

Dear Member,

Welcome to the South West Fed AGM 2024. We look forward to welcoming you to The Salisbury Museum on Thursday 20 June for our meeting and networking event this year.

As you are aware, we require a certain number of members to attend the AGM, to be quorate and pass our resolutions. Therefore, I hope you will join us in support of the organisation's ongoing work. We are grateful to The Salisbury Museum for hosting our AGM this year and very much look forward to seeing their newly refurbished galleries following the meeting – more good reason to attend! The AGM is a members only event and is free, but please ensure you [book at ticket](#) if you plan to attend.

Having worked through a challenging year in which the survival of the South West Fed was uncertain, the Board's priorities have been to stabilise our financial position and work within our resources to deliver for our members. This has meant a root and branch review of our programme, finances and communications, with a pivot to more IRL events and a focus on strengthening our partnerships in the region.

It has been encouraging to see a revival in member engagement with our events and talks over the past year, and particularly great to see our members taking the opportunity provided by our events programme to get out of the office and see some of the wonderful heritage sites in our region. Since the last AGM we have delivered 4 IRL events and 3 online talks, attended by more than 300 members. Our programme decisions are driven by feedback from our members, so please help us by filling in an evaluation form if you attend one of our events or talks and look out for our annual members survey later this year.

The South West Fed continues to be run by our members, for our members. Without your support for what we do, the organisation cannot continue to exist. Which leads me to announce our new annual membership renewal process launching in June. Since moving to a free membership model, the South West Fed has had no process for updating our membership database. The annual renewal process will provide the opportunity for existing members to keep their details up-to-date with us. It will help the South West Fed to better know our members, so that we can continue to provide relevant and useful member benefits. Look out for details in the newsletter shortly.

As an organisation that is run entirely by volunteers, everything the South West Fed does is down to the hard work of our dedicated and talented Board of Trustees. I would like to thank them for their tireless commitment to the South West Fed and for seeing us through a challenging year. At this AGM, we have four trustees stepping down which means there are new opportunities for members interested in supporting our mission to get involved. Being a trustee for the South West Fed is a great way to gain experience in charity governance and extend your sector network. If the Fed continues to be important to you, I encourage you to share these opportunities through your networks, find out more and [apply!](#)

I look forward to seeing many of you in June at the AGM and networking event at The Salisbury Museum.



Kristina Broughton, Chair, South West Fed



THE SOUTH WESTERN FEDERATION OF MUSEUMS AND ART GALLERIES

(THE CHARITY)

93rd ANNUAL GENERAL MEETING

20 JUNE 2024

The Salisbury Museum

NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the 93rd annual general meeting (**Meeting**) of the Charity will be held at Salisbury Museum on **Thursday, 20 June 2024 at 1pm.**

As a member of the Charity, you will be asked to consider and vote on the resolutions below.

Unless otherwise defined, terms (whether capitalised or not) used in this document have the meanings given to them in the Charity's articles of association (**Articles**) and/or rules (**Rules**).

Ordinary resolutions

1. THAT the minutes of the Charity's 2023 annual general meeting (The Box, Plymouth on 13 June 2023), a copy of which will be made available via the SWFED website, be received and approved.
2. THAT the Charity's accounts for the previous financial year, a copy of which will be made via the SWFED website, be received and approved.
3. THAT the Chair's report on the Charity's activities since the 2023 AGM, a copy of which will be made available in the AGM PACK, be received and approved.
4. THAT the retirement of those Charity Board members who wish to retire or who are retiring by rotation, in each case to be announced at the Meeting, be received and accepted.
5. THAT nominations made in advance of and during the Meeting in order to elect individuals to fill certain roles on the Charity's Board be received and accepted (as appropriate).

If you cannot attend the Meeting yourself, you may also like to appoint someone to attend, speak and vote at the Meeting on your behalf (including in respect of the nominations), in which case please complete the enclosed proxy form in accordance with the accompanying notes.

Please note that completed board nomination and/or proxy forms must be received by the Charity **no later than 9:00 a.m. on Wednesday, 19 June 2024.** Please see the instructions enclosed.



By order of the Charity's board

Kristina Broughton, Chair

The South Western Federation of Museums and Art Galleries

Registered office:

Unit A

82 James Carter Road

Mildenhall

Suffolk

IP28 7DE

United Kingdom

Charity number: 1113399

Company number: 05536131

29 May 2024

Enclosures:

1. AGM Agenda 2024
2. AGM Minutes 2023
3. Chair's Report
4. Forward Plan 2024/25
5. Accounts 2023/2024
6. Board nominations form
7. Membership Renewal Notice

Notes to the notice of the Meeting

Appointment of proxy

1. If you are a member who is entitled to attend and vote at the Meeting, you are entitled to appoint one or more proxies to exercise all or any of your rights to attend, speak and vote at the Meeting and you should have received a proxy form with this notice of meeting. A proxy does not need to be a member of the Charity but must attend the Meeting to represent you. You can only appoint a proxy using the procedures set out in these notes and the notes to the proxy form.
2. If you wish your proxy to speak on your behalf at the Meeting you will need to appoint your own choice of proxy (not the Chair) and give your instructions directly to them.
3. If you do not give your proxy an indication of how to vote on any resolution, your proxy will vote or abstain from voting at his or her discretion. Your proxy will vote (or abstain from voting) as he or she thinks fit in relation to any other matter which is put before the Meeting.
4. The notes to the proxy form explain how to direct your proxy how to vote on each resolution.

To appoint a proxy using the proxy form, the form must be:

- completed and signed;
- sent or delivered to the Charity using one of the following methods and related details:
 - by post to the Company Secretary, 4 Dreason Barns, Lanhydrock, Cornwall PL30 4BG; or
 - by email: info@swfed.org.uk with subject header "SOUTH WEST FED 2024 AGM"; and
- received by the Charity **no later than 9:00 a.m. on Wednesday, 19 June 2024.**

5. In the case of a member which is a company/institution, the proxy form must be executed under the company/institution's common seal or signed on its behalf by an officer or attorney for the company/institution. Any power of attorney or other authority under which the proxy form is signed (or a duly certified copy of such power or authority) must be included with the proxy form.

