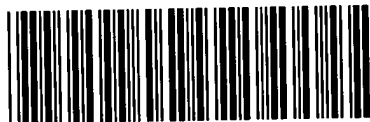


**CHARITY NUMBER 1065586
COMPANY NUMBER 03446307**

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2020**

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**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

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**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

LEGAL AND ADMINISTRATIVE INFORMATION

Charity name: De La Warr Pavilion Charitable Trust

Charity registration number: 1065586

Company registration number: 03446307

Registered office: De La Warr Pavilion
Marina
Bexhill on Sea
East Sussex
TN40 1DP

Trustees: Julian Bird, Chair
Stephen Williams, Vice Chair
Sean Albuquerque
Amerjit Chohan (Resigned 18 October 2019)
Judith West
Prof Lawrence Zeegen
Ainsley Gill
Lord Barker (Resigned 6 December 2019)
Cllr Brian Kentfield (Resigned 26 June 2019)
Jo Townshend
Cllr Sally-Ann Hart (Resigned 26 June 2019)
Kate Adams MBE
Howard Lovell (Appointed 26 June 2019)
Cllr Sue Prochak (Appointed 1 August 2019)
Cllr Deidre Earl-Williams (Appointed 1 August 2019,
Resigned 12 June 2020)
Averil Price (Appointed 11 October 2019)
Judy Cligman (Appointed 7 October 2019)
Cllr Hazel Timpe (Appointed 9 October 2020)

Chief executive officer: Stewart Drew

Bankers: Allied Irish Bank (GB)
20/22 Marlborough Place
Brighton
BN1 1UB

Statutory Auditor: Clark Brownscombe Limited
Chartered Accountants & Statutory Auditors
2 St. Andrews Place
Lewes
East Sussex
BN7 1UP

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

The trustees present their report and the financial statements for the year ended 31 March 2020. The trustees, who are also directors of De La Warr Pavilion Charitable Trust for the purposes of company law and who served during the year and up to the date of this report are set out on page 1.

Structure, governance and management

Governing document

De La Warr Pavilion Charitable Trust is a company limited by guarantee, governed by its memorandum and articles of association which were last amended on 28 January 2004. It is a charity registered with the Charity Commission.

Appointment of trustees

The board of trustees should comprise fourteen elected persons and two members nominated by Rother District Council. Trustees are appointed in order to give a broad and diverse range of expertise in a number of fields relevant to the charity, including finance, arts practice and management, architecture, human resources and local knowledge. Potential new trustees submit an application to the board of trustees for their consideration and majority approval. At the Annual General Meeting, one third of the trustees resign, being the longest serving trustees. All retiring trustees are eligible for re-election, save that no trustee can serve for an aggregate period in excess of six years, unless agreed by a two-thirds majority.

Trustees induction and training

New trustees undergo an orientation session to brief them on their legal obligations under charity and company law, the content of the memorandum and articles of association, the decision making processes, the business plans and recent financial performance of the charity. They are given a tour of the building and an outline of the work of the various departments.

Organisation

The board of trustees and finance and trading sub-committee meet at least four times a year. The board of trustees have three key areas of responsibility; financial, managerial and administrative. They are responsible for safeguarding the assets of the charity; ensuring that the charity fulfils its objectives and that the charity complies with all current legislation. The board of trustees approves the annual business plan, the programme of activities and the annual budget, and are presented with updated reports at meetings. Any significant changes to the business plan and budgets are approved by the board. The board delegates the responsibility of the day to day management of the charity to the Director and the senior management team.

Risk management

The trustees have a risk management strategy which comprises an ongoing review of the risks the charity may face; the establishment of systems and procedures to mitigate the identified risks; and the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

There is also a Disaster Action Plan specifically for the galleries.

Objectives and activities

The De La Warr Pavilion is a centre for contemporary art in an architectural icon of the modernist movement. Created in 1935 by Eric Mendelsohn and Serge Chermayeff, it was the original vision of its champion, the 9th Earl De La Warr to create a major cultural institution in the heart of Bexhill on Sea.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

In 2005, following many years of physical deterioration and decline of its cultural aspiration, the Pavilion reopened as a new artistic flagship comprising 500 sq metres of gallery space, a 1,000 seat auditorium, an education and community studio, café and restaurant, shop and administrative facilities. Whilst much of the building underwent a programme of repair and restoration, significant effort was made to refurbish the building in keeping with its vision and the needs of a 21st century community. The cost of this capital programme was £9 million, raised primarily from Lottery sources, charitable trusts and foundations and individual donors.

The Pavilion is governed by the De La Warr Pavilion Charitable Trust who took responsibility for the stewardship and management of the building and its activities in 2003 prior to the capital development programme, under the terms of a 99 year lease granted by its freehold owners Rother District Council. Core revenue funding is underwritten by two principal stakeholders, Rother District Council and Arts Council England, together with further project investment from trusts and foundations and individual patronage. Profits derived through its commercial trading subsidiary support the overall operations and activities of the organisation.

Vision

The vision for the De La Warr Pavilion, in keeping with the spirit with which it was originally created, is to be a cultural flagship offering a world class programme to audiences and visitors locally, regionally and nationally, enriching the everyday life of its community.

Public benefit

In setting the charity's objectives and planning its activities the trustees have given consideration to the Charity Commission guidance on public benefit.

The De La Warr Pavilion is open to the public, free of charge, for every day of the year apart from Christmas day. Entrance to the gallery exhibitions and tours is also free.

Our education programme is either free of charge or heavily subsidised.

STRATEGIC REPORT

Introduction

This report documents the activities of the 2019/20 financial year, which includes headline business plan ambitions and statistics, followed by a comprehensive Organisation Activity Report. Where other reporting cycles have changed or been streamlined due to the COVID-19 pandemic, we have felt it important to fully document our achievements here of a near complete year, up until the forced closure in mid-March 2020.

Since that point, through strong governance and support from the Board of Trustees, the organisation has responded well to the extreme challenges of the pandemic. We have successfully balanced an emergency budget through to March 2021, through a range of support from Furlough, Culture Recovery Fund, Emergency Funding from Arts Council England and National Lottery Heritage Fund, private trusts and through the dedicated support of our Members, Patrons and ticket buyers. Our local authority, Rother District Council, have also acted to provide pro-active support with cash flow, where needed.

We would like to thank all those who have supported us through this challenging time, including our incredible team, and loyal community.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

Belief, mission & objectives

Belief

The De La Warr Pavilion is a centre for contemporary art within one of the most iconic modernist buildings in Britain.

In the pioneering and progressive spirit from which the building originated, we produce an innovative, high quality and integrated programme of art, live performance, learning and culture.

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

De La Warr Pavilion

Established 1935, modern ever since.

Mission

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

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

Objectives

- I. Produce, present and promote a high-quality programme of modern and contemporary work that responds to the needs and aspirations of both artists and our audiences.
- II. 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.
- III. Work with audiences and communities to engage them with the Pavilion and our artistic programme, making it relevant to them as a visitor or participant
- IV. Develop and conserve the De La Warr Pavilion's fabric with reference to its cultural significance and architectural status, and to promote our heritage through public and artistic programmes.
- V. Maintain a viable, resilient and sustainable business model, seeking to diversify income streams by growing fundraising and commercial activity.
- VI. 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:

- a) Finance & Trading
- b) Diversity & Inclusion
- c) Building & Maintenance Committee
- d) Capital Appeals Committee

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

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

Core Revenue Funding

Arts Council England (ACE)

ACE National Portfolio Organisation (NPO) funding is agreed for the period 2018-22, with a revenue grant of £508,430 per annum over the 4 years. ACE have also extended the NPO period until 2023 due to COVID-19.

In addition, DLWP is the lead partner (of 8 partners) in OUTLANDS, a national experimental music touring network which is revenue funded by ACE to the value of £290k over the period 2018-20.

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

The key area for development remains growing financial resilience around care and conservation of the building.

*2018/19 feedback (due to COVID-19), 2019/20 feedback just covers Creative Case for Diversity, which remains Strong.

Rother District Council (RDC)

We have a seven-year funding agreement with Rother District Council (2014- 2021) at £550,539 per annum, which includes £47,355 in annual capital funding for building maintenance (inflates at 2.5% pa) and a further £12,000 for community groups to make use of our venue.

RDC's funding agreement has now been extended to 2024 due to COVID-19.

Funding breakdown

Of the turnover in 2019/2020:

- Public Subsidy (ACE & RDC) accounted for 27%
- 31% from Trading
- 31% from Box Office Receipts
- 5% from fundraising (non-public sources).

Business Plan

Headline ambitions

The headline ambitions for the 2018 – 22 period are:

- I. Grow visitor numbers & engagement
- II. Become a combined arts organisation
- III. Develop Learning & Participation Programme across the organisation
- IV. Develop the organisation as a centre for skills & research
- V. Increase income; fundraising & commercial
- VI. Increase relevance & resilience.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

The Building

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

- I. Improve the audience/visitor experience and DLWP's public realm
- II. Deliver essential conservation work to our beautiful Grade I Listed building
- III. Unlock programming (visual arts, live, & learning) potential, including external programming on our rooftop terrace, bandstand, and in our auditorium
- IV. Reinstate the importance of the Pavilion's Modernist architecture and deepen public engagement with our rich heritage
- V. 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, Bexhill to Hastings Link Road and 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, and Rye Nature Reserve.

