

**SOUTH WESTERN FEDERATION OF
MUSEUMS AND ART GALLERIES**

**DEVELOPMENT PLAN
2005 – 2008**

January 2005

CONTENTS

	<i>Page no.</i>
1. What is the Federation?	1
2. What is the Federation's purpose and what are its strategic objectives?	1
3. What are the guiding principles that govern the Federation's activities?	2
4. What will be the Federation's key tasks?	2
5. What will be the Federation's legal status?	4
6. How will the Federation operate in future?	5
7. How will the Federation's activities be monitored and evaluated?	8
8. What will be the Federation's income and expenditure?	9
9. What are the risks the Federation needs to consider?	11

Annexes

One : Job description and person specification for Co-ordinator

Two : Income and expenditure summary – 2005-2008

Three : Risk assessment



SECTION ONE : WHAT IS THE FEDERATION?

- 1.1 The South Western Federation of Museums and Art Galleries (the Federation) is an unincorporated subscription based organisation, representing the museum profession in the South West of England. The Federation has been in existence since 1931 and currently has 225 members, drawn from institutions and individuals from across the South West concerned with the museum sector.
- 1.2 The Federation is the one truly representative voice of the museum sector – and those working in museums – at a regional level within the South West. Its membership is open to museums and galleries within the historic counties of Bristol, Cornwall and the Isles of Scilly, Devon, Dorset, Gloucestershire, Somerset and Wiltshire, as well as the Channel Islands.
- 1.3 This Development Plan sets out the key features of the Federation’s activities over the next three years (2005- 2008) and provides a framework within which the Federation will operate. The Plan builds on an extensive consultation exercise undertaken with Federation members, the South West Museums, Libraries and Archives Council (SWMLAC) and the Regional Museum Hub during 2004 about the Federation’s future role and direction. The findings and recommendations from that consultation exercise are contained in the report “Results of the consultation with Federation members and non members” : October 2004 (*Kingshurst Consulting Group and Clare Conybeare*).
- 1.4 Work on developing this Plan and the earlier consultation exercise and report has been undertaken with funding support from SWMLAC.

SECTION TWO : WHAT IS THE FEDERATION’S PURPOSE AND WHAT ARE ITS STRATEGIC OBJECTIVES?

- 2.1 The Federation exists to represent the views of those institutions and individuals who are members and to provide them with appropriate support and services, subject to the resources available to the Federation.
- 2.2 In undertaking its role, the Federation is driven by three overarching objectives:
 - to promote the value and benefits of the South West’s museums and art galleries, and their collections
 - to represent and support those museums and galleries, their workers and supporters
 - to promote membership of the Federation and encourage cooperation between members

SECTION THREE : WHAT ARE THE GUIDING PRINCIPLES THAT GOVERN THE FEDERATION'S ACTIVITIES?

- 3.1 The work of the Federation is underpinned by a number of guiding principles and values. They are:
- the Federation must be able to demonstrate that membership offers real benefits to those people working in or concerned with the wellbeing of museums and galleries across the South West
 - all members of the Federation (whether institutions or individuals) should have equal status and an equal say in its activities
 - the members of the Federation's committee and its Co-ordinator must represent the needs and views of all members in working on behalf of the Federation
 - all members of the Federation should uphold the highest standards of professional conduct and adhere to the Museums Association's Code of Ethics.

SECTION FOUR : WHAT WILL BE THE FEDERATION'S KEY TASKS?

- 4.1 Arising from the consultation exercise with members, referred to in Section One, a number of activities emerged as a focus for the Federation's future work. They involve:
- being more proactive in representing the grass roots views of members so as to ensure their needs are fully taken into account in the development of the region's museums and galleries
 - providing a vehicle for communication, the exchange of information and good practice between members and with other organisations; and in doing so helping to build a more effective community of museums across the South West
 - promoting the training and development needs of members; both through publicity for relevant training activity currently taking place and by helping to deliver new training where gaps in provision exist
 - maintaining and developing the Federation as a credible and respected organisation, able to fully represent the needs of its members and work effectively in partnership with others.
- 4.2 The Federation's role will continue to evolve in the coming years. However, based around the above key tasks it is intended that the Federation's work will encompass the following:
- i) **Representing the views of members**
- advocating the needs of the South West's museum sector and Federation members with those responsible for the policy development and funding of the sector -

SWMLAC; the South West Regional Assembly; the South West Regional Development Agency; the Museums Association; the Heritage Lottery Fund and others; and, through them to national bodies such as the Museums, Libraries and Archives Council and the Department for Culture, Media and Sport.

