Council England and National Lottery Heritage Fund.

The Pavilion has set in place annual maintenance contracts for:

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

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

The 2020/21 combined annual budget for Maintenance Contracts, General Repairs, Health & Safety and cleaning was £230k. Maintenance contract costs and general repairs rise year on year; however, we have good relationships with all our suppliers and continue to review and negotiate the best possible contract deals with them.

Maintenance and replacement plan detailed in schedule 1, attached.

DLWP Press and Marketing

Press coverage for exhibitions has included:

Tour England's coastline through art

Wallpaper, July 2021

<https://www.wallpaper.com/art/tour-england-coast-outdoor-installation-art>

Where art goes to the seaside

Richard Holledge

The New European, 12 July 2021

<https://www.theneweuropean.co.uk/brexit-news/europe-news/creative-coasts-where-to-see-public-art-seaside-8101472>

Material Transformation : An interview with Holly Hendry

Millie Walton, Trebuchet, 3 June 2021

<https://www.trebuchet-magazine.com/holly-hendry/>

Brave Front : thought-provoking art on England's South East Coast

Stephen Emms, The Guardian, 26 May 2021

<https://www.theguardian.com/travel/2021/may/26/waterfronts-exhibition-englands-creative-coast-art-sculpture-project>

England's Creative Coast : the ambitious public artworks making waves in southern seaside towns this summer

Hettie Judah, Inews, 14 June 2021

<https://inews.co.uk/culture/englands-creative-coast-the-ambitious-public-artworks-making-waves-in-southern-seaside-towns-this-summer-1046901>

Stitching together a network of solidarity – in pictures

Kathryn Bromwich, The Guardian, 9 May

<https://www.theguardian.com/artanddesign/2021/may/09/stitching-together-a-network-of-solidarity-in-pictures>

Digital Marketing

2020/21 saw the transformation of DLWP's online marketing in response to the pandemic.

In addition to extensive online marketing support for the constantly changing programme, notably live events rescheduling, our high quality digital media output included creative, captured and learning video content, distributed across several platforms to increase audience reach.

- Engagement : Approximately 16,500 engagements with DLWP digital learning products across the year
- Creative content included: 4 films showcasing the DLWP/Eggtooth Young Poets, 15 films for families & children (How to..., Play Circle, Look Think Make, Great Big Art Exhibition), 6 Young Creatives interviews with leading figures in the creative industries, a film by Bexhill Students about their wearable sculpture project, Eddie Izzard interviewing Bexhill Museum's Julian Porter in relation to *Six Minutes to Midnight*, 3 films featuring DLWP gallery assistants sharing their favourite artwork, a film celebrating the re-opening of the building in July 202, audience messages including DLWP updates from Stewart Drew, a members & patrons welcome back/thank you and a welcome from artist Marc Bauer on the reopening of his show
- Captured content included: 5 talks for members & patrons, 4 All Welcome Reading Group sessions, Who cares? and Framing Migration discussions
- Cultural learning content included: a series of films relating to *ALL IN THE SAME STORM : PANDEMIC PATCHWORK STORIES* exhibition including 3 interviews with members of the Refugee Buddy Project, a stitching techniques film and a creative stitching & wellbeing online workshop, films relating to the *INVERTEBRATE* artwork & *INDIFFERENT DEEP* exhibition including an exhibition showcase and an in conversation with artist Holly Hendry, 2 films relating to the Art & Aphasia project and a film celebrating DLWP's heritage and documenting repairs to the South Staircase
- DLWP has posted almost 100 stories on the dlwp.com blog over the past year
- Continual social media posting to our 80.4k Twitter followers, 14k Instagram followers, 12.4k YouTube subscribers and through other channels
- DLWP has had over 1.55m total YouTube views (due to the ongoing popularity of Florence Peake's RITE film). There were 7,727 views of 37 newly uploaded YouTube videos during 2020/21
- Partnership digital marketing for Coastal Culture Trail, Sussex Modern and England's Creative Coast

DLWP has instigated a digital review over summer 2021 to inform our future Digital Strategy.

Sustainability

We continue 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 for 2020/21 was 156 tonnes.