The impact of the Bexhill to Hastings 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.

2019/20 in Figures

We welcomed over 420,000 visitors to the building during the period 2019/20.

We sold a total of 63,934 tickets to 78 performances and events in the auditorium. 15 performances sold out (Henning Wehn, Nigel Kennedy, Craig Charles, Beach Beats, Royal Blood, Pixies, Eddie Izzard – Wunderbar, Keane, Fisherman's Friends, OMD, Lighthouse Family, Frank Turner, Josh Widdicombe and Sandi Toksvig). And another 6 performances were close to sell out (Paul Merton, Sleaford Mods, Good Times By The Sea, Belinda Carlisle, Rob Brydon and Gary Numan).

OUTLANDS' 2019/20 tour comprised 18 performances across England reaching an audience of 3,352 people.

94% of our Live visitors rated their evening good with 88% rating it excellent or very good.

41% of ticket buyers travelled 30 or more minutes to reach us and 9% stayed away from home, with 16% of those in paid accommodation. While in Bexhill, 24% visited a restaurant/café and 7% visited a pub or bar.

We presented 6 exhibitions with artists from a range of disciplines and differing career stages, from inside and outside the UK.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

92% of visitors rated our exhibitions good or very good with 50% visiting to be intellectually stimulated. 93% visitors would recommend our exhibitions and 68% visitors spent 30+ minutes in the galleries.

We have worked with notable exhibition partners through this period including Hayward Gallery Touring, Camden Arts Centre, Goldsmiths CCA and Drawing Room. Six exhibitions have gone on tour, eight in the UK and one in Yarat, Azerbaijan reaching an additional audience of more than 110,000.

We had over 5,451 participants take part our learning and participation programmes, including:

- 1,079 total primary and secondary school pupils
- 24 teachers took part in 5 dedicated CPD sessions
- 271 Higher & Further Education students
- 6 work experience placements for 5 days each from local colleges
- 1,399 families and children
- 275 people with a learning disability
- 55 refugees and asylum seekers
- 27 people with mental health challenges
- 23 volunteers active through this period
- 47 artist educators
- 671 people with dementia and similar complex needs (Musical Matinee Club)
- 20 carers.

We have hosted 19 community events with community rates for organisations including Bexhill Artist Workspace, Rother Voluntary Action and Active Arts, Bexhill Jobs & Apprenticeships Fair.

We have attracted over £276,500 of additional income through fundraising activity, up 33% on the previous year.

We had 122 staff on the payroll, including part time and casual staff. 98% of staff are from the Rother and Hastings Area.

We have over 80,000 Twitter followers and high engagement on Facebook, Instagram and LinkedIn. Our video channels (YouTube and Vimeo) had over 25,000 views during the year and over a million when including the viewing figures for Florence Peake's 'RITE' video.

Organisation Activity Report

Civic and Community

Of our Live visitors, 59% travel less than 30 minutes to reach DLWP and our visitors have a strong sense of the DLWP's role as a civic hub at the heart of the community:

- 97% agree DLWP is good for Bexhill & the surrounding area
- 64% agree DLWP enhances the sense of community
- 66% agree DLWP encourages participation in community life and events
- 80% agree DLWP is welcoming for the whole community.

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

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

In 2019/20, our extensive Learning & Participation Programme included events, activities and workshops involving more than 5,000 participants. Our Live Programme spanned all music genres including traditional, contemporary and experimental music, together with comedy and family shows. Our innovative Exhibitions Programme combined an ambition for excellence with opportunities for everyone to experience and participate through free exhibitions.

We provide a valuable resource for individuals, community organisations and local businesses. During 2019/20 we hosted conferences, community events, weddings and celebrations, and activities for local organisations including:

ESSPA	Women's Centre Brighton
Bexhill Artist Workspace	Bexhill Caring Community
Bexhill Festival of Music	Big Summer Sing
Wacky Band performance	Bexhill Arts Society
Stuart McRorie Exhibition	Bexhill Artist Makers Fair
Littlegate Farm Awards ceremony	St Richards awards
St Catherine's College Awards	Christmas Big Sing
Diana Freedman school of Dance	Glyne Gap school
World Book Day	East Sussex Music from the Heart

We also collaborated with festivals including Bexhill Motofest, Bexhill Festival of the Sea and Bexhill Cycling Festival.

DLWP continues to work in tandem with the business community locally and regionally including with organisations such as The South East Creative Economy Network (SECEN), The South East Local Enterprise Partnership (SELEP), Team East Sussex (SELEP), Bexhill Chamber of Commerce, Locate East Sussex, Business East Sussex and the Federation of Small Business, together with key local employers such as Hastings Direct. Our involvement with programmes such as Bexhill Creatives has strengthened our partnerships with organisations including Rother Voluntary Action, Heart of Sidley, DV8 and Hastings Furniture Service.

We continue to support the economic prosperity of the area, particularly of our young people, through our hosting and organising of the Bexhill Jobs & Apprenticeships Fair. The 2020 not-for-profit event was held on 6 March, just before lockdown. Organised in conjunction with Huw Merriman MP, Rother District Council and other key stakeholders, the Fair involved more than 50 local and national businesses and was attended by more than 500 delegates.

Working with regional cultural organisations and health sector partners such as the Director of Public Health for East Sussex County Council, Herstmonceux Integrative Health Centre, and Coast Creative Research Group (a collaboration between global health researchers at Brighton and Sussex Medical School and arts-based researchers at Brighton University) we continue to explore ways of leveraging the benefits of culture and creativity for the health and wellbeing of our community.

Our Members and Patrons play a crucial role in the life of DLWP, supporting us through regular visits to exhibitions, events and our Café Bar, and championing our work and programme. Our membership grew to 1,128, an 8% increase year-on-year, and our retention rate for 2019/20 was 61%. The direct contribution of our Members and Patrons cannot be overstated.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

Diversity & Inclusion

Diversity and inclusion is embedded throughout DLWP. Our programme continues to focus on supporting a range of groups including young people, people who experience racism including refugees and asylum seekers, the LGBTQI+ community, people with mental health challenges, people with disabilities, people with dementia and families from low socioeconomic backgrounds.

50% of commissioned artists identified as female, 50% as Black, Asian or Minority Ethnic and 50% as LGBTQI+.

We have reached out to these communities by partnering with organisations such as DV8, Eggtooth, Project Art Works, Culture Shift, Heart of Sidley, Hastings Furniture Service, Hastings and Rother Refugee Buddy Project, Little Gate Farm, Sussex Partnership NHS Trust and Hastings & Rother Arts Education Network (HRAEN).

Our Young Creatives (for 13 to 24-year olds) continues to play an active role in the organisation. We also partner East Sussex College to offer technical support and expertise to T level students as part of our wider championing of live music and performance as a route to employment.

As a result of our relationship with Little Gate Farm, a charity which helps people with learning disabilities and autism into paid work, during 2019/20 we appointed two supported apprentices to our Communications and Front of House teams. As well as providing employment for the apprentices, the experience of working alongside them and their supporters has been hugely enriching for the whole DLWP team.

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

The Duty General Management Team, overseen by the Director of Operations, make regular inspections of the building.

The 2019/20 combined annual budget for maintenance contracts, general repairs, Health & Safety and cleaning was £175,755. 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.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

The Building Committee, composed of Trustees and the DLWP Executive Team, continues to meet quarterly to discuss maintenance issues and priorities.

Capital Project

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

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

We have concurrently developed a Capital Fundraising Strategy with Counterculture LLP. We have also met with Arts Council England and National Lottery Heritage Fund (NLHF) to discuss the capital plans and future grant potential from each funder. A strong indication of support has been given by NLHF and ACE.

Sustainability

DLWP is aligned with Rother District Council's ambition to be a carbon neutral district by 2030. Looking to minimise our environmental impact and reduce costs, we continue to develop our Environmental Sustainability Policy and annual Action Plan, and our staff Green Team continues to generate ideas for improvements. Our carbon footprint continues to decrease, down from 459 tonnes in 2012/13 to 235 tonnes in 2019/20.

Tourism

DLWP CEO Stewart Drew is the chair of 1066 Country Marketing and has led their board through the development of a new 10-year strategy for the private / public body. The strategy has been based on extensive market research, which also informs wider tourism initiatives at both a county and Local Enterprise Partnership level. A comprehensive new website for 1066 Country was launched in summer 2019.

DLWP is also a steering group member of Sussex Modern, which brings together a unique experience of 36 memorable places with the creativity that defines the county's modern, independent spirit: 'Contemporary art, ancient landscapes and innovative winemaking are all here in Sussex to be explored and enjoyed.'

DLWP supported the development and funding of England's Creative Coast - a landmark series of seven outdoor art commissions that celebrates and connects the creative coastlines of East Sussex, Kent and Essex under the title *WATERFRONTS* – DLWP has been working with artist Holly Henry on the development of a major new solo exhibition and outdoor commission. Originally planned to open in May/June 2020, both are re-scheduled to open at the end of May 2021.

DLWP Communications

PR

Press coverage for DLWP exhibitions during 2019/20 included articles, reviews and interviews in: The Quietus, Radio 3, Studio International, Ocula, thisistomorrow, Elephant, Tank Magazine, a-n The Artists Information Company, and The Guardian Guide.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

Digital

Outside PR, we continue to focus much of our promotional activity on our digital strategy. We use multiple online channels to drive all aspects of our programme and offering, together with wider initiatives including Sussex Modern and England's Creative Coast.

