

The Wallace Collection  
Annual Report and Accounts 2023-24

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# The Wallace Collection

## Annual Report and Accounts 2023-24

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# The Wallace Collection Annual Report and Accounts 2023-24

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# The Wallace Collection Annual Report and Accounts 2023-24

## Annual Report and Trustees' Report

### *Objectives and Achievements*

#### **Background/introductory information**

The Wallace Collection was formed by four generations of the Marquesses of Hertford and by Sir Richard Wallace (the supposed illegitimate son of the Fourth Marquess) between the 1780s and the 1880s. Since the 1870s the Collection has been housed in Hertford House, Manchester Square, London, W1U 3BN, one of the Hertford-Wallace residences and a Grade II listed building. The Collection was bequeathed to the nation by Lady Wallace, Sir Richard's widow, in 1897 and opened to the public on 22 June 1900. Admission to the permanent collection is free.

A Treasury Minute of 28 July 1897 appointed the first Board of Trustees, which acts on the authority of a Declaration of Trust dated 27 July 1899, and of the Museums and Galleries Act 1992, which specifies the Board's general function to maintain, exhibit and grant access to, and to promote public understanding and enjoyment of the Collection. Responsibility for Government financing of the Wallace Collection rests with the Secretary of State for Culture, Media and Sport, from whom the museum receives a Grant-in-Aid out of monies provided by Parliament. The museum is a Non-Departmental Public Body sponsored by the Department for Culture, Media and Sport (DCMS). It is a charity exempt from registration under the Charities Act 2011. It has a wholly-owned subsidiary, Hertford House Marketing Limited, whose results are consolidated with the Wallace Collection's results for the purpose of these accounts.

The museum contains Old Master paintings, miniatures, sculpture, furniture, porcelain and goldsmiths' work, European, African and Asian arms and armour, and medieval and Renaissance works of art. All are of the highest quality and of international importance. Its holdings of French eighteenth-century art, European princely arms and armour, and Old Master paintings are internationally acclaimed.

The works of art in the Collection, broken down by collection category, comprise:

Pictures (paintings, watercolours, drawings and etchings)	777
Miniatures	317
Furniture	525
Sculpture	481
European Arms and Armour	1,342
Oriental Arms and Armour	1,057
Asian and African Art	98
Porcelain	287
Earthenware	203

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Glass	59
Limoges enamels	29
Gold boxes	89
Works of Art	341
Manuscript cuttings	32

These objects (5,637 in total) encompass a superb range of fine and decorative arts from the fifteenth to the nineteenth centuries. They are housed in twenty-seven rooms and galleries on the ground and first floors, with an additional Temporary Exhibition Gallery, Visitors' Library, Theatre, Meeting Room and Learning Studio on the lower ground floor.

Notably, in 2019-20, the Collection obtained permission to loan works of art and thereby develop stronger partnerships and relationships with other arts institutions.

### **Aims, Objectives and Priorities**

The 1992 Museums and Galleries Act sets the overall statutory objectives for the Wallace Collection. Its wording is as follows:

“(4) so far as practicable and subject to the provisions of this Act, the Wallace Collection Board shall maintain the collection of objects known as the Wallace Collection and shall:

- (a) care for and preserve the objects in their collection;
- (b) secure that the objects are exhibited to the public;
- (c) secure that the objects are available to persons seeking to inspect them in connection with study or research; and
- (d) generally promote the public's enjoyment and understanding of fine and applied art both by means of the Board's collection and by such other means as they consider appropriate.”

In 2019, following consultation with DCMS, the Charity Commission granted an Order under section 105 of the Charities Act 2011 to authorise the temporary lending and borrowing of objects for exhibitions or displays. The following powers were vested in the Board of Trustees:

“1.2.1. Being satisfied that it is expedient in the interests of the Charity that it should do so, the Commission authorises the Charity:

- (1) to lend any objects in the Charity's collection (whether the loan is for purposes of public exhibition or not and whether, under the terms of the loan, the object is to remain in the United Kingdom or not) provided that in deciding whether or not to

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lend an object, and in determining the time for which, and the conditions subject to which, an object is to be lent, the Charity:

- (a) shall give special consideration to the request for the loan of an object for public exhibition; and
- (b) subject to that, shall have regard to the interests of students and other persons visiting the Charity's collection, the sustainability of the prospective borrower, the purpose of the loan and the physical condition and degree of rarity of the object and any risk to which it is likely to be exposed."

The Trustees of the Wallace Collection consider the museum's principal aim is 'to safeguard this unique and varied Collection, making it accessible for the present and preserving it for future generations.' In order to achieve this aim the Collection has, under the banner of "*Making Culture Matter*", set itself the following objectives and priorities for the period 2022 - 2025:

- 1. To maintain, research and preserve the Collection for future generations;
- 2. To broaden and deepen visitor engagement, connecting with audiences onsite and digitally;
- 3. To build and support a strong exhibition programme;
- 4. To lay a strong financial foundation for the future; and
- 5. To embark upon a Masterplan programme to transform the museum.

These objectives and priorities are described in further detail in this annual report.

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## *Achievements and Performance*

Visitor numbers increased strongly over the twelve months to 455,000, an increase of almost 70% from the 2022-23 total of 314,000 visitors. 455,000 is our third highest annual visitor figure on record since the Collection opened, and an extraordinary turnaround given the ongoing challenges for the museum caused by the recovery from the pandemic and increased cost-of-living.

### **To maintain, research and preserve the Collection for future generations**

Researching and conserving the works of art in the Wallace Collection for future generations is one of the museum's core strategic aims, and the Collection made important progress on several areas of research over the last year.

The Collection also made the decision in 2023-24 to undertake a complete audit of the permanent collection to ensure that all works of art in its care are safe and secure. This audit process involved matching inventory numbers with every work of art in the galleries and in the reserve collection. The audit was carried out successfully, and no objects were found to be missing.

### *Major Research Projects*

#### *Ottoman, Middle Eastern and Asian Arms and Armour*

The Collection's research on its Ottoman, Middle Eastern and Asian Arms and Armour continued; Hertford House is home to one of the finest collections of non-European arms and armour in the world, which in total makes up almost 20% of the museum's works of art. It provides an unusually comprehensive view of its key areas – India, the Ottoman Empire and Iran – over the eighteenth and nineteenth centuries, although some of its star pieces were made as early as the fifteenth century. These functional weapons and prestigious luxury objects are integral to the story of the Wallace Collection, yet they have never been thoroughly researched and studied.

This project of researching, conserving and photographing these objects has been incredibly complex, and harnessed the efforts of many scholars over the last 15 years, but at last, it is near completion. The research has revealed some incredible new findings about the works in the Collection and will help to complete the overall picture of the museum's arms and armour holdings. During 2023-24, the final pieces were catalogued, and the publication is expected to be printed in late 2025.

#### *The Venetian Views Research Project*

The Wallace Collection has an extremely fine group of paintings by Giovanni Antonio Canal (commonly known as Canaletto), Francesco Guardi and their followers. The Venetian Views Project was launched in 2017 to conserve, analyse and research these important works, with the conservation and technical analysis carried out by the world-renowned Hamilton Kerr Institute at the University of Cambridge. Since all of the conserved paintings returned from the Hamilton Kerr to the Wallace Collection in 2022, Dr Lelia Packer and Charles Beddington have been working on completing the catalogue, which will be the first volume dedicated to these Venetian views, presenting the research undertaken on



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each of the paintings. *Canaletto and Guardi: Views of Venice at the Wallace Collection* will also include extensive discussion of the conservation process with the findings made. There has been a slight delay in the publication of this work, but it is now scheduled for early 2025.

### Highlighted Conservation Projects

#### *Two Coffers by André-Charles Boulle*

André-Charles Boulle was one of the greatest furniture makers in France in the late seventeenth, earning the title of Ébéniste du Roi in 1672 (Cabinet Maker to the King). His reputation for beautifully crafted furniture and innovative designs spread throughout Europe, and he gained a prestigious clientele who desired his unique decorative technique of brass and turtle shell inlay.

The Wallace Collection is home to two superb coffers by Boulle and his workshop, F411 and F412. Over the years, both coffers have undergone multiple alterations, including the addition of the prominent crowned vases at the base of the stands, designed to evoke a sense of royal provenance.

In preparation for lending them to a major exhibition at Chateau de Chantilly on Boulle, the Senior Furniture Conservator at the Wallace Collection carried out much needed restoration on the pieces. This included treating both pieces for historic woodworm damage and removing unsightly modern interventions, as well as conserving any splits or structural issues in the works.

Carle Vanloo, *Le Grand Seigneur donnant un concert à sa maîtresse* (The Grand Turk giving a Concert to his Mistress)

This masterwork of French genre painting is one of the best examples of the *Turquerie*, a scene set in an imaginary Turkish environment. Carle Vanloo exhibited the painting at the Salon of 1737, the first held after settling in Paris and his admission to the Academy. Vanloo, still at the beginning of his career, was showing works in a variety of genres to attract attention for commissions. It is one of his best genre works.

Vanloo painted a scene with obvious Turkish references, the fashion for 'Oriental' scenes being at its peak in the 1730s. The singer is a portrait of Vanloo's wife, Christina Antonia Somis who sings an aria from Handel's opera 'Admeto', 'Si caro, si'. Also shown at the Salon of 1737 was another *Turquerie* painting, showing 'The Grand Turk having his Mistress Painted' (Virginia Museum of Fine Arts, Richmond), in which Vanloo portrayed himself as the artist. The two pictures thus celebrate the complementary talents of Van Loo and his wife.

Vanloo's painting was highly appreciated in the eighteenth century. Several copies and variants (one by his nephew Louis-Michel Vanloo in the Hermitage) are known; the painting was also used as a model at the Sèvres factory. It passed through a sequence of important eighteenth-century collections. Vanloo only rarely came back to genre painting and to *Turqueries* in his later career, most prominently in two overdoors with harem scenes painted for Madame de Pompadour in 1754.

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The painting was badly in need of conservation as the thick varnish had yellowed and discoloured over time.

### Significant Loans

Frans Hals, *The Laughing Cavalier*

The National Gallery, London (30 September 2023 – 21 January 2024)

The Rijksmuseum, Amsterdam (16 February – 9 June 2024)

The Gemäldegalerie, Staatliche Museen zu Berlin (12 July – 3 November 2024)

One of the Collection's star pieces, *The Laughing Cavalier*, played a central role in this first major monographic exhibition on Frans Hals for thirty years. The exhibition brought together more than 50 iconic works by the painter and explored the width and breadth of Hals's oeuvre. Traveling to three venues over the course of almost a year, the exhibition reached audiences across Europe and welcomed hundreds of thousands of visitors.

This was an exceptional loan for the Wallace Collection and a significant moment in the history and study of *The Laughing Cavalier*. It was the first time that the Hals has left the Collection since it was acquired by the 4<sup>th</sup> Marquess of Hertford in 1865. It was the first time that the most famous of Hals's work had returned to the Netherlands since 1822.

Horace Vernet, *The Lion Hunt; Peace and War; An Algerian Lady Hawking; The Wounded Trumpeter*

Musée Château de Versailles (November 2023 – March 2024)

Four of the Wallace Collection's paintings by Horace Vernet featured in the first major retrospective exhibition on the artist in 40 years.

One of France's most important painters of battles, portraits, and Orientalist subjects, Vernet was admired by the 4<sup>th</sup> Marquess of Hertford, who often purchased works directly from the artist. Because of this close relationship, the Wallace Collections holds one of the most important collections of Horace Vernet paintings in the world, and the variety and beauty of these works provided essential insight into exploring Vernet's style and choice of subjects in this all-encompassing exhibition on the artist.

### **To broaden and deepen visitor engagement, connecting with audiences onsite and digitally**

The Collection's Digital and Audiences team enable people of all ages and backgrounds to develop a greater understanding and enjoyment of art. We support knowledge growth, soft-skills development and wellbeing through a wide range of learning opportunities that combine discussion, observation and creative activities. Our engagement programmes continue to be offered onsite, online and through outreach into our community, connecting ever-more diverse audiences with the Collection. By upscaling digital content, we have ensured the Collection reaches new and existing audiences online, cultivating our social communities and developing our brand awareness.

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2023-24 saw the Collection engage with 27,434 participants through 1,065 live sessions – from enriching creative workshops for schoolchildren to lively public talks with leading figures, broadcast in real-time from the museum to a global audience. Programming for adults enabled them to engage with the Collection and our temporary exhibitions on a deeper level through talks and tours, multi-session courses, study days, conferences, creative masterclasses and performances. Adult learning events also generated over £80,000 income this year.

Our free, curriculum-linked museum workshops for primary, secondary and SEND schools achieved 6,300 engagements through 309 live sessions, delivered at the museum and offsite in SEND schools. Our John Lyon's Charity-funded SEND programme enables children and young people with additional needs to experience and learn from our collections and we have secured significant further growth; this year, SEND engagement makes up 15% of our overall schools engagement – a target figure that now mirrors the percentage of schoolchildren with SEND across the country. We have also focused on diversifying participation to connect with more children from lower socio-economic backgrounds. The percentage of children in receipt of Free School Meals (FSM) provision participating on our programme is now higher than the national average.

Community engagement continues to be at the heart of our outreach offer and our long-running Out of the Frame programme for older people living with dementia and/or at risk of social isolation secured 1,770 participants through 122 live sessions. Significant growth across outreach and museum-based activities has been achieved, with 8% growth in participation offsite, in settings such as care homes and day centres, and 63% growth in participation onsite, as older audiences regain confidence in visiting museums post-pandemic.

Online, new digital content continues to inspire, with 372,250 views of our films on YouTube alone. With changes to Google Analytics and tracking consent, it is increasingly difficult for museums to capture a true picture of total website traffic, with statistics dramatically altered as significantly more users opt out of tracking; however, this year we tracked 2.43 million webpage views, with online content playing a significant role in audience engagement. Our popular hybrid talks and online courses have helped the Collection to build an even bigger majority online audience outside of London, with 73% participation now coming from across the rest of the UK and worldwide – an increase of 28% over two years.

