

Prepared by Stewart Drew, Director and CEO, August 2022.

Introduction

- This report sets out in summary the activities and achievements of the De La Warr Pavilion (DLWP) Charitable Trust during the financial year 2021/22. This is in addition to the quarterly reports submitted to monitoring officers as part of the funding agreement with Rother District Council (RDC).
- In 2021-22 we were in the final year of the 2018-22 business plan. An interim business plan was developed in line with the 2022-23 ACE NPO extension year - a one year funding cycle to extend support for NPOs, introduced by ACE in response to the pandemic. A new 2023-26 plan is in development for the 2023-2026 ACE NPO cycle.
- The ongoing effects of the Covid 19 pandemic continued to impact operations. DLWP responded and adapted and, as restrictions were relaxed, brought all programmes back to full strength.

Our Vision, Mission and objectives are as follows:

De La Warr Pavilion
Established 1935, modern ever since

Mission

To level up Community, Creativity and Skills in our region

Vision

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

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

Objectives

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

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

- Finance & Trading
- Capital Appeals Committee
- DLWP Building & Maintenance Committee (absorbed in Capital Appeals for the time being)
- In the process of setting up a new Equality, Diversity and Inclusion Committee

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

Core Revenue Funding

- Arts Council England (ACE) National Portfolio Organisation (NPO) funding was agreed for the period 2018-22, with a revenue grant of £508,430 per annum over the 4 years. ACE adjusted this figure to £517,785 in 2021.

- An extension to NPO funding of £517,785 for the financial year 2022/23 (in response to the pandemic) has been confirmed.
- In March 2022, DLWP applied for the next full NPO round covering 2023-26. DLWP had to demonstrate close alignment with ACE's new strategy, *Let's Create*. The funding is set at standstill. A response is expected in the Autumn.
- DLWP's Creative Case for Diversity rating from ACE is 'Strong' (last reviewed in 2020)
- ACE's annual feedback letter for 2022 notes a risk level of 7, which notes that DLWP is in a good and stable position but cites two ongoing risks: recovery from Covid-19 closures, and the need for major capital investment in the Grade I listed building.
- 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 annual funding, DLWP were awarded additional funding for the 2021/22 financial year of:

- Arts Council England Cultural Recovery Fund Round 3 £325,000 (in addition to two previous successful rounds in the preceding years)
- Arts Council England Capital Investment Programme £400,000 for release in 2022/23 for a significant Auditorium Technical Systems Upgrade including a new PA and Assisted Listening System (accessibility). This is the first significant grant towards DLWP's major capital project: *Community, Creativity and Skills*.

Covid

Our normal business welcomes 420,000 visitors per annum. We present six exhibitions, 80 live events (1000 capacity seated, 1500 cap standing) and engage with 6000 people in our learning programmes per year.

Following the outbreak of the pandemic in mid March 2020, we were forced to close for the following periods due to government guidelines:

- Closed from 19th March 2020 and re-opened building on Thursday 23rd July 2020.
- We opened the Terrace / Trailer Bar (outside only) on weekends from mid June 2020 from Sat 13th in the lead up to re-opening of building.
- Closed to public from 5th November 2020 and re-opened on 4th December 2020.
- Closed to public from 19th December 2020 and re-opened on 19th May 2021. However, we had evening gigs on 17th & 18th May.
- Partially reopened from 22 July 21, five days per week ongoing.

Events and operations were effected in March 2020 as the pandemic started. Several events were cancelled or rescheduled.

- 60 Large scale events were rescheduled in 2020/21, several were cancelled completely.
- 43 Large scale event were cancelled or rescheduled in 2021/22
- 9 performances were delivered at 2m social distancing (80 cap) over the two years.
- December 2021 events were effected by government announcements re the Omicron variant.

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 DLWP's major capital project Community, Creativity and Skills, was submitted by RDC to the government's Levelling Up Fund round 1. Whilst unsuccessful, following feedback and further development, an application for round 2 was submitted by RDC in July 2022. An announcement is expected in the autumn statement 2022.

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

A wholly realigned site will realise DLWP's full potential for its communities: growing learning/skills engagement to 20,000 (+270%), ticket sales to 90k (+40%), commercial income by 25%, and cultural tourism to 650,000 (+55%) visitors per annum.

Outcomes

- Heritage: our Listed building will be protected by overhauling the failing infrastructure to operate efficiently and live up to its reputation as the UK's most architecturally significant public icon of international modernism. Heritage projects will deepen engagement.
- Audience & visitor experience: by producing, presenting, and promoting a high-quality programme of modern and contemporary work, we will respond to the needs and aspirations of both artists and audiences. Better auditorium facilities will see comfortable seats and better sight lines - all reinforcing DLWP's reputation as a regional leader in music.
- Programming potential: artists and curators of every culture and discipline will be enabled to create new, or represent existing work, within flexible spaces and an environment committed to excellence and best practice, challenging dominant cultural norms/histories. This includes external programming on the rooftop terrace, bandstand, and auditorium. There is potential for commissions/new productions originated at DLWP to tour or adapt for receiving venues across the South East.
- Skills and Workforce elements: work with Higher Education/Further Education institutions will support creative careers for young people, including 4x T Levels per year in our auditorium. Our programmes are a lifeline for our communities in terms of wellbeing and mental health, aspirations, skills and creating positive futures.
- Community cohesion & wellbeing: Bexhill will thrive through a collaborative approach to culture. Better facilities for local festivals and events will make us more inclusive and representative of underserved communities.

- Increased commercial revenues and reduced running costs: a new business model will see an operational surplus that will be re-invested in our building, programmes, and communities.

Jobs: 235 gross FTE jobs, 227 net FTEs within Rother & Hastings labour market. Local economy: £95m+ in cumulative net-GVA. £66m+ in net LVU and Labour Supply Impacts.