In 2019/20, DLWP's Twitter and Instagram following was 80.4k and 12k respectively. We sent out 115 emails campaigns and a total of 1,347 targeted emails with an average 35% open rate and the number of YouTube views, excluding the Florence Peake video, increased by 270%.

Our wide range of online content includes performance videos, artist and curator talks, online presentations and learning resources for teachers, schools and community groups. During 2019/20 we produced and distributed 49 pieces of online content.

Digital continues to play a key role in our engagement with DLWP Members particularly through our regular emails and our online auto-renew function.

Local Enterprise Partnership

Stewart Drew continues to represent Hastings & Bexhill on the Cultural Industries sub-group of SELEP (South East Local Enterprise Partnership) and is a director of Team East Sussex, the federated part of the LEP.

Following DLWP's appointment as a local hub for South East Creatives (the name for the South East Creatives Cultural and Digital Support (SECCADS) programme) during 2019/20 we have hosted events and workshops, and promoted grants, support and creative business success stories. Part-financed by the European Regional Development Fund 2014-2020, the programme aims to support Creative, Cultural and Digital businesses across the SELEP area (Essex, Southend, Thurrock, Medway, Kent and East Sussex) and give a £2.5m boost to the area's economy.

Programme Activity Report

Exhibitions

Our 2019/20 exhibitions programme, under the direction of Head of Exhibitions Rosie Cooper, continues to strengthen DLWP's position as a key centre of contemporary art excellence at a regional, national and international level.

DLWP 2019/2020 exhibition programme

Ground Floor Gallery

STILL I RISE: FEMINISMS, GENDER, RESISTANCE, ACT 2

9 February – 27 May 2019

HOW CHICAGO! IMAGISTS 1960S AND 70S (organised by Hayward Gallery Touring in collaboration with DLWP and Goldsmiths Centre for Contemporary Art)

15 June – 8 September 2019

RENEE SO: ANCIENT AND MODERN

28 September 2019 - 12 January 2020

ZADIE XA: CHILD OF MAGOHALMI AND THE ECHOES OF CREATION

1 February 2020 – 3 January 2021

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

First floor gallery

HAYV KAHRAMAN: DISPLACED CHOREOGRAPHIES

9 February – 2 June

LAUREN GODFREY: GROUP HAT

15 June – 15 September

MIKHAIL KARIKIS: I HEAR YOU

28 September – 19 January 2020

MARC BAUER: MAL ÊTRE / PERFORMANCE

1 February – 3 January 2021

Roof Top Bar

1935

DLWP presented 8 major new commissions, 3 artist residencies, 195 incoming loans of work from all over the world and 3 new exhibition publications. 92% of visitors rated our exhibitions good or very good, with 50% visiting to be intellectually stimulated. 25% were first-time visitors, 78% came with friends and family of which 19% had some of their party that were under 16.

In response to the DLWP Renee So and Mikhail Karikis exhibitions, our peer reviewer said:

I love the De La Warr Pavilion and in the last few years I have been conscious of how especially exciting the programme has been – in terms of profiling artists rarely seen in the UK and collaborating with other institutions to be able to stage major historic exhibitions.

Diversity and inclusion is embedded in our exhibitions programming with 50% of commissioned artists identified as female, 50% as Black, Asian or Minority Ethnic and 50% as LGBTQI+. *STILL I RISE...*, a collaboration with Nottingham Contemporary, comprised works by over 50 artists and collectives from all over the world with over 100 incoming loans for this single show. One of the artists, Tai Shani, won the 2019 Turner Prize for her work. Our peer review of the exhibition included:

The exhibition gave me a sense of hope in acts of resistance which I think is particularly important in the context of our current socio-political reality. ... this exhibition was a big step for the development of intersectional discourse within feminist art and the development of visitor engagement as part of a curatorial model.

To support artist practice in a meaningful way, DLWP continues to offer commissions, residencies and fundraising expertise. We have created internationally important exhibitions of work by artists at significant stages in their career. Commenting on her experience developing *GROUP HAT*, Lauren Godfrey said:

Working on Group Hat has developed my practice enormously, it broadened my approach to collaboration and community engagement, pushing me to test the limits of usable sculpture.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

Renee So's response to her residency at West Dean and solo DLWP exhibition included:

'Being selected for this exhibition/residency has been the highlight of my professional life so far ... the impact on my practice, not to mention myself, has been significant. I produced a body of work of which I am very proud, from ideas [a brief to work within the context of Bauhaus histories] which wouldn't have been generated otherwise. It has already influenced my work in new and unexpected directions... I can't thank DLWP and West Dean enough for this fantastic experience.'

We continue to augment all exhibitions with artist talks, collaborative activities, curator tours, symposia and publications.

We collaborated with University College London (Slade, Bartlett School of Architecture, Institute of Education) on *THINKING THROUGH...* a programme of events to facilitate learning exchange. We worked with Project Art Works, long term partners, on the development of *I HEAR YOU*, a major new moving image installation commission by Mikhail Karikis exploring the relationship between listening and care; the project focus being on carers and neurodiverse makers.

In conjunction with West Dean College of Arts, we also created the opportunity for an artist residency at the college which culminated in Renee So's exhibition *ANCIENT AND MODERN* exhibition at the DLWP and *A TALE OF MOTHER'S BONES: GRACE PAILTHORPE, REUBEN MEDNIKOFF AND THE BIRTH OF PSYCHOREALISM* was co-curated with Hope Wolf of the University of Sussex and Camden Arts Centre.

We continue to create opportunities for meaningful engagement with our exhibitions by involving audiences throughout the development process. DLWP staff helped shape the *THINKING THROUGH...* programme and we worked local stakeholders including The Pelham community group, Hastings and Rother Refugee Buddy Project and Chantry Primary School to develop Lauren Godfrey's *GROUP HAT* programme. Everything produced for this exhibition (mirrors, benches) was returned to community use and ownership.

Rosie was confirmed as a Trustee of Intoart - a London-based arts organisation that works with learning disabled artists, creating opportunities for production, leadership and audience engagement – and was invited as a guest on panels including Radio 3's *Free Thinking* to discuss the Power of Ancient Artifacts with artist Renee So.

Press has been positive including:

'Temporal dislocation becomes a vessel for gender satire in Renee So's exhibition at the De La Warr Pavilion. Ancient and Modern responds to the centenary of the Bauhaus' founding and unsettles traditional hierarchies between craft and art' The Quietus

'What is so striking about these short films is the patience, dedication and respect each carer demonstrates for their charges. Much of the communication of the cared-for people is non-verbal...yet there is a clear band of understanding that is profoundly moving and importantly, non-hierarchical' Studio International

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

Editions

We are part of the Arts Council's 'Own Art' interest-free loan scheme and are selling our editions on www.artspace.com. Limited editions included works by Jamie Crewe and Rachael House to accompany the Still I Rise exhibition and new DLWP works by Marc Bauer to accompany his Mal Être/Performance exhibition.

Partnerships

We continue to build opportunities for co-commissioning with diverse organisations and work on major co-commissions on an ongoing basis. 2019/20 exhibitions included collaborations with Hayward Gallery Touring, Goldsmiths CCA, Nottingham Contemporary, Drawing Room, Camden Arts Centre and West Dean College.

A new programme, DigiPitch, saw DLWP begin working with The Peale Center for Baltimore History and Architecture, Baltimore, The Royal Pavilion and Museums Brighton and Hove and the University of Brighton. The programme aims to build networks of expertise between small museums that are thinking in big and influential ways about community participation in museum spaces and how it is facilitated through digitisation of their collections, their interpretation materials and display.

Touring programme

HOW CHICAGO! IMAGISTS 1960S AND 70S

Goldsmiths CCA

15 March – 27 May 2019

ROY VOSS: THE WAY THINGS ARE AND ROY VOSS: ALL THE WORLD'S A SUNNY DAY

The Maltings, Berwick

6 April – 2 June 2019

A TALE OF MOTHER'S BONES: GRACE PAILTHORPE, REUBEN MEDNIKOFF AND THE BIRTH OF PSYCHOREALISM

Camden Arts Centre

12 April – 23 June 2019

Newlyn Art Gallery

19 October 2019 – 4 January 2020

ZADIE XA: CHILD OF MAGOHALMI AND THE ECHOES OF CREATION

Art Night (London)

22 June 2019

YARAT, Azerbaijan

12 July – 29 September 2019

Tramway, Glasgow

26 October – 16 December 2019

MARC BAUER: MAL ÊTRE / PERFORMANCE

Drawing Room, London

12 September – 17 November 2019

STILL I RISE: FEMINISMS, GENDER, RESISTANCE ACT 3

Arnolfini, Bristol

14 September – 15 December 2019

**DE LA WARR PAVILION CHARITABLE TRUST
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**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

Live Programme

Our Live programme, led by Ed Frith, continues to sustain DLWP's standing as a leading music and performance destination, presenting a high quality and varied programme of internationally renowned musicians, comedians and performers, and seasonal and regional productions. 63,934 tickets were sold to performances in the auditorium and 15 performances sold out.

DLWP remains at the heart of the local music economy, helping to drive career progression and regeneration through Ed's continuing role as co-chair of the Music Steering Committee for Hastings & Rother Music City.