Changing proxy instructions

6. Members may change proxy instructions by submitting a new proxy appointment using the method set out above. Note that the cut-off time for receipt of proxy appointments also applies in relation to amended instructions; any amended proxy appointment received after the relevant cut-off time will be disregarded.

7. If you submit more than one valid proxy appointment, the appointment received last before the latest time for the receipt of proxies will take precedence.

Termination of proxy appointment

8. A member may change a proxy instruction but to do so you will need to inform the Charity in writing by sending a signed notice (in hard copy or by email, as set out below) clearly stating your intention to revoke your proxy appointment to the Charity. In the case of a member which is a company/institution, the revocation notice must be executed under the company/institution's common seal or signed on its behalf by an officer or attorney for the company/institution. Any power of attorney or any other authority under which the revocation notice is signed (or a duly certified copy of such power or authority) must be included with the revocation notice.

9. In either case, the revocation notice must be received by the Charity **no later than 9:00 a.m. on Wednesday, 19 June 2023.**

10. If you attempt to revoke your proxy appointment but the revocation is received after the time specified, your original proxy appointment will remain valid unless you attend the Meeting and vote in person.

11. Appointment of a proxy does not preclude you from attending the Meeting and voting in person. If you have appointed a proxy and attend the Meeting in person, your proxy appointment will automatically be terminated.

Communication

12. Except as provided above, members who have general queries about the Meeting should contact the Company Secretary in writing using one of the following methods and related details:

- by post to the Company Secretary, 4 Dreason Barns, Lanhydrock, Cornwall, PL30 4BG; or
- by email: info@swfed.org.uk with subject header "SOUTH WEST FED 2024 AGM".

No other methods of communication will be accepted.



THE SOUTH WESTERN FEDERATION OF MUSEUMS AND ART GALLERIES

(THE CHARITY)

93rd ANNUAL GENERAL MEETING

20 JUNE 2024

Salisbury Museum

FORM OF PROXY

[PLEASE COMPLETE MEMBER NAME AND ADDRESS]

Before completing this form, please read the explanatory notes below

I/We [FULL NAME[S] IN BLOCK CAPITALS]

being a member of the Charity, appoint the Chair of the meeting or (see note 3 overleaf to complete)

Insert name:	
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as my/our proxy to attend, speak and vote on my/our behalf at the 93rd annual general meeting of the Charity to be held on **Thursday, 20 June 2024 at 1pm (Meeting)** and at any adjournment of the Meeting.

I/We direct my/our proxy to vote on the following resolutions as I/we have indicated by marking the appropriate box with an 'X'.

ORDINARY RESOLUTIONS

	ORDINARY RESOLUTIONS	For	Against
1	THAT the minutes of the Charity's 2023 annual general meeting (held on 13 June 2023), a copy of which will be made available at the Meeting, be received and approved		
2	THAT the Charity's accounts for the previous financial year, a copy of which will be made available at the Meeting, be received and approved		

3	THAT the Chair’s report on the Charity’s activities since the 2023 AGM, a copy of which will be made available at the Meeting, be received and approved		
4	THAT the retirement of those Charity Board members who wish to retire or who are retiring by rotation, in each case to be announced at the Meeting, be received and accepted		
5	THAT nominations made in advance of and during the Meeting in order to elect individuals to fill certain roles on the Charity’s Board be received and accepted (as appropriate)		

For those not attending the Meeting in person, please see and complete as required the enclosed board nominations and this proxy form in order to vote

SPECIAL RESOLUTION

	SPECIAL RESOLUTION	For	Against

For those not attending the Meeting in person, please complete this proxy form in order to vote

Member name (please print) and signature	Date

Notes to the form of proxy

Form of proxy

1. As a member of the Charity you are entitled to appoint a proxy or proxies to exercise all or any of your rights to attend, speak and vote at a general meeting of the Charity, including the Meeting. You can only appoint a proxy using the procedures set out in these notes.
2. Appointment of a proxy does not preclude you from attending the Meeting and voting in person. If you have appointed a proxy and attend the Meeting in person, your proxy appointment will automatically be terminated.

Appointment

3. A proxy does not need to be a member of the Charity but must attend the Meeting to represent you. If you wish to appoint a proxy other than the Chair, insert their full name in the box. If you leave this space blank, the Chair will be appointed your proxy. Where you appoint as your proxy someone other than the Chair, you are responsible for ensuring that they attend the Meeting and are aware of your voting intentions. If you wish your proxy to make any comments on your behalf, you will need to appoint someone other than the Chair and give them the relevant instructions directly.

Voting directions

4. To direct your proxy how to vote on the resolutions mark the appropriate box with an "X". If no voting indication is given, your proxy will vote or abstain from voting at his or her discretion. Your proxy will vote (or abstain from voting) as he or she thinks fit in relation to any other matter which is put before the Meeting, including a motion to adjourn.

Returning your form of proxy

5. To appoint a proxy using this form, the form must be:

- completed and signed;
- sent or delivered to the Charity using one of the following methods and related details:
 - by post to the Company Secretary, 4 Dreason Barns, Lanhydrock, Cornwall, PL30 4BG; or
 - by email: info@swfed.org.uk with subject header "SOUTH WEST FED 2024 AGM";
- received by the Charity **no later than 9:00 a.m. on Wednesday, 19 June 2024.**



6. In the case of a member which is a company/institution, this proxy form must be executed under the company/institution's common seal or signed on its behalf by an officer or attorney for the company/institution. Any power of attorney or any other authority under which this proxy form is signed (or a duly certified copy of such power or authority) must be included with the proxy form.

