

Hi

Our 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 cultural experiences, and to ensure culture-led regeneration for the region into the next decade and beyond.

In January 2023, Rother District Council was awarded £19m to help level up Community Creativity and Skills.

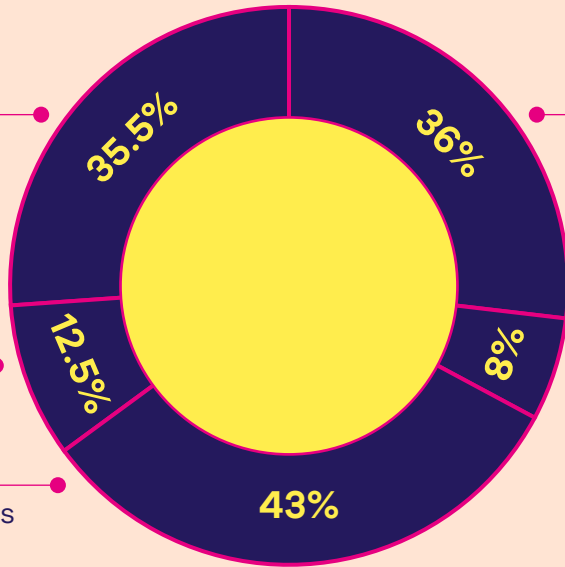
315,000

visitors

of overnight visitors visited a local restaurant, bar and shop

stayed overnight

travelled 30+ minutes to reach us



592

individual performances, events, exhibitions and activities in the building



9 free exhibitions



166 gigs and shows



5 outdoor festivals



93,000 tickets

Why visit us

From exhibition visitor surveys

45% to spend time with friends & family

35% to be entertained

35% to be inspired

40% for the atmosphere

43% to learn something new

94% of visitors would recommend our exhibitions

Financials

 £3,787,182 turnover includes:

£546,697 (Rother District Council)

£517,785 (Arts Council England)

Our Values

We believe in a **HEALTHY AND HAPPY COMMUNITY** which reflects our values:

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

Community

- **96%** of visitors agree DLWP is good for Bexhill & the surrounding area
- **5** free outdoor film screenings
- A record **600+** visitors to Bexhill Jobs & Apprenticeships Fair
- **49** community group and private hires
- **129** staff – **89%** live in the local area
- **20** volunteers, **700** hours
- **34** free creative family events
- **32** free Blueprint Collective creative sessions for 16 – 22 year olds
- **8000** young people engaged with our learning programmes
- Worked with **45** primary, secondary and SEND/SEMH schools, and colleges
- **32** drop-in sessions for Bexhill's Ukrainian Refugees and hosted a day of Refugee Week events with the Refugee Buddy Project, Hastings Rother & Wealden
- **150** children from families who receive free school meals joined our music, heritage, arts and free food holiday clubs
- **2** dementia-friendly events and **40** staff trained to be dementia champions

Skills

Engaged **3000** young people in creative career sessions

Organised work experience for **86** young people

Created **8** new apprenticeship opportunities

Enabled **1100** young people to perform or exhibit

36 early career opportunities

Environmental

- Carbon footprint 260 tons
- Building Energy rating – C Rating
- New Environmental Strategy for our capital project and operations

“With a visit there, we now know we can be confident of a warm welcome to everyone.”
Project Art Works facilitator

De La Warr Pavilion Charitable Trust

Annual Report for Rother District Council: 2022 - 2023

Prepared by Stewart Drew, Director and CEO, September 2023.

Introduction

- This report sets out in summary the activities and achievements of the De La Warr Pavilion (DLWP) Charitable Trust during the financial year 2022/23. This is in addition to the quarterly reports submitted to monitoring officers as part of the funding agreement with Rother District Council (RDC).
- In 2022-23 we were in the ACE NPO extension year – a one year funding cycle to extend support for NPOs, introduced by ACE in response to the pandemic. A new Business Plan was developed for the 2023-2026 ACE NPO cycle and in November 2022, DLWP was confirmed as one of the 1700 ACE National Portfolio Organisations for 2023 – 2026.
- It should be noted that DLWP has been severely impacted by the sharp rise in energy prices with costs rising from £75k pre pandemic to c.£380k in 2023/24. This, together with the impact of the cost of living crisis, remains a key risk which is being closely monitored and actively managed on an ongoing basis.

Rother District Council's funding agreement was renewed on 1 April 2021, for three years until 31 March 2024.

In January 2023, we worked closely with RDC to secure £19,192,00 from the government's Levelling Up Fund 2 to enable the delivery of cultural-led regeneration to improve the lives of the most vulnerable and disadvantaged people in Rother.

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 Pavilion's fabric, its unique Grade I listed architectural status and to promote it through public and artistic programmes.
5. Maintain a viable, resilient and sustainable business model, seeking to diversify income streams by growing fundraising and commercial activity.
6. Be a catalyst for the cultural, economic, tourism and social regeneration of Bexhill and the surrounding region.

Values

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

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

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

Core Revenue Funding

- Arts Council England (ACE) National Portfolio Organisation (NPO) funding for the extension period 2022/23 (in response to the pandemic) of £517,785.
- 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 of £517,785 annually was confirmed in November 2022 and accepted in January 2023.
- DLWP's Creative Case for Diversity rating from ACE is 'Strong' (last reviewed in 2020)
- ACE's May 2023 risk assessment of DLWP notes a risk level of 8, with the rise due to cost of living and rise in utility costs. Ongoing risks cited are the need for large scale capital work, impact following closures due to Covid-19 and challenges of cost of living. ACE notes DLWP has an active risk management strategy in place that continues to be well controlled by a highly effective senior management team, further supported by robust/expert governance from the board of Trustees.

