

**MINUTES OF**  
**THE BOARD OF TRUSTEES' MEETING**  
**HELD AT HERTFORD HOUSE**  
**TUESDAY 25 OCTOBER AT 15.00**

**Present:**

Mr John Ritblat (Chairman)  
Sir Geoffrey de Bellaigue (GdB)  
Dr Fram Dinshaw (FD)  
Dr Richard Dorment (RD)  
Mr Martin Drury CBE (MD)  
Alison, Lady Irvine of Lairg (AI)  
Ms Carole Stone (CS)  
The Honourable Barbara Thomas (BT)  
Miss Rosalind Savill CBE (Director)

**In Attendance:**

Mr Jeremy Warren: Assistant Director, Head of Collections (JW)  
Mr Simon Pink: Assistant Director, Head of Operations and Finance (SP)  
Miss Clare O'Brien: Assistant Director, Head of Development and Marketing (COB)  
Miss Katrina Whenham: Director's Assistant recording the minutes (KW)

**Order of Meeting:**

**1. Apologies**

Sir Timothy Clifford

**2. Notes of previous Meeting on 5 July 2005**

The main points discussed were:

***Trustee Appointments***

The Chairman noted that the Board currently had two positions to fill and that sadly GdB's term expires in March 2006. The Board discussed possible replacements and it was agreed that the Chairman and the Director would draw up job descriptions and follow the process through with the DCMS.

***David Lammy***

David Lammy, the new Minister for Culture, visited the Collection on 13 September to unveil the plaque for the Sikh Trail devised by the Wallace Collection and the Anglo-Sikh Heritage Trust. The event was held in the Great Gallery so that the Minister, the Sikh community and the guests had an opportunity to see the Oriental Armoury and a range of rooms and galleries at Hertford House. The plaque hangs in the outer Entrance Hall.

### ***The American Friends of the Wallace Collection***

The Director reported that the American Friends are still considering a new Chairman to replace Michele Beiny Harkins when she steps down.

### **3. The Director's Report**

#### ***Room Refurbishments***

The Director reported that work has now begun in the Study and the Oval Drawing Room, and that the Large Drawing Room is being used for storage of works of art displaced from the other two rooms. She also reported that Kilby and Gayford have been appointed as the main contractor for these two rooms, which should be completed in the Spring of 2006, and for two further rooms (the Large and Small Drawing Rooms) which should be completed by the Autumn of 2006.

The Director also described the Chairman's idea of holding a Canaletto exhibition in the Exhibition Galleries on the Lower Ground Floor, perhaps with our best examples in the Pugh/Watercolour Gallery and some stunning loans in the main Exhibition Gallery. She suggested that this might take place towards the end of the third phase of the refurbishments which will include the West Gallery where our Canalettos will find a new home.

She showed the Board the wonderful bound book of drawings by John O'Connell, which he has presented to the Wallace Collection to record all the plans for the first floor room refurbishments.

#### ***The Sculpture Garden***

The Director explained the outline costs for the removal and re-sitting elsewhere of the fountain, reflooring, acoustic improvements, a speaker system, general repairs and the replacing of the servery in the Sculpture Garden. She showed the Board Todd Longstaffe-Gowan's planting proposals, where potted plants could be dropped in to tiered wire-work jardinières on wheels.

#### ***The Café Bagatelle***

The Director reported that she and SP had appointed Tricon to look at the future of the Café contract, which runs out in 2007. Tricon's report advises that we go through a new tendering process for the restaurant contract, though Eliance would be very welcome to apply (and are keen to do so). The Board agreed to the appointment of Tricon for the tendering process.

The Director suggested closing the Café Bagatelle next August in order to undertake the more major parts of the improvements. August was not only our least busy month for events; it was also potentially between contracts for the Café franchise. The Board agreed, and CS proposed that we set up a temporary café in the Porphyry Court to offer tea and light refreshments.

The Chairman was keen to find a sponsor for the works and asked if there would be a site manager for the project. SP said Keith Welch, Head of Facilities, would manage it internally, Malcolm Reading was already advising on the Project, and our retained architect, Mark Hammond of Purcell, Miller, Tritton and Partners, was also involved.

#### ***Feasibility Study***

The Director reported that the Chairman had agreed to a Feasibility Study by Purcell, Miller, Tritton and Partners to explore what extra space might be available within the curtilage of

Hertford House. This will examine the roof line and the former location of lodges at the front gates, as well as subterranean possibilities in the front garden; a first report is expected by Christmas. More space is needed to expand the wonderful Education Department, as well as for offices as the staff numbers grow, and storage. The Chairman hoped that a Heritage Lottery Fund grant and successful major grant applications might finance the next stage.

#### **4. Curatorial and Collections Report**

##### ***Staffing***

Sophie Carr has been appointed for a year to cover aspects of Jo Hedley's post while she is on the Clore Leadership Programme, and Rosie Broadley, the Museum Assistant is leaving to work in the National Portrait Gallery. RD asked if a curatorial position could be part of a fellowship, thereby encouraging more British students to train as curators, and the Chairman asked for this idea to be put on the Wish List.