- promoting the achievements and success stories of Federation members more widely, in order that the region's museum sector as a whole is seen to be an important feature of the cultural, social and economic life of the region
- taking a leading role in helping establish and run SWMLAC's Regional Advisory Panel which is being set up to provide SWMLAC with professional advice and guidance on museum specific issues, as well as providing a collective regional voice for the sector. It has already been agreed that the Federation's President should chair the new Regional Advisory Panel. In addition, it is intended that the Federation's Co-ordinator will work with SWMLAC to help bring the Panel into being and to provide support in its ongoing development. The precise ways in which the Co-ordinator will do so will be agreed with SWMLAC as the role of the Panel becomes more established.

ii) Providing information and a forum for exchanging information and ideas

- the continued production and further development of the Federation's newsletter (both in print and electronic format), as a practical vehicle for informing members of news and current issues
- the introduction and maintenance of a Federation website; so as to keep members in touch with Federation activity more effectively and to provide a discussion page where members can communicate about issues of current concern or interest
- the increased networking and sharing of experience between members, particularly at a local level through encouraging the setting up of County Groups of museum professionals, where these are not already in existence, as well as supporting existing networks.

iii) Supporting the training and development needs of members

- working with the Regional Museum Hub to support its planned training activity for the wider museum community (including Federation members) and helping the Hub plan and introduce new training provision for museum workers and volunteers. The Federation's role is likely to involve both organising the logistics of Hub delivered training and publicising such training with Federation members
- cooperating with the network of Museum Development Officers to identify how workforce development activity can best be replicated across the region to embed good practice within the sector.

iv) Developing the Federation's role as a respected organisation

- ensuring the effective delivery of the above range of activities, so as to maintain the Federation as the key representative body for museums within the region

- 4.3 In order to undertake these tasks in an effective manner, it has become clear that the Federation will require some form of new staffing resource rather than continue to rely exclusively on the commitment of its Committee members who, to date, have worked for the Federation on a voluntary basis. Therefore, in line with the recommendations in the report following the consultation exercise, the Federation has decided to recruit a part time Co-ordinator to support the Federation and its Committee in their work. The precise role and duties of the Co-ordinator are described in Section Six.

SECTION FIVE : WHAT WILL BE THE FEDERATION'S LEGAL STATUS?

- 5.1 Throughout its existence, the Federation has been an unincorporated organisation. However, given the broadened scale of activities proposed for the Federation in the coming years – as well as the increased level of funds for which the Federation will be responsible and its potential contractual responsibilities as an employer - it is intended to move to a more formal status and structure.

- 5.2 There are a number of options in terms of its future status for the Federation to consider:

- a Charitable Trust
- various forms of Company Registration

i) a Charitable Trust

- 5.3 The main advantages of registering as a charity are:

- the ability to claim back tax paid by a donor organisation
- the requirement by a number of Charitable Foundations only to provide funds to registered charities
- increased credibility when seeking funding from external bodies
- automatic entitlement to rates relief.

- 5.4 The downside of registration is the paperwork involved. There is a requirement to formally apply to the Charity Commission to be registered and to send information (normally annually) to the Charity Commission. There is also a requirement to hold Annual General Meetings (as the Federation does already).

- 5.5 A trust is the traditional structure for a charity, with its trustees holding the charity's assets. The governing instrument is the Trust Deed or Declaration of Trust, signed by all trustees. A trust is more suitable where the active participation of a membership is not required, with a small number of trustees who hold the organisation's assets and administer its funds. However, as a trust is an unincorporated body it does not have a separate legal entity and trustees are jointly and severally liable if the trust incurs liability. It would not seem that a Charitable Trust is an appropriate structure for the Federation.