7. If you submit more than one valid proxy appointment, the appointment received last before the latest time for the receipt of proxies will take precedence. For details of how to change your proxy instructions or revoke your proxy appointment, see the notes to the notice of meeting.



THE SOUTH WESTERN FEDERATION OF MUSEUMS AND ART GALLERIES
(THE CHARITY)

93rd ANNUAL GENERAL MEETING
20 JUNE 2024
The Salisbury Museum

AGENDA

1. Registration and apologies for absence
2. Minutes of the 92nd AGM held on zoom on 13 June 2023 (**Resolution to approve minutes**)
3. Chair's report (**Resolution to approve Chair's report and Forward Plan 2024/25**)
4. Treasurer's report (**Resolution to approve 2023/24 accounts**)
5. Retirement and election of Board members (**Resolutions to accept retirements and elect new**):
6. Membership Renewal Process (**Notice**)
7. Any other business

TABLED RESOLUTIONS:

	ORDINARY RESOLUTIONS	For	Against
1	Resolution to approve minutes of AGM 13 June 2023		
2	Resolution to approve Chair's report and Forward Plan 2024/25		
3	Resolution to approve 2023/24 accounts		
4	Resolution to accept retirements and elect new trustees		



**SOUTH WESTERN FEDERATION OF MUSEUMS AND ART GALLERIES
CHARITABLE COMPANY - COMPANY LIMITED BY GUARANTEE
CHARITY NUMBER 1113399
COMPANY NUMBER 05536131
("SOUTH WEST FED" OR "SWF")**

ANNUAL GENERAL MEETING ("AGM") - MINUTES

Minutes of the 92nd annual general meeting ("AGM") of the South West Fed held 13.00 on 13 JUNE 2023 at The Box, Plymouth.

1. CHAIRPERSON

As Chair of the South West Fed's board of trustees ("BOARD"), Kristina Broughton ("KB") was appointed chairperson of the meeting and chaired the meeting throughout.

2. NOTICE AND QUORUM

The Chair REPORTED that due notice of the AGM had been given and that a quorum was presented and declared the AGM open. (A list of the attendees is attached to these minutes.)

3. BUSINESS OF THE MEETING

The chair REPORTED that the business of the AGM was to consider and (as necessary and if thought fit) approve the matters set out in the AGM notice.

4. AGENDA ITEMS

- 4.1 91st AGM (2022) minutes

- (a) The Chair PRESENTED and those present RECEIVED a copy of the minutes of the South West Fed's 91st AGM held 08 JUNE 2022 and REPORTED that these minutes were approved by the Board. Those present in person and by proxy unanimously VOTED IN FAVOUR of approving the 2022 minutes.

4.2 Chair's report

- (a) The Chair PRESENTED and those present RECEIVED the Chair's report on the South West Fed's activities since the previous AGM. (A copy of the Chair's report is attached to these minutes.) Those present in person and by proxy unanimously VOTED IN FAVOUR of approving the Chair's report.

4.3 Financial accounts

- (a) The Chair PRESENTED and those present RECEIVED the South West Fed's accounts for the previous financial year. Those present in person and by proxy unanimously VOTED IN FAVOUR of approving the financial accounts.

4.4 Discussion with members about Fed's current preposition -

Opened discussion groups on tables.

KB presented a reminder of vision Vision and Mission and then proposed the following questions.

1. What are the current/emerging support needs for the sector in the SW?
2. What organisations in the southwest (or beyond) are currently addressing these needs (are there any gaps)
3. What is distinctive about the southwest Fed?
4. Does the sector, and do our members, need the southwest feb.

4.5 South West Fed Board retirements and elections

- (a) The Chair PRESENTED and those present accepted the retirement of the following Board members:
- (i) Events Administrator – Emily Worsdale
 - (ii) Communications Secretary – Laura Service
 - (iii) Universities Relationships Manager - Alison Horgan
- (b) The Chair PRESENTED the nominations received (as duly proposed and seconded) and those presented in person and by proxy unanimously VOTED IN FAVOUR of accepting the following Board elections
- (i) Universities Relationships Manager - Alison Horgan
Proposed - Iona Keen, Seconded Laura Service

5. FILING AND ADMINISTRATION

5.1 IT WAS NOTED THAT filings to effect of the new director appointments and associated resignations would need to be made to Companies House and the new Trustees and resignations would need to be made to the Charities Commission.

5.2 IT WAS NOTED THAT a copy of these minutes would be made available on the South West Fed website in due course.

6. AoB

7. Close

There was no further business, and the Chair declared the meeting closed.

Signature

A handwritten signature in black ink, appearing to be 'KB' followed by a stylized flourish.

3 July 2023

Attendees

Apologies: Alison Horigan

Iona Eastman

Julie Taylor Kent

Jo Cairns

Anna Bryant

Ellie Jones

Jeremy Pearson

Louise Bartlett

Charlie Newman

Trish Wright

Barbara Lobb

Tabitha Cadbury

Derek Charles Lindsey

Anna Somner

Wendy Lindsey

Tamzyn Smith

Kristina

Broughton

Paul Sapwell

Fiona Pitt

Annette

MacTavish

Kate Rambridge

Stella Man

Vic Harding

Laura Service

Tamsin Mosse

Proxy

AGM – Chair's Report

As Chair of the South West Fed I am delighted to welcome you to our 91st AGM, my fourth and final AGM as Chair. It is great to welcome you during what is feeling like a year that remains challenging, but also brings hope for the long term future of our sector.

Last year's AGM was again held online and thanks to the attendance of many supportive members, we were able to implement some vital changes to the structure of the Board, that have enabled us to move forward and ensure relevance and support for those working and volunteering in culture

and heritage, as well as those looking to enter the sector. I would like to thank those who have continue to support us and to those who have continually attended our online events, ensuring we can continue to operate viably but also learn from each event, to understand how we can continue to provide activity that is inspiring, motivational, relevant and of interest to as many people as possible.