We remain committed to developing and nurturing local young creative talent with activities including piloting a T-level programme in conjunction with East Sussex College and hosting an all-day performance event for 100 young people in conjunction with Eggtooth. Other community activity has included hosting Barefoot Opera's new people's opera, *Bloom Britannia* featuring local people aged from 10 to 70 alongside professional singers and musicians.

We continue to host vinyl pop up shop Music's Not Dead (MND) in the building, and have programmed a series of intimate album launch performances in the restaurant. In addition to offering a different visitor experience, the events have helped DLWP build and strengthen relationships with record labels and the wider music industry.

To maximise use of the building inside and out and allow for a greater depth and breadth of artistic programming, we significantly expanded the DLWP Summer Live offering. Shows included 3 festival style events, 3 outdoor sunset film screenings which were sponsored by McPhersons Chartered Accountants and free to the local community and 2 free electronic parties. Auditorium performances alongside included, in a major coup for the DLWP, the first concert by the Pixies on their European tour.

The building's closure as a result of the COVID-19 lockdown meant the end of the financial year saw the Live Programme shift from planning and delivering to an intensive and logistically complex period of continual and repeated postponing and re-scheduling of shows.

OUTLANDS

DLWP continued its support of the experimental music scene as lead partner in Outlands – the touring network bringing together a mix of visual arts and music organisations, independent venues and creative producers located outside London (Bexhill, Bristol, Birmingham, Salford, Bradford, Milton Keynes, Cambridge, Plymouth).

OUTLANDS' 2019/20 tour comprised 18 performances across England reaching an audience of 3,352 people.

DLWP produced and toured *FRACTURE PATTERNS* across the network - a new interdisciplinary collaboration between visual artist duo Semiconductor (Brighton, UK) and artist-musician Eartheater (US). *ENSŌ SONE*, produced by Fat Out, featured an original audio-visual collaboration between Japanese psych band Qujaku and UK visual artists IMPATV. DLWP audiences said that Outlands was *'The best thing I've seen in a long time'*

Engagement activities around the programme included an experimental video workshop with IMPATV and a singing workshop with the artist Eartheater which saw participants taking part in the main performance.

**DE LA WARR PAVILION CHARITABLE TRUST
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To mark the final year of the first phase of OUTLANDS, DLWP and our partners hosted *The Joyous Thing*, a two-day event at MK Gallery in Milton Keynes in January 2020. The event opened up a collaborative conversation, exploring opportunities and challenges through performance and discussions with and from the UK experimental arts and music scene.

Learning & Participation

Our Learning & Participation team, headed by Ashley McCormick, continues to collaborate with colleagues across all teams, volunteers, freelance artist educators and a wide range of partners and communities to develop programmes that reflect the diverse nature of contemporary culture and society and that are relevant, appealing and open to all.

Staff continuing professional development and wellbeing

The team continues to attend seminars, events and learning sessions with 2019/20 activities including attending: a training day with Roche Court Educational Trust at Leighton House; the Family Arts Campaign's Museum Celebrating Age event; a Calouste Gulbenkian Foundation seminar on *A Civic Role for Arts Organisations* and Ashley chairing a panel discussion at the Bauhaus Art and Education in Practice one-day symposium at West Dean College. Research trips included visits to Goldsmiths CCA, West Dean College, Freeland Foundation, Woodland Enterprise Centre and Metal.

The team also co-produced knowledge sharing events with Gallery Assistants including public speaking skills development.

Ashley undertook a MSc Health and Wellbeing Negotiated Learning Module at Canterbury Christ Church University as part of the AESOP (Art Enterprise with a Social Purpose) Institute Continuing Professional Development programme.

Volunteers

Our cohort of 40 volunteers, 23 of whom were active in 2019/20, continue to support DLWP through activities ranging from leading building tours to supporting events such as the Bexhill Jobs & Apprenticeship Fair.

Health & Wellbeing

We continue to run our free monthly Mercury Club creative sessions for adults with learning disabilities and their carers; host a monthly Drawing Life session for people living with dementia and their caregivers; and facilitate exhibition visits and workshops with organisations including Project Art Works and 4Seasons. Working with Bexhill Dementia Action Alliance, this year also saw the welcome return of our Musical Matinee Club film screenings.

Following a successful pilot, DLWP developed and hosted the Mother Lode Project – a series of workshops for mothers who may be experiencing mental health challenges. Co-produced with Recovery Partners, artists Xaverine Bates and Vicki Painting and writer Antonia Chitty, the project aimed to give mothers the opportunity to work creatively and raise awareness of the hidden issues surrounding motherhood and mental health. Feedback included:

'I have learned a lot about myself and my self-expectations. I have gained confidence and it has very much helped reduce my anxiety, as I am now able to slow my thoughts down and use them creatively'

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

'I'm happier, because MLP has encouraged me to be creative. I'm stronger, because MLP has re-centred me and given me advice on how to cope. I'm more social because I now feel confident and connected to a part of my community'

DLWP collaborated with colleagues from UCL Innovation and Enterprise and SayAsphasia to develop a new programme *Art and Aphasia*. The project aims to help people with aphasia, their families and friends to have better conversations by developing helpful communication strategies and creative skills. Six week courses are planned for 2021.

Other activities included introducing a new Supported Viewing initiative during the *ANCIENT AND MODERN* and *I HEAR YOU* exhibitions and launching a new knowledge sharing video sequence Makaton Mondays.

Low socio-economic groups

DLWP continues to work in close partnership with local organisations such as Optivo, The Pelham and the Heart of Sidley community group to support children and families in the Sidley area.

Families

LOOK-THINK-MAKE, our programme of drop-in family friendly creative activities, continued through 2019/20. We also developed and launched a new early years programme PLAY CIRCLE in consultation with local nurseries and East Sussex County Council Senior Early Years Provision Officer.

Other activities during 2019/20 included creative half-terms sessions with ceramicist Anna Thomson and artist Ismini Samandidou and a Beard, Nose and Heart Party, referencing the fancy dress party of the same name held in the Bauhaus.

Schools

We remain a key member of the Hastings and Rother Arts Education Network (HRAEN) steering panel, working with schools, artists and arts organisations to make sure our young people have access to the best cultural opportunities.

Our extensive and varied programme of school engagement and outreach continued with activities including leading a week of free school outreach sessions exploring ideas around civic action, values and zine making; undertaking a week-long primary school residency as part of the *THINKING THROUGH...* programme; attending a STEM Sussex careers speed networking event at St Leonards Academy and hosting INTO Games, a digital gaming Creative Café for 120 students. We also continue to offer Arts Award which inspires young people to grow their arts and leadership talent.

Participants in school gallery visits, exhibition related workshops and outreach:

Primary

Baird Primary Academy
Catsfield Church of England Primary
Chantry School
Christchurch Primary Academy
Glenleigh Park Primary Academy
Glyne Gap School
Home Ed Group
St Pauls Church of England Academy
St Peter and St Paul Church of England Primary School

Secondary

Andover College
Bexhill College
The Hastings Academy
Hillview School for Girls
St Richards Catholic College
Uplands Community College

**DE LA WARR PAVILION CHARITABLE TRUST
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**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

Work Experience placements: 6 placement students from Robertsbridge Community College, Ark Helenswood Academy, St Leonards Academy and Claverham Community College.

Gallery staff also recorded 9 self-led schools visits with approximately 185 students.

Colleges & Universities

In addition to our collaboration with UCL on the *THINKING THROUGH...* programme, other colleges and university projects included working with School of Museum Studies, University of Leicester to host a Museum Studies M.A. student; working with University of Brighton students to co-produce school workshops in dialogue with the *STILL I RISE* exhibition and hosting a visit from and discussions with Slade Summer School international students.

16 – 24 years

The DLWP Young Creatives (YCs) - a group of 20 young people aged 13 -24 - continue to meet monthly and are involved in shaping all aspects of our organisation. The group's activities included working with artist Lauren Godfrey to paint exhibition furniture pieces; working with artist Sam Ayres and youth worker Tom Goulden to produce a manifesto, and taking part in an illustration workshop inspired by the Chicago Imagists exhibition.

DLWP collaborated with Discovery College and artist Annis Joslin to devise *ART LAB*, a new creative programme for people aged 14 – 20 years experiencing social, emotional and mental health challenges.

DLWP also hosted performances by Bexhill College of *STILL NOT STILL*, a performance relating to the exhibition *STILL I RISE* in the entrance foyer, and a sell-out performance of Sophie Swithinbank's *WHERE THERE IS SMOKE*, a new play focussing on issues around gender identity and sexuality in the *GROUP HAT* exhibition space.

Other activities included hosting an ARTiculation Discovery Day for Bexhill College foundation students and working with Bexhill College Level 3 Art & Design students to develop artwork for a promotional PechaKucha Night poster and creating wearable sculptures in anticipation of, and dialogue with, Zadie Xa's exhibition.

Critically engaged & cultural tourists

Our PechaKucha programme continued through 2019/20 with 4 events including a co-curation with Rosanna Leal, Director of Hastings and Rother Refugee Buddy project and WOMA Woman of the year 2019, and 3 events co-curated with the South East Creatives Creative Industries small business support programme. 33 speakers were involved in PechaKucha across the year with 225 people attending.