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. Turnover is then typically made up as approximately a third each of:

- Public Subsidy (ACE & RDC)
- Trading & Fundraising
- Box Office Receipts

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 2022/23 financial year of:

- Arts Council England Capital Investment Programme £400,000, awarded in 2021/22 and released 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.

In addition to funding from ACE and RDC, DLWP raised over £300K of additional income in 2022/23, through fundraising activity.

DLWP was also pledged £850,000 from the Community Infrastructure Levy (CIL) towards the capital project.

Key areas of work 2023 onwards:

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

- **Networks:** Collaborate with other cultural partners along the coast and, building on the success of Sussex Modern, consider new and innovative operating models
- **Eastbourne Winter Gardens:** Develop the established relationship with Eastbourne Borough Council and Towner Eastbourne to achieve mutual ambitions for live music at the Winter Gardens

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

The £19m Levelling Up Funding will deliver cultural-led regeneration to improve the lives of the most vulnerable and disadvantaged people in Rother, capitalising on the iconic status and local significance of the De La Warr Pavilion and extending its reach into the district's most deprived local communities. The £25,892,000 capital interventions will level-up community, creativity and skills through:

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

These interventions will create new jobs, upskill local residents and bolster career progression in the creative and cultural sectors.

£17m of the Levelling Up Funding will go towards DLWP's Capital Project which aims to grow 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 of the project are:

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. 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.

Organisation Activity Report

COMMUNITY

- DLWP continued to be a vibrant, valued community resource, providing space inside and outside the building for community and private use, organising and hosting free events and activities and working with partners in Rother and beyond to improve the health, wellbeing and prosperity of the area.
- DLWP was again the hub for the *Bexhill After Dark* festival, acting as a central point for artist liaison and logistics. We also co-produced with 45 Bexhill College students a light installation at DLWP as part of the festival. We hosted free outdoor winter screenings of *The Snowman* and *The Snowdog*, supported by Bexhill Chamber of Commerce, and our free summer *Sunset Screenings*, continued in 2022 and returned in summer 2023 accompanied once again by free family creative activities.
- Other free visitor activities across the year included 22 *Art Sunday* making sessions, an open rehearsal by the London Mozart Players, performances by the She Choir and Wacky Band and an open workshop with the Lifted Up Community Choir attended by 200 people.
- We continued to support community health and well-being, hosting *Being Our Best Selves* (BOBS), wellbeing and creative workshop for learning disabled people, a *Reminiscence and Poetry* workshop with Bexhill Dementia Action and *Meet and Greet Bexhill Primary Care Network*, a free drop in and health check event for local residents.

I just wanted to drop you a quick note to say a massive thank you for all your help in making our event yesterday such a huge success. We were absolutely delighted by the response we received and the feedback we have had from those who visited us has been really encouraging. Bexhill Primary Care Network

- DLWP remained at the heart of the creative community, hosting Bexhill Artist Workspace exhibitions, Bexhill Light Operatic and Dramatic Society performances and a Coastal Currents talks programme. We supported the Bexhill Footbridge Gallery competition and strengthened our partnership with Flatland Projects and Beeching Road Studios through the development of early creative career programmes. The DLWP Shop has also been refreshed to stock more cards and products by local artists and makers.
- *Resolve Collective: Lido*, which ran through Summer 2022 in the Ground Floor gallery, was used as a leisure space by groups from the local community including DLWP's Blueprint Collective for young people; Bexhill College; FSN Dragonflies which offers free support to children and their families experiencing pre or post bereavement; Sussex Community Development Association workshops for low socio economic families, and a Heart of Sidley Teen Volunteer Evening.

- We continued to offer opportunities for everyone to experience the visual arts through free access to exhibitions and held exhibition opening parties which were open to all and attended by up to 200 people.
- Our 1300 Members and Patrons continued to play a crucial role in the life of DLWP. Events and activities included a Members & Patrons brunch and tour on all new exhibition opening days and online talks such as *Bauhaus Beyond Humans*. In 2022-23, additional discount benefits were introduced for members at Music's Not Dead, the vinyl store in the Pavilion Foyer, and drinks and food on gig nights.
- DLWP's 20 volunteers provided invaluable support to the organisation, contributing over 700 hours of their time helping with activities and leading building tours.
- As a hub for the local business community, DLWP hosted 18 conferences, events, meetings and functions including a building takeover for a 350 delegate conference, a large awards ceremony and, for the 7th time, the Bexhill Jobs & Apprenticeships Fair. The 2023 fair, which remained free to exhibit at and attend, welcomed more than 50 exhibitors and a record 600+ visitors.
- DLWP worked closely with cultural and business partners across the region to drive tourism and economic growth and attract investment. DLWP continued to lead on the Coastal Cultural Trail and Stewart Drew remained chair of Visit1066 and Create Music. He also continued to represent the Creative Industries and visitor economy on Team East Sussex (TES).
- The SELEP-funded summer 2022 Sussex Modern campaign, led by DLWP, achieved over 45m impressions through poster advertising including at high profile Victoria and Charing Cross station sites. The campaign culminated in films of artists, makers and entrepreneurs who embodied the 'creative spirit of Sussex' which achieved 165k views on YouTube.
- DLWP continued engaging with and growing our digital community. We have 128k followers on social media, (76k Twitter, 22k Facebook, almost 18k Instagram, over 12k YouTube and 1k Threads). Our YouTube films spanned exhibition tours, artist interviews and talks and were viewed 107k times. The DLWP website attracted 2.5m page views and 470,000 new users.