- Environment: carbon footprint and energy usage will be reduced by 50%, delivering on RDC's Environmental Strategy to become net zero by 2030.

2021/22 in Figures

- While the ongoing effect of the pandemic continued to impact operations, we welcomed 231,271 visitors to the building during the 2021 – 2022 period. This represents a 905% increase on the previous year which was impacted severely by the pandemic closures.
- The building opened in the daytime Wed – Sunday together with selected evenings for live events. DLWP resumed a 7 day operation on 27 June 2022.
- We sold over 73,000 tickets to 99 live events. This included 9 festivals which ran over 13 days.
- 25 performances sold out including Eddie Izzard, Al Murray, Kid Kapichi, This is the Kit, Pete Fij & Terry Vickers, Saving Grace, Beach Beats, The Lightening Seeds, John Grant, John Bishop, Level 42, Steve Hackett, Jack Dee, Roger Taylor, Seasick Steve, Average White Band, The Charlatans, Henning Wehn, Katharine Ryan, Jack Savoretti, Wolf Alice, Stewart Lee, Sophie Ellis Bexter and Soul II Soul. Since April 2022, a further 9 performances have sold out including Alan Carr, Echo & The Bunnymen, Goldfrapp, Sparks, The Flaming Lips and Jo Whitley's 90s Anthems.
- 59% of ticket buyers travelled 30+ minutes to reach us. 10% of visitors stayed overnight with the majority in paid for accommodation. While in Bexhill, 38% of overnight visitors visited a local restaurant, bar and shop in Bexhill.
- We presented 8 exhibitions with artists from a range of disciplines and inside and outside the UK including local emerging artists.

- 82% of visitors to exhibitions rated them good or very good, 94% would recommend our exhibitions and 13% were first time visitors.
- We hosted 16 community events and hires
- More than 19,000 people took part in DLWP learning & participation activities with approximately 16,500 people accessing digital learning resources such as craft videos, artist talks, live streamed music & poetry. We engaged with:
 - 384 Primary & Secondary school pupils
 - 215 FE/HE college students
 - 10 Blueprint Collective (formerly Young Creatives) members for 14 – 24 years
 - 1022 families + children
 - 26 artists delivered work with children and young people
 - 248 people attended online talks including members & patrons
 - 18 active volunteers contributing an estimated 400 hours
- There were 137,548 views of DLWP YouTube content with 6590 views of 53 new content uploads. DLWP has almost 78,000 twitter followers, almost 20,000 Facebook followers and over 15,000 Instagram followers.
- 97% of visitors agree DLWP is good for Bexhill & the surrounding area. 85% agree that DLWP enhances the sense of community. 81% agree that DLWP encourages participation in community life and events and 98% agree that DLWP is welcoming for the whole community.
- DLWP has worked with notable exhibition partners including Wellcome Trust, West Dean College of Arts & Conservation, Autograph (London), Spike Island (Bristol), Gasworks (London) and Dundee Contemporary Arts.
- In addition to the funding from ACE and RDC, we have attracted over £50k of additional income in 2021/22, through fundraising activity. This includes funding from The Headley Trust (Sainsbury Family, £7.5k towards cultural programmes), Historic England (£23k towards south staircase renovations), East Sussex County Council (£25k towards capital project development) and the Chalk Cliff Trust (£25k towards capital project development).
- We have over 115 staff on the payroll, including part time and casual staff. 98% of staff are from the Rother and Hastings Area.

- DLWP continues to play a key role in Sussex Modern which secured over £1m of funding during 2021-22 from the **government's Community Renewal Fund** and the SELEP ReViVE programme. A summer marketing campaign co-ordinated by Charleston and DLWP reached an estimated audience of more than 8 million through press and poster advertising alone.

Organisation Activity Report

Community

- During 2021-22, DLWP developed a new approach across the organisation to increase participation in its activities – Creative Engagement.

Aims of the approach include creating opportunity, being more relevant to more people, reaching wider and deeper into our communities, listening and learning and giving a voice to those who are not always heard. Creative Engagement has been embedded across the organisation as a focus for all departments.

The approach is a result of the Learning & Participation Review carried out in 2020-2021 which involved input from stakeholders, partners and staff.

- 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.
- We were delighted to be able to revive community events and hires in the building. The first community event post pandemic was the Bexhill Artist Workspace Summer exhibition.

'Thank you so much for your support for and interest in our exhibition. It has been a real success and got us back on the road after almost two years without a show. Over the three days we had a total of 551 visitors which I believe is more than we have had in recent years when the exhibition was over bank holiday weekends.' (Bexhill Artist Workspace)

Other community events have included Bexhill Art Society exhibition, Rother Community Choir performing on the Bandstand, an awards ceremony for Robertsbridge Community College, BEAUTY AND THE BEAST by Diana Freedman School of Dance & Performing Arts, BACK IN THE SPOTLIGHT by East Sussex School of Performing Arts, SHREK by the Bexhill Light Operatic and Dramatic Society and a film screening of FROZEN for Glyne Gap School.

- DLWP continued its community-focussed Care & Citizenship programme with online events exploring topics including the census, urban foraging, migrant rights and, in conjunction with Project Artworks, care.
- In September 2021 DLWP hosted HOW TO AGE WELL IN THE 21ST CENTURY – a free conference funded by RDC to help people improve their mental and physical wellbeing.
- DLWP joined in the hugely successful Bexhill After Dark festival in January 2022, becoming a lightbox of shifting colours & projections with its window installation BEACH BEACON developed with Bexhill College students.
- Through its Creative Engagement approach, DLWP is expanding opportunities for a vibrant and engagement daytime visitor experience. In May 2022, during the opening of the Minora Nomata exhibition, the doors of the Auditorium were left open, and visitors were invited to enjoy a free orchestral rehearsal for the International Composers Festival. One visitor commented:

'This is great, I went for a walk along the seafront and now I'm listening to classical music.'