ii) Company Registration

- 5.6 The main advantage of registering as a company is to limit the liability of its directors, whilst in turn presenting the organisation to potential funding bodies as properly constituted and credible. As a legal entity the company can enter into contracts and employ staff. The governing instruments of the company consist of the Memorandum and Articles of Association. The Memorandum states the objects of the company and the Articles deal with internal rules and procedures.
- 5.7 There are a number of options to become a registered company:
- *to be limited by shares*: the normal commercial approach
 - *to be limited by guarantee*: the model normally adopted by non commercial or voluntary bodies, where members guarantee to meet the debts of the company up to a limit which is almost always £1. Company registration (either limited by shares or by guarantee) requires the organisation to make annual returns to Companies House, keep various registers and proper accounts, which normally need to be audited professionally
 - *by registering as an Industrial and Provident Society*: this provides limited liability and is a normal approach for co-operatives, mutual societies and businesses conducted for the benefit of the community. Many of the larger housing associations are also registered as Industrial and Provident Societies. Where the objectives of the organisation are wholly charitable (for example set up for community benefit), the Society will be an exempt charity not required to register with the Charity Commission. Registration as an Industrial and Provident Society is via the Financial Services Authority, although the initial registration costs are higher than for a company limited by guarantee (£1,000) and the registration process takes longer.
- 5.8 Based on the Federation's activities, its future scale of operation and objectives it would seem most appropriate that it either establishes itself as a company limited by guarantee or registers as an Industrial and Provident Society. Although, at this stage, a company limited by guarantee appears more appropriate.
- 5.9 In order to do so and to secure professional legal input on the most appropriate option – without incurring undue legal costs – it is proposed that support is sought from the legal staff at one of the Federation's local authority members. This will enable the Federation to be taken through the registration process, either as a company limited by guarantee or to become an Industrial and Provident Society. It is anticipated that such legal support from a Federation member could be provided free of charge and not involve the Federation in additional costs, over and above registration fees.

SECTION SIX : HOW WILL THE FEDERATION OPERATE IN FUTURE?

Role and composition of the Committee and County Groups

- 6.1 The work of the Federation is overseen and driven forward by a Committee of Officers elected by the membership at their Annual General Meeting. This Committee meets at least four times each year. The Officers of the Committee comprise the Federation's:

- President, who serves for a maximum of two years
 - two Vice Presidents, the two immediate past Presidents
 - Honorary Secretary
 - Honorary Treasurer
 - Honorary Membership Secretary
 - Honorary Meetings Secretary
 - Honorary Editor
 - Honorary Training Officer
- 6.2 The elected Officers are supplemented with the Chief Executive of SWMLAC and co-opted committee members (for example a representative of the Regional Museum Hub), together with representatives of sub regions within the South West. These representatives of sub regions are elected at the Federation's Annual General Meeting and generally drawn from the County Groups which operate in most – although not all – of the historic counties of the South West. Such representatives of County Groups serve on the Federation's Committee for a maximum of three years.
- 6.3 The County Groups are independent of the Federation although, in practical terms, the composition of such Groups is largely made up of Federation members. Drawing representatives of the County Groups into the Federation's formal decision making processes provides an important means of engaging with local Federation members from across the region in a practical way. In turn, these arrangements provide a useful communication channel for Federation members to have their say and provide a direct input into the Federation's work.
- 6.4 The Committee structure has stood the Federation in good stead and the voluntary commitment of its Committee members continues to be an important strength of the Federation. Therefore it is proposed to retain the Federation's current Committee structure during the lifetime of this Plan. In terms of the content of Committee Meetings, it is intended that in future these will last for a full day. This will provide an opportunity for the Committee to meet across the region and undertake an optional tour of local developments of particular significance or discuss an issue of current significance.
- 6.5 However, one specific issue which the Committee will wish to focus on during the period of this Plan is the question of succession planning for the President and other key Committee members. This will help ensure that any future changes in the make up of the Committee do not weaken the Federation's effectiveness or influence.

Structure of members' meetings

- 6.6 In addition to its Committee structure, the Federation holds two meetings each year which are open to all members. The first such meeting is the Federation's Annual General Meeting. It is intended to retain these two meetings for members each year.

- 6.7 It is proposed to retain the present structure of meetings, with the morning given over to general Federation business, whilst the afternoon is focussed on a visit to a nearby museum and/or more in depth consideration and exchange of views on issues of interest to Federation members. In the coming year the topics for such in depth discussion might include: the future of collections, workforce developments and the Museums Association report on salary levels within museums and galleries.
- 6.8 Outside of this meeting structure for members, the development of a Federation website (see paragraph 4.2ii) will provide an opportunity for electronic discussion groups to be developed between members on issues of current concern or interest.