Online participation	London-based	UK, outside London	Worldwide
2022	43%	34%	23%
2024	27%	48%	25%

On social, our short films, produced in portrait format specifically for Instagram, now outperform all previous content on the platform. Consistently fronted by Director Dr Xavier Bray, these films are a significant departure from the more traditional, lengthier films produced in previous years. Our social community is interacting with the new content very enthusiastically and engagement is consistently tenfold or more compared to previous years. Growth in followers of 5% has been achieved across our social channels and on Instagram,

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profile views increased by 15%. We successfully delivered our first ever influencer campaign, which saw 13 influencers with a combined audience of 1.2 million deliver 56 pieces of social content across 22 accounts, generating over 854K views and 118,000 engagements.

### To build and support a strong exhibition programme

The Collection is committed to building a strong exhibition programme, which seeks to:

- Programme exhibitions that speak to one or many of the following aims:
  - Celebrate, promote and add to the body of research of the Collection's core strengths in Arms and Armour, French 18th-century art or Old Masters;
  - Explore unusual and interesting connections that help visitors see the Collection through new eyes; and
  - Expand audiences by exploring themes related to the Collection that might appeal to individuals outside of the museum's core visitor demographic or 'non-museum goers'.
- Increase visitor numbers and audiences through attracting new types of visitor to the Collection.
- Drive revenue through tickets sales and catalogue purchases, as well as secondary spend in restaurant and retail, and of course, membership.

In 2023-24, the Wallace Collection put on one major exhibition exploring dog portraiture in all of its myriad forms and held two free displays – one on Queen Elizabeth II's lifelong love of Corgis, and one showing watercolours from the Wallace Collection which hadn't been seen by the public for almost twenty years.

*Portraits of Dogs: From Gainsborough to Hockney* (29 March 2023–15 October 2023)

This exhibition explored our devotion to four-legged friends across the centuries. Through carefully selected paintings, sculptures, drawings, works of art and even taxidermy, the exhibition highlighted the unique bond between humans and their canine companions.

Bringing over 50 works of art to Hertford House, *Portraits of Dogs* presented a broad range of portraiture showing dogs in all their different shapes and sizes, with each painter or sculptor challenging themselves how best to represent mankind's most faithful and fearless friend. Visitors to the exhibition could also hear a number of special guests, including Dame Mary Beard and David Hockney, share their perspectives on dog portraiture through an audio guide, while children could explore the exhibition through an interactive family guide.

Curated by Director Xavier Bray and Alexander Collins, the show received both positive press reviews and glowing visitor feedback, and became our most successful exhibition to date, by both numbers of ticket sold (more than 82,000) and income generated.

The total visitor figure of 85,065 (when those who attended events and activities are included) represents an incredible increase in visitors against our previous two more successful exhibitions - 119% on *Inspiring Walt Disney* and 131% on *Forgotten Masters*.

The success of the exhibition drove new audiences and footfall to the Collection. 49% of

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visitors to *Portraits of Dogs* had never visited the Wallace Collection before, and 72% were visiting their first Wallace Collection temporary exhibition. 1 in 4 visitors to the Collection during the run of the exhibition came to see the show, which supported our significant growth in visitor numbers.

### Displays

#### *The Queen and her Corgis* (8 March–6 August 2023)

Queen Elizabeth II, Britain's longest-serving monarch, is celebrated for her exceptional commitment to public duty and passionate support of charitable causes and national institutions. She is also recognised for the famously close association she developed with Pembroke Welsh corgis, a fearless breed of herding dog, owning over thirty of them throughout her reign.

Coinciding with *Portraits of Dogs: From Gainsborough to Hockney*, which explored the unique relationship between dogs and humans, this special one-room display in the Housekeeper's Room celebrated, through photographs, the unique connection The Queen had with corgis throughout her life.

#### *Turner and Bonington: Watercolours from the Wallace Collection* (20 September 2023 – 21 April 2024)

This display celebrated watercolour landscapes by J.M.W. Turner (1775–1851) and Richard Parkes Bonington (1802–1828) from the permanent collection of the museum.

Normally in storage for reasons of preservation, this was the first time the works have been on display in 17 years. The display brought together ten works by the two artists, with four views of Yorkshire by Turner and five scenes of Normandy and Venice by Bonington.

### **To lay a strong financial foundation for the future**

Although many factors contributed to the financial success of 2023-24, the main drivers were the ticket income from *Portraits of Dogs* and strong performances from our other income generating streams, including Venue Hire, Development and Retail. The unprecedented success of the exhibition created income through ticket sales, but also had ancillary benefits through the shop and restaurant as visitors to the show explored the museum.

Next year, our temporary exhibition is *Ranjit Singh: Sikh, Warrior, King*, which although we anticipate will be successful, is primarily programmed to help the Collection reach new audiences. This change in model for income generation will be off set partially by an increased fundraising target for Development.

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### **To embark upon a Masterplan programme to transform the museum**

As a historic house that has been modified and adapted since it was originally built in 1776, Hertford House has size and layout constraints within which the Wallace Collection must work. As visitor numbers to the Collection have grown (projections for 2024-25 show visitor numbers reaching more than 500,000, which is more than double the number welcomed in 2020), current visitor facilities have proved inadequate and do not provide the best visitor experience possible. Added to this, the display of the West Galleries, the four galleries of Arms and Armour, the Renaissance Gallery and the Smoking Room needs to be refurbished to match the high calibre of the other galleries in the museum.

To carry out these works, there will need to be a holistic look at the museum's technical and physical infrastructure, with a particular focus on sustainability and accessibility. It is extremely difficult to regulate the temperature and humidity in the building and maintaining these at consistent, constant levels is of paramount importance for protecting the works of art we steward for the nation.

Throughout 2023-24, the Director and Senior Management Team, with support from the Board of Trustees, completed a Feasibility Study for the Masterplan, taking the proposed capital project to RIBA Stage 0. Part of the study was carried out by holding a series of workshops with Heads of Department and synthesizing their feedback. This internal work sat alongside garnering feedback from visitors, whose views fed into the study and resulted in a new Audience Development Strategy for the Wallace Collection.

The new Audience Development Strategy lays out the Collection's aspirations for widening and broadening the demographic of visitors to the museum over the next 10 years. Aspects of the Masterplan, such as improving accessibility throughout the galleries and redisplaying some areas of the museum, will play a key role in helping the Collection to achieve these ambitions.

At the end of 2023-24, the Board of Trustees created a sub-committee of the Board, The Building Committee, whose focus will be on leading progress and supporting the Director and the Senior Management Team with next steps for the Masterplan.

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## *Financial Review*

### **Financial results**

Net income for the year is £1.149m (2022-23: £0.269m), however this result is after a £0.573m revaluation gain on investments (2022-23 £0.8m loss); If this amount is excluded the net income before gains/losses on investments is £0.576m (2022-23: £1.069m) of which restricted net income is £0.563m (2022-23: £0.492m) and unrestricted £0.013m net income (2022-23 £0.449m).

Income increased overall by 4.1% to £9.186m (2022-23: £8.825m), driven largely by the success of the exhibition *Portrait of Dogs: From Gainsborough to Hockney* (other charitable activities of £0.901m compared to £0.501m in 2022-23).

Donations and legacies of £1.864m were £0.130m higher than the £1.734m achieved last year.

Expenditure increased by £0.852m to £8.608m (2022-23: £7.756m) as the Collection continues to feel the pressure of inflationary increases across all costs, including salaries, and this is particularly noticeable for Building and Maintenance costs which are £0.590m higher than in the 2022-23 (where increased utility costs accounting for £0.120m increase on prior year). Security costs have also increased by £0.223m as vacant positions in the Gallery and Security team have been filled.

### **Investment policy and objectives**

Following the establishment of the endowment fund, the museum has financial investments. The investment objectives are to achieve a minimum income yield of 3% and capital growth in real terms over the time horizon of the investment portfolio. There are no specific restrictions on asset types and investment structures subject to their suitability to the portfolio objectives. However, investments in hedge funds, derivative strategies, structured products, real estate and other alternative asset classes are to be considered in the context of the portfolio's long-term objectives and agreed in advance with the museum and its investment advisors. No direct investments are permitted in tobacco or armament companies.

Two investment fund managers, Rathbone Investment Management Limited and Troy Asset Management Limited, were appointed in 2015-16, with the guidance of investment advisors. There has been no change in fund managers during the year.

The total return on the portfolio for the year to March 2024 was 9.39%. The income return was 3.69% and the capital return was 5.73%. The total return over performed the target of UK RPI plus 3% which was 7.42% in 2023-24. The 12 month income yield as of March 2024 was 3.5%, which exceeded the income yield target of 3%.

### **Financial risks**

A description of the principal risks and uncertainties facing the museum and its subsidiary undertakings, as identified by the Collection's Trustees, together with a summary of their plans and strategies for managing those risks is shown within the Governance Statement on pages 28-32.

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## Reserves policy

The Trustees annually review the level of readily available reserves (those that are not restricted or tied up as fixed assets) appropriate to the risk profile of the Collection. The Grant in Aid received from DCMS represented 47% of the museum's income in the year (2023: 51%). The rest of the operational costs are financed by self-generated funds such as fundraising, trading and exhibition ticket income. These funding streams are volatile, and their associated risks are managed through the museum's policy for maintaining general and designated funds, and providing contingencies for annual budget and exhibition ticket sales. Taking an overall view of the annual operational activities and the level of self-generated income, in light of the higher level of operational risk and uncertainty facing the Collection, the Trustees believe that the minimum level of general reserves should be between two and six months of operating expenditure with a target of no less than three months. The balance at 31 March 2024 of £2.323m (2022-23: £2.155m) represents cover of three months budgeted expenditure (2022-23: three months).

The Trustees are acutely aware that the current economic climate and future uncertainty in relation to all income streams require this assessment to remain under review; the Audit and Risk Committee reviews the reserves policy and makes recommendations to the Board of Trustees for its consideration when circumstances change significantly and at least annually.

## Payment of creditors

During 2023-24, the Wallace Collection paid 92% of undisputed creditors within 30 days of receipt of an invoice (2022-23: 90%).

## Sustainability

The Collection is housed in Grade II listed former residence built in the eighteenth and nineteenth centuries. The nature of the collection is such that it requires carefully controlled environmental conditions, and most of the museum's spaces are fully air-conditioned to best preserve the works of art. A high proportion of the Collection's carbon footprint is associated with the energy required to maintain the environmental conditions within the galleries. The Collection is committed to integrating energy saving and carbon reduction measures into its activities and to adopting the best environmental practices, where possible and affordable, into all areas of its operation.

A Sustainability Action Group created in 2023 has met regularly throughout the year and activity has taken place to embed sustainability practice across all aspects of the Collection's operations. In 2023 the Collection launched a masterplan feasibility study, with an architect appointed to develop a RIBA Stage 0 functional design brief for the redevelopment of Hertford House; a key aim of this project is to safeguard both the building and the works of art by upgrading the plant and infrastructure to an environmentally sustainable model. In the meantime, where feasible and affordable the Collections seeks to choose the most sustainable option in its decision making across all departments. During the year the programme to replace existing halogen lighting in galleries and back of house areas continued. The *Portrait of Dogs: From Gainsborough to Hockney* exhibition which opened on the 28 March 2023 was designed so that it would reuse the existing temporary build that had been used for *Inspiring Walt Disney*. Although the design of Ranjit Singh: Sikh, Warrior, King required a different layout of the exhibition space virtually all of the materials



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were recycled and used in the new design. Sustainability criteria is embedded in procurement processes.

### Immunity from Seizure Report 2023-24

In May 2021 the Collection was granted Approved Status for Immunity from Seizure under Part 6, Section 136 of the Tribunals, Courts and Enforcements Act.

This means that, subject to meeting the conditions set out in the Act, objects on loan from outside the United Kingdom for the purposes of a temporary exhibition may not be seized or forfeited by a United Kingdom court order (unless the court is required to make the order under European Community or international obligations). In accordance with regulations made under the Act, the Wallace Collection publishes on its website specified information about such protected objects. This includes details of the provenance of the objects including a statement indicating whether or not the Collection possesses a complete history of ownership between the years 1933 and 1945. The Collection's Due Diligence Policy is also published online. The Collection has its own staff training materials for provenance research and internal staff meetings are held to discuss issues relating to immunity from seizure and due diligence.

Exhibitions including works for which protection under the legislation was sought during 2023-24 are as follows:

*Portraits of Dogs: From Gainsborough to Hockney* (29 March 2023- 15 October 2023)  
*Ranjit Singh: Sikh, Warrior, King* (10 April 2024-20 October 2024)

At the balance sheet date, no enquiries and no claims have been received with respect to the objects under section 7 of the Protection of Cultural Objects on Loan (Publication and Provision of Information) Regulations 2008.

### Performance

In addition to financial measures, the museum also continues to monitor performance against some key performance indicators, as agreed with its sponsor body DCMS and detailed below:

		2023-24	2022-23
<b>Key performance indicators:</b>			
	Number of visits to the museum	455,136	313,573
	Charitable giving (fundraising)	£1,864,000	£1,734,000
<b>Other performance indicators:</b>			
<b>Access</b>			
	Number of unique website visits	1,010,211	988,000
<b>Audience profile</b>			
	Number of visits by children under 16	68,270	15,678
	Number of overseas visits	186,605	97,208
<b>Learning</b>			
	Number of facilitated and self-directed visits to the museum by visitors under 18 in formal education	6,748	6,965
	Number of instances of visitors under 18 participating in on site organised activities	602	1,121

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<b>Visitor satisfaction</b>			
	% of visitors who would recommend a visit	100	100
	% of visitors who were very satisfied with their visit	100	100
<b>Self-generated income</b>			
	Trading income (net profit)	£806,000	£939,000

### Sources of data

The museum measures these and other performance indicators and returns this data to DCMS periodically.

Visitor numbers are collected through an electronic counting device at the visitor entrance. Child visits are collected by a manual counting system. Learning numbers are kept by the Learning department for the sessions that they run. The website registers the number of visitors to our site. Visitor recommendation and satisfaction percentages are taken from visitor surveys carried out by an independent company. Net income from trading is reported in the accounts of our trading company, Hertford House Marketing Limited. All these sources help the museum to monitor and report on its performance to DCMS on a regular basis.