- In May 2022, DLWP presented, in partnership with the Wellcome Collection and West Dean College, RESOLVE COLLECTIVE : LIDO in the Ground Floor Gallery.

Conceived as a leisure space to give visitors and the local community the opportunity to meet, discuss, interact and reflect, the experimental space has hosted activities ranging from the new PAVILION LATES events for young people to an impromptu day-time rehearsal by Eddie Izzard.

- In June 2022, DLWP hosted 300 people on the rooftop for the creation of a commemorative image in honour of the Queen's Diamond Jubilee.
- Paused in 2021 as a result of the ongoing impact of the pandemic, DLWP revived its free Sunset Screenings programme in association with McPhersons Chartered Accountants and Beaming for Summer 2022. Voted for by staff and the public, the films were We bought a zoo, Encanto and Sing 2.
- DLWP Members and Patrons continue to play a crucial role in the life of DLWP. During 2021-22 membership increased by 17% and we have over 1,100 Members and Patrons, many of whom are local people.

In January 2022, we hosted the first in-person Members event since February 2020 to mark the opening of our Spring exhibitions. Following the success of PAVILION STORIES, the online talks programme for Members, DLWP are currently developing a wider programme of online and offline heritage talks to start in Autumn 2022.

- DLWP continued to offer opportunities for everyone to experience the visual arts through our free exhibitions.

Skills, Jobs & the Economy

- DLWP continues to put the health, wellbeing, skills and aspirations of local people, particularly our young people, at the heart of its activities.
- Kim Byford has been appointed Project Director for Talent Accelerator, the exciting new programme which aims to get young people across East Sussex passionate about and into the Creative Industries. Kim is based at DLWP and reports into Stewart Drew. The pilot for the project is planned to start in Autumn 2022.
- Stewart Drew continues to represent Hastings & Bexhill on the Cultural Industries sub-group of SELEP (South East Local Enterprise Partnership) and also be a director of Team East Sussex, the federated part of the LEP, and a member of the SELEP Investment Panel.
- DLWP continues to play a crucial role in the visitor economy of the area, working with cultural and other partners across the region to increase tourism and maximise opportunities for the industry.
- **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. DLWP led for Sussex Modern on the SELEP-funded summer 2022 place marketing project.**
- DLWP continues to lead on the Coastal Culture Trail (with Towner and Hastings Contemporary), promoting the trail through social media and developing new website content. Activities in 2021-22 included commissioning a new film promoting sustainable travel along the trail.
- Stewart Drew remains chair of Visit1066 which plays a crucial role in promoting the visitor economy across Rother and Hastings and supporting local tourism

businesses. A Visit1066 marketing campaign on the South East rail network was instigated for Summer 2022.

- Following a pause in 2021 as a result of the pandemic, the Bexhill Jobs & Apprenticeships Fair returned to DLWP in March 2022. An important event in the local jobs and skills calendar, more than 40 exhibitors took part and over 500 people attended.
- Also in March 2022, DLWP launched a new informal networking lunch programme to help extend and strengthen business relationships locally.

Equality, diversity and inclusion

- **Diversity and inclusion is embedded in DLWP's programming and we continue to support and give voice to under-represented groups by partnering with organisations such as Eggtooth, Project Art Works, Culture Shift, Heart of Sidley, Refugee Buddy Project Hastings, Rother and Wealden, Little Gate Farm, Sussex Partnership NHS Trust, Hastings & Rother Arts Education Network (HRAEN), Say Aphasia, Home Live Arts, Battle and Rye Foodbanks, Transition Town, Migrants in Culture, Bexhill Senior Citizens Club, Bexhill Primary Care Network, Special Educational Needs and Disability Services (ISEND) for East Sussex County Council and The Parchment Trust.**
- As part of the **England's Creative Coast programme**, artist Nicole Zaaroura worked with the Syrian Vulnerable Person Resettlement Programme as part of a residency exploring themes in response to Holly **Hendry's** INVERTEBRATE installation and INDIFFERENT DEEP exhibition.
- Following the success of the Easter pilot, DLWP partnered with East Sussex Music Services and Bexhill Museum to deliver at DLWP and, in partnership with Heart of Sidley, in Sidley, more Holiday Food and Fun for children who receive benefits-related free school meals. Held in Summer 2021, workshops explored Dinosaurs, Ancient Egypt and the Sidley Tourist Board. The programme has run again in Summer 2022.
- During Refugee week 2021, DLWP held a lively discussion about quilt-making in response to the ALL IN THE SAME STORM: PANDEMIC PATCHWORKS exhibition. In Refugee week 2022, DLWP hosted a Refugee Buddy Project panel discussion All Refugees Welcome in the auditorium.

- In September 2021, DLWP organised a United Against Racism mini festival headlined by Adrian Sherwood and RUTS DC alongside local punk band Hot Wax and local DJs Wendy May and Remi Vibesman. Celeste, daughter of the late punk icon Poly Styrene, hosted a screening of the documentary I Am A Cliché the following week.
- In March 2022, Artist Richard Phoenix with support from artist Sam Ayre began a series of 6 art and music workshops for adults with learning disabilities. Each workshop developed skills in visual arts and music and culminated in an inclusive and accessible live gig at DLWP in May 2022 celebrating togetherness. A resounding success, we are seeking further funding to deliver similar event/s in 2023. Comments included:

'This was an incredible event and I'm so glad I came along! Everyone was brilliant. Bravo to all who made this happen :-)'

'Well attended. Lovely to see disability arts outside of London being funded and well supported. OVERJOYED!'

- In 2022, DLWP began providing space for members of Bexhill Welcomes Ukraine to meet weekly. We also continue to partner with the Syrian Resettlement programme to host regular English lessons for migrants in the building.
- 10% of visitors to DLWP's galleries identify as d/Deaf, disabled or have a long term health condition
- We continue to progress, with the support of consultants Natasha Player and Associates, DLWP's Equality, Diversity and Inclusion strategy and action plan.