Programme Activity Report

EXHIBITIONS

DLWP 2020 - 2021 exhibition programme:

1 February 2020 – 3 January 2021

Ground Floor Gallery

Zadie Xa

CHILD OF MAGOHALMI AND THE ECHOES OF CREATION

A co-commission with Art Night, London, YARAT Contemporary Art Space, Baku, Tramway, Glasgow.

1 February 2020 – 3 January 2021

First Floor Gallery

Marc Bauer

MAL ÊTRE / PERFORMANCE

A collaboration between Drawing Room, London, and De La Warr Pavilion, Bexhill-on-Sea.

19 May 2021 – 12 Nov 2021

Seafront Lawn, first floor balcony and roof

Holly Hendry

INVERTEBRATE

A giant composite form, commissioned for *Waterfronts* as part of England's Creative Coast.

19 May 2021 – 30 Aug 2021

Ground Floor Gallery

Holly Hendry

INDIFFERENT DEEP

Sculptures in an apparently half-eaten landscape.

19 May 2021 – 5 Sept 2021

First Floor Gallery

ALL IN THE SAME STORM : PANDEMIC PATCHWORK STORIES

A collaboration with Stitch for Change, Refugee Buddy Project, Hastings, Rother & Wealden and East Sussex College

We have had positive press including in The Guardian, inews, Wallpaper, Trebuchet and The New European.

So what would the radical Earl de la Warr make of a giant worm-like creation outside the Pavilion which appears to burrow its way from the seafront lawn into the building to the first floor balcony and on to the roof?

The earl, whose taste probably tended to the more classical - he owned four paintings by the Italian Niccolò di Pietro Gerini (c. 1340 – 1414) - would no doubt be delighted at the publicity the worm engenders and all the more pleased that since its 80th year in 2015 the Pavilion has increased its footfall from 400,000 (and more than £16 million to the local economy) to 420,000 in 2018'. Richard Holledge, The New European

In Pinochet-era Chile, a group of women known as the Arpilleras denounced the violent regime by creating patchwork images out of scraps. The movement has inspired a new exhibition, All in the Same Storm: Pandemic Patchwork Stories, a collaboration between the De La Warr Pavilion in East Sussex, where it runs from 19 May to 30 August, and the local Refugee Buddy Project, founded by Rossana Leal. The stories depicted, she says, reflect how people were feeling in lockdown: "fear, loneliness, frustration, being grateful to the NHS". Kathryn Bromwich, The Guardian

Arriving at Bexhill-on-Sea, it was lovely to see small children playing hide-and-seek around the pink canvas-upholstered sand-filled tubes of Holly Hendry's vermicular Invertebrate. Like the giant sand-worms of Frank Herbert's sci-fi novel Dune, Hendry's creature sculpture seems to consume and be composed of all materials in its path, including sections of local pink brick, metal ducting, and cast concrete. Hettie Judah, inews

The following day, a breezy sunny morning in Bexhill-on-Sea, I'm standing before Invertebrate, Holly Hendry's large-scale work, whose main segment is on the seafront lawn outside the De La Warr Pavilion.

"My starting point was really being here on the edge of the land, on the edge of the coast, thinking about borders," says the 31-year-old Woolwich-based artist.
Stephen Emms, The Guardian

Editions

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

Editions sold in 2020/2021 include by Peter Blake, Jamie Crewe, Rachel House, Caroline Achaintre, Roy Voss and Simon Patterson.

Partnerships

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

LIVE

Live events listing August 2020 – July 2021:

Over 7000 tickets booked for gigs and performances:

SD = Socially Distanced

RC = Reduced Capacity

FC = Full Capacity

RT = Rooftop Terrace

AUD = Auditorium

O = Outside

LS = Live Stream

Date	Event	Type	Performances/ days
Between 4/8/20 & 24/9/20	Eddie Izzard/Wunderbar	SD, RT	17
Between 4/8/20 & 24/8/20	Eddie Izzard/Great Expectations	SD, RT	16
6/9/20	Ben Ottewell (Gomez)	SD, O	2
6/9/20	Emily Barker	SD, O	1
25/9/20	Eddie Izzard (Bexhill Family Collective fundraiser)	SD, Aud	2
8/11/20	Smoke Fairies	LS	1
5/12/20	Omar	SD, Aud	1
22/4/21	Resonate featuring Jason Yarde	LS	1