Looking back on 2021, there are some highlights it is important to remember:

- We celebrated 90 years of the South West Fed, culminating in an event at No. 1 Royal Crescent in bath. Many joined us to raise a glass in the sunshine and celebrate the South west Fed's rich history, long term success and continual ability to evolve and remain relevant
- We continued to hold our events online and attendance was very encouraging. Event evaluation has also continued to be an important tool for us, informing future event topics and helping us to understand how the South West Fed can be most useful to its members
- At our AGM in June last year, we successfully passed through some changes to the Board roles that enabled us to focus on the new programme and ensure each board member had a clear and defined role to play, whilst remaining committed to supporting our wider partners and networks † share information and resources

This year's AGM again contains no special resolutions, an indication of the current stability of the organisation, and the success of our current strategy. We hope to welcome our new board members subject to member approval and you will see from the Finance Report that we continue to be in a stable position, with reserves that can again cover all our core costs for at least one year. In addition, we welcome the opportunity to support the Daphne Bullard, Kathy Callow and Elizabeth Hammond Association, by taking on the remainder of their funds, to enable the small museum grant programme to continue in memory of Kathy Callow, for whom the South West and its rich heritage, was so important. We will be working with members to launch the museum grant scheme in the coming years, as the sector moves closer to full recovery and increased capacity to invest in new projects. It will be a fantastic opportunity to provide support to culture and heritage and ensure the profile of the South West Fed remains strong and present across the region, whilst honouring the memory of Kathy.

We have continued to provide free membership and an affordable programme of events. As we confront ongoing and new financial challenges due to the economic climate, war in Ukraine and slow recovery of audiences, especially international tourism, I am proud of our ability to keep prices low for both online and on-site events, to provide access for as many people as possible.

I would like to thank those board members who are standing down at this AGM. Both Craig Dixon and Andrew Thompson have provided invaluable support and Will has brought great energy and new ideas to the Board. Craig has been working hard behind the scenes to provide regular, and clear accounts each month and ensure we can manage cash flow, monitor viability and provide strong and accurate forecasting. Thanks to his hard work, we are handing over a well-managed and documented processes and systems to the new Treasurer.

Will has helped us to shape our offer for students, creating new peer network groups, targeted events and platforms to enable us to reach new audiences. As he moves away from student life and develops his career I wish him well and would like to thank him for working with Alison Horgan, our University Relationship Manager, to develop our student offer.

Andrew's contribution to the South West Fed over so many years and in several roles, has been hugely significant. Andrew has been a huge help and support to me, stepping in to the Vice Chair role during the height of the pandemic, driving and delivering the new programme and supporting his colleague son the board. Our ongoing and long-term success is in no small way, due to his ongoing efforts, enthusiasm and commitment and I am hugely grateful that he remained on the board during what has been such a difficult few years. I will greatly miss working with him and am sure my colleague son the Board echo my thanks for his hard work.

As always, I am hugely thankful for the support of our board, especially during this period of recovery that has continued to be challenging. As a sector, we are witnessing many staff struggling with fatigue and continuing to juggle various commitments and uncertainties. The continued efforts of each board member has been hugely appreciated and it is this ongoing effort that ensures our reputation continues to be strong. It is a testament to this success, that we continue to welcome new Board members. As we later elect those who are standing, I would like to welcome them to this great

organisation and reassure them that their colleagues are a supportive and enthusiastic group of people who I will really miss working with. I wish you all well as you take the South West Fed forward and continue to shape it for current and future members.

Looking ahead having spent much time in 2021 reflecting on the achievements of the South West Fed during its 90 year history, I am excited that 2022 will provide opportunities for our new Chair to review the changing needs of our sector and ensure we continue to serve our membership.

Finally, I am sad to be leaving the Board this year but also feel it is the right time, having led the organisation through the pandemic, embedded significant change to enable our survival and ensured our financial viability for the long term. I have found this role to be challenging, hugely rewarding and a lot of fun. I wish the new Chair all the best as they take the reins for the next chapter as we continue to support our flourishing and confident heritage community in the South West by creating opportunities to connect and inspire.

AGM Finance Report 2022

Membership Income

- Membership income for FY20 was £461. This is net of any fees taken by Stripe which is approximately 2.2% of each membership paid through the site.
- This membership is significantly less than reported in the previous year's accounts due to the free membership model. The income received relates to corporate sponsorships.

Event Income and Expenditure

- Event income is reported as £524 for the year. Similar to membership this figure is net of any fees taken by Stripe.
- Expenditure for the events was £54 for fees paid to Stripe and £143.88 payable to Zoom to enable online delivery, shown within website hosting and support costs.
- Other income received in the year was £16 which was a small donation

Expenditure (excluding events)

- Development Officer costs were £220 which represents 1.5 days of support, that included training of Board members
- Website and hosting costs for the year were £116.12
- Gmail email accounts costed £221 for the year
- Due to the significant increase in members, our insurance costs increased to £336
- Other expenses of £21 included the submission of our annual accounts
- Overall we report a small deficit of £109.86 that is not indicative of longer term results, due to the one off cost of £220 for Board training on the new website, without which, we would have generated a small surplus of £110

General Fund

- Opening reserves of £4,751.17, deficit of £109.86. Closing reserves £4,641.31

Petrology Fund

- Opening reserves of £1,804.86, income of £0.20. Closing reserves of £1,805.06

Cash in Banks

- Community Account £4,641.31
- Premium Account £1,805.06

Introduction

Welcome to the 93rd AGM of the South West Federation of Museums & Art Galleries. I am pleased to provide members with my report covering the period since the last AGM on 13 June 2023. Accompanying this report is the Forward Plan for 2024-25, which sets out the priorities for the year ahead.

Over the past year and following the aftershocks of the pandemic, the cost of living crisis and a period of low member engagement, the South West Fed's Board of Trustees have had an unrelenting focus on the organisation's financial and operational sustainability. We have undertaken a review of our member benefits, events programme and communications strategy to ensure that the South West Fed can deliver for its members within our resources.