Our extensive emailing programme involved approximately 250 campaigns totalling 3m emails with an average open rate of 46%.

CREATIVITY

- Our new approach to participation, Creative Engagement, was embedded across the organisation in 2022-23. Its aims 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.
- We engaged with 8,000 young people in informal and formal arts education across the year.

- Family activities included workshops for early years children, their parents and carers led by local artist collective Babes in Arms; making sessions in the school holidays and free creative workshops alongside outdoor film screenings. 34 free resource packs were provided to accompany creative activities.
- Our free *Art Sundays* drop-in creative sessions grew in popularity with an average of 85 participants and an increase in adults and adults with learning disabilities attending. Other workshops for adults included queer life drawing, calligraphy & mindfulness, cyanotype and linocut printing.
- We held 32 sessions with the 16 – 22 year old members of our Blueprint Collective. Activities included zine-making; creating decorations with Radiator Arts for display in the DLWP North Staircase; interviewing artists; making videos and 3D models; visiting Beeching Road Studios and spending the day with a local photographer.
- DLWP's imaginative 2022-23 exhibitions programme displayed world class contemporary art in our ground, first and rooftop galleries. Exhibitions were accompanied by tailored making sessions, talks, tours and films. The programme comprised:

HELEN CANN : A MAP OF THE SEA AND THE DE LA WARR PAVILION

21 July 2021 – 30 August 2022

A depiction of historical events and figures, maritime life and rising sea levels.

LUCY STEIN : WET ROOM

30 January – 2 May 2022

Major solo exhibition of works reflecting on a period of intensive domestic caregiving and anxiety.

BASSAM AL-SABAH : I AM ERROR

30 January – 2 May 2022

Exploring the construction of masculinity in action-adventure video games.

MINORU NOMATA : WINDSCAPE

21 May – 4 September 2022

Visionary paintings of imaginary landscapes that transcend time and place.

RESOLVE COLLECTIVE: LIDO

28 May – 4 September 2022

Created through collaboration with young people, a leisure space to meet, interact and reflect.

BABES IN ARMS

10 September 2022 - 15 January 2023

Encouraging bonding with children over the creative process by a collective of local artist mothers.

ZINEB SEDIRA: CAN'T YOU SEE THE SEA CHANGING?

28 September 2022 – 8 January 2023

Transnational trade, identity and migrant consciousness in a post-colonial context.

ANGELO MADSEN: A CRISIS OF HUMAN CONTACT

4 February – 21 May 2023

Reflecting on trans intimacies and structures of kinship.

ANNA MARIA NABIRYE & ANNIE SAUNDERS: UP IN ARMS

4 February – 21 May 2023

Creating meaningful dialogue amidst the complexity of interracial friendships.

TSCHABALALA SELF : SEATED

19 April – 29 October 2023

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

- The swing in the *Resolve* space proved a great engagement tool and was popular with all ages. Visitors were encouraged to take their photos on the swing and post on social media using the hashtag **#LidoSwing**. A group of local actors also read poetry on the swing for a *Poetry Swing* happening.
- PR coverage included reviews and features in Frieze and The Art Newspaper for the Zineb Sedira exhibition, a review in Artforum for the Angelo Madsen Minax show and BBC South East coverage of *Up in Arms*.
- Our vibrant live programme of music, comedy, talks and festivals spanned a range of genres to suit all tastes from Suede to the Royal Philharmonic Orchestra, Harry Hill to Prue Leith. Sellout performances included Alan Carr, Echo & the Bunnymen, Robert Plant and Suzi Dian, Goldfrapp, Sparks, The Unthanks, The Flaming Lips, Jo Whiley, Tim Peake, Aled Jones & Russell Watson, Fisherman's Friends, Suzanne Vega, Tom Allen, Eddie Izzard and Suede. Jo Whiley's June 2022 90s anthems festival was DLWP's largest ever ticketed event with 2,200 tickets sold.
- Alongside the popular *Bexfest*, we developed two new festivals for 2023 – *Colours*, an all-day celebration and elevation of female talent, and the alt-music *Seaview*, featuring iconic artists, established DJs and up-&-coming acts.
- DLWP and Eastbourne and Lewes Borough Council developed a new partnership, bringing DLWP's live programming expertise to the refurbished Winter Garden. The partnership launched with a warm up gig by Brit-pop legends Blur in May 2023. Performances by Suede and, for the Turner Prize opening weekend, Peaches, are scheduled for Autumn 2023.
- For Summer 2023, we created a bold new marketing campaign for London and South East rail station poster advertising sites and digital channels and a large welcoming 'HI' banner on the front of the Pavilion. Following the refresh of our shop, we have recently updated the Café Bar interior, introducing a new colour scheme and displaying limited edition prints for sale.

SKILLS

- DLWP worked with 191 schools, colleges, universities, arts organisations, music education hubs, museums, Local Cultural Education Partnerships (LCEPs), health & wellbeing and other organisations during 2022-23 to deliver learning, skills development and career opportunities to young people in the region.
- Alongside our arts education activities, we continued to lead on Talent Accelerator, the East Sussex-wide programme which aims to get young people into the Creative Industries.

- We talked to 3,000 young people about creative careers at schools, colleges, other premises across East Sussex and in the Pavilion, including through the East Sussex County Council Open Doors programme.

