



Dear Member,

We look forward to welcoming you to Stonehenge for our 95th Annual General Meeting and networking event on Monday 29 June.

A UNESCO World Heritage Site and English Heritage's flagship attraction, Stonehenge is one of the world's most iconic prehistoric monuments. At the South West Fed AGM, we look forward to hearing about English Heritage's plans for a major new learning project at Stonehenge. The project will transform the experience for schools and informal learners through a new STEM-focused heritage programme, an authentically reconstructed Neolithic Hall - a model of experimental archaeology, and a state-of-the-art learning centre. The AGM is a members-only event, so please [book your ticket](#) if you would like to attend. If you have any colleagues who are not yet members but would like to join us, membership is free and they can sign up [here](#). We need a minimum of 24 members present to ensure the AGM is quorate and able to approve resolutions. Your attendance and support make a real difference, and we look forward to seeing as many members as possible there.

I am pleased to report that 2025/26 was another positive year for the South West Fed. We successfully delivered the objectives set out in our Forward Plan and ended the financial year with a small surplus, placing the organisation on a sound footing for the year ahead.

Since the last AGM, we have delivered four in-person events across the region, from the Russell Cotes Museum and Art Gallery in Bournemouth to Gloucester Museum in the north of our region. Members enjoyed behind-the-scenes access at two of the South West's newest museums, Shoemakers Museum and Poole Museum.

Our online programme broadened our reach still further, bringing colleagues from across the UK to share their expertise, including speakers from Manchester Museum and the Royal Academy in London.

We have continued to grow and diversify our membership, and the Sector Peers group that we convene now includes representatives from all the major museum and heritage organisations in the South West.

This year, we also launched a new small grants programme through the [Kathy Callow Legacy Fund](#). Following a rigorous assessment process, the first award was made to



Tavistock Museum. Colleagues from Tavistock will be joining us at the AGM to share more about their project and how the funding will support their work.

We welcomed several new trustees during the year and now have a committed and talented Board that brings together a wealth of experience from across the sector. As volunteers, they generously give their time, expertise and enthusiasm to support the Federation's work. I would like to thank my fellow trustees for their hard work and dedication. Their commitment and energy have helped ensure that the organisation remains active, relevant and responsive to the needs of members. Thanks to their efforts, and members' support, the SW Fed continues to thrive as it celebrates reaching the grand old age of 95, as the oldest museums and heritage federation in the country!

It has been a real pleasure leading the organisation as Chair over the past 12 months and making the most of the opportunity to connect with members and peers from across the region. The enthusiasm, creativity and commitment of colleagues working in museums, galleries and heritage organisations never cease to inspire me.

I look forward to seeing what the year ahead has in store for our sector and for the many wonderful museums, galleries and heritage organisations that continue to inspire, connect and enrich communities across the South West and beyond.

I hope to see you at Stonehenge in June.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Iona Keen', on a light blue rectangular background.

Iona Keen

Chair, South West Federation of Museums and Art Galleries



THE SOUTH WESTERN FEDERATION OF MUSEUMS AND ART GALLERIES

(THE CHARITY)

95th ANNUAL GENERAL MEETING

29 JUNE 2026

STONEHENGE

NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the 95th annual general meeting (**Meeting**) of the Charity will be held at Stonehenge on **Monday 29 June at 12.45pm**.

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 2025 annual general meeting (American Museum & Gardens on 26 June 2025), 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 available via the SWFED website, be received and approved.
3. THAT the Chair's report on the Charity's activities since the 2025 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 9am on Friday 26 June 2026**. Please see the instructions enclosed.

By order of the Charity's board

Charity No: 1113399

Company No: 05536131



Iona Keen, 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

8 June 2026

Enclosures:

1. AGM Agenda 2026
2. AGM Minutes 2025
3. Chair's Report
4. Forward Plan 2026/27
5. Board nominations form
6. Accounts 2025/2026 & Finance Report

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 and 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 email: info@swfed.org.uk with subject header "SOUTH WEST FED 2026 AGM"; and
- received by the Charity **no later than 9am on Friday 26 June 2026.**

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 9am on Friday 26 June 2026**.

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 email: info@swfed.org.uk with subject header "SOUTH WEST FED 2026 AGM".

No other methods of communication will be accepted.



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

**95th ANNUAL GENERAL MEETING
29 JUNE 2026
STONEHENGE**

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 95th annual general meeting of the Charity to be held on **Monday 29 June 2026 at 12.45pm (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 2025 annual general meeting (held on 26 June 2025), 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 2025 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

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 email: info@swfed.org.uk with subject header "SOUTH WEST FED 2026 AGM";
- received by the Charity **no later than 9am on Friday 26 June 2026**.

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)

95th ANNUAL GENERAL MEETING

29 JUNE 2026, 12.45 - 1.45pm

STONEHENGE

AGENDA

1. Registration and apologies for absence
2. Minutes of the 94th AGM held on 26 June 2025 **(Resolution to approve minutes)**
3. Chair's report **(Resolution to approve Chair's report and Forward Plan 2026/27)**
4. Retirement and election of Board members **(Resolutions to accept retirements and elect new)**
5. Treasurer's report **(Resolution to approve 2025/26 accounts)**
6. South West Fed Events Programme Review 2025/26
7. Kathy Callow Legacy Fund 2026 and update from Tavistock Museum
8. Any other business

TABLED RESOLUTIONS:

	ORDINARY RESOLUTIONS	For	Against
1	Resolution to approve minutes of AGM 26 June 2025		
2	Resolution to approve Chair's report and Forward Plan 2026/27		
3	Resolution to accept retirements and elect new trustees		
4	Resolution to approve 2025/26 accounts		



**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 94th annual general meeting ("AGM") of the South West Fed held 13.00 on 26 JUNE 2025 at The American Museum & Gardens, Bath.

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 present 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 93rd AGM (2024) minutes

- (a) The Chair PRESENTED and those present RECEIVED a copy of the minutes of the South West Fed's 93rd AGM held 20 JUNE 2024 and REPORTED that these minutes

were approved by the Board. Those present in person unanimously VOTED IN FAVOUR of approving the 2024 minutes.

4.2 Chair's report and Forward Plan

- (a) The Chair PRESENTED and those present RECEIVED the Chair's report on the South West Fed's activities since the previous AGM and the Forward Plan. (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 and Forward Plan.