##### ***John McKee***

JW recorded the historical importance of the former Librarian, John McKee's, bequests to the Wallace Collection and reported that a book plate had been created for his bequests of books.

##### ***Wallace Live***

We are currently evaluating three tenders for the best system for the Wallace Collection and an appointment should be made in December.

##### ***Conservation***

The extensive conservation projects of the Rajput Warrior and Mandarin costumes are now respectively completed and nearing completion .

Jürgen Huber has been advising the World Monument Fund in Russia and has also attended a conservation course in Japan, at which he was the only UK participant. The course was on Japanese Urushi lacquer, organized by the National Research Institute for Cultural Properties, Tokyo (NRICT) and the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM).

##### ***Education***

Current projects include outreach at St George's Hospital, and e-learning modules with our museum networking partners (Portraits for Key stages 1 and 2 is complete, and Myths and Legends and Landscape for Key stages 3 and 4 are in progress). JW said he has a dream to develop the website as an electronic resource for the Collection for Key stage 3 and above.

##### ***Library Archive***

JW said the all the art sales catalogues are finally back from off-site store.

#### **5. Audit Committee Report**

FD reported back on the results of the Audit Committee that had taken place at 12 that day. There was discussion about whether audit committee papers that were now being circulated, could be circulated in advance in future. FD and SP both put across that the papers were circulated in advance to the Audit Committee, but it would be inappropriate to circulate them

more widely before the Audit Committee had had chance to discuss them. FD reported that the annual report and accounts for 2004-2005 were now completed. FD considered that the financial results shown (surplus of £73,980, and a current deficit of £124,552) were actually a creditable achievement given the number of financial shocks suffered in the year, such as additional security costs, plus shortfalls in a couple of income generating areas. These results were also in line with projections towards year-end. Although the Wallace Collection has not managed to add to their unrestricted reserves in year, the financial projections for the following two years suggested that it was a reasonable hope that unrestricted reserves would be at target levels by the end of the next Corporate plan period.

## **6. Operations and Finance**

### ***Security Update***

SP noted that we had been successful in minimising gallery closures.

### ***Facilities Update***

SP reported that Keith Welch, the new Head of Building and Facilities, had already organised the cleaning of the lift and the restoration and cleaning of the marble floor in the Front Hall. The Chairman noted that the latter had been made possible by Lord Harris' generous donation and that a plaque should be unveiled in his honour as soon as possible.

### ***Retail***

SP informed the Board that retail activities, being income generating, had now been passed to COB as Head of Development and Marketing.

### ***Finance Update***

SP circulated the Annual Report and asked the Board to give him their comments by the 11 November. A Risk Register had also been circulated at the last Trustees' meeting. SP noted that overall the financial year has been tight but manageable.

*Keith Welch joined the meeting and gave a short presentation on the current major building projects and room refurbishments*

Mr Welch outlined his aims to maintain and improve the fabric of the building, ensuring it was weatherproof so that there was no risk to the Collection, maintaining utilities, facilities, air-conditioning, cleaning, lighting and fire systems, improving on Health and Safety issues for visitors and staff, and introducing new areas of staff training.

He outlined the anticipated programme of gallery refurbishments (the Study and Oval Drawing Room, followed by the Large Drawing Room and the Small Drawing Room) and listed the Major Capital Projects costing £1.4m and funded by the DCMS over the next three years (including repair and redecoration of the North, East and West exterior walls and the 2<sup>nd</sup> Floor Offices, repair of the Armoury ceilings, refurbishment of the public lavatories and the ground floor Back Corridor, and work to the floor and acoustics in the Sculpture Garden). Smaller projects included the Sixteenth Century Gallery and Smoking Room floors, improvement to drainage systems and grease traps from the Eliance kitchen, a complete full site risk assessment to complement the 2004 Fire Risk assessment, the Front State Room ceiling repairs, and an audit of off site storage.

*Keith Welch left the meeting*

## **7. Development and Marketing**

### ***Income Generation***

COB noted that the Collection was on target for its six-month projection, and specially thanked the Chairman for his active letter writing approaching corporate heads for sponsorship.

COB explained the Collection's new Marketing Strategy and advertising campaign.

### ***Donation Pins***

The Chairman noted that these might help us measure the effectiveness of our advertising campaign.

### ***Any Other Business***

The Chairman raised the issue of how the Board could promote the Collection, ensuring that it encouraged new audiences and was open to everyone, while also retaining its old audience, its scholarship and fine nature. He saw this as a tricky balance.

*The Director finished the meeting with a show and tell of plaster ceramic moulds she discovered in France. The Meeting closed at 17.35.*

## **8. Next Meetings**

**2006:** 16 January, 25 April, 28 June and 24 October.

### **Chairman's Signature**

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**Mr John Ritblat**  
**Chairman**