# **The Wallace Collection Annual Report and Accounts 2023-24**

## **Reference and Administrative Details of the Charity, its Trustees and Advisors**

### **Preparation of the Accounts**

The Accounts have been prepared in a form directed by the Secretary of State for Culture, Media and Sport with the consent of HM Treasury in accordance with sections 9(4) and 9(5) of the Museums and Galleries Act 1992. The accounts are compliant with the Charities Statement of Recommended Practice (FRS102), Charities Act 2011 and with Charity Commission guidance.

The consolidated accounts are for the Wallace Collection and Hertford House Marketing Limited; they exclude the accounts for the Wallace Collection in America Inc, as this is an entirely separate organisation over which the Wallace Collection exercises no control.

### **Audit**

Under statute, the Comptroller and Auditor General is the principal auditor of the Wallace Collection's consolidated accounts for the year 2023-24. The audit fee in respect of this work was £29,900 (2022-23: £23,400). External auditors are engaged for the trading subsidiary audit and internal audit services. There were no non-audit services provided by the Comptroller and Auditor General during 2023-24 (2022-23: nil). The auditors of Hertford House Marketing Limited provided services relating to the preparation of the statutory accounts and iXBRL tagging of £1,525 (2022-23: £1,370), group reporting to NAO including confirmations regarding regularity compliance of £2,650 (2022-23: £2,425) and corporation tax return support of £1,750 (2022-23: £1,550).

### **Fundraising Regulator**

The Wallace Collection is registered with the Fundraising Regulator whose key function is to adjudicate on fundraising complaints. Fundraising for the Collection is performed entirely by the in-house development team and no external professional fundraisers are, or were in the past year, involved in any fundraising. There have been no complaints made to either the Collection directly or to the Fundraising Regulator about the Collection's fundraising practices. The Wallace Collection protects vulnerable people and other members of the public from unreasonable intrusion, in that it does not cold call, operate telephone fundraising, street fundraising, undertake direct marketing campaigns or exert pressure on them to give money.

### **Staff and organisation**

The Wallace Collection is an Equal Opportunity Employer and has agreed statements of policy under Section 2(3) of the Health and Safety at Work Act 1974. Senior officers meet weekly and communicate with staff through weekly team briefings, full monthly staff meetings and regular staff notices and other informal meetings. The Wallace Collection follows the policy issued by the Cabinet Office on the employment of disabled people.

### **Sickness absence**

Sickness absence accounted for 3.9% of all staff time during 2023-24 (2022-23: 3.8%), or 9.85 days per staff member (2022-23: 7.6 days)

# The Wallace Collection Annual Report and Accounts 2023-24

## Trade Union Facility Time

In accordance with the Trade Union (Facility Time Requirements) regulations 2017, all entities are required to present information on trade union facility time in their organisations. Facility time is paid time off for union representatives to carry out trade union activities.

	2023-24	2022-23
<b>Table 1: Relevant Union Officials</b>		
Number of employees who were relevant union officials during the period	3	3
Full time equivalent employee number	3	3
<b>Table 2: Percentage of time spent on facility time</b>		
	No of Employees	No of Employees
0%	2	1
1-50%	1	2
51-99%	0	0
100%	0	0
<b>Table3: Percentage of pay bill spent on facility time</b>		
Pay spent on facility time	£1,119	£659
Total wage bill	£4,099,000	£3,766,000
Percentage of facility time against total pay bill	0%	0%
<b>Table 4: Paid union activities</b>		
Paid union activities	0%	0%

Dr Xavier Bray  
**Director and Accounting Officer**  
 4 July 2025

Jessica Pulay  
**Chair**  
 4 July 2025

# **The Wallace Collection Annual Report and Accounts 2023-24**

## **Remuneration Report**

In accordance with the Financial Reporting Manual the Wallace Collection has prepared this Remuneration Report containing certain information about directors' remuneration. 'Directors' is interpreted to mean persons in senior positions having authority or responsibility for directing or controlling the major activities of the museum. These members of staff constitute the Senior Management Team (Annex A), however, executive authority over the decisions of the museum as a whole remains in the hands of the Director, guided by the Chair and Board of Trustees.

The Chair and Board of Trustees neither received nor waived any remuneration for their services during the year (2022-23: £Nil).

### **Remuneration Policy**

The Chair assesses the performance of the Director each year. The Director's performance-related bonus of up to 15% of salary is decided by the Remuneration Committee, which consists of the Chair, plus the Trustee members of the Audit and Risk Committee (Annex A), and is based on the restrictions of the Director's contract and against achievement of annual objectives and targets. Any bonus payment is not pensionable and is non-consolidated. The performance of all other staff is formally appraised annually, with the Director conducting the appraisals of members of the Senior Management Team.

The Collection complies as appropriate with the Civil Service pay guidance, as modified by the Museum Freedoms.

### **Service Contracts**

The officials covered by this report all have open-ended appointments. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme. The current Director's contract commenced in October 2016 and is open-ended, with a notice period of thirteen weeks. All other senior managers are on permanent contracts with three-month notice periods. No senior managers were employed through an agency in 2023-24 or 2022-23.

The majority of staff members are employed on permanent contracts. Some individuals working on discrete short-term projects are employed on contracts which match the duration of the projects concerned. Staff are paid according to the nature of the role they perform and each job is graded and included in one of eleven salary bands. There were no off-payroll arrangements during the year.

### **Remuneration (salary, benefits in kind and pensions)**

The emoluments and pension details of the Director are disclosed below, together with the rest of the Senior Management Team.

## The Wallace Collection Annual Report and Accounts 2023-24

	Salary		Bonus		Pension benefits		Total	
	2023-24 £000	2022-23 £000	2023-24 £000	2022-23 £000	2023-24 £000	2022-23 £000	2023-24 £000	2022-23 £000
Dr Xavier Bray Director	130-135	125-130	15-20	15-20	52	50	200-205	190-195
Sarah Harmer Director of Development and Audiences	85-90	85-90	-	-	-	-	85-90	85-90
Melanie Newlands Director of Finance and Resources	85-90	85-90	-	-	35	32	120-125	115-120

The value of pension benefits is calculated as the real increase in pension multiplied by 20 plus the real increase in any lump sum less the contributions made by the individual. The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

Total remuneration includes salary, performance-related pay and benefits in kind. It does not include employer pension contributions or the cash equivalent transfer values of pensions.

No benefits in kind or non-cash benefits of value were received by senior managers (2022-23:nil) and no redundancy, severance or compensation payments were made to senior managers during the year (2022-23:nil).

*The above information has been subject to audit*

### Fair Pay Disclosures

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid employee in their organisation and the lower quartile, median and upper quartile remuneration of the organisation's workforce.

#### ***Fair pay bandings and ratios table:***

	2023-24	2022-23
	£000	
Highest paid executive salary plus bonuses	150-155	140-145
Lowest paid staff member remuneration	20-25	20-25
	£	
Lower quartile salary	£24,856	£24,856
Lower quartile total remuneration	£26,356	£25,356
Median quartile salary	£26,174	£25,289
Median quartile total remuneration	£26,678	£25,789
Upper quartile salary	£30,975	£31,244
Upper quartile total remuneration	£32,475	£31,744
	<sup>1</sup> Ratio	
Lower quartile	5.79	5.62
Median quartile	5.72	5.53
Upper quartile	4.70	4.49

# The Wallace Collection Annual Report and Accounts 2023-24

<sup>1</sup>Ratio between the highest-paid director's banded mid-point remuneration and the lower quartile, median and upper quartile remuneration of the workforce.

In 2023-24 and in 2022-23, no employees received remuneration in excess of the highest paid director. The FTE remuneration bands ranged from £25,000 to £155,000 (2022: £25,000-£145,000). Total remuneration includes salary, non-consolidated performance-related pay as well as benefits-in-kind received in the year. It does not include severance payments, employer pension contributions and the cash equivalent transfer values of pensions.

The average salary (excluding the highest paid Director) increased by 1.9% (2022-23 8.2%). Staff paid the London Living Wage received two pay rises in 2022-23 due to an exceptional decision to implement immediately the London Living wage increase announced in October 2022 (which would normally have been paid from April in the following year).

The director's salary and average salaries have increased due to the annual pay award (except for staff paid the London Living Wage), and respective remuneration has increased due to higher bonuses awarded in 2023-24

## *Percentage change in the total salary and bonuses of the highest-paid director and the workforce average:*

	Highest-paid director	Workforce average	Highest-paid director	Workforce average
	2023-24 % change		2022-23 % change	
	% change		% change	
<b>Salary and allowances</b>	4.5%	1.9%	8.5%	8.2%
<b>Bonuses</b>	7%	159.6%	100%	100%

*The above information has been subject to audit*

## **Exit Packages**

There were no redundancies during the year (2022-23: nil).

For employees of the museum, redundancy and other departure costs are payable in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Where the museum has agreed early retirements, the additional costs are met by the museum and not the Civil Service pension scheme.

*The information above has been subject to audit*

# The Wallace Collection Annual Report and Accounts 2023-24

## Pension Benefits

	Accrued pension at pension age as at 31 March 2024 <sup>1</sup> £000	Real increase in pension at pension age £000	Cash equivalent transfer value at 31 March 2024 <sup>1</sup> £000	Cash equivalent transfer value at 31 March 2023 <sup>1</sup> £000	Real increase in CETV £000	Employer's contribution to partnership pension account (nearest £100) £000
Dr Xavier Bray Director	20-25	2.5-5	307	236	34	
Sarah Harmer Director of Development and Audiences						10.3
Melanie Newlands Director of Finance and Resources	10-15	0-2.5	171	125	24	

<sup>1</sup>CETV figures are calculated using the guidance on discount rates for calculating unfunded public service pension contribution rates that was extant at 31 March 2023. HM Treasury published updated guidance on 27 April 2023; this guidance will be used in the calculation of 2023–24 CETV figures.

*The table above has been subject to audit*

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

The real increase in CETV reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

## Civil Service Pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: 3 providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension



## The Wallace Collection Annual Report and Accounts 2023-24

age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 switch into alpha sometime between 1 June 2015 and 1 February 2022. Because the Government plans to remove discrimination identified by the courts in the way that the 2015 pension reforms were introduced for some members, it is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period (and this may affect the Cash Equivalent Transfer Values shown in this report – see below). All members who switch to alpha have their PCSPS benefits ‘banked’, with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a defined contribution (money purchase) pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 4.6% and 8.05% for members of classic, premium, classic plus, nuvos and alpha. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member’s earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is an occupational defined contribution pension arrangement which is part of the Legal & General Mastertrust. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member). The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer’s basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their

## **The Wallace Collection Annual Report and Accounts 2023-24**

benefits in the two schemes, but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk)

Dr Xavier Bray  
**Director and Accounting Officer**  
4 July 2025

Jessica Pulay  
**Chair**  
4 July 2025

# The Wallace Collection Annual Report and Accounts 2023-24

## Statement of Trustees' and Accounting Officer's Responsibilities

Under Sections 9(4) and 9(5) of the Museums and Galleries Act 1992, the Board of Trustees is required to prepare a statement of accounts for each financial year in the form and on the basis determined by the Secretary of State for Culture, Media and Sport with the consent of HM Treasury. The accounts are prepared on an accruals basis to show a true and fair view of the Wallace Collection's financial activities during the year, of its financial position at the end of the year, and changes in funds and cash flows in the financial year.

In preparing the Wallace Collection's accounts, the Trustees and Accounting Officer are required to:

- observe the Accounts Direction\* issued by the Secretary of State including the relevant accounting and disclosure requirements, and apply them on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards and statements of recommended practices have been followed, and disclose and explain any material departures in the financial statements; and
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Wallace Collection will continue in operation.

The Accounting Officer for the Department for Culture, Media and Sport has designated the Director as the Accounting Officer for the Collection. His relevant responsibilities as Accounting Officer, including his responsibility for the propriety and regularity of the public finances for which he is answerable and for the keeping of proper records and for safeguarding the Wallace Collection's assets, are set out in *Managing Public Money*, issued by HM Treasury.

So far as the Accounting Officer, and each person who was a Trustee at the date of approving this report, are aware, there is no relevant audit information, being information needed by the external auditor in connection with preparing his report, of which he is unaware. Having made enquiries of the Board of Trustees and museum's internal auditor, the Accounting Officer has taken all the steps that he is obliged to take as Accounting Officer in order to make himself aware of any relevant audit information and to establish that the external auditor is aware of that information. Having made enquiries of the Accounting Officer, fellow Trustees and the museum's internal auditor, each Trustee has taken all the steps that he/she is obliged to take as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the external auditor is aware of that information.

The Accounting Officer confirms that the annual report and accounts as a whole is fair, balanced and understandable and that he takes personal responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced and understandable.

Dr. Xavier Bray  
**Director and Accounting Officer**  
4 July 2025

Jessica Pulay  
**Chair**  
4 July 2025

\*A copy of which is available from the Wallace Collection, Manchester Square, London, W1U 3BN

# **The Wallace Collection Annual Report and Accounts 2023-24**

## **Governance Statement**

The Wallace Collection is governed by a Declaration of Trust dated 27 July 1899, and the Museums and Galleries Act 1992. The Wallace Collection is a non-departmental public body sponsored by the Department for Culture, Media and Sport (DCMS), and is a charity exempt from registration under the Charities Act 2011. As an exempt charity, it is regulated by DCMS, rather than the Charity Commission.

The Wallace Collection is governed by a Board of Trustees answerable to the Secretary of State for Culture, Media and Sport. The Minister is, in turn, answerable to Parliament. The Director of the Wallace Collection is accountable both to the Board as Chief Executive and to the Permanent Secretary of DCMS as Accounting Officer. Further detail is given in the Statement of Trustees' and Accounting Officer's Responsibilities above.

### **The Board of Trustees**

The Board of Trustees of the Wallace Collection is responsible for the overall management and direction of the Wallace Collection. The Director of the Wallace Collection is responsible to the Board of Trustees and is accountable to the Permanent Secretary of DCMS for compliance with the Management Statement and Financial Memorandum. Within the framework of their statutory duties as stated under the Museums and Galleries Act 1992, the role of the Trustees is generally concerned with policy and strategy, leaving operational issues to the Director. The Board is chiefly responsible for:

- The setting of key strategic objectives;
- Reviewing overall performance;
- Appointing the Director (in consultation with the Prime Minister);
- Endorsing appointments to key management positions; and
- Considering the remuneration of senior staff.