4.3 Financial accounts

- (a) The Treasurer 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 South West Fed Board retirements and elections

- (a) The Chair PRESENTED and those present accepted the retirement of the following Board members:
- (i) Kristina Broughton, Chair
 - (ii) Iona Keen, Vice Chair
 - (iii) Katherine Nichols, Communications Trustee
 - (iv) Paola Lanciani, Treasurer
 - (v) Miranda Garrett, Creative Programming Officer
- (b) The Chair PRESENTED the nominations received (as duly proposed and seconded) and those present in person unanimously VOTED IN FAVOUR of accepting the following Board elections
- (i) Iona Keen, Chair (Proposed: Kristina Broughton; Seconded: Miranda Garrett)
 - (ii) Matthew Cock, Treasurer (Proposed: Iona Keen; Seconded: Verity Anthony)
 - (iii) Jessica Trethowan, Communications Secretary (Proposed: James Rodliff; Seconded: Emma Hill)
 - (iv) Miranda Garrett, Vice-Chair (Proposed: Charlotte Newman; Seconded: Verity Anthony)

4.5 Kathy Callow Legacy Fund

- (a) The Development Officers PRESENTED and those present RECEIVED the South West Fed's proposal to open the Kathy Callow Legacy Fund small grants programme. Those present in person unanimously VOTED IN FAVOUR of opening the programme.

Q from attendee: How will the decisions be made and will there be feedback for unsuccessful applications?

VA: Decisions will be made by a group which will include trustees and hopefully independent non-board members. Feedback will be provided to unsuccessful applicants, who are encouraged to reapply if their project remains relevant.

4.6 Membership Update and Survey

JR provided an overview of recent membership survey.

Survey received 63 responses; a lower percentage than expected, indicating potential communication issues. Majority of respondents work in a museum, gallery or heritage site. No students responded. The survey revealed a strong need for networking, training, and information sharing among members.

JF highlighted that there is a need for better communication and a clearer identity for the organisation.

The current membership model and event programme received mixed feedback, with some areas needing improvement. Next steps include addressing the database and communication issues, clarifying the SW Fed's offer, and planning for growth and sustainability of the offer.

4.7 Events Programme Review 2024/25

IK presented on behalf of OT who could not attend.

IK shared survey results from 3 events: a sold-out event at We the Curious, a sold-out event at Broughton Science and Innovation Park, and an online talk by Queer Britain. Feedback for these events was overwhelmingly positive, with 99% of responses rating the events as excellent or very good. Key improvements suggested including better communication of event schedules and practical event organisation.

Attendees primarily came from Bristol, Gloucestershire and South Gloucestershire, with lower attendance from Cornwall. IK acknowledged that efforts are made to host events in harder-to-reach regions to promote inclusivity, however travel is identified as a significant issue for in-person events, especially in remote areas.

Feedback from attendees indicates a preference for practical project case studies, diversity and inclusion, interpretation, collections, learning and engagement, and funding and income generation.

IK thanked the board for their hard work organising, promoting, and delivering these events.

5. FILING AND ADMINISTRATION

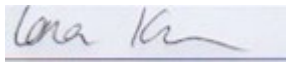
- 5.1 IT WAS NOTED THAT filings to effect of the new director appointments and associated resignations would need to be made to Companies House and the new Trustees and resignations would need to be made to the Charity Commission.
- 5.2 IT WAS NOTED THAT a copy of these minutes would be made available 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



Iona Keen

26 June 2025

**Attendees of the 94th annual general meeting ("AGM") of the South West Fed held 13.00 on 26
JUNE 2025 at The American Museum & Gardens, Bath.**

Jaane Rowehl
Anna Bryant
Myfanwy Millward
Laura Hilton
Iona Keen
Kristina Broughton
James Rodliff
Paola Lanciani
Emma Hill
Verity Anthony
Simon Strain
Natalie Fey
Janet Wilkinson
Jacqueline Pyrah
Ellie Pyrah
Julie Taylor Kent
Jessica Trethowan
Matthew Cock
Emilia Ottaway
Victoria Northwood
Ellie Bowes
Jacqueline Braithwaite

Chair's Report

South West Fed AGM, 29 June 2026

Introduction

Welcome to the 95th Annual General Meeting of the South West Federation of Museums & Galleries. I am pleased to provide members with this report covering the period since the last AGM on 26 June 2025. This is my first AGM as Chair and as Head of Learning and Interpretation for English Heritage Trust. I am delighted to welcome South West Fed members and trustees to Stonehenge, English Heritage's flagship site and perhaps the most iconic pre-historic site in the world. Accompanying this report is the Forward Plan for 2026–27, which sets out our priorities for the year ahead.

Finances

Over the past year the Board has been focused on continuing to ensure the financial stability and sustainability of the South West Fed, after improving the organisation's financial status in 2024–25. The Board took the decision to retain the free membership model the South West Fed operates, and to continue to offer a ticketed events programme at reasonable prices with member discounts and exclusive in-person events.

The small income generated from the events programme and member donations covers our overheads and typically generates a small surplus. Maintaining this income at a sustainable level continues to be one of the biggest challenges for the South West Fed and relies heavily on member engagement. Our Membership Secretary and Communications Trustee have been focused on clarifying and improving the membership offer and improving communication with members. We saw a significant growth in members, with 266 new members joining the organisation in 2025-26, taking us to a total of 895 members.

In 2025-26, as anticipated, we received a restricted grant from The Daphne Bullard, Kathy Callow and Elizabeth Hammond Association. The South West Fed now manages the Kathy Callow Legacy Fund (KCLF) of £52,900. The South West Fed's Development sub-committee created a new grant scheme which awards an annual grant to one project, using interest generated from the KCLF investment. This year a grant of £1,350 was awarded to Tavistock Museum.

The additional income into the KCLF placed the charity above the income threshold, which meant that our accounts were required to have an Independent Examination. This was an unexpected one-off cost that has resulted in the South West Fed ending the financial year 2025–26 with a deficit of £1,040. In future years we expect to return to breaking even or maintaining a small surplus.

The trustees are satisfied that the financial position at the year end is sufficient to cover the charity's minimal outgoings for the next 12 months.

Board of Trustees

The South West Fed relies solely on a volunteer board of Trustees who give up their time to lend their experience and knowledge to the charity. Their hard work and commitment are essential to keeping the South West Fed afloat, ensuring that it remains relevant and valuable for members and the wider sector. I acknowledge and appreciate their dedication.