Our students thoroughly enjoyed meeting you and all the team, having a tour, the creative activity and then Kim's fantastic presentation on the creative industries and listening to different staff members talk about their job roles and asking questions! There was a real buzz on the minibus home and judging by their feedback forms, they were paying attention and engaged throughout! Ratton School, Open Doors visit

Thank you so much for taking the time to talk to Years 4, 5 and 6 about the amazingly vast opportunities for employment in the Arts. I so wish I had been able to hear this at their age. All the pupils found it very informative. Art Coordinator, Bourne Primary School

- DLWP engaged with 22 employers across East Sussex to develop work experience opportunities for 86 young people. We developed a new accredited Music Venue Technician apprenticeship programme, a year long Young Promoters training programme, and further skills development opportunities are in development including wraparound work experience opportunities, in collaboration with Towner Eastbourne, for Turner Prize 2023.
- Other activities included careers advice and coaching in Newhaven, a workshop familiarisation day for the White Rock Theatre Summer Youth Project and supporting schools in the area with Artsmark applications. We also developed a digital badging programme which gives students accreditation for skills acquired. 13 badges have been issued to 150 students to date.

Just wanted to say a big thank you for organising the students WEX with Haven Creatives. The feedback from students was positive. Once again thank you and hopefully this can be duplicated next year if possible. Careers & Community Manager, Seahaven Academy

- DLWP worked with partners to provide valuable performance and exhibiting experience to over 400 young people through opportunities including: *Side by Side*, where young orchestral musicians performed with the London Mozart Players; a young person's takeover of DLWP's outdoor stage in conjunction with Create Music; an open mic night for 18 – 25 year olds; an exhibition by Bexhill College students of reimagined designs for the DLWP bandstand and an end of year show for Willingdon and Cavendish school students at the Congress Theatre, Eastbourne. In addition, 780 primary school children performed in two concerts on the DLWP stage.

We are lucky to have so much opportunity to work with yourself and the De La Warr. It is especially valuable for the Art Foundation students and their moderator who was particularly impressed with our involvement with the De La Warr. Art Foundation lead, Bexhill College

- DLWP continued to partner with Create Music, of which Stewart Drew is Chair, to engage children and young people in East Sussex in high quality music learning and performance opportunities.

Targets of the programme include: 90 schools taking part in whole class ensemble teaching; 5,800 pupils engaged in instrumental or vocal lessons; 100 young people engaged in inclusive music programmes (including CoLab, o360, Pier:1 and Holiday Food and Fun Club) and 2,700 children and young people participating in Big Sing performances.

Create Music’s five Music Centres give young people at all musical levels the opportunity to join an Orchestra, Ensemble or Band. Hastings & Rother Music Centre is based at St Richard’s Catholic College, Bexhill, and a new Music Centre is in development at The Pelham community hub in Sidley.

- Our work with young adults spanned talks and tours for 150 university students and supporting 36 early creative careers. DLWP worked with Flatland Projects and Beeching Road Studios to develop Early Careers, Curatorial Fellowship, Technical and Young Studios opportunities and also developed initiatives with the Devonshire Collective, black Shed Gallery, Seaglass and Underwired Theatre.

Flatland Projects and the Early Career Artist Programme have been life changing to me. After moving back to East Sussex after 8 years of living in London, I was having to start from scratch again. No job, no studio, and no network of artists. FP has changed all that. It has been vital to my practice, without the programme, and most importantly - the subsidised studio – the future of my practice was uncertain. Participant, ECA Programme, Beeching Road Studios

- Bexhill Jobs & Apprenticeships Fair continued to provide jobs and skills opportunities to people at all career stages. 47% of visitors were under the age of 24 and more than a quarter over the age of 45. The largest groups of attendees were the unemployed (26%) and those in full time education (19%). 21% of visitors were interested in a first job or apprenticeship, 15% in changing career and 15% in returning to work or back to work support.

Great to see such a thriving, enthusiastic and supportive business community and so many great potential staff and volunteers. Well done for bringing everyone together. Exhibitor, Bexhill Jobs Fair

Informal and formal learning

Stage/age	Participants
Early Years: (0-5 years old)	50
Key Stage 1: Years 1 to 2 (5-7 years old)	115
Key Stage 2: Years 3 to 6 (8-11 years old)	1308
Key Stage 3: Years 7 to 9 (12-14 years old)	1038
Key Stage 4: Years 10 to 11 (15-16 years old)	159
Key Stage 5: Years 12 to 13 (17-18 years old)	475
0-19 mixed ages	3506
20+	350
Total	7001

Schools & colleges engaged with 2022-23

Primary

All Saints CE Primary School, Sidley
Bourne, Eastbourne
Catsfield Church of England (VC) Primary School
Cavendish School, Eastbourne
Chantry Community Primary School, Bexhill
Christ Church CE Primary Academy, St Leonards
Claremont School, Tunbridge Wells
Crowhurst C of E Primary School
Glenleigh Park Primary Academy
Hilden Grange Preparatory School, Tonbridge
King Offa Primary Academy, Bexhill
Little Common School
Manor Primary School, Uckfield
Parkland Junior School, Eastbourne
Pashley Down Infant School, Eastbourne
Polegate School
Salehurst C of E Primary School
Shinewater Primary School, Eastbourne
Silverdale Primary Academy, St Leonards
St Peter & St Paul CE (VA) Primary School, Bexhill
St Philips Catholic Primary School, Uckfield
Ticehurst and Flimwell Church of England
Primary School
Vinehall School, Robertsbridge