As I write this report, I am pleased to share with our members that the South West Fed has finished the financial year 2023/24 with a healthy surplus, following several years in a deficit position, and without an increase to our pricing. Alongside this, we have seen a rebound in member engagement with our events programme providing crucial income and offering encouraging signs for the continuation of the South West Fed.

Board of Trustees

As ever, the hard work and dedication of our excellent Board of Trustees has been essential, steering the South West Fed through a challenging financial period. They give their time entirely voluntarily and I applaud their steadfast commitment to the organisation.

We've seen new trustees join and others depart over the past year. Katie Nichols (Communications), Miranda Garrett and Olivia Tracey (Creative Programmers) joined the Board in September 2023. Verity Anthony (Development) rejoined the Board in January 2024, having been a trustee previously.

Sadly we are also saying farewell to five of our trustees at this year's AGM. Alison Horgan, who oversaw our Universities Relationships, stepped down in January 2024. At the AGM in June, - Charlotte Churchill and Rebeca Medrano (two of our Creative Programmers), Madeleine Boylan-George (Social Media), and Anna Somner (Membership) will be stepping down. Charlotte Newman will also be stepping down from her role as Secretary, but will continue to be a trustee with a focus on development. I would like to thank them all for their commitment to the South West Fed over many years and wish them well in their future endeavours.

These many changes to the Board over the past year have given us the opportunity to reconsider the structure and roles within our Board and make some changes. We have eliminated the Universities Relationship role, which over time has lost its relevance for the organisation as formal agreements with university partners came to an end. We have also rolled the Social Media Secretary role into the Communications Secretary role in order to consolidate our communications. We have two trustees now focussed on development, in particular the future of the Kathy Callow Legacy Fund which was entrusted to the South West Fed last year.

Despite the restructure, we now have four vacancies on the Board. We are therefore actively recruiting for a Secretary, a Membership Secretary and 2x Creative Programmers to keep the Board viable. These roles are essential for the on-going operation of the South West Fed and it is therefore an imperative that they are filled as quickly as possible. I encourage our

members to consider applying for one of the trustee roles. I also ask that members help us by sharing the opportunities through your networks and encouraging contacts to apply. Being a trustee for the South West Fed offers excellent opportunities to gain experience in charity governance, extend contacts and give something back to the museums and heritage sector. Details of all of the roles and how to apply can be found on the South West Fed [website](#).

Membership

At the time of writing, the South West Fed has over 1000 members and membership remains free. I reported last year on our plans to cleanse and reset the member database, which has not been updated since the move to a free membership model in 2019. This has been a significant piece of work and is on-going.

In June we launch our membership renewals process in order to refresh our database and ensure that it is up-to-date. The renewal process will also allow our members to update their details held by us on a regular basis. If you wish to continue to be a member of the South West Fed, please ensure that you complete the renewal form on Google Forms (see Membership Renewal Notice for further details). There will also be targeted communications with members and a social media campaign around membership renewal during June. If for any reason members who wish to continue do not renew, they will drop off the database but can rejoin the South West Fed for free at any time through the normal joining process. The renewal process will be repeated annually in May/June going forward.

Having undertaken the renewals process, by autumn we hope to have a clear picture of our current membership. We will follow up with a members survey in the Autumn to help us shape our offer for the year ahead, and a membership campaign to attract new members.

Business Operations

As an organisation run entirely by volunteers, managing our resources cost effectively and efficiently continues to be a priority and a challenge. Following a full scale review of our back office operations during 2022/23, we have reduced our overheads by 30%. As indicated in our forward plan and other sections of this report, we have also reviewed our resources, particularly in relation to our programme and communications, all with a view to managing the South West Fed well within our resources and generating more income. The result is that we finished the financial year with a surplus, thus securing our reserves position and allowing us to reinvest in our programme going forward.

Programme

In 2023/24, South West Fed delivered 4 IRL events and 3 online talks, attended by more than 300 members. We strive to deliver events that are relevant to our members and the sector more widely. Themes covered through our events programme in 2023/24 included environmental sustainability, diversity, equity & inclusion and income generation.

Following a period of low member engagement last year, the Board of Trustees reviewed the programme structure to ensure that we were able to deliver within our resources whilst also responding to member feedback. The result has been a pivot to IRL events held quarterly over a day. These events are specifically aimed at our members and will showcase

innovation and best practice in the sector in the Southwest. Our IRL events also provide important opportunities to network and visit the fantastic array of museums and heritage sites in our region. IRL events in 2023/24 have included SS Great Britain, 878AD and sold out events at The Newt and Bristol Museum & Art Gallery. We welcome members who wish to host an IRL event to showcase their work to SWFed members to get in touch.

We are now delivering less online talks with a focus on best practice in the sector beyond the Southwest. This allows us to engage with both members and non-members and as a result, generate more income through higher non-member ticket prices. Our online talks this year have included Young V&A which sold 60 tickets, and the Design Museum talk on environmentally sustainable exhibitions which sold 100 tickets! In both cases, the majority of tickets were sold to non-members.

The budget surplus generated through our events programme in 2023/24 has been a welcome boost to the South West Fed and means that we have not had to increase our ticket prices and reinvest in our programme of high quality events and talks next year.

Our events programme is regularly published on our website and promoted through our social media channels. Look out for events later this year including our Christmas networking event in December.

Communications

The South West Fed continues to deliver a monthly e-newsletter to our members. Whilst we were without a Communications Secretary Trustee for several months last year, we took the decision to streamline the monthly newsletter. As part of this, we dropped job adverts and general sector news from the newsletter. Overtime and in line with our membership database cleanse, we hope to rebuild and refine the newsletter to make it more relevant to our members.