There have been a number of changes to the Board since the last AGM, including some changes to key roles. I stepped into the role of Chair, having been on the Board since 2018 in various roles – as Bristol Rep, Creative Programmer and Vice-Chair. Miranda Garrett stepped up as Vice-Chair and has been doing a wonderful job of steering the Creative Programme over the past year. And we welcomed Matthew Cock as Treasurer. Matthew brings a huge wealth of experience as a senior leader in the museums and charity sectors, and as a fundraising consultant in the South West. Jess Trethowan, an experienced PR and Communications professional, also joined the Board as Communications Secretary,

At this AGM, we are saying a huge thank you and good bye to Charlie Newman and Verity Anthony who have both been on the Board for a number of years in various roles. Over the past year, they helped to shape two new positions as Development Trustees dedicated to managing and awarding the Kathy Callow Legacy Fund grant. We are extremely grateful to Charlie and Verity for the time and commitment they have shown to the South West Fed over the years.

We also say farewell to Paola Palma, whose creative ideas have helped to shape the programme over the last two years and to Emma Hill, who provided invaluable support to the Board as Secretary.

These Trustee moves mean that at the time of the AGM the South West Fed has five vacancies to elect new trustees to – Secretary, two Creative Programmers and two Development Trustees. I am pleased to report that, as a result of our succession planning and a good level of interest in our trustee recruitment campaigns, we have nominations for all five roles for members to approve at this meeting. I encourage members to support these nominations.

Danielle Reed, a highly experienced administrator with extensive knowledge of the sector in the South West, is our new Secretary. Two new Creative Programmers recently joined the Programming Sub-Committee: Sophie Piggott is an experienced cultural programmer; and Tim Powell is a talented Executive Producer who runs his own consultancy creating immersive tech experiences. And we have two new people stepping into the Development Trustee roles: Patrizia Ribul has worked in the South West as a senior leader for a number of years and brings extensive fundraising experience; and Chantelle Margetts is a curator who lives and works in the South West.

Members

We have continued to grow and diversify our membership and, at the time of writing, the South West Fed has 895 members and memberships remains free. Our Membership Secretary, James Rodliff, has been working hard to improve our members database management system. This work continues and is a key priority in the 2026-27 Forward Plan.

Both the Membership Secretary and Communications Trustee have been focused on improving how we communicate with our members through the monthly newsletter, website and on social media, as well as at our in-person networking events.

Sector Peers

The South West Sector Peers group that I convene as Chair now includes representatives from all the major museums and heritage organisations in the South West. We meet quarterly with three online meetings and one in-person meeting a year. The knowledge and experience shared by sector peers who represent their organisations in the South West is hugely valued and important.

Programme

Since the last AGM, we have delivered four in-person events across the region, from the Russell Cotes Museum and Art Gallery in Bournemouth to Gloucester Museum in the north of our region. Members enjoyed behind-the-scenes access at two of the South West's newest museums, Shoemakers Museum and Poole Museum.

Our online programme broadened our reach still further, bringing colleagues from across the UK to share their expertise, including speakers from Manchester Museum and the Royal Academy in London.

The events programme is only possible thanks to the generosity of museums and heritage organisations across the sector, enabling us to keep the ticket prices affordable with a tiered structure. This year we piloted a new ticketing platform, Ticket Tailor, which has proven more intuitive and cost-effective than Eventbrite. This year we introduced a donations option and we are very grateful to everyone who has given an extra donation on top of their ticket price.

In order to ensure that our programme remains fresh and relevant, we run a post-event survey that goes out to attendees (both members and non-members). Their feedback directly informs the shape of the events programme.

Our priority for this year is to edit and release past recordings of our online events, dating back to our first online event in September 2020. The Creative Programming team is working out the best way to make the recordings available to members.

Communications

The South West Fed continues to deliver a monthly e-newsletter to our members. Our new Communications Secretary has improved the look and content of the newsletter with more jobs listings, opportunities and sector news from the region.

We have also been more active on social media with posts on LinkedIn, Facebook and Bluesky.

Kathy Callow Legacy Fund

In 2025–26 we launched a new small grants programme through the Kathy Callow Legacy Fund. Following a rigorous assessment process led by our Development Trustees, the first award was made to Tavistock Museum. Colleagues from Tavistock will be joining us at the AGM to share more about their project and how the funding will support their work.

We will be launching the second round of KCLF funding at this year's AGM.

Conclusion

I would like to thank the Board for their hard work and commitment to the South West Fed throughout 2025–26. And I'd like to thank our members and Sector Peers for their support – by attending events, sharing our programme with colleagues and attending our Sector Peers meetings you have helped to ensure we remain relevant and sustainable as an organisation.

Looking ahead, I am excited about the second year of the KCLF grant, which allows us to fulfil the wishes of Kathy Callow, a social historian and long-time member of the South West Fed, and to provide access to much-needed funding at a very challenging time for the sector. I am also thrilled to welcome five new and highly talented trustees to the Board who will no doubt bring new insight and ideas to the South West Fed. Our programme for the months ahead is shaping up to be a fantastic offer. Do book your place at one of our upcoming events.

Iona Keen, Chair

7 June 2026



Forward Plan 2026–27

Vision

The South Western Federation of Museums and Art Galleries (SWFed) 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 2026–27

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.
- 1.3 To continue to grow and diversify our membership base.

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 convene and grow 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 continue to review management structures to ensure the organisation is effective and operationally sustainable within its resource capacity.
- 3.2 To continue to run a small grants programme for the Kathy Callow Legacy Fund.

3.3 To invest in our membership and communications systems to improve how we operate and grow membership.

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) Review options for a CRM/database for memberships b) Consider and implement a process for members to update their details, ensuring records are accurate and up to date. 	<p>Summer 2026</p> <p>Summer 2026</p>	<p>Membership Secretary</p> <p>Membership Secretary</p>	<p>Members are successfully updating their details with the SWFed.</p> <p>Membership data is actively used to inform planning and communications.</p>
1.2 To improve the offer and communications to members.	<ul style="list-style-type: none"> a) Use findings from the 2025 membership survey, alongside analytics and ongoing member feedback, to refine the membership offer and communications. b) Clarify the membership offer and communicate it clearly across platforms. c) Refresh the website to centre membership and prioritise joining SWFed. d) Continue to refine the member 	Ongoing throughout 2026–27	Membership Secretary / Comms Trustee	<p>Membership survey findings and member feedback are demonstrably reflected in SWFed programming and communications.</p> <p>Open and click-through rates for the member newsletter improve year on year.</p> <p>Members report improved understanding of the value of SWFed membership.</p>

	newsletter based on survey findings, analytics, and member feedback.			
1.3 To continue to grow and diversify our membership base.	<ul style="list-style-type: none"> a) Use membership data and survey insights to identify priority audiences for growth and diversification. b) Develop targeted membership messaging aligned to priority audiences. c) Promote the benefits of membership through SWFed communications and events. d) Encourage existing members to act as advocates for SWFed membership. 	Ongoing throughout 2026–27	Membership Secretary / Comms Trustee	<p>Membership grows year on year.</p> <p>Diversity of members increases across roles, organisations, and geography.</p> <p>Membership retention is maintained or improved.</p>