College

Bexhill Sixth Form College
Brighton MET and Northbrook College
DV8 Sussex, Bexhill
East Sussex College Group, Hastings & Eastbourne
Hertford Regional College, Broxbourne
Varndean College, Brighton

Secondary

Ark Alexandra Academy, Hastings
Battle Abbey School
Bexhill Academy
Cavendish School, Eastbourne
Claverham Community College, Battle
Eastbourne College
Peacehaven Community School
Ratton School, Eastbourne
Robertsbridge Community College
Seaford Head School
Seahaven Academy, Newhaven
St Richard's Catholic College, Bexhill
The Hastings Academy
Willingdon Community School

SEND / SEMH

Ripplevale School, Deal
The SABDEN Multi Academy Trust (Cuckmere House,
Seaford; St Mary's, Heathfield; New Horizons,
St Leonards; College Central, Eastbourne; The
Workplace, Bexhill)
Saxon Mount School, St Leonards
Torfield School, Hastings

University

Birkbeck, University of London
Technology University, Dublin
University of Brighton

EQUALITY, DIVERSITY AND INCLUSION

- Over the past 18 months DLWP has worked with external consultants to explore what Equality, Diversity and Inclusion means to us as an organisation. Activities have included staff Anti-Racism and gender awareness training and developing a new set of values for the organisation.

- We supported and gave voice to under-represented groups by partnering with organisations including: Afri-Co-Lab, Bexhill Dementia Action Alliance, The Bexhill Hub for Ukraine, Bexhill Primary Care Network, Culture Shift, Discovery College, East Sussex County Council Special Educational Needs and Disability Services (SEND), Eggtooth, Explorers Network, FSN Dragonflies, Hastings Pride, Hastings & Rother Arts Education Network (HRAEN), Home Live Arts, Heart n Soul, Heart of Sidley, Little Gate Farm, Migrants in Culture, The Parchment Trust, The Pelham, Priority 1-54, Project Art Works, Refugee Buddy Project Hastings, Rother and Wealden, Rother Race Action Alliance, Sussex Community Development Association, Sussex Partnership NHS Trust, Transition Town, Trans Pride Hastings, Willow Tree Children’s Support and Youth Employability Service.
- The DLWP exhibitions programme continued to raise questions of race, gender, sexuality, and identity. Exhibitions included the first solo exhibition by a trans artist at DLWP, the outdoor installation of Tschabalala Self’s sculpture *Seated*, and *Up in Arms*, an exploration of interracial friendships through photography and film. With *Up in Arms* featuring pairs of friends from the local community, the exhibition opening party was a particularly busy and vibrant event.
- On Sunday 21 May 2023, the community of Bexhill and beyond came together in an act of restoration and resistance to the vandalism of Tschabalala Self’s sculpture *Seated*. The sculpture of a Black woman looking out to sea was spray-painted white, covering the entirety of her skin. Over 300 people came together to make a start in cleaning the sculpture with scrubbing brushes and white spirit. Through this process of care and healing we were able to make it clear that these acts will not be tolerated in our community and we will continue doing the necessary work to combat racism in all its forms.
- DLWP’s work with young people explored equality, diversity, inclusion and anti-racism through creativity. A Creative Development Network EDI project with 7 local primary schools involved 4 teacher Continuing Professional Development Sessions, 7 exhibition visits and 14 artist school days. This culminated in the creation of 350 paper boats using imagined letters the children had written to those who had migrated or journeyed which were displayed in the DLWP North Staircase.

The 7 schools involved in the project were:

- All Saints CE Primary School, Sidley
- Catsfield Church of England (VC) Primary School
- Chantry Community Primary School, Bexhill
- Christ Church CE Primary Academy, St Leonards
- Little Common School
- Polegate School
- St Peter & St Paul CE (VA) School, Bexhill

The children thoroughly enjoyed their experience, from the visit to the De La Warr Pavilion, to the artists coming in to provide creative experiences for the children. The staff now have creative networking links, which means this opens up more opportunity for these experiences in the future.

Teacher, St Peter St Paul, Creative Development Network EDI Programme

It was really fun sharing our belongings, especially our culture and listening to others. I am a Muslim and I shared the clothes I wear to pray. Student, All Saints CE Primary School, Sidley, Creative Development Network EDI programme

- DLWP continued to support the local refugee community, hosting Syrian Resettlement Programme English language lessons, weekly meetings of The Bexhill Hub for Ukraine, a panel discussion with The Refugee Buddy Project and a free event celebrating the creativity and resilience of people seeking refuge and sanctuary. We also raised awareness of migration and the refugee experience through our Zineb Sedira exhibition and developed a new *Young Creatives Collective* programme for young people based in Rother from asylum seeker, refugee and migrant backgrounds. In March 2023, DLWP arranged for The Bexhill Hub for Ukraine to meet members of the Ukrainian Opera and Ballet Company Kyiv ahead of a performance in the Auditorium. DLWP were the only venue on the company's tour to arrange such a meet up.
- Our work with those from disadvantaged backgrounds included *Nextwave*, a four week after school/home-ed club, and music and creative *Holiday Food & Fun* clubs in conjunction with Create Music and Bexhill Museum for children of families receiving benefits-related free school meals. We also worked closely with partners in Sidley with activities including schools outreach, free art-making activities at the Sidley Festival of Light and research with young people. During 2022-23, DLWP worked with over 800 young people from the Sidley area.
- DLWP continued to support neurodiverse people and those with physical and learning disabilities. We hosted *Go Go Go!* an Active Arts evening of comedy, dance, musical theatre and animation; collaborated with The Parchment Trust on an inclusive and accessible gig, *Beyond Imagination*, and welcomed Project Art Works artists to the Lucy Stein exhibition. We also hosted a jobs fair for neurodiverse job seekers and a supported film screening for students from Glyne Gap School.