Role of Co-ordinator

- 6.9 As indicated in paragraph 4.3, it is intended to support the work of the Federation's Committee with the appointment of a part time Co-ordinator. This Co-ordinator will enable the Federation to adopt a more proactive role on behalf of its members and to fulfil the various tasks outlined in Section Four of this Plan.
- 6.10 Therefore it is intended that the part time Co-ordinator will be responsible for:
- supporting the Honorary Editor in the development and production of the Federation's newsletter, chasing up suitable articles, case studies and features etc.
 - preparing responses to key consultation documents, in association with Committee Officers, which set out a grass roots museum viewpoint for approval by the Federation's Committee
 - advocating the needs of Federation members with those responsible for policy developments affecting the region's museums – both in formal submissions and at meetings
 - helping develop and run the proposed Museum Advisory Panel, in liaison with SWMLAC
 - developing and updating the proposed Federation website
 - arranging and promoting appropriate training activities in collaboration with the Hub and other suitable training providers; working closely with relevant County Groups, Museum Development Officers, other sub regional or cross sector groupings
 - encouraging the development of County Groups where they do not currently exist so as to ensure a full regional network of Groups
 - servicing the Federation's Committee meetings and assisting the Honorary Meetings Secretary in arranging the two meetings for members each year
 - identifying and pursuing other funding opportunities to broaden the Federation's activities further.

- 6.11 This range of tasks represents a challenging role but one which, it is believed, is achievable by engaging a person combining the right balance of experience and personal qualities. Annex One contains a job description and person specification for the Co-ordinator post.
- 6.12 In the first instance, and to test the concept of such a Co-ordinator post, it is intended to tender for a freelance consultant to perform the various duties set out in the job description. This will not only provide the Federation with the flexibility to test how this post should operate most effectively, but also avoid the Federation having to enter in formal employer responsibilities at this stage. It is envisaged that the appointment of such a freelance consultant will be for an initial period of twelve months to enable the Federation's Committee to evaluate their effectiveness and added value. Decisions on the future arrangements for the post would be taken by the Committee, in the light of the experience of this initial twelve months phase.
- 6.13 It is intended that the Co-ordinator post reports to an agreed Committee member on a day to day basis, who would also provide "hosting" arrangements for the Co-ordinator, including access to nominal support services (use of photocopying facilities etc.). The Committee member nominated to oversee the day to day activities of the Co-ordinator and his/her location for communication purposes will be determined by the Committee in the light of responses to the proposed tender from freelance consultants.
- 6.14 It is assumed that a suitable freelance Co-ordinator can be recruited and in post by April 2005. Specific targets for the Co-ordinator to meet in undertaking his/her role will be set by the Committee once an appointment is made.

Liaison with SWMLAC's Museum Advisory Panel

- 6.15 Part of the role of the Federation's Co-ordinator will be to support the development and operation of SWMLAC's Advisory Panel, drawing together museum professionals from across the region. SWMLAC has agreed that the Federation, as the key regional body representing museums in the South West, will have a central role in setting up and helping run the Panel on behalf of the region's museums sector as a whole. The precise tasks of the Co-ordinator in respect of the Panel will be agreed with SWMLAC as the Panel's membership is firmed up by SWMLAC, in partnership with the various sector organisations.

SECTION SEVEN : HOW WILL THE FEDERATION'S ACTIVITIES BE MONITORED AND EVALUATED?

- 7.1 The main responsibility for overseeing the Federation's activities and the effectiveness of its work will continue to rest with the Committee. They will have a standing item at all their future meetings concerned with the Federation's work programme and will consider a concise written report from the Co-ordinator identifying key aspects of activity, an assessment of how effective such activity has been, together with a progress report on the Federation's income and expenditure against profile.

- 7.2 This will enable the Committee to come to an informed view of Federation activity and the work of the Co-ordinator, as well as exercising proper financial control of the organisation. The reports from the Committee, as well as minutes of Committee meetings, will be made available on the proposed Federation website (see paragraph 4.2ii).
- 7.3 Prior to the Federation's Annual General Meeting each year, the Committee will consider and approve a report from the Co-ordinator on his/her activity during the past year, the Federation's key achievements as well as issues to be addressed in the coming year. In this way, the Federation's membership will have direct feedback on the work of the Committee and the Co-ordinator, along with an opportunity to help determine the direction of future activity.
- 7.4 In addition, at the mid point of this Plan (Autumn 2006) the Committee, in liaison with SWMLAC and the Hub, will commission a short independent evaluation of the Federation's work and in particular the role of the Co-ordinator. This evaluation will help inform the Committee, SWMLAC and the Hub as to the effectiveness and added value of the Federation's work programme, as well as identifying any issues which need to be addressed at that stage.

