

**THE WALLACE COLLECTION**  
**BOARD OF TRUSTEES' MEETING MINUTES**

14 September 2023, 13:30  
Hertford House

**PRESENT**

Jessica Pulay (the Chair)  
James Barnard (JB)  
Marilyn Berk (MB)  
Sophie Birshan (SB)  
Eric Ellul (EE)  
Alison Taylor (AT)

**IN ATTENDANCE**

Xavier Bray, Director (XB)  
Melanie Newlands, Director of Finance and Commerce (MN)  
Sarah Harmer, Director of Development (SH)  
Samantha Cox, Head of Exhibitions & Collection Care (SC)  
Francesca Vella Bonnici, Assistant to the Directorate (minutes)

**APOLOGIES**

Lord Hertford (LH)  
Pierre Arizzoli-Clémentel  
Jane Lewis

**1. CHAIR'S MATTERS**

- The Chair opened the meeting and noted that no conflicts were declared by the Trustees.
- The Chair congratulated the whole Wallace team, as the Wallace Collection ("TWC") was performing strongly in a number of areas.
- The Chair and XB recently welcomed the new DCMS Permanent Secretary to TWC.
- The Chair provided an update on new Trustee recruitment.
- Subject to some small amendments, the Board approved the minutes.

**2. DIRECTOR'S REPORT**

- XB presented his report, the contents of which were noted by the Board, highlighting ticket sales for the *Portraits of Dogs* exhibition and the installation of the Turner and Bonington Watercolours display.
- XB reported on the success of the Gala fund-raising evening held in April 2023. He provided a Security update and reported on the recruitment of a new Director of Collections and Research.

### **3. LOANS (XB)**

- XB presented the loans paper which was approved by the Board.

### **4. AUDIT COMMITTEE REPORT (AT)**

- AT presented the Audit Committee report.
- She gave an update on the trading company net profit and the NAO audit sign-off date.
- AT also reported on continuing cost pressures.
- The Audit Committee approved the audit planning document.

### **5. FINANCE REPORT (MN)**

- MN presented the Finance report and provided an update on the performance of the Venue Hire team, the Retail team and contingency funds.

### **6. FUNDRAISING REPORT (SH)**

- SH presented the Fundraising report, highlighting the activity of The Wallace Development Board, the progress on the fundraising target and the Young Benefactor scheme.

*SC joined the meeting.*

### **7. PRESENTATION FROM SAMANTHA COX, HEAD OF COLLECTION CARE**

- SC presented the Board with an overview of the Exhibition and Collection Care department.
- She outlined the upcoming exhibition programme and accreditation scheme.

*SC left the meeting.*

### **8. AUDIENCE DEVELOPMENT**

- SH presented the Audience Development report.
- A more comprehensive strategy document will be circulated when complete.

### **9. EDI UPDATE**

- SH presented the EDI Update.

### **10. AOB**

- Some governance matters were discussed.
- The Chair thanked the Senior Management Team and the Trustees for their contributions to the meeting.

*The Chair closed the meeting.*

### **11. TRUSTEES' IN CAMERA SESSION**