17/5/21	Eddie Izzard 1988 – 2018 The Remix	SD, Aud	1
18/5/21	Fat White Family	SD, Aud	2
20/5/21	Al Murray	SD, Aud	2
21 & 22/5/21	Kid Kapichi	SD, Aud	2
27/5 – 30/5/20	Emergence Festival	SD, Aud	4
31/5/21	This is the Kit	SD, Aud	2
5/6/21	Pete Fij & Terry Bickers	SD, Aud	1
6/6/21	Sarah & Duck	SD, Aud	2
9/6/21	Squid	SD, Aud	1
10/7/21	Sambrosa Noda & The Cuban All Stars	RC, O	1
13/7/21	Hastings Philharmonic Orchestra	SD, Aud	1
20/7/21	Saving Grace featuring Robert Plant & Suzi Dian	FC, Aud	1
24/7/21	Bexfest	RC, O	1

LEARNING & PARTICIPATION

In addition to programmes and activities for the community, young people, members and creative businesses previously outlined, DLWP has continued to support a range of audiences in creative learning and development activities. Examples include:

Families & children

- DLWP commissioned artist educator Kevin Graal and Ann Colvin to produce short creative films for Play Circle, the De La Warr Pavilion's monthly creative and fun sessions for preschool children, their families and carers
- DLWP worked with artist Sam Ayre to produce and share digital resources for *BIG DRAW FESTIVAL* in the October 2020 half term holiday
- DLWP commissioned Nikki Hafter to co-produce digital creative resources for the Heart of Sidley 12 Days of Festive Fun programme
- DLWP organised a series of 4 online sessions for key workers and vulnerable children attending All Saints Church of England Primary School and 3rd Bexhill Scouts Group as part of the England's Creative Coast programme.
- Designer maker Emma Carlow produced 'How-to' creative videos for DLWP's YouTube channel including *How to make a Valentine's Day card* and *Origami Easter Duck*

Critically engaged and cultural tourists

- The *ALL WELCOME READING GROUP* facilitated by Claire Ratinon moved online with sessions on subjects including Renni Eddo-Lodge's podcast series, Lorraine Hansberry's play *Les Blancs*, the films *The Hate You Give*, *East is East* and *Rifiki*.
- A series of open-source posters *CONVERSATIONS FROM CALAIS* were displayed in the ground floor gallery through to January 2020
- The Care & Citizenship programme has included *CITIZENS ARE DESIGNERS*, a programme of workshops and resources exploring collective action in public spaces, including identifying under-utilised common land for forager gardens and *COMING TO OUR CENSUS*, a pop up pop in space at Afri-Co-Lab and online event exploring questions around the census.

Schools

- DLWP continues to work closely with a wide network of schools locally, working on projects and collaborations. Below is a selection of the primary and secondary schools we have worked with in the past year.

Gallery Visits, exhibition related workshops and outreach:

Primary

All Saints CE Primary School
Chantry Community Primary School
St. Peter and St. Paul CE Primary School

Secondary

Bexhill Academy
Hillview School, Kent

Colleges

Bexhill Sixth Form College
East Sussex College Group
University of Brighton
University College London
University of Sussex

Work Experience – remote placements for 2 University of Brighton students

- Schools activities during 2020/21 included:
 - Two gallery visits and mask making workshops for Year 5 and Year 6 pupils from Chantry Community Primary School.
 - A textiles workshop in school for 57 Year 6 Chantry Community Primary School pupils with outputs shared on social media as part of Kids in Museums Takeover Day on Friday 20 November.
 - Working with children from All Saints School on the England's Creative Coast geocaching project and introducing Year 6 students to ideas about natural materials, waste, recycling, making and environmental stewardship.
 - Online CPD events for teachers including in March 2021 a *Mending the Gap* session led by Stich for Change's Jimena Pardo.