Workshops and training days have been held with staff and we are currently in the process of recruiting new trustees to increase Board diversity. A new Equality, Diversity and Inclusion Board sub-committee is also, as mentioned, in development.

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 2021/22 combined annual budget for Maintenance Contracts, General Repairs, Health & Safety and cleaning was £230k. Maintenance contract costs and general repairs rise year on year; however, we have good relationships with all our suppliers and continue to review and negotiate the best possible contract deals with them.

Maintenance and replacement plan detailed in schedule 1, attached.

DLWP Press and Marketing

Press coverage for exhibitions has included:

The building is a metaphor for a body and its fear of invasion (by virus or surgeon's knife) ... sculptures combine mechanical or technical elements with uncannily anatomical forms and textures

Holly Hendry, The I

Al-Sabah's articulation of identity shirks a comfortable narrative direction for something more complex, difficult to untangle and ultimately rewarding.

Bassam Al Sabah's shapeshifting avatars, Frieze.com

Didn't think Bassam Al-Sabah's film 'I Am Error' at De La Warr in Bexhill would be my cup of tea. Came out raving about it. Go see.

Review of Sussex Arts

The exhibition constitutes a bold and imaginative feat of curation by the DLWP's new Head of Exhibitions Joseph Constable, and it's a great fit in the magnificent, streamlined setting of the 30s Pavilion.

Review of Arts Sussex

The Guardian featured a visual preview of the All in the Same Storm exhibition *The pandemic captured in patchwork art – in pictures.*

DLWP featured in a piece by Eddie Izzard in episode 7 of the BBC Documentary THE ART THAT MADE US, an alternative history of the British Isles, as told through art.

Locally, DLWP supported the launch of the new Bexhill News by taking out a full page ad.

Digital Marketing

- Working with consultants Counterculture LLP, DLWP undertook a review of its digital activities in order to develop a new digital strategy.

We have recruited a new staff member with native digital skills, created more videos, reels and moving image content for use on social media, launched a Tik Tok channel and refreshed dlwp.com with new content and clearer titles and navigation.

- In 2021/22 DLWP continued to build on and strengthen its online marketing, maintaining audience behaviours post pandemic.

Digital audience engagement and activity was split between the functional (fact-finding for event and ticket information and booking) and celebratory (sharing community, heritage and event crowd posts, all of which perform particularly well). 72% of event visitors found out about an event through DLWP's digital platforms.

- With digital engagement largely image and video led, DLWP increased its investment in shareable content, regularly working with local and emerging graphic designers, photographers and videographers.
- Community focuses have increased through collaborations with The Blueprint Collective, Coastal Culture Trail, Flatlands at Beeching Road Studios and Sussex Modern.

- We increased promotion of the Café Bar and Kitchen, posting daily stories and reels to @EatFreshByTheSea, DLWP Kitchen’s Instagram account, which showcases dishes being made.
- We produced and uploaded an extensive range of films to the DLWP YouTube channel including:
 - 5 exhibition talks with artists and commentators
 - A talk with Bexhill Museum on *The Art That Made Us*
 - 3 exhibition films that were shown in the building outside the galleries, explaining the conception and creation of each exhibition and interviews with artists.
 - 3 *How To Make* videos
 - *Why I Like Working At the De La Warr Pavilion* – interviews with staff
 - *My Work Experience*, featuring 15 year old St Richard’s student Liliana, who then went on to feature in our Daytime Visitor Experience film
- DLWP website usage grew 120% over the past year. The site saw 434,697 website users and 2.7 million page views
 - 20% of all website users were returning users, 80% were new.
 - Most popular website activity was sourcing event information and purchasing tickets
 - Audience engagement locally was strong with 43% of all website visitors being local
- Email marketing continued to perform well with open rates consistently high at 45%
- DLWP’s **total** audience through its social media channels reached 124k - 18,144 Facebook followers, 16.2k Instagram followers, 77k Twitter followers and 12.4k subscribers to our YouTube channel.
 - Total Facebook likes between April 21 – March 22 was 17,621. Likes and follows increased by 9%
 - Instagram reach increased by 91%
 - Twitter post click throughs increased by 13% with the most popular being driven by music and comedy announcements or building heritage
 - Exhibition films received circa 300 views with the second most popular video demonstrating the full daytime offering.

Sustainability

- We continue to develop our Environmental Sustainability Policy and annual Action Plan, looking to minimise our environmental impact and reduce costs. Our carbon footprint for 2021/22 was 416 tonnes.
- We are currently working with specialist consulting engineers Buro Happold to develop a new Environmental Sustainability Strategy based on the Theatre Green Book and unlocked by capital investment in green solutions.
- A sustainability workshop for staff was facilitated by Burro Happold and the staff-run Green Team has been re-established.
- We continue to report to Julie's Bicycle, the annual submission of energy readings to ascertain and benchmark carbon footprint.
- Steps taken to reduce energy consumption include changing the gallery lighting system from halogen to LED.
- We continue to incorporate environmental themes in our programming.

Helen Cann's mural, A MAP OF THE SEA AND THE DE LA WARR PAVILION, which opened in the Roof Top foyer in July 2021, maps the seven-mile stretch of coast **between Norman's Bay** and Bulverhythe. In addition to depicting historical events and figures and maritime life, the mural includes predictions about rising sea levels in the area.

The RESOLVE COLLECTIVE: LIDO project explored themes around nature and wildness. Related activities including a climate hack lab with artist-activist Beccy McRae. A marine wildlife event, in conjunction with Wild Coast Sussex and Sussex Wildlife trust is planned for September 2022.

- DLWP minimises the environmental impact of exhibitions including sourcing artistic and installation materials locally, reusing materials from past exhibitions or recycling including offering materials for community projects. We follow sector best practice, for example the Galleries Climate Coalition.