There are two sub committees of the Board: the Audit and Risk Committee and the Investment Committee.

The Board of Trustees meets not less than four times a year, as does the Audit and Risk Committee, and details of attendance are shown at Annex A. The Audit and Risk Committee, together with the Chair, fulfil the role of a Remuneration Committee. Other committees on which Trustees are invited to serve include the Development Board (concerned with fundraising for future capital projects). The Investment Committee was created following the setting up of the Endowment Fund and meets as necessary to appoint investment managers and review the performance of the investment funds and managers. It receives professional advice in support of its work.

Both the main Board and the Audit and Risk Committee receive detailed reports ahead of each meeting compiled by the Director and his staff. These reports cover every aspect of Wallace Collection work over the previous quarter, and form a useful basis for Trustee discussions. The Trustees are happy with the quality and layout of these reports and provide feedback to ensure that they remain an excellent source of information and data.

## **The Wallace Collection Annual Report and Accounts 2023-24**

The Trustees believe that they have complied with their duty in section 11 of the Charities Act 2011 to have due regard to guidance published by the Charity Commission.

### **Board effectiveness**

The Board keeps its effectiveness under review. This includes appraisals of each Trustee by the Chair and an appraisal of the Chair by another member of the Board. The most recent assessment of Board effectiveness through a questionnaire concluded that the Board overall felt its effectiveness was either fully satisfactory or exceeded expectations.

### **Wallace Collection Staff**

The Director is responsible for resource allocation, leading strategic management, developing the cultural agenda and sustaining the values of the Wallace Collection. He is assisted by the other members of the Senior Management Team who are the Director of Finance and Resources and Director of Development and Audiences. Each is supported by a number of department heads who are responsible for specific areas of activity within the museum. The Senior Management Team meets weekly and there is a monthly full staff meeting. The Director meets both members of the Senior Management Team on a regular basis. In this way the Director can satisfy himself that he is informed on all operational issues in order that he can report to the Board of Trustees.

### **Trustee appointments**

The Trustees are appointed by the Prime Minister. The minimum number of Trustees is set at six, and there is no maximum. At 31 March 2024, there were twelve in post (Annex A). Following a competitive process, and consultation with other Trustees and with the Director, the Chair recommends nominees (no fewer than two for each Trusteeship at a time) to DCMS who in turn recommend names to the Prime Minister. Traditionally, the Prime Minister chooses from among the names put forward, and appointments are apolitical. The procedure is subject to the recommendations of the Nolan report. Usually appointments are for not more than four years in the first instance, but with the option of reappointment. Trustees can resign by notice in writing to the Prime Minister.

The Trustees appoint their own Chair, who normally serves until retirement from the Board. Jessica Pulay was appointed Chair in September 2022.

Trustees receive appropriate training on appointment, primarily through a programme of department visits and meetings with the Director and Senior Management Team. An introductory Trustees' Handbook of key documents and publications including the Strategic Plan, the Annual Report and Accounts, and the organisation chart is provided.

A register of Trustees' interests is maintained and is available for public inspection on request; this is reviewed by all Trustees at least once a year. Trustees are required to declare any conflicts or potential conflicts of interest at Board and committee meetings, and these are recorded in the minutes. Depending on the nature of the conflict or potential conflict, the Chair may require a Trustee to leave the meeting, or not take part in a discussion or decision on a particular issue. There were no declared potential conflicts of interest in relation to items discussed during the year.

# **The Wallace Collection Annual Report and Accounts 2023-24**

## **Compliance with Corporate Governance Code**

The Wallace Collection is a non-departmental public body and a charity. It is mindful of the Corporate Governance Code for central government departments and the Trustees are content that the museum complies as appropriate for a non-departmental public body.

## **Report from Audit and Risk Committee**

The Audit and Risk Committee is responsible for reviewing the museum's key risks, and the controls in place to manage them, and monitoring its compliance with statutory requirements – including the Annual Report and Accounts. The Committee reports on its work at each Board meeting. During the year, it received and considered management accounts at each meeting. It received reports from external auditors on the accounts for 2022-23 and on planning for the 2023-24 audit. The internal auditor reported to the Committee on his findings and was able to provide the Committee and Trustees with significant assurance that the Collection generally has good controls; however, recommendations were made for a number of areas reviewed, with some controls requiring attention. The risk register was received and reviewed in its entirety during the course of the year.

## **Report from Investment Committee**

The Investment Committee kept the performance of the fund managers that it had appointed in 2015-16 under review. In carrying out its work, it received professional advice from investment advisors.

## **Risk**

Risk is unavoidable and the resources available for managing risk are finite. The aim of risk management within the museum is, therefore, to achieve an optimum response to risk, prioritised in accordance with an evaluation of the risks. The approach adopted takes into account the HM Treasury guidance on management of risk ("The Orange Book") with reference as appropriate to best practice guidance from the National Audit Office and risk management standards. The museum assesses risk through consideration of the likelihood of something happening, and the impact that would arise if the risk were actually to occur.

The Senior Management Team (SMT), including the Director, is responsible for the strategic management of the Wallace Collection, and as part of this set the tone for the museum's approach to, and appetite for, risk. This varies depending upon the specific issue. This approach is considered to be appropriate to the Wallace Collection given its size and enables it to maintain a flexible approach to risk.

The museum works to meet the objectives set in the Aims, Objectives and Priorities section of this report and monitors progress against these objectives. The day-to-day risks associated with these activities are managed, challenged and updated through the meetings of staff set out under the Wallace Collection Staff section above.

These risks, financial, reputational or otherwise, are recorded on, and managed, through a Risk Register. This was created by the SMT who also ensure it is regularly updated. The register is reviewed by the Audit and Risk Committee and considered by the Board. It covers the key risks that the Wallace Collection faces and assigns a key individual to manage each risk.

Risk management is therefore a part of the everyday decision-making process at the Wallace Collection. Given the tight financial constraints that the Wallace Collection has operated under for

## **The Wallace Collection Annual Report and Accounts 2023-24**

many years, it is only natural that risk is considered as part of management and Trustee decisions.

Risk is not only limited to financial risk, where every new project is carefully costed, budgeted for and monitored, but also includes the risk to the fragile Collection and the fabric of Hertford House that is entrusted to the Trustees' care. The risk assessment and monitoring process is engendered in all staff through the discipline of the budgeting round, plus consideration in meetings with relevant staff throughout the year. For major projects a Steering Group is established, headed by a senior staff member, and they are charged with ensuring that the project operates to set parameters and budgets. Thus the risks inherent in any new venture are weighed up carefully in advance and are monitored throughout the duration of the project.

Over the course of 2023-24 the major risks identified for the museum were:

- Increasing operational and financial risks relating to inflationary pressures – continue to present a risk to financial sustainability and operational effectiveness. Some mitigation is in place through the level of general reserves held to manage unexpected cost volatility as well as robust budgeting and forecasting processes. Although the rate of inflation has started to fall it remains challenging to keep pace in certain areas, particularly utilities and salaries.
- Cyber security, particularly following the British Library ransomware attack. The Collection's security framework was reviewed by the Internal Auditor and the museum received Cybersecurity Essentials Plus accreditation in February 2024.
- Ensuring the security of visitors, staff, volunteers and collections at a time of global instability. The museum has a thorough and flexible security strategy that responds to changes in risk.
- Balancing appropriately financial constraints and increasing pressure to expand services and maintain and improve the fabric of a Grade II listed building. This has been mitigated, to some extent, by successful applications to private funders as well as to the Public Bodies Infrastructure Fund. Funding has been secured for the Masterplan feasibility study.

Both the Board of Trustees and the Audit and Risk Committee play a key role in the monitoring of these risks and the internal controls in place to mitigate them.

The Board brings wide-ranging experience and a fresh perspective to key decision-making discussions, and all key issues are brought to the Trustee Board's notice for discussion and ratification. The Audit and Risk Committee supports the main Trustee Board and the Accounting Officer by questioning senior management and the internal and external audit functions to satisfy themselves that the Wallace Collection has an adequate system of internal controls in order to adequately manage key risks. It has done this by inviting designated responsible risk holders within the museum to report on their work on a regular basis, and has also received assurance from the internal auditor that the internal controls in place are sound.

The Board consider this to be an effective risk management strategy, and is confident that the Wallace Collection is successfully managing the key risk priorities noted above.

### **Whistleblowing Arrangements**

The Collection upholds the core values detailed in the code of Professional Ethics of the Museums

## **The Wallace Collection Annual Report and Accounts 2023-24**

Association and actively promotes their implementation. In line with these commitments, the Collection encourages employees and others with serious concerns on any aspect of the Collection to come forward and voice those concerns, and expects its managers to encourage employees to express their views openly.

### **Data quality**

The Board of Trustees have gained assurance that the data quality of the information it receives is sound through a mix of both internal and external audit work and its own challenge of the data presented.

### **Data handling**

The Wallace Collection maintains a record of incidents involving the loss, unauthorised disclosure or unsecure disposal of personal data, the release of which risks causing harm or distress to the individuals concerned. The incident record includes the nature of the incident, the nature of the data involved, the number of people potentially affected and the steps taken to notify the individual concerned. Based on severity, these incidents are reported to the Information Commissioner's Office. There were no incidents during the year reported to the ICO.

Dr Xavier Bray  
**Director and Accounting Officer**  
**4 July 2025**

Jessica Pulay  
**Chair**  
**4 July 2025**



# The Wallace Collection Annual Report and Accounts 2023-24

## Annex A - Trustees

The Trustees of the Wallace Collection are appointed by the Prime Minister. The members of the Board of Trustees during the year were:

Board Member	Appointed	Further notes	Attendance at quarterly meetings
Jessica Pulay	19 September 2022	Chair	4/4
Marcus Agius	22 January 2024	-	1/1 <sup>1</sup>
James Barnard	1 December 2021	Member of the Investment Committee	4/4
Marilyn Berk	9 January 2017 - reappointed 9 January 2021	Member of the Audit and Risk Committee Member of the Investment Committee	4/4
Sophie Birshan	1 December 2021	-	4/4
Spencer de Grey	22 January 2024	-	4/4
Eric Ellul	9 January 2017- reappointed 9 January 2021	Acting Chair of the Investment Committee. Member of the Audit and Risk Committee	4/4
Josephine Fitzalan Howard	22 January 2024	-	1/1 <sup>1</sup>
Larry Keith	22 January 2024	-	1/1 <sup>1</sup>
Jakyung (Jacky) Moon Lambert	22 January 2024	-	1/1 <sup>1</sup>
Alexandra Shulman	22 January 2024	-	1/1 <sup>1</sup>
Alison Taylor	1 December 2021	Chair of Audit and Risk Committee	4/4

<sup>1</sup> Attended as an observer as DCMS has not yet made a public announcement of their appointments pending completion of BPSS checks

In addition, the Board of Trustees may appoint honorary trustees, who do not share the statutory duties of Board members.

Mrs Jane Lewis	appointed January 1998
Mr Pierre Arizzoli-Clementel	appointed August 2007
The Marquess of Hertford DL	appointed July 2008; reappointed January 2015

HRH Duchess of Edinburgh, GCVO, GCStJ, CD     Royal Patron

The Audit and Risk Committee has two external independent members, Jim Close and Martin James, in addition to the Trustees who are members.

A register of interests for all Trustees is held at Hertford House.

# The Wallace Collection Annual Report and Accounts 2023-24

## Principal Officers of the Wallace Collection (the Senior Management Team)

Dr Xavier Bray	Director
Sarah Harmer	Director of Development and Audiences
Melanie Newlands	Director of Finance and Resources

## Directors of Hertford House Marketing Limited during the year

Dr Xavier Bray  
Melanie Newlands

## Bankers

Lloyds Banking Group  
25 Gresham Street  
London EC2V 7HN

## Auditors

The Wallace Collection ( <i>Consolidated Accounts</i> )	Comptroller and Auditor General National Audit Office 157–197 Buckingham Palace Road London SW1W 9SP
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Hertford House Marketing Limited  
(*Trading Company*)

haysmacintyre LLP  
10 Queen Street Place  
London EC4R 1AG

## Investment advisors

Alti Tiedemann Global  
Level 5, The Nova Building (North)  
11 Bressenden Place  
London SW1E 5BY

# The Wallace Collection Annual Report and Accounts 2023-24

## Annex B - Wallace Collection Endowment Donors and Benefactors 2023-24

The list below gratefully acknowledges all of the Donors to the Wallace Collection Endowment since its inception and all of those who have generously supported the Wallace Collection from 1 April 2023 to 31 March 2024.