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

<p>2.1 To provide a consistent programme of knowledge sharing and networking events that are relevant to members and respond to current issues.</p>	<p>a) Deliver 5 in-person events across the South West</p> <p>b) Embed a networking element at all in-person events</p> <p>c) Regular programme of member communication in line with events programme:</p> <ul style="list-style-type: none"> • newsletters, • blog posts • social media <p>d) Deliver data-driven programming. Review events evaluation forms and ensure issued for each event. Review data after each event at Programming & Board meetings.</p>	<p>Jan, March, June, Sep, Dec</p> <p>Ongoing</p> <p>On-going</p> <p>On-going</p>	<p>Vice Chair / Programmers</p> <p>Vice Chair / Programmers</p> <p>Comms Trustee</p> <p>Vice Chair / Programmers</p>	<p>Forward programme agreed in Jan and June.</p> <p>Analytics are used effectively to understand engagement with communications and informs ongoing programming.</p> <p>Programme participation increases by 10% by end of 2026/27</p> <p>Positive feedback from event surveys reinforces value.</p>
<p>2.2 To be outward looking, beyond the Southwest region, to showcase and share best practice for the benefit of all our members.</p>	<p>a) Deliver 3 online events from sector colleagues outside the South West.</p>	<p>May, June, November</p>	<p>Vice Chair / Programmers</p>	<p>Online talks are attended by 30 people.</p>
<p>2.3 To convene and grow a network of sector peers, sharing information across the sector in the Southwest and exploring opportunities for partnership working.</p>	<p>a) Convene quarterly meetings of the sector peers group.</p> <p>b) Call-out to sector peers for new membership from organisations in the Southwest not currently represented.</p> <p>c) Invite Sector Peers to the AGM in-person.</p>	<p>June (AGM), Sep, Dec, Mar</p>	<p>Chair</p>	<p>Sector peers group leads to programming opportunities and cross promotion.</p>

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 continue to review management structures to ensure the organisation is effective and operationally sustainable within its resource capacity.</p>	<p>a) Review pricing structure for online and in-person events in line with membership offer, working towards an inclusive model.</p> <p>b) Board to review management accounts at each meeting.</p> <p>c) Ensure the organisation is compliant with its duties to the Charity Commission, Companies House and HMRC.</p> <p>d) Agree budget and forecast for 2026/27 aligned to events programme.</p> <p>e) Support the Examiner to pass our Independent examination</p>	<p>Sept 2026</p> <p>Quarterly (June, Sep, Dec)</p> <p>On-going</p> <p>March 2026</p> <p>By AGM (June 2026)</p>	<p>Chair / Vice Chair / Treasurer / Membership Secretary</p> <p>Treasurer</p> <p>Chair/Treasurer/ Secretary</p> <p>Treasurer</p> <p>Treasurer</p>	<p>A more inclusive ticketing structure, a more diverse audience and a higher take-up of the programme.</p> <p>Board members take shared responsibility for finances.</p> <p>SWFed meets its reporting requirements for HMRC and the Charity Commission.</p> <p>Budget planning is informed by data and owned by the Board of Trustees.</p> <p>Successful independent examination</p>
<p>3.2 To continue to run a small grants programme for Kathy Callow Legacy Fund.</p>	<p>a) Run KCLF grant scheme in its second year.</p> <p>b) Recruit external sector peer to the judging panel.</p> <p>c) Showcase winner of the first year and launch second grant at AGM.</p>	<p>2026</p> <p>Mar-Apr 2026</p> <p>June 2026</p> <p>June-Oct 2026</p>	<p>Development Trustees / Chair</p> <p>Development Trustees</p> <p>Development Trustees / Chair</p>	<p>First awardee – Tavistock Museum – successful with their project.</p> <p>New judges recruited to work alongside Development Trustees.</p> <p>Grant programme, Year 2, launched at AGM in June.</p>

	<p>d) Grants application window</p> <p>e) Grant awarded</p>	Nov 2026	Development Trustees / Judging panel	<p>Tavistock Museum showcase their work at the AGM.</p> <p>The grant programme attracts a good number of applicants.</p>
3.3 To invest in our membership and communications systems to improve how we operate and grow membership.	a) To use some of our reserves to invest in an improved membership database and website.	Sept 2026	Membership and Communications trustees	Improved systems for recording and communicating with members.
	b) To write a Reserves Policy and agree this with the board.	June 2026	Treasurer	Reserves policy approved and in place.
	c) To explore options for opening a savings account for SWFed reserves with Barclays.	June 2026	Chair/ Treasurer	Reserves moved to a savings account with some interest.

Author: Iona Keen – December 2025

Edit No.	Name of Editor	Date	As a result of	Date Approved by Board
1				
2				
3				
4				



THE SOUTH WESTERN FEDERATION OF MUSEUMS AND ART GALLERIES

(THE CHARITY)

95th ANNUAL GENERAL MEETING

29 JUNE 2026

STONEHENGE

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
- 2) Creative Programme Trustee x2
- 3) Development Trustee x2

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

- by email: info@swfed.org.uk with subject header "SOUTH WEST FED 2026 AGM"

All Board nominations must be received by **no later than 9am on Friday 26 June 2026**.

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	

Creative Programme Officer	
Please print name in this column	Please sign name in this column
Nominee	
Proposed by	
Seconded by	

Development Trustee	
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 email: info@swfed.org.uk with subject header "SOUTH WEST FED 2026 AGM"

All Board nominations must be received by **no later than 9am on Friday 26 June 2026.**

Treasurer's Report 2025/26

Membership and donations income

- Voluntary donations of £194 were received from members during the year. (2024-25: £20)

Event income and expenditure

- Event income was £2,002 (2024-25: £2,432)
- Expenditure on events (including AGM) was £1,735, covering ticketing platform, venue costs and refreshments.
- Investment income during the year was all attributed to restricted funds (£10 bank interest for the Petrology account and £1,474 CCLA COIF interest for the Kathy Callow Legacy Fund)

Expenditure (excluding events)

- Website costs for the year were £160 for SW Fed and £144 for the Petrology website
- Insurance costs were £213
- Governance Costs totalled £1,501, including Independent Examiner's fee (£1,020), virtual office address (£24) and filing accounts to Companies House (£34)
- Subscriptions for memberships, for Museums Association (£67) and British Association of Friends of Museums (£130)

Year end result

- We report a deficit of £1,040 unrestricted funds at year end. This would have been just £20 had we not exceeded the income threshold and been required to commission an Independent Examination on our accounts. Next year we have budgeted to make a small surplus.