In conjunction with Bartlett School of Architecture at University College London, we developed *THINKING THROUGH...* a programme comprising a series of sessions exploring topics ranging from community gardens to the body, open learning spaces to darning.

Continuing with our aim to introduce different voices into the organisation, we hosted *LOUD & CLEAR* - a discussion-based workshop focussed on the language around gender and sexuality.

Other activities included a Tapestry Taster Day and talk about Edward James with tutors from West Dean College of Arts and Conservation.

Our volunteers led 12 DLWP building/heritage tours involving 150 people across the year.

**DE LA WARR PAVILION CHARITABLE TRUST
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**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

Pro-social opportunities for people who experience racism

We continue to develop relevant and sustainable cultural learning and pro-social opportunities for people who experience racism - particularly new migrant and refugee communities.

Activities have included a knowledge sharing event co-produced with architect David Roberts and Bartlett School of Architecture with Hastings and Rother Refugee Buddy Project and a gallery visit from the Discover project with refugee and migrant families and artist Nicola Zaaroura.

In February 2020 we established the All Welcome Reading Group. Led by organic grower and writer Claire Ratinon, the group focuses on fiction, non-fiction and podcasts by people of colour.

Digital audiences

Online content produced in 2019/20 included PechaKucha presentations, audio files with The Mercury Club and artist and academic blogposts.

To help visitors explore exhibitions and related ideas and processes, we created a range of downloadable *LOOK-THINK-MAKE* resources. Offering ways of looking, inquiring, connecting ideas, communicating and making, the resources were open-ended and adaptable for use in educational settings or community groups.

Cultural Education Partnership

Through offering work placement opportunities, exhibition tours, workshops and resources, DLWP continues to deepen its relationship with schools, colleges and universities.

A new strategic programme, Talent Accelerator, aims to nurture future talent for the Creative Industries. DLWP leads the programme, developed with East Sussex College, Careers Hub and Artswork. Combining education, industry, local government and other stakeholders, the programme will join up and build on creative learning, skills development and career opportunities across East Sussex.

DLWP continues to be a member of the Culture East Sussex Advisory Board, which pools collective experience and knowledge in order to advise on and monitor the implementation of the East Sussex Cultural Strategy.

Integrated Programming

DLWP continues to integrate our Learning & Exhibitions programmes, collaborating with the Exhibitions Team, artists, teachers, academics and experts to develop a layered approach.

We have achieved significant results through our increasingly interdisciplinary way of working: *GROUP HAT* was in part co-curated by Learning & Participation working with Exhibitions and the *THINKING THROUGH...* programme was co-led by the two teams.

Reviewing the DLWP *HOW CHICAGO..* and *GROUP HAT* exhibitions, Edward Ball, Curator, Freeland Foundation, commended DLWP's '*admirable vision to fully integrate programming holistically across learning and exhibitions departments*'. He commented:

'I am impressed by the breadth and sincerity of vision of the programme ... I don't see programming of this nature in comparable institutions. ... In my view the De La Warr Pavilion is delivering exhibitions of international quality and scope despite being a very small and likely very stretched team.'

**DE LA WARR PAVILION CHARITABLE TRUST
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**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

Late night gallery openings were introduced during certain gig nights and we continue to explore opportunities to further integrate our Live programme with Exhibitions and Learning & Participation.

2019/20 Audited Financial Statements

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

Reserves policy

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

As at 31 March 2020 the effective free reserves were:

	£
Unrestricted funds at 31 March 2020	359,345
Less: Net pension assets	(235,000)
Less: Unrestricted fixed assets	<u>(327,371)</u>
Effective free reserves	<u>(203,026)</u>

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

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

Financial Strategy

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

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

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 2019/20

Ainsley Gill

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

Averil Price (Appointed December 2019)

Averil is Corporate Director, Communities and Customers, at Wealden District Council in East Sussex. She has held a number of senior leadership positions in local government, provides executive coaching and leadership mentoring and serves as a Trustee of the national charity for everyday walking, Living Streets.

**DE LA WARR PAVILION CHARITABLE TRUST
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**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

Councillor Brian Kentfield (Retired June 2019)

Rother District Conservative Councillor for Kewhurst Ward, Bexhill and Chair of the Rother District Planning Committee.

Councillor Mrs Deirdre Earl-Williams (Appointed July 2019, Retired March 2020)

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

The Right Honourable Gregory Barker (Retired December 2019)

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

Cllr Hazel Timpe (Appointed March 2020)

Hazel is Rother District Association of Independents Councillor for Bexhill Sackville ward with responsibility for Communities, Culture and Tourism.

Howard Lovell

Howard 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.

Jo Townshend

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

Judy Cligman (Appointed December 2019)

Judy 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.

Judith West

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

Julian Bird (Chair)

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

Kate Adams MBE

Kate is a visual artist and co-founder and director of Project Art Works, the Hastings-based arts organisation that explores and promotes new, practical and philosophical approaches to the meaningful involvement in visual art of people who have complex neurological impairments.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

Professor Lawrence Zeegen

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

Councillor Mrs Sally Ann Hart (Retired June 2019)

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

Sean Albuquerque

Sean Albuquerque is an architect with his own practice in the south east. He was previously Chairman of the RIBA South East.

Cllr Susan Prochak MBE (Appointed July 2019)

Sue is Rother District Liberal Democrat Councillor for Robertsbridge Ward, the longest serving councillor on the council and Deputy Leader.

Steve Williams (Vice Chair)

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

The Capital Appeals Committee was formed in 2019 to support the Board of Trustees with strategy and fundraising activity with regards to capital investment in our Grade I Listed building.

The Committee members are Howard Lovell (Chair), Judith Cligman, Sydney Levinson, Averil Price, Derek Stevens, Daphne Thissen.

Trustee's Responsibilities

The trustees (who are also directors of De La Warr Pavilion Charitable Trust for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:-

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

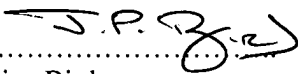
Statement as to Disclosure of Information to Auditors

So far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Charity's auditors are unaware, and each Trustee has taken the steps that he ought to have taken as a Trustee in order to make himself aware of any relevant information and to establish that the Charity's auditors are aware of that information.

Small company provisions

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities and with the special provisions of Part 15 of the Companies Act 2006 relating to small companies (section 419(3)).

Approved by the Board on 4 December 2020 and signed on its behalf by:

.....


Julian Bird
Trustee

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF
DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

Opinion

We have audited the financial statements of De La Warr Pavilion Charitable Trust (the 'parent company') and its subsidiary (the 'group') for the year ended 31st March 2020 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent company's affairs as at 31st March 2020 and of the group's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Trustees are responsible for the other information. The other information comprises the information in the Report of the Trustees, but does not include the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF
DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF
DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Robert Scrivins

Robert Scrivins BA(Hons) FCA CTA TEP DChA (Senior Statutory Auditor)
for and on behalf of Clark Brownscombe Limited
Chartered Accountants
and Statutory Auditors
2 St Andrews Place
Lewes
East Sussex
BN7 1UP

Date: *16th December 2020*

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT
AND STATEMENT OF COMPREHENSIVE INCOME)
FOR THE YEAR ENDED 31 MARCH 2020**

	Note	Unrestricted Funds £	Restricted Funds £	Total 2020 £	2019 £
INCOME FROM					
Donations and grants	3	1,313,881	359,913	1,673,794	1,484,910
Other trading activities	5	1,199,766	-	1,199,766	1,179,177
Charitable activities	6	<u>669,820</u>	<u>-</u>	<u>669,820</u>	<u>549,017</u>
TOTAL BEFORE MUSEUM AND GALLERIES TAX RELIEF		3,183,467	359,913	3,543,380	3,213,104
Museums and Galleries Tax Relief		<u>72,656</u>	<u>-</u>	<u>72,656</u>	<u>-</u>
TOTAL		<u>3,256,123</u>	<u>359,913</u>	<u>3,616,036</u>	<u>3,213,104</u>
EXPENDITURE					
Charitable activities		2,043,723	549,402	2,593,125	2,456,554
Expenditure on raising funds					
- Costs of commercial activities		<u>990,723</u>	<u>-</u>	<u>990,723</u>	<u>913,241</u>
TOTAL EXPENDITURE	7	<u>3,034,446</u>	<u>549,402</u>	<u>3,583,848</u>	<u>3,369,795</u>
Net income/(expenditure) before other recognised gains and losses		221,677	(189,489)	32,188	(156,691)
Other recognised (losses)/gains					
Actuarial (loss)/gain on defined benefit pension schemes		<u>(45,000)</u>	<u>-</u>	<u>(45,000)</u>	<u>55,000</u>
Net movements in funds		176,677	(189,489)	(12,812)	(101,691)
Total funds brought forward		<u>182,668</u>	<u>5,444,812</u>	<u>5,627,480</u>	<u>5,729,171</u>
Total funds carried forward		<u>359,345</u>	<u>5,255,323</u>	<u>5,614,668</u>	<u>5,627,480</u>

The detailed 2019 comparative statement of financial activities is reported in note 2.

The statement of financial activities incorporates the income and expenditure account, the results for the year derive from continuing activities and there are no gains or losses other than those shown above.