### Donors to the Wallace Collection Endowment

#### ***£1 million and above***

The Monument Trust

#### ***£500,000 and above***

Lionel and Ariane Sauvage

#### ***£100,000 and above***

Mr Stanley Gordon Clarke  
Sir Siegmund Warburg's Voluntary  
Settlement

#### ***£10,000 and above***

Kate de Rothschild Agius and Marcus Agius  
Lady Alexander of Weedon  
Alexis and Anne-Marie Habib Foundation  
Mr Omar Ali & Mrs Saira Ali  
Alvarium Guggenheim  
Nada Bayoud and Andrew Wynn  
Marilyn Berk  
The Boston Consulting Group  
Sir Francis Brooke Bt. & The Hon. Lady  
Brooke  
Timothy and Andrea Collins  
Michael and Angela Cronk  
Mr and Mrs Michel David-Weill  
Mr and Mrs Deschamps  
The Desmond Foundation  
Eric and Virginie Ellul  
Mme Alice Goldet  
António and Ana Horta-Osório  
The John Armitage Charitable Trust  
Christian and Florence Levett

#### ***£10,000 and above (continued)***

The Lord Leonard and Lady Estelle Wolfson  
Foundation  
Lord and Lady Lupton  
The Michael and Nicola Sacher Charitable  
Trust  
Albéric and Audrey de Montgolfier  
Mr and Mrs Nadar  
Sir John and Lady Ritblat  
Robert de Rothschild  
Sir Hugh and Lady Stevenson  
*and*  
Aberdeen Asset Management  
Prince Aryn Aga Khan  
Mr and Mrs Nicolas Cattelain  
Mr and Mrs R. J. Elliott  
Lt Cdr Paul Fletcher  
The Geoffrey and Julian Agnew Charitable  
Trust  
David and Janice Gu  
J.P. Morgan  
Annika Lejeune  
Lloyds Banking Group  
Mrs Clare McKeon  
Morgan Stanley  
In memory of the late A.V.B. (Nick) Norman  
Roslyn Packer AC  
Jessica Pulay  
Röbbig München  
Richard Sachs  
Adrian Sassoon  
Timothy and Ellen Schroder  
The Tavolozza Foundation  
UBS Group AG  
Arend and Cecilia Versteegh  
The Wallace Collection in America  
Andy Xue

# The Wallace Collection Annual Report and Accounts 2023-24

## Benefactors of the Wallace Collection

### *Director's Circle (£5,000 per annum)*

Kate de Rothschild Agius and Marcus Agius  
CBE  
Nada Bayoud and Andrew Wynn  
Marilyn Berk  
Sophie & Michael Birshan  
Sir Bruce Bossom, Bt  
The Deborah Loeb Brice Foundation  
Allison Childers  
Michael and Angela Cronk  
Dame Vivien Duffield  
Simon Eccles  
Thomas and Elsebeth Gatacre  
Mrs Tove Goddard  
Mrs Brent Hoberman  
Mr and Mrs William Iselin  
Russell and Irina Jacobs  
Lucie Jay  
Dr Avtar and Monika Kamboj  
James and Clare Kirkman  
Jackie Montain  
Christopher and Sophie North  
Richard and Amicia Oldfield  
Roslyn Packer AC  
Denise Patterson  
Jessica Pulay CBE  
Philip and Sarah Richards  
Pamela Roditi  
Adrian Sassoon  
Jake and Hélène Marie Shafran  
Dasha Shenkman OBE  
Sir Hugh and Lady Stevenson  
Marjorie Stimmel  
Alison Taylor  
Rijnhard and Elsbeth van Tets  
Davinder Toor  
Carolyn Townsend  
Thomas and Catrin Treadwell  
Jack Verhoeven  
Cecilia Versteegh

### *Conservator's Circle (£2,500 per annum)*

Stephen Allcock and Hitesh Batavia  
Mr James and Lady Emma Barnard (The  
Barness Trust)  
Mr and Mrs Nick Barton  
Christopher Clarke

John and Patricia Glasswell  
David Kempton  
Lady Lowther  
Béatrice and James Lupton  
Mrs Annie Mackeson-Sandbach  
Tessa Nicholson  
Ivetta Rabinovich  
Paul Rivlin  
Timothy and Ellen Schroder  
Rima Tatjana Shour

### *Curator's Circle (£1,500 per annum)*

Julian Agnew  
Ambassador Victor Ashe  
Peter Belchamber  
Guy and Margaret Beringer  
Nicholas Berwin  
Rosamond Brown  
Robin and Jacqueline Budenberg  
Ian Butchoff  
Peter H G Cadbury  
Mr Charles Cator  
Cynthia Colman  
Sir Alan and Lady Ros Cox  
Mrs M. David-Weill  
Mr and Mrs Bruno and Marianne Deschamps  
Bernard Dewe Mathews  
Patrick K. F. Donlea  
Dame Jennifer Eady  
Sam Fogg Esq.  
Paul Gallois  
Mme Alice Goldet  
Charlotte and Roger ter Haar  
Mr and Mrs Matthew Hartley  
Iain and Alicia Hasnip  
Susan Hazledine  
Anthony and Jacqueline Todd  
Kathryn Uhde  
Alan and Sue Warner  
Katrin Henkel  
Soo and Jonathan Hitchin  
Philip Hudson  
Hugh Hudson-Davies  
The John Armitage Charitable Trust  
Colleen Keck  
Dr Susan E. Kendall  
David Lawson  
Ms Laura Lindsay

## The Wallace Collection Annual Report and Accounts 2023-24

### ***Curator's Circle (£1,500 per annum)- continued***

Richard Mansell-Jones  
Don and Lisa McGown  
Clare McKeon  
Patrick Mears  
Mark van Oss  
Mervyn and Jill Parry  
The Lord and Lady Phillimore  
Jonathan Refoy  
Leila Russack / Miss Zagato  
Patrick and Sarah Ryan  
Richard Sachs  
Jennifer Stern  
Alistair Summers  
Anthony and Jacqueline Todd  
Kathryn Uhde  
Alan and Sue Warner  
Patricia Wengraf Ltd.  
Lynne Woolfson

### ***Young Benefactors (£750 per annum)***

Dallas Athent  
Carlos Baird  
Maribelle Bierens  
Cassandra Bowes  
Quaid Childers  
Chen Chowers  
Samantha Cortes  
Joseph Yoav Dangoor

Dr. Michael R. Engel  
Alexander Hankin  
Lina Hares  
Anya Hayden  
Baroness Ariana von der Heyde  
Amanda Ibrahim  
Michael and Georgette Ilett  
Phoebus Istavrioglu  
Dr Simmy Kaur  
Priya Maya Kumari  
Elle Libraty  
Jean-Michaël Maugüé  
Ms. Elle McPherson-Yoon  
Vitoria Monteiro de Carvalho Faria  
Sebastien Paraskevas  
Polina Proshkina  
Helena Santidrián Mas  
Thomas R. Senecal  
Joseph Spieczny  
The Hon Clarence Tan  
Alice Wang  
Skylar Xie  
Jack Ye

### ***Companions (£600 per annum)***

Viscountess Bridgeman, The Bridgeman Art  
Library  
Mr Charles Cator  
Lord Cholmondeley  
Dee Singh Datta  
Giles Ellwood and Philippe Sacerdot

# **The Wallace Collection Annual Report and Accounts 2023-24**

## **Annex C - Wallace Collection Donors 2023-24**

### **Donors**

The A&O New Change Group  
Kate de Rothschild Agius and Marcus Agius  
CBE  
Chris and Cynthia Bake  
Sophie and Michael Birshan  
Bloomberg L.P.  
Bonhams Auctioneers  
David and Molly Lowell Borthwick  
Sir Bruce Bossom, Bt  
Sir Francis Brooke Bt. & The Hon. Lady  
Brooke  
Peter H G Cadbury  
Lord Cholmondeley  
Randolph Churchill  
Michael and Angela Cronk  
Patrick K. F. Donlea  
Gagosian  
Thomas and Elsebeth Gatacre  
Mrs Tove Goddard  
Sukhbir Kainth  
Dr Avtar and Monika Kamboj  
Professor Ajit Lalvani  
Christian Levett  
Thomas Leysen  
Harinder Mangat  
NoteWorthy  
Peter Finer Ltd  
Philip and Sarah Richards  
Sotheby's  
Marjorie Stimmel  
Davinder Toor  
Victoria Miro  
The Wallace Collection in America  
John and Amelia Winter

### **Legacy Gifts to the Wallace Collection**

The Estate of Lt. Cdr. Paul W W Fletcher  
Professor Eva Kohner OBE  
Harry Frank Rose

### **Trusts and Foundations**

The Anson Charitable Trust  
The Anthony and Elizabeth Mellows  
Charitable Settlement  
The Barakat Trust  
Belvedere Trust  
The Clare McKeon Charitable Trust  
The Clore Duffield Foundation  
DCMS/Wolfson Museums & Galleries  
Improvement Fund  
The D'Oyly Carte Charitable Trust  
The Elizabeth Cayzer Charitable Trust  
The Excel Fund  
The Golden Bottle Trust  
The Hobson Charity  
The J Paul Getty Jr Charitable Trust  
The John Armitage Charitable Trust  
John Lyon's Charity  
The Kamini and Vindi Banga Family Trust  
The Kirby Laing Foundation  
The Leche Trust  
The Lord Leonard and Lady Estelle Wolfson  
Foundation  
The Magic Trust  
McCorquodale Charitable Trust  
The Rory and Elizabeth Brooks Foundation  
The Rose Foundation  
The Rothschild Foundation  
The William Arthur Rudd Memorial Trust

***And all those who wish to remain  
anonymous***

## THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT

### Opinion on financial statements

I certify that I have audited the financial statements of The Wallace Collection and its Group for the year ended 31 March 2024 under the Museums and Galleries Act 1992.

The financial statements comprise The Wallace Collection and its Group's:

- Consolidation and Collection Balance Sheet as at 31 March 2024;
- Consolidated Statement of Financial Activities and Consolidated Statement of Cash Flows the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the Group financial statements is applicable law and United Kingdom accounting standards including Financial Reporting Standards (FRS) 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In my opinion, the financial statements:

- give a true and fair view of the state of The Wallace Collection and its Group's affairs as at 31 March 2024 and its net income for the year then ended;
- have been properly prepared in accordance with the Museums and Galleries Act 1992 and Secretary of State directions issued thereunder.

### Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

### Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs (UK)), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2022)*. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's *Revised Ethical Standard 2019*. I am independent of The Wallace Collection and its Group in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Conclusions relating to going concern

In auditing the financial statements, I have concluded that The Wallace Collection and its Group's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

# **The Wallace Collection Annual Report and Accounts 2023-24**

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Wallace Collection and its Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Trustees and Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

## **Other information**

The other information comprises information included in the Annual Report and Trustees' Report, but does not include the financial statements and my auditor's certificate and report. The Trustees and Accounting Officer are responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

## **Opinion on other matters**

In my opinion the part of the Remuneration Report to be audited has been properly prepared in accordance with Secretary of State directions issued under the Museums and Galleries Act 1992.

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

- those parts of the Annual Report and Trustees' Report subject to audit have been properly prepared in accordance with Secretary of State directions issued under the Museums and Galleries Act 1992; and
- the information given in the Annual Report and Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

## **Matters on which I report by exception**

In the light of the knowledge and understanding of The Wallace Collection and its Group and its environment obtained in the course of the audit, I have not identified material misstatements in the Annual Report and Trustees' Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by The Wallace Collection and its Group or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Annual Report and Trustees' Report, subject to audit are not in agreement with the accounting records and returns; or



## **The Wallace Collection Annual Report and Accounts 2023-24**

- certain disclosures of remuneration specified by the Museums and Galleries Act 1992 have not been made or parts of the Remuneration Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

### **Responsibilities of the Trustees and Accounting Officer for the financial statements**

As explained more fully in the Statement of Trustees' and Accounting Officer's Responsibilities, the Trustees and the Accounting Officer are responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within The Wallace Collection and its Group from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements, which give a true and fair view, in accordance with the applicable financial reporting framework;
- preparing the Annual Report and Trustees' Report in accordance with the applicable reporting framework; and
- assessing The Wallace Collection and its Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting and using the going concern basis of accounting unless the Trustees and the Accounting Officer either intends to liquidate the entity or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

My responsibility is to audit, certify and report on the financial statements in accordance with the Museums and Galleries Act 1992.

My 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 certificate that includes my 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.

### **Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud**

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

# The Wallace Collection Annual Report and Accounts 2023-24

## Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud I:

- considered the nature of the sector, control environment and operational performance including the design of The Wallace Collection and its Group's accounting policies and key performance indicators.
- inquired of management, The Wallace Collection and its Group's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to The Wallace Collection and its Group's policies and procedures on:
  - identifying, evaluating and complying with laws and regulations;
  - detecting and responding to the risks of fraud; and
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including The Wallace Collection and its Group's controls relating to compliance with the Museums and Galleries Act 1992, the Charities Act 2011, and Managing Public Money.
- inquired of management, The Wallace Collection and its Group's head of internal audit, and those charged with governance whether:
  - they were aware of any instances of non-compliance with laws and regulations;
  - they had knowledge of any actual, suspected, or alleged fraud.
- discussed with the engagement team including significant component audit teams and the relevant internal and external specialists, including IT auditors and land and building valuation experts, regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the The Wallace Collection and its Group's fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions, and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override of controls.

I obtained an understanding of The Wallace Collection and its Group's framework of authority and other legal and regulatory frameworks in which The Wallace Collection and its Group operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of The Wallace Collection and its Group. The key laws and regulations I considered in this context included the Museum and Galleries Act 1992, the Charities Act 2011, Managing Public Money, employment law and tax legislation.

## Audit response to identified risk

To respond to the identified risks resulting from the above procedures, I:

- reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- enquired of management and the Audit and Risk Committee concerning actual and potential litigation and claims;
- reviewed minutes of meetings of those charged with governance and the Board and internal audit reports;
- addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business; and

## The Wallace Collection Annual Report and Accounts 2023-24

- addressed the risk of fraud through revenue recognition by assessing the recognition of grants, donations, sponsorship, admissions, legacies and contract income in line with the accounting framework, evaluating the recognition points around the year-end.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members including internal specialists and significant component audit teams and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my certificate.

### Other auditor's responsibilities

I am required to obtain sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

## Report

I have no observations to make on these financial statements.