Unrestricted Funds

- Opening balance £5,796. Deficit of £1,040. Closing balance £4,756

Petrology Fund

- Opening balance £923. Expenditure £144. income from voluntary subscriptions £150. Closing balance £929.

Kathy Callow Legacy Fund

Opening balance £24,117. Incoming grant and interest £32,031. Grant to Tavistock Museum: £1,350. Closing balance: £55,727.

Company registration number: 05536131

Charity registration number: 1113399

South Western Federation of Museums and Art Galleries

known as

South West Fed

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 March 2026

Wortham Jaques Ltd
Chartered Accountants and Charity Advisors
130a High Street
CREDITON
Devon
EX17 3LQ

South Western Federation of Museums and Art Galleries

known as South West Fed

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Balance Sheet	9
Notes to the Financial Statements	10 to 19

South Western Federation of Museums and Art Galleries

known as South West Fed

Reference and Administrative Details

Trustees

V Anthony
M N Cock
I Eastman
M F C Garrett
C Newman
E S E Ottaway
S N Pigott
T C Powell
D E Reed
J W Rodliff
J E C Trethowan

Secretary

D E Reed

Charity Registration Number

1113399

Company Registration Number

05536131

The charity is incorporated in England and Wales.

Registered Office

Unit A
82 James Carter Road
Mildenhall
Suffolk
IP28 7DE

Independent Examiner

Wortham Jaques Ltd
Chartered Accountants and Charity Advisors
130a High Street
Credon
Devon
EX17 3LQ

South Western Federation of Museums and Art Galleries

known as South West Fed

Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 March 2026.

Objectives and activities

Objects and aims

The charity's objects, as set out in its governing document, its Articles of Association (last amended on the 25 July 2019) are to advance the education of the public and to further any other purpose which may be charitable according to the law of England and Wales which related to the establishment, maintenance, operation and development of museums and art galleries (which are either public or from which the public benefit) and related services and activities in the area of benefit.

Organisational structure

The Board of Trustees administers the charity. All major decisions are made by the Trustees, who usually meet four times a year, as well as attending the AGM. In between Board meetings, the Chair meets with individual Trustees or groups of Trustees, as appropriate, to discuss issues or make decisions.

The Board has four sub-groups that meet between Board meetings to support the organisation in delivering its strategic priorities: Creative Programming, Development, Governance, Membership.

Governance

The South West Fed relies solely on a volunteer board of Trustees who give up their time to lend their experience and knowledge to the charity. Their hard work and commitment are essential to keeping the South West Fed afloat, ensuring that it remains relevant and valuable for members and the wider sector. There have been a number of changes to the Board during the year, including changes to key roles. Stepping down from the Board were Kristina Broughton, Chair, Paola Lanciani (Treasurer), Emma Louise Hill (Secretary) and Olivia Tracey. We are very grateful to them all for their hard work supporting the charity. Iona Eastman stepped into the role of Chair, having been on the Board since 2018 in various roles. Miranda Garrett stepped up as Vice-Chair and has been doing a wonderful job of steering the Creative Programme over the past year. We also welcomed Matthew Cock as Treasurer. Matthew, a fundraising consultant, brings a huge wealth of experience as a senior leader in the museums and charity sectors. Other new Trustees during the year were Jess Trethowan, an experienced PR and Communications professional, joining the Board as Communications Secretary; Danielle Reed, a highly experienced administrator with extensive knowledge of the sector in the South West, is our new Secretary. Two new Creative Programmers joined the Programming Sub-Committee: Sophie Piggott is an experienced cultural programmer; and Tim Powell is a talented Executive Producer who runs his own consultancy creating immersive tech experiences.

Objectives, strategies and activities

Our vision is for a flourishing and confident heritage community in the South West of England. Our mission is to create opportunities for museum and heritage professionals to connect and inspire the heritage community across the South West, for the benefit of organisations and their audiences. Membership is free for anyone working in the sector within a museum or heritage organisation or related organisation, freelancers, students and retired.

Public benefit

We deliver a vibrant programme of in-person and online creative events that bring best practice in heritage and museums to life, ignite ideas through learning and discussion, and connect people through powerful networking opportunities.

We keep our community informed and inspired by sharing sector news, new ideas, expert advice, and the latest career opportunities across our social media and e-newsletters.

We advocate the value and benefits of the South West's museums, art galleries and heritage sites.

Our long-established sub-committee, the SW Implement Petrology Group, which, since 1946, has been responsible for the longest-running ongoing archaeological scientific research project in the UK.

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Grant making policies

The charity administers a grants programme from The Kathy Callow Legacy Fund. SW Fed commits to maintaining the grant received in relation to this fund and using only interest received for grant making.

The Kathy Callow Legacy Fund supports small, Accredited museums in the Southwest of England with the costs of the conservation of social history objects; the display of social history objects which may require specific conditions; collections care generally for social history objects. Social history may without limitation include occupational dress, campaigning banners, technology in use in everyday life, and the history of waterways and seafaring.

Achievements and performance

We delivered four in-person events across the region, from the Russell Cotes Museum and Art Gallery in Bournemouth to Gloucester Museum in the north of our region. Members enjoyed behind-the-scenes access at two of the South West's newest museums: Shoemakers Museum and Poole Museum.

Our online programme broadened our reach still further, bringing colleagues from across the UK to share their expertise, including speakers from Manchester Museum and the Royal Academy in London.

The events programme is only possible thanks to the generosity of museums and heritage organisations across the sector, enabling us to keep the ticket prices affordable with a tiered structure. This year we piloted a new ticketing platform, Ticket Tailor, which has proven intuitive and cost-effective. We also introduced a donations option which has resulted in an increase in donations from members purchasing tickets.

We have continued to grow and diversify our membership, and the Sector Peers group that we convene now includes representatives from all the major museum and heritage organisations in the South West.

This year, we also launched a new small grants programme through the Kathy Callow Legacy Fund. Following a rigorous assessment process, the first award was made to Tavistock Museum. Colleagues from Tavistock will be joining us at the AGM to share more about their project and how the funding will support their work

The South West Fed continues to deliver a monthly e-newsletter to our members. Our new Communications Secretary has improved the look and content of the newsletter with more jobs listings, opportunities and sector news from the region.