Programme Activity Report

EXHIBITIONS

- In October 2021 Joseph Constable joined DLWP from Serpentine Galleries as Acting Head of Exhibitions. Joseph grew up just outside Bexhill and attended Bexhill College before going on to study in Edinburgh and London.
- Holly Hendry's solo exhibition **INDIFFERENT DEEP** in the Ground Floor Gallery, and major outdoor public commission **INVERTEBRATE** as part of the **England's Creative Coast** project, ran through Summer 2021 along with **ALL IN THE SAME STORM: PANDEMIC PATCHWORK STORIES**, co-organised with the Refugee Buddy Project, Hastings, Rother and Wealden.

'The quilts by the refugees was brilliant and inspiring. The drawings of refugees on the walls were very strong.' (Visitor feedback)

- In July 2021, the mural **HELEN CANN : A MAP OF THE SEA AND THE DE LA WARR PAVILION**, commissioned by DLWP, was displayed on the wall of the Rooftop Foyer. The mural was also reproduced on the DLWP trailer bar on the terrace.
- September 2021 saw the opening at DLWP of two exhibitions by local artists.

In the Ground Floor Gallery, **SHARIF PERSAUD: HAVE YOU EVER HAD**, was a touring collaboration of the Hastings-based artist's work with Autograph, London, which **built upon DLWP's existing relationship with Project Art Works**.

In the First Floor Gallery, **ALEXI MARSHALL : CURSEBREAKERS** was the Bexhill-based artist's first solo exhibition. Alexi creates her large scale linocuts, prints and mosaics at her studio in the Beeching Road creative hub.

- In January 2022 **LUCY STEIN : WET ROOM**, a major solo exhibition of work by the Cornwall-based artist commissioned and produced by Spike Island in Bristol, opened in the Ground Floor Gallery.

'It was a great honour to show my work in such an iconic building. I feel that I learnt a great deal from making this show' (Lucy Stein)

'The artist reflected on the local landscape and environment sensitively. [the exhibition has] a distinct perspective and identify from the version at Spike Island. The artist clearly pushed their practice into new territory.' (Peer reviewer)

In the first floor Gallery, BASSAM AL-SABAH : I AM ERROR, commissioned and produced by Gasworks, London in partnership with DLWP and made possible by the Freelands Foundation, featured at its centrepiece a 30 minute long animation projected on to a large curved screen.

'It was such a pleasure working with all of you and especially great since it was it was my first install after Covid. It's the best my work has ever looked.' (Bassam Al-Sabah)

'A brilliant exhibition. Totally mesmerising video - beautiful images and a thought-provoking piece. His practice is meaningful and has something to say about his own background and the state of the world - conflict, war communities broken and torn apart. It has an added poignancy with the current Russian-Ukrainian situation.' (Exhibition visitor)

- DLWP's Summer 2022 exhibition programme launched in May with the RESOLVE COLLECTIVE : LIDO project in the Ground Floor Gallery and MINORU NOMATA : WINDSCAPE in the First Floor Gallery. Tokyo-based artist **Nomata's** first solo exhibition outside Asia featured paintings made over the last thirty years together with a site specific display in response the architecture of the Pavilion.
- Following her acclaimed exhibition for the French Pavilion at the 2022 Venice Biennale, DLWP are delighted to be presenting in conjunction with Dundee Contemporary Arts (DCA), a major solo exhibition by Zineb Sedira in Autumn 2022. Spanning the Ground and First Floor galleries, this will be **Sedira's** first exhibition in a UK public gallery for 12 years.

Autumn 2022 will also see the launch of a new gallery space in the Roof Top Foyer with an exhibition by Babes in Arms, a collective of artist mothers living in Hastings, St Leonards and Bexhill.

- 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.

We further strengthened our relationship with the Beeching Road creative hub, supporting and promoting early careers opportunities, studios and Flatland Projects exhibitions and openings.

DLWP and Flatland Projects are partnering on an exciting new 6 month curatorial fellowship programme from September 2022. The fellowship offers an emerging curator the opportunity to develop skills in curating and arts management through mentorship and practical exhibitions experience.

- Exhibitions visitor feedback has included:

'So good to be back after so long. I feel transformed to another level. I probably don't understand all or interpret correctly but I like to be challenged to consider different ways of seeing/feeling/thinking.'

'This is a gem of a building, the exhibitions add to the quality of the place.'

'An uplifting experience, thank you.'

DLWP 2021 - 2022 exhibition programme:

19 May 2021 – 12 Nov 2021

Seafront Lawn, first floor balcony and roof

Holly Hendry

INVERTEBRATE

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

19 May 2021 – 30 August

Ground Floor Gallery

Holly Hendry

INDIFFERENT DEEP

Sculptures in an apparently half-eaten landscape.

19 May 2021 – 5 Sept 2021

First Floor Gallery

ALL IN THE SAME STORM : PANDEMIC PATCHWORK STORIES

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

16 October – 9 January

SHARIF PERSAUD : HAVE YOU EVER HAD

Ground Floor Gallery

The culmination of a three year, UK-wide project celebrating the extraordinary contributions neurodiverse people make to art and culture, led by Turner Prize nominees Project Art Works.

18 September 2021 – 9 January 2022

First Floor Gallery

ALEXI MARSHALL : CURSEBREAKERS

Linocut prints, mosaics and embroidery that refer to representations of hybrid female figures and fantastic landscapes.

30 January 2022 – 2 May 2022

Ground Floor Gallery

LUCY STEIN : WET ROOM

Inspired by the fougou, narrow Neolithic underground passages unique to West Cornwall.

28 May 2022 – 4 September 2022

Ground Floor Gallery

RESOLVE COLLECTIVE : LIDO

Part of a research collaboration between RESOLVE, Wellcome Collection in London, West Dean College and the De La Warr Pavilion.

21 May 2022 – 4 September 2022

First Floor Gallery

MINORU NOMATA: WINDSCAPE

Visionary paintings of imaginary landscapes that transcend time and place.