**Gareth Davies**  
**Comptroller and Auditor General**

**9 July 2025**

National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP

## The Wallace Collection Annual Report and Accounts 2023-24

### Consolidated Statement of Financial Activities for the year ended 31 March 2024

	Notes	Unrestricted Funds £000	Restricted Funds £000	Endowment Fund £000	2023-24 £000	Unrestricted Funds £000	Restricted Funds £000	Endowment Fund £000	2022-23 £000
<b>Income and endowment funds from:</b>									
Donations and legacies	2	1,014	850	-	1,864	950	656	128	1,734
Grant-in-Aid	2	3,046	1,307	-	4,353	3,395	1,097	-	4,492
Charitable activities	3	902	-	-	902	501	-	-	501
Other trading activities	14	1,713	-	-	1,713	1,749	-	-	1,749
Investments	4	192	161	-	353	190	159	-	349
<b>Total</b>		<b>6,867</b>	<b>2,318</b>	<b>-</b>	<b>9,185</b>	<b>6,785</b>	<b>1,912</b>	<b>128</b>	<b>8,825</b>
<b>Expenditure on:</b>									
<b>Raising funds</b>									
Fundraising	5	543	50	-	593	522	20	-	542
Marketing and design	5	293	-	-	293	226	9	-	235
Trading: cost of goods sold and other costs		945	-	-	945	865	-	-	865
<b>Charitable activities</b>									
Conservation	5	400	87	-	487	402	52	-	454
Collections		796	462	-	1,258	857	583	-	1,440
Security		2,074	-	-	2,074	1,851	-	-	1,851
Building and maintenance		1,803	1,156	-	2,959	1,613	758	-	2,369
<b>Total</b>		<b>6,854</b>	<b>1,755</b>	<b>-</b>	<b>8,609</b>	<b>6,336</b>	<b>1,420</b>	<b>-</b>	<b>7,756</b>
Net gains/(losses) on investments	8c	-	-	573	573	-	-	(800)	(800)
<b>Net income/(expenditure)</b>	7	<b>13</b>	<b>563</b>	<b>573</b>	<b>1,149</b>	<b>449</b>	<b>492</b>	<b>(672)</b>	<b>269</b>
Transfers between funds	12	-	-	-	-	-	-	-	-
		13	563	573	1,149	449	492	(672)	269
<b>Other recognised gains/(losses):</b>									
Gains/(losses) on revaluation of fixed assets	8a	(109)	(1,489)	-	(1,598)	75	3,278	-	3,353
<b>Net movement in funds</b>		<b>(96)</b>	<b>(926)</b>	<b>573</b>	<b>(449)</b>	<b>524</b>	<b>3,770</b>	<b>(672)</b>	<b>3,622</b>
<b>Reconciliation of funds</b>									
Total funds brought forward		6,965	47,525	10,338	64,827	6,441	43,755	11,010	61,206
<b>Total funds carried forward</b>	12	<b>6,869</b>	<b>46,599</b>	<b>10,911</b>	<b>64,379</b>	<b>6,965</b>	<b>47,525</b>	<b>10,338</b>	<b>64,828</b>

All operations of the Group continued throughout both periods and no operations were acquired or discontinued in either period.

The Group has no recognised gains or losses other than those shown above and therefore no separate statement of total recognised gains or losses has been presented.

The notes on pages 47 to 60 form part of these financial statements.

## The Wallace Collection Annual Report and Accounts 2023-24

### Consolidated and Collection Balance Sheet at 31 March 2024

	Notes	Group 2024 £000	Group 2023 £000	Collection 2024 £000	Collection 2023 £000
<b>Fixed assets</b>					
Tangible assets	8a	49,460	50,429	49,455	50,422
Heritage assets	8b	86	86	86	86
Investments	8c	<u>10,650</u>	<u>10,077</u>	<u>10,650</u>	<u>10,077</u>
		<u>60,196</u>	<u>60,592</u>	<u>60,191</u>	<u>60,585</u>
<b>Current assets</b>					
Stock		95	162	-	-
Debtors	9	970	945	1,766	1,855
Cash at bank and in hand	13	<u>4,020</u>	<u>3,843</u>	<u>3,063</u>	<u>2,898</u>
		5,085	4,950	4,829	4,753
<b>Liabilities</b>					
Creditors					
Amounts falling due within one year	10	<u>(902)</u>	<u>(714)</u>	<u>(720)</u>	<u>(558)</u>
Net current assets		<u>4,183</u>	<u>4,236</u>	<u>4,109</u>	<u>4,195</u>
<b>Net assets</b>	11	<u>64,379</u>	<u>64,828</u>	<u>64,300</u>	<u>64,780</u>
<b>Represented by:</b>					
<b>Unrestricted funds</b>					
Designated funds	12	3,167	3,321	3,167	3,319
Unrestricted revaluation reserve	12	1,378	1,489	1,398	1,508
General funds	12	<u>2,324</u>	<u>2,155</u>	<u>2,226</u>	<u>2,091</u>
		<u>6,869</u>	<u>6,965</u>	<u>6,791</u>	<u>6,918</u>
<b>Restricted funds</b>					
Restricted income funds	12	37,452	36,890	37,408	36,845
Restricted revaluation reserve	12	<u>9,147</u>	<u>10,635</u>	<u>9,190</u>	<u>10,679</u>
		<u>46,599</u>	<u>47,525</u>	<u>46,598</u>	<u>47,524</u>
Total income funds		53,468	54,490	53,389	54,442
<b>Endowment fund</b>	12	10,911	10,338	10,911	10,338
<b>Total funds</b>	12	<u>64,379</u>	<u>64,828</u>	<u>64,300</u>	<u>64,780</u>

The notes on pages 47 to 60 form part of these financial statements.

Dr Xavier Bray  
Director and Accounting Officer

4 July 2025

Jessica Pulay  
Chair

4 July 2025

## The Wallace Collection Annual Report and Accounts 2023-24

### Consolidated Statement of Cash Flows for the year ended 31 March 2024

	Notes	2024 £000	2023 £000
<b>Cash flows from operating activities:</b>			
Net cash provided by (used in) operating activities	13	1,651	1,478
<b>Cash inflows from investing activities:</b>			
Dividends and interest from investments	4	353	349
Purchase of property, plant and equipment		(1,827)	(785)
<b>Net cash provided by (used in) investing activities</b>		<b>(1,474)</b>	<b>(436)</b>
<b>Cash flows from financing activities:</b>			
Receipt of endowment	2	-	128
<b>Net cash provided by (used in) financing activities</b>		<b>-</b>	<b>128</b>
<b>Change in cash and cash equivalents in the year</b>		<b>177</b>	<b>1,170</b>
Cash and cash equivalents at beginning of the year		3,843	2,673
Cash and cash equivalents at end of the year		<b>4,020</b>	<b>3,843</b>

The notes on pages 47 to 60 form part of these financial statements.

## The Wallace Collection Annual Report and Accounts 2023-24

### Notes to the financial statements for the year ended 31 March 2024

#### 1. Accounting policies

##### a) Basis of accounting

The accounts are prepared with regard to the requirements of the Government Financial Reporting Manual, and are compliant with the Financial Reporting Standard Applicable in the UK and Republic of Ireland issued by the Financial Reporting Council (FRS 102), the 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), and applicable accounting standards as modified by the Accounts Direction given by the Secretary of State for Culture, Media and Sport (DCMS), with the approval of H.M.Treasury in accordance with the Museums and Galleries Act 1992.

The accounts are consolidated and include Hertford House Marketing Limited, a trading subsidiary, in which the Wallace Collection owns the whole of the issued share capital of two shares of £1 nominal each.

##### b) Going concern

The accounts have been prepared on the going concern basis. Under Section 2 of the Museums and Galleries Act 1992, the Museum has a statutory responsibility to care and preserve the objects in its collection and make them available to the public, and the Trustees and Accounting Officer have assumed in making the going concern assessment that sufficient Government funding support will continue to be made available to fulfil this responsibility. Together with Government support, the Museum and its trading subsidiary have adequate remaining reserves and sufficient cash, and a history of success in generating income which is expected to continue and recover. The Trustees are satisfied that the Museum and subsidiary will continue to operate for the foreseeable future, being a minimum of twelve months from when these accounts were approved, and accordingly have applied the going concern basis for preparing its accounts. The Trustees continue to monitor the situation closely, including the financial impact of cost pressures.

##### c) Income

Income is recognised when the museum becomes entitled to it, its receipt is probable and the amount can be measured reliably.

Grants for fixed assets are recognised in the Statement of Financial Activities when they are receivable.

Grant-in-aid from the Department for Culture, Media and Sport allocated to general purposes is taken to the Statement of Financial Activities in the year to which it relates.

Sponsorship for specific projects and donations are recognised when the museum becomes entitled to the income, there is probability of receipt and the amount is quantifiable. Amounts received in advance are recognised as deferred income, and transferred to the Statement of Financial Activities in the year in which the respective conditions are fulfilled.

Legacies are credited to income when the museum becomes entitled to the income, receipt is probable and the amount is quantifiable.

Investment income is recognised as an addition to unrestricted funds unless there is a restriction as to the use of the income. Restricted income is allocated to the restricted fund to which the income relates. Net gains or losses in the market value of investments are allocated to the endowment fund.

Included in other trading activities is income from sales which is included in the financial statements in the year in which the goods or services are supplied. Charitable activities income includes ticket sales for exhibitions and these are recognised in the statement of financial activities when the ticket holders attend the respective exhibitions. All other income is accounted for on a receivable basis.

Donated services and goods are recognised as income and expenditure when the museum becomes entitled to them, receipt is probable and the amount can be measured reliably. The services and goods are valued at the price that the museum would have paid in the open market for services or goods of equivalent value.

##### d) Expenditure

Expenditure is recognised on an accruals basis and classified under the principal categories of charitable and other expenditure rather than the type of expense, in order to provide more useful information to users of the financial statements.

Costs of generating funds includes fund raising and publicity costs incurred in seeking voluntary contributions for the museum, and in publicising the museum.

Support costs are apportioned between activities on the basis that are most appropriate to each category of support cost. These bases include the expenditure for each activity, the number of staff involved in each activity, and analyses of use by each activity.

##### e) Fund accounting

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes. The purpose and use of the designated funds are set out in the notes to the financial statements.

The endowment fund comprises donations made on condition that the capital value of the donation is held in perpetuity. The income is allocated to the unrestricted or restricted funds in accordance with the wishes of the donor.

## The Wallace Collection Annual Report and Accounts 2023-24

### f) Tangible fixed assets

Tangible fixed assets with a cost of £3,500 and above are capitalised and stated at their current cost. Where appropriate, assets of a lower value, but over £1,000 and purchased in bulk are grouped and capitalised when the combined total exceeds £3,500. This avoids the unnecessary capitalisation of comparatively low value items.

The property, Hertford House, was transferred to the Trustees of the museum by the Secretary of State for the Environment on 22 December 1993. The basis for the valuation for this property is stated in note 8(a).

Depreciation is provided on all tangible fixed assets, except land and heritage assets, at rates calculated to write off the cost, less estimated residual value, of each asset evenly over its expected useful life, as follows:

Freehold land	- not depreciated
Freehold buildings	- the structure is depreciated over 95 years; the fit out over 25 years and the associated plant over 20 years. The refurbishment of the Great Gallery is depreciated over 95 years
Office equipment	- over four years
Fixtures and fittings	- over four years (electrical equipment), ten years (other fixtures and fittings and security equipment) and 25 years (refurbishment projects).

Depreciation on additions is charged from the date of purchase. When the acquisition date is not identifiable a full year's depreciation is charged.

Assets under construction are capitalised and not depreciated until they come into use. At that point they are transferred into other categories of asset and depreciated accordingly.

All material classes of fixed assets are revalued to current costs. A quinquennial valuation of land and buildings is carried out by a professional valuer. In the years between quinquennial valuations, a desk top valuation is performed. Impairment reviews are carried out where fixed assets show indications of potential impairments.

### g) Stock

Stock comprises goods for resale, and is stated at the lower of cost and net realisable value.

### h) Heritage assets

Formed by four generations of Marquesses of Hertford and by Sir Richard Wallace, the Wallace Collection was bequeathed to the nation by Lady Wallace in 1897. Her bequest stipulated that it should be preserved as a national museum 'unmixed with other works of art'. Owing to this stipulation the Wallace Collection neither acquires nor disposes of works of art.

In the Trustees' opinion, appropriate and relevant information on cost or value is not available for the museum's collections for assets purchased before 2001. This is owing to the lack of information on purchase cost, the diverse nature of the objects, and the volume of items held.

In the Trustees' opinion, conventional valuation approaches lack sufficient reliability and any valuation is likely to incur significant cost that is likely to be onerous. Even if valuations could be obtained the costs would not be at commensurate with any benefits to the museum management, curatorial staff, the public, or users of the financial statements. For this reason the Collections are not recognised as assets in the museum's balance sheet. Expenditure which is required to preserve or prevent further deterioration of individual Collection items is recognised in the Statement of Financial Activities when it is incurred.

There is no separate accession register as such for the Wallace Bequest since this function is deemed to be fulfilled by the original bequest documentation and subsequent catalogues.

Since the Wallace Collection is prohibited by the terms of Lady Wallace's bequest and subsequent statute from adding to or disposing of its permanent collection, objects and archival material relevant to the Collection and the family history are occasionally acquired for the Hertford House Historic Collection subsequent to the 1897 bequest. An accession register has been implemented for the Hertford House Historic Collection. Additions with a cost price in excess of £2,000 are capitalised and recognised in the balance sheet at the cost or value of the acquisition. Such items are not depreciated as they are deemed to have indefinite lives. Items are not revalued as a matter of course unless significantly impaired. To date no impairments have occurred of capitalised items.

### i) Pension costs

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme which is an unfunded, multi-employer, defined-benefit scheme. The Wallace Collection is unable to identify its share of the underlying liabilities. Additional details of the scheme are in Note 6b.

### j) Financial instruments

#### *Financial assets*

The museum's financial assets include trade and other debtors which have fixed or determinable payments that are not quoted in an active market. The museum has no intention of trading these. Subsequent to initial recognition at fair value, these assets are carried at amortised cost, less impairment, using the effective interest method.

The museum also holds investments purchased using donations to its permanent endowment fund. These are included at market valuation.



## The Wallace Collection Annual Report and Accounts 2023-24

### **j) Financial instruments (continued)**

#### *Financial liabilities*

Trade, other creditors and accruals are recorded at their carrying value, in recognition that these liabilities fall due within one year.

#### *Impairment of financial assets*

An assessment of whether there is objective evidence of impairment is carried out for all financial assets or groups of financial assets at the balance sheet date. A financial asset, or group of financial assets, is considered to be impaired if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event has an impact on the estimated future cash flows of the asset or group of assets that can be reliably estimated.

Where there is objective evidence that an impairment loss exists on financial assets carried at amortised cost, impairment provisions are made to reduce the carrying value to the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate. Any charge to the Statement of Financial Activities represents the movement in the level of provisions, together with any amounts written off, net of recoveries in the year.

### **k) Taxation**

The Wallace Collection is exempt under section 505 of the Income and Corporation Taxes Act 1988 from taxes on income arising from the pursuit of its charitable objectives. The trading subsidiary, Hertford House Marketing Limited, distributes its profit to the Wallace Collection at the year end, so no tax is due on this.