We have also been more active on social media with posts on LinkedIn, Facebook and Bluesky.

South West Implement Petrology Committee

The Committee met online twice during the year. Work on analysing the composition of new finds of stone implements continues. With Archaeopress the Committee has been involved in collaborating with colleagues across Britain and beyond in the forthcoming publication of Sourcing Prehistoric Materials. This includes much of the recent work of Mik Markham in redefining and remapping the sources of stone in the South West. Sadly, our editor, Andy Jones, Principal Archaeologist at Cornwall Archaeological Unit, died untimely with cancer. He will be greatly missed by Committee members. For a history and an introduction to the work of the committee visit the website StoneAxes.org.uk. David Dawson, Chair and Tom Cadbury, Hon Secretary, South West Implement Petrology Committee.

South Western Federation of Museums and Art Galleries

known as South West Fed

Trustees' Report

Financial review

During the year the charity received total income of £34,377 (2025: £3,604), of which £32,181 (2025: £1,152) was restricted and £2,196 (2025: £2,452) was unrestricted. Included in this total is a restricted grant was received from The Daphne Bullard, Kathy Callow and Elizabeth Hammond Association for the Kathy Callow Legacy Fund of £30,557. All unrestricted income was received from donations and the charity's programme of events in the year.

Expenditure totalled £4,730 (2025: £1,924), £1,494 of this was restricted as an additional grant award from the Kathy Callow Legacy Fund and £3,236 (2025: £1780) was unrestricted on the operation of the charity's programme of events.

The net surplus for the year was £29,647 (2025: £1,680). Total funds of the charity at the year end were £60,483, £4,756 unrestricted and £55,727 restricted (2025: £30,836, £25,040 restricted and £5,796 unrestricted). Funds held on bank accounts totalled £6,704, with the funds of the Kathy Callow Legacy Fund being invested in a COIF Charities Deposit Fund.

The trustees are satisfied that the financial position of at the year end is sufficient to cover the charities minimal outgoings for the next 12 months.

Policy on reserves

The charity's policy is to retain unrestricted reserves equivalent to 18 months of running costs (around £1,950), and to use part or all of the balance (around £3,850) for two designated purposes:

1. Infrastructure Development in 2026-27 to invest in CRM/website development to improve membership data storage and communication.
- 2 - An inclusive ticketing fund to be used over multiple years, to subsidise ticket costs to encourage attendance at events by people from volunteer-run organisations/those on low wages.

The reserves policy will be reviewed on an annual basis, taking into consideration the financial position at the end of the year, any changes to running costs, and changes to the level of risks to our financial position.

Plans for future periods

Our Aims for the period of the Forward Plan 2026–27

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.
- 1.3 To continue to grow and diversify our membership base.

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 convene and grow 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 continue to review management structures to ensure the organisation is effective and operationally sustainable within its resource capacity.

3.2 To continue to run a small grants programme for the Kathy Callow Legacy Fund

Trustees and officers

The trustees and officers serving during the year and since the year end were as follows:

South Western Federation of Museums and Art Galleries

known as South West Fed

Trustees' Report

Trustees:

V Anthony

M N Cock (appointed 26 June 2025)

I Eastman

M F C Garrett

C Newman

E S E Ottaway

S N Pigott (appointed 21 January 2026)

T C Powell (appointed 17 January 2026)

D E Reed (appointed 12 January 2026)

J W Rodliff

J E C Trethowan (appointed 26 June 2025)

K A Broughton (retired 26 June 2025)

E L Hill (retired 11 January 2026)

P Lanciani (retired 26 June 2025)

O J Tracey (retired 22 October 2025)

Secretary:

D E Reed (appointed 12 January 2026)

E L Hill (retired 11 January 2026)

Structure, governance and management

Nature of governing document

South Western Federation of Museums and Art Galleries was incorporated as a company limited by guarantee on 15 August 2005 and registered as a charity on 22 March 2006. The charitable company was established under a Memorandum of Association which established its objects and powers and is governed by its Articles of Association, last updated 25 July 2019.

Recruitment and appointment of trustees

Recruitment of new Trustees is done to fill specific roles within the established structure, and we have role descriptions outlining expectations, required skills, and time commitments, as well as a generic Trustee role description. The charity advertises openly through our members e-newsletter and social media channels. An informal call is offered for those interested, and applicants invited to interview by the Chair and a second serving Trustee.

Induction and training of trustees

All Trustees receive an induction, to help them get up to speed with the role, the organisation and their legal responsibilities.

South Western Federation of Museums and Art Galleries

known as South West Fed

Trustees' Report

Statement of trustees' responsibilities

The trustees (who are also the directors of South Western Federation of Museums and Art Galleries for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". The report and accounts have been prepared in accordance with the provisions in the Companies Act 2006 relating to small companies.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including its income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Small companies provision statement

This report has been prepared in accordance with the small companies regime under the Companies Act 2006.

The annual report was approved by the trustees of the charity on and signed on its behalf by:

[Trustees report signatories](#)

South Western Federation of Museums and Art Galleries

known as South West Fed

**Independent Examiner's Report to the trustees of South Western Federation of
Museums and Art Galleries ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2026.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of South Western Federation of Museums and Art Galleries as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

.....
Charlotte Chapman Gibbs FCA
Wortham Jaques Ltd
Chartered Accountants and Charity Advisors

130a High Street
Crediton
Devon
EX17 3LQ

Date:.....

South Western Federation of Museums and Art Galleries

known as South West Fed

**Statement of Financial Activities for the Year Ended 31 March 2026
(Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)**

	Note	Unrestricted funds £	Restricted funds £	Total 2026 £
Income and Endowments from:				
Donations and legacies	3	194	30,557	30,751
Charitable activities	4	2,002	-	2,002
Other trading activities	5	-	140	140
Investment income	6	-	1,484	1,484
Total income		2,196	32,181	34,377
Expenditure on:				
Charitable activities	7	(3,236)	(1,494)	(4,730)
Total expenditure		(3,236)	(1,494)	(4,730)
Net (expenditure)/income		(1,040)	30,687	29,647
Net movement in funds		(1,040)	30,687	29,647
Reconciliation of funds				
Total funds brought forward		5,796	25,040	30,836
Total funds carried forward	18	4,756	55,727	60,483

The notes on pages 10 to 19 form an integral part of these financial statements.