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 2021/22 include works by Peter Blake, Rachael House and Cerith Wyn Evans.

Partnerships

DLWP 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 EVENTS

- Due to the ongoing impact of the pandemic, through Summer 2021 DLWP juggled an operationally challenging mix of indoor socially distanced, outdoor socially distanced and indoor full capacity shows.
- We ran a lively and diverse outdoor festival programme using a new stage and bespoke festival layout for events including Felabrating Fela Kuti, Artful Dodger & guests, Sports Team and a new free outdoor event Beach Beats. The outdoor programme culminated in DLWP hosting the Rye Jazz festival - a 5-day festival featuring Gabrielle, Incognito and Mica Paris.
- In Autumn 2021 the DLWP Auditorium reopened with an intensive run of indoor performances, many rescheduled from over the previous 18 months. Performers included Richard Hawley, the Lightening Seeds, Robyn Hitchcock, John Grant and Martha Wainwright.
- The first quarter 2022 saw the return to DLWP of a run of familiar faces on the comedy circuit including Jenny Éclair, Kathryn Ryan, Ed Gamble, Nish Kumar, **Ross Noble, Stewart Lee and Dara O’Brain.**
- In March 2022, local band Kid Kapichi appeared at the DLWP ahead of their support performance with Liam Gallagher at the Royal Albert Hall as part of Teenage Cancer Trust.
- As part of the Brighton Festival, in May 2022 DLWP hosted shows by Warpaint, Corrine Bailey Rae and The Unthanks.
- **We continued our collaboration with Music’s Not Dead,** hosting short album launch performances by artists including Elvis Costello.
- Performers at DLWP over the year have spanned a wide range of eras and genres ranging from 2022 Brit award winners Wolf Alice to long-established musical phenomenon Sparks.
- DLWP are delighted to be collaborating with Eastbourne Council on a new joint Live programming venture. This will see DLWP programming and promoting performances at the Eastbourne Winter Garden.

LEARNING & PARTICIPATION

- Dee Haughney joined DLWP in January 2022 from October Gallery as DLWP's new Acting Head of Learning & Participation. Dee has been instrumental in the development and implementation of DLWP's new Creative Engagement strategy.

Young people

- Our Blueprint Collective (formerly Young Creatives group) goes from strength to strength. A concerted recruitment push starting in February 2022 has prompted 6 new members. In addition to their extensive involvement in shaping and producing the LIDO project, over the past year, **the group's activities have** included:
 - CHATTING CREATIVITY, a series of filmed interviews with noted creative practitioners
 - In conjunction with artist and director of Home Live Art, Katy Baird, the development of digital content for the youth channel LUMA
 - Sessions on verbal communication and public speaking, fundraising, curatorial practice working with Afro-Co-Lab, Real Strategies and DLWP staff.
 - A research tour to Hastings Contemporary and artist studios at The Yard and The Process Club.
- Poet Luke AG supported 4 young poets aged 18 – 25 years who were commissioned by Eggtooth to create new spoken word works. These were performed live at the DLWP Emergence Festival in May 2021.
- We continue to engage with young people in the local area through a range of events and activities.

Examples in 2021-22 include workshops with Bexhill Scouts as part of the **England's Creative Coast project**; **2 SWEET live performance parties with Home Live Art**; Half Term online digital challenges; development of a colouring in sheet and mapmaking resource by Helen McCann as part of the Big Draw Festival; the creation and distribution of 700 Summer Sewing Circle packs and commissioning a series of LOOK THINK MAKE creative videos with Janey Moffat.

- We revived the free creative workshop programme, ART SUNDAYS, increasing it to twice a month, on the first and third Sunday of the month.

- Discovery College, the programme for 14-20 year olds experiencing social, emotional or mental health challenges, returned to DLWP in Autumn 2021 with Photo Lab – a series of photography workshops in partnership with Photoworks, Brighton. Discovery College is run in partnership with Culture Shift, East Sussex County Council and Sussex Partnership NHS Foundation Trust with sessions supported by artist, peer mentor and mental health practitioners.
- In April 2022, DLWP ran a creative computing workshop for young people promoted with DV8 college and responding to themes in the Bassam Al-Sabah exhibition. DIGITAL PROTOPIAS, led by Jazmin Morris of Tech Yard, UAL, addressed discussions surrounding representation in cyberspace and participants learned how to create their own Protopia* landscape using a web-based immersive space creator. **Protopia is a term coined by Kevin Kelly that is the realistic opposite of Dystopia.*
- For Summer 2022, DLWP developed PAVILION LATES – exhibition openings for young people with music, activities, entertainment and soft drinks. Bexhill College Art Foundation students curated the first event as an end of year celebration and DLWP’s Blueprint Collective curated the second.

Schools & colleges

During 2021-22, DLWP reinvigorated its in person schools and colleges educational programme following the restrictions of the pandemic, collaborating with a wide network of schools locally and working on projects and collaborations.

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

All Saints C of E Primary School	Hastings Academy
All Saints Church of England Primary	King Offa Primary Academy
All Saints School	Little Common School
Bexhill Academy,	New Horizons School
Bexhill College	Robertsbridge Community College
Cavendish School	Saxon Mount School
Chantry Community Primary School	St Peter and St Paul C of E Primary School
East Sussex College Group Hastings	St Richard’s Catholic College
ESCG Eastbourne	The St Leonards Academy
Glyne Gap School	Ticehurst & Flimwell CE Primary
Greenwich University	

DLWP also provided work experience for 4 Year 10 college students and 1 university student

Activities with students included:

- Outreach sessions at All Saints School as part of England's Creative Coast Public Engagement Programme.
- Creative tours of the exhibitions with activity sheets for school groups from Ticehurst & Flimwell CE Primary School, Bexhill Academy, Cavendish School amongst others.
- DLWP provided industry placements for 8 ESCG students studying Digital Technology T-Levels.
- DLWP worked with Bexhill College students and Bexhill Film Spotters to co-produce a virtual screening of the film White Riot.
- DLWP worked with **Culture Shift's** Careers Cafes to organise and present at a Career Day for Bexhill College Year 12s Progression Day.
- DLWP facilitated creative tours of our exhibitions for groups including from Hastings Academy, Bexhill College, Greenwich University and East Sussex College group including their English as a Second Language students.
- Bexhill College Art Foundation students attended five workshops with RESOLVE Collective in preparation for the summer 2022 LIDO exhibition. Activities included flint knapping, audio tours, 'How to be a Designer' sessions, debates and maquette construction.
- DLWP continued its involvement in the in ESCC Open Doors careers programme. DLWP staff took part in filming in 2021 and welcomed 30 students from SEND school Saxon Mount into the building when the in person programme resumed in 2022

Summary of participants

<i>Group</i>	<i>Total Figures 20/21</i>
Adults	472
Primary School pupils	222
Secondary school pupils	162
FE/HE students	215
FE/HE staff	15
Families + children	1022
Young People	220
Total	2328

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.

2020/21 Audited Financial Statements

There was a £ 70,231 (2020: £176,677) unrestricted funds surplus for the year ended 31 March 2021.

Reserves policy

It is the intention of the Trustees to have an unrestricted fund balance of £500,000, **this being approximately 2 month's core operating costs. As at 31 March 2021 the unrestricted funds balance was £367,434 (2020 [equivalent less pension asset of £235,000]: £62,203)**

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 over the last five years.
- Counterculture LLP provides Finance Director level support and extensive national knowledge of the sector to the organisation. They also provide the services of an accountant to oversee management accounting and payroll. Our Finance Manager provides day-to-day support to the Executive Team and organisation.
- Clark Brownscombe are our appointed auditors (www.clarkbrownscombe.co.uk).

Trustees serving during 2021/22:

Julian Bird (Chair)

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

Steve Williams (Vice Chair)

Steve Williams was recently Chief Legal Officer and Group Secretary of Unilever, Steve remains Special Counsel. He is Senior Independent Director of Whitbread PLC, and a Director of Croda International PLC.

He is also currently interim Chairman of Arts & Business, has overseen the redevelopment of Unilever House, the development of the Unilever art collection and the major sponsorship of Tate Modern. Steve lives in London.

Kate Adams MBE (retired from the Board December 2021)

Kate Adams MBE is a visual artist and co-founder and director of Project Art Works, the Hastings-based arts organisation that explores and promotes new, practical and philosophical approaches to the meaningful involvement in visual art of people who have complex impairments. Their work embraces the services, professionals and processes that surround people who require support in all areas of their lives.

Project Art Works initiates responsive, collaborative projects with artists, galleries, psychologists, children and adults who have severe neurological impairment and their families. **Kate's experience as the mother of a man with complex needs is central to the organisation's informed approach.**

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

Sean Albuquerque

Sean is an architect who runs a practice based in the south east. Previously living in Serge Chermayeff's house Bentley Wood in East Sussex, he has been involved with the Pavilion for more than ten years, bringing his expertise of 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.

Daphne Thissen

Daphne is a business and stakeholder engagement professional with a wealth of experience and insight in leading client feedback, building relationships and networking. Her consultancy, Thissen Consulting, helps clients improve their relationships with current and prospective clients, to help make organisations be more successful and to reach their full potential.

Originally from the Netherlands and trained as an architectural historian, Daphne moved to the UK to work for English Heritage. Following a role as Development Director at The Employment Policy Institute, she spent over ten years at the Dutch Ministry of Foreign Affairs in the UK, researching, reporting and advising on public and cultural diplomacy as well as bilateral public policies for cultural collaborations.

Cllr Hazel Timpe

An Independent Rother District Councillor for Sackville Ward and Lead member for Communities, Tourism and Culture, elected in 2019.

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

Jo Townshend (retired from the Board July 2021)

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

Judith West (retired from the Board December 2021)

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

Professor Lawrence Zeegen

Professor Lawrence Zeegen's professional design / illustration clients include major international newspapers, magazines, book publishers, design and advertising agencies spanning over 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 2022

De La Warr Pavilion

Maintenance and Replacement Plan

Update on Building Maintenance – July 2022

The Front of House Team continue to carry out checks and monitor the maintenance of the building on a regular basis

The DLWP Green Team has been re-instated following the pandemic and will meet quarterly to investigate & implement measures to help improve DLWP's carbon footprint and control rising costs. The first meeting is scheduled to take place on 2nd August 2022

Summary of Additional Maintenance Works carried out since last report (July 2021 – July 2022)

Display Energy certificate commissioned and published

DLWP Environmental Strategy report commissioned

5 yearly Electrical Installation Condition report carried out

Auditorium plaster ceiling inspection carried out

Repairs to lower backstage flat roof area above backstage dressing rooms

Replacement of broken DGU window in the Studio

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

Replacement of broken glass to Roof Terrace door

Replacement metal electrical power boxes in the South Terrace perimeter wall

Additional underground power supply located on South Terrace commissioned

Installation of new Phase 3 power supply to Studio

Upgrade of 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, outside main doors and external Auditorium ramp

Repairs to external handrail by the Auditorium ramp

3 x Replacement hand dryers to first floor toilets and backstage accessible toilet