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2020**

COMPANY NUMBER 03446307

	Note	2020	2019
		£	£
FIXED ASSETS			
Tangible assets	12	5,582,694	<u>5,752,562</u>
CURRENT ASSETS			
Stocks	13	108,855	110,253
Debtors	14	212,301	156,863
Cash at bank and in hand		<u>367,628</u>	<u>548,827</u>
		688,784	815,943
CREDITORS: Amounts falling due within one year	15	<u>(891,810)</u>	<u>(1,022,025)</u>
NET CURRENT (LIABILITIES)		<u>(203,026)</u>	<u>(206,082)</u>
NET ASSETS EXCLUDING PENSION LIABILITIES		5,379,668	5,546,480
Defined benefit pension scheme asset	17	<u>235,000</u>	<u>81,000</u>
NET ASSETS INCLUDING PENSION ASSET		<u>5,614,668</u>	<u>5,627,480</u>
FUNDS:			
Restricted funds	19	5,255,323	5,444,812
Unrestricted funds	19	<u>359,345</u>	<u>182,668</u>
		<u>5,614,668</u>	<u>5,627,480</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved on behalf of the Board on 4 December 2020



 Julian Bird – Trustee

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

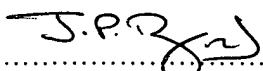
**CHARITY BALANCE SHEET
AS AT 31 MARCH 2020**

COMPANY NUMBER 03446307

	Note	2020 £	2019 £
FIXED ASSETS			
Tangible assets	12	5,582,694	5,752,562
Investment		<u>1</u>	<u>1</u>
		5,582,695	5,752,563
CURRENT ASSETS			
Debtors	14	314,208	311,726
Cash at bank and in hand		<u>341,954</u>	<u>418,436</u>
		656,162	730,162
CREDITORS: Amounts falling due within one year	15	(863,251)	(940,307)
NET CURRENT (LIABILITIES)		(207,089)	(210,145)
NET ASSETS EXCLUDING PENSION LIABILITIES		5,375,606	5,542,418
Defined benefit pension scheme asset	17	<u>235,000</u>	<u>81,000</u>
NET ASSETS INCLUDING PENSION ASSET		<u>5,610,606</u>	<u>5,623,418</u>
FUNDS:			
Restricted funds	19	5,255,323	5,444,812
Unrestricted funds	19	<u>355,283</u>	<u>178,606</u>
		<u>5,610,606</u>	<u>5,623,418</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved on behalf of the Board on 4 December 2020


.....
Julian Bird – Trustee

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**CONSOLIDATED STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 31 MARCH 2020**

	Note	2020 £	2019 £
Net cash generated from operating activities	18	(131,719)	201,169
Cash flows from investing activities			
Purchase of tangible fixed assets		<u>(49,480)</u>	<u>(3,804)</u>
Net (decrease)/increase in cash and cash equivalents		(181,199)	197,365
Cash and cash equivalents at the beginning of the year		<u>548,827</u>	<u>351,462</u>
Cash and cash equivalents at the end of the year		<u>367,628</u>	<u>548,827</u>
Cash and cash equivalents consists of:			
Cash at bank and in hand		<u>367,628</u>	<u>548,827</u>

The notes form part of these financial statements

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are summarised below.

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2015), hereafter referred to as the Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

De La Warr Pavilion Charitable Trust meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

In the application of the Group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The most significant accounting judgements and key sources of estimation uncertainty that affect items in the financial statements are those pertaining to the defined benefit pension scheme. The trustees seek the input and advice of qualified professionals as to the appropriate actuarial assumptions to be used in calculating the pension cost and review these on an ongoing basis.

The statement of financial activities and balance sheet consolidate the financial statements for the charity and its subsidiary undertaking. The results of the subsidiary undertaking are consolidated on a line by line basis. A separate statement of financial activities is not presented for the charity itself following the exemptions afforded by Section 408 of the Companies Act 2006. The charity's results for the year are summarised in Note 21 to these financial statements.

Preparation of the accounts on a going concern basis

The trustees have reviewed the company's forecasts and projections and, in particular, have considered the potential implications of the Coronavirus (COVID-19) pandemic. Whilst the eventual financial impact of the pandemic on the charity and on the overall economy remains uncertain, the directors believe that the charity will be able to continue. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

Funding accounting policy

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity.

Designated funds are unrestricted funds set aside at the discretion of the trustees for specific purposes.

Restricted funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose. Further details of each fund are disclosed in note 19.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

Income

Donations and grants that provide core funding or are of a general nature are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Income from other trading activities is included in the year in which it is receivable.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

Income is deferred when admission fees are received in advance of the performance or event to which they relate.

Expenditure

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs relating to the category.

Costs of generating funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. It also includes costs of the preparation and examination of the statutory accounts, the costs of trustee meetings and the cost of any legal advice to trustees on governance or constitutional matters.

Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

Irrecoverable VAT

Irrecoverable VAT is recorded as a support cost and is allocated across activities accordingly as shown in note 7.

Fixed assets

Individual fixed assets costing £500 or more are capitalised.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

Depreciation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:-

Pavilion leasehold – long-term improvements	2% straight line
Pavilion fittings and equipment	10% - 20% straight line
Office equipment	50% straight line

Stock

Stock is valued at the lower of cost and net realisable value, after due regard for obsolete and slow moving stocks.

Hire purchase and finance lease contracts

Assets held under finance leases, which are leases where substantially all the risks and rewards of ownership of the asset have passed to the charity, are capitalised in the balance sheet as tangible fixed assets and are depreciated over their useful life. The capital elements of future obligations under the leases are included as liabilities in the balance sheet. The interest element of the rental obligation is charged to the statement of financial activities over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding.

Assets held under hire purchase agreements are capitalised as tangible fixed assets and are depreciated over their useful lives. The capital element of future payments is included within creditors. Finance charges are allocated to accounting periods over the length of the contract.

Pensions

The charity operates a defined benefit pension scheme for employees previously employed by East Sussex County Council. The assets of the scheme which is managed by East Sussex County Council, are held separately from those of the charity in an independently administered fund. The charity also participates in a scheme with the People's Pension in accordance with meeting auto enrolment responsibilities.

Current service costs, past service costs and gains and losses on settlements and curtailments are charged to appropriate resources expended categories in the statement of financial activities. Past service costs are recognised over the vesting period or immediately if benefits have vested. When a settlement (eliminating all obligations for benefits already accrued) or a curtailment (reducing future obligations as a result of a material reduction in the scheme membership or a reduction in future entitlement) occurs, the obligation and related plan assets are remeasured using current actuarial assumptions and the resultant gain or loss is recognised in the statement of financial activities during the period in which the settlement or curtailment occurs.

The interest cost and expected return on assets are shown as a net amount as other finance costs or income. Net pension finance costs are allocated to appropriate resources expended categories in the statement of financial activities. Net pension finance income is recognised as an incoming resource in the statement of financial activities. Actuarial gains and losses are recognised immediately as other recognised gains and losses in the statement of financial activities.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

Pension scheme assets are valued at fair value at the balance sheet date. Fair value is based on market value price information and in the case of quoted securities is the published bid price. Pension scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted to their present value using a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The pension scheme surplus or deficit is recognised in full on the balance sheet.

Financial instruments

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument.

Financial assets and liabilities

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the statement of financial position when, and only when there exists a legally enforceable right to set off the recognised amounts and the Group intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when and only when (a) the contractual rights to the cash flows from the financial asset expire or are settled, (b) the Group transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or (c) the Group, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

2 DETAILED COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total 2019 £
INCOME FROM			
Donations and grants	1,090,644	394,266	1,484,910
Other trading activities	1,179,177	-	1,179,177
Charitable activities	<u>549,017</u>	<u>-</u>	<u>549,017</u>
TOTAL INCOME	<u>2,818,838</u>	<u>394,266</u>	<u>3,213,104</u>
EXPENDITURE			
Charitable activities	1,872,799	583,755	2,456,554
Expenditure on raising funds			
- Costs of commercial activities	<u>913,241</u>	<u>-</u>	<u>913,241</u>
TOTAL EXPENDITURE	<u>2,786,040</u>	<u>583,755</u>	<u>3,369,795</u>
Net income/(expenditure) before other recognised gains and losses	32,798	(189,489)	(156,691)
Other recognised gains			
Actuarial gains on defined benefit pension schemes	<u>55,000</u>	<u>-</u>	<u>55,000</u>
Net movements in funds	87,798	(189,489)	(101,691)
Total funds brought forward	<u>94,870</u>	<u>5,634,301</u>	<u>5,729,171</u>
Total funds carried forward	<u>182,668</u>	<u>5,444,812</u>	<u>5,627,480</u>

3 DONATIONS AND GRANTS

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Donations				
Appeals, donations and membership	<u>115,278</u>	<u>-</u>	<u>115,278</u>	<u>118,912</u>
Grants				
Trusts and foundations	-	152,875	152,875	78,024
UK Government grants	998,430	207,038	1,205,468	1,285,474
RDC re Defined benefit pension scheme	193,000	-	193,000	-
Grants – other agencies	<u>7,173</u>	<u>-</u>	<u>7,173</u>	<u>2,500</u>
	<u>1,198,603</u>	<u>359,913</u>	<u>1,558,516</u>	<u>1,365,998</u>
	<u>1,313,881</u>	<u>359,913</u>	<u>1,673,794</u>	<u>1,484,910</u>

DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

4 GRANTS RECEIVABLE

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Rother District Council	490,000	53,578	543,578	542,271
Arts Council England	508,430	153,460	661,890	743,203
RDC re Pension scheme	193,000	-	193,000	-
E Fairbairn	-	57,500	57,500	50,000
Chalk Cliff Trust	-	20,000	20,000	5,000
Weinstock Fund	-	2,350	2,350	-
Red Hill Trust	-	5,000	5,000	-
RTR Foundation	-	1,750	1,750	-
Elephant Trust	-	1,750	1,750	-
Stanley Thomas	-	6,447	6,447	-
Magdalen and Lasher	-	2,500	2,500	-
Kleinwort Hambros	-	1,670	1,670	-
Pro Helvetia	-	2,850	2,850	-
Sasakawa Foundation	-	3,000	3,000	-
Terra Foundation	-	33,902	33,902	-
SECCADS	-	7,847	7,847	-
Paul Hamlyn Foundation	-	-	-	3,524
Daiwa Foundation	-	-	-	3,000
High Commission of Canada	-	-	-	2,500
Ibstock Trust	-	-	-	15,000
Others	<u>7,173</u>	<u>6,309</u>	<u>13,482</u>	<u>1,500</u>
	<u>1,198,603</u>	<u>359,913</u>	<u>1,558,516</u>	<u>1,365,998</u>

5 OTHER TRADING ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Ancillary trading				
Merchandise income	174,813	-	174,813	183,547
Catering income	859,656	-	859,656	839,446
Hire income	<u>165,297</u>	<u>-</u>	<u>165,297</u>	<u>156,184</u>
	<u>1,199,766</u>	<u>-</u>	<u>1,199,766</u>	<u>1,179,177</u>

De La Warr Pavilion (Enterprises) Limited

The charity controls this company, which is incorporated in England, by virtue of holding 100% of the equity share capital. The company undertakes the ancillary trading activities at the Pavilion with the aim of gifting its taxable profits to the Trust.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

5 OTHER TRADING ACTIVITIES (Continued)

Summary of trading results

	2020	2019
	£	£
Turnover	1,199,766	1,179,177
Total expenditure	<u>(990,723)</u>	<u>(913,241)</u>
Net profit for the year	209,043	265,936
Distribution to the charity	<u>(209,043)</u>	<u>(265,936)</u>
Retained profit	<u> -</u>	<u> -</u>
The assets and liabilities of De La Warr Pavilion (Enterprises) Limited were:		
Assets	168,121	278,661
Liabilities	<u>(164,058)</u>	<u>(274,598)</u>
Funds	<u>4,063</u>	<u>4,063</u>

6 CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Exhibition income	16,749	-	16,749	29,971
Live performance income	628,646	-	628,646	512,095
Education income	<u>24,425</u>	<u> -</u>	<u>24,425</u>	<u>6,951</u>
	<u>669,820</u>	<u> -</u>	<u>669,820</u>	<u>549,017</u>

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

7

	Ancillary trading £	Exhibitions £	Live performance £	Education £	Governance £	Total £
Direct costs						
Cost of goods sold	377,317	-	-	-	-	377,317
Other direct costs	-	169,051	368,599	132,265	-	669,915
Employment costs	<u>536,691</u>	<u>142,914</u>	<u>213,282</u>	<u>105,701</u>	-	<u>998,588</u>
	<u>914,008</u>	<u>311,965</u>	<u>581,881</u>	<u>237,966</u>	-	<u>2,045,820</u>
Support costs						
Employment costs	-	339,097	203,458	135,639	-	678,194
Establishments costs	-	63,814	38,288	25,525	-	127,627
Repairs and maintenance	11,559	76,633	45,980	30,652	-	164,824
Office expenses	26,358	28,017	16,810	11,206	-	82,391
Cleaning	-	4,353	2,612	1,741	-	8,706
Travel and subsistence	841	5,479	3,287	2,192	-	11,799
Advertising and promotion	13,001	42,616	25,570	17,047	-	98,234
Auditors' remuneration	2,740	-	-	-	9,713	12,453
Legal and professional costs	3,744	11,871	7,122	4,748	-	27,485
Bank charges	18,472	12,678	7,607	5,071	-	43,828
Interest payable	-	86	51	34	-	171
Irrecoverable VAT	-	31,484	18,890	12,594	-	62,968
Depreciation of tangible fixed assets	-	109,674	65,804	43,870	-	219,348
	<u>76,715</u>	<u>725,802</u>	<u>435,479</u>	<u>290,319</u>	<u>9,713</u>	<u>1,538,028</u>
	<u>990,723</u>	<u>1,037,767</u>	<u>1,017,360</u>	<u>528,285</u>	<u>9,713</u>	<u>3,583,848</u>

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

8 TRUSTEES' REMUNERATION AND EXPENSES

No trustees received any remuneration during the year.

9 NET EXPENDITURE

Net expenditure is stated after charging:

	2020 £	2019 £
Auditors' remuneration		
- audit services	12,453	12,208
Depreciation of owned assets	<u>29,859</u>	<u>29,522</u>

10 EMPLOYEES' REMUNERATION

The average number of persons employed by the charity (including trustees) during the year, analysed by category, was as follows:-

	2020	2019
Programming	6	6
Fundraising	2	2
Operations	53	46
Administration	<u>4</u>	<u>4</u>
	<u>65</u>	<u>58</u>

The aggregate payroll costs of these persons were as follows:-

	2020 £	2019 £
Wages and salaries	1,482,321	1,308,148
Social Security	103,292	90,753
Other pension costs	<u>50,016</u>	<u>52,851</u>
	<u>1,635,629</u>	<u>1,451,752</u>

One employee received emoluments in the banding £75,000 - £80,000 (2019: £70,000 - £75,000 One).

The key management personnel of the charity comprise the trustees, the chief executive officer, the director of operations and the director of external relations. The total employee benefits of key management personnel were £186,551 (2019: £175,577).

11 TAXATION

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

12 TANGIBLE FIXED ASSETS

	Leasehold Property £	Fixtures, fittings and equipment £	Total £
Cost			
As at 1 April 2019	7,675,231	694,423	8,369,654
Additions	<u>-</u>	<u>49,480</u>	<u>49,480</u>
As at 31 March 2020	<u>7,675,231</u>	<u>743,903</u>	<u>8,419,134</u>
Depreciation			
As at 1 April 2019	2,024,074	593,018	2,617,092
Charge for the year	<u>189,489</u>	<u>29,859</u>	<u>219,348</u>
As at 31 March 2020	<u>2,213,563</u>	<u>622,877</u>	<u>2,836,440</u>
Net book value			
As at 31 March 2020	<u>5,461,668</u>	<u>121,026</u>	<u>5,582,694</u>
As at 31 March 2019	<u>5,651,157</u>	<u>101,405</u>	<u>5,752,562</u>

13 STOCKS

	Group		Charity	
	2020 £	2019 £	2020 £	2019 £
Stocks	<u>108,855</u>	<u>110,253</u>	<u>-</u>	<u>-</u>

14 DEBTORS

	Group		Charity	
	2020 £	2019 £	2020 £	2019 £
Trade debtors	56,601	95,073	25,860	58,910
Amounts owed by group undertakings	-	-	135,499	192,880
Other debtors	86,171	4,328	83,320	2,474
Prepayments and accrued income	<u>69,529</u>	<u>57,462</u>	<u>69,529</u>	<u>57,462</u>
	<u>212,301</u>	<u>156,863</u>	<u>314,208</u>	<u>311,726</u>

**DE LA WARR PAVILION CHARITABLE TRUST
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Bank loans and overdrafts	100,878	-	100,878	-
Trade creditors	720,769	697,467	701,295	662,357
Taxation and social security	37,601	60,809	37,601	60,809
Other creditors	4,316	3,525	4,316	3,525
Accruals and deferred income	<u>28,246</u>	<u>260,224</u>	<u>19,161</u>	<u>213,616</u>
	<u>891,810</u>	<u>1,022,025</u>	<u>863,251</u>	<u>940,307</u>

Deferred income included above is as follows:

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
As at 1 April 2019	229,123	344,600	188,166	344,600
Amount released to incoming resources	(229,123)	(344,600)	(188,166)	(344,600)
Amount deferred in the year	<u>-</u>	<u>229,123</u>	<u>-</u>	<u>188,166</u>
As at 31 March 2020	<u>-</u>	<u>229,123</u>	<u>-</u>	<u>188,166</u>

16 MEMBERS' LIABILITY

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

**DE LA WARR PAVILION CHARITABLE TRUST
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17 PENSION SCHEME

(a) Defined benefit scheme

The charity operates a pension scheme providing benefits based on final pensionable pay in respect of employees who were employed by Rother District Council but who transferred to the charity when the charity took over the running of the De La Warr Pavilion. The assets of the scheme are held separately from those of the charity, being part of the East Sussex County Council scheme.

Pension contributions are determined by a qualified actuary on the basis of triennial valuations using the projected unit method. A full actuarial valuation was carried out at 31 March 2013 and updated at 31 March 2016. The scheme was closed to new members on 1 April 2003.

The FRS 102 assessment of the scheme as at 31 March 2020 showed a pension scheme asset of £235,000. However, the last triennial actuarial valuation in 2016 prepared for the East Sussex Pension Fund was based on more prudent assumptions and assessed the pension fund to be in deficit. As a result of this the employer pension contribution rates were revised to 43.7% plus there was a substantial increase in the annual secondary contribution requirements for past employees. The Trustees are in active conversations with the pension fund administrators, and key stakeholders, to ensure their responsibilities under the scheme are met in the long term.