South Western Federation of Museums and Art Galleries

known as South West Fed

**Statement of Financial Activities for the Year Ended 31 March 2026
(Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)**

	Note	Unrestricted funds £	Restricted funds £	Total 2025 £
Income and Endowments from:				
Donations and legacies	3	20	-	20
Charitable activities	4	2,432	-	2,432
Investment income	6	-	1,152	1,152
Total income		2,452	1,152	3,604
Expenditure on:				
Charitable activities	7	(1,780)	(144)	(1,924)
Total expenditure		(1,780)	(144)	(1,924)
Net income		672	1,008	1,680
Net movement in funds		672	1,008	1,680
Reconciliation of funds				
Total funds brought forward		5,124	24,032	29,156
Total funds carried forward	18	5,796	25,040	30,836

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2025 is shown in note 18.

South Western Federation of Museums and Art Galleries

known as South West Fed

(Registration number: 05536131)
Balance Sheet as at 31 March 2026

	Note	2026 £	2025 £
Fixed assets			
Investments	14	54,799	24,117
Current assets			
Debtors	15	-	843
Cash at bank and in hand	16	6,704	5,876
		<u>6,704</u>	<u>6,719</u>
Creditors: Amounts falling due within one year	17	<u>(1,020)</u>	<u>-</u>
Net current assets		<u>5,684</u>	<u>6,719</u>
Net assets		<u>60,483</u>	<u>30,836</u>
Funds of the charity:			
Restricted income funds			
Restricted funds		55,727	25,040
Unrestricted income funds			
Unrestricted funds		<u>4,756</u>	<u>5,796</u>
Total funds	18	<u>60,483</u>	<u>30,836</u>

For the financial year ending 31 March 2026 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

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

The financial statements on pages 7 to 19 were approved by the trustees, and authorised for issue on
and signed on their behalf by:

[Balance sheet signatories](#)

The notes on pages 10 to 19 form an integral part of these financial statements.

South Western Federation of Museums and Art Galleries

known as South West Fed

Notes to the Financial Statements for the Year Ended 31 March 2026

1 Charity status

The charity is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

The address of its registered office is:

Unit A
82 James Carter Road
Midenhall
Suffolk
IP28 7DE

[Authorised for issue date](#)

2 Accounting policies

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Basis of preparation

South Western Federation of Museums and Art Galleries meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Income and endowments

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

South Western Federation of Museums and Art Galleries

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Notes to the Financial Statements for the Year Ended 31 March 2026

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Investment income

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Charitable activities

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Grant provisions

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

Governance costs

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees meetings and reimbursed expenses.

Taxation

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

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Notes to the Financial Statements for the Year Ended 31 March 2026

Fixed asset investments

Fixed asset investments, other than programme related investments, are included at market value at the balance sheet date. Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the Statement of Financial Activities in the period of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the Statement of Financial Activities based on the market value at the year end.

Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Fund structure

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

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Financial instruments

Classification

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

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

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Notes to the Financial Statements for the Year Ended 31 March 2026

Recognition and measurement

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

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

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

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

Investments

Investments in non-convertible preference shares and non-puttable ordinary or preference shares (where shares are publicly traded or their fair value is reliably measurable) are measured at fair value through profit or loss. Where fair value cannot be measured reliably, investments are measured at cost less impairment.

Investments in subsidiaries and associates are measured at cost less impairment. For investments in subsidiaries acquired for consideration including the issue of shares qualifying for merger relief, cost is measured by reference to the nominal value of the shares issued plus fair value of other consideration. Any premium is ignored.

Fair value measurement

The best evidence of fair value is a quoted price for an identical asset in an active market. When quoted prices are unavailable, the price of a recent transaction for an identical asset provides evidence of fair value as long as there has not been a significant change in economic circumstances or a significant lapse of time since the transaction took place. If the market is not active and recent transactions of an identical asset on their own are not a good estimate of fair value, the fair value is estimated by using a valuation technique.

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Notes to the Financial Statements for the Year Ended 31 March 2026

3 Income from donations and legacies

	Unrestricted funds General £	Restricted funds £	Total funds £
Donations and legacies;			
Donations from individuals	194	-	194
Grants, including capital grants;			
Grants from other charities	-	30,557	30,557
Total for 2026	194	30,557	30,751
Total for 2025	20	-	20

4 Income from charitable activities

	Unrestricted funds General £	Total funds £
Programme of events	2,002	2,002
Total for 2026	2,002	2,002
Total for 2025	2,432	2,432

5 Income from other trading activities

	Restricted funds £	Total funds £
Membership subscriptions	140	140
Total for 2026	140	140

6 Investment income

	Restricted funds £	Total funds £
Interest receivable and similar income;		
Interest receivable on bank deposits	1,484	1,484
Total for 2026	1,484	1,484
Total for 2025	1,152	1,152

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Notes to the Financial Statements for the Year Ended 31 March 2026

7 Expenditure on charitable activities

	Note	Unrestricted funds General £	Restricted funds £	Total funds £
Programme of events		1,735	144	1,879
Grant funding of activities		-	1,350	1,350
Governance costs	8	1,501	-	1,501
Total for 2026		3,236	1,494	4,730
Total for 2025		1,780	144	1,924

	Activity undertaken directly £	Grant funding of activity £	Total expenditure £
Programme of events	1,879	-	1,879
Grant making	-	1,350	1,350
Total for 2026	1,879	1,350	3,229
Total for 2025	1,866	-	1,866

In addition to the expenditure analysed above, there are also governance costs of £1,501 (2025 - £58) which relate directly to charitable activities. See note 8 for further details.

8 Analysis of governance and support costs

Governance costs

	Unrestricted funds General £	Total funds £
Independent examiner fees		
Examination of the financial statements	1,020	1,020
Other governance costs	481	481
Total for 2026	1,501	1,501
Total for 2025	58	58

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Notes to the Financial Statements for the Year Ended 31 March 2026

9 Grant-making

Analysis of grants

The support costs associated with grant-making are £Nil (31 March 2025 - £Nil).

Below are details of material grants made to institutions

Name of institution	Activity	2026 £	2025 £
Tavistock Museum	Grant making	1,350	-

10 Net incoming/outgoing resources

Net incoming resources for the year include:

	2026 £
Other non-audit services	<u>1,020</u>

11 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

12 Independent examiner's remuneration

	2026 £
Examination of the financial statements	<u>1,020</u>

13 Taxation

The charity is a registered charity and is therefore exempt from taxation.