SECTION EIGHT : WHAT WILL BE THE FEDERATION'S INCOME AND EXPENDITURE?

- 8.1 Since its inception the Federation has chiefly relied on membership subscriptions to fund its activities. However, the consultation with members during 2004 not only determined a range of activities on which the Federation should focus in the future, but also identified funding opportunities to support this development.
- 8.2 Following discussions, two important new sources of funding have been agreed. Firstly, SWMLAC has agreed to provide £5,000 per year for three years (drawing on the former reserves of the South West Museums Council which were transferred to SWMLAC for museum purposes). Secondly, the Regional Museum Hub has also agreed to provide £5,000 per year for a three year period to support the Federation's enhanced role, subject to confirmation of continued Hub funding from April 2006.
- 8.3 As a result of this increased level of income, the Federation is now able to consider the appointment of a part time Co-ordinator post, as well as continuing to fund its other work such as the production and distribution of the Federation newsletter etc.
- 8.4 In addition, it is considered timely to increase members' subscriptions to a level which is more appropriate to the Federation's enhanced role, as well as conducting a rigorous recruitment campaign to increase membership numbers during the period of this Plan. Thus the following changes to membership fees are proposed for 2005 onwards:

	Present subscription	Proposed subscription	Potential annual income*
Honorary life members (5)	NIL	NIL	NIL
Individual members (82)	£7	£12	£984
Institutional members (138)			
– less than £30,000 turnover (80)	£7	£12	£960
– £30,000 - £100,000 turnover (15)	£14	£25	£375
– £101,000 - £200,000 turnover (15)	£21	£30	£450
– over £200,000 turnover (25)	£28	£50	£1,250

* Assumes 100% payment of subscriptions, although currently 11% of members' subscriptions have not be paid for the 2004/05 year

- 8.5 In addition to members' subscriptions there are opportunities for the Federation to broaden its income base and secure additional funds as a result of delivering activities on behalf of other organisations. One such opportunity, for example, concerns the Federation delivering specific training and workforce development activity on behalf of the Regional Museum Hub. This and other potential income generating activities represent important opportunities to broaden the Federation's income, both during the period of this Plan and thereafter, in order to ensure the organisation's longer term relevance and financial sustainability.
- 8.6 Therefore the income projections at Annex Two contain a relatively modest level of earned income. A feature of the Co-ordinator's role will be to identify and pursue such fee earning activity on behalf of the Federation. This role is incorporated in the Co-ordinator's job description at Annex One.
- 8.7 Based on the activities described earlier in this Plan, Annex Two contains a summary of income and expenditure for the next three years covered (2005 – 2008). It can be seen from the figures at Annex Two that it is intended to utilise some of the Federation's reserves (which total some £6,500) in the 2005/06 year to underpin the activities in this Plan, in particular the costs of developing and introducing a Federation website (paragraph 4.2ii).
- 8.8 All of the costs in Annex Two are exclusive of VAT and the Federation will be considering whether to be VAT registered in order to claim appropriate refunds on the VAT element of its expenditure.

SECTION NINE : WHAT ARE THE RISKS THE FEDERATION NEEDS TO CONSIDER?

- 9.1 Annex Three contains an assessment of the risks the Federation needs to consider in successfully delivering this Plan.

ANNEX ONE

**SOUTH WESTERN FEDERATION OF MUSEUMS AND
ART GALLERIES : JOB DESCRIPTION**

- Job Title :** Federation Co-ordinator (part time)
- Reporting to :** Federation President or other nominated Committee member
- Hours of work :** 3 days per week, initially on a freelance consultancy basis
- Purpose of job and key tasks :** To support the Federation's Committee and members in implementing the organisation's Development Plan. In particular, the Co-ordinator will be responsible for:
- supporting the Honorary Editor in the development and production of the Federation's newsletter, chasing up suitable articles, case studies and features etc.
 - preparing responses to key consultation documents, in association with the Committee's Officers, which set out a grass roots museum viewpoint for approval by the Federation's Committee
 - advocating the needs of Federation members with those responsible for policy developments affecting the region's museums – both in formal submissions and at meetings
 - helping develop and run the proposed Museum Advisory Panel, in liaison with SWMLAC
 - developing and updating the proposed Federation website
 - arranging and promoting appropriate training activities in collaboration with the Hub and other suitable training providers; working closely with relevant County Groups, Museum Development Officers or other sub regional groupings
 - encouraging the development of County Groups where they do not currently exist so as to ensure a full regional network of Groups
 - servicing the Federation's Committee meetings and assisting the Honorary Meetings Secretary in arranging the two meetings for members each year
 - identifying and pursuing other funding opportunities to broaden the Federation's activities further.