Two young people from Little Gate Farm gained work experience in the DLWP events team and a Little Gate apprentice has recently joined DLWP to work in the galleries.

A great gig, a great get together for all to celebrate! Beyond Imagination and Limits participant

The team at the De La Warr Pavilion have a good understanding of the needs of the people we work with. With a visit there, we now know we can be confident of a warm welcome to everyone. Adjustments made for us in order to provide parity of experience...make it possible for group members to enjoy the wide range of offerings on their own terms. Project Art Works Facilitator

- Other activities included *Millifest*, a Spike Milligan themed festival supporting the work of local mental health charities, and *ArtLab*, a programme for young people experiencing social, emotional or mental health challenges. We also continued to produce inclusive exhibition materials and interpretive tools for visitors including large print captions, films and audio recordings of wall texts.

We have lots of fun and it's good to be somewhere that is good for my mental health.

I wish school was like this, I might like to actually go.

ArtLab participants

- 14% of visitors to DLWP's galleries identify as d/Deaf, disabled or have a long term health condition

ENVIRONMENTAL

- DLWP remains committed to reducing our impact on the environment, focussing on energy efficiencies, water usage, recycling, waste minimisation and local & ethical procurement.
- In May 2022 we commissioned a Display Energy Certificate where energy use is measured and rated A-E. DLWP scored a C rating.
- Working with specialist consulting engineers Buro Happold, we developed a new Environmental Sustainability Strategy. This is based on the Theatre Green Book which sets standards for theatre buildings, productions and operations unlocked by capital investment in green solutions.
- Through our Environmental Action Plan, we continued to minimise our environmental impact and reduce costs. Our carbon footprint for 2022/23 was 260 tons. We continued to report to Julie's Bicycle, the annual submission of energy readings, to ascertain and benchmark carbon footprint.
- Our staff Green Team continued to champion recycling and implement simple measures including introducing a central mixed recycling bin and instigating a 'switch off at night' campaign.
- We have a green electricity supply contract in place and a zero to landfill policy, recycling paper, cardboard and glass, with any waste which cannot be recycled sent to an anaerobic digestion plant to generate electricity. The resulting ash is used to make road aggregate.
- We continued to minimise the environmental impact of our exhibitions and events, sourcing materials locally and reusing or recycling. As an example, material from the *Bexhill After Dark* festival was reconfigured and re-homed in the Hastings and Rother Arts Education Network (HRAEN) space at Beeching Road Studios with left over materials donated to artists. We also follow sector best practice, for example, the Galleries Climate Coalition.
- DLWP's exhibitions programme reflected environmental themes. *Resolve Collective: Lido* surveyed the geographical and political-ecological contexts of Bexhill, working with local young people to probe what and who is 'wild' and Zineb Sedira's *Can't you see the sea changing?* included comments on how environmental issues affect the movement of people across borders.
- Environmental activities included an *Ocean Hackathon* for 16 – 25 year olds with Wild Coast Sussex and a workshop exploring coastal conservation with the Marine Conservation Society and Inshore Fisheries and Conservation Society. Our Blueprint Collective met with RSPCA Mallydams to develop a biodiversity and natural habitats project for 2024 and we organised creative sessions as part of *The Wild Escape* - a major project, led by Arts Council England and Arts Fund, uniting hundreds of museums and schools in a celebration of UK wildlife and creativity. We also hosted a free screening of *Walking on Thin Ice*, a film following the journey of climate activists to Glasgow for the 2021 COP26 Climate Conference.

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 2022/23 combined annual budget for Maintenance Contracts, General Repairs, Health & Safety and cleaning was £206k (gross).

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

Maintenance and replacement plan detailed in schedule 1, attached.

2021/22 Audited Financial Statements

There was a £ 71,956 (2021: £70,231) unrestricted funds surplus for the year ended 31 March 2022.

Reserves policy

It is the intention of the Trustees to have an unrestricted fund balance of £675,000, this being approximately 3 month's core operating costs. As at 31 March 2022 the unrestricted funds balance was £439,390 (2021: £367,434)

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 remains positive with tight financial control and adequate liquidity. Cash flow has significantly improved over the last six 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 as required. A new Head of Finance role works alongside this team and provides day-to-day support to the Executive Team and organisation.

Clark Brownscombe are our appointed auditors (www.clarkbrownscombe.co.uk).

Trustees serving during 2022/23

Julian Bird OBE (Chair)

In 2022 Julian launched a new production company Green Room Ents with producer Nica Burns, where he is consulting for luxury cruise line Cunard on the future strategy of their entertainment and production shows on board their fleet of ships. For 10 years prior to this, Julian was the Chief Executive of the Society of London Theatre and Theatrical Management Association and acted 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.

Henry Abosi

Henry is an architect based in London. His expertise lies in the design of large-scale commercial and cultural buildings. Throughout his career, he has led projects across the UK, the Middle East, Africa, and Asia.

Henry runs a design magazine and has been involved in publishing and media for over 8 years, with hands-on experience working with art and academic institutions. Although based in London, Henry constantly travels to different regions of the world for his practice.