We know from our last members survey that sharing job opportunities through our membership and wider reach is of high importance. However, using the newsletter for this purpose was sporadic in terms of the job notices we received from other organisations, and time consuming for the trustees. As such, we have moved our job postings to social media (LinkedIn) using a new hashtag: *#hiringinheritage*. This allows us to post job notices that we receive by email, as well as others we see via other channels, with greater frequency (fortnightly). It also allows members to post their own job notices and tap into our reach by using the hashtag and tagging the South West Fed.

Kathy Callow Legacy Fund

Last year I reported that the South West Fed had been entrusted with the Kathy Callow Legacy Fund after the Daphne Bullard and Kathy Callow Trust was dissolved. After a piece of research into investment accounts, the Kathy Callow Legacy Fund was invested into a new account in August 2023, where it is now secure and continues to gain interest.

Our trustees responsible for development will this year be exploring options for the future of the fund. Consideration will be given to the needs of the sector in relation to Kathy Callow's wishes, and the ability of the South West Fed to administer the fund and a potential small grants programme. Members will be consulted on the future of the fund later in the year.

Sector Peers

The Sector Peers group has met throughout 2023/24 and continues to be a useful forum for sharing sector intelligence, exploring opportunities for partnership working and advocating for our sector. This year we welcomed new members to the group from Hampshire Cultural Trust, RAMM, South West Heritage Trust, GEM and The National Archives.

Student Rep

Bonnie Robinson, former MA Heritage student at Bath Spa University, concluded her role as Student Rep for the South West Fed in January 2024. Mirroring the work of the Board of Trustees, Bonnie conducted a review of the South West Fed's member benefits and communications. Bonnie's report is available to members on request.

I'd like to thank Bonnie for her contribution and commitment to the South West Fed and wish her every success in her career in the museums and heritage sector.

Conclusion

Overall it has been a positive year for the South West Fed as we have navigated through a difficult financial period and seen a recovery in member engagement and therefore income. There is a real buzz and sense of belonging amongst members at our recent IRL events and the reach of our online talks has been a very welcome surprise. We hope to continue these trends through our programme next year, but as an organisation with limited capacity and income opportunities, the South West Fed remains vulnerable.

The Board of Trustees have worked incredibly hard to keep the organisation afloat over the last year. Now we work to bed in the changes we have made, but with four vacancies on the Board, our capacity to deliver is again at risk. Earlier this year we saw the Yorkshire Museums Federation wind up its operations due to a lack of Board members - a reminder that the threat is only too real.

Member engagement remains essential to the continuation of the South West Fed into its 94th year. If the South West Fed continues to be important to you, our members, then I encourage you to get involved and support us however you can. Join us as a trustee, attend an online talk or IRL event, or make a donation if you can't attend. Even a small contribution can make a big difference!

Paper by: Kristina Broughton, Chair, May 2024



Forward Plan 2024

Vision

The South Western Federation of Museums and Art Galleries promotes a flourishing and confident heritage community in the Southwest.

Mission

Creating opportunities to connect and inspire the heritage community across the Southwest, for the benefit of organisations and their audiences.

Our Aims for the period of the Forward Plan 2024

AIM 1: To be the 'must join' organisation for museums and galleries in the Southwest, for the professionals and volunteers who work in and support them and those working towards joining the sector

- 1.1 To better understand our membership base.
- 1.2 To improve the offer and communications to members.

AIM 2: To provide an effective support network and showcase good practice for the sector in the Southwest

- 2.1 To provide a consistent programme of knowledge sharing and networking events that are relevant to members and respond to current issues.
- 2.2 To be outward looking, beyond the Southwest region, to showcase and share best practice from the sector for the benefit of our members.
- 2.3 To broaden our reach through digital tools that widen access.
- 2.4 To convene a network of sector peers, sharing information across the sector in the Southwest and exploring opportunities for partnership working.

AIM 3: To maintain a financially and operationally sustainable organisation, which the trustees of the South West Fed can operate for the longer term

- 3.1 To put in place and review effective management structures to ensure the organisation is operationally sustainable within its resource capacity.
- 3.2 To develop a small grants programme for the Kathy Callow Legacy Fund.

Aim 1: To be the 'must join' organisation for museums and galleries in the Southwest, for the professionals and volunteers who work in and support them and those working towards joining the sector

OBJECTIVES	ACTIONS	TIMESCALE	LEAD & RESOURCES	SUCCESS
1.1 To better understand our membership base.	<ul style="list-style-type: none"> a) Cleanse and improve the functionality of our member database to better understand our existing members. b) Establish process for annual update of memberships. 	<ul style="list-style-type: none"> Jan/Feb 2024 Spring 2024 	<ul style="list-style-type: none"> Membership Secretary Membership Secretary / Comms Trustee 	<ul style="list-style-type: none"> Membership data is accurate and up-to-date. Process for annual update established.
1.2 To improve the offer and communications to members.	<ul style="list-style-type: none"> a) Survey our membership to better inform our offer. b) Contact members to ask them to update their details through new process. c) Launch job postings through # campaign on LinkedIn. d) Rebuild the member newsletter based on feedback/analytics/research. 	<ul style="list-style-type: none"> Spring 2024 Spring 2024 On-going Feb 2024 On-going 	<ul style="list-style-type: none"> Membership Secretary / Comms Trustee Social Media Trustee Comms Trustee 	<ul style="list-style-type: none"> Member survey feedback is actively used to inform SWFed Programming. Members are successfully updating their details with the SWFed. # campaign increases followers on LinkedIn. Sector organisations are using the # to post jobs independently. Open/click rates increase for newsletter.