### **l) Key source of estimation uncertainty**

The key assumptions concerning the future, and other key sources of estimation uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

#### *Valuation of property, plant and equipment (PPE)*

Property, plant and equipment represent a significant proportion of the asset base and therefore the estimates and assumptions such as the treatment of the Collection's property as specialised and the specification of modern replacements for historical buildings, have been made to determine their carrying value and related depreciation which are critical to the reported financial position and expenditure. Revaluation of PPE requires management to rely on the expertise of professional surveyors. The freehold property comprising the Wallace Collection is valued every five years by an external valuer, Gerald Eve LLP, a regulated firm of Chartered Surveyors. The last full valuation was performed at 31 March 2020 and the valuation was prepared in accordance with the requirements of the RICS Valuation – Global Standards January 2022 and UK national standards (November 2018), the Charities SORP and FRS 102. The property was categorised as specialised and consequently valued on a Depreciated Replacement Cost (DRC) basis due to the unique and historic nature of the Wallace Collection and its building. This is a hypothetical valuation approach, involving a series of assumptions, to define and value the cost of acquiring a modern facility that would enable the Wallace Collection to carry out its existing functions; significant assumptions include:

- The identification of a Modern Equivalent Asset (MEA). Management establish this through discussion with experts and have determined the existing size and location of the asset are equal to the MEA.
- The consideration of the current level of obsolescence, both physical and functional (inclusive of adjustments for sustainability considerations). This is based on the professional judgement of our valuer's on-site inspections and subsequent discussions with management.

Said inputs, alongside other key assumptions such as £/acre and £/m<sup>2</sup>, have a roughly proportionate impact on the valuation and therefore small movements in assumptions can have a significant impact on the valuation. A desk top valuation is performed by Gerald Eve in the years in between a full valuation.

#### *Valuation of Investments*

While the majority of investments held are quoted and their valuations are derived using observable prevailing market prices, there is a portion of the portfolio that is unquoted and whose valuations are derived from significant unobservable inputs. These investments are held through third party managers who will make judgements as to what valuation methodology to use.

### **m) Public benefit entity**

The Wallace Collection is a public benefit entity and meets the public benefit requirement in the Charities Act

## The Wallace Collection Annual Report and Accounts 2023-24

### 2. Donations and legacies, and Grant in Aid

	Unrestricted £000	Restricted £000	Endow- ment £000	2023-24 £000	Unrestricted £000	Restricted £000	Endow- ment £000	2022-23
Donations	961	836	-	1,797	919	656	128	1,703
Legacies	53	15	-	68	31	-	-	31
Grant in Aid	3,046	1,307	-	4,353	3,395	1,097	-	4,492
	<u>4,060</u>	<u>2,158</u>	<u>-</u>	<u>6,218</u>	<u>4,345</u>	<u>1,753</u>	<u>128</u>	<u>6,226</u>

Unrestricted donations include £21,000 of pro bono investment support (2022-23 £20,000). The matching expenditure has been included in fundraising costs.

Grant-in-Aid of £4,353,000 (2022-23 £4,492,000) was received from the Department for Culture, Media and Sport of which £1,307,000 (2022-23 £1,097,000) was for capital projects.

### 3. Income from charitable activities

	2023-24 Unrestricted £000	2022-23 Unrestricted £000
Ticket Income	790	364
Study days and art activities	69	51
Tours and filming	20	26
Miscellaneous other income	<u>23</u>	<u>60</u>
	<u>902</u>	<u>501</u>

### 4. Income from investments

	Unrestricted £000	Restricted £000	2023-24 £000	Unrestricted £000	Restricted £000	2022-23 £000
UK investment funds	36	30	66	36	30	66
Fixed interest bonds	25	21	46	25	21	46
UK equities	68	57	125	67	56	123
Overseas equities	24	20	44	29	24	53
Infrastructure and property	34	29	63	32	27	59
Interest receivable	<u>5</u>	<u>4</u>	<u>9</u>	<u>2</u>	<u>-</u>	<u>2</u>
	<u>192</u>	<u>161</u>	<u>353</u>	<u>191</u>	<u>158</u>	<u>349</u>

### 5. Expenditure

	Direct costs	Support costs	Deprec- iation	2023-24	Direct costs	Support costs	Deprec- iation	2022-23
<b>Raising funds</b>								
Fundraising	469	124	-	593	432	110	-	542
Marketing and design	207	86	-	293	158	77	-	235
Trading	843	100	2	945	781	82	2	865
<b>Charitable Activities</b>								
Conservation	434	53	-	487	409	45	-	454
Collections	1,127	131	-	1,258	1,314	126	-	1,440
Security	1,870	204	-	2,074	1,691	160	-	1,851
Building and maintenance	<u>1,525</u>	<u>226</u>	<u>1,208</u>	<u>2,959</u>	<u>1,081</u>	<u>169</u>	<u>1,119</u>	<u>2,369</u>
	<u>6,475</u>	<u>924</u>	<u>1,210</u>	<u>8,609</u>	<u>5,866</u>	<u>769</u>	<u>1,121</u>	<u>7,756</u>

#### 5b) Support costs breakdown by activity

Basis of allocation of support costs	Expenditure	Staff numbers	Expenditure	Estimated use	Estimated use
--------------------------------------	-------------	---------------	-------------	---------------	---------------

6a)	2023-24	2022-23
	£000	£000
Wages and salaries	3,150	2,935
Social security costs	292	256
Pension costs	<u>656</u>	<u>575</u>
	4,098	3,766
Temporary staff	<u>79</u>	<u>53</u>
	4,177	3,819

The number of employees, including the Director, whose emoluments as defined for taxation purposes amounted to over £60,000 in the year was as follows:

51

## The Wallace Collection Annual Report and Accounts 2023-24

### 6b) Pension costs

Present and past employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS). The PCSPS and CSOPS - known as 'alpha' - are non-contributory and unfunded multi-employer defined benefit schemes but the Wallace Collection is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2016. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation (<https://www.civilservicepensionscheme.org.uk/about-us/scheme-valuations/>).

For 2023-24, employers' contributions of £606,329 were payable to the PCSPS (2022-23: £515,945) at one of four rates in the range 26.6% to 30.3% of pensionable earnings, based on salary bands. The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2023-24 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution.

Employers' contributions of £50,073 (2022-23: £59,264) were paid to one or more of a panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% of pensionable earnings. Employers also match employee contributions up to 3% of pensionable earnings. In addition, employer contributions equivalent to 0.5% of pensionable pay, were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees.

Contributions due to the partnership pension providers at the balance sheet date were £3,740 (2022-23: £5,092). No contributions were prepaid at that date.

### 6c) Average number of employees

The average number of employees, across the reporting period and analysed by function, was:

	2023-24 Headcount	2023-24 Full-time equivalent	2022-23 Headcount	2022-23 Full-time equivalent
Director's Office	2.0	2.0	1.9	1.9
Conservation	6.8	6.5	6.0	5.8
Collections	14.8	13.0	17.6	15.9
Security and Gallery	58.1	46.9	51.8	41.4
Building and Maintenance	1.7	1.7	1.0	1.0
Fundraising	6.0	5.4	5.8	5.2
Marketing and Design	1.0	1.0	1.0	1.0
Trading	8.3	8.0	7.8	7.5
Finance, HR and IT	4.6	4.5	4.1	3.9
	<u>103.4</u>	<u>89.0</u>	<u>97.0</u>	<u>83.6</u>

### 6d) Trustees

The Trustees neither received nor waived any emoluments during the year (2022-23: £nil). No expenses were reimbursed to any Trustee (2022-23: £nil).

## 7. Net income/(expenditure)

Net income/(expenditure) is stated after charging:

	2023-24 £000	2022-23 £000
External audit fees: NAO	30	23
External audit fees: trading subsidiary auditors	12	13
Other fees: trading subsidiary auditors	6	3
Internal audit fees	6	6
Operating lease rentals for the hire of plant and machinery	-	8

No fees were paid to the NAO for non-audit work.

## The Wallace Collection Annual Report and Accounts 2023-24

### 8a) Tangible fixed assets Group

	Freehold land and buildings £000	Fixtures and fittings £000	Office equip- ment £000	Assets under construction £000	Total £000
Cost or valuation					
Balance at 1 April 2023	46,063	8,000	1,183	259	55,505
Additions	435	171	74	1,159	1,839
Transfers	-	88	-	(88)	-
Disposals	-	-	(231)	-	(231)
Revaluation	(1,860)	(362)	-	-	(2,221)
Balance at 31 March 2024	44,638	7,896	1,026	1,331	54,891
Depreciation					
Balance at 1 April 2023	-	4,222	854	-	5,076
Charge for the year	748	332	129	-	1,210
Disposals	-	-	(231)	-	(231)
Revaluation	(748)	125	-	-	(624)
Balance at 31 March 2024	-	4,679	752	-	5,431
Net book value					
Balance at 31 March 2024	44,638	3,217	274	1,331	49,460
Balance at 31 March 2023	46,063	3,778	329	259	50,429

The net book value at 31 March 2024 represents tangible fixed assets used for:

	Freehold land and buildings £000	Fixtures and fittings £000	Office equip- ment £000	Assets under construction £000	Total £000
Charitable purposes	44,638	3,212	274	1,331	49,455
Trading activities	-	6	-	-	6
	44,638	3,218	274	1,331	49,460

### The Wallace Collection

	Freehold land and buildings £000	Fixtures and fittings £000	Office equip- ment £000	Assets under construction £000	Total £000
Cost or valuation					
Balance at 1 April 2023	46,063	7,963	1,181	259	55,466
Additions	435	171	74	1,159	1,839
Transfers	-	88	-	(88)	-
Disposals	-	-	(231)	-	(231)
Revaluation	(1,860)	(362)	-	-	(2,221)
Balance at 31 March 2024	44,638	7,859	1,024	1,331	54,852
Depreciation					
Balance at 1 April 2023	-	4,192	852	-	5,044
Charge for the year	748	330	129	-	1,208
Disposals	-	-	(231)	-	(231)
Revaluation	(748)	125	-	-	(624)
Balance at 31 March 2024	-	4,647	750	-	5,397
Net book value					
Balance at 31 March 2024	44,638	3,212	274	1,331	49,455
Balance at 31 March 2023	46,063	3,771	329	259	50,422

The net downwards revaluation on Fixtures and Fittings reflects in year uplift in asset values arising from the increase in the associated index, combined with a correction of immaterial historic errors in the processing of revaluation.

The Wallace Collection is housed in Hertford House, Manchester Square, London, W1U 3BN. The freehold title to this property was transferred to the Trustees of the Wallace Collection from the Secretary of State for the Environment on 22 December 1993 at its then net book value.

The Collection does not hold sufficient data to show the historical cost of the museum's land and buildings

## The Wallace Collection Annual Report and Accounts 2023-24

### 8 b) Heritage assets

	2023-24 £000	2022-23 £000	2021-22 £000	2020-21 £000	2019-20 £000
Balance at 1 April	86	86	86	82	82
Additions	-	-	-	4	-
Balance at 31 March	<u>86</u>	<u>86</u>	<u>86</u>	<u>86</u>	<u>82</u>

Objects and archival material relevant to the Collection and the family history are occasionally acquired for the Hertford House Historic Collection subsequent to the 1897 bequest.

In addition, but not capitalised on the balance sheet (see note 1h), the museum contains a range of Old Master paintings, miniatures, sculpture, furniture, porcelain and goldsmiths' work, European, African and Asian arms and armour, and medieval and Renaissance works of art from the fifteenth to the nineteenth centuries. Items in the Collection are of significant artistic and historical importance. Its holdings of French eighteenth-century art, European princely arms and armour, and Old Master paintings are internationally acclaimed.

### 8 c) Investments

	Group 2024 £000	Group 2023 £000	Collection 2024 £000	Collection 2023 £000
Market value at 1 April 2023	10,077	10,877	10,077	10,877
Additions	-	-	-	-
Disposals	-	-	-	-
Net gain/(loss) on revaluation	<u>573</u>	<u>(800)</u>	<u>573</u>	<u>(800)</u>
Market value at 31 March 2024	<u>10,650</u>	<u>10,077</u>	<u>10,650</u>	<u>10,077</u>
	Group 2024 £000	Group 2023 £000	Collection 2024 £000	Collection 2023 £000
At market value:				
UK investment funds	2,129	2,084	2,129	2,084
Fixed interest bonds	1,004	822	1,004	822
UK equities	3,236	3,724	3,236	3,724
Overseas equities	2,861	2,401	2,861	2,401
Infrastructure and property	701	860	701	860
Cash	<u>719</u>	<u>186</u>	<u>719</u>	<u>186</u>
	<u>10,650</u>	<u>10,077</u>	<u>10,650</u>	<u>10,077</u>
At cost	<u>8,608</u>	<u>8,608</u>	<u>8,608</u>	<u>8,608</u>

All investments are stated at fair value at 31 March 2024. Valuations for investments with an active market are based on published quoted prices at or close to the balance sheet date. Valuations for other investments are based on recent valuation reports. Fixed asset investments are held for the purposes of producing a long-term return and are not intended to be spent within the next 12 months.

Cash held in investments is not available for use to further charitable activities as it forms part of the permanent endowment fund from which only the income is available for charitable activities.

## The Wallace Collection Annual Report and Accounts 2023-24

### 9) Debtors

	Group 2024 £000	Group 2023 £000	Collection 2024 £000	Collection 2023 £000
Trade debtors	82	81	50	9
Other debtors	53	49	53	49
VAT debtors	289	274	289	274
Amount due from subsidiary	-	-	839	1,005
Prepayments and accrued income	547	541	535	518
	<u>970</u>	<u>945</u>	<u>1,766</u>	<u>1,855</u>

None of the above is expected to be received after more than one year.

### 10 Creditors

	Group 2024 £000	Group 2023 £000	Collection 2024 £000	Collection 2023 £000
Trade creditors	311	98	297	84
Taxation and Social Security	180	167	129	122
Accruals	278	322	288	333
Deferred income	133	127	6	19
	<u>902</u>	<u>714</u>	<u>720</u>	<u>558</u>

All creditors fall due within one year. The movement on the deferred income account is as follows:

	Group 2024 £000	Group 2023 £000	Collection 2024 £000	Collection 2023 £000
Deferred income at 1 April	127	193	19	7
Released from previous year	(127)	(178)	(19)	(7)
Deferred in current year	133	112	6	19
Deferred income at 31 March	<u>133</u>	<u>127</u>	<u>6</u>	<u>19</u>

Collection deferred income relates to ticket income relating to events in the subsequent year. Group deferred income also includes income relating to events taking place in subsequent periods.