Sean Albuquerque (retired from the Board Dec 22)

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.

Joanna Calladine-Evans

Joanne is a Programme Leader at the Centre for Educational Leadership at University College London Institute of Education. Her role entails developing and curating content for Specialist National Professional Qualifications and providing operational support for the implementation of programmes both Nationally and Internationally.

Prior to joining the Centre for Educational Leadership team at UCL, Joanne was one of the executive directors of Fulcrum Learning Ltd, a company that had as its core purpose connecting schools, communities and resources to support school leaders in ensuring opportunities for all. Joanne has over 30 years experience in education as a senior leader, facilitator, coach and teaching school director for leading networks and alliances in all phases and really enjoys building effective relationships and helping professionals to achieve excellent outcomes.

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.

Lucy Homer

Lucy is Executive Technical Manager at Lendlease with a wide remit across Europe with projects ranging in value from £20million up to £1.6billion; 10,000 homes at Elephant Park to Google's London HQ.

She is an architect by background and spent 10 years of her career leading the redevelopment of BBC Broadcasting House. She is a practising artist focused on capturing the energy and immediacy of the world through abstraction from her studio in Kent.

Howard Lovell (retired from the Board Dec 2022)

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.

Yasufumi Nakamori

Yasufumi Nakamori, PhD is the Senior Curator of International Art (Photography) at TATE. He leads the acquisitions, collection displays, and exhibitions of photography at Tate Modern, and served on the Tate Race Equality Task Force from 2020 to 2022. Nakamori previously headed the department of photography and new media at the Minneapolis Institute of Art, served as curator at the Museum of Fine Arts, Houston, and taught the history of modern art and architecture at Rice University. Nakamori has written and lectured widely on the transnational and intermedia impact of Japanese architecture. Before his career in art history, he practiced corporate law in New York City and Tokyo.

Averil Price (retired from the Board September 2022)

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.

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 2023

Update on Building Maintenance – July 2023

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 meet quarterly to investigate & implement measures to help improve DLWP's carbon footprint and control rising costs.

The DLWP Health & Safety Team meet quarterly.

Summary of Additional Maintenance Works carried out since last report (July 2022 – July 2023)

Balcony seat repairs carried out – new casts of hinges and fittings commissioned

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

Repairs to fixings and the letter I on canopy lighting

Replacement gear boxes for the automatic front doors

1 x Main front door replaced (far side east door)

Temporary repair to 2nd floor flat roof above the office corridor of main building

Temporary repair to the rendering along the north side auditorium roof

Fixings/lock repair to Sun Parlour door leading from the Café Bar

Replacement coil to Gallery AHU

Repairs to external Studio low level wall

Remedial repairs and repainting to low level perimeter walls

Admin office toilets repainted

Repairs to accessible toilet flushing systems for public toilets

Southwest Auditorium fire exit door repaired

Cowling replaced on the Admin office roof and ceiling leak repaired and repainted

Boiler no 3 Ignition sensor and heating fan repaired

De La Warr Pavilion
Maintenance and Replacement Plan

Metal panel shelf located over Gallery AHU in the Pit (to protect unit from rainfall and deterioration)

Workshop lock replaced

Coded locks fitted to both north and south plant rooms and to north fly floor

2 x CCTV cameras upgraded

2 x plug sockets repaired (1 x auditorium foyer 1 x restaurant)

Power supply on the fire alarm panel replaced

Broken glass panel in southwest Terrace fire exit door replaced

Cosmetic repairs to restaurant roof (due to ongoing leaks)

Lighting repaired in Studio toilets and south side backstage staircase.

Lights in Directors office and Admin Office corridor replaced with LED's

Green room/dressing room walls, worktops & ceilings refurbished and re-painted

A number of plumbing issues (broken taps, Broken flushes, Blocked toilets/urinals) repaired

Water storage tank drained and cleaned, re-filled and tested

External door from car park to catering stock room repaired – rehinged and render replaced

New Purchases (capital assets)

Audio system and control : d&b audiotechnik Y series arrays, V series subwoofers, M4 monitors D40 and D6 amplifiers,
Digico SD12 console. (£210k)

Stage Lighting system : fixtures and control, all Fixtures intelligent Moving LED source, Fixtures Martin - era 800, Chauvet rogue r2x wash, colorstrike m and colorado 2 quad zoom. Control and distribution - Avolites Arena and Avolites ART2000 (£200k)

Rigging and rigging distribution, Additional lighting truss, electric motorised chain hoists, CM Iodestar 4 x 1000kgs and 4 x 500kgs. (£40k)

Assisted listening unit : Sennheiser Mobile connect (£5.5k)

Mobile Refrigerated Trailer unit (£8k)

Cafe Bar & Kitchen equipment (£9k) including:-

1 x Bar fridge

4 x Bottle cooler fridges

1 x Undercounter dishwasher

De La Warr Pavilion
Maintenance and Replacement Plan

1 x Robo Coup blender
Cake counter display units

Coming Up/Ongoing Works

Replacement of 2 x broken window panes in North Staircase

Replacement of kitchen window glass pane

Replacement of south staircase curved window pane

Lightening conductor repair

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 February 2023.</p> <p>Broken & loose tiles where the Auditorium ramp meets the pavement have been removed and replaced with concrete. The salvaged tiles used to replace broken tiles on the South Terrace June 2023.</p> <p>Areas will be formally inspected again in October 2023.</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 June 2023 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>Roof lead flashing temporary repairs carried out above Auditorium and 2nd floor offices September 2022.</p> <p>Installation of wire netting around cowling on roof above Auditorium completed June 2023</p>