Experience and personal qualities

The Co-ordinator must be able to drive forward a range of activities, working with Federation members and partner organisations from the public, voluntary and private sectors.

He/she needs to demonstrate a track record of meeting deadlines and delivering activities on time, working in partnership with others. The Co-ordinator must be capable of establishing his/her own credibility at the outset. An ability to persuade and influence on behalf of the Federation will be essential. Good presentation, advocacy and communication skills (written and oral) are a key requirement.

The Co-ordinator should therefore have:

- a good understanding of, and empathy with, the museum sector in the South West and the issues it faces
- awareness of the differing needs, characteristics and aspirations of public, voluntary and private sector museums in the region
- an ability to develop and maintain good working relationships across the Federation's membership and to work in effective partnership with organisations who can support museums' development in the region, both within the sector and beyond
- first class oral and written communication skills
- experience of working and reporting to a Committee or Steering Group which draws together representatives from different organisations.

ANNEX TWO

INCOME AND EXPENDITURE SUMMARY

Income	2005/06	2006/07	2007/08
Federation reserves	5,000	-	-
Membership subscriptions	4,000	4,000	4,000
SWMLAC	5,000	5,000	5,000
South West Museum Hub	5,000	5,000	5,000
Earned income	1,500	3,500	4,000
Totals	20,500	17,500	18,000
Expenditure			
Co-ordinator salary/fees	13,000	13,000	13,500
Travel and subsistence	2,500	2,500	2,500
Recruitment/advertising costs	500	-	-
Newsletter	800	850	900
Website development and maintenance	3,000	500	500
Summer meeting	125	125	125
Autumn meeting	125	125	125
Printing, stationery and postage	250	250	300
Miscellaneous (including fees for company registration)	200	150	50
Totals	20,500	17,500	18,000

NB: All costs are exclusive of VAT

ASSESSMENT OF RISKS

Risk	Likelihood	Impact	Action to manage the risk	Who is responsible	Timing
Membership unwilling to agree Development Plan	Low	High	Membership consulted fully on emerging findings/recommendations from 2004 consultation exercise. Also unanimous support from Committee for findings/recommendations	Committee	January – May 2005
Membership unwilling to agree to increase in subscription levels	Medium	High	New subscription levels to be tested fully with Committee and County Groups	President	January – March 2005
Inability to recruit/appoint suitable Co-ordinator on a freelance basis initially	Medium	High	Tender for freelance consultant for initial 12 month appointment to be advertised widely in appropriate journals and via networks (e.g. SWMLAC's Bulletin and website)	Committee	February – April 2005
Inability to recruit/appoint suitable long term Co-ordinator post	Medium	High	Experience of freelance appointment to be evaluated and decisions made on the type of longer term appointment most appropriate	Committee	March 2006
High turnover of Committee members reduces credibility/ effectiveness of Federation	Medium	High	Need for effective succession planning to identify potential future Committee members and replace existing Committee Officers wishing to stand down in the near future`	President and Vice Presidents	Ongoing
Inability/delays in delivering Development Plan	Medium	High	Regular monitoring of performance and progress at all future Committee meetings	Committee	Ongoing

South Western Federation of Museums and Art Galleries : Development Plan

Risk	Likelihood	Impact	Action to manage the risk	Who is responsible	Timing
Loss of credibility/support for Federation amongst members	Low	High	Need for effective, ongoing communication with members via Newsletter, website, County Groups etc. to emphasis Federation activity and its relevance to members. Also rigorous recruitment campaign to secure new members.	Committee and Co-ordinator	Ongoing
Reduction in continuing support/commitment for Federation by SWMLAC and/or Regional Hub, arising from national policy developments or key personnel changes in either organisations	Medium	Medium	Ongoing liaison between Federation and SWMLAC/Hub, together with effective delivery of Federation's plans which address SWMLAC and Hub's priorities.	Committee and Co-ordinator	Ongoing
Cost overruns on Federation activity and/or reduction in income levels	Low	High	Regular financial reporting and monitoring of outturn figures by Committee	Hon. Treasurer and Hon. Membership Secretary	Ongoing