Summary of participants

<i>Group</i>	<i>Total Figures 20/21</i>
Adults	748 (online)
Primary School pupils	195
Primary School staff	8
Secondary school pupils	10 (online)
Secondary school staff	15
FE/HE students	35 (online)
FE/HE staff	15
Families + children	4316 (online/offline)
Young People	234 (online)
Total	5600

Cultural Education Partnership

- DLWP has continued to deepen our formal relationships with schools, colleges and universities, by offering workshops, online resources and through sharing resources (such as workshop templates which link to the curriculum) with these centres.
- DLWP has continued to work with Artswork, embedding the Quality Principles and growth of Arts Award and Artsmark in our programme.

The upcoming Talent Accelerator programme is the culmination of developing a joined-up approach for a more coherent delivery of cultural education.

- We continue to develop strategic links through the Cultural Education Partnership with key partners and stakeholders across schools, children's services, public health, social care and economic development, ensuring that cultural education is at the centre of local strategic plans.
- We are part of the Culture East Sussex Advisory Board, which pools collective experience and knowledge in order to advise on and monitor the implementation of the East Sussex Cultural Strategy.

2019/20 Audited Accounts

There was a £176,677 (2019: £32,798) unrestricted funds surplus for the year ended 31 March 2020 after a pension actuarial loss of £45,000 (2019: pension actuarial gain of £55,000).

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 2020 the effective free reserves were:

Unrestricted funds as at 31 March 2020	£ 359,345
Less net pension assets	£(235,000)
Less unrestricted fixed assets	£(327,371)
Effective free reserves	£(203,026)

The effective free reserves as at 31 March 2019 were £(206,082).

The Trustees are committed to making annual surpluses until the target reserves policy is met.

Financial Strategy

- The Board have been meeting monthly throughout the pandemic to monitor operations, personnel, and finances, supporting the executive team to navigate the challenges of multiple closures.

- Fundraising activity has been key throughout this period, with support from core revenue funders (ACE, RDC), Historic England, National Lottery Heritage Fund and through private trusts.
- We continue to work to the financial strategy outlined in the Business Plan as closely as we can in the circumstances.
- 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/>).

Trustees serving during 2020/21:

Julian Bird (Chair)

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

Steve Williams (Vice Chair)

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

Kate Adams MBE

Kate Adams MBE is a visual artist and co-founder and director of Project Art Works, the Hastings-based arts organisation that explores and promotes new, practical and philosophical approaches to the meaningful involvement in visual art of people who have complex impairments. Their work embraces the services, professionals and processes that surround people who require support in all areas of their lives. Project Art Works initiates responsive, collaborative projects with artists, galleries, psychologists, children and adults who have severe neurological impairment and their families. Kate's experience as the mother of a man with complex needs is central to the organisation's informed approach.

Their practice requires a high degree of knowledge and sensitivity to the ethical issues arising from the inclusion of people who cannot knowingly consent to their involvement in art and culture.

Sean Albuquerque

Sean is an architect who runs a practice based in the south east. Previously living in Serge Chermayeff's house Bentley Wood in East Sussex, he has been involved with the Pavilion for more than ten years, bringing his expertise of 20th century building conservation. Sean teaches in the school of architecture at Brighton, has been an RIBA Councillor, and chair of RIBA South East Region.

Judy Cligman

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

Ainsley Gill

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

Howard Lovell

Howard Lovell spent over 30 years as a management consultant with Deloitte and PricewaterhouseCoopers, helping companies shape and deliver business change in the UK and internationally. Most recently, he was CEO of Deloitte Switzerland. Howard has always had a passion for coaching and leadership development, and today he advises a number of business executives. He is Chair of the Capital Appeals Committee, and spends his time between East Sussex and London.

Averil Price

Averil is Corporate Director – Communities and Customers – at Wealden District Council in East Sussex.

As Director of Avie Consultancy Ltd. Averil also provides executive coaching and leadership mentoring within local government and to SME owners and serves as a Trustee of the national charity for everyday walking, Living Streets. She has held a number of senior leadership positions in local government since 2002 demonstrating significant knowledge in service transformation and instilling a commercial culture within the local authority environment. She championed the creation of Ignite Chelmsford setting the vision and strategy for transforming arts, heritage and culture in the City and instigated major £40m+ projects to redevelop Chelmsford's leisure and heritage venues. Averil also sits on the Capital Appeals Committee.