AIM 2: To provide an effective support network and showcase good practice for the sector in the Southwest

OBJECTIVES	ACTIONS	TIMESCALE	RESOURCES	SUCCESS
	How do we do it?	By When	Lead & Resources	Outcomes & Outputs
2.1 To provide a consistent programme of knowledge sharing and networking events that are relevant to members and respond to current issues.	a) Develop an events programme at least 4 months in advance and based on member feedback. b) Regular programme of member communication in line with events programme: <ul style="list-style-type: none"> ● newsletters, ● blog posts ● social media c) Review events evaluation forms and ensure issue for each event. Review data after each event at Programming & Board meetings.	Ongoing Jan/Feb 2024 and on-going	Vice Chair / Programmers Comms Trustee Social Media Trustee Vice Chair / Programmers	Programme for 2024 agreed in Jan and June. Analytics are used effectively to understand engagement with communications and informs ongoing programming. Programme participation increases by 10% by end of 2023 Positive feedback from event surveys reinforces value.
2.2 To be outward looking, beyond the Southwest region, to showcase and share best practice for the benefit of all our members.	a) Deliver 3 online talks in 2024 with organisations outside of the Southwest region.	Mar, Jul, Oct 2024	Vice Chair / Programmers	Online talks are attended by 30+ people.
2.3 To broaden our reach through digital tools that widen access.	a) Make recordings of past online talks available on the website.	On-going	Comms Trustee Programmers	Talks from 2023 available online by Summer 2024.
2.4 To convene a network of sector peers, sharing information across the sector in the Southwest and exploring opportunities for partnership working.	a) Quarterly meetings of the sector peers group.	Mar, June (AGM), Sep, Dec	Chair	Sector peers group leads to programming opportunities and cross promotion.

AIM 3: To maintain a financially and operationally sustainable organisation, which the trustees of the South West Fed can operate for the longer term

OBJECTIVES	ACTIONS	TIMESCALE	LEAD & RESOURCES	SUCCESS
<p>3.1 To put in place and review effective management structures to ensure the organisation is operationally sustainable within its resource capacity.</p>	<p>a) Review charging model for online and in-person events in line with membership offer.</p> <p>b) Review resources against operations and implement changes where necessary.</p> <p>c) Board to review management accounts at each meeting.</p> <p>d) Ensure the organisation is compliant with its duties to the Charities Commission, Companies House and HMRC.</p> <p>e) Agree budget forecast and events programme.</p> <p>f) Recruit to vacant trustee positions.</p>	<p>Mar & Oct 2024</p> <p>Sep 2024</p> <p>Jan, Mar, Jun, Sep, Dec 2024</p> <p>On-going</p> <p>Jan-Mar 2024</p> <p>As required</p>	<p>Chair / Vice Chair / Treasurer</p> <p>Chair / Treasurer</p> <p>Treasurer</p> <p>Secretary / Treasurer</p> <p>Chair / Vice Chair / Treasurer</p> <p>Chair</p>	<p>SWFed is in surplus at financial year end.</p>
<p>3.2 To develop small grants programme for Kathy Callow Legacy Fund.</p>	<p>a) Develop options for administering small grants programme.</p>	<p>Sep 2024</p>	<p>Development Trustee / Secretary / Chair</p>	<p>Options presented to Board at March meeting.</p> <p>Legacy grant giving programme developed and administered or handed over to another organisation at time of 2025.</p>

Author: Kristina Broughton – November 2022

Edit No	Name of Editor	Date	As a result of	Date Approved by Board
1	Kristina Broughton	3 March 2023	Update	23 March 2023
2	Kristina Broughton	10 Jan 2024	Update	

South West Federation of Museums & Art Galleries LTD
Abbreviated Accounts for the year ended 31st March 2024
Company Registration No. 05536131

Income & Expenditure Account for the year ended 31st March 2024

Income	2022/23	2023/24	petrology 2023/24	callow 2023/24	unrestricted 2023/24
	£	£			
Membership	35.33	39.94	0.00	0.00	39.94
Events income	837.03	2,233.35	0.00	0.00	2,233.35
Bank Interest	3.71	13.44	13.44	0.00	0.00
COIF Interest	0.00	635.95	0.00	635.95	0.00
Other	0.00	0.00	0.00	0.00	0.00
Sub total	<u>876.07</u>	<u>2,922.68</u>	<u>13.44</u>	<u>635.95</u>	<u>2,273.29</u>
Less Expenditure					
Website Hosting	414.87	509.87	144.00	0.00	365.87
Gmail	235.81	262.70	0.00	0.00	262.70
Governance	174.00	37.00	0.00	0.00	37.00
AGM/Board Meetings	23.64	160.13	0.00	0.00	160.13
Meeting Expenses	166.35	148.96	0.00	0.00	148.96
Insurance	336.00	336.00	0.00	0.00	336.00
Other expenses	61.98	565.00	481.00	0.00	84.00
Sub total	<u>1,412.65</u>	<u>2,019.66</u>	<u>625.00</u>	<u>0.00</u>	<u>1,394.66</u>
Surplus (Deficit) to Balance Sheet	<u>(536.58)</u>	<u>903.02</u>	<u>(611.56)</u>	<u>635.95</u>	<u>878.63</u>

Balance Sheet as at 31st March 2024

Current Assets	2022/23	2023/24
	£	£
Barclays Current Account	26,587.98	5,123.65
Barclays Deposit Account	1,664.77	1,053.21
COIF deposit	0.00	22,978.91
Sub total	<u>28,252.75</u>	<u>29,155.77</u>
Less Current Liabilities		
Sundry Creditors	0.00	0.00
Sub total	<u>0.00</u>	<u>0.00</u>
Net Current Assets at 31st March	<u><u>28,252.75</u></u>	<u><u>29,155.77</u></u>

Represented by

Federation Funds as at 31st March 2024

<u>General Fund at 1st April 2023</u>	4,634.50	4,245.02
add surpluses / less deficit for year	<u>(389.48)</u>	<u>878.63</u>
	4,245.02	5,123.65
<u>Kathy Callow Fund at 1st April 2023</u>	0.00	22,342.96
Income	22,342.96	635.95
Less Expenditure	<u>0.00</u>	<u>0.00</u>
	22,342.96	22,978.91
<u>Petrology Fund at 1st April 2023</u>	1,805.06	1,664.77
Income	3.71	13.44
Less Expenditure	<u>(144.00)</u>	<u>(625.00)</u>
	1,664.77	1,053.21
Funds total at 31st March 2024	<u><u>28,252.75</u></u>	<u><u>29,155.77</u></u>

South Western Federation of Museums and Art
Notes on the Accounts

Accounting Conventions

The financial statements are prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective June 2002). Abbreviations used: SWFED is South Western Federation of Museums and Art Galleries, SWMDP is South West Museum Development Partnership.