### 11. Analysis of consolidated net assets between funds

	Unrestricted funds £000	Restricted funds £000	Endowment fund £000	Total 2024 £000	Total 2023 £000
Fixed assets	4,993	44,553	10,650	60,196	60,592
Current assets	2,941	1,883	261	5,085	4,950
Current liabilities	(902)	-	-	(902)	(714)
Total net assets	<u>7,032</u>	<u>46,436</u>	<u>10,911</u>	<u>64,379</u>	<u>64,828</u>

## The Wallace Collection Annual Report and Accounts 2023-24

### 12. Consolidated statement of funds

#### Statement of Funds 2024

	Balance at 1 April 2023	Income	Expenditure	Revaluation	Transfers	Balance at 31 March 2024
	£000	£000	£000	£000	£000	£000
<b>Unrestricted funds</b>						
Designated funds:						
Capital projects (a)	3,309	-	(207)	-	54	3,156
Heritage assets (b)	12	-	-	-	-	12
Revaluation reserve	1,489	-	-	(109)	-	1,380
General funds	2,155	6,867	(6,645)	-	(54)	2,323
<b>Total unrestricted funds</b>	<b>6,965</b>	<b>6,867</b>	<b>(6,852)</b>	<b>(109)</b>	<b>-</b>	<b>6,869</b>
<b>Restricted funds</b>						
Capital reserve (c)	34,650	-	(1,003)	-	1,687	35,335
Heritage assets (d)	72	-	-	-	-	72
Revaluation reserve	10,635	-	-	(1,489)	-	9,146
Conservation projects (e)	221	78	(66)	-	-	233
Education fund (f)	129	155	(115)	-	0	169
Infrastructure fund (g)	859	1,383	(203)	-	(1,335)	703
Archive and library fund (h)	131	122	(15)	-	-	240
Curatorial projects (i)	364	259	(111)	-	-	512
Collection Services fund (j)	89	271	(247)	-	-	113
Gallery refurbishment (k)	310	50	5	-	(352)	13
Temporary Exhibition infrastructure (l)	65	-	0	-	-	65
<b>Total restricted funds</b>	<b>47,525</b>	<b>2,318</b>	<b>(1,754)</b>	<b>(1,489)</b>	<b>-</b>	<b>46,599</b>
<b>Endowment fund</b>	<b>10,338</b>	<b>-</b>	<b>-</b>	<b>573</b>	<b>-</b>	<b>10,911</b>
<b>Total funds</b>	<b>64,828</b>	<b>9,185</b>	<b>(8,606)</b>	<b>(1,025)</b>	<b>-</b>	<b>64,379</b>

a) The capital projects fund comprises the net book value of the museum's tangible fixed assets purchased using unrestricted funds.

b) The heritage assets fund represents the value of heritage assets held by the Hertford House Historic Collection which have been purchased using unrestricted funds.

c) The capital reserve fund represents the net book value of the museum's tangible fixed assets purchased using restricted funds.

d) The heritage assets restricted fund represents the value of heritage assets held by the Hertford House Historic Collection which have been purchased using restricted funds given for this purpose.

e) The conservation projects fund includes funds specifically for conservation projects from various donors.

f) The education fund assists with the cost of the museum's education department.

g) The infrastructure fund represents those restricted funds specifically raised for infrastructure projects.

h) The archive and library fund holds income from the endowment fund restricted to that work and other donations for archival work.

i) The curatorial fund is for donations towards curatorial purchases and activities.

j) The Collection Services fund is for donations for exhibitions and other work by the department.

k) The gallery refurbishment fund represents those restricted funds specifically raised for that purpose. The transfer relates to the restricted element of the works under construction during the year.

l) The temporary exhibition infrastructure fund is for the ticketing and other infrastructure costs associated with starting a paid exhibition programme.



## The Wallace Collection Annual Report and Accounts 2023-24

### 12. Consolidated statement of funds

#### Statement of Funds 2023

	Balance at 1 April 2022	Income	Expenditure	Revaluation	Transfers	Balance at 31 March 2023
	£000	£000	£000	£000	£000	£000
<b>Unrestricted funds</b>						
Designated funds:						
Capital projects (a)	3,530	-	(381)	-	160	3,309
Heritage assets (b)	12	-	-	-	-	12
Revaluation reserve	1,414	-	-	75	-	1,489
General funds	1,485	6,785	(5,955)	-	(160)	2,155
<b>Total unrestricted funds</b>	<b>6,441</b>	<b>6,785</b>	<b>(6,336)</b>	<b>75</b>	<b>-</b>	<b>6,965</b>
<b>Restricted funds</b>						
Capital reserve (c)	34,760	-	(739)	-	629	34,650
Heritage assets (d)	72	-	-	-	-	72
Revaluation reserve	7,357	-	-	3,278	-	10,635
Conservation projects (e)	248	48	(75)	-	-	221
Education fund (f)	216	90	(143)	-	(34)	129
Infrastructure fund (g)	407	892	(27)	-	(413)	859
Archive and library fund (h)	140	(1)	(8)	-	-	131
Curatorial projects (i)	204	212	(52)	-	-	364
Collection Services fund (j)	180	277	(368)	-	-	89
Gallery refurbishment (k)	93	394	5	-	(182)	310
Temporary Exhibition infrastructure (l)	78	-	(13)	-	-	65
<b>Total restricted funds</b>	<b>43,755</b>	<b>1,912</b>	<b>(1,420)</b>	<b>3,278</b>	<b>-</b>	<b>47,525</b>
<b>Endowment fund</b>	<b>11,010</b>	<b>128</b>	<b>-</b>	<b>(800)</b>	<b>-</b>	<b>10,338</b>
<b>Total funds</b>	<b>61,206</b>	<b>8,825</b>	<b>(7,756)</b>	<b>2,553</b>	<b>-</b>	<b>64,828</b>

- a) The capital projects fund comprises the net book value of the museum's tangible fixed assets purchased using unrestricted funds.
- b) The heritage assets fund represents the value of heritage assets held by the Hertford House Historic Collection which have been purchased using unrestricted funds.
- c) The capital reserve fund represents the net book value of the museum's tangible fixed assets purchased using restricted funds.
- d) The heritage assets restricted fund represents the value of heritage assets held by the Hertford House Historic Collection which have been purchased using restricted funds given for this purpose.
- e) The conservation projects fund includes funds specifically for conservation projects from various donors.
- f) The education fund assists with the cost of the museum's education department.
- g) The infrastructure fund represents those restricted funds specifically raised for infrastructure projects.
- h) The archive and library fund holds income from the endowment fund restricted to that work and other donations for archival work.
- i) The curatorial fund is for donations towards curatorial purchases and activities.
- j) The Collection Services fund is for donations for exhibitions and other work by the department.
- k) The gallery refurbishment fund represents those restricted funds specifically raised for that purpose. The transfer relates to the restricted element of the works under construction during the year.
- l) The temporary exhibition infrastructure fund is for the ticketing and other infrastructure costs associated with starting a paid exhibition programme.

## The Wallace Collection Annual Report and Accounts 2023-24

### 13. Reconciliation of consolidated net (expenditure)/income to net cash inflow from operating activities

	Notes	2023-24 £000	2022-23 £000
Net income/(expenditure) for the year (as per the statement of financial activities)		1,149	269
Adjustments for:			
Depreciation charges	8a)	1,210	1,121
Dividends and interest from investments	4	(353)	(349)
(Increase)/decrease in stock		66	41
Decrease/(increase) in debtors	9	(25)	(154)
(Decrease)/increase in creditors due within one year	10 a)	178	(108)
(Decrease)/increase in creditors due after one year	10 b)	-	(14)
(Gain)/Loss on investments		(573)	800
Endowment Fund		-	(128)
Net cash provided by (used in) operating activities		<u>1,651</u>	<u>1,478</u>
		Group	Group
		2024	2023
		£000	£000
<b>Analysis of cash and cash equivalents</b>			
Cash held in commercial banks		4,018	3,841
Cash in hand		<u>2</u>	<u>2</u>
		<u>4,020</u>	<u>3,843</u>

### 14. Hertford House Marketing Limited

The Wallace Collection owns the whole of the issued share capital of two shares of £1 nominal value of Hertford House Marketing Limited, a company registered in England and Wales (company number 3183595). The company's principal activities are corporate event hire, retail, image licensing and the running of the Wallace Restaurant franchise. The museum's Director was a director throughout the year.

#### Statement of comprehensive income

	2023-24 £000	2022-23 £000
Turnover	1,713	1,749
Cost of sales	<u>(275)</u>	<u>(256)</u>
Gross profit	1,438	1,493
Administrative expenses	<u>(632)</u>	<u>(554)</u>
Operating profit	806	939
Interest receivable	-	-
Profit on ordinary activities before gift aid payment	<u>806</u>	<u>939</u>

Profit of £806,000 (2022-23 £939,000) was distributed under gift aid to the Wallace Collection.

#### Consolidated Statement of Financial Activities

	2023-24 £000	2022-23 £000
Cost of sales	275	256
Administrative expenses	<u>632</u>	<u>554</u>
Gross Profit	907	810

#### Balance sheet

	2024 £000	2023 £000
Tangible fixed assets	6	7
Current assets	1,099	1,203
Current liabilities	(1,085)	(1,190)
Liabilities due after one year	<u>0</u>	<u>0</u>
Net assets	<u>20</u>	<u>20</u>
Share capital	-	-
Reserves	<u>20</u>	<u>20</u>
Net assets	<u>20</u>	<u>20</u>

The Current Assets include stock of £97,424 (2022-23 £162,728).

## The Wallace Collection Annual Report and Accounts 2023-24

### 15. Financial instruments

FRS 102 requires entities to provide disclosures which allow users of the accounts to evaluate the significance of financial instruments for the entity's financial position and performance and the nature and extent of risks arising from financial instruments during the period.

Many of the museum's financial instruments relate to contracts to buy non-financial items in line with the museum's expected purchase and usage requirements and the museum is therefore exposed to little credit, liquidity or market risk. However, the museum holds fixed asset investments following the establishment of its permanent endowment fund in 2015-16 and is exposed to market risk on these. It seeks to manage this risk through the use of professional investment advisors and fund managers.

#### *Liquidity Risk*

Approximately 45% (2022-23: 54%) of the museum's non-endowment income was provided as Grant-in-Aid from the Department for Culture, Media and Sport. The remaining proportion is self-generated income. The risk is managed by the reserves policy for general funds which seeks to hold between three and six months expenditure. As the cash requirements of the museum are met largely through Grant-in-Aid received from the Department of Culture, Media and Sport, financial instruments play a more limited role in managing risk than would apply to a non-public sector body of a similar size.

#### *Foreign Currency Risk*

As the museum's policy is to convert foreign currency into sterling on receipt, the museum's exposure to foreign currency risk is not significant.

#### *Interest Rate Risk*

The museum draws down its annual Grant-in-Aid allocation according to its monthly cash flow requirements. The museum's current financial assets represents cash held for these short term requirements and therefore earns interest at a floating rate. None of the museum's financial assets carry fixed rates of interest. As only a relatively small proportion of income £8,000 (2022-23: £2,000) is generated from interest earned, the museum is not exposed to significant interest rate risk.

### 16. Related party transactions

The Wallace Collection is a Non-Departmental Public Body whose sponsoring body is the Department for Culture, Media and Sport (DCMS). Other bodies sponsored by DCMS are regarded as related parties, as are organisations in which Trustees or key members of management (or their connected persons) have an interest. During the year, the Wallace Collection only entered into transactions with related parties under normal business terms.

Related party	Nature of relationship	Grants, donations or income received	Purchases	Outstanding balance at 31 March 2024	
		£000	£000	£000	£000
British Museum	DCMS funded body	-	2	-	-
National Gallery	DCMS funded body	2	-	-	-
V&A Museum	DCMS funded body	-	4	-	-

## The Wallace Collection Annual Report and Accounts 2023-24

### 16. Related party transactions (continued)

Wallace Collection in America, Inc

The Wallace Collection in America, Inc (WCiA) is a US tax-exempt organisation under section 501(c) (3) of the US Internal Revenue Code. It is incorporated in the State of Delaware. The objectives of the WCiA are to educate the public about art in general and to raise awareness among Americans and others about the activities and collections of the Wallace Collection. It is able to make grants to the Wallace Collection and other organisations in pursuit of these objectives.

The WCiA has a board of three directors. No Trustees of the Wallace Collection currently sit on the Board.

During the year grants of £108,000 (2022-23 £368,000) were made to the Wallace Collection. At 31 March 2024, the WCiA had net assets of £396,000 in the form of cash at bank (2022-23 £340,000)

The WCiA has not been consolidated in the group accounts of the Wallace Collection as the Wallace Collection did not exercise control during the period.

No Trustees or staff member obtained any personal benefit from the transactions disclosed above and no Trustee and or staff member had any other material transactions with the museum in the year. No Trustees held any significant interests which would conflict with their management responsibilities of the museum. Several Trustees are also supporters of the museum, and they are shown in Annex B to the Annual Report. Donations received from Trustees and their close family members in the year were £147,533 including gift aid (2022-23: £71,738). Donations received without conditions from Trustees and other related parties totalled £147,533 (2022-23: £73,573).

Compensation for key management personnel has been disclosed in the remuneration report.

### 17. Capital Commitments

	<b>2024</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>
Authorised by the Trustees and contracted for	<u>224</u>	<u>931</u>

The Capital Commitment relates to the repair and refurbishment of the North, West and East facades of Hertford House. Work was started in January 2023 and was completed in October 2024.

### 18. Contingent liabilities

There were no contingent liabilities as at 31 March 2024 (2023: Nil).

### 19. Post balance sheet events

The accounts were authorised for issue on the date of the Comptroller and Auditor General's certification. There were no reportable events between the balance sheet date and the date the accounts were authorised for issue.

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