Cllr Susan Prochak

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

Cllr Hazel Timpe

An Independent Rother District Councillor for Sackville Ward and Lead member for Communities, Tourism and Culture, elected in 2019. Over 40 years civil service, business to business and hospitality sector experience both in management and ownership. Since retiring to Bexhill in 2008, Hazel has been a volunteer business mentor for the long term unemployed, a volunteer and Trustee of the Association of Carer and an approved Princes Trust mentor. In her District Council role she is delighted to be part of the De La Warr Pavilion Trustee Board.

Jo Townshend

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

Judith West

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

Professor Lawrence Zeegen

Professor Lawrence Zeegen is Dean of Design at Ravensbourne. Zeegen's professional design / illustration clients include major international newspapers, magazines, book publishers, design and advertising agencies spanning over 1000 commissions across 25 years. He is Vice President of ico-D, the International Council for Design Associations and is a Trustee of D&AD, as well as Education Advisor to the Design Council's Sounding Board, a member of the Exhibition Committee at the House of Illustration and a Fellow of the Royal Society of Arts. Zeegen is author of six published books on contemporary illustration including Ladybird by Design and was co-curator of Ladybird by Design at the De La Warr Pavilion in 2015.

Stewart Drew
Director & CEO

August 2021

De La Warr Pavilion

Maintenance and Replacement Plan

Update on Building Maintenance – July 2021

Formal inspections of building with RDC monitoring officer continue to take place.

The DLWP Green Team will be re-instated following periods of closure due to national lockdowns and will 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 (July 2019 – July 2021)

Repairs to water pipework located in the Pit

Repairs to loose floor tiles on the auditorium ramp area outside main doors

Re-configured DLWP staff car park to include specific delivery/loading bays

Steam clean of the exterior walls of the Studio and Admin office

Steam clean high level wall area above the canopy/neon signage

Steam clean of the North wall including underneath the canopy and edges of the north staircase cantilever and canopy edges

Steam clean of the Curved wall, car park wall and bus stop

New 63 Amp three phase power installed to stage left

New fan and supply fan inverter fitted to the control panel cooling fan in the Pit.

A new VT East Wing pump installed in the main Boiler Room.

A new Dressing Room VT pump 1 fitted in the main Boiler Room.

Replacement CWS booster pump no 1.

Full OFN leak test carried out to Gallery AHU. Daikin system no 1 repaired and refrigerant replaced.

Replacement compressor to Ground Floor Gallery AHU

Remedial repairs to the sliding door in the Café

Replacement glass screening panels leading to Café and Restaurant

Repairs to area above Canopy and subsequent repair and re-painting of ceiling between two sets of front doors

Cosmetic repairs and re-painting to Sun Parlour wall and ceiling

Cosmetic repairs and re-painting to the first floor foyer ceiling

De La Warr Pavilion

Maintenance and Replacement Plan

Cosmetic repairs to the ceiling areas above the windows in Café and Restaurant
Cosmetic repairs and re-painting to the East end corridor and entrance area
Several areas of membrane and tiling on the roof terrace have been patched and re-laid.
New colour changing LED ceiling lights installed in the Restaurant ceiling
New cork flooring laid in the Café Bar
Full nitrogen pressure test to gallery AHU system no 2
Flytower Roof above the stage insulated (externally) and repaired.
Refurbishment of backstage toilet cubicles
Repairs to first floor gallery shutter have been carried out
Replacement locks to main front doors
Repairs and re-painting of ceiling areas above the South Terrace door entrances
The Lightning Protection test/inspection has been carried out.
Repairs to the hydraulic stage piano lift have been carried out.