The main financial assumptions used for the purposes of FRS102 are:

	2020	2019	2018
Discount rate	2.3%	2.4%	2.5%
Salary increase rate	2.0%	2.9%	2.8%
Pension increase rate	2.0%	2.5%	2.4%

Mortality:

Vita Curves with improvements in line with the CMI2010 model assuming the current rate of improvements has peaked and will converge to a long-term rate of 1.25%.

	2020	2019	2018
Current pensioners:			
Male	21.6	22.1	22.1
Female	23.9	24.4	24.4
Future pensioners:			
Male	22.5	23.8	23.8
Female	25.3	26.3	26.3

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17 PENSION SCHEME (Continued)

The fair value of the assets of the scheme were:

	At 31 March 2020 Value £	At 31 March 2019 Value £	At 31 March 2018 Value £
Equities	1,356,100	1,247,350	1,265,930
Bonds	324,700	422,180	249,620
Property	191,000	191,900	178,300
Cash	<u>38,200</u>	<u>57,570</u>	<u>89,150</u>
Total Market Value of Assets	<u>1,910,000</u>	<u>1,919,000</u>	<u>1,783,000</u>

Net defined benefit liability

	2020 £	2019 £
Fair value of assets	1,910,000	1,919,000
Present value of defined benefit obligation	<u>(1,675,000)</u>	<u>(1,838,000)</u>
Recognised pension asset	<u>235,000</u>	<u>81,000</u>

Total expense recognised in income and expenditure

	2020 £	2019 £
Current service cost	20,000	24,000
Interest cost on obligation	43,000	45,000
Interest income on plan assets	<u>(48,000)</u>	<u>(46,000)</u>
Total income and expenditure charge	<u>15,000</u>	<u>23,000</u>

Changes in the present value of the defined benefit obligation

	2020 £	2019 £
Opening defined benefit obligation	1,838,000	1,760,000
Interest cost on obligation	43,000	45,000
Current service cost	20,000	24,000
Remeasurement (gains)/losses on obligation (assumptions and experience)	(130,000)	86,000
Member contributions	3,000	4,000
Benefits paid	<u>(99,000)</u>	<u>(81,000)</u>
Closing defined benefit obligation	<u>1,675,000</u>	<u>1,838,000</u>

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17 PENSION SCHEME (Continued)

Changes in the fair value of scheme assets

	2020 £	2019 £
Opening fair value of Scheme Assets	1,919,000	1,783,000
Interest income on plan assets	48,000	46,000
Actuarial (loss)/gain	(175,000)	141,000
Employer contributions	214,000	26,000
Member contributions	3,000	4,000
Benefits paid	<u>(99,000)</u>	<u>(81,000)</u>
Closing fair value of scheme assets	<u>1,910,000</u>	<u>1,919,000</u>

(b) Defined contribution scheme

The amount recognised as an expense for the defined contribution scheme was

	2020 £	2019 £
Current period contributions	<u>50,015</u>	<u>36,500</u>

**18 NOTES TO THE CASH FLOW STATEMENT
Reconciliation of operating (deficit) to net cash
inflow from operating activities**

	2020 £	2019 £
Operating surplus/(deficit)	32,188	(156,691)
Depreciation and amortisation charges	219,348	219,011
Pension adjustment	(199,000)	(3,000)
Decrease/(Increase) in stocks	1,398	2,765
(Increase)/decrease in debtors	(55,438)	(64,108)
(Decrease)/increase in creditors	<u>(130,215)</u>	<u>203,192</u>
Net (outflow)/ inflow from operating activities	<u>(131,719)</u>	<u>201,169</u>

**DE LA WARR PAVILION CHARITABLE TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
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19 ANALYSIS OF FUNDS

	At 1 April 2019	Income	Expenditure	Other Recognised (Losses)	Transfers	At 31 March 2020
	£	£	£	£	£	
Designated Funds						
Fixed assets fund	<u>75,776</u>	<u>-</u>	<u>(13,634)</u>	<u>-</u>	<u>-</u>	<u>62,142</u>
General Funds						
General fund	21,830	2,056,357	(2,229,089)	-	209,043	58,141
Pension scheme	81,000		199,000	(45,000)		235,000
Subsidiary company reserves	<u>4,062</u>	<u>1,199,766</u>	<u>(990,723)</u>	<u>-</u>	<u>(209,043)</u>	<u>4,062</u>
	<u>106,892</u>	<u>3,256,123</u>	<u>(3,020,812)</u>	<u>(45,000)</u>	<u>-</u>	<u>297,203</u>
Restricted Funds						
Capital project	5,143,557	-	(144,508)	-	-	4,999,049
Other restricted donations	-	359,913	(359,913)	-	-	-
Auditorium refurbishment	<u>301,255</u>	<u>-</u>	<u>(44,981)</u>	<u>-</u>	<u>-</u>	<u>256,274</u>
	<u>5,444,812</u>	<u>359,913</u>	<u>(549,402)</u>	<u>-</u>	<u>-</u>	<u>5,255,323</u>
	<u>5,627,480</u>	<u>3,616,036</u>	<u>(3,583,848)</u>	<u>(45,000)</u>	<u>-</u>	<u>5,614,668</u>

Designated funds:

The fixed assets fund comprises assets which are associated with the long-term operation of the auditorium etc and would not be replaced from general funds. The net book value of these assets has been transferred from General fund, and the depreciation on these assets will be financed from the fund.

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19 ANALYSIS OF FUNDS (PRIOR YEAR)

	At 1 April 2018	Income	Expenditure	Other Recognised Gains	Transfers	At 31 March 2019
	£	£	£	£	£	
Designated Funds						
Fixed assets fund	<u>89,413</u>	-	<u>(13,637)</u>	-	-	<u>75,776</u>
General Funds						
General fund	(21,605)	1,639,661	(1,862,162)	-	265,936	21,830
Pension scheme	23,000	-	3,000	55,000	-	81,000
Subsidiary company reserves	<u>4,062</u>	<u>1,179,177</u>	<u>(913,241)</u>	-	<u>(265,936)</u>	<u>4,062</u>
	<u>5,457</u>	<u>2,818,838</u>	<u>(2,772,403)</u>	<u>55,000</u>	-	<u>106,892</u>
Restricted Funds						
Capital project	5,288,065	68,850	(213,358)	-	-	5,143,557
Other restricted donations	-	325,416	(325,416)	-	-	-
Auditorium refurbishment	<u>346,236</u>	-	<u>(44,981)</u>	-	-	<u>301,255</u>
	<u>5,634,301</u>	<u>394,266</u>	<u>(583,755)</u>	-	-	<u>5,444,812</u>
	<u>5,729,171</u>	<u>3,213,104</u>	<u>(3,369,795)</u>	<u>55,000</u>	-	<u>5,627,480</u>

Designated funds:

The fixed assets fund comprises assets which are associated with the long-term operation of the auditorium etc and would not be replaced from general funds. The net book value of these assets has been transferred from General fund, and the depreciation on these assets will be financed from the fund.

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**NOTES TO THE FINANCIAL STATEMENTS
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19 ANALYSIS OF FUNDS (continued)

Purposes of restricted funds:

The capital project fund consists of grants and donations received to finance the refurbishment and other capital expenditure at the Pavilion. Depreciation on the assets financed from the funds are charged against the fund balance.

The capital project fund also includes the annual grant received from Rother District Council (RDC) towards the cost of major building maintenance. Periodic reports are submitted to RDC detailing the maintenance works undertaken.

The Auditorium refurbishment fund contains grants and matched funding for the refurbishment of the auditorium area.

20 NET ASSETS BY FUND

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Tangible assets	327,371	5,255,323	5,582,694	5,752,562
Current assets	688,784	-	688,784	815,943
Creditors: Amounts falling due within one year	(891,810)	-	(891,810)	(1,022,025)
Pension asset	<u>235,000</u>	<u>-</u>	<u>235,000</u>	<u>81,000</u>
Net assets	<u>359,345</u>	<u>5,255,323</u>	<u>5,614,668</u>	<u>5,627,480</u>

NET ASSETS BY FUND (PRIOR YEAR)

	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £	Total Funds 2018 £
Tangible assets	307,750	5,444,812	5,752,562	5,967,769
Current assets	815,943	-	815,943	557,235
Creditors: Amounts falling due within one year	(1,022,025)	-	(1,022,025)	(818,833)
Pension asset	<u>81,000</u>	<u>-</u>	<u>81,000</u>	<u>23,000</u>
Net assets	<u>182,668</u>	<u>5,444,812</u>	<u>5,627,480</u>	<u>5,729,171</u>

**DE LA WARR PAVILION CHARITABLE TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
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21 RESULTS OF THE PARENT COMPANY

	2020	2019
	£	£
Gross incoming resources for the year attributable to De La Warr Pavilion Charitable Trust	<u>2,343,614</u>	<u>2,033,927</u>
Net incoming/(outgoing) resources for the year attributable to De La Warr Pavilion Charitable Trust	<u>32,188</u>	<u>(156,691)</u>

22 SHARE CAPITAL

The company is limited by guarantee, having no share capital, members having a liability not exceeding £1.