De La Warr Pavilion
Maintenance and Replacement Plan

				Inspected by FOH Team May 2023 – no problems reported.
1.5	Sheet roofing and gutters to high level over auditorium	Inspect for damage, clear debris and make good any minor repairs	Annually	Clearing of high level gutters due to be commissioned and scheduled with specialist contractor in September 2023.
1.6	Roof void and walkways within auditorium roof void	Inspect all walkways for damage and repair. Check visually all roof structures including steelwork to auditorium walls and make good where possible. Report any structural defects.	Annually	Inspected by Front of House Team May 2023 No problems reported. Ongoing issue of steel beam de-laminating. Structural Engineer aware and we are monitoring and awaiting any further instruction.
1.7	Annual inspection by specialised professionals	Non-invasive inspection of fabric and structure, both internal and external.	Annually	Front of House Team conduct regular inspections. Last inspected May 2023. No problems reported.
2.1	Masonry / concrete rendered wall areas generally	Inspect wall areas from the ground and safely accessible high points and report any loss or damage to the wall including loose mortar.	After stormy weather or Annually	Regularly inspected by FOH team. Ongoing from previous years - An exterior area of render at the bottom of the South staircase is damaged. This appears to be due to the rusting of the metal window frames – the rust expanding inside the structure and blowing the render. This continues to deteriorate.

De La Warr Pavilion
Maintenance and Replacement Plan

				<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>1 x large curved South staircase window pane is boarded and scheduled for replacement August 2023.</p> <p>The parapet edging around the south side Balcony and Roof terrace is breaking and any loose pieces continue to be removed as necessary.</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>Maintenance contract in place for main automatic front doors.</p> <p>Previously both sets of auto doors seized and were not operational.</p> <p>Funding received to replace drives and gearings to the external set of auto doors – works completed January 2021.</p>

De La Warr Pavilion
Maintenance and Replacement Plan

				<p>Further gearbox replacement and repair was carried out in April 2023.</p> <p>Internal doors are not operational and continue to be held open manually.</p> <p>One x main front side door was broken when caught in high winds. Door replaced in 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.</p> <p>Signs of wear were noticeable, with some leaks apparent on the north side of building above Auditorium and 2nd floor offices.</p> <p>Specialist contractor commissioned and high level flat roof and lead flashing has had a temporary repair in May 2023.</p>
2.5	Glazing	Check all windows for damage and repair immediately	Annually	<p>Cracks apparent to 7 x large south staircase windows 1 x large window currently removed and boarded. 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. A condition survey of the Structure & Fabric of the south staircase glazing was undertaken in October 2018.</p> <p>A supplementary condition survey was undertaken by Bob Barton structural engineers In May 2023.</p>

De La Warr Pavilion
Maintenance and Replacement Plan

				<p>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. It has, however, deteriorated.</p> <p>2 x North staircase windows are broken 1 x Kitchen window is broken</p> <p>The boarded south staircase window pane, kitchen window pane and 2 x North staircase window pane repairs have been commissioned and scheduled for replacement August 2023.</p>
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 June 2023 – no problems reported.
3.2	Walls to steps / ramps	Inspect for damage to the structure and repair where necessary	Annually	<p>The East End perimeter wall was repaired and repainted by specialist builder in August 2022</p> <p>Inspected by Front of House team May 2023 – 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 June 2023.</p> <p>Surface abrasions on handrail and handrail posts noted on the handrail outside the Auditorium. One length of the balustrade was replaced in August 20023.</p> <p>As previously, scheduled for further re-pair /repainting as finance allows.</p>

De La Warr Pavilion
Maintenance and Replacement Plan

				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 September 2023. No problems reported. Next maintenance service scheduled for Autumn 2023. 2 x manhole covers in the Staff car park repaired July 2023. The areas of tarmac around the manhole covers had sunk. Repairs to level the areas carried out by specialist contractor.
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 April 2023 by Front of House. Team. Steel beam rusting in lower boiler room. To be monitored by Front of House Team and will report to structural engineer should beam further deteriorate.
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.

De La Warr Pavilion
Maintenance and Replacement Plan

				<p>Following external roofing repairs to the fly tower and AHU plant room roof areas in 2021, these areas are now waterproofed.</p> <p>Ongoing leak above main entrance (west side) doors. Ongoing investigations to find the source of the leak have been unsuccessful.</p> <p>Water ingress managed by Front of House team during wet weather.</p>
4.2	Internal structure and fabric	Inspect safely accessible internal structure and fabric including roof timbers and report on any signs of structural movement, cracking or corrosion or of damp fungal growth and dry rot.	Annually & 5 yearly	<p>Inspected by FOH team June 2023.</p> <p>Regular monitoring ongoing. No problems reported.</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>Slight signs of vermin seen under stage in Auditorium in summer 2022. Bait and deterrents installed by specialist pest controller. FOH and technical crew monitor regularly. No recent sightings or issues reported.</p>

De La Warr Pavilion
Maintenance and Replacement Plan

					Signs of pigeons found in roof void above Auditorium. Specialist contractor cleared the area and installed wire netting beneath the roof cowlings in June 2023.
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.
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.

De La Warr Pavilion
Maintenance and Replacement Plan

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.
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. Damaged goods lifts x 3 repaired and re-aligned by specialist contractor July 2023. LOLER inspections of goods and passenger lift scheduled for Autumn 2023.