South Western Federation of Museums and Art Galleries

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Notes to the Financial Statements for the Year Ended 31 March 2026

14 Fixed asset investments

	2026	2025
	£	£
Other investments	54,799	24,117
	54,799	24,117

Other investments

	Unlisted investments	Total
	£	£
Cost or Valuation		
At 1 April 2025	24,117	24,117
Additions	32,031	32,031
Disposals	(1,349)	(1,349)
	54,799	54,799
At 31 March 2026	54,799	54,799
Net book value		
At 31 March 2026	54,799	54,799
At 31 March 2025	24,117	24,117

15 Debtors

	2026	2025
	£	£
Accrued income	-	843
	-	843

16 Cash and cash equivalents

	2026	2025
	£	£
Cash at bank	6,704	5,876
	6,704	5,876

17 Creditors: amounts falling due within one year

	2026
	£
Accruals	1,020
	1,020

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Notes to the Financial Statements for the Year Ended 31 March 2026

18 Funds

	Balance at 1 April 2025 £	Incoming resources £	Resources expended £	Balance at 31 March 2026 £
Unrestricted funds				
<i>General</i>				
Unrestricted funds	5,796	2,196	(3,236)	4,756
Restricted funds				
SW Implement Petrology Group	923	150	(144)	929
Kathy Callow Legacy Fund	24,117	32,031	(1,350)	54,798
	25,040	32,181	(1,494)	55,727
Total funds	30,836	34,377	(4,730)	60,483
	Balance at 1 April 2024 £	Incoming resources £	Resources expended £	Balance at 31 March 2025 £
Unrestricted funds				
<i>General</i>				
Unrestricted funds	5,124	2,452	(1,780)	5,796
Restricted funds				
SW Implement Petrology Group	1,053	14	(144)	923
Kathy Callow Legacy Fund	22,979	1,138	-	24,117
	24,032	1,152	(144)	25,040
Total funds	29,156	3,604	(1,924)	30,836

The specific purposes for which the funds are to be applied are as follows:

SW Implement Petrology Group - Funds received for the use of our long-established sub-committee, the SW Implement Petrology Group, which, since 1946, has been responsible for the longest-running ongoing archaeological scientific research project in the UK.

Kathy Callow Legacy Fund - Grant received from The Daphne Bullard, Kathy Callow and Elizabeth Hammon Association sole for the purpose of funding Accredited Museums in the South West of England for: the conservation of social history objects; the display of social history objects which may require specific conditions; collection care generally for social history objects; and 'social history' may without limitation include occupational dress, campaigning banners, technology in use in every day life, and the history of waterways and seafaring. SW Fed administers grants from this fund in line with these restrictions.

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Notes to the Financial Statements for the Year Ended 31 March 2026

19 Analysis of net assets between funds

	Unrestricted funds General £	Restricted funds £	Total funds at 31 March 2026 £
Fixed asset investments	-	54,799	54,799
Current assets	5,776	928	6,704
Current liabilities	(1,020)	-	(1,020)
Total net assets	4,756	55,727	60,483
	Unrestricted funds General £	Restricted funds £	Total funds at 31 March 2025 £
Fixed asset investments	-	24,117	24,117
Current assets	5,796	923	6,719
Total net assets	5,796	25,040	30,836

20 Analysis of net funds

	At 1 April 2025 £	Financing cash flows £	At 31 March 2026 £
Cash at bank and in hand	5,876	828	6,704
Net debt	5,876	828	6,704
	At 1 April 2024 £		At 31 March 2025 £
Net debt		-	-

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Statement of Financial Activities by fund for the Year Ended 31 March 2026

Unrestricted Funds

	Total Unrestricted Funds 2026 £	Total Unrestricted Funds 2025 £
Income and Endowments from:		
Donations and legacies	194	20
Charitable activities	2,002	2,432
Total income	2,196	2,452
Expenditure on:		
Charitable activities	(3,236)	(1,780)
Total expenditure	(3,236)	(1,780)
Net (expenditure)/income	(1,040)	672
Net movement in funds	(1,040)	672
Reconciliation of funds		
Total funds brought forward	5,796	5,124
Total funds carried forward	4,756	5,796

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Statement of Financial Activities by fund for the Year Ended 31 March 2026

Restricted Funds

	Total Restricted Funds 2026 £	Total Restricted Funds 2025 £
Income and Endowments from:		
Donations and legacies	30,557	-
Other trading activities	140	-
Investment income	1,484	1,152
Total income	<u>32,181</u>	<u>1,152</u>
Expenditure on:		
Charitable activities	<u>(1,494)</u>	<u>(144)</u>
Total expenditure	<u>(1,494)</u>	<u>(144)</u>
Net income	<u>30,687</u>	<u>1,008</u>
Net movement in funds	30,687	1,008
Reconciliation of funds		
Total funds brought forward	<u>25,040</u>	<u>24,032</u>
Total funds carried forward	<u>55,727</u>	<u>25,040</u>

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Detailed Statement of Financial Activities for the Year Ended 31 March 2026

	Total 2026 £	Total 2025 £
Income and Endowments from:		
Donations and legacies (analysed below)	30,751	20
Charitable activities (analysed below)	2,002	2,432
Other trading activities (analysed below)	140	-
Investment income (analysed below)	1,484	1,152
Total income	<u>34,377</u>	<u>3,604</u>
Expenditure on:		
Charitable activities (analysed below)	<u>(4,730)</u>	<u>(1,924)</u>
Total expenditure	<u>(4,730)</u>	<u>(1,924)</u>
Net income	<u>29,647</u>	<u>1,680</u>
Net movement in funds	29,647	1,680
Reconciliation of funds		
Total funds brought forward	<u>30,836</u>	<u>29,156</u>
Total funds carried forward	<u><u>60,483</u></u>	<u><u>30,836</u></u>

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Detailed Statement of Financial Activities for the Year Ended 31 March 2026

	Total 2026 £	Total 2025 £
<i>Donations and legacies</i>		
Appeals and donations	194	20
Trusts and foundations	30,557	-
	30,751	20
<i>Charitable activities</i>		
Events income	2,002	2,432
	2,002	2,432
<i>Other trading activities</i>		
Subscriptions	140	-
	140	-
<i>Investment income</i>		
Interest on cash deposits	10	14
Interest on cash deposits	1,474	1,138
	1,484	1,152
<i>Charitable activities</i>		
Grants payable - institutions	(1,350)	-
Insurance	(213)	(336)
Computer software and maintenance costs	(319)	(288)
Printing, postage and stationery	(85)	-
Trade subscriptions	(197)	(65)
Cost of trustee meetings	(761)	(762)
Website hosting	(144)	(144)
Website hosting	(160)	(271)
Sundry expenses	(70)	(58)
Cost of trustee meetings	(411)	-
Independent examiner's fee	(1,020)	-
	(4,730)	(1,924)