Kitchen Extractor deep clean

Replacement gears and workings to external set of Auto doors

Gallery AHU coil repair

Replacement of 2 x cold water booster pumps in North plantroom

Replacement differential pressure switch to the calorifier in the Boiler Room

De La Warr Pavilion

Maintenance and Replacement Plan

14 x replacement led light fittings installed in main foyer
Building works undertaken to rectify the damp issues in the Studio
Broken exterior tiles repaired/replaced on the Terrace and Auditorium ramp
Hand dryers replaced in first floor and backstage accessible toilets
Sanding and re-varnishing of wooden flooring under radiators in Auditorium
Repairs to Studio and Admin office auto blinds
Bus stop and surrounding walls repaired and repainted
Inner side of curved wall around studio steam cleaned
South and West external Auditorium walls steam cleaned
Studio, Admin Office and workshop walls steam cleaned
Replacement ductwork on the roof near lift shaft
Three backstage dressing rooms repainted and carpeted
Backstage shower and area of corridor repaired and re-painted
Repairs to roof area and drain above Kitchen
Studio accessible toilet radiator replaced
Bandstand wings dismantled and removed from site after damage caused by storm Eunice
Neon sign above canopy checked and repaired after storm Eunice

New Purchases (capital assets)

Audiotechnik Sound System side fill speakers (approx. £10k)
Owl pro conference AV system (approx. £1200)
Motorised hoist control cable for lighting truss (approx. £2400)
Leg jacks and legs for outdoor stage (approx. £1200)
Cable cover ramp cover/track for outdoor events (approx. £2400)

Coming Up/Ongoing Works

Repair to Canopy signage letter
Balcony seat repairs – casts of hinges and fittings commissioned

De La Warr Pavilion

Maintenance and Replacement Plan

Replacement of 1 x main front door

Replacement of broken window in North Staircase

Replacement kitchen window

Canopy leak repairs (above main front doors)

Roof lead flashing repairs above Auditorium & building offices – North side

Installation of wire netting around cowlings on the main roof

Investigate costs for sensor taps for public toilet areas

Investigate costs for repairs to accessible toilet flushing systems for public toilets

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	Regularly inspected by Front of House team. Last inspected May 2022. Broken tiles on South Terrace, Auditorium ramp and outside main front doors were repaired/replaced in June 2022 by specialist contractor. Organic growth regularly removed from roof terrace & gutter.
1.3	Roof joints. Junctions, hips etc.	Inspect and repair as necessary.	Annually	Inspected May 2022 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 and south roof along gutters. Specialist lead flashing contractor has visited and repairs being commissioned before Autumn 2022
1.5	Sheet roofing and gutters to high level over auditorium	Inspect for damage, clear debris and make good any minor repairs	Annually	Down pipes from roof terrace cleared in July 2021. Clearing of high level gutters due to be commissioned and scheduled with specialist contractor before Autumn 2022.
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.	Annually	Inspected by Front of House Team May 2022 No problems reported. Ongoing issue of steel beam de-laminating. Structural Engineer aware and we are monitoring and awaiting any further instruction.

De La Warr Pavilion

Maintenance and Replacement Plan

		Report any structural defects		
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 2022. 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.	After stormy weather or Annually	<p>Regularly inspected by FOH team.</p> <p>Ongoing from previous years - An exterior area of render at the bottom of the South staircase is damaged. This appears to be due to the rusting of the metal window frames – the rust expanding inside the structure and blowing the render. This continues to deteriorate.</p> <p>A trial window frame & glass repair was undertaken by Steel Window Service in April 2013. There are currently no issues with this window.</p> <p>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> <p>The parapet edging around the south side Balcony and Roof terrace is breaking and loose pieces removed as necessary.</p>

De La Warr Pavilion

Maintenance and Replacement Plan

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>Maintenance contract in place for main automatic front doors.</p> <p>Previously both sets of auto doors seized and were not operational. Funding received to replace drives and gearings to the external set of auto doors – works completed January 2021 and external doors now operational. Internal doors are not operational and continue to be held open manually.</p> <p>One x main front side door is currently broken (caught high winds). Replacement has been commissioned and is scheduled to be installed August 2022.</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 regularly. Signs of wear are noticeable, with some leaks apparent on the north side of building above Auditorium and 2nd floor offices</p> <p>Specialist contractor has visited and we are awaiting quotations. Repairs will be commissioned and scheduled before Autumn 2022.</p>
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>

De La Warr Pavilion

Maintenance and Replacement Plan

				In January 2021 Funding was received was to replace 4 x large glass panels and beading to the South staircase windows. These panels were replaced in March 2021.
3.1	Retaining walls generally	Inspect retaining walls and report any loss or damage to the structures.	After stormy weather or Annually	Inspected by Front of House Team May 2022 – 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 2022. The East End perimeter wall is damaged and needs repair. Specialist builder commissioned to carry out repair in August 2022.
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 2022. Surface abrasions on handrail and handrail posts also noted on the handrail outside the Auditorium. As previously, scheduled for re-pair /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.
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. Inspection last carried out in December 2021. No problems reported. Next maintenance service scheduled for August 2022.

De La Warr Pavilion

Maintenance and Replacement Plan

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 2022 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 or 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. Following external roofing repairs to the fly tower and AHU plant room roof areas in 2021, these areas are now waterproofed. There is water ingress evident in the Auditorium North side and 2 nd floor office area. Specialist contractor has visited and identified flashing issue. Awaiting quote to commission and schedule repairs before Autumn 2022.
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	Annually & 5 yearly	Inspected by FOH team May 2022. Regular monitoring ongoing. No problems reported.

De La Warr Pavilion

Maintenance and Replacement Plan

		damp fungal growth and dry rot.		
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. Issue with slight evidence of vermin found under stage in the Auditorium. Bait and deterrents installed by specialist pest controller. FOH and technical crew continue to monitor regularly. Signs of pigeons found in roof void above Auditorium. Specialist contractor being sourced to install wire netting beneath the roof cowlings to deter birds.
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	Inspections 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 works.	When necessary	No works requirement during this period to inspect for asbestos.

De La Warr Pavilion

Maintenance and Replacement Plan

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	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 Contractor	Annually	Annual contract in place. In the interim, monthly inspections by front of house team to monitor and rectify any issues.	

De La Warr Pavilion

Maintenance and Replacement Plan

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