New Purchases (capital assets)

1 x Mobile Trailer Bar (purchased July 2019)
2 x new Hamworthy Modumax 240kw boilers and removal of old boilers
2 x ninja jet blade hand dryers for ground floor ladies toilet
1 x commercial microwave
External staging system, sound desk and DJ mixing equipment
Herras fencing
8 x hand sanitiser stands
12 x Perspex screens for Shop & Cafe

Coming Up/Ongoing Works

Repairs to lower backstage flat roof area above backstage dressing rooms
Replacement of broken DGU window in the Studio

De La Warr Pavilion

Maintenance and Replacement Plan

Replacement of cracked DGU window in the Sun Parlour/East End corridor

Replace metal electrical power boxes in the South Terrace perimeter wall

Commission additional underground power supply located on South Terrace

Install new Phase 3 power supply to Studio

Upgrade backstage external power supply from Single phase to 3 phase supply

Remedial repairs to Studio Air conditioning

Repairs to floor tiles on the South Terrace

Repairs to external handrail by the Auditorium ramp

De La Warr Pavilion

Maintenance and Replacement Plan

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 March 2021.</p> <p>Broken tiles on South Terrace require repair/replacement. Scheduled for August 2021.</p> <p>Roof Terrace tiles lifting alongside East wand around fire escape staircase. Repaired and grouting/cement replaced by specialist contractor in April 2021.</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 2021 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>Flashings knocked back into place whilst gutterings were cleared by specialist contractor November 2020.</p> <p>Repairs to flashing around main boiler flue carried out June/July 2021</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>Roof repairs to Fly tower roof above the stage carried out June/July 2021</p> <p>Repairs to lower roof areas above North & South plant rooms carried out June/July 2021</p> <p>Gutters cleared of debris November 2020.</p>

De La Warr Pavilion

Maintenance and Replacement Plan

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	<p>Inspected by Front of House Team May 2021. No problems reported.</p> <p>Ongoing issue of steel beam de-laminating. Structural Engineer aware and we are monitoring and awaiting any further instruction.</p>
1.7	Annual inspection by specialised professionals	Non-invasive inspection of fabric and structure, both internal and external.	Annually	<p>Front of House Team conduct regular inspections.</p> <p>Last inspected May 2021. No problems reported.</p>
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.	<p>- After stormy weather</p> <p>- Annually</p>	<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>

De La Warr Pavilion

Maintenance and Replacement Plan

				<p>4 x large glass panes and beading were replaced in January 2021. The frames were thoroughly cleaned in advance of fitting the glass and, hopefully, these remedial works will assist in staving off the masonry deterioration – see 2.5</p> <p>Further window frame and glass repair is required to South staircase windows, However repair/refurbishment continues to be 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. Remedial repairs carried out to both sets of automatic doors but further works are required but these works are finance dependant.</p>
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>Lead work around north staircase damaged by vehicle collisions. Quotes were gathered and RDC insurance informed. Repairs scheduled for June 2019.</p>

De La Warr Pavilion

Maintenance and Replacement Plan

2.5	Glazing	Check all windows for damage and repair immediately	Annually	<p>Cracks apparent to 6 x large south staircase windows</p> <p>Cracks apparent to 3 x small South staircase windows (2nd floor)</p> <p>All cracks covered by safety film and monitored/inspected by FOH team daily.</p> <p>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.</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 2019 – 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 2019.</p> <p>No problems reported.</p>
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 2019.</p> <p>Surface abrasions on handrail and handrail posts also noted on the handrail outside the Auditorium. As previously, 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>

De La Warr Pavilion

Maintenance and Replacement Plan

				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 underground plant room.	Annually	Inspected as part of annual plant maintenance contract. In the interim, inspected by Front of House team. No problems reported.
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.

De La Warr Pavilion

Maintenance and Replacement Plan

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 May 2019.</p> <p>Some fungal growth was apparent in June 2017. 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.</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>

De La Warr Pavilion

Maintenance and Replacement Plan

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
5.2	Ventilation system	Service ventilation system and update services schedule Including Fans & Filters	Qualified engineer	3 monthly Annually

De La Warr Pavilion

Maintenance and Replacement Plan

5.3	Hot water system	Services hot water system and update service schedule	Qualified engineer	Annually
5.4	Firefighting equipment	Service fire extinguishers	Specialist	Annually
5.5	Lift installation	Service and overhaul lift installation	Specialist	Annually