Treasurer's Statement

I have examined the books, vouchers and documents produced for me relating to the financial standing of the Federation and am satisfied to the best of my knowledge and belief that the above accounts show the financial transactions of the Federation for the year ended 31st March 2024 and that the Balance Sheet shows the financial position at that date.

In my opinion the company is entitled to deliver abbreviated accounts in accordance with section 444(1) or (3) of the Companies Act 2006 and that they have been properly prepared in accordance with the regulations made by the Secretary of State: as the case maybe.

Paola Lanciani
Hon Treasurer



THE SOUTH WESTERN FEDERATION OF MUSEUMS AND ART GALLERIES

(THE CHARITY)

93rd ANNUAL GENERAL MEETING

20 JUNE 2024

Salisbury Museum

BOARD NOMINATIONS

The Charity is a company limited by guarantee with charitable status. Trustee and director members of the Charity's board (**Board**) are elected (or re-elected, as applicable) annually, in accordance with the Charity's *existing* articles of association (**Articles**) and rules (**Rules**), copies of which can be found here: <http://www.swfed.org.uk/about-us/>.

Unless otherwise defined, terms (whether capitalised or not) used in this document have the meanings given in the Articles and/or Rules (as applicable).

An individual may be re-elected to the same position on the Board on a maximum of three occasions (i.e. the maximum term an individual may hold in any one position is three years). The Board currently meets quarterly.

At the Charity's upcoming annual general meeting (**Meeting**) at least one third of the current board are required to retire, but may re-stand for election. This year, elections will be held in respect of the following Board positions:

1) Secretary

All Board nominations should be made in writing to the Secretary using one of the following methods and related details:

- by post to the Charity's registered office: FAO: Company Secretary, 4 Dreason Barns, Lanhydrock, Cornwall PL30 4BG
- by email: info@swfed.org.uk with subject header "SOUTH WEST FED 2024 AGM"

All Board nominations must be received by **no later than 9:00 a.m. on Wednesday, 19 JUNE 2024**.

In the event of more than one nomination being received, a vote will be held.

If insufficient nominations have been received prior to the Meeting, nominations can be taken from the floor at the Meeting. Nominations must be proposed and seconded. Nominee, proposer and seconder must be



paid up members of the Charity (being an individual member or the authorised representative of a corporate/institutional member of the Charity, each such member having one vote, save for the Chair who has a second or casting vote, in each case in accordance with the Articles and the Rules).

Regional representatives must be proposed and seconded by members of their region.

BOARD NOMINATIONS

Secretary	
Please print name in this column	Please sign name in this column
Nominee	
Proposed by	
Seconded by	

Please print name in this column	Please sign name in this column
Nominee	
Proposed by	
Seconded by	

Please print name in this column	Please sign name in this column
Nominee	
Proposed by	
Seconded by	

Please print name in this column	Please sign name in this column
Nominee	
Proposed by	



Seconded by	
-------------	--

Please print name in this column	Please sign name in this column
Nominee	
Proposed by	
Seconded by	

Region	
Please print name in this column	Please sign name in this column
Nominee	
Proposed by	
Seconded by	

Please print name in this column	Please sign name in this column
Nominee	
Proposed by	
Seconded by	

For those who would like to nominate Board members in advance of the Meeting, please return your completed nomination form to the Secretary using one of the following methods and related details:

- by post to the Company Secretary, Station Lodge, Bodmin Cornwall PL30 4AQ; or
- by email: info@swfed.org.uk with subject header "SOUTH WEST FED 2024 AGM"

All Board nominations must be received by **no later than 9:00 a.m. on Wednesday, 19 JUNE 2024**



Membership Renewal Notice

The South West Fed has an incredible 1,323 registered members. However, since moving to a free membership model, we have had no process for updating our membership database. This means that membership information collected at the point of joining remains on the database unless members contact us to change it or cancel their membership. As a result, as members details change, this information is not captured or updated on the system.

In order to refresh our database and ensure it is updated on a regular basis, we are launching an annual membership renewal process. It will provide the opportunity for existing members to keep their details up-to-date with us, and will help the South West Fed to better know our members so that we can continue to provide relevant and useful member benefits.

If you wish to continue to be a member of the South West Fed, please make sure that you complete the renewal process via this Google [Form](#) by 30 June 2024. Updating your details is simple and will take no more than 2 minutes of your time. All you need to have at hand is your membership number. If you do not know your membership number, you can find it by searching your Inbox for an email titled 'Your South West Fed order has been received!' from info@swfed.org.uk. In that email your membership number will be listed as an order number and should start with the letter A and then a number. That full number, e.g. A100, is your membership number, and you can copy and paste it into the membership renewal form.

Please ensure you follow this [link](#) to update your membership details by the end of June if you would like to remain a member and receive our monthly newsletter and enjoy member prices for South West Fed events and talks. We will be reminding members to renew their membership through targeted communications and a social media campaign during May/June. If for any reason you do not renew but wish to continue being a member, you will need to rejoin. You can join the South West Fed for free at any time through the normal joining process on the website. The renewal process will be repeated annually in May/June going forward.

In Autumn, with a refreshed membership database, we will follow up with a members' survey to help us shape our offer for the year ahead, and a membership campaign to attract new members. If you have any questions about the membership renewal process, please email membership@swfed.org.uk and our Membership Secretary will help you with anything.

Notice by: Anna Somner, Membership Secretary, May 2024